



Surrey Policing Priorities

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What are the Policing Principles?

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| Accountability <input checked="" type="checkbox"/> | Fairness <input checked="" type="checkbox"/> | Honesty <input checked="" type="checkbox"/> |
| Integrity <input checked="" type="checkbox"/> | Leadership <input checked="" type="checkbox"/> | Objectivity <input checked="" type="checkbox"/> |
| Openness <input checked="" type="checkbox"/> | Respect <input checked="" type="checkbox"/> | Selflessness <input checked="" type="checkbox"/> |

1. Background

1.1. When the PCC elections were postponed until May 2021 due to the Covid-19 pandemic, the PCC reviewed the existing Police and Crime Plan and whilst deeming that it remained fit for purpose, asked the Force to focus on three public priority areas:

- **More Police Officers and Frontline Staff** – to have a continued focus on recruitment following increased Council Tax and Government Grant and to ensure there are more officers on the streets and in communities both rural and urban
- **Better Crime Prevention** – through providing dedicated neighbourhood officers to prevent local crime and through preventing fraud and cyber-crime
- **More crimes solved** – to improve the rate as currently too many criminals aren't being caught and held to account

This paper therefore provides an update on the Force's current activity in respect of these three areas and is further to that provided in May 2020.

2. Public Priority Areas:

2.1. More Police Officers and Frontline Staff

Despite the current pandemic, recruitment of police officers has continued at pace with 242 new officers having joined the Force during 2020/21 across all entry routes including Degree Holder Entry Programme (DHEP), Police Now and Police Now Detectives. In addition the Force has also recruited a total of 54 PCSOs. The Force met and maintained its establishment numbers in January 2021 which means that there will be more officers on the frontline dealing with calls for service, undertaking proactive work and dealing with problems in their communities.

In respect of Safer Neighbourhood Teams (SNT) this too has seen significant investment through 2019/20 and 2020/21 precept uplifts. The Force has increased its Neighbourhood Specialist Officer (NSO) posts from 22 to 52 and has doubled the number of Youth Engagement Officers (YEO) across the Force from 11 to 22 posts. 40 of the 52 NSO posts and 20 of the 22 YEO posts have been filled. This means that the Force now has more officers than ever working in their communities on prevention and problem solving activity along with increased engagement with the county's young people, providing early intervention where it is needed.

2.2. Better Crime Prevention

Prevention and Problem Solving Team

In addition to the investment in Specialist Neighbourhood Teams the Force has seen the creation of a central Prevention and Problem Solving Team from 2019/20 and 2020/21 precept investment. Led by Mark Offord (Chief Inspector Problem Solving) and Jo Grimshaw (Head of ASB and Partnerships), this team draws together all key prevention and problem solving roles across the Force, encouraging closer working relationships and consistency (see Appendix A for team structure).

In addition to the Chief Inspector post, two new sergeant posts have been created along with two problem solving tactical advisors and two analysts who, over the past year, have been fully committed in assisting teams across the Force with detailed analytical support and research of national best practice. This extends beyond the traditional work of problem solving in Safer Neighbourhoods Teams with support and guidance being given to other areas including the Serious and Organised Crime Unit, CID and Criminal Justice, to name a few. The work of the Problem Solving Team to date includes detailed analysis of residential burglary committed in Surrey over the past 3 years, resulting in the creation of bespoke prevention plans for each borough/district. Other examples include tactical advice on dealing with an emerging problem of catalytic converter thefts in the county and problem solving with local teams dealing with a high number of cycle thefts in Guildford and Woking. Their work was also key to the Force/OPCC being successful in securing £500k in Safer Streets funding for Spelthorne and this year Surrey Police achieved national

recognition by winning the Police Now category of the Tilley Awards for its problem solving work tackling youth ASB in Runnymede.

As for how this investment will impact on performance, aside from the national recognition as described, recorded crime is significantly down this year compared with last – with Covid-19 and lockdown being a significant contributory factor. Residential burglary has reduced by 44%, with total crime down by 14.5%. For victim satisfaction, performance this year has been consistently higher than that seen last year and the latest data from the Joint Neighbourhood Survey shows that 88% of those surveyed had confidence in their local police. All these measures along with the Force's solved crime rates will continue to be used to show the return on investment in more police officers and frontline staff.

Fraud and Cybercrime

Fraud

Surrey Police continues to provide dedicated support to victims through Operation Signature - a process which identifies vulnerable victims of fraud with preventative measures put in place by officers to support and protect them from further targeting. In each case a SCARF form is submitted and the Force has seen an increase in these submissions year on year, as can be seen in Appendix B.

Surrey Police have been working with UK Finance to embed an enhanced protocol to protect vulnerable victims of fraud from financial loss and further targeting across all banking channels. Developed initially as an 'in-branch' response, this has now been extended to include transactions being attempted through telephone and online banking. This has been a resounding success and collectively this process has prevented over £2 million in losses since its introduction in Surrey. In the last year (2020) the protocol has been responsible for 164 calls from banks, significantly increasing the reporting of crime and the safeguarding of vulnerable victims.

Surrey's in-house Victim and Witness Care Team have also introduced two Fraud Caseworkers who provide ongoing, one to one, support for the most vulnerable victims of fraud identified through Op Signature, with a total of 358 victims being supported to date. They are also now working with Sussex Victim Support to offer the added service of a recently developed Peer Support Group, specifically for victims of romance fraud. This has generated national interest, and featured on a BBC4 documentary on romance fraud in February. In addition to the two caseworkers Surrey Police is also planning to introduce a Volunteer Fraud Prevention Programme. Like Sussex this aims to ensure that every victim of fraud in the county is contacted and given tailored crime prevention advice specific to the crime type. Eleven volunteers have been recruited and awaiting training, once national lockdown restrictions have been lifted.

Cybercrime

Surrey and Sussex have invested in a collaborated Cybercrime Unit which receives national funding to support the delivery of specific Cybercrime staff and training. The Unit works very closely with the Force Economic Crime Units under one SCC Command, to provide an effective response to both Cyber dependent criminality and internet facilitated Cyber Enabled crime.

2.3. More Crimes Solved

Despite the challenges of the past year in dealing with the global pandemic and the impact on resourcing during successive waves of the Covid-19 virus, which has seen significantly increased numbers of staff testing positive or needing to self-isolate, the Force has continued in its efforts to improve the way it investigates and solves crime. The Force Performance Board, which is chaired by the Deputy Chief Constable (and attended by all senior leaders), is the governance structure which ensures that there is continual oversight of the Force's solved crime rate and that due focus is given where it is required.

Current financial year to date performance (April 2020 – Feb 2021) shows that the Force's overall solved rate (Total Notifiable Crime) is 15% and is slightly up on the same period last year with

residential burglary, rape, robbery, adult abuse and child abuse all showing performance improvement.

2.3.1 Investigation Improvement Programme

Lead by a Detective Chief Superintendent and overseen by T/ACC Local Policing as Senior Responsible Officer, this is a comprehensive programme of work consisting of three separate projects all of which are interdependent; the introduction of an ***Incident Review Team, Volume Crime Investigation Improvement Plan*** and ***Investigation Structure Review***.

Incident Review Team (IRT) – following investment from Operation Uplift and precept funding the Force saw, on 30th November 2020, the introduction of a new team of police officers and staff who are responsible for dealing with slower time (grade 3) incidents over the phone or tasking them out for police attendance as appropriate. Prior to the introduction of the Incident Review Team (IRT), all grade 3 incidents were tasked to Neighbourhood Policing Teams (NPTs) for review, reducing their ability to give proper focus to their investigations or undertake proactive work. Whilst early days, in that the team has only been in place for three months, the feedback from the frontline has been overwhelmingly positive. The IRT are now dealing with over 80% of the grade 3 incidents which used to be sent to NPT, thus achieving the aim of increasing NPT capacity, and giving a more effective and efficient service to the public.

Volume Crime Investigation Improvement – this part of the Investigation Improvement Plan is focussed on improving the capability of NPT staff to investigate volume crime and follows previous work undertaken in 2017. Whilst much progress has been made since then in terms of the knowledge and confidence of staff, further work needs to be undertaken to embed this further. As part of the national police officer uplift and precept investment a decision has been taken to introduce Neighbourhood Policing Investigation Teams (NPITs) on each of the three divisions. They will be responsible for carrying a proportion of the volume crime workload, interviewing suspects in custody and completing court files. Comprising a small team of PCs, Investigating Officers and a Detective Sergeant the key strength of this model will be that officers from NPT will be seconded into NPITs on rotation so that they become proficient as investigators and are able to produce court files of a high standard before they return to NPT. This approach, based on practice in other forces, should see sustained improvement in volume crime investigative capability across the Force. This work remains in the planning phase with an aim to introduce the new teams in Summer or Autumn 2021.

Investigation Structure Review – this project aims to ensure that the Force has the most appropriate workforce model to deal with more serious crime and specifically Child Abuse, Domestic Abuse and Stalking thereby giving the best possible service to victims. At the current time the Force has three Safeguarding Investigation Units (SIUs) who deal with medium and high risk domestic abuse, all child abuse and offences involving vulnerable adults. Over the past few years SIUs have faced significant challenges in detective shortages and heavy workloads often causing stress to the officers and staff working within them.

Following detailed analysis of demand, engagement with the workforce and reviewing investigative structures in other forces, a pilot testing a new concept of dedicated Child Abuse and Domestic Abuse teams, with a separate CID team, commenced on East Surrey on 22nd February 2021. This sees staff assigned to deal with the level of crime most appropriate to their skills, training and experience e.g. detectives dealing with child abuse and a mix of PCs, DCs and Investigating Officers dealing with Domestic Abuse. The feedback so far has been positive and when the new model is deemed to be working effectively this will be rolled out force-wide.

Investment in Performance Teams

As outlined in the paper submitted to the PCC Performance Meeting in May 2020, each division has introduced a small performance team in order to have access to more in depth individual and team performance data. These teams produce a suite of comprehensive products to identify trends, gaps and specific areas of focus allowing comparisons to be drawn where appropriate. This has been taken a step further during 2020 with each division trialling a new post of a Performance Inspector

who is responsible for trying to improve volume crime solved rates by scrutinising volume crime investigation by NPT. Although early days, Divisional Commanders state that the post is proving extremely beneficial and consideration is currently being given to funding these posts on a permanent basis.

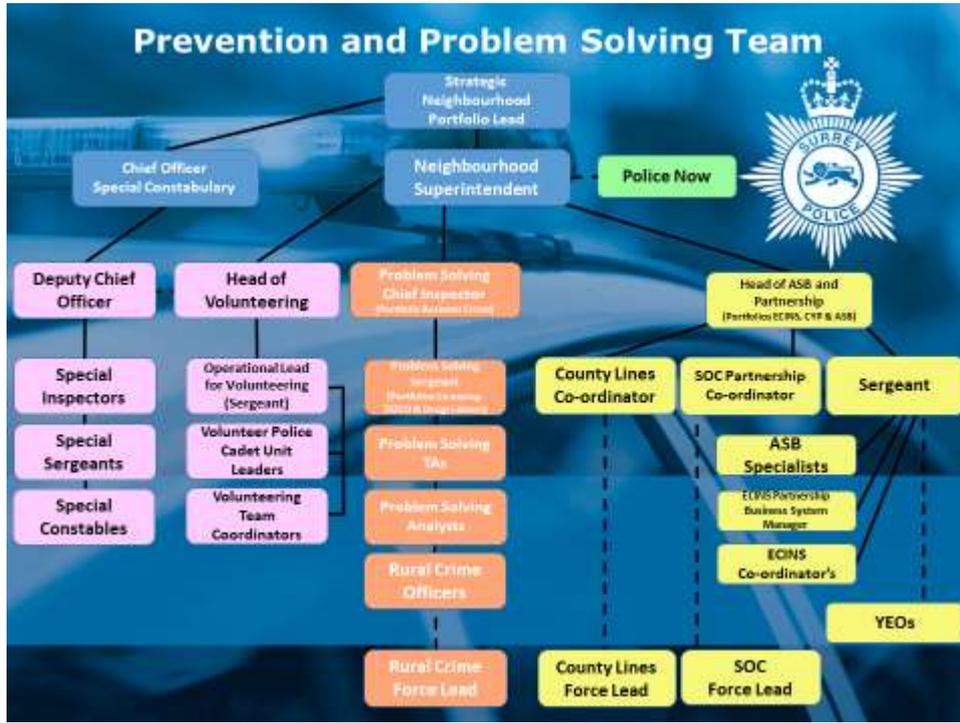
3. Conclusion[s]

Over the past year there has been significant investment in frontline officers and staff as a result of the national officer uplift programme and council tax precept increases. This has included specific investment in a central Prevention and Problem Solving Team to drive activity across the Force, which has seen the Force nationally recognised through the Tilley Awards for its problem solving work. As for solving more crime the Force has improved its position from last year and work continues through the Investigation Improvement Programme to ensure continued progress.

4. Decision[s] Required

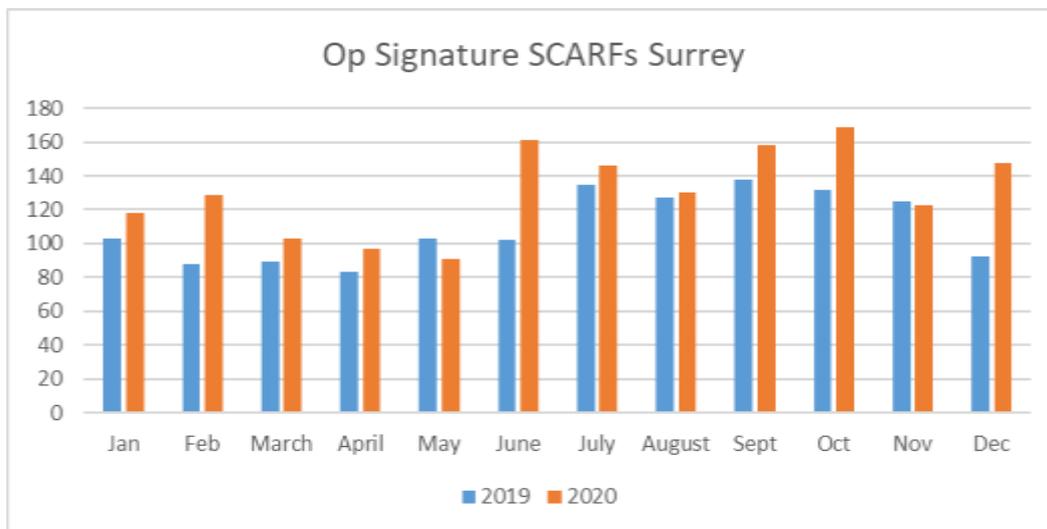
4.1. None, this paper is for information only.

APPENDIX A



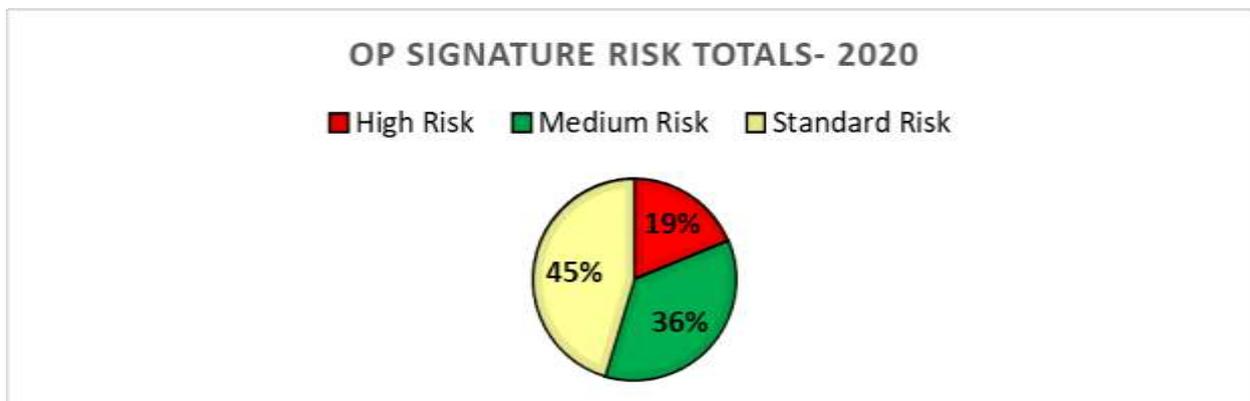
APPENDIX B

Surrey Vulnerable Fraud Victim Profile (from SCARF data 2020)



In 2020 Surrey police recorded **1573** Operation Signature reports:

- 33%** East **40%** West **27%** North
- 54%** of victims were aged 75 years old and over
- 55%** of victims lived alone



* Medium / high risk are now supported by Vulnerable Fraud Caseworkers

Top fraud types affecting the vulnerable:

Courier/impersonator fraud	22%	Investment	7%
Telephone (including HMRC)	16%	Computer software service	7%
Door step crime/Rogue traders	13%	Financial abuse known person	6%
Romance fraud	11%		

£18.6 million was lost to fraud by Surrey Op Signature victims in 2020.