



## SURREY POLICE - PAPER FOR PCC MANAGEMENT MEETING

### Update on Strategic Policing Requirement

#### Introduction

The Strategic Policing Requirement (SPR) ensures that when threats and harm to public safety assume national dimensions, the police can deliver an appropriately robust national response. It supports Police and Crime Commissioners and Chief Constables in balancing local and national priorities effectively and drives improvements to their force's response to serious and cross-boundary threats.

As part of the response to the SPR a national document was needed, detailing the capacity and contribution, capability, consistency and connectivity (5Cs) required to counter the identified threats. This took the form of the National Policing Requirement (NPR), produced by the National Police Chiefs' Council (NPCC) and the College of Policing.

The recently refreshed threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces, resulting in a national response. The threats identified are:

- Public disorder
- Civil emergencies
- Serious and organised crime
- Terrorism
- National cyber security incidents
- Child sexual abuse (added in March 2015)

A paper covering Public disorder was submitted to the July PCC Management Meeting. This paper will assess our response to the other threats, utilising the 5C's approach highlighted in the NPR. The full NPR document is currently being refreshed with publication expected October/November this year.

## **Civil Emergencies**

### **Capacity & Contribution**

Regionally for our Chemical Biological Radioactive Nuclear (CBRN) response we have 80% capacity. This has been reviewed by the NPCC regional lead who is content with this. The force has sufficient capacity to deal with low level CBRN. There have not been any significant CBRN incidents that have required any mutual aid or deployment of more than one police support unit (PSU) in Surrey over the last ten years.

Local Resilience Forums in Surrey and Sussex hold risk registers pertinent to each county. Work is progressing to deliver wider combined civil contingencies activity across both force areas including command and control, planning, exercising and procurement. We are working with key stakeholders, including government offices, to ensure our preparedness is fit for purpose. This will include exercises with partners.

The number of Senior Identification Managers (SIMs) available across the region is considered sufficient to maintain cover for incidents in the UK and overseas. Other forces in the region are being asked to review the number of SIMs they have to maintain a proportionate capability in each force.

Thames Valley Police have agreed to host any Casualty Bureau function through to April 2016 until there is a national decision on whether this function will sit regionally or within each force. In the meantime we continue work to ensure we have identified and trained staff to support the call taking function.

The force has the appropriate command structures in place at Gold, Silver and Bronze level to support incident response.

### **Capability**

We have strong established links to the Local Resilience Forum (LRF) and are part of all appropriate sub- groups and project delivery groups. There is an established process for undertaking and reviewing risk assessments at LRF level through the Risk Assessment Working Group (RAWG). If the RAWG identify that additional work is required to prepare for the LRF response to a risk it is passed on to the appropriate sub group or task and finish group to undertake the development and publication of plans.

Joint Emergency Services Interoperability Programme (JESIP) training has been delivered across both forces and was thoroughly tested during an exercise last year. We regularly take part in LRF table top exercise and training events and have established Strategic Co-ordination Group arrangements in both Surrey /Sussex areas. These are soon to be jointly tested in an upcoming exercise.

There is a set of emergency plans developed to prepare for responding to and recovery from emergencies, with a rolling programme to review these plans. Our major incident response and recovery arrangements (MIRRA) are well established.

## **Consistency**

All the published guidance available on the College of Policing site Authorised Professional Practice (APP) is utilised extensively in preparing for emergencies. We are fully engaged with JESIP and continue to look at better ways to work with partner agencies.

The Head of Planning and Resourcing is leading on a collaborated Surrey and Sussex project with a vision of a collaborated Blue Light Service. This will include the three fire and rescue services, two police forces and the South East Coast Ambulance Service.

## **Connectivity**

Interoperability continues to be developed through the telecoms group and debriefs and lessons learned. JESIP training has been rolled out to operational and tactical commanders. Training has also been provided to control room supervisors with further JESIP training planned in 2015.

Established Technical Coordination Centres and Strategic Coordination Centres have been tested and provide the requirements for activation and use.

Both LRFs have Airwave interoperability procedures which we (Police in both counties) lead on writing and maintaining.

## **Terrorism**

### **Capacity & Contribution**

Surrey and Sussex collaborate in the areas of counter terrorism and domestic extremism, which allows for greater resilience and sharing of resources.

The Assistant Chief Constable (ACC) for Specialist Crime chairs the joint counter-terrorism strategy (CONTEST) Board and the Head of Special Branch oversees the delivery of the 4P's (pursue, prevent, protect & prepare) under the CONTEST strategy and is the strategic link into the Regional and National network.

The department has strong links with the South East Counter Terrorism Unit (SECTU) and benefits from its support and resources, both 'routinely' and also on an operational needs basis.

### **Capability**

Both forces benefit from staff who specialise in the fields of investigation, intelligence gathering, source handling and ports policing.

There are meeting structures in place e.g. a daily video conferencing with SECTU and bi-weekly meetings with key persons from PREVENT, attended by a representative from SECTU and a representative from the security services.

As previously stated under civil emergencies, no significant CBRN incidents requiring mutual aid or deployment of more than one Police Support Unit in Surrey have occurred in the last ten years.

CBRN resources are suitably accredited and equipped to a nationally consistent standard. Centrally provided equipment is maintained but it will come to the end of its shelf life in 2015/16.

### **Consistency**

Through Surrey/Sussex Head of Special Branch and ACC for Specialist Crime Command, both forces are kept informed of the regional and national picture and developments relating to Counter Terrorism.

The department participates in local and regional exercises to ensure its readiness, as well as looking to extract learning opportunities from the National Exercise Programme, particularly where scenarios are more pertinent to the force areas e.g. an airport related scenario.

### **Connectivity**

Surrey and Sussex police are working with SECTU and regional forces to review Special Branch in the region to ensure it delivers an efficient and effective service.

Following the Prevent Duty Guidance the statutory responsibility for Prevent now rests with the Local Authorities and is no longer police led. Across Surrey and Sussex the Prevent Boards are led by Local Authorities.

## **Serious and Organised Crime**

### **Capacity & Contribution**

Surrey has a dedicated Serious and Organised Crime Unit (SOCU) which includes within it an Economic Crime Unit and a collaborated surveillance team. The number of resources within these teams is deemed commensurate with demand, with reviews by the Chief Officer Group being carried out when necessary.

The unit focuses its efforts on tackling organised crime, based on a matrix scoring system which takes into account Threat, Harm and Risk. As well as focusing on the 'Pursue' element, both SOCU's are actively developing their capabilities towards addressing the 'Prevent', 'Protect' and 'Prepare' issues within the Governments Organised Crime Strategy.

Surrey manages Organised Crime Groups (OCGs) across divisions and Specialist Crime. Lead Responsible Officers are identified according to threat and location to coordinate activity. Forces Financial Investigators are utilised to tackle OCGs.

A number of regional units provide support in tackling Serious & Organised Crime (SOC), namely South East Covert Operations Unit (SECOU), South East Region Organised Crime Unit (SEROCU), South East Technical Surveillance Unit (SETSU), South EAST Witness Protection Unit (SEWPU) and the Government Intelligence Network (GAIN) coordinator at SEROCU. In order to achieve savings, resources within Surrey Serious and Organised Crime Unit (SOCU) have been reduced significantly. It is believed however, that the combination of a single force SOCU along with

collaborated resource (SEROUCU) is sufficient to tackle SOC threats with connections into other force SOC Teams and the National Crime Agency providing extra capacity where required.

### **Capability**

The force has access to all of the named functions and capabilities within the NPR either collaboratively or in force. All staff within the unit are trained to national standards and have the appropriate equipment to fulfil their roles.

The SOCU is experienced and capable in undertaking protracted and complex investigations, utilising a full range of both covert and sensitive techniques.

Divisions have capability to deal with OCG's and are equipped to use lower level covert tactics. Divisions will be supported by Specialist Crime when more sensitive techniques are required. We also have embedded officers in all our surrounding forces to insure intelligence sharing, development and dissemination. Partner agencies such as the National Crime Agency are embedded through SEROCU.

There is collaboration through the regional units such as SEROCU as well as the embedded officers. Partner agency work is operationally managed through regular meetings with agreed actions and timelines. On operations which remove OCGs involved in street level dealing consolidation plans are put in place which brings together all partners and internal departments when drug enforcement activity is in operation. We have access to GAIN and we frequently work with other agencies including NCA, UKBA and regional assets. This is coordinated on a needs basis when we have joint interests, intelligence or subjects. Meetings are held to establish primacy and methodology to progress.

### **Consistency**

Intelligence staff receive training to national standards, including new courses developed nationally relating to telecoms analysis. We have developed a researcher training course in collaboration with Sussex. SOCU and surveillance team staff receive training via SEROCU and have licences for their skills, deploying in line with Authorised Professional Practice (APP).

Surrey and Sussex SOCUs and divisions participate and contribute to the bi-force tasking and co-ordination process, which in turn feeds into the regional tasking process. Data is aggregated through the Regional Intelligence Group (RIG) which prioritises regional and national taskings and provides clearer cross border intelligence. There is regional information sharing between Heads of Intelligence and Heads of Crime by way of regular meeting cycles.

Through the Force and Regional Tasking Process, OCGs have been adopted by the SEROCU making best use of resources and allowing Sussex/Surrey to adopt more OCGs across the forces.

### **Connectivity**

The threat from organised crime is managed operationally in line with the NPR with Integrated Offender Management Units operating on each of the three divisions. Each unit works closely

with the other as well as with organisations such as Immigration, Probation, Youth Justice Service, local councils and health and housing services.

The SOCU is capable of working with and alongside partners and other organisations such as the NCA and Immigration in targeting OCG's, either in a lead role or support capacity.

Both internally and externally the SOCU works closely with the Public Protection department as well as the collaborated Cyber Crime Unit. There is close working with SEROCU, including regional operational teams, technical support, undercover unit, cyber, confi unit and protected persons.

A Local Organised Crime Partnership Board with both PCC's Offices has been set up to develop the Local Organised Profiles in accordance with the SOC strategy.

## **National Cyber Security Incidents**

### **Capacity & Contribution**

A dedicated collaborated cyber-crime unit provides for an investigative and prosecution function across both forces that also provides cyber related crime prevention. The department acquires, develops and disseminates intelligence on persons actively engaged in cyber-crime (including as part of 'organised crime').

The unit acts a Single Point of Contact (SPOC) within the force and for Law enforcement agencies and academia, raising awareness of issues relating to cyber-crime offending and promoting prevention and detection.

They are actively encouraging engagement and building lasting partnerships with the industry, government agencies and private sector organisations.

### **Capability**

The unit provides a response capability with increased knowledge/skills connected with complex cyber related criminality. They have the ability to provide investigative support and advice across the forces in respect of digital investigations.

Their aim is to deprive criminals of the benefit derived from cyber criminality, recover funds and seek compensation for the victim organisations.

An enhanced capability allows for support across force boundaries or as part of a wider response to national/regional cyber threats when required.

### **Consistency**

Relevant and regular training is delivered to staff within the cyber-crime unit so that new information (such as new methods of offending) can be shared within the organisation and with stakeholders. They regularly engage with other law enforcement agencies and partners to ensure best practice is maintained.

The unit facilitates interoperability between national/regional law enforcement and other blue-light services when required to prevent and detect serious and organised crime. It also shares critical cyber information securely which allows partners to contribute to the prevention, reduction and intervention of cyber criminality.

### **Connectivity**

The unit maintains direct links with the Regional Organised Crime Unit (ROCU) cyber-crime unit through bi-weekly meetings.

An escalation process for regional and national organisations already exists for serious and organised crime which will be adhered to when additional support from ROCU and national agencies is needed.

Where required, the unit has the capability to provide support in response to a national cyber incident in line with guidelines set out by the National Computer Emergency Response Team (CERT-UK).

## **Child Sexual Abuse**

### **Capacity & Contribution**

Surrey Police has dedicated Safeguarding Investigation Units (SIU) to manage child sexual abuse. The SIU's are owned Divisions that have the ability to manage the wider resources to ensure investigations are prioritised and resourced. This also provides strong ownership, line management and oversight of these investigations. These teams own and direct all child sexual exploitation (CSE) investigations with the specialist support of all Divisional assets.

Centrally the force has a dedicated sexual offences investigation team (SOIT - Rape and Serious Sexual), Complex Abuse Unit and police on-line investigation team (POLIT) team that are fully resourced to deal with these aspects of child sexual abuse (CSA). The Multi Agency Safeguarding Hub (MASH) is critical for the early identification of CSA risk and the prioritisation of the safeguarding and investigation. The MASH has had a recent review and is now subject to a partnership project with the objective of evolving it into an effective risk identification process for all partners.

Surrey Police has a clear vision around dealing with CSE. The force has reviewed itself against version 8 of the National CSE Assessment. This National Action Plan has informed the basis of the Surrey safeguarding children board (SSCB) plan to tackle CSE for partners.

A significant demand analysis review is underway, which will assist the force in making informed resourcing choices in relation to CSA.

## **Capability**

Surrey Police has the capability to manage child sexual abuse within the existing structure. With increased demand from more effective identification of CSE the organisation will need to ensure that sufficient resources, and investigative support, are allocated to cater for this demand. There has been additional investment across the BCU's providing extra police officer posts in the SIU's to increase capacity and resilience. A policy decision has been made to ensure SIUs are always at establishment.

The force has a comprehensive communication strategy to enhance internal and external awareness of CSE. All frontline operational staff have received CSE training. Training has also been arranged across the force and includes partners and the wider community.

Area multi-agency monthly CSE meetings are now being held, reporting to the Missing and Exploited Children's Conference (MAECC). CSE panels are also being held monthly on Divisions to provide further oversight of responses to children at risk.

A key requirement for all partners is a Problem Profile for CSE incorporating all partners data. The partnership CSE problem profile has been commissioned and terms of reference agreed.

## **Consistency**

Surrey and Sussex Police use the same crime recording and intelligence system (Niche) to maintain a consistent approach to managing victims, perpetrators and locations linked to CSE.

The addition of two new Public Protection Detective Chief Inspector posts has increased the level of consistency for the force approach and levels of supervision around child abuse. The increased supervision allows for SIU based direction and control with central oversight to ensure consistency and national best practice adoption.

Working with partners, Surrey Police have a MASH development programme. In line with identified best practice and the College of Policing review, this is to ensure consistent risk assessing and rating using an approved tool, together with a clear information sharing process.

## **Connectivity**

Surrey Police has now committed to Chief Officer representation at Local Safeguarding Children Board (LSCB) and force Assistant Chief Constable chairs the LSCB CSE sub group. New missing and exploited children's conference (MAECC) governance arrangements were introduced in 2015. Partners have also increased seniority of representation which ensures connectivity and join-up in prioritising areas of business.

The area multi-agency MAECCs assess the risk level for those at risk of CSE and ensure safeguarding, investigative and disruptive plans are in place. These link into the police CSE Oversight Groups that direct operational activity on each of the BCUs.

## **Conclusion**

- The identified threats within the SPR are all focused areas of business for Surrey Police.



- The business areas that incorporate the identified threats can evidence a high degree of 'compliance' within each of the 5 C's.
- The business areas are able to evidence a robust approach to combating the level of threat as part of their 'business as usual'.
- Surrey Police has the capability to effectively contribute to a regional and/or national effort, both as daily business and also in times of specific need.
- As recently evidenced with CSA, Surrey Police has the ability to adapt and adjust in order to more effectively address the demands placed upon them by a specific threat.
- The collaborated status of the business areas that are responsible for Public Order and Civil Emergencies has given additional resilience and state of readiness to both forces. This in turn enhances any required response regionally and/or nationally.
- The tried and tested interoperability of SOCU, along with the recently created Surrey/Sussex Cyber Unit and collaboration of Special Branch/Counter Terrorism Investigation Unit, should also give reassurance that Surrey can meet the policing requirements of the 5 C's to counter the threats identified within the refreshed SPR.