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## Surrey Police

PAPER FOR POLICE AND CRIME COMMISSIONER

Date: **18/11/13**

### UPDATE ON DELIVERING THE SIX PEOPLE'S PRIORITIES

#### 1.) Take a Zero Tolerance Policing Approach

##### Changes to Corporate Performance Management – Crime Performance Board

The collective view of those who attended the monthly Surrey Performance Evaluation and Computerised Statistics meeting (SPECS) was that it tried to do too much and therefore was not as focussed as it could have been on managing crime performance. To address this, SPECS has been replaced with the Crime Performance Board (CPB), designed to specifically drive our crime performance and delivery against the People's Priorities.

The CPB has a sharper focus on crime to look at how it can be reduced and detections improved, and it takes an in-depth look at individual crime types, using logic trees to assess if there are processes or other factors which might be preventing us from being as effective as we could be. For example the analysis discussed at the first Board showed areas to improve in respect of taking victim and witness statements at the earliest opportunity, and the use of house to house inquiries, CCTV and forensic examinations.

##### Crime Reduction

The below table gives headline crime figures in Surrey. As can be seen overall crime levels are down with 289 fewer Total Notifiable Offences (TNOs) than for the same period last year. There has been a notable reduction in the level of serious acquisitive crime and we are pleased to report there has been a positive move in the level of burglary and we are now in reduction. We are still finding violence with injury to be a challenge, and more details on this can be found below.

Crime Reduction	FYTD Oct 2013	FYTD Oct 2012	Change	FYTD %age Change
<b>Serious acquisitive</b>	<b>4466</b>	<b>5066</b>	<b>-600</b>	<b>-11.8%</b>
Robbery	129	143	-14	-9.8%
Domestic burglary	1881	1895	-14	-0.7%
<b>Violence with injury</b>	<b>1975</b>	<b>1664</b>	<b>311</b>	<b>+18.7%</b>
<b>Serious sexual</b>	<b>301</b>	<b>216</b>	<b>85</b>	<b>+39.4%</b>
Rape	125	95	30	+31.6%
<b>TNO</b>	<b>29727</b>	<b>31737</b>	<b>-2010</b>	<b>-6.3%</b>
Serious Acquisitive and violence with injury	6441	6730	-289	-4.3%

## a. Burglary

### Domestic Burglary - Operation Candlelight

The Force launched its seasonal 6-week burglary campaign Operation Candlelight on October 14<sup>th</sup> to tackle the expected rise in domestic burglaries between October and December as the darker evenings and deteriorating weather increase opportunities for burglars. Particular emphasis is being placed on asking members of the public to use the free property marking service [www.immobilise.com](http://www.immobilise.com).

The campaign is still running and results so far show that it is succeeding; since its launch dwelling burglary offences have reduced by 14.3% (-39 offences) compared to the same period last year. This translates to an average of 10.2 offences a day compared to 11.2 offences last year. The net result of this activity is that the Force is now recording a year on year reduction in the level of burglary. The number of arrests has also increased by 15% increase (6 arrests) compared to the same period last year.

#### Examples of Operation Candlelight arrests

- Proactive uniform patrols in Staines stopped a known burglar riding a high value mountain bike. He was arrested for handling stolen goods and following searches at this home he has been linked to the MO of using a fishing pole through letter boxes. This investigation has resulted in him being linked to 3 burglaries and an increase in intelligence about his associates.
- At the beginning of the campaign Horley had seen an increase in burglaries – patrols dedicated to this area were vigilant in finding a male matching the description of a suspect entering gardens and searching the rear of houses. When stopped he denied being involved, but was arrested and has been charged.

### Distraction Burglaries

The level of distraction burglaries in Surrey is low and falling with 64 reported offences year to date, compared 84 for the same period last year. This type of crime tends to follow an annual trend with peaks in December, February, May and June and, aside from one following the St Jude's Day storm, there were no distraction burglaries in October.

Despite the low numbers, distraction burglaries are a priority for Surrey Police and we tackle them in line with Operation Liberal, a national intelligence operation focussing on distraction burglaries. Local intelligence and analysis is submitted to Operation Liberal, which then produces a weekly circulation of trends, series, vehicles of interest and persons of interest, which Surrey Police uses to inform tactical plans. The Force also uses Automated Number Plate Recognition technology to tackle offenders of this nature. Intelligence gathering and analysis are therefore key tactics for us, and all reported offences are investigated as substantive burglary dwelling offences.

## b. Serious Sexual Offences

Whilst the Force has seen increased numbers of reported offences, this is a positive sign as it indicates that victims feel confident to report offences to us. This is very much a result of our victim-centred approach.

### **Encouraging reporting of Rape**

Surrey Police has reviewed its crime recording processes to make sure that they are both ethical and compliant with the Home Office Counting Rules. The Head of Public Protection, Detective Superintendent Jon Savell, appeared on BBC Radio Surrey in October updating on the Jimmy Savile case and the work we have done to improve how we deal with non-recent sexual abuse; he took the opportunity to reassure listeners about how victims would be treated. We continue to have on-going positive relationships with the Sexual Assault Referral Centre (SARC), the Rape and Sexual Abuse Support Centre (RASASC) and the Independent Sexual Violence Advisors (ISVA). All Public Protection teams have had Continuous Professional Development training on RASASC and the role of the ISVAs.

### **Picking up trends and series in cross border and internet initiated rapes**

Surrey Police pick up on national and cross-border trends by consulting with the Serious Crime Advisory Service (SCAS); this is a national service run by the National Crime Agency that supports investigations into serious sexual offences by strangers and unknown-motive murders. It identifies the potential emergence of serial killers and serial rapists at the earliest stages of their offending and manages the national database that holds the details of serious sexual attacks by strangers committed in the UK. SCAS receive relevant case files from police officers across the UK and analyse the information to identify matching patterns of behaviour and other features; they then send bespoke reports to investigators with details of similar offences and potential suspects. In addition to this we liaise with regional/national counterparts. In relation to internet-initiated rapes, particularly in relation to children, we liaise with the Child Exploitation and Online Protection Centre (CEOP), which works across the UK to tackle child sex abuse.

### **c. Domestic Abuse**

#### **Domestic Abuse Awareness Week**

Surrey's Domestic Abuse Awareness week ran from October 14th. The theme for the week was 'Healthy Relationships', prompting people to choose the words that best describe their relationship. Descriptions like 'controlling', 'dishonest' or 'pressurised' can be a sign that the relationship is less healthy and could later involve sexual or physical violence. Although aimed at people of all ages, the campaign is particularly hoping to reach out to young people for whom new technology poses an additional threat as it enables people to control their partners and family members using smart phones and social media. Events took place across the county to raise awareness of the help and support available to victims and the advice and information available for concerned family members, close friends and work colleagues to access. The Head of Public Protection promoted the campaign through interviews for local radio and TV stations.

### **d. Violent Crime**

The Force is showing an increase in recorded violent crime with injury. As will be discussed in the next section, we are seeing improvements in the detection rate position and, as raised in the last management meeting, there is a weekly violent crime reduction board in place, chaired by a Chief Superintendent. It is also worth noting that violence with injury includes domestic assaults, the increased reporting of which are of course encouraged. Over 37% of the increase in violent crime consists of domestic abuse.

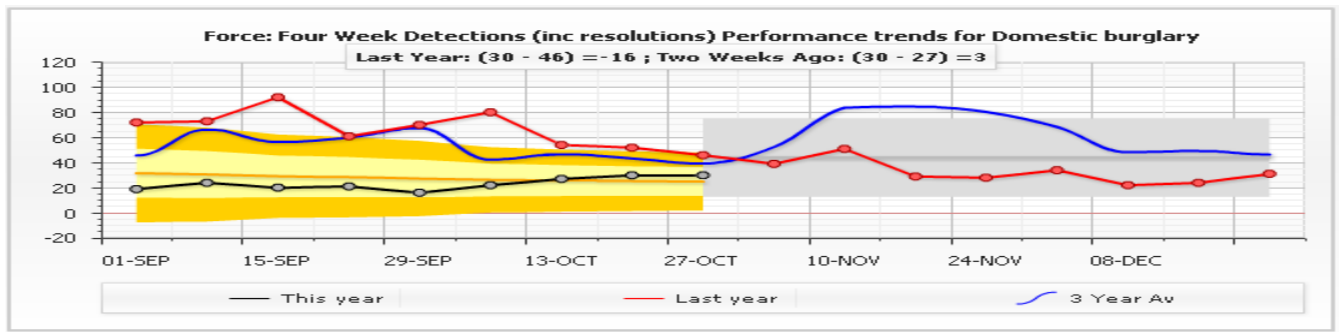
**Detection Rates**

Surrey Police is mindful that our performance in terms of detections is not strong with performance in every category being down on the same period last year. Work is being driven through the Crime and Performance Board to reverse this trend.

Detection Rate	FYtD Oct 2013	FYtD Oct 2012	%point Change	FYtD %age Change
<b>Serious acquisitive</b>	<b>9.2%</b>	<b>15.4%</b>	<b>-6.2%</b>	<b>-40.3%</b>
Robbery	30.2%	41.3%	-11.1%	-26.9%
Domestic burglary	10.2%	18.3%	-8.1%	-44.4%
<b>Violence with injury</b>	<b>42.8%</b>	<b>47.2%</b>	<b>-4.4%</b>	<b>-9.3%</b>
<b>Serious sexual</b>	<b>38.9%</b>	<b>43.5%</b>	<b>-4.6%</b>	<b>-10.6%</b>
Rape	28.8%	31.6%	-2.8%	-8.9%
<b>TNO</b>	<b>28.5%</b>	<b>31.9%</b>	<b>-3.4%</b>	<b>-10.7%</b>
Serious sexual, acquisitive and violence with Injury	20.4%	23.9%	-3.5%	-14.7%

**a. Burglary**

Burglary detection rates have been monitored through the Crime Performance Board since before Operation Candlelight was implemented. As can be seen from the below table, the Force has had an increase in our burglary detection rate for 4 weeks in a row and since the week ending 29th September the Force has recorded an increase of 14 detections (87.5%) based on the 4 week rolling trend. Whilst we acknowledge there is still much improvement to be made we are pleased with the direction of travel.



**b. Serious Sexual Offences**

Following a review of recording practices earlier in the year the Force has changed how sexual offences are recorded, taking a victim-based approach. The net effect of this is that more incidents are now being recorded as offences in the first instance and then being downgraded if appropriate to crime related incidents later in the investigation. This has impacted negatively upon our detection rates. However, performance is improving and over the last 4 weeks detections are up 12.2% on the same period last year.

**c. Violent Crime**

As reported previously, an action plan has been put in place reporting into the Crime Performance Board with short, medium and long term activities to tackle violent crime. The contents of the action plan will not be repeated here as they were included in the last

management meeting, however detection rates are moving in the right direction; whilst the figure is currently 4.4% worse than last year, this is an improvement on the 9.6% 'worse than last year' figure from the last reporting period.

### **Drugs Offences**

There is currently much activity underway to target drug supply in the county and it is anticipated that this will lead to a significant improvement in the number of recorded detections for the supply of both class A and class B drugs as this work comes to fruition.

<b>Charges / cautions for the Supply or Production of Class A &amp; B Drugs</b>	<b>FYtD Oct 2013</b>	<b>FYtD Oct 2012</b>	<b>Change</b>	<b>FYtD %age Change</b>	<b>EOY 2012/2013</b>
<b>Class A and B</b>	<b>216</b>	<b>410</b>	<b>-194</b>	<b>-47.3%</b>	<b>698</b>
Class A	74	189	-115	-60.8%	360
Class B	142	221	-79	-35.7%	338

### **Tackling Drugs and Alcohol in Schools**

The PCC has identified concerns about drugs in schools. An intelligence assessment subsequently carried out by the Force showed that this picture was not supported by our intelligence, and therefore we established that we have an intelligence gap. We recognise the concerns of the PCC in this area, and in response we are carrying out work to bridge this gap and understand the problem. This includes the following:-

- Deputy Chief Constable Nick Ephgrave, who attends the Children and Young People Partnership Board, and has tabled a request for other agencies represented on the Board with appropriate safeguarding responsibilities such as health visitors, schools, nurses, teachers and social workers to contribute to this issue by researching and providing relevant information to help bridge the gap in what we know. This will be revisited at the next Board.
- Assistant Chief Constable Gavin Stephens has set up a group of interested parties within Surrey Police and the PCC's office, and work has been commissioned to understand the intelligence gap.
- An analyst has been tasked with reviewing drugs-related crime reports and intelligence on a daily basis to look for references to the words 'drug', 'school' or 'college' to try and bridge our intelligence gap. This research has made a number of recommendations including reviewing the drugs-related questions used at youth conferences. As a result the Force has sought and received sign-off from the PCC to include an extra question at the conferences this month.
- Youth Police Community Support Officers (YPCSOs) supported drugs and Alcohol PSHE lessons in 22 Surrey schools during the 2012/13 academic year by going into classrooms to talk to classes of children in years 7-9 about drug-related issues, including alcohol abuse. It is intended to repeat this for the 2013/14 academic year.

### **Operation Kirkos**

Operation Kirkos was a two day operation at the beginning of October, focussing on disrupting the supply of class A and B drugs and the reduction of serious acquisitive crime. The operation was mounted as a continued crackdown on the supply of drugs within local communities and the anti-social behaviour and serious acquisitive crime associated with drug dealing, such as burglary, theft and handling stolen goods. Officers executed 43 warrants and arrested 39 people whilst also seizing a substantial quantity of suspected drugs and property.

## **Initiatives to Support Zero Tolerance Policing**

### **New Custody Centre at Salfords**

The site was officially handed over from the builders in September and the 24-cell purpose built custody centre was officially opened on 1<sup>st</sup> November. The centre will provide an even distribution of effective custody facilities across Surrey and help to improve our operational effectiveness by reducing the amount of time officers are spending transporting detainees around the county.

### **Productivity Review**

The Force has been developing an approach to monitoring and maximising workforce productivity, ensuring that our officers and staff are not only busy, but busy doing the 'right' things, i.e. the activities that will deliver the People's Priorities. A pilot was undertaken over a 4 month period within Roads Policing (RPU) and the Eastern Targeted Patrol Team (TPT), utilising mobile data terminals wherever possible to capture activity data. The pilot feedback and data sets are currently being analysed, however there are some early positive results including a steady increase in TPT arrests during the pilot (17.8%) and a significant increase of 41% in arrests of Prolific and Priority Offenders (PPO). Supervisors were included in the development of the process and the officers and staff involved have embraced the changes. The indicators help to provide a clear link between the People's Priorities and operational delivery, for example acknowledging contributions beyond just those of the arresting officer to include the other essential elements that are required to achieve successful outcomes. Consideration is now being given as to how we can roll this approach out further within the Force, and to ensure that it is clearly embedded within the Force's performance management framework. The aim is wherever possible to allow results to be analysed and interpreted at divisional and team level (to support leadership, tasking and decision-making) and at individual level (to support staff/officer development and the appraisal process).

### **Examples of Good Zero Tolerance Policing**

- A Neighbourhood Specialist Officer in Staines received intelligence to suggest that a particular outlet in the town was handling stolen goods that they were buying from known criminals and selling them on as legitimate. Following a tenacious enquiry, a search warrant was obtained and executed, which led to the arrest of 2 suspects and the recovery of over 200 items of what is believed to be stolen property. It is anticipated that intelligence from this could also lead to the further arrests of criminals linked to serious acquisitive crime in the borough.
- Neighbourhood Officers attended a flat in the High Street in Ewell, acting on local intelligence, and discovered a cannabis farm. A search of the property uncovered more than 200 plants being grown in three rooms and light and ventilation systems at the address. The investigation led to another property in Purley being searched and over 400 further cannabis plants being found

## 2.) More Visible Street Policing

### Seizure of Assets

There were 9 confiscations in September totalling £137,321. The largest was obtained by the Staines Payback Team, worth £51,991.31; the second largest was worth £31,050. Both of these relate to theft by employees. Compensation has been paid to the employers from both confiscations. The below table shows overall performance.

### POCA performance summary for current financial year to 30/9/2013

POCA scorecard	FYTD 2013/14	FYTD Target	EOY 2013/14 Target
Assets recovered (total value of cash forfeitures + value of confiscation orders)	£633,338.27	£500,000	£1,000,000
Volume of confiscation orders	32	25	50
Value of confiscation orders	£507,278.85	n/a	n/a
Number of restraint orders	3	n/a	n/a
Number of cash seizures	29	35	70
Volume of cash forfeitures	15	n/a	n/a
Value of cash forfeitures	£126,059	n/a	n/a

### Recovery of POCA Monies

Under the Home Office asset recovery scheme, Police Forces can recover monies to fund projects under the three headings of asset recovery, crime reduction and community projects. In the 2012/13 financial year Surrey Police put these monies towards funding the Economic Crime Unit (for asset recovery) and community projects. Whilst the funds have been used well, the Force recognises that this could be improved by focusing on crime reduction through operations involving visible officers on the streets. DCC Ephgrave has therefore commissioned a review of allocation of POCA monies. We will report back to the PCC on the outcome of this review in due course

### Resource availability and sickness

	FYTD Sep 2013	FYTD Sep 2012	Change	FYTD %age Change
Resource availability	92.3%	92.9%	-0.6%	-0.6%

The Force has above 90% availability, with our current position in September 2013 being 92.3%. This is 0.6% lower than the same point last year and is predominantly due to a high level of police staff vacancies resulting from the number of reductions being made across the force.

Police Officer sickness (rolling 12 months)	2.6%
Police staff sickness (rolling 12 months)	2.6%

The percentage of working hours lost due to police officer sickness over a rolling 12 month period also remained low at the end of September at 2.6%, which puts Surrey Police well within the first

quartile (25th percentile) when compared nationally. The force figure equates to an average of 6.7 days per officer.

### **Surrey Police Special Constabulary**

There are currently 191 officers in the Special Constabulary; whilst this is a reduction from the 260 officers when the PCC took office in November 2012, all 191 are fully operational.

Reasons for the reduction in numbers include:-

- A recruitment freeze from April 2012 until August 2013 to carry out and implement a review
- Following the review many officers who had not worked for a long time were asked to leave
- As a national trend, Specials leave the role after an average of three years
- Competition from both British Transport Police (BTP) and the Metropolitan Police Service (MPS) who are seen as attractive as they are recruiting for ranks which were removed during the review and because they offer additional courses.

We are getting better, more effective visible policing from our Special Constables now and, at 68%, we have the highest percentage regionally of officers who have their independent patrol status and can thus carry out patrols unaccompanied by another officer. This has increased from 65% in the last report. The aspiration is to increase this level to 85% by February 2014. The hours per officer and average number of duties per officer have also increased post-review.

Recruitment of Special Constables (SCs) has re-opened; we are set up to train 3 intakes of 12 new SCs each year and are currently training our second intake. The Force considers that a smaller number of visible, more competent Specials working more hours per month with a streamlined focus directed at frontline SCs are best placed to deliver the People's Priorities.

#### **Examples of Good Visible Street Policing:**

- The Tandridge Safer Neighbourhood Team recently received an increased number of reports of drug-related criminal activity and anti-social behaviour in the vicinity of Oxted and Hurst Green train stations. The same complaints were also being picked up via social media. To tackle this, officers ran a joint pro-active operation with British Transport Police and Southern Rail which included a very visible uniformed presence and numerous drugs searches. Summonses, fines and formal warnings were issued by the police and Southern Rail, and similar operations are planned in the coming months.
- Extra visible patrols were put on to reduce anti-social behaviour in Godalming. Officers, including Special Constables, worked with licensing and trading standards to challenge venues selling alcohol to those who were under-age. Fixed penalties were issued to people who were found to be buying for under-age people, and youths involved were taken home to their parents and given warning letters. This has been successful and the level of anti-social behaviour in the area has dramatically reduced.



### 3.) Putting Victims at the Centre of the Criminal Justice System

#### Call Handling and Response Times

Emergency call handling performance remains strong with FYtD figures to the end of September showing that 94.4% of emergency calls were answered within 10 seconds, which is an improvement of 1% over the same period last year, but a slight decrease of 0.5% since the last reporting period. Attendance at grade 1 incidents within 15 minutes was 83.3%, which is down by 0.3% points since the last reporting period but consistent with last year's performance.

	Target	FYtD Sep 2013	FYtD Sep 2012	%point Change	FYtD %age Change
% 999 calls answered within target (10 secs)	90%	94.4%	93.4%	+1.0%	+1.1%
% non-emergency calls answered within target (60 secs)	80%	78.9%	79.3%	-0.4%	-0.5%
% grade 1 incidents attended in 15 mins	82%	83.3%	83.3%	0%	0%
% grade 2 incidents attended in 60 mins	75%	84.8%	88.2%	+2.6%	+2.9%

#### Victim Care

As can be seen from the below table, the Force has maintained the notable improvements reported on at the last management meeting:

Victims		FYtD Sep 2013	FYtD Sep 2012	%point Change	Rolling Year %age Change
Overall crime victim satisfaction		86.7%	83.6%	+3.1%	+3.7%
ASB victim satisfaction		80.4%	79.4%	+1.0%	+1.2%

The current FYtD (September surveys – July crimes) figure for overall crime satisfaction (burglary, vehicle and violent crime) is 86.7%; the year end 2012/13 figure was 85.8%. By indicator question, 'kept Informed' (a key driver to overall satisfaction) has seen a statistically significant increase in satisfaction. The satisfaction gap has notably reduced from 4.7% points at the end of last year to 0.1% points for this FYtD; satisfaction for BME victims has increased by 5.5% points since year end 2012/13.

FYtD (September surveys – July incidents) victim satisfaction for Anti-Social Behaviour (ASB) is 80.4%, which is 0.6% points higher than last year. Nuisance Neighbours and rowdy/inconsiderate behaviour have both improved compared to last year and vehicle nuisance is only 0.4% points below last year. 'Actions taken' and 'kept informed', the two key drivers to overall satisfaction, have both seen notable improvements compared to last year.

Surrey's national position for victim satisfaction will be updated at the end of November, however it had risen significantly to 14<sup>th</sup> place in the most recent results.

## Criminal Justice

The below table shows data on effective, cracked and ineffective trials for both Crown and Magistrates courts in the Surrey Criminal Justice area. As described below this is an area of focus for Surrey Police and partners. The table shows that the local Criminal Justice area performed below the national average in terms of levels of effective trials at both Magistrates and Crown courts in Q2.

	Surrey Rolling year Sep 2013	Surrey Rolling year 2012	Surrey Q2 2012/2013	National Q2 2013
% of effective trials (Crown court)	56.4%	n/a	48%	52%
% of cracked trials (Crown court)	28.0%	n/a	32%	36%
% of ineffective trials (Crown court)	15.6%	n/a	20%	13%
% of effective trials (Magistrates court)	41.7%	n/a	40%	45%
% of cracked trials (Magistrates court)	35.7%	n/a	35%	38%
% of ineffective trials (Magistrates court)	22.6%	n/a	24%	17%

The number and outcome of trials are recorded by the courts system. A trial which commences on a scheduled date and reaches a conclusion is recorded as an 'effective' trial. An 'ineffective' trial does not commence on the due date and requires re-listing. In contrast, a 'cracked' trial does not commence on the day and the trial is not re-listed, as the case has reached a conclusion. Cracked trials are usually the result of a late guilty plea being entered by the defendant on the day, or where the prosecution offers no evidence against the defendant.

The above table is of concern and DCC Ephgrave has commissioned work to understand why performance has fallen since the beginning of the financial year. Over the past quarter the vast majority of cracked trials (84%) at Crown Courts were due to the defence, mainly the defendant entering a late guilty plea. Of the ineffective trials only 43% were due to the defence and the majority were due to the prosecution or administrative reasons such as other trials running over their time allocation

Looking forward, Criminal Justice is part of the Lead Force Specialist Crime Command. It is recognised that the approach is different within Surrey and Sussex, and the framework is being reviewed by the Command to improve performance.

## **4.) Give you the opportunity to have a greater say in how your streets are policed**

### Public Confidence

The Force's public confidence measure level remained strong in Q2 2013/14 with 90.3% of the public having confidence in their local policing. This is an improvement of 0.1 % points over Q1 and brings the FYtD confidence figure up to 90.0%; this compares with the FYtD figure of 90.2% at the same time last year.

### Public Engagement

Having set up local policing boards and tested a variety of methods, the boards are now embedded as 'business as usual'. They will continue in each borough and district, primarily bi-monthly with the local Inspector. Partner agencies will continue to be invited and the boards

will use a variety of formats based on what is best for the area, best for reaching the largest number of people, and best to enable a diverse range of people to participate.

The Force recognises that local policing boards are one of the key methods for the PCC to understand what issues are important to the public; we have therefore put in place a mechanism through local Superintendents and Inspectors, whereby the issues raised from each event will be fed back to the PCC's office.

In the last 3 weeks alone, there have been events in Mole Valley, Reigate and Banstead, Epsom and Ewell, and Elmbridge. As examples of topics discussed, attendees at Mole Valley raised issues around CCTV in Dorking and rural fly-tipping, whilst those in Reigate and Banstead requested an increased presence of uniformed foot-patrolling officers in town centres to enforce matters like cycling on pavements, obstruction of the highway, littering and parking infringements. Issues for Epsom and Ewell included CCTV, parking, anti-social behaviour and seasonal issues such as fireworks.

## **5.) Protect Your Local Policing**

### **Surrey Police and Joint Command Staff Survey**

The Force has provided an update for an OPCC paper to the Police and Crime Panel; the relevant update is included below:

Surrey Police senior officers and managers are taking the survey results extremely seriously and are putting in place action plans to address those areas where results are showing a decline.

Each Chief Officer is coordinating activities across their areas of command and reporting back to the wider Chief Officer Group. Whilst it is early in this process, one of the consistent issues across the various commands relates to communication; in response, more briefings and forums with senior leaders within commands, departments and divisions are being set up. This is especially important in light of the significant change programme which is in place. As well as this, specific activities are being adopted, with examples including;

- a transformation manager role within HR overseeing coordination and implementation of change, giving weekly messages
- a new communications area introduced within the Shared Business Service Centre (SBSC) where updates and progress can be reported; a new SBSC Action Group will also become involved in developing and implementing change and sharing this with teams
- the use of a departmental briefing and workshops within Finance
- the use of a new forum and newsletter within Custody
- divisional based focus groups for investigation teams, led by the Detective Chief Inspectors
- change elements are being expedited where possible to resolve team uncertainty, e.g. within the Investigations Review
- finally – and significantly – the creation of three divisions with locally based, visible and accessible command teams who will be carrying out activity to get to know their new teams; for example, the high profile Operation Kirkos was conducted to coincide with the new divisions being formed; these were briefed and led by the new SMTs.

### Officer turnover rates

The force 'wastage' rates show the percentage of leavers in comparison to the average headcount over a rolling 12 month period. The 'unplanned wastage' rates refer to the rate of 'voluntary' leavers from Surrey Police; examples include 'transfer to another force' and 'resigned for alternative employment'. 'Planned wastage' is the rate of involuntary leavers such as those who leave due to retirement or where an individual is made redundant. The total wastage includes both planned and unplanned leaving reasons.

Total wastage for police officers increased to 5.6%, which is equivalent to 111 police officers leaving; this puts Surrey in the third quartile nationally. The increase is attributable to an increase in unplanned leavers.

The Force's unplanned wastage rate for police officers has increased to 3%, which is equivalent to 59 police officers and puts Surrey Police in the fourth quartile nationally. This is linked to transferee wastage, due to other forces beginning to recruit again through the use of transferees. It is also of note that the South East region has one of the highest employment rates thus greater attrition rates would be expected.

### Police Pay and Conditions

There are planned changes to the Local Government Pension Scheme (LGPS) in April 2014. Arrangements have been made for Surrey County Council to deliver workshop sessions to staff about these changes on 12th November 2013 and 15th January 2014.

## 6). I will be uncompromising in the standards you expect from your police

### Complaints and Discipline

Since the beginning of August 2013 there have been the following misconduct meetings and gross misconduct hearings:

Hearing or Meeting	Allegation	Outcome
Gross Misconduct Hearing <b>STAFF</b>	A member of staff used the Crime Information System (CIS) the Police National Computer (PNC) for to check the details of their son without a policing purpose.	<b>Dismissed – Appeal received &amp; postponed</b> due to a Data Protection request.
Special Case Fast Track <b>OFFICER</b>	An officer whilst off duty but in uniform, attended Tesco's Supermarket and left without paying for some goods. On being challenged, the officer identified himself as a police officer and showed his warrant card but left the scene, refusing to wait for police to arrive.	<b>Dismissed – Appeal received.</b>
Gross Misconduct Hearing <b>STAFF</b>	A PCSO incorrectly disclosed to a store manager that a security guard working at the store was a known shoplifter. As a result of the disclosure it is believed that the security guard was removed from his post within the store.	<b>Final Written Warning</b>
Misconduct Meeting <b>OFFICER</b>	An officer attended a report of a domestic incident where he witnessed an injury and heard an admission of assault on this person by her partner. The officer failed to take the appropriate action and did not accurately or truthfully report the incident after the event.	<b>Final Written Warning</b>

Misconduct Meeting <b>STAFF</b>	A PSO attended a report of a domestic incident where he witnessed an injury and heard an admission of assault on this person by her partner. The PSO failed to take the appropriate action and that did not accurately or truthfully report the incident after the event.	<b>Management Advice</b>
Gross Misconduct Hearing <b>STAFF</b>	After a relationship had ended a staff member engaged in unwanted contact with his ex-partner, causing them to feel distressed and worried. This continued despite them being instructed to stop a number of times. The staff member also behaved in a threatening manner towards the ex-partner's father, causing him to feel frightened.	<b>Dismissed</b>
Misconduct Meeting <b>OFFICER</b>	Officer has accessed the CIS nominal record of his daughter's boyfriend without a policing purpose.	<b>Written Warning</b>

### **Standards of Police Driving**

We note the PCC's concerns about the standard of driving by Surrey Police drivers. The below table shows the number of collisions directly involving police vehicles.

<b>Types of Incident</b>	FYTD 10 Oct 2013	FYTD 10 Oct 2012	Change	FYTD %age Change	EOY 2012/2013
Collisions	209	266	-57	-21.4%	592

Whilst the number of collisions has reduced, it is recognised that the PCC has specific concerns about police vehicles speeding. All speed and red light camera activations by police vehicles are reviewed by the Force's 'Speed and Red Light Panel'. This panel, which is chaired by a Superintendent (or police staff equivalent), includes representatives from our Professional Standards Department (PSD) and driving school; it has reviewed 203 incidents since November 2012. As a result of the panel's findings, 15 drivers received words of advice (e.g. where activations were legally justified but the driving style required intervention) and 2 proceeded to prosecution, 1 by way of Fixed Penalty. We recognise that it would be useful to know how the number of camera activations which have been reviewed by the panel over the last year compares with previous years, and efforts are being made to retrieve the relevant data.

### **Letters of Thanks**

Since the beginning of September 2013 we have received 15 letters and e-mails of appreciation. The thanks were for topics including dealing with dangerous dogs, dealing with a sudden death, providing mutual aid to other police forces, assistance at road traffic collisions and breakdowns, traffic management, resolving neighbourhood disputes and support given to victims of burglaries.