

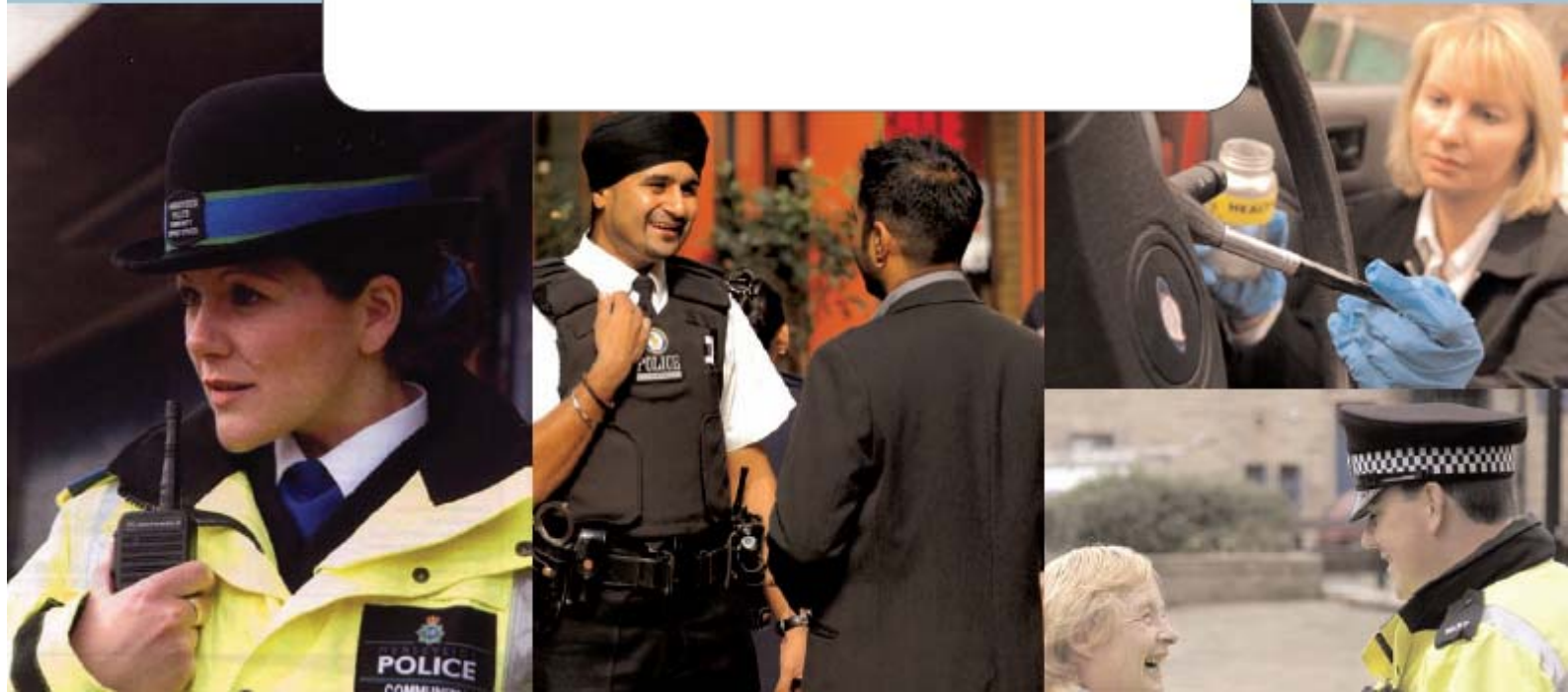
Her Majesty's Inspectorate of Constabulary



Surrey Police

Baseline Assessment

October 2006



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Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the Internet at police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;

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- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and
- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

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Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectrates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

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Improved

This reflects a **significant** improvement in the performance of the force.

Stable

This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

Baseline Assessment 2006 Frameworks			
1 Citizen Focus (PPAF Domain A)			
1A Fairness and Equality in Service Delivery <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups • Hate-crime reduction and investigation 	1B Neighbourhood Policing and Problem Solving <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF Domain 1)			
2A Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Levels of crime compared with peers • Problem solving • National Crime Recording Standard (NCRS) compliance 			

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3 Investigating Crime (PPAF Domain 2)		
3A Managing Critical Incidents and Major Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Serious and Organised Criminality <ul style="list-style-type: none"> • Crime that crosses basic command unit (BCU) and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act – POCA) • Effective targeted operations • Quality packages with the Serious Organised Crime Agency (SOCA) 	3C Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (AANPR) • Detection performance
3D Improving Forensic Performance <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3E Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handing • Youth justice • Police National Computer (PNC) compliance 	
4 Promoting Safety (PPAF Domain 3)		
4A Reducing Anti-Social Behaviour (ASB) <ul style="list-style-type: none"> • Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships • Use of ASB legislation, tools, etc 	4B Protecting Vulnerable People <ul style="list-style-type: none"> • Child abuse • Domestic violence • Multi-agency police protection arrangements (MAPPAs)/sex offender management • Missing persons 	
5 Providing Assistance (PPAF Domain 4)		
5A Contact Management <ul style="list-style-type: none"> • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> • Management of central operational support • Police use of firearms • Capability for policing major events/incidents 	5C Strategic Roads Policing <ul style="list-style-type: none"> • Effectiveness of arrangements for roads policing • Integration/support for other operational activity • Road safety partnerships

6 Resource Use (PPAF Domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators 	6B Training, Development and Organisational Learning <ul style="list-style-type: none"> • Costed training strategy and delivery plan • Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
6D Managing Financial and Physical Resources <ul style="list-style-type: none"> • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions • Demand management 	6E Information Management <ul style="list-style-type: none"> • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy 	7B Performance Management and Continuous Improvement <ul style="list-style-type: none"> • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/ quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs) 	

Force Overview and Context

Geographical Description of Force Area

The county of Surrey is situated in the heart of the south east of England and is the one of the most urbanised counties in England. About 85% of Surrey residents live within the urban areas. The county lies to the south of London and is bordered by the counties of Berkshire, Buckinghamshire, Hampshire, Kent, East and West Sussex, and importantly by the Greater London Authority area. It also sits between two major international airports (Heathrow and Gatwick) and covers some of the busiest stretches of motorway in Europe. The soon to be opened Terminal 5 at Heathrow will add to motorway congestion.

Analysis has shown that 15% of crime is committed by 8% of criminals, who are resident in London. The mixture of urban and rural areas provides widely differing contexts to policing services. Broadly, the north and west of the county have a high density of urban and commercial areas with the south and east being more rural.

Demographic Description of Force Area

Policing services are provided to a population of 1,059,015 (2001 Census). Since 2001 there has been significant housing expansion in the north and west of the county. The total area is 645 square miles, with 445,339 dwellings. The latest figures (2001 Census) indicate a population density of 1,642 people/square mile, almost twice the national average.

The county has 61.3 miles of motorway (M25, M3 and M23), which is high for its size and density. The strategic road network includes other major roads: the A3, A31 and A331. With approximately equal numbers of commuters travelling into and out of the county (300,000 each way) and 300,000 internal journeys, about 900,000 commuter journeys take place twice a day.

Unemployment is very low at 0.9%. The percentage of the workforce engaged in entrepreneurial activity or employed in professional or management roles is higher than the national average and the percentage of the population with degrees is also high.

The 2001 Census indicates that 95% of residents describe themselves as white, compared with 97% in 1991. The largest ethnic minority group in Surrey is described as Indian (1% of the population). The main centres with ethnic minority communities are the boroughs of Epsom & Ewell and Woking.

Surrey has an ageing population, in line with the rest of the UK. Coupled with this is the significant decrease in the young adult population from 15.9% in 1991, to 9.8% in 2001 even though there are large communities of university students in the boroughs of Guildford and Runnymede.

There were an estimated 56,000 businesses in Surrey in 2002, and in that year the Surrey contribution to the national economy was valued at £16.5 billion. Typically, the output of Surrey has grown at about 3.8% per annum, compared with the average UK growth rate of 2.5% per annum.

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Woking and Guildford are the main hubs of the rail network and services to and from London are heavily used by commuters. The county is extremely dependent on the road network, with traffic flow densities twice the national average. It is estimated that Surrey's economy loses £500 million each year through traffic delays.

Of the 445,339 houses in the county, 34% are detached, significantly higher than the national average. This contributes to the high cost of housing in Surrey, where the average price of a house is now over £312,000.

Structural Description of Force including Staff Changes at Chief Officer Level

Surrey Police has 3,841 employees (or 3,713.04 full-time equivalent), consisting of 1,996 (1,967.39 FTE) police officers and 1,845 (1,745.65 FTE) police staff (police staff include post holders with designated powers, police community support officers (PCSOs), traffic wardens and other unsworn employees). These are supported by 280 special constables. This provides 18.5 police officers per 10,000 population, noticeably fewer than the national average of 26.7. This figure should, however, be viewed in the context of Surrey's national lead in workforce modernisation and the challenges associated with maintaining and funding police officer numbers. Policing services are organised on four basic command units (BCUs), with BCU headquarters at Staines (North Surrey), Woking (North West Surrey), Guildford (West Surrey) and Caterham, (East Surrey). Roads policing is serviced from bases at Chertsey (North), Burpham, (West) and Godstone (East).

The headquarters (Mount Browne) is just to the south of Guildford. The function of Mount Browne is changing to enable it to become the centre for operational level 2 and specialist policing services. Many of the administrative functions will be moved to satellite accommodation at Guildford during 2006. Departments such as crime management currently have units scattered across approximately 17 sites but it will soon be possible to house most of these units on the Mount Browne site.

Policing demands are diverse, with higher levels of urban crime and non-crime issues in the north and northwest. This has produced a small but measured difference in fear of crime between the more urban areas and the eastern and southern rural areas. The areas to the east and south of the county share many policing issues with the rest, but they also deal with the demands of the countryside such as hunting with dogs.

A stable command team is led by the Chief Constable, who has been in post since autumn 2004, having previously been the deputy chief constable (DCC). The current DCC joined Surrey Police from the Metropolitan Police Service (MPS) in March 2005. The assistant chief constable (ACC) (specialist operations) has been a chief officer with Surrey Police since 2004. The ACC (territorial operations – TO) was appointed in January 2006: both are former BCU commanders within Surrey Police.

With effect from January 2006, a temporary ACC (T/ACC) was given responsibility for leading on the work of the force restructure team, incorporating the force estates strategy and a review of the targeted neighbourhood patrol model. The director of human resources (DHR) has been seconded to the national workforce modernisation programme. Since the summer of 2005, the DHR post has been filled by a T/ACC. Another T/ACC has been seconded to the neighbourhood policing programme at the Home Office. The chief officer team also includes the directors of corporate development, finance and resources, and information and communications technology (ICT).

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Strategic Priorities

The overall strategic vision of the force and Chief Constable is for the people of Surrey to feel safe and to be safe – achieved through:

- public confidence;
- public satisfaction; and
- performance.

This vision is delivered through the four strategic priorities of:

- **customer service** – providing a clearly defined quality of service focused on public needs;
- **control of crime** – maintaining low levels of crime and disorder so that people are less likely to be victims of crime and bringing more offenders to justice;
- **confident communities** – listening to the public and supporting communities so that people feel safer; and
- **capable, supported staff** – building a confident, modern workforce able to deliver a professional service, especially to victims of crime.

In addition, the following objectives will be pursued:

- roll-out of the neighbourhood policing programme;
- customer service excellence;
- review of the targeted neighbourhood policing model;
- high standards of integrity and professionalisation supported by the Surrey Police Standard;
- extension of the 'mixed economy' model;
- improved public access, enhanced partnership working and professional working environments, through an innovative estates strategy; and
- leadership – providing a focus on what leaders do as well as providing generic and bespoke training that is role specific.

The local policing plan clearly reflects the strategic objectives for the force and the Police Authority, as well as Government, partners and public priorities. Other relevant factors, such as public service agreements (PSAs), statutory performance indicators (SPIs) and the requirements of the National Community Safety Plan, have also been incorporated.

Accurately gauging the needs of the local community is achieved through extensive consultation undertaken by the force and Authority. Information and views obtained during public surveys and roadshows inform the local policing plan and the target-setting process. The local area agreements (LAAs) are reflected in shared partnership targets.

Impact of Workforce Modernisation and Strategic Force Development

The 'mixed economy' project trial in the criminal investigation department (CID) at Waverley Borough has produced a 27% improvement in the speed with which crimes are resolved, with 30% fewer staff, who have achieved an increased detection rate of 30%. The project is

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being expanded with the addition of a sixth team and it is proposed to roll out the 'mixed economy' CID model into other BCUs during 2006.

Some 21 road police community support officers (RPCSOs) are currently being recruited into the roads policing unit (RPU). This innovative structure will support BCUs in policing non-strategic roads, increase capacity within the collision investigation unit, and double the capacity of the automatic number plate recognition (AANPR) team. The RPCSOs will also provide reassurance through high-visibility patrols, enforcement, and education and help to allay public concerns around anti-social driving (three of the top four concerns of the public as obtained through the policing plan survey for 2006/07 were vehicle related).

Major Achievements

During 2005/06 overall crime fell by 3% despite an already low crime base and a challenging budget settlement. Vehicle crime fell by 5% and domestic burglaries by 9%. Customer surveys show improvement in overall satisfaction, with people feeling safe – for example:

- 81% of respondents feel safe walking out alone at night;
- 80% of people think relations with Surrey Police are good; and
- over 70% of people have confidence in Surrey Police.

A new critical incident manager (CIM) role has been introduced to provide a standardised and professional approach across the county. A programme of roadshows led by the Chief Constable was introduced to improve service delivery and ethical behaviour. The force has shown that it can intervene effectively to improve hate crime investigation. It has, at short notice, policed the European Union heads of state conference. Finally, it has introduced the Surrey road standards programme to improve road safety.

Major Challenges for Future

The force regards its major challenges to include:

- sustaining the whole range of policing services effectively in the face of a significantly challenging funding settlement;
- embedding neighbourhood policing across the county;
- increasing capability to a national standard in respect of level 2 crime and protective services;
- preparing the force to deal with restructuring – managing the cultural and operational changes that a merger or new types of collaboration with other police forces might require, while maintaining performance and the current levels of service provided to the residents of Surrey; and
- the roll-out of the 'mixed economy' project without flexibility around police officer numbers, while at the same time maintaining police officer numbers in the face of aggressive MPS recruitment campaigns.

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Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Fair	Improved
Neighbourhood Policing and Problem Solving	Good	Improved
Customer Service and Accessibility	Good	Improved
Professional Standards	Good	Not Graded
Reducing Crime		
Volume Crime Reduction	Good	Improved
Investigating Crime		
Managing Critical Incidents and Major Crime	Good	Stable
Tackling Serious and Organised Criminality	Good	Stable
Volume Crime Investigation	Fair	Stable
Improving Forensic Performance	Good	Stable
Criminal Justice Processes	Fair	Stable
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Improved
Protecting Vulnerable People	Good	Improved
Providing Assistance		
Contact Management	Good	Stable
Providing Specialist Operational Support	Good	Stable
Strategic Roads Policing	Good	Stable
Resource Use		
Human Resource Management	Good	Stable
Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Good	Stable
Managing Financial and Physical Resources	Good	Stable
Information Management	Good	Improved
National Intelligence Model	Good	Stable
Leadership and Direction		
Leadership	Excellent	Not Graded
Performance Management and Continuous Improvement	Good	Improved

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1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

In 2005 the force implemented a new structure for the management of diversity issues. The new diversity programme, led by the DCC, has a programme board that includes representatives from staff associations, support groups, the independent advisory group (IAG) and the Police Authority. The board has published terms of reference which include promoting trust, confidence and equality; effective implementation of legislation; and strategic direction. It is supported by a programme delivery group, chaired by the DHR, which is responsible for implementing the strategy, monitoring, and the management and mitigation of identified risks. The diversity directorate is responsible to the DHR for the tasking and co-ordination of the diversity action plan, using senior members of staff across the force to take ownership for and deliver individual actions which are reported back to the board. All diversity monitoring is carried out through the Surrey performance evaluation and computerised statistics (SPECS) process, with additional scrutiny by the Police Authority's HR panel.

In 2005/06, against the performance indicators that measure disproportionality between police action with regard to white and ethnic minority people, there were significantly greater gaps in Surrey than the averages in the most similar forces (MSF) group. This applies to use of stop and search powers, violent crime detection rates, and overall victim satisfaction rates. Furthermore, the detection rate for racially aggravated crime was comparatively low, as was the satisfaction rate among victims of racist crime. In response to hate crime performance, rigorous monitoring has been introduced by way of the Chief Constable's daily log and each hate crime is reviewed each morning by the DCC. A campaign has been run to encourage reporting of race hate crime by victims. All divisions now have dedicated staff responsible for overseeing hate crime investigation and victim care. Community incident action groups (CIAGs) and joint action groups (JAGs) (see 1B Neighbourhood Policing and Problem Solving) are well established and are effective forums for partnership work to combat hate crime.

Strengths

- The Surrey Police diversity programme is led by the DCC through a programme board and a fully risk-assessed consolidated action plan. An accompanying action management system enables work to be prioritised and the plan to be monitored robustly.
- The expectation by chief officers that managers will demonstrate commitment to diversity issues is clear to all and has been constantly reinforced. All police officers and

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police staff with supervisory responsibilities have attended a one-day 'leading diversity' workshop in the past year.

- An e-learning diversity training package commissioned from an external consultant was innovative in content and style and provided useful management information on the knowledge of every member of the force. This project received an external award.
- Following identification of low detection and recording rates for hate crime, and comparatively low satisfaction among hate crime victims in 2005, the DCC led a high-profile campaign to rectify the position. New structures and processes included dedicated staff to monitor investigations and provide support to victims; and a rigorous holding to account of managers on BCUs. Close and intrusive management is applied to all reports of hate crime, commencing with an overview by the chief officer team each morning.
- The comprehensive performance management process SPECS (see 7B Performance Management and Continuous Improvement) and the diversity scorecard provide a robust monitoring process for all hate crime.
- The use of CIAGs and JAGs to address hate crime and incidents in partnership with other agencies has been successful. Surrey Police has published a minimum standard of investigation for hate crime which includes the use of technical support and special standards for repeat victims.
- A wide range of mechanisms have been developed to enable the police to consult and engage with the public and with distinct communities. The Police Authority and the force have an effective, co-ordinated approach. The strategic IAG is now linked to four BCU-level IAGs which play an active part in policy development and monitoring police action and in the delivery of the diversity programme.

Work in Progress

- As part of the continual review and improvement process, room for improvement has been identified in the impact assessment of policies and procedures. A new procedure has been designed and all new policies and procedures will be prepared by 31 people trained in impact assessment. Existing policies and procedures will be reviewed by an external consultant by the end of 2006.
- The reporting rate for homophobic crime and incidents is low. Work has been commissioned with a gay charity to gain a greater understanding of the issues and find ways to increase trust and confidence within the gay community.

Areas for Improvement

- More progress is needed on the collation, publication, analysis and use of monitoring data as set out in the race equality scheme, including data on key interactions between the police and the public. This issue is being addressed but it will be some time before the full range of data is routinely used.
- Senior officers are very aware of Surrey's comparative position with regard to the national citizen focus performance indicators, and considerable research has been undertaken to gain a deeper understanding of the issues. Action taken in the first quarter of 2006 to improve hate crime investigation and victim care produced measurable improvements that are hidden by the annual statistics. It is important that lessons learnt

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from that campaign are applied to other police/public interactions as part of a sustained and co-ordinated strategy.

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1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Context

Neighbourhood Policing (NHP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NHP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NHP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NHP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

Contextual Factors

Surrey Police has been at the vanguard of the development of neighbourhood policing. The previous Chief Constable instigated the signal crimes research that led to the National Reassurance Policing Programme which included two pilot sites in Surrey. A Surrey ACC sits on the national programme board and the work programme is led by a former Surrey BCU commander. The Chief Constable has agreed to join the performance board.

The Chief Constable also is the national lead for workforce modernisation and the force is trialling a 'mixed economy' neighbourhood team.

The investment in visible, accessible neighbourhood policing teams genuinely engaging with communities to tackle the crime and disorder problems that matter most to local people has produced results. As measured by the British Crime Survey (BCS), fear of crime across the county has fallen below MSF averages and confidence in local policing has risen steadily to one of the highest rates in the country.

Strengths

- Top-level commitment to neighbourhood policing is provided by:
 - the Chief Constable's personal leadership demonstrated by his chairmanship of the safer and stronger communities board to deliver the LAA;
 - leadership of the neighbourhood policing programme by the ACC (TO);

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- a recently launched review of the Surrey policing model with the explicit aim of placing neighbourhood policing at the centre of the model;
 - the creation of a neighbourhood policing directorate; and
 - the appointment of superintendents on each BCU with specific responsibility for neighbourhood policing implementation.
- There is a well-established project management structure, linking central development work to BCU implementation, to ensure full implementation of all neighbourhood policing principles by 2008.
- The force steering group is supported by local external representatives. At a strategic level, progress towards neighbourhood policing roll-out will be monitored by the partnership safer and stronger communities board. Additionally, targets in the LAA were set in conjunction with neighbourhood policing aims.
- Since 2001, Surrey Police has been committed to providing dedicated, visible and responsive officers to local communities (known as neighbourhood specialist officers – NSOs). There are currently 125 regular officers dedicated to specified neighbourhoods, supported by 129 police PCSOs and 383 volunteers (including special constables). A matrix for intelligence-led deployment PCSOs is being developed to ensure they are allocated appropriately.
- The key elements of neighbourhood policing have been implemented on all four BCUs.
- Neighbourhood policing is built on a cycle of engagement, agreement, action and reporting. For two years the force has been developing its engagement at neighbourhood level with the introduction of neighbourhood panels. This activity is measured and local policing plan targets have been set to drive performance.
- Neighbourhood priorities are identified via the panels and other consultation methods. The force amended its computerised crime recording system to ensure that action to tackle neighbourhood priorities could be recorded, measured and analysed and that good practice could be shared.
- Reassurance and neighbourhood policing performance measures feature in mainstream performance management systems and are part of the SPECS process (see 7B Performance Management and Continuous Improvement).
- A clear communications strategy, delivered by both central and BCU communications and marketing specialists, has been effective in promoting neighbourhood policing. Two specified posts on each BCU are responsible for internal and external communications.
- A system for measuring media impact down to neighbourhood level is well established. This approach has clearly encouraged staff at all levels to forge good relationships with local media and to seize opportunities for promoting positive news reports. The force recently won an external award for its evaluation of public communication.
- Commitment exists to ensuring that NSOs and PCSOs are known by people in the neighbourhoods to which they are allocated. A wide range of approaches has been used to increase public awareness of their local neighbourhood teams, including personal web pages for every NSO on the force website, including photographs and contact details.

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- Surrey Police has played a leading role in the development of the local policing summaries (a statutory requirement from April 2006) to be distributed to all households. In the local policing plan 2006/07, the force has encouraged the Police Authority to set a target relating to the identification by the public of their local neighbourhood team. To support this, a tenure target of two years for all neighbourhood personnel is in the 2006/07 local plan.
- There has been considerable success in generating partnership funding for community safety development, the joint CCTV scheme and four crime and disorder reduction partnership (CDRP)-funded PCSO posts in north Surrey being good examples. Surrey Together teams have been set up on each BCU, with police officers and PCSOs working alongside youth workers and trading standards officers to engage with young people and tackle low-level neighbourhood anti-social behaviour (ASB) including alcohol abuse and underage sales.
- Engagement with partners in joint intelligence gathering and action against crime and anti-social behaviour is well established in Surrey. CIAGs focus on individual targets while JAGs primarily identify and target problem locations. In both cases the structures and processes have strong links with the tasking and co-ordinating systems.
- A system for collating good practice has already identified some valuable examples. They include:
 - the police and parents initiative at Surrey Heath, in which neighbourhood policing team members, including NSOs and PCSOs, visit the parents of young people subject to stop and account procedures. In many cases parents were not aware of the activities of their children and parental support has helped to reduce disorderly behaviour; and
 - the parish councils initiative at Surrey Heath, which has helped to streamline JAG meetings by introducing additional meetings with parish council clerks and representatives to identify and prioritise their concerns separately. Priority issues are then fed into the JAG and tasking and co-ordination group (T&CG) processes where appropriate.

Work in Progress

- The force has seen success reflected through public surveys. It aims to develop this with partners, to integrate confidence and public satisfaction measures through rolling survey work at borough level. It is also working towards monthly customer satisfaction surveys to provide a deeper understanding of the causes and barriers to public confidence and satisfaction.
- Drawing on learning from the 'mixed economy' pilot project, an updated suite of neighbourhood policing performance indicators measuring the distinct contributions of PCSOs and NSOs is being developed.
- 'Streaming' of newly appointed constables has been introduced, allowing officers to specialise in response, investigative or neighbourhood policing. It has been recognised that this approach should be refined so that all officers experience and learn about the principles and practice of neighbourhood policing. Some changes were made to the training modules in February 2006 and further refinements are planned.

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- The commitment of the force to staff deployed on borough teams has seen some development of 'silo working'. There is still scope for strengthening the lateral links between neighbourhood policing teams and other elements in the policing model while maintaining the specialist skills and functions of each element. This is being addressed in the current review of the Surrey policing model led by the ACC (strategic programme).

Areas for Improvement

- While the force has been effective in establishing well-attended neighbourhood panels, this now needs to be refined to ensure consistency in the way engagement processes:
 - meet the needs of the communities;
 - reflect the 'natural neighbourhoods' as defined by the neighbourhood policing programme; and
 - are targeted in conjunction with partners.
- Joint training with partners on core neighbourhood policing skills, such as problem solving, intelligence development and sharing, and the management of neighbourhood panels, has been identified as a critical factor for the full implementation of the neighbourhood policing programme by 2008. An identified training department lead will sit on the force steering group.
- While the force has been innovative in its development of National Intelligence Model (NIM)-compliant problem-solving processes (JAG and CIAG), further work is needed to capture and analyse community intelligence across all levels of activity. This has already been recognised and features as a key strategic priority of the NIM board.

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1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

Surrey Police continues to have customer service and accessibility as one of its four key priorities, and in the local policing plan for 2006/07 four of the twenty-one headline targets set with the Police Authority relate to customer service. A customer service programme board provides leadership and direction to drive the citizen focus agenda. The board is informed by a comprehensive performance and research framework that is subject to continuous development.

Following consultation with the Police Authority, panels, external partners and the diversity directorate, the Surrey Police Charter was published in May 2006, well in advance of the national deadline, setting out the force's commitment to exceeding the requirements of the national quality of service commitment (QoS). In parallel, there is an integrated response to delivering the requirements of the code of practice for victims of crime ('Victims' Code'), which has included specific training for key roles, awareness briefings for senior managers, and a detailed internal/external communications strategy for all staff and customers. This is supported by the Surrey Police Standard which deals with values, conduct and service for all staff and has been championed by the Chief Constable.

Customer satisfaction surveys in 2005/06 showed that in most categories Surrey was close to the average performance in the MSF group. In one area, 'ease of making contact with the police', results were significantly better than the MSF average. The BCS suggests that confidence in local policing has steadily increased and, in 2005/06, was the highest rate in England and Wales.

Strengths

- A customer service programme board, chaired by the ACC (special operations – SO) and supported by the Police Authority and other key stakeholders, is driving a high-profile strategic change programme. Citizen focus is one of the four key priorities, and four specific targets have been set in the 2006/07 policing plan.
- The 'customer service excellence' operating principles, LISTEN, have been integrated into internal and external communications (for example through the Chief Constable's roadshows, staff and leadership development, core training and publicity material) to provide clear, meaningful and measurable standards at all levels.
- Further development and expansion of the customer data collection, analysis and dissemination is well advanced, for example boosting sample sizes in order to achieve greater granularity for performance monitoring at force and local levels.

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- A robust quality-monitoring and qualitative and quantitative performance measurement regime includes a series of customer service excellence measures being regularly reviewed by the rigorous SPECs process (see 7B Performance Management and Continuous Improvement) and the customer service board.
- Following a successful pilot, supervisor quality checks that incorporate key police performance assessment framework (PPAF) measures, as well as delivery of the LISTEN principles by front-line staff, have been mainstreamed.
- Following the launch of the 'police counters service' in December 2005, a performance regime supported with service level agreements was created to monitor performance. A target of '90% cover between agreed opening days and times' was exceeded. That target and several others are now being monitored closely as part of the whole-system approach to improving accessibility. Other initiatives include the creation of a career path for police counter staff, more effective use of resources and launching a new departmental ethos.
- The contact centre Project X was shortlisted for the European call centre awards 2005 (campaign of the year) and was awarded 'best in public sector' 2005 by the National Call Centre Association. Additionally, its standards for quality monitoring have been adopted by the Home Office as best practice in the national call-handling standards.

Work in Progress

- Dedicated customer service manager posts are being created, both at the centre and on each BCU. Acting as the champions of the 'customer service excellence' approach, these ten managers will ensure that force policy and good practice is mainstreamed at all levels and fully integrated with the neighbourhood policing model.

Areas for Improvement

- Customer surveys suggest that during 2005/06 there was a widening gap between the satisfaction rates of different ethnic groups and a comparatively low satisfaction rate among victims of racist incidents. Action in terms of recognising the trends, consulting external partners and taking action to improve investigations, especially of hate crime, has been impressive. Data from the first quarter of 2006 indicates that this work has made an impact. Satisfaction rates improved and the gap closed. It is important that this drive should be sustained.
- The ongoing estates strategy review should continue to make necessary improvements to accessibility for customers, service delivery and the working environment for staff.

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1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

Surrey aims to maintain its position as having one of the lowest crime levels in England. It has achieved year-on-year reduction in most crime types over recent years. The Police Authority and force set challenging targets which are devolved to BCU level.

The chief officer team has a strong commitment to tackling crime through effective strategic partnerships. The Chief Constable chairs the safer and stronger communities partnership board (SSCPB), which was formed in September 2005 and meets quarterly. The membership comprises Surrey Police, Surrey County Council and borough councils. The board is responsible for the LAA and aims to drive performance through the CDRP structure. The Chief Constable and ACC (TO) also sit on the local criminal justice board, with the ACC (TO) chairing the performance sub-group. The ACC (TO) also sits on the SSCPB, and chairs the neighbourhood policing programme board and the Surrey Together steering group.

Performance within the MSF group in 2005/06 remained good to excellent: domestic burglary fell by 8% and the rate per 1,000 population is close to the MSF average; robbery fell by 4% and the rate was significantly below the MSF average; vehicle crime fell by 6% and the rate was just below the MSF average. Violent crime rose by 5% but remained at the lowest level in England and Wales.

The BCS shows that the risk of personal crime in 2005/06 was close to the MSF average and the risk of household crime was just below the MSF average.

Strengths

- Effective strategic leadership is provided by the chief officer group, with the DCC chairing the SPECS meeting, supported by the ACC (TO) who holds specific volume crime reduction portfolio responsibility.
- The DCC and ACC (TO) effectively use the SPECS process to hold BCU commanders and department heads to account for volume crime and CDRP performance targets.
- The ACC (TO) chairs the force T&CG to ensure that resources are deployed through NIM best practice and support the published control strategies. BCU commanders are encouraged to be innovative when considering crime reduction and have good access to level 2 resources through the force T&CG.

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- Within the personal development review (PDR) system, BCU commanders are set SMART volume crime reduction targets, which (together with CDRP performance) are evaluated and discussed during appraisal interviews with chief officers.
- A consistent and corporate approach to problem-oriented policing is apparent. The NIM model drives all operational problem-solving activity within BCUs and operates on the SARA principles. A borough-based targeted neighbourhood policing model is well developed within which officers and PCSOs are specifically trained in problem-solving methods.
- The intranet allows all officers to access the crime reduction toolkits which are used as a resource for local initiatives.
- Regular internal conferences are attended by key investigators to consider volume crime problem solving and to spread best practice.
- There is good performance management data which assists early identification of trends and potential interventions where necessary.
- Regular categorised campaigns are mounted on the basis of thorough analysis of trends and are driven and reviewed by force T&CG processes.
- In partnership with local authorities, full use is made of Home Office guidance and the new licensing powers to control alcohol-related violence.
- The Surrey Together project combines police and Surrey County Council in an innovative effort to engage with and divert young people from engaging in or becoming the victims of violent crime and disorder. One of the tactics employed to combat sales of alcohol to underage persons is the conducting of joint test purchase operations with trading standards (a recent example found that three out of four shops tested failed to comply with licensing regulations).
- The establishment of neighbourhood panels has assisted the identification of problems for resolution at a local level.

Work in Progress

- The DCC has launched a number of new initiatives to improve capability to reduce volume crime, including the detection programme board, the appointment of a volume crime tactical adviser and the formation of a volume crime advisory team.

Areas for Improvement

- The prolific and other priority offender strategy is not well supported by all partners or through all CDRPs. Further work is needed in this area.
- Development of the crime management units (CMUs) and continued refinements within the CRB are necessary to ensure compliance with the National Crime Recording Standard (NCRS) and the Home Office Counting Rules.

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- Penalty notices for disorder are increasingly being used. Policy has recently been approved for administering street penalty notices for disorder which, if properly targeted, have the potential to reduce volume crime, especially for violent crime as part of policing the night-time economy.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

The management of critical incidents is viewed by the force as a high priority. Within the last 12 months, policies and management have been tested – for example, in Operation Colonnade (head of state visit) and Operation Defend (response to bombings in London). In the case of Operation Colonnade, a personal letter of congratulations was received by the force from the Prime Minister.

The recent introduction of the CIM role is a direct response to the need to effectively manage critical incidents and it complements the drive towards core operational competence for all police leaders. The CIM role, together with the superintendent ‘on call’ cadre for major crime, places the force in a strong position to deal with critical incidents whether predicted or spontaneous.

Adoption of the national definition for critical incidents, and ensuring that all key staff are aware of it, enables such incidents to be identified early and resourced appropriately. Surrey Police recently hosted a national critical incident training event which reinforced the operating principles. On-call arrangements for bronze, silver and gold commanders ensure that the force has the capacity to respond to operational demands with appropriate specialist resources and advice.

The tactical T&CG menu of options includes all of the operational support department’s deployable resources, including helicopter, dogs, AANPR, roads policing and firearms, while dedicated resources exist for spontaneous and pre-planned firearms events.

With the risk management board, force security group and counter terrorism T&CG, the force is building contingency planning and operational resilience to meet potential terrorist threats. This subject is well covered within its strategic assessment, providing the knowledge base for planning to ensure readiness to react to identified situations.

Senior investigating officers (SIOs) regularly engage with BCU senior management teams (SMTs) and borough inspectors to ensure that dynamic community impact assessments are conducted. This is supported by the implementation of ‘gold groups’ when necessary, chaired by chief officers, and full engagement with force and local IAGs when appropriate.

The investigation of major crime is managed through the major crime investigation team (MCIT). It has clear terms of reference, which include responsibility for investigating all

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homicide and other critical incidents as identified by chief officers. The team has a strong identity within the force and a reputation for high-standard investigations. Recent successes have seen convictions on Operation Jingle (contract shooting) and Operation Lombard (murder). Currently there are some 35 active investigations being undertaken within the MCIT ranging from category A murder to other complex cases, including a fatal accident investigation.

Strengths

- All chief inspectors and higher ranks are fully trained in and share responsibilities for managing critical incidents or major crime (dependent upon their detective or uniformed role).
- Chief officers take the 'gold' role on firearms and critical incidents in the vast majority of circumstances, with chief superintendents trained to add extra resilience.
- A 'platinum group' has been introduced, chaired by the DCC, to manage risk, operations and resources at a strategic level across the numerous gold groups.
- Critical incident management training has been introduced for all uniformed chief inspectors to ensure conformity and resilience around any fast-time deployment.
- The creation of the CIM role provides a command-level response on a 24/7 basis, in order to manage, supervise and lead critical incidents at an early stage. The CIM ensures the quality of the force response by co-ordinating the correct deployment of specialist units to issues as diverse as road traffic collisions, homicides and natural disasters. This complements the training programmes that exist for major and critical incidents.
- The MCIT has benefited from the creation of two dedicated crime scene co-ordinator posts to support both scene assessment and forensic examination/submission. This has greatly enhanced the force's ability to deal with forensic matters in a more structured way and to identify more opportunities for gathering forensic evidence.
- A dedicated major crime review team has been formed and is responsible for reviewing current and historic unresolved cases. This team identifies best practice along with future investigative opportunities, thereby supporting the SIO function and organisational learning.
- Effective call-out systems provide 24/7 support to critical incidents and major crime. In addition, the force can respond appropriately to incidents by mobilising a tactical support team, police support units and tactical firearms units. Tactical advisers are also available for firearms, public order and strategic roads, to give advice and guidance at critical incidents and major investigations.
- The capacity and capability of the operational support department has increased within the last 12 months to provide round-the-clock resilience to support the response of BCUs and the crime management department to critical incidents and major crime investigations.
- The MCIT is aligned to the hi-tech and economic crime units, which over the last 12 months have seen an increased investment in staffing and equipment. This alignment assists the prioritisation of work and the use of resources within the units.

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- Over the past 12 months the MCIT has been tested by a large increase in the number of investigations it has undertaken. The goal of minimising abstractions from BCUs has been achieved by using officers from elsewhere within the crime management department, such as the serious crime investigation team (SCIT), before any request for resources is made to BCUs. This incremental resilience enables the force to maintain business continuity without disrupting core BCU and neighbourhood policing activity.
- A key factor in the MCIT being able to meet increasing demands has been development of a 'mixed economy' workforce. SIOs buy in private sector civilian investigators to support investigations at times of peak demand. In addition, full-time police staff posts within the MCIT include exhibits/disclosure officers and investigative assistants.
- The introduction of HOLMES 2 (an updated version of the Home Office Large Major Enquiry System) to BCUs over the last 12 months has enabled them to effectively manage lines of enquiry into more serious allegations of crime, and improves the efficiency of any handover process to the MCIT in terms of compatible and auditable documentation.
- Sitting alongside the MCIT is the newly implemented coroner's officer structure which has addressed the supervision and management of the team of coroner's officers and, as a result, has seen a 23% reduction in the backlog of cases awaiting inquest.
- Good use is being made of activity-based costing within the crime management department. Data collation covers a range of units, including specialist crime and surveillance teams, and includes full costing of major crime enquiries. Data is analysed to assist assessment of efficiency, to measure the effect of changes in working practices and to support resource bids. The system also highlights any working time directive infringements. This activity-based costing initiative has been identified as national best practice by the Audit Commission.

Work in Progress

- An academic analyst has been recruited to review murder, manslaughter and wounding offences together with a detective inspector working within the MCIT. This work and analysis will inform policy and the homicide suppression strategy.
- Currently the MCIT is based at two separate locations away from the centre and remote from the SMT. This has been identified as an Area for Improvement by the force. Plans are in hand to merge the teams at headquarters in purpose-built accommodation.
- Two intelligence cells exist within the MCIT, with two separate lines of supervision and different working practices. Work is under way to bring them together. As part of the relocation planning, a review is being conducted of the current system in order to ensure NIM compliance in line with MIRSAP (major incident room standardised administrative procedures).

Areas for Improvement

- Although women are presently employed within the MCIT, and in senior positions, this is not the case throughout the crime management department. A consultation process with staff is under way to ascertain inhibitors and enablers in relation to women officers entering the field of criminal investigation. This work has recently begun – as part of the

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streaming process adopted by the force, potential lead investigators are now being identified at an early stage, and five officers have been identified, four of whom are female. This means that high-calibre staff can be identified and developed appropriately for major crime roles.

- There is a need to build effective preventative strategies in terms of murder. As identified elsewhere in this report, work has already been undertaken in this field, but in order to improve further, a long-term strategy should be developed, and should link with partner agencies to identify persons at risk and design appropriate interventions.
- Although SIOs can call on agency staff to even out demand peaks, by implementing workforce modernisation principles further, it may be possible to increase capacity while maintaining high levels of investigative expertise.

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3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

Surrey Police has both the capability and capacity to tackle serious and organised criminality. In July 2004, in recognition of the investment required to 'close the gap' in disrupting and dismantling organised criminality, a proactive crime operations department was set up under the leadership of a detective superintendent. The new department brought together investigative, surveillance, covert and technical resources and allowed a focal point for working in partnership with other agencies. Since then additional investments have been, and continue to be, made in order to prepare for the effects of the introduction of the Serious Organised Crime Agency (SOCA) and the requirement for more effective collaboration with other forces.

Policy issues on drugs and immigration are also directed by the detective superintendent, who jointly manages a policy adviser post within the neighbourhood policing and partnership department. This is to ensure co-ordination between protective services from neighbourhood level upwards. A strategic gun crime group directs strategy and tactics to maintain low levels of gun crime offences.

In the past year, a number of successful level 2 operations have disrupted serious and organised crime, including identifying and dismantling drug trafficking networks in partnership with Her Majesty's Revenue & Customs, the recovery of assets associated with the proceeds of crime, and arresting criminals for unlawful possession of firearms and prohibited weapons.

The proactive crime operations wing consists of: the SCIT comprising three syndicates who undertake intelligence development, surveillance (including rural) and all facets of covert investigation; surveillance with modern tracking capability; the covert operations unit, which is nationally accredited and leads for the South East region; the technical support unit and covert monitoring facilities. Additional level 2 resources are managed by the detective superintendent for the reactive crime operations wing, including a hi-tech crime unit and financial investigation unit.

Although application of 'mixed economy' principles has made available three posts within the SCIT – for police staff to deal with disclosure, exhibits and routine enquiries, there are recruitment challenges due to the competitive employment market within Surrey.

Surrey Police regularly deploys a range of level 2 resources and covert tactics. This is evidenced by a number of significant operations that have achieved notable success during the past year. Examples include Operation Keel which has recently resulted in the charging of four people for conspiracy to supply cocaine, the seizure of a number of firearms and the

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disruption of regular supply of cocaine into Surrey; and Operation Establish, which resulted in charges of conspiracy to commit grievous bodily harm in relation to a contract killing.

Strengths

- Both the ACC (SO) and the ACC (TO) are actively involved in level 2 activity. Both represent the force at regional and national forums that consider level 2 criminality.
- Level 2 activity features prominently in strategic assessments and control strategies. Performance reviews take place quarterly and ensure that level 2 operations remain focused, are in line with force priorities and reflect any updates to the control strategy and the strategic assessment. Performance is also monitored monthly at the SPECS meeting chaired by the DCC (see 7B Performance Management and Continuous Improvement).
- There are adequate resources to tackle level 2 criminality, including: a dedicated level 2 investigation capability – multi-skilled to include surveillance (including rural) and advanced interviewers; and a well-resourced and nationally accredited covert operations unit, linked to the South East consortium. A second surveillance team has been introduced to improve capacity in relation to level 2 evidence gathering while maintaining support for BCU level 1 proactivity.
- Due to potential level 2 gaps created by the development of SOCA, Surrey has developed a regional 'surveillance and technical support' memorandum of understanding with neighbouring forces in order to share resources and increase resilience.
- Investment in training has been made to ensure that skilled personnel are available to conduct financial investigations and instigate asset recovery proceedings. A number of level 2 financial investigations have led to substantial asset recovery from the proceeds of crime. Funding from the Home Office asset recovery incentivisation scheme has been reinvested to recruit more financial investigators and a supervisor in order to maximise use of the legislative powers.
- High praise and citations of good practice have been received, following inspections by the Office of the Surveillance Commissioner, for the quality and robust management of applications and authorities for covert surveillance.
- Good use has been made of activity-based costing in this field (see the final 'strength' of 3A Managing Critical Incidents and Major Crime).

Work in Progress

- In recognition that links between proactive financial investigations and the covert enquiries conducted by the SCIT should be improved, a dedicated financial investigator post was being created at the time of this assessment.
- Work continues to develop covert forensic capacity to reduce the reliance on national resources. Current capability is, however, enhanced by the ability to use the professional standards proactive team, force intelligence bureau, dedicated source handling unit and counter terrorist intelligence development teams.

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- The force recognises the need to ensure that the risk issues associated with any criminal threat to life are clearly documented, together with an audit of decisions and any police action. New policy and processes have been developed and were close to implementation at the time of assessment.

Areas for Improvement

- Structured review processes should be further developed, to dynamically assess progress against the aims and objectives of covert investigations.
- Together with neighbouring police forces, Surrey Police should improve partnership relationships in support of the regional T&CG process. The force has already identified that, as a result of in-force operational commitments, a number of regional intelligence packages cannot be developed due to a lack of dedicated regional resources.
- While a robust performance regime is in place, a better understanding is needed of the impact of serious and organised criminality. Drawing on national work, indicators of the harm it causes should be developed as part of the strategic assessment.

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3C Volume Crime Investigation

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

This assessment has been made in the context of an overall sanction detection rate for 2005/06 of 22.7%, little changed from the previous year and significantly below the MSF average. Performance was similar across all the main categories of crime, with the exception of robbery, against which the rate rose and was above the MSF average. The rate rose steadily in the first part of the financial year but then declined, contributory factors including the introduction of statutory charging (the transfer to the CPS of responsibility for decisions about charging in all but the most minor cases) and the statistical effect of a peak in detections in late 2004 ceasing to count in the rolling year.

The Audit Commission has assessed both the quality and accuracy of the force's crime recording data, and to what extent management arrangements comply with the NCRS. During 2005/06 management arrangements and data quality were both graded as Fair, with a number of significant Areas for Improvement.

The Surrey annual policing plan contains SMART (specific, measurable, achievable realistic and timebound) and stretching targets that are based upon the analysis of local crime, local and governmental priorities, previous performance and planned activity. Differential targets are set for BCUs based on these data. The target-setting process is further informed and monitored by the strategic assessment and control strategy process.

During 2005/06 the force has made significant changes to the way in which it records, investigates and manages volume crime. Led by the DCC, a programme of change has been implemented that aims to improve overall performance and customer service while ensuring that systems and processes remain ethical. At the same time, a volume crime tactical adviser (VCTA) has been appointed to act as a champion to assist BCUs with tactical planning and to disseminate good practice.

A series of tactical reviews have been conducted on each of the four BCUs. Together with national best practice guidance, internal stakeholder forums and the requirements of the 'Victims' Code', they have helped to shape a new 'crime investigation model'.

The BCU-based crime desks and tasking units have also been remodelled into new CMUs. The CMUs are the focal point for all volume crime matters and operate in accordance with a new manual of guidance and within a corporate framework governed by the DCC. An implementation group was formed to ensure that changes were made and there is force-wide compliance with emerging policy.

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Strengths

- Effective chief officer leadership is provided by the DCC who holds BCU commanders and departmental heads to account via the monthly SPECS process (see 7B Performance Management and Continuous Improvement).
- The DCC has introduced a detections programme board, which is attended by key stakeholders, including BCU commanders, the VCTA, the crime and incident registrar and the head of performance management. The board examines processes in order to identify inhibitors and best practice and generates activity targeted at improving force performance (for example the '8-point plan' or template now used by crime recording bureau (CRB) staff to work to when initially recording crime).
- The new post of VCTA is currently being performed by a detective chief inspector. The role includes conducting thorough inspections of volume crime investigation at BCU level and producing detailed reports of strengths and Areas for Improvement which are shared through the detections programme board process. BCU commanders are expected to react to any identified Areas for Improvement within set timescales and progress is monitored by the DCC during personal follow-up visits.
- The force has adopted the national scientific work improvement model (SWIM) programme and, together with the police and crime standards unit (PCSU), funded a review of the scientific support processes that contribute to volume crime investigation. The recommendations have recently been implemented to good effect, with the centralisation of scene of crime officer (SOCO) services and an improved focus on service delivery to BCUs.
- To ensure a strong corporate approach to crime investigation, the previous crime management model has been revised with the launch of CMUs on each BCU. These new units follow best practice identified during BCU inspections, within the national volume crime manual and the Home Office performance unit audit. Monthly CMU meetings chaired by the VCTA have ensured delivery of the new model and allowed local practitioners to consult and influence development.
- Adequate arrangements have been made for the provision of specialist support to BCUs (including 24/7 call-out arrangement for fingerprint experts to examine priority crimes). These arrangements are contained within formal service level agreements which are published on the force intranet.
- Volume crime is a prominent part of strategic assessments, business planning and control strategies. Equal focus is given to volume crime at BCU level within the NIM framework where investigation is effectively driven by established tasking and co-ordinating processes.
- Funding from the Home Office's asset recovery incentivisation scheme has been reinvested to recruit three additional financial investigators and a supervisor for level 1 crime in order to maximise use of the legislative powers.
- The force has recognised the need to enhance investigative roles by developing a specialist streaming approach which identifies and professionally develops investigative staff early in their careers. Although under review, application of the principles is likely to continue.

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- A workforce modernisation pilot study in the West Surrey BCU has resulted in significant improvements in staff utilisation and improved performance significantly. The concept is now being rolled out to a second BCU.
- Robust mechanisms are in place to audit and monitor both investigative processes and the quality of investigations. A system of 'customer call backs' by sergeants, inspectors and other key operational managers has been introduced, aimed at capturing 'first hand' the customers' experience when engaging with Surrey Police.
- A dedicated CRB has been developed, which delivers consistency and accuracy to crime recording, initial victim contact, and call management.
- Specialist intelligence officers have been introduced within the force incident handling centre (IHC) to ensure that fast-time intelligence is available to operational staff.
- A 'campaigns initiative' has led to the more effective management of seasonal crime trends.
- The number of identification suites has been increased to improve timeliness, detections and the quality of service to victims.

Work in Progress

- While the use of fixed penalty notices for disorder in custody has been effectively implemented, street application has only recently been approved. This should result in additional sanction detections, but implementation is being monitored closely to ensure that the powers are being used appropriately and to identify the impact of their use.

Areas for Improvement

- The MSF comparative position of Surrey Police in respect of volume crime detection is a key current priority and is receiving a considerable amount of focused effort. This includes adjustments to accommodate the launch of the statutory charging system. The force is confident that the changes described in the summary and main body of this report provide a strong platform from which performance will improve.
- There is commitment to capturing the learning and experience of all staff in order to further develop training and appraisal processes. A 'specific skills audit' conducted to test the legal and other knowledge of 700 operational staff has been used to good effect in framing new personal objectives and training needs analysis. This is an ongoing process that will be developed during the next financial year.
- Important strategic decisions need to be made about resourcing the CRB. They need to be made within the context that the initial recording of crime is a key opportunity to gather information about specific crimes and intelligence.

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GOOD PRACTICE

TITLE: Volume Crime Investigation: *'The mixed economy of policing'*

PROBLEM: Surrey Police has taken major innovative steps in workforce modernisation and become widely regarded as a national leader. It was recognised that high quality policing services are expected in the investigation of both complex and highly sophisticated criminality and in the high volume 'traditional' crime arena.; the constable is often overwhelmed by the volume and overstretched by the complexity. The aim was to move away from traditional working practices that allow the 'one size fits all' resource, the constable, to be vastly over-skilled for the majority of tasks and under-skilled for others.

SOLUTION: A programme of work was begun to unpick the processes of policing, in particular, neighbourhood policing and volume crime investigation. Importantly, common methodology was used to understand what actually happened in investigation teams in order to identify if the processes were really supportive of effective investigations and neighbourhood policing. The volume crime pilot is the easiest example to illustrate. The aims were increases in quality, effectiveness and efficiency.

Research showed that an average of 22 days was taken to undertake just 12 hours of investigation. This was not just a Surrey phenomenon as the results were compared in other forces. Additionally, many of the tasks undertaken during investigations were high volume and low risk, for which detectives in particular were substantially over-skilled. The working practices were re-engineered, from the traditional 'sole trader' model, to one where teams were built around detectives and a team based approach to volume crime investigation was introduced.

The analysis showed that 30% of all activity was administrative by nature and required no powers or police officer experience. Some 60% of the activity was high volume and low risk. This required skills in the field of investigation, but did not require full powers and the high specification of a detective; that left just 10% of the process which required full detective skills, experience and powers.

This re-engineering of the working process immediately increased capacity. Detectives were carrying much higher workloads but, supported by their teams, they were able to task out, through their own administrators, actions to complete investigations. The effect of this is that the team has a very high utilisation rate and the process of investigation is truncated significantly. Evidence is seen earlier on in the process and the potential for detection is raised. Customer satisfaction is raised too, as victim and witness updating is systemised through the tasking process.

The pilot is independently evaluated by the Institute of Employment Studies, who issued an end of year one report on its findings in December 2005. It said 'From the indicators that are available for the first complete year of the MEP project it can be concluded that Waverley's performance in the investigation of volume crime has been enhanced by the new working methods...'

OUTCOME(S): The results speak for themselves and the following is based on

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comparison of the same team's performance before the modernisation:

- Detection rate up by 30%
- Speed of investigations increased by 30%
- Case workload of the office through the pilot remained constant
- The investigation team size has been constant but, by mixing the workforce, there is a revenue cost saving of 20%
- Improved customer service through, for example, more consistent and regular victim updates.

The impact of this new way of working and staff mix has been profound. With Chief Officer commitment, Surrey Police is looking to expand the concept into new areas. Already, Roads Policing Support Officers have been introduced to support traffic officers to uplift capacity by 50%, allowing greater roads policing coverage, tackling anti-social behaviour and casualty reduction. Work has begun to scope opportunities at level 2, in the Major Crime department, and to modernise a whole BCU in the new financial year.

FORCE CONTACT: Inspector Julie Murray HMIC Liaison Officer

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3D Improving Forensic Performance

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

Between May and September 2005 the initial phases of the PCSU SWIM programme were conducted in Surrey with the overall aims of increasing the number of forensic-led detections, lowering the unit costs of those detections and reducing the end-to-end time to detect the crime. During the latter part of 2005 a number of improvement packages were agreed by chief officers and a detailed project plan commenced to implement the changes. That plan is now well under way and one of the first major changes completed was to centralise the management of SOCOs for the first time since 1998, bringing them under the direct control of the scientific support unit. This brings many benefits, including the ability to task and deploy SOCOs anywhere in Surrey instead of being confined by BCU boundaries. It will also help quality control and make it easier to ensure consistent working practices.

Other key areas of the improvement plan include changing the mix of SOCOs and volume crime scene investigators (VCSIs), expanding shift coverage, reducing SOCO operating sites, centralised tasking and deployment, evening out variances in SOCO/VCSI performance, and introducing a more robust monitoring regime for BCU outcomes and detections.

Implementation of some of these changes, such as the conditions of employment of SOCOs, VCSIs and fingerprint staff, will require effective consultation. That said, interim performance milestones and targets have been agreed to ensure that, during the change processes, performance continues to improve.

Forensic performance continues to improve with some significant outcomes in 2005/06, including the following:

- The total proportion of detections from fingerprint identifications from scenes that relate to theft from a vehicle and vehicle interference was 161%, well above the MSF average of 104%.
- The percentage of scenes examined where DNA was recovered was 7%, well above the MSF average of 4%.
- The total proportion of detections from fingerprint identifications from scenes that relate to theft or unauthorised taking of a vehicle was 107%, well above the MSF average of 80%.
- The percentage of scenes examined where DNA was recovered was 34%, well above the MSF average of 18%.

Strengths

- There is strong chief officer leadership for scientific support services. The ACC (SO) holds the portfolio for forensic management, with the scientific support manager (SSM) responsible for performance, initiatives, projects, and departmental and individual

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development. The ACC (SO) chairs the forensic steering group which drives forensic performance and is attended by all key stakeholders.

- Performance in respect of fingerprint identifications as at an all-time high, with an average of over 100 per month this performance year. In addition, performance is well above the MSF average in respect of fingerprint and DNA hits as a proportion of scenes attended.
- Excellent working relationships have been developed with regional partners, with joint working and collaborative arrangements now routine. Examples include inter-force vehicle examination, joint procurement of SOCO consumables and joint training initiatives.
- Support in terms of the provision of forensic awareness training is also very high, with clear links to the expertise of the training department.
- In November 2005 a 24/7 fingerprint service for volume crime was introduced, providing faster identification for 'prioritised' crime scene marks and reducing the turnaround time for such submissions to less than six hours.
- Other initiatives to improve service delivery indicate that the SSM and his management team are forward thinking and innovative. They include the introduction of modern geographic location systems to enhance SOCO and VCSI real-time deployment, changing the 'mix' of staff and aligning that mix directly to demand, and the use of remote digital capture and transmission of fingermarks recovered from crime scenes.
- The SSM plays a full part in the detections programme board which is driving improvements in detections across the force (especially in relation to volume crime investigation).

Work in Progress

- In terms of professional accreditation, membership of the Council for the Registration of Forensic Practitioners will be promoted among crime scene examination staff and become a prerequisite for career progression.
- The SSM is currently researching the benefits of introducing a system to capture DNA samples of 'potential' police officer recruits prior to them joining the force as part of the selection process.
- The recommendations of the SWIM project have been adopted and consolidated into five detailed improvement packages, with ten key improvement areas, which need to be implemented over the next financial year. Action on four of the ten improvement areas had been completed by April 2006.

Areas for Improvement

- The examination rate for stolen vehicles needs to be improved – from 41% to near 60%. Current procedures for vehicle recovery are being amended to facilitate greater recovery rates. The SSM is seeking to ensure that all vehicles recovered in Surrey are forensically examined.

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- Improvement is still being sought to ensure compliance with the force's own improvement target for fingerprint turnaround times, from 74% to 90% of cases completed within the agreed time (part of the SWIM project recommendations).
- As a result of restructuring, the force is seeking to realise additional capacity by raising the average SOCO/VCSI workload to at least 700 jobs per annum.
- Efforts are being made to further improve upon and standardise the involvement of forensic services within BCU T&CG processes, using the new forensic intelligence administrator posts.
- In order to meet the MSF average, further improvement is needed to the use of NAFIS/Ident 1 systems for 'print to mark' searches and identification rates.

3E Criminal Justice Processes

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

The Chief Constable and the ACC (TO) both represent the force on the Surrey criminal justice board (SCJB) which, through a detailed delivery plan, oversees joint activity across key partner agencies. The force discharges the criminal justice function through a dedicated headquarters department that works closely with BCU command teams.

Dedicated criminal justice chief inspectors on each of the four BCUs ensure compliance with national and force standards, drive local performance and act as local champions for criminal justice issues. The post holders are responsible for criminal justice units (CJUs) that are locally owned and managed. The main internal meeting is fortnightly, between the BCU CJU chief inspectors and the headquarters criminal justice chief inspectors. It is chaired by the superintendent (criminal justice) and focuses on performance and corporate standards. The staffing of CJUs is subject to local agreement with the BCU commander and will reflect local demand.

The force is proactive in the delivering of its statutory obligations and national best practice. It works in concert with its partners to ensure that effective and shared solutions are provided. A dedicated project support team and project governance framework complement and support the SCJB delivery plan.

The main challenges are increasing the number of offenders brought to justice and the percentage of offences brought to justice, meeting Police National Computer (PNC) compliance targets, the introduction of the statutory charging system, Crown Prosecution Service resilience with the removal of lawyers and support teams from the Glidewell system, and preparing for the launch of the National Centre for Policing Excellence (NCPE) custody guidelines. Significant investment is being made in the custody function, with refurbishment at Guildford and Farnham and additional training and professional development for custody staff.

This has been a positive year for the criminal justice department in Surrey Police, which has discharged three Areas for Improvement identified during the previous baseline assessment, including the policy and procedures relating to police bail which have been rewritten, training for custody sergeants, and forensic sampling compliance with sections 9 and 10 of the Criminal Justice Act 2003.

Strengths

- There is strong chief officer leadership for criminal justice processes. The Chief Constable and ACC (TO) both sit as members of the SCJB and ensure that the force contributes to multi-agency criminal justice performance. The ACC (TO) is the portfolio lead for neighbourhood policing, which incorporates the Surrey Police youth strategy 2005–07. The strategy provides focus and direction in relation to children and young people and complements criminal justice objectives.
- Dedicated BCU criminal justice chief inspectors have recently been introduced for all criminal justice matters, who are also part of BCU SMTs.
- Surrey Police maintains a strong focus on performance through its locally developed SPECS performance process chaired by the DCC. Measures in respect of narrowing the justice gap are considered during the SPECS process, with the criminal justice department represented at the meeting.
- Police bail has been subject to close scrutiny, with a system now in place to ensure that bail is authorised appropriately in all circumstances. BCUs are actively policing bail issues and intervening where necessary. Repeat bail can only take place with the authority of a chief inspector.
- A high percentage of file submissions are meeting the required standards for joint performance monitoring.
- Fingerprint and DNA targets strive for 100 % compliance of eligible sampling in respect of recordable offences. A recent PCSU inspection found that across three of the four custody suites there was high compliance and no 'missed opportunities', with intrusive supervision in place on each BCU.
- Two fully refurbished mobile custody units have been purchased recently to support policing operations. These have a particular application in the deployment of AANPR teams, with the emerging approach considered to be potential good practice.
- The criminal justice department maintains the post of legislation officer, who acts as a point of contact for legislation issues and scans impending legislation for force, BCU and CJU impact.

Work in Progress

- The headquarters criminal justice chief inspector has responsibility for the prolific and priority offender scheme and is working with the four BCUs to produce a corporate structure for dealing with prolific and priority offenders and to further engage with partners across all three strands of the scheme.
- NCPE custody guidelines contain Areas for Improvement across the country. In response, the ACC (TO) has convened a custody development group which will oversee all aspects of custody provision and eventual compliance with the guidelines. This group is in its inaugural stage, with representation from across the force.

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- A comprehensive training package developed for the custody sergeant team began delivery from March 2006. The course content will be reviewed and assessed to ensure compliance with NCPE requirements.

Areas for Improvement

- In relation to increasing the number of offences brought to justice, the force's performance is significantly below the MSF average following an 11% reduction in 2005/06. The gap between its performance and the MSF average continued to increase over the year. The programme to increase the sanction detection rate (see 3C Volume Crime Investigation) is crucial to rectifying this position.
- There is real enthusiasm for working in partnership with other agencies within the SCJB. The force needs to identify inhibitors to effective interdependence and consider how it can further encourage partner agencies to engage in joint action.
- Further progress is needed to improve compliance with PNC data standards. Performance has fallen significantly behind that of other forces, especially in relation to the average number of days taken to input 90% of arrest summons reports onto the PNC.

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4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

Surrey Police encourages and promotes local partnerships to deal with a wide range of policing matters but particularly in relation to community safety and ASB. This local development and activity is supported by a well-established central neighbourhood policing directorate, which provides a corporate framework for policy and procedure together with expertise in related subjects. Over recent years the approach to dealing with ASB has been developed and refined across the county. This work has been undertaken in various pilot sites alongside local and national initiatives on reassurance policing and, more recently, the neighbourhood policing programme (see 1B Neighbourhood Policing and Problem Solving).

A more co-ordinated approach to ASB has emerged that is producing early results in terms of communities being engaged, and police and partnership interventions to tackle local community priorities. A robust performance management regime developed to monitor activity and, increasingly, outcomes are becoming an important part of the robust performance monitoring regime (see 7B Performance Management and Continuous Improvement).

The 'street and road standards' provide the basis upon which the incremental approach to ASB is built. The way they are applied provides a corporate approach to dealing with first-time offenders and identifying possible candidates for support (level 1) interventions from either police or other agencies. Similarities with football yellow and red cards make it simple to understand, while at the same time offering a number of options for each type of card. These range from level 2 interventions such as Acceptable Behaviour Contracts (ABCs) or penalty notices for disorder to level 3 interventions, which include prosecution and Anti-Social Behaviour Orders (ASBOs). The use of cards and associated interventions provides a record of activity and, where required, evidence for further interventions.

Investment in visible, accessible neighbourhood policing teams genuinely engaging with communities to tackle the crime and disorder problems that matter most to local people has produced results. As measured by the BCS, fear of crime and disorder across the county has fallen to below MSF averages and confidence in local policing has risen steadily to one of the highest rates in the country.

Strengths

- Surrey Police engages with a wide range of partners at various levels. The majority of working partnerships are made through the CDRP working groups and the JAGs and CIAGs at borough level, the latter two being NIM-compliant, multi-agency, problem-solving groups that have effective links with BCU tasking and co-ordinating processes. The multi-agency problem-solving model developed in Surrey is now used as best practice by many other police forces.
- Under a partnership arrangement with Surrey County Council, four joint intervention teams known as Surrey Together have been established. Each BCU has such a team, comprising a sergeant, three PCSOs, a trading standards officer and youth development personal advisers. Sporting bespoke logos and artwork and using dedicated vehicles together with a range of engagement, education, diversion and enforcement tactics, these teams aim to reduce ASB in neighbourhoods across Surrey. The scheme undergoes its first evaluation in July 2006.
- The innovative Surrey Street Standards Scheme, which provides the base for the incremental approach to dealing with ASB by the issuing of yellow and red cards to minor offenders, has been rolled out across the force, updated and enhanced; and a complementary scheme, Surrey Road Standards, has been introduced to deal with ASB relating to vehicles.
- The force has been instrumental in setting up a county information-sharing protocol, along with the county council and other partners in the SCJB. In addition, there are protocols with both the courts and the Crown Prosecution Service regarding policy and procedure on ASBOs. They include agreements and guidance on case management and preparation and are supported by dedicated ASB case builders.
- The Surrey community safety unit is a partnership-funded, countywide team, which provides guidance and support to police and partners on a wide range of community safety issues including ASB. It has provided support in the development of working guidance on CIAGs, JAGs and information sharing and played a major role in developing protocols for ASBOs, closures and truancy patrols. It regularly co-ordinates ASB training for police and partners, including training from external experts on ASBOs and related ASB tools, other support or level 1 or 2 interventions and the use of CIAGs and JAGs.
- A wide range of ASB tools are used, with policies, procedures and guidance existing in relation to ASBOs, ABCs, vehicle seizure, closures, dispersal orders and penalty notices for disorder. ASB objectives feature within all BCU plans and form an integral part of the performance measurement regime, with intervention targets set as part of the local policing plan.
- Youth affairs teams, youth PCSOs and ASB managers are investing more time in ASB support schemes for young people who are the subject of ABCs and ASBOs. This ensures that ABC/ASBO subjects are not left to breach their orders but take part in voluntary and statutory programmes to assist them in changing the way they behave.
- Through the use of neighbourhood panels, CIAGs and JAGs, police officers and PCSOs work closely with communities and partners to tackle issues identified by local people as making them feel insecure. Neighbourhood issues are recorded in the same way as crimes through the crime information system (CIS). All activities and interventions are

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recorded and monitored and fed into the force's data warehouse, which in turn supports the automated performance regime.

- Tactical operational guidance for neighbourhood teams provides a coherent graded approach of types 1, 2 and 3 interventions for tackling neighbourhood issues. These interventions are monitored and recorded and form part of the SPECS performance regime.

Areas for Improvement

- Closely linked to the implementation of neighbourhood policing, the force is preparing an ASB strategy. It will draw together existing separate policies and procedures to provide comprehensive policy, procedure and guidance on all aspects of tackling and reducing ASB.
- The integration of ASB-related issues within the NIM process needs to be developed to include lower-level ASB matters, to support more co-ordinated intelligence gathering, prevention and enforcement.

GOOD PRACTICE

TITLE: Surrey Together Teams - providing visible interventions to reduce alcohol related disorder and violence

PROBLEM: Surrey County Council and Surrey Police jointly identified a key problem for Surrey to be a cycle of anti-social behaviour, often fuelled by alcohol, when some young people and young adults move from their homes to their neighbourhoods, and subsequently to Surrey's town centres, causing public disorder and heightened fear of crime.

SOLUTION: Following research that included consulting young people, since September 2005 four multi-professional teams have been set up based on the four police divisions and children's service boundaries. These teams cover the whole range of interventions from engagement, advice and guidance to enforcement where necessary.

The project has two main elements:

1. **Targeted and visible intervention:** The first aim is to reduce anti-social behaviour where and when it is most problematic, by deploying four new joint teams of Police and County Council employees. These teams focus on high-risk residential neighbourhoods which are the source of most anti-social behaviour.
2. **Preventative intervention to secure the future:** The second aim is to work with young people to divert them from further anti-social behaviour and encourage and equip them to contribute more positively to society.

Each team consists of:

- A police sergeant
- Three police community support officers
- A Youth Development Service Personal Advisor
- A half-time trading standards officer
- A dedicated vehicle with a range of IT resources on board to facilitate

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interaction with young people
OUTCOME(S): <ul style="list-style-type: none">○ Crime has fallen by up to 11% in some neighbourhoods where Surrey Together teams have been deployed.○ Over a 1000 young people have been positively engaged by the teams○ Trading Standards test purchasing operations have doubled across the county○ Youth provision in many areas has been enhanced
FORCE CONTACT: Inspector Julie Murray HMIC Liaison Officer

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4B Protecting Vulnerable People

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year’s results; the direction of travel reflects HMIC’s judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Contextual Factors

In the case of Surrey Police, which has been graded as Good and Improved, it has continued to develop its response to the needs of the vulnerable. In 2002 specialist vulnerable persons units were set up on each BCU, bringing together child abuse, vulnerable adult abuse, domestic abuse and sex/dangerous offender management. This approach is continuously being developed and has led to the current dedicated public protection investigation units (PPIUs).

In recognition of the close links between missing persons and the existing disciplines, and in accordance with the NCPE guidance released this year, missing persons specialists were added to the PPIU structure in 2005/06. Although a relatively recent development, this has already been successful, with examples including improved strategic co-ordination with local children’s homes and assisting a local mental health hospital to improve its missing persons arrangements. The inclusion of all these disciplines within a single co-located unit, supervised by dedicated detective inspectors, is delivering more effective communication between disciplines, improved intelligence sharing, more effective management of risk and a higher quality of service to customers.

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Centrally, greater emphasis has been placed on the role of the public protection strategy unit (PPSU), which provides support, guidance and increasingly intrusive supervision of the PPIUs on each BCU. The PPSU has developed standard structures and processes, and implemented an improved performance management regime in the latter part of the year. Staffing levels have been adjusted to take account of workload and resilience and to be equitable across the force. These improvements have led to a more robust and standardised approach across the PPIUs, including increases in staff towards published minimum levels. The year has seen a great deal of work directed at raising awareness of the public protection responsibilities of non-specialist staff, for example training all front-line staff in the recognition and recording of domestic abuse risk factors.

Within the multi-agency public protection arrangements (MAPPAs), the force is currently seeking to develop a more robust structure for the early identification of dangerous offenders and a multi-agency fast-time intelligence hub to continue to improve information sharing across all the disciplines. It has also identified that MAPPA chairs will now need to ensure that the meetings are action driven and that partner agencies are held more to account.

Strengths

- There are effective chief officer and head of profession leads for public protection activity. Nationally, the DCC holds the ACPO domestic abuse portfolio. The force has recently brigaded the various strands of public protection under one portfolio which is held by the ACC (SO). He has developed effective strategic partnerships, including the MAPPA strategic management board and the SCJB.
- The PPIUs are well resourced in terms of accommodation, vehicles and information technology (IT) and have well-equipped victim interview suites. There is appropriate training for specialists within the public protection disciplines, and the wider policing family is aware of the roles and responsibilities of public protection practitioners and the force's expectation of officers dealing with incidents involving vulnerable people.
- Effective structures and mechanisms have been developed to ensure appropriate external partnership notification and, if necessary, multi-agency collaboration.
- Strategy, policy and up-to-date guidance in relation to public protection activities, roles and responsibilities are published on the force intranet.
- Systems and structures have been developed to ensure that intelligence relating to those who pose a risk or those who are potentially at risk is properly captured and (subject to appropriate disclosure considerations) is made readily available for the use of others.
- Within existing public protection partnership arrangements, systems are in place to ensure that appropriate and timely responses are agreed, implemented and regularly reviewed.
- Public protection investigation sits within a clearly defined strategic and operational accountability framework which routinely considers performance at both BCU and force levels.
- Public protection disciplines have been co-located within BCUs, ensuring that there are effective links and information sharing between staff and partner agencies.

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- The ViSOR (Violent and Sex Offenders Register) system is fully implemented, back record conversion is complete and data cleansing is ongoing. Sex, dangerous and potentially dangerous offenders are monitored and risk-assessed. Intelligence is shared with partner agencies and other units within the force.
- Crimes relating to public protection activity are recorded in line with the NCRS and are subject to supervisory audit and quality control. Positive policies have been adopted in relation to domestic violence offences, which have seen significant increases in both incident reporting and arrests.
- The central PPSU co-ordinates the delivery of service, with a lead adviser appointed for each discipline.
- The PPSU has developed its inspection and support role for BCUs, assessing levels of supervision and quality controls for the recording of incidents, attendance and subsequent investigations.
- There is a dedicated paedophile online investigation team (POLIT), equipped with a well-developed risk-assessment process. The police assessment tool for internet offenders (PATIO) firstly enables assessment of new referrals in order to accurately prioritise the POLIT work and secondly allows more detailed assessment of risk.
- Policy in relation to missing persons is up to date and comprehensive. New software was installed for the reporting, recording and investigation of persons reported missing in March 2005. Electronic missing persons investigation records are integrated into the crime recording system.
- The force has worked with the Lucy Faithful Foundation to develop a two-phase risk-assessment tool for responding to and managing the risks associated with Internet offenders.

Work in Progress

- It is planned to research the potential for extending workforce modernisation into the PPIUs.
- By using audit and inspection tools, the force needs to further develop a performance management framework which uses a range of quantitative and qualitative assessments as the basis for judging performance and informing improvement. By April 2006, good progress had been made towards applying an enhanced audit and inspection regime that included standard operating procedures, a template for monthly inspection, six-monthly formal review by chief officers, structured dip-sampling of key processes such as registered offender visits, victim surveys, and more sophisticated performance reports.

Areas for Improvement

- Positive policies introduced in relation to domestic violence offences have seen significant increases in both reporting and arrests. Approximately one in four domestic violence incidents in Surrey is a repeat offence and the priority now should be ensuring that the risk-focused approach contributes to a reduction in repeat victimisation.

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- There is recognition within the force that it needs to develop a structure for the MARAC (multi-agency risk assessment conference) in order to respond to high-risk cases.

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

Surrey Police continues to be a leader in the field of contact management and has received considerable recognition both from within the police service and from the private sector. In particular, a balanced strategic approach has been adopted, with quantitative and qualitative targets to ensure service accessibility and customer service. Advanced strategies are in place to support broader performance, especially response times, detections and hate crime investigation.

The operational support communications (OSC) department is based at headquarters and comprises the call-handling centre (CHC) and central switchboard, the CRB, the IHC and motorway control room. It has its own support services including strategic planning, customer services, training and development, finance and administration, and personnel.

The reputation for call management has led to regular visits from other national and international forces (most recently from New Zealand). The centre gained the 'best in public sector' award from the Call Centre Association in 2005. Contact management is seen as a vital component in achieving customer service excellence, and has strong chief officer and Police Authority support. Strategic development is driven by the customer service programme board, chaired by the ACC (SO), and has Police Authority and external stakeholder participation to drive the citizen-focus agenda.

The department is compliant with the requirements of the quality of service commitment and Victims' Code and there is good understanding among staff, following training, awareness briefings, regular bulletins, focus groups and management away days. There is a dedicated internal communications capability.

Customer surveys show that, during 2005/06, satisfaction with 'ease of contacting the police' was significantly above the average in the MSF group. The key quantitative targets were also achieved – for 999 answering, switchboard answering, CRB answering and time taken to despatch resources to urgent incidents.

Strengths

- Strategic development is driven by the customer service programme board, chaired by the ACC (SO). The Police Authority and all key internal and external stakeholders are represented on the board which is delivering a well-managed programme.

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- A balanced qualitative and quantitative performance measurement regime supports the force strategy and drives improvement effectively.
- The contact centre actively employs the services of an independent research company, which provides monthly benchmarking analysis and recommendations for service improvement; and it is working with an external consultancy company to enhance interaction with customers and ensure that each event is personalised to the needs of the customer; and it uses customer relationship management/marketing best practice techniques and tools.
- A bespoke customer service training programme has been developed with an external company accredited within the Home Office national call-handling standards (NCHS) programme, to help front-line staff deliver an exceptional service.
- The internal Project X – customer service excellence best practice guidelines and quality monitoring system – has been adopted by the NCHS programme.
- Innovative use is made of existing and new technologies, such as:
 - plasma screens displaying operational information, performance data and current best practices;
 - Xcovery, a local mapping and intelligence system, created in-house;
 - a computer-based set of new questions to reflect enhanced hate crime policy and positive lines of enquiry to assist in identifying early detection opportunities; and
 - AVLS/APLS utilised through Airwave into plasma screen technology and the command and control system.
- The department has introduced new and innovative roles, including:
 - response manager and response intelligence officer roles in the IHC to ensure effective deployment of resources and to manage customer needs and expectations; and
 - a police staff 'ops 2' post within the IHC, which has created a new career development opportunity.
- The OSC department actively supports the force's hate crime policy and the IHC is responsible for ensuring that the policy itself is adhered to, with regular updates direct to chief officers. In support of the diversity strategy, the language line service was implemented on 1 April 2006 to provide a better service to customers whose first language may not be English.

Work in Progress

- Staff turnover in the CRB is still comparatively high. A formal human resources (HR) strategy is being developed that will include action on staff turnover (including improved exit interview analysis and action), sickness management, flexible working, more support for non-probationary staff, and the introduction of an effective e-workforce management tool to ensure resources meet times of demand.
- The OSC department is actively participating with the corporate communications department customer relations management project to improve and personalise customer interactions.

Areas for Improvement

- The force is aware that it has a far higher proportion of grade 2 calls (response within one hour) than most police forces and that the targeted patrol teams on BCUs struggle to cope with the workload. On occasions this leads to incidents being passed to borough teams, queues of outstanding incidents growing, and delays in attendance or other resolution. This issue is central to the major review of the Surrey policing model now under way.
- The force has not yet felt able to adopt the national call-handling standard of answering 90% of non-urgent calls within 30 seconds, arguing that it would require significant additional resources and is not a priority for the public. The OSC department has commissioned a programme supported by an independent consultant who is conducting a health check of resources, demand management and working practices. The aim is to achieve the new quantitative targets set by the NCHS through greater efficiency. New telephony technologies are being identified and evaluated with a view to introducing more effective call routing and distribution, and the single non-emergency number. The force should reconsider the timescale for adopting NCHS targets.
- In response to increased demand, the CHC has implemented a customer callback system to speed up the throughput of calls. While this process has improved service to the public, it may not comply with NCRS requirements. NCRS compliance is also hampered by CRB staff not having access to the command and control system (ICAD) and the lack of integration between ICAD and the crime recording system.
- Important strategic decisions need to be made about resourcing the CHC. Given the need to improve crime investigative performance (see 3C Volume Crime Investigation), it must be remembered that the initial recording of crime is a key opportunity to gather information about individual crime and intelligence.

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5B Providing Specialist Operational Support

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

A full capability assessment of a number of specialist areas was conducted in 2005, identifying recommendations to changes in practice, roles and establishment levels. The events of July 2006 tested these arrangements, and further development has taken place to ensure that the force has sufficient resources to provide specialist operational support.

The operational support (OS) department provides specialist support and advice to divisions, and its resources are tasked through NIM-compliant T&CG processes to target hotspots, based on intelligence. The unit is represented at the force T&CG and is available as a resource to be tasked to deal with level 1 and level 2 criminality. The department engages in inter-agency information sharing and has regular cross-border contact through seminars and joint exercises. The OS department has established strong working relationships at multi-agency command level and with neighbouring forces.

The force uses community intelligence requirements through NIM processes to establish the potential demand for specialist resources. Police support unit deployments initially are made from a distinct tactical support team and are unlikely to have a significant impact on front-line operational resources. A capability assessment has identified that, in public order situations that run beyond 72 hours, the force would rely on mutual aid. There are formal arrangements in place to activate this contingency.

The OS department has introduced a dedicated personnel and training unit which has provided increased professionalism, continuity and succession planning. This is demonstrated by reduced sickness levels and improved management and co-ordination of PDRs (which are linked to the OS department's business plan). The department has also improved gender ratios in specialist police roles. It continues to work to implement recommendations identified in the Gender Agenda and to encourage under-represented groups to enter the department.

A gold command protocol has been implemented to ensure that communication and command structures operate during the immediate hours after a major or critical incident. The OS department owns this protocol and ensures that resources are tasked according to demand. Regular response testing takes place to measure capability and resilience. Realistic training exercises are well established across the department to ensure operational readiness, and awareness training is carried out for all staff in relation to their actions at critical incidents.

The force is developing core operational competencies for leaders from inspector to chief officer levels. For example, in order to maintain and improve effective command of critical

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incidents the new role of CIM has been introduced. This is supported by a strategic command and control function through a superintendent cadre. The cadre is responsible for 24/7 coverage for all PACE (Police and Criminal Evidence Act 1984) matters, pre-planned firearms operations, and SMT and SPOC authorisations.

Strengths

- There is effective chief officer leadership in relation to developing efficient responses to firearms-related events. The DCC has personally briefed staff in relation to the roles and responsibilities of officers deployed at firearms incidents. The ACC (SO) chairs the NCPE firearms strategy steering group which drives performance reviews and sets policy. The force is working closely with the NCPE and has appointed a dedicated training co-ordinator to ensure compliance with current NCPE codes and training requirements.
- Departmental and personal performance indicators are set for the OS department to improve performance in support of level 1 and level 2 operations.
- Regular threat and risk assessments are carried out in relation to the use of firearms, to inform the firearms strategy steering group, which regularly considers training, equipment and other capacity and capability issues.
- All firearms and public order incidents/deployments are debriefed. A database is maintained which captures debriefing issues and records actions taken. Learning points are fed into subsequent training packages, and policy is reviewed to assess whether policy amendments are necessary.
- Less than lethal capability has been introduced with the 'Taser', and its use is properly considered, together with other less than lethal options, by the appointed silver commander who can rely on guidance from dedicated tactical advisers.
- The OS department links well with BCUs and contributes to level 1 BCU activities. A representative from the OS department attends the force T&CG, and the department runs a similar process to ensure that its resources are properly tasked through NIM structures and that they support level 1 and level 2 activity, the policing plan and local objectives.
- Surrey Police has well-rehearsed major incident plans that are regularly tested and reviewed on a 12-month cycle by the OS department and through the Surrey local resilience forum (LRF) and its working groups. The LRF ensures that the force plays its part in a co-ordinated response to civil emergencies and fully engages in pre-planning activity, including seminars and joint exercises. Plans are formulated together with partner agencies, other emergency services and neighbouring forces.
- Well-developed NIM processes ensure that there is a continuous intelligence requirement for any identified community tension indicators (including community intelligence) so that the OS department has access to the latest intelligence and information available. Public order features within the force's strategic plan. Opportunities to share intelligence with partner agencies and neighbouring forces are regularly used by Special Branch and divisional intelligence units.

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- The OS department has developed a dedicated communications officer role to ensure that the force is aware of the support it can offer and to keep specialist staff up to date with relevant developments.
- Awareness of the capability of the OS department is further enhanced through its communication strategy. The T&CG process allows divisions to identify priorities locally and to bid for them at the force T&CG meeting. Requests are processed and evaluated against agreed priorities and specialist resources deployed accordingly.
- When specialist officers are not engaged on priority response, they are generally tasked to support BCUs. Deployments and default tasks are agreed, with results provided to BCUs on a daily basis and reviewed for impact at the force T&CG.
- A number of public order tactical advisers have been trained who share on-call responsibilities and provide 24/7 tactical advice based on the ACPO manual of guidance *Keeping the Peace*.
- Surrey Police has an appropriate number of trained staff to meet its public order and CBRN (chemical, biological, radiological and nuclear) mutual aid commitments. Its five police support units regularly train with neighbouring police forces. The tactical support team of officers trained to level 1 standard can be mobilised within one hour of a public order incident occurring.
- In relation to civil contingencies and emergency planning, the force is an active member of the LRF (which is chaired by the Chief Constable) and the inter-services liaison group. Potential risk is considered and assessed together with partners, and documented within the community risk register. Information is shared and plans are generated which are designed to prevent, mitigate, reduce, control or take other appropriate action when an emergency occurs.
- Civil contingency and emergency procedures are revised during a 12-month cycle through a plan management programme, as well as through the community risk register and capability management programme, both having been developed using a system known as Surrey managed asset and risk technology (SMART).
- There is a robust and thorough exercise programme ensuring a state of operational readiness. A 24-hour critical incident management capability is available for fast-time co-ordination of response, and deployment of critical incident management is shared across the force. Protocols exist in all specialist areas to enable mutual aid. These are used regularly to meet specialist operational demands for both spontaneous and pre-planned events.
- The force has invested heavily in a CIM cadre whose members are trained as silver firearms commanders as well as silver CBRN commanders and who also have had additional training in public order tactics, crime scene management and co-ordination of major crime scenes. They are provided with a driver who can be tasked as a loggist to ensure that policy and decision logs are maintained.
- There is a commitment to train all chief officers and chief superintendents as gold commanders' and all uniformed superintendents, chief inspectors and duty inspectors as silver commanders. At present, there is no nationally accredited firearms bronze commander course, but the force has developed and implemented its own course and ensures that it is delivered by nationally accredited personnel.

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- A substance misuse policy has been introduced to mitigate risk from controlled drugs and alcohol. It allows for more frequent testing of officers carrying out high-risk duties, such as firearms deployments, and includes procedures for post-event and 'with cause' testing. The force will robustly use this policy to protect its public reputation and to meet the expected professional standards it has set.

Work In Progress

- The community risk register is being expanded to include a web-based application (CR3) that will link all partners together in one single system for managing key locations as part of both slow-time management and fast-time operational command. This will have appropriate levels of protection, will flag key sites to partners as appropriate and will be available to operate in partner control rooms 24/7. A specific contingency plan is in place to mobilise resources as required, to protect key sites using a combination of tactics.
- Critical external dependencies and impact-assessment mapping will be managed through SMART and become available in April 2006. This will be used to drive the force's business crime management process. A plan with timescales and clear ownership is in place as the force works towards full implementation and testing of the plan during 2006/07.
- Continuous improvement in cross-border working arrangements with neighbouring police forces is a key aim of OS department. The development of a capability management system as well as a web-based community risk register (the CR3 project), in consultation with partners in the Surrey LRF, will provide the means to improve cross-border capability. At the same time it is anticipated that it will provide a more robust and comprehensive threat and risk-assessment process. This work is progressing and provides an exciting opportunity to join up capability management across the region.

Areas for Improvement

- The force has identified a shortfall in the number of armed response vehicle officers (particularly in relation to supervisory posts). In order to improve resilience, the identified additional posts need to be filled. A new on-call system for firearms officers will shortly be a reality. An increase in firearms supervisory levels and a planned move to a six-rota system in December 2006 will create the additional capacity and capability sought and also allow for a dedicated week for training within the on-call system. This is now work in progress and will be delivered once all armed response vehicle officers are trained to tactical firearms unit standard. It will provide a more capable and structured system, with greater resilience and improvements to the support and work/ life balance of all staff.

5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The targeted neighbourhood policing model was introduced by Surrey Police in January 2002. It is a capability-based policing model, designed to deliver policing services around core specialisms, of which roads policing is one. After 2002, the roads policing function was delivered by the strategic roads unit (SRU). The SRU was designed to provide a high quality, dedicated policing service on the strategic roads network, reflecting Surrey’s high concentration of strategic roads, releasing specialist, neighbourhood roads policing officers into BCUs.

In 2005, the ACC (SO) commissioned a detailed review of SRU strategy, activity and utilisation. The resulting roads policing strategy, aligned to the 2005 national strategic assessment, HMIC baseline assessment framework and the 2005/06 local policing plan survey, transformed the dedicated SRU into a combined neighbourhood and strategic roads capability, re-named the roads policing unit (RPU).

The new roads policing strategy, which complements existing strategies (including the crime strategy), has been developed through extensive research and consultation with partner agencies and the public. It is comprehensive, sets clear direction and provides an operational framework for delivering roads policing by combining the deployment of resources through NIM processes, denying criminals the use of the roads and reducing casualties. It considers both counter-terrorism and the anti-social use of vehicles and is intended to enhance public confidence.

This restructuring has been underpinned by an extensive consultation process, an ambitious stretch performance plan (particularly around neighbourhoods), a determination to enhance the status and use of traffic officers, and the development of exciting opportunities around AANPR and partnerships (particularly with the Highways Authority).

The groundbreaking introduction of RPCSOs has provided the force with an opportunity to extend its visibility, impact and proactivity in support of its strategic aims. Some 21 RPCSOs, funded through a costed improvement plan, will undertake independent targeted patrols and deal with low-level roads policing activity, supporting traffic officers and complementing the work of the Highways Agency.

It is anticipated that the expanded proactive capacity will enable the development of fixed and mobile AANPR, NIM tasks focusing on the anti-social use of roads, and pre-planned terrorist, crime and casualty reduction operations.

The RPU investigates road deaths in line with the ACPO road death investigation manual. The force has a dedicated collision investigation unit which is led by an experienced

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detective inspector. The collision investigation unit maintains a close relationship with the force's major and BCU crime investigation teams.

Greater emphasis is presently being placed upon a crime-focused model for roads policing, with the overall strategic vision continuing to embrace casualty reduction, public reassurance, and supporting BCUs in achieving force objectives. The introduction of a new management structure for the RPU has improved accountability, and better outcome measures will ensure improved use of assets, performance and customer satisfaction.

Strengths

- Surrey Police is on track to achieve the 2010 road casualty reduction targets. In 2005/06 the number of road traffic collisions that resulted in either death or serious injury was the lowest in the MSF group (a 30% reduction over the previous year). It is anticipated that KSI (killed or seriously injured) targets will be achieved well ahead of the 2010 target date and child KSI targets have been stretched further to a 60% reduction.
- The ACC (SO) holds the portfolio for roads policing and has recently influenced the strategic direction of existing and new casualty reduction and ASB initiatives, such as the Surrey roads standards, community speed watch and embedding KSI performance management into the force SPECS performance management process.
- Performance targets for the RPU are aligned to force and government road policing priorities and focus on the unit's strategic aims. Unit managers also make good use of the PDR system to focus on individual performance.
- As the ACPO regional lead for the South East, the ACC (SO) has led the integration of the Highway Agency's traffic officer service and the workforce modernisation of Surrey's RPU.
- A 'mixed economy' approach to staffing has recently seen the introduction of RPCSOs and police staff investigative assistants in order to allow officers to be deployed more effectively elsewhere.
- The RPU recognises it has a role to play in supporting both BCUs to achieve local crime reduction targets and the force in relation to level 2 criminality. The unit is represented, and is effectively deployed, at all levels within NIM processes.
- Partnership work in the roads policing environment is well established, proactive and continues to deliver success. The creation of the roads standards and community speed watch schemes in Surrey have enabled local people to work with the police and local authorities to identify problem areas and be actively involved in road safety.
- The RPU safety management team is an active stakeholder in the joint road safety strategy with the county council, the Highways Agency, Surrey Fire and Rescue and the safety camera partnership, providing detailed focus on casualty issues.
- The safety management team jointly promotes the Safe Drive Stay Alive initiative aimed at reducing teenage road casualties. To date over 9,000 young people aged between 16 and 18 have received this presentation, which has been nominated for a Prince Michael national road safety award.

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- The introduction of a detective inspector into the collision investigation unit has enabled common minimum standards of investigation to be reinforced. Further restructuring will see the introduction of an additional four investigative assistants and three collision investigators (police staff).
- In conjunction with the Staying Ahead team, the RPU is assisting in a national pilot to type-approve roadside evidential breath equipment. This is linked to another ground-breaking initiative – the delivery of two fully equipped mobile custody units that are routinely deployed in AANPR operations and have the potential to markedly increase efficiency (see 3E Criminal Justice Processes).

Work in Progress

- To ensure that the strategic aims of the team are achieved, a new robust performance management regime has been introduced that uses a system of points and banding to identify commensurate performance at individual, team and unit levels. This new accountability is a significant change in RPU culture and will have to be managed sensitively.

Areas for Improvement

- The RPU has set itself challenging targets to improve recruitment and retention from under-represented groups. Linked to the diversity action plan, activity to support this initiative will include a focused advertising campaign (see 6C Race and Diversity).
- Following recent changes in the criteria for ANPR deployment, the RPU is currently seeking to expand its capability to process ANPR data. This will enable the ANPR teams to improve their research methods, identify intelligence patterns more quickly and reveal more trends and causation factors in KSIs. Resources will also be more intelligently deployed to hotspots.

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6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

Throughout 2005/06 HR has worked to establish many of the initiatives developed in 2004/05 and Surrey is now seeing the benefits. The HR mission is clearly articulated in the local policing plan and the Surrey Police Standard gives clear guidance on the behaviours expected of all staff, both internally and externally. The successful launch of the police staff high potential development scheme is seen as a notable achievement and emphasises the commitment to police staff.

Despite ongoing vigorous recruitment campaigns, notably by the MPS, Surrey Police has managed to stabilise officer turnover. It is now at its lowest for two years, a key factor being an excellent retention package which, although it may prove costly in the longer term, includes improved healthcare support and advice. Although Surrey Police operates in a very competitive market, recruitment figures suggest that the force is very attractive to potential

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recruits, and the 'streaming process' (offering recruits career choice) is believed to be a major reason.

A key priority for 2006/07 will be to improve the use of the NSPIS (National Strategy for Police Information Systems) HR computer system as a management tool, to ensure that optimum use is made of the skills available to the force. To an extent, progress will be dictated by the pace at which the system can be developed.

Strengths

- The Chief Constable is head of the ACPO workforce modernisation business area and the former Director of HR has led the national workforce modernisation programme since August 2005. These strong links with national developments are reflected in people management being central to force strategy. During the director's absence, a temporary ACC (previously the deputy director) heads the department to maintain a strong HR presence in the chief officer team.
- A comprehensive three-year HR strategy incorporates a costed HR plan and complies with national People Matters guidance.
- Surrey Police has developed and launched a police staff high potential development scheme. The design process drew heavily upon the existing police officer scheme. The selection process was robust and challenging.
- To inform future leadership training, a 360-degree appraisal system was used in 2005/06. The top 100 leaders were assessed and the programme will be rolled out to all supervisory staff in the coming year. The learning from this exercise is being fed back into the leadership programme for 2006/07, the emphasis being on what 'good leaders do'.
- HR has a NIM approach to stakeholder involvement through forums such as the force resource panel and has a strong strategic profile. There is a consistent and effective approach to consultation with staff associations.
- There is a clear system in place to monitor HR performance in a number of forums such as the SPECS meeting and the Police Authority HR panel. These processes are supported by a comprehensive HR scorecard that is available on the intranet.
- Surrey Police is innovative in its approach to supporting operational performance. A good example is the work currently being piloted with regard to prior learning for potential police recruits and their attendance at pre-employment modules.
- The achieving policing excellence (APEX) scheme, which accredits police officers to 'advanced status', is attracting some good applicants and 30 officers achieved advanced status by the end of 2005/06. The scheme is an important part of Surrey Police's workforce modernisation programme.
- Comprehensive up-to-date HR policies and procedures are in place, which are all published on the intranet.
- Surrey Police has an excellent retention package for police officers and a creative approach to rewards and benefits.

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- An established healthcare scheme for all staff is in place comprising a 24-hour employee assistance programme, medical checks, counselling and a targeted treatment programme to assist early return to work.

Work in Progress

- The programme of streamed selection, recruitment and learning for the initial police learning and development programme (IPLDP) is now firmly embedded. In line with the cycle of planning, piloting and evaluating for all innovations, the IPLDP is now being evaluated at level 2. A separate external review of recruit streaming has been completed, with consideration being given to whether it has been too rigid in its application. The review's recommendations are being considered.
- The APEX scheme is firmly embedded and work has commenced with an external consultant to extend it to certain police staff roles. Similarly, the concept of career pathways for police officers has not yet been applied in the same way to police staff. Work is under way to better signpost career pathways for police staff.
- A requirement has been identified for a robust work/life balance strategy and various strands of work are currently under way, including the Health and Safety Executive-compliant action plan arising from the 'wellbeing in the workplace' survey, which should be fed into the strategy. An overarching system to monitor compliance with working time regulations will require an IT solution and this should be addressed with the roll-out of DMS2 in 2007/08.
- Using the training administration system throughout the organisation will facilitate improved succession planning. It is currently being rolled out across the force.

Areas for Improvement

- In addition to the health strategy, a revised absence management policy and comprehensive guidelines have been published, supported by a management training programme. Further efforts are needed, however, to apply the policy. Police officer sickness continued to fall in 2005/06 (to 68.84 hours per officer) and, although not achieving the national target, was below the national average (72.05 hours). The police staff rate rose, however, by 6%, and was above the national target although just below the national average.
- Considerable efforts have been made to improve the quality of the PDR process and ensure that it meets individual and organisational development needs. However, although 92% of staff had a current PDR in 2005/06, under the counting rules for the national indicator, only 68% had a PDR completed within 60 days of the due date. Problems with recording and measuring completion have now been resolved and renewed efforts are being made to achieve a 90% completion rate in 2006/07.
- Surrey Police is committed to and has commenced implementation of the national exit interview process. Further work is needed to ensure compliance and easy analysis of data. A system to measure compliance is being designed.
- Currently the induction programme for all new members of staff is not regulated across the force. Work has begun to introduce a portfolio-based induction programme to ensure that a consistent approach is undertaken.

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6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

Contextual Factors

Training and development was graded Good in 2005 and a number of recommendations were made. Action taken in response to those recommendations is summarised below.

- Quality assurance (QA) framework – a QA and examinations strategy for 2006/08 now outlines aims and objectives. In addition, an annual business plan includes scheduled activities, marketing, community involvement, resourcing and performance indicators. A QA and qualifications manager has been appointed, supported by two full-time staff. The framework has been tested by several external bodies and the force learning and development (L&D) faculties and support teams (of which QA is part) recently achieved Investors in People status.
- An overall head of L&D was appointed in October 2005, a superintendent who has clear professional responsibility for all L&D activity across the force. Concerns had been raised regarding the post being held by a non-qualified police officer. The incumbent has, however, committed to the post for three years and, while not professionally qualified, he has 28 years' policing experience and good awareness of this area. He is supported by experienced professionals.
- An evaluation unit has been set up with three dedicated, fully qualified staff. Previously, external specialists had been engaged for targeted level 3 evaluation. The unit has a three-year strategy and an annual business plan which comply with Home Office guidance. In addition, an evaluation role has been built into the role profile of all L&D

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managers' job descriptions. Evaluation outcomes at levels 1 and 2 are standing agenda items at SMT and monthly steering group meetings.

- Better involvement of 'clients' means that they are now responsible for authorising any new training. There has been a clearly evidenced transition, as a result of best value processes, to individually tailored learning plans. Within the last eight months, plans have been completed for 700 front-line officers. Through the South East regional meeting structure, several opportunities to consult, compare and collaborate have arisen (examples of groups include the core leadership development programme and the IPLDP). Costing comparison remains a challenge and will continue to be so while forces struggle with the concept of comparing their differing approaches.

Strengths

This section summarises areas considered to be particular strengths of the L&D function. In the main, for an area to be considered a 'strength' it will have been in place for at least twelve months and will represent practice from which the Force is able to evidence demonstrable and ongoing benefit.

- Active engagement by the Police Authority is well established, with regular communication and meetings between members of the HR panel and the head of L&D. Bimonthly meetings follow the NIM approach. This ensures a high quality of dialogue with the Police Authority on L&D issues and enables them to make informed, timely decisions.
- The pre-employment approach taken for the IPLDP was judged to be noteworthy practice during a Centrex QA inspection. It involves potential new recruits (who have already passed the national recruitment standard) attending nine mandatory modules covering areas such as definitions, health and safety, standards and behaviour, and force structure. Evaluation has been positive and plans are now under way to expand this approach with e-learning and accredited prior learning. Such early interaction enables de-selection of unsuitable candidates and for those who feel they are unable to meet the standards to withdraw, without any adverse impact on their existing paid employment.
- The L&D function maintains a close relationship with the recruiting department, not least because the head of L&D is also the head of recruiting. This relationship benefits the force in several ways. Firstly, courses and intakes are aligned to achieve quicker 'fit for purpose' training for individuals. Secondly, there are good links between the recruitment and the training of PCSOs (one of the main groups that source regular intakes); this means that a trained PCSO is handed to a BCU within five weeks of the post becoming vacant as opposed to three months previously. This also applies to other extended police family roles.

Areas for Improvement

This section provides a broad summary of the Areas for Improvement found as a consequence of this assessment. Specific areas to address are contained in the detailed assessment guide which the force retains. That document contains an assessment of 90 specific areas graded on a five-point scale. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

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Progress on the areas summarised below will be reported on in the context section of next year's report.

- The peer review conducted with other forces as part of this assessment identified that some design processes could be improved. Noteworthy practice identified by the force in Thames Valley Police should be used as the basis for improvement in this area.
- Peer review highlighted that, while products/initiatives have been under development for more than three years in many areas, in some cases there was no fully evidenced audit trail. A process should be established to record such evidence.
- Due to technical problems beyond L&D's control, policies, procedures and course information are not readily accessible on the force intranet. It is important that this area is addressed so that staff are able to easily access learning information when required.

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6C Race and Diversity

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

In 2005 the force implemented a new structure for the management of diversity issues. The new diversity programme, led by the DCC, has a programme board including representatives from staff associations, support groups, the IAG and the Police Authority. The board has published terms of reference which include the promotion of trust, confidence and equality, effective implementation of legislation, and strategic direction. It is supported by a programme delivery group, chaired by the Director of HR, which is responsible for implementing the strategy, monitoring, and the management and mitigation of identified risks.

The diversity directorate is responsible to the DHR for the tasking and co-ordination of the force diversity action plan (fully risk-assessed) using senior members of staff across the organisation to take ownership for and deliver individual actions which are reported back to the board. All diversity monitoring is carried out through the force inspection process SPECS, with additional scrutiny by the Police Authority's HR panel.

Strengths

- There is a strong chief officer lead and a comprehensive force diversity programme. The consolidated risk-assessed action plan and accompanying action management system are central to effective delivery of the programme.
- Chief officers' expectation that managers will demonstrate commitment to diversity issues is clear to all and has been constantly reinforced. All police officers and police staff with supervisory responsibilities have attended a one-day 'leading diversity' workshop in the past year.
- Guidance to supervisors on when and how they should intervene in a variety of situations has been identified as good practice by the ACPO lead on confidence and equality.
- A comprehensive positive action recruitment programme, in partnership with the local university, is being delivered for those from ethnic minorities and also for those from the gay community. It includes extensive advertising in community-specific media alongside wider circulations. Regular presentations held for under-represented groups are attended by the internal support networks. Surrey Police is currently on target to meet the Home Office's ten-year black and minority ethnic (BME) recruitment target and achieved the internal target of 15% recruitment in 2005/06.
- BME retention has shown considerable improvement over the last 12 months, with the police officer wastage rate falling from 17% to 6% and the police staff wastage rate

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falling from 27% to 9%. The force has an excellent overall retention package in place for all police officers.

- A wide network of contacts with distinct communities has been built up, for example through a media advertising campaign for IAGs and the force's open evening hosted by the DCC and the Police Authority.
- The force continues to hold events for female-only staff, with 60 staff booked on an event in East Surrey BCU in April. The women's officer support group now includes female police staff.

Work in Progress

- A comprehensive diversity scorecard is now an important element of the performance management process and is available to the Police Authority and the IAG. The force is working with the Different Realities Partnership (led by Lord Herman Ousley) to build a 'diversity monitor' which will enable continuous measurement of progress on diversity issues year on year. The diversity scorecard is at the heart of this monitor but it will also include innovative 'soft' measures to check staff and public attitudes and perceptions. This health check has the potential to be an ongoing cultural audit for the organisation.
- To build on a good recent record of retaining ethnic minority staff, the need has been identified for a specific positive action retention plan for BME staff. This has been work in progress throughout 2005.

Areas for Improvement

- Although the full range of data has been published, further progress is needed on the extraction of data from the HR IT system, to support the monitoring and analysis of HR processes against the six strands of diversity as set out in the race equality scheme.
- Although the work of the diversity directorate is well understood by members of RADAR (support groups and staff associations), it recognises the need to further promote its work through a communications strategy in the coming year. The force hosting of the national IAG conference for 2006 will be a good opportunity for increasing the profile of the diversity programme.

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6D Managing Financial and Physical Resources

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

This assessment is based on a self-assessment return, HMIC's own findings and consideration of the Audit Commission's police use of resources evaluation (PURE). Set out at the end of this section are the appointed auditor's summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor.

Work on preparing for police force mergers had a significant impact on the finance department and other corporate services.

Surrey Police is aware that it produced financial data for the Chartered Institute of Public Finance and Accountancy statistics on a different basis to other forces, and comparisons using this data are not, therefore, reliable. However, using its own data, which excludes regional allowances and Surrey-specific incentives, the data indicate that costs per 1,000 population are below the MSF average.

Surrey has the lowest level of policing per head of population of the MSF group. Reflecting the progress on workforce modernisation, the proportion of its budget spent on police officer salaries is the lowest in the group while the overtime percentage is the highest. Expenditure on supplies and services and transport revenue costs are above average while premises costs, unsurprisingly given the geographical location, are also comparatively high.

While turnover of key support staff professionals (especially within finance and services) remains low, the issue of attracting such staff, as identified in previous assessments, remains problematic. This could become a more critical issue if proposals for force mergers proceed.

Strengths

- A performance-led budget-setting process has been implemented for 2006/07 which links resources directly to performance aspirations (PPAF domains). In adopting this strategy the force has specifically identified the performance gains achievable from any investment. This is a key development which supports the performance management framework, but the force and authority now need to look at improving the transparency in linking the overall allocation of resources in the budget process to continuous performance improvement.
- Resource management is closely monitored by both the force and the Police Authority both centrally and locally. Regular workshops are held to consider both short- and

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medium-term financial planning and to consider how decisions will impact on performance.

- Enhancements have been made to the budget-making processes by introducing a rolling zero-based budget mechanism. The Authority and force have achieved substantial efficiency gains over recent years and this new mechanism, which will be further extended for 2007/08, and the process, will contribute to efficiency gains.
- The estates strategy group, which includes officers from the force and the Police Authority, as well as Authority members, is charged with managing the implementation of the strategy.
- The Authority maintains active oversight of the structures and processes needed to fulfil corporate governance responsibilities through a range of panels, including finances and resources. Risk management, through the use of the risk register, is being embedded into corporate processes and procedures.
- Online transaction processes, for example expenses and overtime, have also been implemented to provide a state-of-the-art electronic financial operating environment.
- The procurement department is a national lead on both e-procurement and PEPS. The force has a detailed procurement strategy and the Authority is provided with a regular report on performance. The e-procurement system is open and transparent, with users having full access to a portal which allows suppliers or prospective suppliers to anticipate likely market opportunities.
- There is good collaboration between Surrey Police and neighbouring forces. The aim is to streamline suppliers into categories in order to reduce back-office costs. Significant procurement savings made by using e-procurement have been included in the force's efficiency plan.
- BCU co-ordinators have been established in BCUs to monitor the transport service, for example on maintenance, servicing and location of vehicles. The target for vehicle availability has been met and there are regular reports to performance management (the SPECS meeting) and the performance panel.

Work in Progress

- An overall estates strategy is in place setting out the strategic framework but the detail at the local level, which will specify how operational policing, public access, etc is to be delivered, is yet to be defined. A pilot study is, however, being undertaken in the North West Surrey BCU to help shape implementation.
- Over recent years there has been significant improvement in the management of the fleet. The force recognises, however, that there is a need for the further development of the 'Tranman' management information system. Following the overall improvements in fleet management and the success of the BCU transport co-ordinators, it is opportune to look at reducing the involvement of police officers in taking vehicles to and from workshops – this is a potential efficiency gain.

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Areas for Improvement

- Surrey Police is now part of the national estate management benchmarking, and issues concerning an energy strategy and space standards are being pursued within this context. Hence an environment and energy policy is in the early stages of development, with good ideas being proposed to increase the level of recycling of waste, but the force accepts that more could be done on the use and conservation of energy, water and building materials. The policy is being enhanced with greater staff involvement, particularly with regard to recognising issues and proposing solutions.
- An audit committee has recently been established and its work will need to be embedded into the force and Authority.
- As a relatively small police force, the provision of support services is a challenge. Notwithstanding any proposal on force mergers, it is opportune to look at combining support services such as fleet management, procurement (as well as some operational activities) with other forces along the lines of the Chiltern Transport Consortium. Such an arrangement should contribute to cashable efficiency gains over the short to medium term.

Audit Commission Use of Resources

Force and Authority: Surrey

Element	Assessment
Financial Reporting	Not Available
Financial Management	3
Financial Standing	3
Internal Control	2
Value For Money	3

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

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GOOD PRACTICE

TITLE: Performance-led Budget Process

PROBLEM: Surrey Police Authority's (SPA) budget position is well known to commentators of the business. It has historically received the lowest government grant per head in the country. Despite this, Surrey is one of the safest counties in England and Wales and in national assessments has been a consistently high performing force.

During the 2006/07 budget process, therefore, the SPA wanted to build upon its strong performance despite the comparative lack of funding. Its officers saw it as essential that every additional financial resource drove identifiable front line performance. In this way, the 'performance led budget process' was born.

Historically, the budget process in many forces was derived from a 'bottom up' approach where resources were bid for and then evaluated at a high level. However, in the 2006/07 planning process officers from the Corporate Development and Finance departments worked in tandem to turn this process on its head.

SOLUTION: During the early stages of building the budget, a status quo performance position was articulated in terms of the SPA's baseline assessment (BA) position. Costings were calculated against each assessment area with specific areas being subjected to sensitivity analysis in order to understand the likelihood of the current assessment improving in response to an injection of additional funding. A high level document was produced and discussed with both the Chief Officer Group and the SPA Finance Panel.

The officers then used this document as a starting point and calculated what additional financial resources would be required to uplift performance in certain key areas. This process was demonstrated using the base position and two further exemplifications using spider diagrams.

There are statistical charts which describe the practice in a most informative manner, which are too large to be replicated here.

OUTCOME(S): Once the improvement in BA areas had been costed, the force officers and authority members reviewed the relative merits of investments in one BA area against another.

The improvements in performance could in this way be discussed knowing in advance what the financial implication would be and consequently what level of precept increase would be required to support it. The process had several significant advantages:

- it was popular with authority members who praised the transparency of the approach and the clear link between inputs (financial resource) and outputs (BA performance)
- it embodied the characteristics of achieving improvements by requesting decision makers to choose between competing performance outcomes with limited resources
- it provided a clear link between the SPA's budget setting process and its formulation of the local policing plan where force priority areas were set out in more detail.

FORCE CONTACT: Inspector Julie Murray HMIC Liaison Officer

6E Information Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

There is a proven track record of providing innovative information and communications technology (ICT) solutions in response to operational needs and to enable improvements in efficiency and effectiveness. Police Authority support for this approach is demonstrated by the commitment to fund the continued development and deployment of ICT systems as outlined in the three-year ICT strategy.

The ICT strategy itself aims to provide a business framework against which priorities for expenditure can be assessed. The development programmes it outlines aim to refresh and renew the underlying ICT infrastructure, deliver new and improved services, and mitigate against high-level risks. The strategy is driven by the local needs outlined in the policing plan, but with a clear link to national imperatives as set out in the police science and technology strategy, the ACPO community safety policy and the information systems strategy for the police (ISS4PS).

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ICT is embedded into the business of the force, and the way it is strategically developed and tactically delivered is sensitive to the operational pressures of policing. The ICT director is a full member of the chief officer group and reports directly to the Chief Constable. The priorities of the ICT business change programme are set by the chief officer team and co-ordinated by the DCC. Development of the role of chief information officer, to encompass all elements of information management, is being considered.

At the working level, ICT provides a pervasive, secure, robust network that supports approaching 3,000 desktops and laptops. The application landscape is rich, with applications supporting most operational and support services. The core operational systems – custody, crime and intelligence – are fully integrated with no need to re-enter data. The incident handling infrastructure – command and control, automatic vehicle and people location systems and Airwave – is also fully integrated. A local data store has been developed which serves the needs of performance management and intelligence analysis and acts as the feed to the Impact Nominal Index.

The force has established an asset and information security board chaired by the DCC. It has clear terms of reference to oversee implementation of the ACPO community security policy and the Government Protective Marking Scheme.

Systems deemed by the force to be mission critical are backed up over two headquarters sites. Business continuity plans for the CHCs and IHCs are up to date and regularly tested. The need for off-site back up has been recognised and such a facility is being prepared. Discussions are ongoing with neighbouring police forces on the mutual use of spare site capacity.

Strengths

- There is a demonstrable link between the comprehensive three-year ICT strategy, the local policing plan and national strategies. The force has a track record of supporting the national agenda as articulated in NSPIS and the ISS4PS.
- ICT is clearly integral to the business of the force. The ICT director is a member of the chief officer group and both the Chief Constable and the DCC champion the use of technology to drive change and continuous improvement.
- Systems are in place to ensure that day-to-day delivery of ICT can be refocused at short notice in response to operational need. Priorities can be changed in-year subject to a formal process involving the chief officer team.
- An integrated suite of operational applications is supported by a secure, modern infrastructure. New services are continually being brought on stream, such as the technology which integrates incident handling, automatic vehicle/people location, and Airwave.
- The force has a local data store which will support a range of business activities. Data is forwarded to the Impact Nominal Index on a daily basis and extracts have been put in place according to the specification supplied by the Impact programme.
- Service delivery is based upon the principles of ITIL (the IT infrastructure library). There is a fully functioning user enquiry/help desk with a process to manage faults, monitor

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performance against service level agreements and provide a means to capture customer complaints. The help desk is only staffed from 08:00– 19:00 Monday to Friday but there are effective systems for recording calls outside these hours and for activating a call-out procedure for high-priority problems. A 24/7 service is provided to Airwave users via the supplier's help desk.

- There is a good record of service delivery meeting standards set in service level agreements, based upon the force's ethos of customer service; both quantitative and qualitative measures are in place and are subject to further development.
- ICT account managers are tasked with improving customer-facing services through the localised provision of ICT services, laptop clinics, etc.
- The ICT infrastructure, including mission-critical applications, has been engineered to ensure high levels of availability, with a series of planned investments to ensure that this remains the case.

Work in Progress

- The force recognises the importance of data quality and has embarked upon a programme to make improvements in terms of accuracy, timeliness and adherence to best practice and force policy with regard to corporate systems.
- Work is continuing to implement the full range of ITIL components and to develop an off-site back-up facility.

Areas for Improvement

- It has been recognised that the information management strategy should be updated and refreshed and that all information-related disciplines should be brigaded under a chief information officer role or function. This approach is supported by the Chief Constable.
- While corporate governance has resulted in a marked improvement in the prioritisation of ICT projects, there is still work to be done in the realisation of benefits both for new developments and applications that are in service (that is, are they still fit for purpose?). The DCC has set up, and chairs, the programme and projects co-ordination board to address these and related issues.

6F National Intelligence Model

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

Surrey Police was one of the lead police forces in the development and implementation of the NIM. The force continues to impact upon the development of the model by contributing to both national templates and the regional T&CG. In order to maintain its strategic position within the NIM community, a NIM management board has been created, headed by a chief officer, to drive forward NIM minimum standards II. Commitment to delivering the action plan is demonstrated by investment in a dedicated development team, which reports to the management board. This has galvanised the force into a positive and proactive approach to improving its performance in relation to the NIM.

Strengths

- Effective chief officer leadership of the NIM implementation is provided by the ACC (SO) through the NIM management board. He is also the regional ACPO representative on the national ACPO intelligence committee.
- Comprehensive and well-researched strategic assessments have been produced under the stewardship of the DCC. Together with the associated control strategies, they have been linked effectively with the business planning cycle and the performance framework, enabling clear strategic and operational focus on force priorities.
- A dedicated NIM development team has been created, consisting of three practitioners with a wide range of intelligence and investigative experience. The team ensures compliance with the model and identifies and shares good practice. This includes creating and promoting the use of templates for T&CG processes as well as creating minimum establishments and role profiles for intelligence roles. In addition, a tactical options menu has been developed that will assist action plan owners in planning their response to tackling key issues. The team also delivers specialist training to meet the identified needs of a wide range of staff.
- The force treats the NIM as a golden thread in training for core and specialist roles, including probationers, civilian and police investigators, SOTOs and family liaison officers. Training is designed to be relevant to the role to which it is being presented. The NIM team is conducting a training needs analysis of every role to identify and deliver suitable packages for specific needs.
- Owing to the increased threat, a counter terrorism unit has been established. It consists of two counter terrorism security advisers and an intelligence development team, and will include a counter terrorism co-ordinator, three secretariat staff and a dedicated

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analyst. This team works independently and conducts its own T&CG meetings, chaired by a chief officer who has direct links to the force T&CG process.

- A successful and well-established level 1 and level 2 surveillance team has recently doubled in size. This improved capability provides a high level of service and increases action plan owners' ability to address key problems. As part of its surveillance tactical options, the force also benefits from a nationally accredited undercover unit, with the head of crime management being the chair of the South East undercover consortium.
- Well-established relationships with CDRP agencies, through the JAG and CIAG processes (see 4A Reducing Anti-Social Behaviour) enable partners to fully participate in T&CG processes. Both groups set their own priorities, with partners working together to achieve desired outcomes. JAG and CIAG meetings are managed using the principles of a T&CG, including the use of a tactical assessment document produced by BCU intelligence support units. Both groups are able to request intelligence products and resources through BCU T&CGs.

Work in Progress

- The NIM team is working with departmental heads to assist in completing and amalgamating business assessments and crime assessments into one strategic assessment. This will provide a more detailed and focused approach to resolving key issues affecting the force.
- The CIS is outdated, with limited capabilities. Programme Enterprise is charged with developing a replacement for CIS which will enable a single key input process, and this is planned to be delivered by 2009. Currently in development is an intelligence-based data warehouse, which will improve the availability of information to analysts; this is supported by advice and guidance from intelligence professionals.
- In recognition of the need to strengthen the integration of the NIM into neighbourhood policing and partnership working practices, including the development of community intelligence, the NIM development team is working closely with the neighbourhood policing team to ensure that all Surrey Police NIM processes support and complement neighbourhood policing.

Areas for Improvement

- The force is keen to ensure that effective knowledge management leads to organisational learning. The NIM development team began work in January 2006 on an 'organisational memory' project, the first part being to put in place a process that cultivates relevant information to improve debriefing and which will be piloted on North Surrey BCU, while results analysis and operational reviews will be expanded to improve organisational memory. This in turn will be used to inform a tactical menu available to all action plan owners.
- Surrey Police has identified a need to provide NIM leadership training for key roles. It is recognised that leadership is essential to full delivery of the model. A leadership training package is being developed and will be delivered to those officers responsible for the tactical aspects of the NIM. Opportunities to integrate NIM training into existing courses is being progressed, and once the tactical training is complete a strategic training package will be created and delivered to superintendents who chair T&CGs.

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- In recognition that the strategic assessment process should include assessments from all departments, work is under way to produce a fully informed strategic assessment for the force.

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7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Excellent	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

A consolidated, innovative and dynamic command team has been built at both chief officer and director levels. Its members have complementary skills and their ability to function well as a team has been assisted greatly by a significant investment in teambuilding, including 360-degree appraisal. The team demonstrates mutual support, shared problem-solving, and proactive identification of organisational risk.

The work conducted during 2005 between both parties linking performance to budget bears testimony to the very constructive relationship between the chief officer group and the Police Authority.

All chief officers promote a clear vision for the force and engage with staff to deliver high-quality standards and values. They also visibly promote the requirement for high levels of customer service and confidence within communities and have delivered outstanding national performance and innovation in both regards.

Both the Police Authority and the force have responded robustly to previous Areas for Improvement identified in baseline assessments, particularly with regard to resilience and the workloads of senior managers, on-call arrangements, and the services and facilities offered to staff associations.

Strategic planning and corporate governance, including robust internal inspection processes, are now well established and good use continues to be made of external consultation and evaluation where appropriate. The force's activity-based costing pilot in the crime management department has been identified as national best practice by the Audit Commission. The Chief Constable holds the national ACPO portfolio for HR and workforce modernisation; the DCC holds the ACPO portfolio for ASB and domestic abuse; the ACC (SO) holds the 'doctrine and evaluation' portfolio for neighbourhood policing and the 'workforce design' portfolio within the HR and workforce modernisation business areas. There is additional staff support for chief officers' national responsibilities and an appropriate balance between local and national leadership contributions.

Finally, positive leadership in the force has in the past year been recognised by a number of awards, including:

- Skills Mark accreditation for the crime and foundation faculty
- OSR accreditation to award NVQ at Levels 3 and 4

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- ISO 2001: 2000 Business Management System Call Centre 'best in public sector'
- Association of Media Evaluation Companies award for communication effectiveness
- Community Police Officer of the Year award 2005.
- A personal letter from the Prime Minister regarding policing for Operation Colonnade.

Strengths

- The force has experienced command continuity, consolidation and demonstrable leadership including clear statements of vision, standards and values. The Chief Constable has been in post since October 2004, following two years as DCC. This has ensured stability and continuity of leadership and has maintained key external relationships. Evidence of strong leadership can be related directly to impressive performance both nationally and within the MSF group in most areas. The force believes that this strong performance is linked to the 'settled' chief officer team which includes two former BCU commanders as ACCs, and three established senior police staff members.
- The chief officer team invests in skills development and teambuilding via 360-degree feedback, team seminars, coaching and a focus on PDRs. Roll-out of 360-degree appraisal has helped senior managers to reflect on their personal management styles. The force also ensures that there is effective line management support by the completion of PDRs, constructive appraisals and follow-up interviews (see 6A Human Resource Management).
- The chief officer group embraces a dynamic command team at both ACPO and director levels. National ACPO responsibilities span neighbourhood policing, crime and workforce modernisation, ensuring senior influence and keeping Surrey Police at the forefront of innovation. There is a visibility programme whereby all members of the group attend briefings, open courses and are seen in the workplace on a regular basis. All staff have attended face-to-face briefings in a series of Chief's road shows. Regular leaders forums are held (for the top 100 leaders) and inspectors/police staff equivalent forums are also held regularly.
- The Chief Constable's vision, 'With you making Surrey safer', is well marketed within and beyond the force and, together with the Surrey Police Standard, is reinforced to staff by supervisors at regular intervals. A very clear, impactful message has gone to all staff with regard to the expectation of the highest standards of behaviour and customer service.
- Customer service, community confidence and high levels of performance are at the heart of the force's leadership agenda (see 1C Customer Service and Accessibility).
- To help leaders challenge racist and inappropriate behaviour, an intervention model has been developed, setting out expectations and detailing three levels of intervention proportionate to the type of behaviour displayed. The DCC is the force champion with regard to diversity matters and has facilitated the meeting of staff associations and representative groups within a new forum (RADAR) in order to collaborate and consult with staff in relation to policy development.
- Robust corporate governance arrangements are in place, for example risk-management processes and performance management through the SPECS process. The force has a strategic planning cycle that is 'joined up'.

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- Projects are effectively managed by adherence to the principles of the PRINCE2 (Projects in Controlled Environments) methodology. This is supported by a team of PRINCE2-trained project officers within a central strategy delivery unit. The force engages in the dynamic assessment of budgets, and new approaches have been developed this year with the preparation of the budget together with the Police Authority.
- Workshops and review days for 'blue sky' thinking are scheduled in advance and there are excellent working relationships between the force and the Police Authority.
- Supporting staff is a high priority for the chief officer group. The DCC is a proactive sponsor of the police high potential development scheme, and, led by the director of corporate development, who has previous experience as the Home Office manager for the police national assessment centres, the force has introduced a parallel scheme for police staff. There is good evidence of issues raised in the 2005 staff survey being addressed and actioned (see 6A Human Resource Management).
- Critical incident managers (CIMs) and strong resilience in superintending ranks (in response to a previous Area for Improvement) are in place (see 3A Managing Critical Incidents and Major Crime and 5B Providing Specialist Operational Support).
- The Chief Constable gives a very clear lead regarding racist crime. The DCC provides a clear lead for the diversity board. Staff associations reported favourably on the establishment of a faith room. The associations are working together and are able to influence force policy (see 1A Fairness and Equality in Service Delivery).

Work in Progress

- The NIM needs to be integrated further into business management processes – this has been identified and work is under way to make it happen (see 6F National Intelligence Model).
- While the activity-based costing pilot in the crime management department has been identified as national best practice by the Audit Commission, activity-based costing data could be used more effectively to support the evaluation of key transformational projects (for example neighbourhood policing and development of the 'mixed economy'). Work is under way to scope the feasibility of providing a corporate IT solution based upon the activity-based costing pilot.
- While there has been increasing recognition of the opportunities afforded by staff consultation and involvement in policy development, the force recognises that more can be done to assist staff associations and representative groups in relation to administration and financial support.

Areas for Improvement

- The chief officer group currently comprises the Chief Constable, DCC and four ACCs (two of whom are temporarily promoted). Although there has been a sound rationale for each of the posts, the justification for six chief officer posts within a relatively small force should be reviewed with the Police Authority.
- There is a need to better capture organisational learning. A post has been agreed for an organisational learning co-ordinator and it is anticipated that the appointment will be made in the summer of 2006.

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- The force improvement forum needs to be re-energised and the database maintained to ensure that all Areas for Improvement are progressed properly. The DCC and DCD have already started to influence this area of business and the force is confident that the force improvement forum will be operating successfully by the end of April 2006.

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

A robust and integrated performance management process has been developed that includes shared targets, a good example being the Local Area Agreement (LAA). Performance management and business processes are NIM compliant and link performance to risk and to control strategies. The performance of the force is analysed and compared against both national and local indicators, and senior managers are challenged robustly but constructively at the monthly SPECS meeting chaired by the DCC.

The budget-setting process is now more sophisticated, performance driven, and aligned to strategic priorities and targets. It is serviced by a joint Authority/force sub-group. This innovative approach has been commended as good practice by the Audit Commission.

Activity-based costing has been used productively to improve effectiveness and efficiency. For example, the crime management ABC pilot has demonstrated that, by employing police staff to provide administrative support in the major crime investigation team, a further 25% surveillance capacity can be created.

The force seeks to consistently push policing boundaries, challenge traditional approaches and champion innovation. For example, the 'mixed economy' pilot, independently evaluated, has shown that with a third less staff – matching skill to task – a third more performance can be achieved a third more quickly.

The provision of RPCSOs has extended roads policing officer resilience and allowed these professional teams to target anti-social driving in neighbourhoods, highlighted as a problem by local people. The catalyst for business and workforce modernisation is the Staying Ahead 3 programme, managed by a dedicated superintendent, with the ACC (SO) as the strategic lead.

Strengths

- Customer service linked to performance and innovation has been a key plank in recent success. The Surrey Police Standard, effective internal communication and a new series of 'Chief Constable's roadshows have allowed the strategic vision, and the part that individuals play in delivering it, to be communicated across the force. The strategic planning and target-setting process is effectively supported by extensive joint force/authority consultation. This is soon to be enhanced by monthly surveys down to borough level.

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- There is clear accountability for performance in Surrey Police which includes both BCU commanders and departmental heads. The DCC robustly pursues areas of weak performance, for example by establishing the detections programme board. Areas for Improvement in HMIC and other external assessments are used as an effective mechanism to trigger individual performance objectives for senior police officers and police staff. The PDR completion rate for 2005/06 in accordance with last year's local policing plan target (i.e., the percentage of eligible staff, available for duty, who had a PDR) was 92%.
- The strategic planning cycle continues to be both joined up and effective, and detailed performance reports to Police Authority members allow informed debate and decisions.
- The SPECS process and corporate governance scorecards provide clear and accurate information, recording the performance of the force against its objectives. They use a 'traffic light' coding so that colleagues can readily identify where performance is on target, close to achieving the target or where targets are not being met.
- A comprehensive risk-management process has been established. It captures business risk intelligence through both formal and informal networks, including (when appropriate) the use of risk consultants. It provides a formal rating of risks against performance, finance, reputation, safety and compliance. The whole process is overseen by a senior-level joint force/Authority board.
- The resulting force-level and portfolio-level risk profiles are used to inform the force strategic assessment (ensuring NIM2 compliance), planning and budgeting processes, and the ongoing prioritisation of resources.
- A project co-ordination board has been established, underpinned by a comprehensive project governance framework to ensure that development resources are aligned to strategic priorities. Projects are delivered against set deadlines, with appropriate project management rigour and systems to ensure that business benefits are realised and measured.
- A data warehouse has been developed internally by the corporate development and ICT departments. It complies with the National Management Information System but is more flexible in terms of meeting local analytical requirements.
- The quality of the analytical products created by the performance management unit enables the force to have an accurate and timely view of its performance at any given time. The force is widely regarded within the service as an exemplar in terms of providing detailed and comprehensive analysis across a range of key performance areas in a readily accessible and understandable way.
- Surrey Police is innovative and robust in its approach to performance management and continuous improvement. Over 9,000 calls have been made to victims of crime to check performance and customer service. The feedback obtained contributes to personal appraisals and informs training. The extension of customer satisfaction surveys to a monthly format and down to borough level will further enhance QA mechanisms.

Work in Progress

- Acknowledging some vulnerability around data quality, a data quality programme board has been established, chaired by the DCC. It will improve the data held on the main IT systems: the crime intelligence, call handling and HR management systems and the PNC. The programme will also address the security of data, incorporate an internal communications strategy and contribute to leadership development work. It will also involve 'intelligence weeding' that is compliant with the guidelines which will emerge

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from the national management of police information project. The main benefits of the programme will be improved quality of data available for decision making and intelligence analysis, and clarity of ownership across the organisation in terms of data inputting, validation and supervision.

- While a great deal of work has been carried out integrating the NIM into wider organisational management processes, it is recognised that more can be done. A dedicated NIM team has been established but its line management is within the crime management portfolio. The appropriateness of this structure is under consideration and it may prove beneficial to combine the NIM unit into the strategic planning section to provide a more holistic approach to intelligence and resource management across all business areas.

Areas for Improvement

- There is very strong involvement from the chief officer team in driving performance within a formal performance framework. Members of the team frequently make informal enquiries of key stakeholders in relation to any specific points of performance concern. These informal approaches need to be managed in a way that encourages staff to deliver performance while, at the same time, ensuring that practitioners are not unduly constricted by disproportionate management intervention.
- The CIM role has been effective since December 2005. Chief inspectors have been expected to periodically perform this role in addition to their core roles and responsibilities. An objective evaluation of the CIM role is planned. It should include consultation with CIM practitioners to assess the impact on the capability of other roles and any associated work/life balance issues.
- The force and the Authority would acknowledge that the current round of continuous improvement reviews have not progressed as quickly as hoped. In particular, the continuous improvement review considering object management has required far greater detailed analysis than anticipated in the original scope. This has been because of the desire to seek more information about alternative outsourcing options. Furthermore, following discussion with both Essex and Sussex Police, an approach is now being made to the market place as a collaborative endeavour.
- While the force improvement forum database now has all recommendations and identified Areas for Improvement properly recorded and monitored, the force improvement forum meeting needs to be re-invigorated, ensuring that the right staff attend. This is now being championed by both the DCC and the DCD.
- The integration of the personal performance indicator and activity-based costing databases is still about 18 months away. That being said, the force is confident that the new Oracle-based personal performance indicator suite, together with an albeit separate but robust activity-based costing suite, will assist greatly in providing informed decision-making on budget, resources and HR issues, including the incapability procedure.

Appendix 1: Glossary of Terms and Abbreviations

A

ABC	Acceptable Behaviour Contract
ACC	assistant chief constable
ANPR	automatic number plate recognition
APEX	achieving policing excellence
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic

C

CBRN	chemical, biological, radiological and nuclear
CC	Chief Constable
CDRP	crime and disorder reduction partnership
CHC	call-handling centre
CIAG	community incident action group
CID	criminal investigation department
CIM	critical incident manager
CIS	crime information system
CJU	criminal justice unit

CMU crime management unit

CRB crime recording bureau

D

DCC deputy chief constable

DHR director of human resources

F

FTE full-time equivalent

H

HR human resources

I

IAG independent advisory group

ICT information and communications technology

IHC incident-handling centre

IPLDP initial police learning and development programme

ISS4PS information systems strategy for the police

IT information technology

ITIL information technology infrastructure library

J

JAG joint action group

K

KSI killed or seriously injured

L

LAA local area agreement

L&D learning and development

LRF local resilience forum

M

MAPPA multi-agency public protection arrangements

MCIT major crime investigation team

MPS Metropolitan Police Service

MSF most similar force(s)

N

NCPE National Centre for Policing Excellence

NCRS National Crime Recording Standard

NHCS national call-handling standards

NIM National Intelligence Model

NSO neighbourhood specialist officer

NSPIS National Strategy for Police Information Systems

O

OS operational support

OSC operational support communications

P

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PCSO	police community support officer
PCSU	police and crime standards unit
PDR	personal development review
PNC	Police National Computer
POLIT	paedophile online investigation team
PPAF	police performance assessment framework
PPIU	public protection investigation unit
PPSU	public protection strategy unit
PRINCE2	Projects in Controlled Environments 2 (project management methodology)
PSA	public service agreement
PURE	police use of resources evaluation

Q

QA	quality assurance
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R

RPCSO	road police community support officer
RPU	roads policing unit

S

SCIT	serious crime investigation team
SCJB	Surrey criminal justice board
SIO	senior investigating officer
SMART	Specific, measurable, achievable, realistic and timely. Surrey managed asset and risk technology (section 5B)
SMT	senior management team

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SO	special operations
SOCA	Serious Organised Crime Agency
SOCO	scene of crime officer
SPECS	Surrey performance evaluation and computerised statistics
SPI	statutory performance indicator
SRU	strategic roads unit
SSCPB	safer and stronger communities partnership board
SSM	scientific support manager
SWIM	scientific work improvement model

T

T/ACC	temporary assistant chief constable
T&CG	tasking and co-ordination group
TO	territorial operations

V

VCSI	volume crime scene investigator
VCTA	volume crime tactical adviser
ViSOR	Violent and Sex Offenders Register