



National Crime and Policing Measures Report

Required for:	PCC Public Accountability and Performance Meeting – September 2022
Security Classification	Official
Handling information if required:	Not applicable
Suitable for publication:	Yes
Title:	National Crime and Policing Measures
Version:	
Purpose:	To inform the PCC Public Accountability and Performance Meeting
ACPO / Strategic Lead:	DCC Kemp
NDM / OSARA compliance:	Yes
Date created:	22/08/2022
Date to be reviewed:	NA

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Background

In March 2022 the Home Office published the Police and Crime Plan 2022-2025. This included a range of National Crime and Policing Measures to help focus efforts on identified national priorities, allowing performance to be measured and help to demonstrate value for money in policing. The Government has emphasised that they must achieve significant reductions in crime and restore the public’s confidence in the criminal justice system.

The National Crime and Policing Measures include six key national policing priorities, as below;

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse
- Tackle cyber crime

The national metrics and data sources for the six priority areas are shown in the table below. The National Policing Measures require both PCCs and police forces to analyse the performance data with a view to take collective action to prevent and reduce specified crime types.

Priority area	National metrics	Data sources
Reduce murder and other homicide	Homicides	Police recorded
Reduce serious violence	Hospital admissions of u25s for assault with a sharp object	NHS
	Offences involving discharge of a firearm	Police recorded
Disrupt drugs supply and county lines	Drug-related homicides	Police recorded
	Police referrals into drug treatment	Public Health England*
Reduce neighbourhood crime	Burglary, robbery, theft of and from a vehicle, theft from a person	CSEW
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Satisfaction with the police among victims of domestic abuse	CSEW
	Victim satisfaction with the police	CSEW
Tackle cyber crime	Confidence in the law enforcement response to cyber crime	Cyber Aware Tracker
	Percentage of businesses experiencing a cyber breach or attack	Department for Digital, Culture, Media and Sport survey

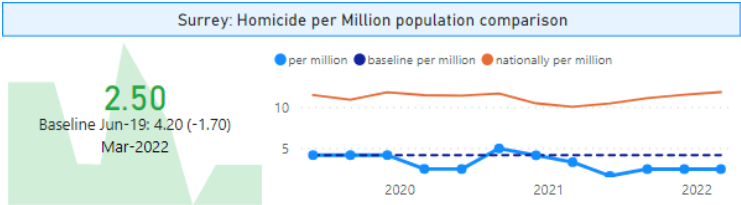
The purpose of this paper is to provide an update to the PCC on the force performance for each national measure, how the force has contributed towards the delivery and the planned action to drive the force’s performance against the measures.

Content

National Measure: Reduce Murder and other homicide

Recorded crime levels:

The chart below shows the homicide rate per million population from June 2019 to March 2022 in Surrey, with the most recent value 4. This is significantly below the national average of 10.7, and places Surrey as one of the lowest forces nationally.



Published ONS Data for the latest 12 months to Mar-22 for Homicide offences recorded in Surrey is 3 compared to 4 for the previous 12 months. Surrey has the 2nd lowest crime rate nationally.

The 4 homicide offences in Surrey for the last financial year included 3 which were related to drug supply and 1 related to domestic abuse (DA). It is important to reflect that homicide demand is very difficult to predict and due to the innumerable variables, spikes in offences can appear quickly. Given the small volumes, this can disproportionately attract scrutiny when reported as percentage volume increases as there is significant national focus on homicide rates.

Force response:

Surrey and Sussex Major Crime Team (MCT) is a collaborated response to major crime within the Specialist Crime Command. As part of the Specialist Crime Capabilities Programme in 2017, both forces saw the introduction of workforce modelling, able to flex across Major crime and Serious and Organised crime according to demand, and according to geography. In doing so, the programme delivered significant efficiency savings to both forces, whilst maintaining service delivery. The Surrey and Sussex MCT have an establishment of 110 across both forces. There is an agreed uplift of 1 Detective Sergeant (DS) and 6 Detective Constable (DC) posts across the two forces for 2022/23.

The MCT undertake homicide and other serious and complex reactive investigations such as support to foreign murder investigations involving UK citizens, serious incidents beyond the capacity of BCU's, support to Coroner's inquest for major crime cases, and corporate manslaughter offences. The team also provide the response to crimes in action (kidnap and extortion). The team provide a Senior Investigating Officer (SIO) on call function for both force areas. This is made up of officers within the MCT and those in other roles who are SIO's as a secondary skill. These officers also support divisional investigations and install best practice at a local level.

Homicide investigations are undertaken in line with national guidance in the Major Crime Investigation Manual (MCIM) and Major Incident Room Standard Administration Procedures (MIRSAP) documents issued by the College of Policing. These documents dictate that homicide should be led by an officer accredited to PIP3 level, and that all documentation is processed to nationally recognised workflows.

Current demand includes offences of murder and attempted murder, manslaughter, support to overseas enquiries, and coronial inquests. There are a significant number of historic, unsolved murder cases that the team are also reviewing and progressing, often with updated forensic techniques.

Ongoing focus:

The College of Policing and National Police Chiefs Council (NPCC) are leading the development of the national Homicide Prevention strategy. Surrey Police have contributed to the call for practice and attended two workshop sessions to ensure the force benefits from the good practice that is shared and adopted. Topics covered within these sessions included a national review of the public health approach to serious violence, the development of targeted interventions into county lines offending, and a deep dive analytical product into domestic homicide and victim suicides during the COVID lockdowns. These strands are supplemented by wider research across these three areas, all of which are understood to be key drivers of homicide offences.

There is a national pilot into multi-agency rapid reviews of homicide offences, with the aim being to develop quick-time homicide review methodology and create a national template, enabling consistency across forces and synergy with other review processes.

The Force awaits the national framework for the development of a homicide problem profile for each force, this is due to be received in September 2022. This framework will allow Surrey to develop a homicide problem profile for the force and will focus on identifying the drivers of homicide offending in the county. It is likely that this profile will analyse offending from April 2017 to date. The target date

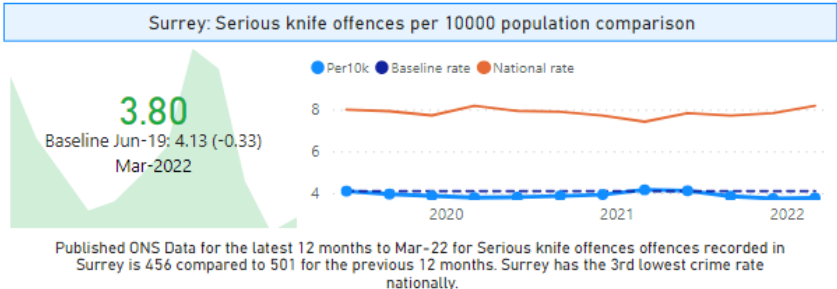
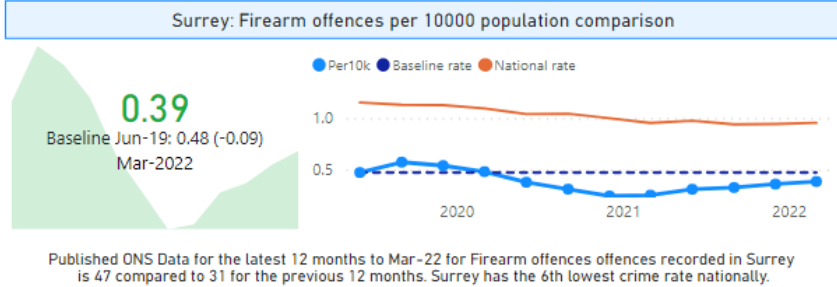
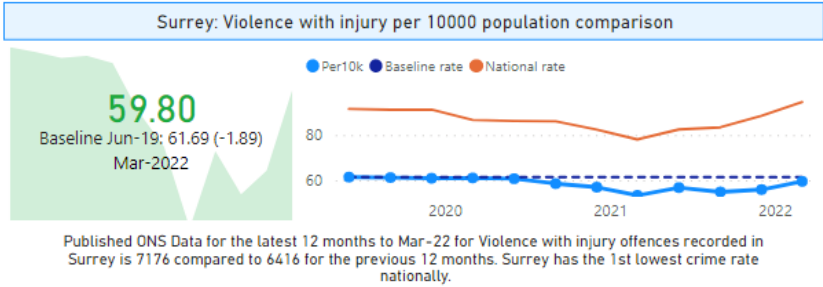
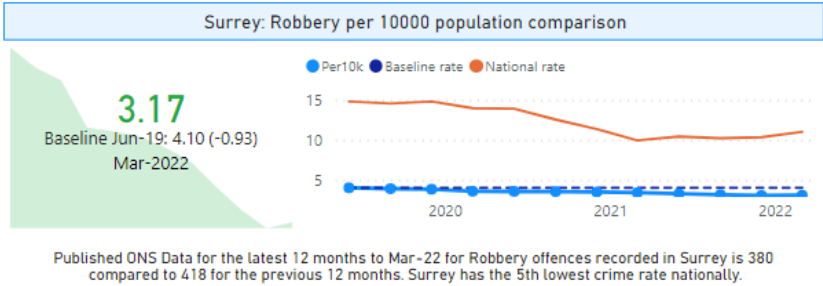
for the completion of the Surrey profile will be end December 2022. This profile will be shared with the national programme to enable the publication of a national problem profile.

The intention in Surrey is to use this document to create the force homicide prevention strategy. This document will draw on existing good practice from established plans in domestic abuse, violence against women and girls, serious violence, and drugs portfolios. The problem profile will aid force scrutiny of these areas and ensure they properly reflect the risk of homicide and contain mitigations to reduce this as a possibility. The document will also aid senior leaders to ensure sufficient resourcing is applied to the areas which are common factors in homicide offences e.g. drugs. The document will also be a useful measure of comparison with other force areas to identify what works e.g. Violence Reduction Unit funding or dedicated domestic abuse investigation teams.

National Measure: Reduce Serious Violence

Recorded crime levels:

Latest ONS data to March 2022 shows that Surrey has the lowest crime rate nationally for violence with injury, the 3rd lowest rate for serious knife offences, the 5th lowest rate for robbery and the 6th lowest rate for firearm offences, as shown in the charts below.



The latest hospital data relating to sharp instrument injuries for the end up to April 2022 shows that volumes have reduced -33% to 10 admissions for those aged under 25 and a reduction of -14% to 30 for all ages.

Force response:

The Home Office has identified Surrey as a positive outlier for Serious Youth Violence and whilst it is difficult to evidence preventative measures it is believed that the public health approach being taken in Surrey, delivering a combination of preventative and early intervention measures across the wider partnership is helping Surrey to maintain and even reduce already low levels of serious violence.

Surrey is not funded for a Violence Reduction Unit (VRU) and instead has a strategic partnership which is led by the county council and has six workstreams, School Exclusion, Special Education Needs, Timings of the school day, Deprivation, Multiple Adverse childhood experiences and Drugs Supply and County Lines. This work is ongoing, and activity is focussed on preventative work, in line with the National Serious Youth Violence Strategy, in partnership with other “duty to co-operate” agencies.

Repeat offenders and hotspot activity continue to be the focus for divisional teams, prioritised according to their local resources. Each division has a serious violence and knife crime lead, who review the serious violence and knife crime performance product to review key locations and individuals of concern with whom they can focus problem solving activity. The habitual knife carrier matrix highlights those offenders coming to notice, for signposting and preventative safeguarding work; or for highlighting to the wider division for proactive activity. Where needed, locations or individuals are raised at local Daily Management Meetings (DMM) or Tactical Tasking and Co-ordination Group (TTCG) meetings to focus that activity. The Force are actively seeking opportunities with partners to identify young people with whom to intervene early to prevent harm.

Operation Sceptre (National Crime Agency /NPCC led operation tackling the significant issue of knife crime and the risks that knife carrying has) activity happens twice a year and in May 2022 focussed on the new offensive weapons legislation to raise awareness and educate local communities and businesses in relation to that. Traditional activity including knife sweeps, visits to habitual offenders, responsible retailing visits, and high visibility patrols at transport hubs also took place.

Ongoing focus:

The Force has an action plan to tackle serious youth violence which includes the following:

- Enforcement– continued use of the Power BI product to identify hotspots and target activity. Op Sceptre activity to continue in line with national dates. The Offensive Weapons Act introducing new offences for possessing items such as knuckledusters, zombie knives etc even in private, new controls on goods sold online including responsibility placed on delivery companies to verify age at delivery stage and the piloting of Knife Crime Prevention Orders in several forces (not Surrey).
- Diversion– the Force are engaging in knife crime early intervention, for example visiting and engaging with under 18's (or under 25's where vulnerabilities are identified) who have been identified as at risk of knife carrying and development of a multi-agency approach to peer group/territorial rivalries in order to share intelligence to build a richer picture identifying problem places and individuals linking in with existing problem-solving forums CHaRMM (Community Harm and Risk Management Meeting) and Joint Action Groups (JAG).
- Awareness/prevention – continued use of the Youth Engagement Officers (YEO) in education, use of the knife angel at Guildford as part of the National Anti-Violence UK tour (led by Guildford Cathedral) and continued Op Sceptre campaigns.

- Public Health approach - as mentioned above there is a strategic partnership with numerous workstreams which include Surrey Police leading on:
 - Early intervention in neighbourhoods (Adverse Childhood Experiences) where identified young people have a Single Point of Contact (SPOC) who acts as a role model and together a plan for them is put together with that young person
 - Drugs and County Lines – a new Child Criminal Exploitation (CCE) service providing a music and arts-based intervention (Music to my Ears)

The 'Engage' project, which seeks to capitalise on that moment when a young person is in custody and a youth worker works with them to divert them away from violent and knife crime, has been running in Salfords custody suite. Between 80 to 90% of youths have taken up the offer and it is hoped the project will be rolled out to Guildford and Staines custody suites.

In early 2023 the government is introducing the Serious Violence Duty which will require local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence-based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those issues. Prisons, youth custody agencies and educational authorities may also need to work with these core partners. This will require the Force to look at the local data and needs and is likely to ensure easier access to information such as local health data, including hospital admissions and enable the Force to draw up a better picture of issues from a much wider data set.

National Measure: Disrupt drugs supply and county lines

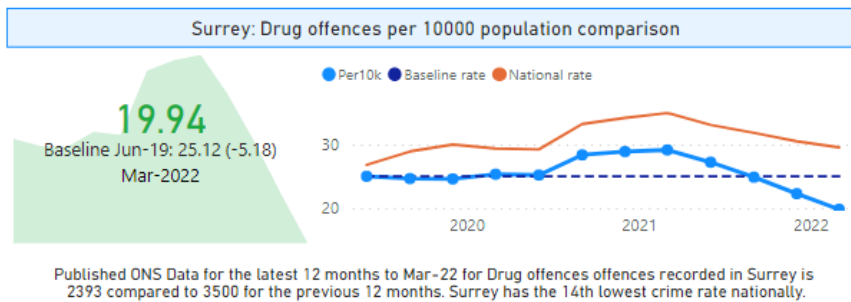
Recorded crime levels:

ONS dataset reports on national trends in respect of drugs and alcohol as a factor in homicide. The latest data published by the Homicide Index reports that in the last three years almost a third (32%) of homicide victims were thought to be under the influence of alcohol and/or illicit drugs at the time of the homicide.

The figures for suspects were similar to that for victims with over a quarter (28%) of homicide suspects recorded by the police to have been under the influence of alcohol and/or drugs at the time of the homicide.

The data also shows that almost a third (31%) of homicide victims were known to be drug users, and 15% were known to be drug dealers. These proportions were higher among suspects with 45% known to be drug users and over a quarter (29%) known to be drug dealers. In a small proportion of cases, the police identified the suspects' motive as "obtaining drugs" (4%) or "stealing drug proceeds" (6%).

The chart below shows drugs offences per 10,000 population since June 2019, and places Surrey as having the 14th lowest rate nationally. However, caution should be taken when assessing drugs offences statistics because they are almost wholly based on proactive police enforcement activity and therefore should not be considered a measure of criminal activity in relation to drugs.



The chart highlights the likely impact of COVID 19 lockdown on police interventions where officers had more time for proactive patrolling and less people were out on the streets, this made drug dealing more obvious. This is likely a significant contributor to the rise in 2020/21.

The chart also highlights the significant reduction upon restrictions lifting. This is likely attributable to divisions having to reallocate resources from proactive teams to safeguarding investigations, and the remaining proactive resources being targeted towards other offending such as burglary and vehicle crime. As a key priority from the force control strategy, it is important that focus remains on tackling drugs offences.

Force response:

Drug-related harm features in the joint Surrey and Sussex control strategy focused on: reducing demand for drugs, including recreational use, through diversion and prevention; collaboratively targeting high-harm suppliers; and improving knowledge of drugs markets and online platforms' roles.

The Force has a strategic lead at Detective Superintendent level who is supported by a tactical lead at Detective Chief Inspector (DCI) level. The tactical lead focuses predominantly on county lines and drug spiking offences. The force employs a County Lines Co-ordination manager (police staff) which has been permanently established following a successful 2-year pilot, wholly funded through the Proceeds of Crime Act (POCA) contributions. This post sits within the Surrey Police Problem Solving team and they have also been assisting with the wider drugs portfolio and contributing to the serious violence portfolio.

Work is delivered in line with the Surrey Police Drugs strategy which has been developed and adapted following the publication of the government national drugs strategy 'From Harm to Hope' in 2021. In implementing the Surrey Police Drugs strategy, the objectives are to:

- Identify, assess & reduce the risk of the criminal use of illegal drugs within Surrey
- Target offenders using appropriate capabilities & assets, focussing on those posing the greatest threat & harm
- Increase awareness across Surrey Police, partners, and communities to promote preventative measures and ensure the effective safeguarding of vulnerable people.

The priorities within the drugs strategy are:

Prevention

- Work with partners to further develop out of court disposals and diversion pathways.
- Scope opportunities/funding for drug testing on arrest to feed diversion pathways.
- Engagement with children and young persons to offer a 'universal' approach to ensure all young people have access to relevant drugs education/information and targeted intervention pathways with individuals or specific cohorts.
- In partnership with Public Health, embed early warning schemes (effective drug death notification scheme, non-fatal overdose learning).

- Through this partnership reduce reoffending and minimise drug related deaths and near misses.
- Increase joint working with HM Prisons to reduce re-offending.
- Maximise the use of legislation and promote the use of preventative measures such as ancillary orders and Multi Agency Response to Serious Organised Crime (MARSOC) management to protect individuals, control offenders and prevent criminality.

Prepare

- Understanding the drugs market profile for Surrey (demand, dependency and consumption, emerging trends) and identify how networks are expanding and diversifying activity.
- Raise public awareness of drug related harm and county lines through a clear and consistent communications plan, develop and deliver input to a range of audiences to enable recognition, promote resilience and encourage reporting.
- Ensure the Surrey early warning scheme is maintained through joint working with partners.
- Continue investment in Drug Expert Witnesses.
- Develop drug referral pathways for diversion and treatment.
- Identify and share lessons learnt and evidence-based practice.

Protect

- Expand the use of Naloxone / Nyxoid (used to help reverse the effects of narcotic drugs)
- Engage with event organisers to reduce drugs harm at festivals / events.
- Work with partners to reduce harm and risk associated with online supply.
- Work with partners to reduce the impact of county lines on children and vulnerable adults.

Pursue

- Improve the quality of drug trafficking investigations, ensuring appropriately trained resourcing is applied.
- Improve the quality of drug trafficking outcomes by ensuring the correct charging decisions are made.
- Disrupt and dismantle the highest harm Organised Crime Groups (OCGs) and identified threats through effective investigation and disruption tactics.
- Reduce profits made from drug supply through asset seizure.

Operational activity is delivered at divisional level by covert and proactive resources. The Force has seen a re-focusing of many of these resources in 2021/22. Reactive investigations are undertaken by Neighbourhood Policing Teams (NPT) or Criminal investigations Department (CID), and the force is committed to ensuring that all drug supply matters are overseen by a DS.

At force level drugs investigations are undertaken by the Serious Organised Crime unit, or through dedicated County Lines resource (OP Centurion) delivered jointly with Sussex Police. These teams are supported at a regional level by Southeast Regional Organised Crime Unit (SEROUCU), and the force co-ordinator is supported by a regional co-ordinator, part of a national network under the National County Lines co-ordination centre.

The Force has 3 full time Drugs Expert Witnesses who manage the process of in-house drugs examinations and identification. These posts are supplemented by officers across the county performing the role on a secondary skill basis.

Ongoing focus:

Governance & monitoring

- Combating Drugs Partnership – The Surrey Substance Misuse Partnership will expand its focus and become the Surrey Combating Drugs Partnership under the chair Director of Public Health Surrey County Council. This partnership is part of a national requirement and will be the local delivery vehicle for the 'From Harm to Hope' strategy.
- House of Commons Home Affairs Select Committee Drugs Inquiry – As part of this ongoing inquiry the Force has provided a detailed response to a recent call for evidence re: Drugs Policy in the UK.
- Drugs market profile – Surrey Police are leading on the formulation of a drugs market profile for Surrey. This important piece of work will look to display drugs demands and markets across the county and will include data from a range of partner agencies. This work is key to ensuring our interventions are delivered in the areas where they will have the most impact. It is anticipated that this product will be published by the end of 2022.

Raising public awareness, encouraging reporting & promoting resilience

- #SeeTheBiggerPicture – In line with the Government's 10 year Drug Strategy priority to achieve a 'Generational shift in demand', work has commenced on the development of the next phase in the Forces ongoing #SeeTheBiggerPicture communications activity, with the focus this time on tackling 'middle-class drug use'. The campaign will aim to educate on the dangers of drugs, linking in themes such as county lines and child exploitation, and challenge the acceptability of casual drug use. This is due to be delivered in December 2022.
- Surrey Police Live – Episode 4 in the latest series of Surrey Police Facebook Live focused on 'Working together to break county lines', featuring contributors from both the Force as well as partners Crimestoppers and Fearless. The episode discussed crime types such as county lines / drugs / Anti-social Behaviour (ASB) and how Surrey Police work with partners to proactively reduce these crime types in Surrey, as well as highlighting some of the partner agencies Surrey Police work with, who they are and how the public can get support from them.
- Engagement with Universities –The Crimestoppers national survey demonstrated the need for more awareness raising with UK universities, and a virtual workshop is now to be developed and made available for all university departments and their staff. This will complement ongoing work with local Universities.
- Partner Briefings – Inputs on Serious Organised Crime (SOC), county lines, cuckooing, exploitation, safeguarding and reporting continue to be delivered to a range of partners. This has included the following this year; Rosebery Housing (Enforcement & Neighbourhood Teams), elected members from county, borough/district, and parish councils, Surrey Magistrates Association (125 Surrey & Sussex magistrates), Surrey Anti-slavery Partnership, Surrey County Council Transport Providers, and Woking Borough Council (90+ officers).

Ensuring the right knowledge, skills and processes are in place to tackle offending

- Training – The final two tranches of the Surrey and Sussex one-day training on County Lines took place in early 2022. This brought the total number of officers and staff across Surrey who have attended this workshop in the past year to over 300, with those who participated agreeing overwhelmingly that the course gave them a greater understanding of county lines, the motivations of those involved, the complexity and safeguarding implications, and the criminal

justice options. There is also the continued delivery by the SEROCU of the more in-depth 2-day County Lines Hydra Course for investigative officers and those working on county lines.

- County Lines IDO (Intelligence Development Officer) – Home Office funding has enabled the creation of a Surrey county lines IDO specialist post within the Digital Investigation Support Unit (DISU) to make best use of open source (internet) intelligence and information to combat county lines offending.
- Community Harm and Risk Management Meeting (CHaRMM) framework refresh –the refresh includes changes designed to explicitly address county lines disruption, supporting vulnerable cuckooing & CCE victims, and the interface with Risk Management Meetings.

Combating the threat through pursuit of offenders

- County Lines Intensification – Intensification weeks take place, with the most recent one taking place during the 11th-17th March 2022. This involved co-ordinated activity across the Force producing positive results including 20 arrests with at least 4 named lines disrupted, and a range of drugs, phones and assets seized. During the week there was a focus on educational visits by the Safer Neighbourhood teams (SNT). There was also a range of partnership activities including community engagement stands, hotspot patrols and weapons sweeps, Junior Citizen inputs, multi-agency safeguarding & mapping meetings, an NCLCC workshop for officers on Modern Slavery investigations, and internal & external comms including another Community Safety Bulletin to approx. 600 professionals.

Supporting victims and vulnerable people

- Substance misuse treatment & recovery funding uplift – In line with the Government’s 10year Drug Strategy priority to ‘Deliver a world-class treatment & recovery system’, all local authorities in England are to receive 3year additional funding from 2022/23. Surrey is to receive an extra c£720k for 2022/23 and colleagues in Public Health have been consulting with partners on the commissioning of additional substance misuse treatment and recovery services. This will see the continuation of additional substance misuse posts recruited in 2021/22 (3x Criminal Justice posts), and one in each of the Youth Offending Service victims, Child Exploitation & Missing Unit (CEMU), Probation & the Women’s Support Centre, extra funding on additional capacity in i-access, and a focus on reducing drug-related deaths such as through the provision of naloxone, as well as a commitment to continue substance misuse funding support for Surrey Family Safeguarding from 2023/24.
- Drugs Testing on arrest – Surrey Police has received £5k Home Office funding for drug testing on arrest which is to be used on equipment, consumables, and training. This is currently being piloted in Staines custody and the force has accepted an additional offer of £60k for 2022/23, which will allow the roll out to Guildford and Salford’s custody centres. The force will pursue additional drug support worker provision through the Combating Drugs Partnership.
- Cuckooing Intervention – Referrals remained consistent throughout 2021/22, a total of 87 referrals were made and the vast majority were made by the Police (58), followed by housing providers (8), with the remainder from a wide range of other agencies. Most exploitation relates to local drug dealing (78%) or County Lines (26%) and in some cases, both. Successful disruption of this activity is achieved through collaborative working with the support of partial Closure Orders (26) or acceptable behaviour contracts. The outreach team identify and help to address or engage support for a range of underlying vulnerabilities amongst their clients including physical & mental ill health, substance misuse, learning disabilities, social isolation, debt, and tenancy support needs, with 34% of clients referred for additional support during the past year, and 20% supported to re-engage with services. An additional part-time worker joined the team

on the 1st April 2022, which enables more prevention work for clients and work with partners around what to look for when working with clients. As a result of changes to funding driven by the Government’s 10year Drug Strategy, the Public Health funding agreed for this service last year is set to continue. The success of the Surrey approach is also being recognised nationally.

- Targeted CCE Support – The new ‘Music to my Ear’s service delivered by Catch-22 soft-launched in early 2022 with a full launch from April 2022 when the OPCC funding came on stream. The team are regularly attending Risk Management Meeting (RMM) in all quadrants to continue to build relationships with referring partners and work with the agencies supporting the young people discussed.
- Drug related deaths and near miss data – Together with Surrey CC (County Council) Public Health team funding has been for a 12-month project to design and implement an early warning scheme for the county that collects and shares data on ‘near miss’ instances of drugs overdose. This will allow for real time targeted intervention or community warning of more harmful drugs batches.

National Measure: Reduce neighbourhood crime

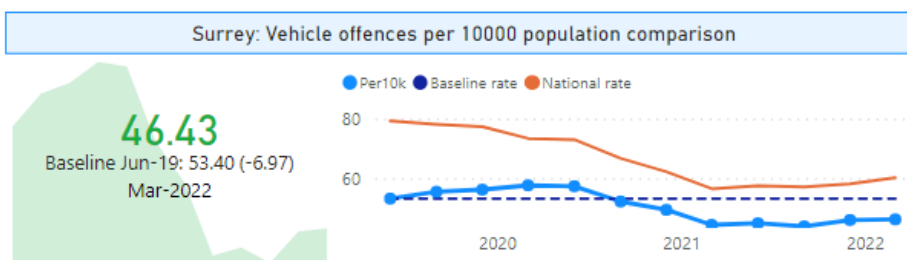
Recorded crime levels:

Neighbourhood Crime includes residential burglary, robbery, theft, and vehicle crime. This is a wide range of crimes with varying levels of violence and impact on victims. Working to prevent them is the most effective approach to minimise impact and harm to the public and reduce demand on police resources; the force is therefore committed to achieve reductions.

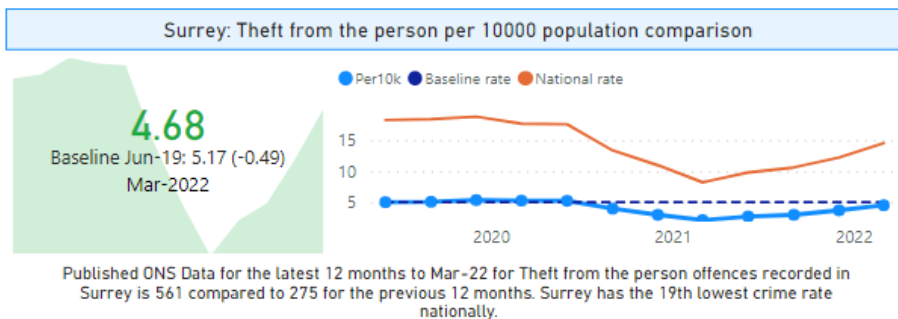
Surrey Police is a Neighbourhoods-focused organisation, with local policing teams in geographical areas serving their communities; this includes SNTs of dedicated police officers and Police Community Support Officers (PCSOs) who tackle crime and disorder issues in their areas. They are supported by borough and district based NPTs who respond to calls for assistance from the public 24-hours-a-day and investigate local crimes, and by a range of local specialist investigation teams.

Overall, there has been a 22% reduction in recorded Neighbourhood Crimes for Surrey over the last five years. When compared to three other Forces classed as similar to Surrey, (Cambridgeshire, Dorset, Thames Valley) the reduction in recorded crime is slightly lower on average. It is worth noting that Surrey had the second lowest relative crime volume to start with, and now has the lowest.

Latest ONS data to March 2022 shows that Surrey has the 20th lowest rate nationally for residential burglary, 19th lowest for theft from the person and 21st lowest for vehicle offences, as shown in the charts below.



Published ONS Data for the latest 12 months to Mar-22 for Vehicle offences recorded in Surrey is 5571 compared to 5331 for the previous 12 months. Surrey has the 21st lowest crime rate nationally.



Robbery of personal property has also been identified as a national policing measure, but the ONS data does not go down to this level of detail.

The force's embedded Neighbourhoods-focused approach is the driver and enabler for the results shown above. There is additional bespoke focus on the various crime categories, and this is expanded on here.

Force response:

Surrey Police's approach to preventing crime has been recognised as outstanding in the 2021/22 HMICFRS Policing Efficiency, Effectiveness and Legitimacy (PEEL) inspection. The Problem Solving Team has been working with thematic leads and with the SNTs to tackle many of these areas. The Problem Solving Hub, set up and maintained by the Problem Solving Team contains toolkits, resources, and links to aid prevention activity in all these areas, supported by regular commanders' meetings chaired by the Assistant Chief Constable (ACC) to share best practice.

It is recognised that a small number of offenders commit large numbers of residential burglaries in series, and therefore catching and convicting these offenders is essential to reducing burglaries. As such, there has been significant work to solve more burglaries as part of Operation Spearhead, led by a DCI. This has involved a thorough analysis of the problem and a structured plan to improve. An important aspect has been the creation of local teams of experts to investigate burglaries, and the DCI-lead and area commanders have been held to account at forcewide meetings chaired by the Deputy Chief Constable (DCC). This work is in addition to targeted local crime prevention activity by SNTs, supported by the Problem-Solving Team in identifying suitable tactics. An example of the success of this is Operation Orange in Waverley, using Nudge theory, targeted prevention activity and location-specific Selecta DNA with signage to successfully reduce a significant burglary hotspot in Wormley. Another example includes the successful bid to the Home Office for funding to tackle burglaries in Tandridge.

Theft and robbery numbers are relatively low and the Force have specialist detectives based locally who use their skills to investigate offences. The cause and profile of offenders for thefts and robberies can be varied but there are links to wider ASB and County Lines drug dealing. The local SNTs identify, analyse, and grip related issues and patterns in their areas, for example Operation Hawk in Reigate and Banstead identified robbery hotspot links to knife crime and ASB; the SNT targeted persistent

offenders using proactive powers, issuing Community Protection Notices, Community Protection Warnings and Dispersal Orders. Operation Artist in Mole Valley identified a robbery offender linked to County Lines, with the offender now convicted and imprisoned.

Vehicle Crime has the highest volume of offences, which can vary significantly in terms of severity. This can range from an opportunistic theft of a low-value item from an insecure car to the theft of a high value vehicle or theft of catalytic converters carried out by organised crime groups. The latter two categories are more serious and often involve threats or use of serious violence. They cause understandable community concern and are therefore a particular focus.

Operation Blink is the forcewide operation to tackle catalytic converter thefts. One of the important aspects to this has been using a range of innovative methods to improve public understanding of what is involved to increase fast-time reporting. As a result there has been a 171% increase in associated 999 calls, 13 arrests (compared to just 1 in the previous period) and a 64% decrease in offences. The operation has been shortlisted for the Home Office's national Tilley Awards for excellent problem-solving policing.

Operation Jayhawk is the forcewide response to keyless car thefts. Bespoke prevention activity is carried out by individual SNTs, supported by the Corporate Communications department and Problem Solving Team, with practical advice provided such as the use of Faraday bags and wheel locks. This is supported by intelligence development work to identify suspects and associated vehicles and then the targeting of them and hotspots, by the Roads Policing Unit (RPU).

Ongoing focus

Crime prevention through tailor-made locally owned and delivered plans, supported by the forcewide Problem Solving Team, has proven to be highly successful and recognised as such by HMICFRS. This approach is the bedrock of the Force Local Policing model and will remain. As the force continues to recruit new officers as part of the Op Uplift funding, the capacity to be proactive will increase.

The Force are already planning for the end of summer and longer nights as part of the burglary prevention arrangements. To provide additional scrutiny, activity to tackle vehicle crime is now also reporting into the Force Service Board, with local commanders being held to account by the DCC.

Work is underway to assist with the development of toolkits and enhanced analytical products to provide policing teams with the advice, information and support they need. Furthermore, the Force are sharing best practice of what works into other areas, working with colleagues in neighbouring forces to share information and intelligence and collaborate on proactivity; and ensuring Contact Centre staff are asking the right questions to identify proportionate lines of enquiry and allow for follow-up support and prevention activity.

National Measure: Improve satisfaction among victims, with a particular focus on victims of DA

Recorded crime levels:

There is no local comparison available against a national measure, however Surrey Police has locally invested to undertake victim feedback surveys to support an understanding of service delivery. In the 12 months to March 2022, victim satisfaction with overall service in Surrey is 59.9% for victims of crime and 87% for local victims of DA.

Force response:

Surrey Police has prioritised offences of Violence Against Women and Girls (VAWG), this is demonstrated in the significant investment in dedicated DA Teams across the three Divisions in Summer 2021. The DA Improvement Plan links closely to the VAWG Strategy with a focus on both being offender centric and improving the engagement with victims and improved satisfaction levels.

Surrey Police works closely with the OPCC and the Victim and Witness Care Unit (VWCU) to deliver a victim feedback survey, with a focus on understanding the elements where the service can be improved. Like other forces, the feedback is generally positive for the initial deployments to incidents. The areas for improvement are in general consistently focused on updating victims and keeping them informed on the progress of the investigation.

The Force plans to improve the focus on engaging victims of DA falls into the wider VAWG strategy through the specific DA Improvement Plan. This has governance into the Vulnerability Board with timeframes for delivery monitored.

Surrey Police recognises the link but difference between engagement and satisfaction. The DA Plan linked into the VAWG Strategy focuses on a holistic approach that also focuses on specific communities. This includes a "Our Communities" group focused on several areas of work to increase engagement with specific groups such as DA victims with uncertain migration status. The Force are also focused on maximising the approach to male victims through the Male Victim VAWG group as well as LGBTQ+ victims through the dedicated improvement groups.

Surrey Police also recognise the need to prevent future repeat DA cases to improve victim satisfaction. The Force are maximising the use of the commissioned Interventions Alliance DA Perpetrator Programme to change offending behaviours. This is supported by the Multi Agency Tasking and Coordination (MATAC) focused on targeting the highest risk perpetrators. The Force also supports the work of the Richmond Fellowship commissioned by the local authority to support peer on peer abuse in young adults and child to parent abuse.

Ongoing focus:

The focus of improving victim satisfaction is based on three areas. Firstly, Surrey Police are focused on the quality of the first engagement to maximise the capture of evidence and engagement with those at a moment of crisis. A trial has recently been introduced of dedicated "DA cars" for attendance at non-emergency DA calls which will be reviewed at the end of September. This aims to both improve the response time and quality of that engagement. To complement this Surrey has an established DA NFA (No Further Action) panel which includes the Crown Prosecution Service (CPS), specialist services, investigation teams and interested parties. This allows independent review of investigation quality including a review of Body Worn Video allowing feedback to officers on the quality of their engagement. The Force recognise the need to train teams effectively and have mandated the DA Matters training for all staff with high compliance rates. In addition, the Force are close to completing an additional package focused on operational implications of DA Matters to improve how teams recognise Controlling and Coercive Behaviour (CCB). The Force have also delivered four of six cultural competency training live events as well as a 10-week mandated programme for VAWG and DA awareness to all staff.

Surrey Police are also focused on an improvement plan for the contact centre. This includes a review of the recent external evaluations of both Kent and Sussex Police using video calling for certain DA cases. The Force have secured the technology to begin a trial, and this is being explored in the coming months.

Secondly, Surrey Police recognises the reoccurring themes of officers not updating victims or informing them on the progress of their cases. Each Division has performance teams focused on ensuring the Force adhere to the Victims Code through the victim contract. These are regularly reviewed and audited for compliance through the Force Service Board. The Force have also invested in DA Caseworkers as specialists to maintain support and contact with victims of DA cases to support the VWCU. To compliment this, the Force have now recruited embedded outreach workers attached to the DA Teams to maximise opportunities to engage victims and improve satisfaction levels.

Thirdly, Surrey Police recognise that ultimately the satisfaction of victims will be based on their cases having a high-quality investigation that leads to criminal justice outcomes. Operation Falcon has been embedded to improve investigation standards where all officers at Chief Inspector and above review 5 crimes a month. The themes for the DA investigations are being used to inform the investigation improvement plan. This has specific focus on improving the standards of investigations with the aim to increase file submissions to the CPS, victim engagement and outcome rates. This has been developed with and supports Surreys involvement in the Regional DA Improvement Group.

All parts of the DA Improvement Plan, including for example the increased targeting of offenders, improved investigations, better fast-time response to reported crime, robust risk assessments and improved training and knowledge, will contribute to improved victim satisfaction.

National Measure: Tackle Cyber Crime

Recorded Crime levels

The Cyber Crime datasets are not currently available at a local level. On a quarterly basis, Surrey Police provides data returns to the region which feeds a national performance report to the NPCC Cybercrime Programme Board.

Digital Crime can include almost any crime type, as society evolves nearly all crime types now have a digital element and can be considered Cyber enabled, the digital element allows the criminality to have a greater reach. These crime by their nature are investigated in all areas of policing, from local area policing teams to the Serious and Organised Crime Unit (SOCU) and impact nearly all other crime types.

Cyber enabled criminality is distinctly different from Cyber dependant crime which could not have been committed without the use of a computer, these high impact and complex investigations are managed centrally in a collaborated Surrey and Sussex Police Cyber Crime Unit (CCU).

Latest national data suggests cyber dependant crime accounts for around 3% of all crime, with increases seen year on year. In recent years reporting within Surrey and Sussex increased significantly in line with the national trend. This increase appears to have been aligned to the Covid pandemic, it is not known if the trend will continue. Underreporting remains a significant barrier to the understanding of cybercrime, increased reporting will lead to the greater understanding of the nature, and scale of the threat.

Surrey is in line with current national reporting trends for cybercrime offences. The highest recorded categories being hacking related to social media and emails (includes DA, extortion, and sextortion), Ransomware attacks predominantly inflicted on businesses and phishing e-mails and business e-mail compromise.

Surrey Police receive most reports of its cyber dependant crime through disseminations from National Fraud Intelligence Bureau (NFIB) for investigation. Due to the CCU being a collaborated team for Surrey

and Sussex available data for the last 3 years represents a combined total of cases passed for investigation.

Obtaining judicial outcomes on cyber dependant crime offences is challenging owing to the international nature of the offending. This has led to a national focus on disruptive activity against the Serious and Organised Crime (SOC) threat posed by suspect groups. In the period 2021 to 2022 the CCU recorded 73 disruptions against this threat. The unit has also had many successful prosecutions including against an organised crime group conducting a complex investment fraud and an insider at a high-profile golf establishment conducting a cyber-attack on members.

CCU has 5 nationally set Key Performance Indicators (KPI) and these are governed from the regional network and reflected in national reporting. The performance against the KPI's for 2021/22 are shown in the table below:

Key Performance Indicator	Surrey Police's Performance (%)
100% of Action Fraud referrals will be investigated	100%
100% of identified victims received PROTECT advice, either in person or over the phone	100%
75% of organisations and the public who receive PROTECT advice intend to change their behaviours as a result or have already done so	96%
75% of organisations who receive PREPARE advice intend to develop or review incident response plans and test them, or are already doing so	96%
100% of young people identified as vulnerable to cybercrime will get PREVENT contact and intervention from a PREVENT officer where appropriate	77%

Force response:

Keeping pace with the rate of technological advancement adopted by offenders is a challenge for the dedicated CCU and an even greater challenge for others in policing. Cyber enabled crime is recognised as a cross cutting theme within the force Control Strategy leading to all areas of business needing to consider the impact of digital crime.

The approach to cyber dependant crime mirrors the four strands of the SOC Strategy – Pursue, Protect, Prevent and Prepare. Live investigations are subject to MoRiLE scoring to identify the associated risks and receive local and regional governance through tasking and coordination groups.

In order to meet the growing digital challenge investment has been necessary to ensure the wider workforce has access to specialists in digital investigation to offer them support. Within the operating model Sussex now have three distinct teams in collaboration with Surrey supporting digital crime investigation.

The CCU has the primary role of investigating cyber dependant crimes and criminality dependant on crypto currencies. They are the conduit for referrals that are received from NFIB They support the role of Digital Media Investigator (DMI) contributing to an on-call capability to aid the recovery of digital evidence. The CCU benefits significantly from its role in the regional network led by SEROCU, this network ensures resources, capabilities and learning can flow between forces.

An important element for the CCU is upskilling the wider workforce and the sharing of learning. This is achieved through the delivery of training, the creation of short impactful videos for Continuous Professional Development (CPD) and the maintenance of an intranet site containing learning material and guides.

The DISU was implemented in January 2022, as a result of precept funding. The DISU was created to provide direct assistance to all investigators, ensuring the force identifies opportunities to gather digital material in support of crime investigations, leading to improved outcomes.

The DISU incorporates a digital trainer, who assists in upskilling secondary skilled DMIs and officers to ensure they are effective in capturing evidence. The DISU are leading on work to further develop the force's capability in areas of cyber and digital. Taking learning from similar teams nationally they are currently working on processes for obtaining evidence from the cloud and to ensure the force maximises the use of intelligence and evidence found on the internet. Since going live the DISU have provided support to 170 cases (87 - Surrey, 83 – Sussex). The majority of these cases related to child and adult safeguarding investigations or those related to serious crime.

The Digital Forensics Team (DFT) provides a service to both Surrey and Sussex Police. Their primary role is the analysis of computer devices, including mobile phones, in order to retrieve and analyse data held on electronic equipment and electronic storage devices. The DFT write technical and evidential reports to support findings.

Surrey and Sussex Police have a dedicated Cyber Protect Officer who is responsible for supporting the delivery of the protect strand in relation to cybercrime. This officer works extensively with local businesses and public groups to support prevention messaging, they also circulate emerging issues across media platforms.

Since the role started in October 2021 the Cyber Protect Officer has provided an input to 41 Surrey based businesses. The successful engagement with business has been the result of attendance at the Surrey Business EXPO and community engagement days. The sessions offer cyber security advice focused on preventing cyber-attacks and offer the opportunity to link the businesses with national initiatives that offer longer term support such as the Cyber Resilience Centre (CRC) or Police Cyber Alarm.

The CRC Southeast is a police-led partnership with academia and businesses aimed at improving cyber resilience in businesses in the Southeast of England and is linked to a national network. They offer a range of services such as vulnerability scanning, policy reviews and business continuity planning.

Surrey Police has renewed its relationship with Police Cyber Alarm and is now actively promoting this to local businesses. Cyber Alarm is a national initiative that allows for monitoring of traffic to an organisation's internet firewall. Providing the company with enhanced understanding of their vulnerabilities while informing the national threat picture.

Supporting individuals, the Cyber Protect Officer leads on Cyber community engagement days. This new initiative piloted in Surrey for the first three events has led to direct engagement with over 1000 members of the public, it is recognised as good practice regionally, with other forces keen to adopt the model. To deliver the engagement the CCU work in collaboration with Local SNTs providing enhanced digital safeguarding training to their staff who support the day by engaging the public. Along with verbal advice being given to the public literature is also available to increase awareness of cybercrime and reduce the risk of them becoming a victim. Run in collaboration with the National CRC the force signposts the public and demonstrate the available resources which show how their data could be at

risk. Local businesses are visited, provided literature, and offered the opportunity to attend Cyber protect webinars led by the Cyber Protect Officer.

The CCU have recruited and co-ordinate a joint Surrey and Sussex Cyber volunteer programme. There are currently 3 volunteers, with the requisite specialist knowledge, that assist in the protect element by offering specialist safeguarding advice to victims of cyber dependant crime.

Surrey Police have Financial Abuse Safeguarding Officers who work jointly across Surrey and Sussex. They oversee Operation Signature and the Volunteer Fraud Prevention Programme (VFPP) which both contribute to supporting victims of digital crime where it results in fraud. Operation Signature was developed to ensure that every victim of fraud, who is identified as vulnerable, received support and protect advice. This is delivered by neighbourhood policing teams who attend in person and have specific training in support victims of fraud.

The VFPP currently has 6 volunteers across Surrey. They ensure all fraud victims not in receipt of Operation Signature support receive personalised communication that offers tailored fraud prevention advice and signposting to local support services and events through an online directory. This initiative was first implemented in Sussex in late 2019 and went live in Surrey in May 2021. Since go live 5789 victims have received advice from Surrey VFPP which is comparable to Sussex.

Ongoing focus

Surrey & Sussex CCU has one of the smallest investigative resources by force size compared to other UK forces. Supporting investigative capability the team has an embedded intelligence analyst and the recent growth of an embedded Financial Investigator enabled through POCA funding.

The role for the Financial Investigator will be to provide support to investigations, being completed by CCU, and assist in both identification, and potential restraint and seizure of identified assets. As a result of upcoming legislation changes there will also be the opportunity to consider account freezing orders being progressed in relation to crypto currencies.

Investment in technology remains a key focus. The force currently has a Digital Forensics programme that is looking to make immediate improvements in how the force examines, and interprets, material from seized devices by expanding capability in this area. Longer term the programme seeks to set a vision for the future state of digital forensics to ensure the force makes best use of technology. Aligned to this programme of work the communications data project seeks to bring solutions for dealing with digital communications data that have been traditionally used in intelligence to frontline investigators, ensuring that these technical solutions make data interpretation more efficient and support better outcomes for victims.

Both forces are currently seeking ISO 17025 accreditation which is the international standard applicable for all laboratories performing calibrations and/or tests. The United Kingdom Accreditation Service (UKAS) is the national body with responsibility for assessing organisations that provide these services. Within Cyber-Crime the Southeast region are the pilot force seeking accreditation for on scene data acquisition to ensure that forces can follow having the benefit of shared learning. Surrey and Sussex Police have established a funded post for a technical lead which will be recruited once established practices are known, ensuring evidence collected meets with recognised standards.

Delivering for victims of digital crime remains a key focus. Surrey Police has an established communication plan to ensure the Force maximises opportunities to connect with the public and offer advice to keep them safe. The Force will continue work to ensure the engagement days piloted in Surrey for Cyber protect are delivered locally in Sussex.

Increasing Surrey Polices capability to support victims of digital fraud the forrce have reviewed the provisions of the National Economic Crime Victims Care Unit, taking the decision to strengthen the provisions the force has available for non-vulnerable victims by using elements of the national service. The force will work towards a go live in April 2023 to ensure that are provisions under the VFPP are supported and resilient.