Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Surrey Police

October 2005

Contents

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Surrey Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc)

and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

Conclusion   5

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Jane Stitchbury, CBE, QPM, BA, MA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Surrey in terms of demography, policing environment and other socio-economic factors: Cambridgeshire, Dorset, Essex, Gloucestershire, Warwickshire, West Mercia and Wiltshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality • Equality of service delivery • Community cohesion • Engaging with minority groups	**1B Neighbourhood Policing and Community Engagement** • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police	**1C Customer Service and Accessibility** • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services	**1D Professional Standards** • 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 Reducing Hate Crime and Crimes against Vulnerable Victims • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders	**2B Volume Crime Reduction** • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance	**2C Working with Partners to Reduce Crime** • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime • 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 Level 2 Criminality** • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS)	**3C Investigating Hate Crime and Crimes against Vulnerable Victims** • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation	
3D Volume Crime Investigation • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance	**3E Forensic Management** • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection	**3F Criminal Justice Processes** • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance - Operational activity to reassure communities - Use of media to market success - Uniformed patrol and visibility - Extended police family - Performance in reducing fear of crime	**4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety** - Non-crime activities of CDRPs and other partnerships - Use of ASB legislation, tools, etc - Road safety partnerships - Emergency planning	
5 Providing Assistance (PPAF domain 4)		
5A Call Management - 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** - Management of central operational support - Police use of firearms - Capability for policing major events/incidents	**5C Roads Policing** - Effectiveness of arrangements for roads policing - Integration/support for other operational activity
6. Resource Use (PPAF domain B)		
6A Human Resource (HR) Management - HR strategy and costed plan - Key HR issues not covered in 6B or 6C - Health and safety - Performance in key HR indicators	**6B Training and Development** - Costed training strategy and delivery plan - Key training and development issues	**6C Race and Diversity** - Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability - Performance in meeting key targets
6D Resource Management - Resource availability - Effective use of resources to support front-line activity - Devolved budgets - Finance, estates, procurement and fleet management functions	**6E Science and Technology Management** - 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)** - 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 - 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 Strategic Management** - Integrated strategic planning framework - External communication/ consultation - Relationship with local police authority (PA) - Police reform implementation - Internal communication/ consultation - Programme and project management - Management of reputation/ public expectations	**7C Performance Management and Continuous Improvement** - 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

Surrey Police serves a resident population of 1,080,644 living in 442,265 homes and covers some 647 square miles. The force prides itself on having one of the lowest overall crime rates in England and Wales. The Chief Constable holds the Association of Chief Police Officers (ACPO) portfolio lead for workforce modernisation, and the National Reassurance Project team is based at force headquarters. The county lies to the south of London and is a mixture of urban and rural areas that provide widely differing contexts for policing services. Broadly, the north and west of the county support a high density of urban and commercial areas, with the south and east being more rural. Territorial policing is delivered by four basic command units (BCUs), divided into eleven districts, with BCU headquarters at Staines (North Surrey), Woking (North-West Surrey), Guildford (West Surrey) and Caterham (East Surrey). The force headquarters, Mount Browne, is just to the south of Guildford.
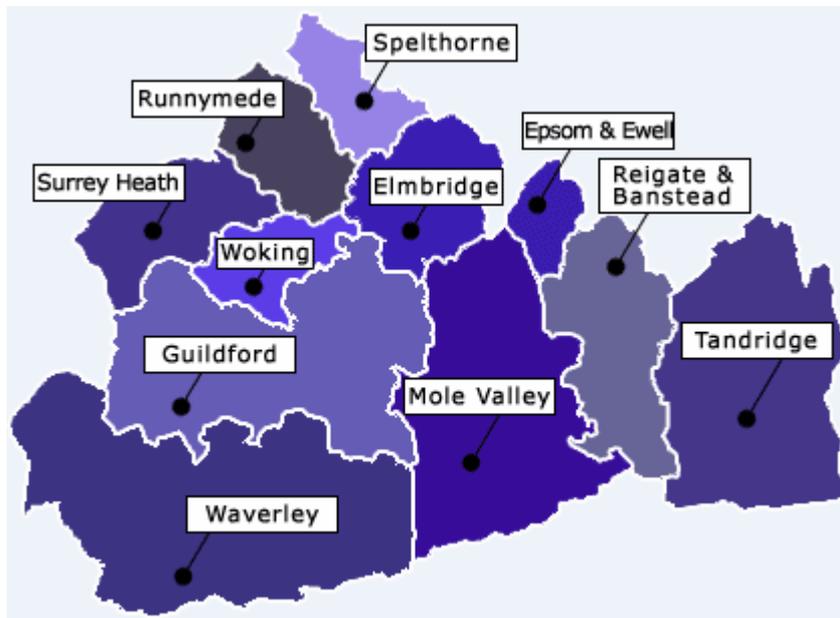
The command team comprises the Chief Constable, a newly appointed deputy chief constable (DCC) and two assistant chief constables (ACCs), one responsible for territorial operations and the other for specialist operations. At the time of assessment the latter post was held by a temporary ACC. There are also four civilian directors holding the portfolios of finance and services, information services, corporate development, and human resources (HR). The total policing budget for 2004/05 is £164,135,000. Staff strength in February 2005 was 1,987 officers (full-time equivalent), 1,800 police staff, 288 special constables and 112 police community support officers (PCSOs). Surrey Police receives the lowest government grant per head of population in the country.

In recent years the force has faced an unusual combination of challenges, including issues such as funding and the recruitment and retention of police officers. This latter issue, exacerbated by close proximity to the Metropolitan Police and a relatively high cost of living in and around the county, has been largely resolved through a range of innovative recruitment and retention measures. These were developed under one of the force's four current priorities, 'to keep and attract the best quality staff', and have helped largely to stem the outflow of officers to other forces – indeed there are signs of increasing numbers of officers now wishing to transfer into the force.

Given the small size of the force, this significant staff churn has brought with it issues including a loss of corporate experience and the need to train and supervise a new and relatively inexperienced workforce. The force has also experienced some serious disciplinary cases, which attracted adverse publicity during 2004/05. The Chief Constable has however seized the opportunity proactively to address these and other lower-level disciplinary issues by setting out the Surrey Police Standard. He did this through interactive roadshows led by himself and members of his command team, which have proved an impactive and, hopefully, a positive watershed in the history of Surrey Police. This work, along with other measures to improve the quality of service provided to those who live in, work in and visit the county, has resulted in significant improvements in public confidence, reflected in both local surveys and in British Crime Survey (BCS) data.

The major review which commenced in 2002, a programme known as Staying Ahead, has continued to be refined and has evolved with the developing Police Reform Agenda into its third version. The force and the police authority have worked together through difficult and challenging times to develop a service which fits the Neighbourhood Policing Agenda. Through the mixed economy of policing, Surrey Police remains at the forefront of civilianisation, with the aim of making best use of resources. The drive is to provide increased quality of service with improved demand management and the effective use of a range of dedicated response teams, neighbourhood specialist officers (NSOs), civilian employees and wardens and local policing teams, working in partnership with their communities to tackle crime and disorder.

Against the backdrop of a history of poor funding settlements, Surrey Police has also had to contend with other major investigations and issues which have held the force in the spotlight of media and public attention. These investigations have proved resource-intensive and have at times stretched the force. However, many of these investigations have been brought to successful conclusions, with evidence of good family liaison and a significant emphasis on the proper care of victims, witnesses and their families. Through skilful media management, these positive news stories have been widely circulated to reassure communities in the county.

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	**Fair**	
1B Neighbourhood Policing and Community Engagement	**Excellent**	**Improved**
1C Customer Service and Accessibility	**Good**	**Improved**
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	**Good**	**Stable**
2B Volume Crime Reduction	**Excellent**	**Stable**
2C Working with Partners to Reduce Crime	**Excellent**	**Stable**
3 Investigating Crime		
3A Investigating Major and Serious Crime	**Good**	
3B Tackling Level 2 Criminality	**Good**	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	**Fair**	**Deteriorated**
3D Volume Crime Investigation	**Fair**	**Improved**
3E Forensic Management	**Good**	**Stable**
3F Criminal Justice Processes	**Good**	**Stable**
4 Promoting Safety		
4A Reassurance	**Excellent**	**Stable**
4B Reducing Anti-Social Behaviour and Promoting Public Safety	**Good**	**Improved**
5 Providing Assistance		
5A Call Management	**Good**	**Improved**
5B Providing Specialist Operational Support	**Good**	**Improved**
5C Roads Policing	**Good**	**Stable**
6 Resource Use		
6A Human Resource Management	**Excellent**	**Improved**
6B Training and Development	**Good**	**Improving**
6C Race and Diversity	**Good**	
6D Resource Management	**Good**	**Stable**
6E Science and Technology Management	**Good**	**Improved**
6F National Intelligence Model	**Good**	**Stable**
7 Leadership and Direction		
7A Leadership	**Good**	
7B Strategic Management	**Excellent**	**Stable**
7C Performance Management and Continuous Improvement	**Good**	**Improved**

1   Citizen Focus (Domain A)

Surrey Police, with the full support of its police authority, has done much in recent years to foster and promote excellent relations with its communities and its local and strategic partners. This work continues under the banner of Staying Ahead 3 with a focus on quality of service as well as performance outcomes. The well-established central independent advisory group has been supplemented by local BCU-based groups, and though relationships are still evolving there is real potential to develop these structures into a cohesive whole, which assists not only the police but also, and most importantly, the communities it serves. The ongoing commitment to neighbourhood policing and community engagement is being maintained and enhanced through increased and improved consultation mechanisms, dedicated NSOs and, in areas of the force, through the developing mixed economy of policing project, in which mixed policing teams are proving successful.

1A   Fairness and Equality

Fair

Strengths

- The DCC is seen as the force champion on diversity issues. The Chief Constable, who was previously DCC with this responsibility, has maintained an active interest in these matters since his appointment. A diversity priority programme is chaired by the DCC, and a chief superintendent is co-ordinating seven key work strands; leadership and values, recruitment, training, selection and promotion, professional standards, communication and marketing, and performance of service delivery.
- The police authority has good oversight of race and diversity matters which are monitored through the human resources panel. There is local member involvement in independent advisory groups (IAGs) and the Chief Executive attends the force IAG meetings and the SPECS process, where race and diversity feature as a standing item with performance monitors in place.
- There is a well-established diversity directorate, which supports a force-wide IAG. The central IAG has been supplemented by the introduction of BCU-based IAGs. These are seen as closer to the communities in their respective BCUs and are more readily available for routine advice and assistance (see Areas for Improvement below.).
- The proactive stance on diversity issues has been continued. Lay members from minority ethnic backgrounds have been appointed and trained as recruitment assessors, further volunteers have been recruited to assist with foundation training, and placements within communities such as the Chinese community have been arranged for trainee officers. Each BCU and department has also been encouraged to nominate a champion for diversity.
- The strong visible support for diversity issues from the chief officer team is supplemented by clear messages in force recruiting advertisements and has featured in the newly launched Surrey Police Standard. The Chief Constable presented the standard to all staff in an impactive and well-received road show, setting out his agenda and expectations.
- The next recruiting campaign will be aimed specifically at attracting female and ethnic minority candidates. Means are being found to overcome the barriers set by the National Recruiting Standard, which have had a negative effect on recruitment from the relatively small minority communities in the county, and to retain their interest and enthusiasm pending selection procedures and appointment.
- During the baseline fieldwork Her Majesty's Inspectorate of Constabulary (HMIC)

staff were shown warrant cards bearing the collar number of the relevant officer in Braille. This innovative, if token, method of demonstrating commitment to the needs of minority groups is reinforced by the cards being presented to staff following successful completion of the diversity training package.

- 'Sexual orientation' and 'religion and belief' were subjects covered in recent diversity training, which continues to be delivered to new recruits during the training programme.
- The diversity directorate has moved under the wing of the HR department and work has been completed setting roles, responsibilities and workstreams. The directorate is shortly to be enhanced in size and will be able to offer more proactivity in relation to the various strands and work together in supporting the IAG and the Race Equality Scheme (RES).

Areas for Improvement
- The RES was rewritten in 2004 and having been properly signed off is now a living document, which is subject to constant review and may be updated at any time due to changing circumstances. While there remains scope for further improvements in certain areas, issues emanating from the work of Lord Ouseley of Different Realities Partnership Ltd, and from the CRE investigation of the police service have nevertheless been reflected in the document.
- The RES has not been published in any language other than English, although some external publications are available in other languages. There are no publications currently available in Braille.
- It is anticipated that public perception work, coupled with the input from local stakeholder groups, will reinforce existing links and develop new networks with representatives from all communities, and specifically from minority groups. This developing work may well increase levels of trust and thus lead to a greater willingness to report hate crimes.
- The force has a well-established IAG, which sees itself as a critical friend to the organisation and as such prepared to challenge robustly as well as to advise. This group is supported by staff in the diversity directorate. BCU commanders have recently supplemented this central body with local BCU-based IAGs (see comments above). Means should be found of addressing the corporacy and communication issues surrounding this evolutionary process; without compromising the IAG's independence the force may be able to offer support in this area.
- There is evidence of a lack of awareness of the existence of either the central or the BCU IAGs among operational officers. For some reason a good marketing opportunity would seem to have been missed within the recent strands of diversity and leadership training.
- There is active use of Gold groups for complex and serious Professional Standards Department (PSD) investigations. Some investigations have warranted a Gold group running throughout from inception to hearing and in some cases to retrial. These Gold groups have utilised the community knowledge and contacts of the central IAG; however, feedback to the groups regarding the outcomes and their involvement has been slow and in some cases non-existent.
- In compliance with the Race Relations (Amendment) Act 2000 the diversity directorate is reviewing all force policies and procedures. These have been prioritised, with the top 20/25 being worked upon currently by the directorate; the remaining policies are currently being reviewed by the relevant business heads in consultation with the IAG. Whilst taking account of other organisational and

operational drivers, this process should be expedited.
- Work continues to increase public trust and confidence, and early evidence from the customer satisfaction surveys in relation to increased feelings of public safety are very promising. However, there is still room to promote increased reporting of race and hate crime, which remains low and significantly below MSF and national averages.

1B Neighbourhood Policing and Community Engagement

Excellent	Improved

Strengths

- The regional crime reduction director reports continuing excellent relationships with Surrey Police and regular engagement with district officers of various ranks. This indicates the high levels of empowerment felt by officers engaged in community-related work.
- The Chief Constable and the chair of the police authority have continued to conduct the annual roadshow, in which all chief executives are visited and receive presentations as well as being canvassed as to their concerns. Feedback from this latest round has proved extremely positive and indicates an improving relationship between these key partners and Surrey Police.
- The police authority is actively engaged with the community on a number of fronts and keen to find ways to engage better with harder-to-reach groups.
- Current consultation processes include thorough local engagement, Police Consultative Partnership Groups (PCPGs), with Crime and Disorder Reduction Partnerships (CDRPs), local BCUs, local IAGs. The Authority conducts a roadshow of public consultation, anticipating the planning cycle for the policing plan, and carry out interviews in a range of venues aimed at meeting as many people from as wide a range of backgrounds as possible. The findings of this consultation are combined and reflected in future policing plans where possible.
- Surrey has a well-established and robust neighbourhood performance framework across the whole force, agreed by the police authority and articulated in the policing plan. This has resulted in a massive escalation of enforcement and problem-solving interventions in neighbourhoods, which is believed to account in no small part for the significant increase in satisfaction measures recorded in Surrey Policing Plan Surveys, as detailed below.
- Tremendous effort has been applied, working with local people and with partners, to understand local concerns and to respond appropriately. Last year's target to identify and tackle 1,000 neighbourhood priorities was well exceeded. Formal warnings for repetitive neighbourhood incidents and anti-social behaviour (ASB) were issued on 16,000 occasions against a target of 4,000, and 64 Anti-Social Behaviour Orders (ASBOs) were issued against a target of 60.
- Surrey has cited comparative research and consultation, conducted in support of the 2005/06 planning cycle against the previous year which has highlighted a number of significant improvements. For example, 83% of respondents to the consultation had seen an officer at least monthly, compared with the previous year when 71% stated that they never saw a police officer or PCSO. 89% of respondents considered that their relationship with Surrey Police was very or fairly good, compared with only 63% in the previous year's survey. 73% of respondents felt safe walking alone outside after dark, a significant contrast to the previous year when only 47% of people had such confidence. Additionally, this cross-references well against the BCS, in which the force has demonstrated a falling fear of crime.
- A good example of a response to a common complaint is that in relation to speeding and driver conduct. The police authority is therefore influencing the force to give greater precedence here through NSO and BCU Casualty Reduction Officers as well as through the Strategic Roads Unit.
- The number of neighbourhood panels has recently been increased from 140 to 180. These panels, used to raise and gauge local policing concerns, enable members to identify and vote on their local policing priorities, generating a local action plan and

problem profile which are monitored by a force tracking system for progress and ultimately for outcomes.

- There is evidence of excellent partnership working between Surrey Police and external partners, for example a joint Surrey Police/Probation Service initiative which has resulted in innovative working relationships aimed at addressing the harm and distress caused to victims by persistent/prolific offenders. This initiative has been cited by Her Majesty's Chief Inspector of Probation as 'unique', and has been mainstreamed into normal business processes.
- Surrey Police has maintained a high-profile media office, which effectively monitors positive and negative media messages and also maintains external and internal media officers on BCUs. NSOs are encouraged to have regular contact with local media to put over messages of reassurance and to inform the local public of issues and what has been done to address their concerns. The divisional press officers supplement this with advice and guidance where appropriate and with weekly or bespoke press briefings as required.
- NSOs are canvassed annually to ascertain what they need in order to market themselves and Surrey Police effectively in the local community. They have also been provided with corporate templates for poster campaigns, which they may tailor to their needs.
- The Christian Police Association is working with NSOs to promote a new scheme within churches to 'adopt a cop'. Cards with photographs and details of local NSOs continue to be produced and distributed widely.
- Surrey's commitment to developing the mixed economy of policing continues with non-sworn staff being increasingly utilised to perform roles previously under the remit of sworn police officers. An example of this is the recruitment of 11 PCSOs specifically to focus on and address youth issues across the county.
- Partners such as the Probation Service continue to be actively involved in activities such as tasking and co-ordinating, and in joint action groups (JAGs) and community involvement action groups (CIAGs), which exist in each of the 11 boroughs in the county. These groups are intended to address emerging issues relating to problem individuals or the wider community.
- The force is developing joint intervention teams, comprising Trading Standards, PCSOs, NSOs and a supervisor, to tackle local ASB and juvenile under-age alcohol misuse.

Areas for Improvement
- Surrey has an active force IAG which is mirrored by IAGs on some of the BCUs; however, this has caused some duplication of roles, involvement and engagement. The Force is alive to these issues and is reviewing their support to the IAGs. (See comments above)
- The IAGs would welcome more feedback and outcome information following their involvement in local probationer training, Gold groups and critical incident training. This is important to ensure consistent support into the future.

1C   Customer Service and Accessibility

Good	Improved

Strengths
- The Chief Constable has delivered a clear message regarding Surrey's policing standards. This has promoted checks such as the parading of probationers with ad hoc knowledge tests; a review of the corporacy and consistency of the wearing of uniform; and a high basic standard of first-line investigation and action upon attendance at a scene.
- There is clear commitment to improve the quality of service to customers: this is evident in the recent and successful launch of the Surrey Police Standard, which was led by the Chief Constable and involved his personal presentation to the entire workforce in a series of roadshow-style interactive conferences.
- This focus on quality has been achieved through the involvement of an outside service provider which has run series of workshops for managers. The need to reinforce satisfy customer demands and has resulted in the LISTEN acronym, which, if followed sets out the basic standards to be expected of all members of staff in their dealings with members of the public in any setting.
- A further initiative, piloted in Spelthorne but now being rolled out to the entire force, involves supervisors having to conduct a set number of random call-backs to members of the public who have had contact with the police to establish the level of service they received. Supervisors at every level are conducting this work, including members of ACPO, among them the Chief Constable. This initiative is good practice and sends out a very clear message to the force that quality counts. This message is reinforced when officers receive a call from the Chief Constable congratulating them on a job well done or pointing out areas where they might have achieved a better result.
- Surrey Police has also introduced a call-back system whereby officers are obliged to update victims and witnesses on a weekly basis to keep them abreast of developments in their case, and to advise them of the eventual outcome rather than their finding out by reading the local press or indeed not hearing anything further.
- A close eye has been maintained on customer satisfaction surveys and there are clear signs of improving public satisfaction with the police service on a range of issues. The force is also pleased at the effect that they are having in improving feelings of public safety, as attested by responses to the BCS. See also comments in 1B above.
- Mobile police stations complete with cell capabilities have been purchased and are being utilised to raise the profile of Surrey Police at times of high demand. This might for example involve being strategically placed in an area such as Guildford town centre on Friday night, or patrolling in parts of the county which have a low police presence. This facility is able to act also as a forward management centre in the case of a critical incident or other major policing event.
- Each BCU maintains a 24-hour contact point, either by means of a front office capability or by the use of telephony from relevant stations.

Areas for Improvement
- The estates strategy is based on an operational policing requirement to fit in with geography, profile of local needs and with the intention of combating of crime. The estates strategy has been signed off by the Surrey Police Authority. It has however requested a detailed report showing projected outcomes and performance-related issues, together with options for increased accessibility. This report is being addressed through the Staying Ahead 3 project and is an area which should be

progressed with a view to further increasing accessibility.

- The Surrey Disability and Accessibility Audit identified that only 19% of the force's buildings were accessible to disabled persons against an MSF average of 40%. Recent improvements have ensured that 47% of front offices now meet the statutory requirements (national average 40%). On completion of phases 2 and 3 of the refurbishment programme, that figure will rise to over 60%.

1D   Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, APA, HO and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

Surrey is one of the safest counties in England and Wales, with one of the lowest overall crime rates. This record continues to be sustained, with minor exceptions such as are evident elsewhere in the country. Excellent reports have been received from various stakeholders, including the regional crime reduction director and others at county and district level, as to the extent of community and partnership involvement.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable

Strengths
- Hate crime incidents and crime are reviewed daily: this review covers what action has been taken, the involvement of support groups and who owns the investigation. This information is discussed at BCU and morning tasking meetings and a detailed report is provided to the Chief Constable within his daily briefing.
- There is evidence of force-wide support for hate crime investigation and reduction, ranging from the central IAG, to a proactive Hate Crime Group on one BCU, to local NSOs holding community surgeries to encourage the reporting of hate crime. Divisional crime investigation teams on the four BCUs investigate hate crime, ensuring there are enough trained investigators for the level of reports. A central hate crime co-ordinator has recently been appointed and is responsible for the audit of hate crime investigations.
- Hate crime features as one of the force's strategic assessment and control strategy processes. Local community intelligence is used to inform the assessment, and the JAGs, community intervention action groups (CIAGs), CDRPs and LSPs are all sources of intelligence and actively feed into the National Intelligence Model (NIM) intelligence and tasking process.
- Following a publicity campaign, there has been continued emphasis on highlighting hate crime as an issue and on encouraging third party reporting.
- Internally reported hate crimes, including racist and homophobic behaviour and bullying, are recorded as such and dealt with at the same level of investigation and supervision (through PSD) as external hate crimes.
- Surrey Police and other agencies are currently engaged in budgeting processes to include a proposed significant increase in funding for domestic violence (DV) outreach workers. The force is also a major funding contributor to the Surrey Community Safety Unit, which employs a permanent DV co-ordinator.
- The public protection structures are currently being reviewed on the BCUs and this process is being informed by the NCPE guidance on DV, Mispers and CPT. Close working relationships have been developed between Surrey Police and the Probation Service in the county: for example jointly funded 'business breakfasts' are held in order to progress the duty to co-operate across other agencies.
- The force has produced a comprehensive hate crime manual which is available to all members of staff on the intranet and is linked electronically to the ACPO *Hate Crime Manual*. Each BCU has strategies and protocols which are multi-agency and link with the local community safety strategies.
- The detective superintendent for public protection investigation units (PPIUs) is a member of the various multi-agency committees that are involved with the PPIUs at a strategic level. The unit manager for PPIUs chairs the multi-agency strategic management board which also includes the ACC as a member. The force has a central co-ordinator and a jointly funded (police and Probation Service) administrator for multi-agency police protection arrangements.

- A bespoke risk assessment form for DV is being piloted on one BCU, which it is hoped will improve the force's ability to monitor repeat victims, offenders and children within DV homes who are possibly at risk.
- PPIUs are integrated within BCUs and collaborate effectively with other agencies. The force now uses the Violent Offender and Sex Offender Register database in relation to registered sex offenders. The force is mindful of the ACPO *Child Abuse Investigation Manual* and its current processes are being reviewed.
- The force is represented at the county multi-agency DV funders and strategy group by the same detective superintendent who has direct responsibility for PPIUs, therefore providing a level of consistency and best proactive in policy development. The DV funding group and its role have recently been reviewed and streamlined. There is a clear commitment from the force in terms of regular and high-profile chief officer involvement and financial support.
- The development of the PPIUs in each BCU, under the control of a dedicated detective inspector, has enabled the sharing of best practice and policy development. These units handle child protection, domestic violence, missing persons, vulnerable adults and the management of sex offenders/PDOs, working from one location. Each BCU has a specialist registration and assessment officer (RAO) who convenes multi-agency risk assessment management panels (RAMP) on a monthly basis.

Areas for Improvement
- The DCC, in consultation with the BCU commanders and with the support of the Surrey Police Authority, has agreed to redefine hate crime so as to encompass all forms of domestic violence and crime against vulnerable victims in the widest terms. This move has been agreed at Chief Officer Group and delivered at SPECS, and now needs to be formalised through further consultation and delivered in a clear and concise message to the workforce to avoid confusion.
- HMIC remains concerned at the apparent low levels of hate crime recorded in the county. The statistics may not accurately reflect the true picture, and there is scope to increase trust and confidence in relation to areas of hate crime such as race and homophobic criminality and to ensure a higher level of reporting. Such trust might be engendered by greater involvement of outreach staff and IAGs, who are a valuable link into potentially vulnerable communities.
- The force is alive to the need to review elements of its reduction policies and investigation of hate crime following the issue of recent NCPE guidelines. This is being actively progressed but remains work in progress.

2B   Volume Crime Reduction

Excellent	Stable

Strengths

- Surrey has for many years been one of the safest counties in England and Wales. An emphasis on low crime and crime reduction is one of the key principles of Surrey Police and is actively promoted by the force command team under the reassurance banner.
- Against the backdrop of having one of the lowest levels of recorded crime in England, the force continues to achieve some good results in crime reduction, with a further drop in 2004/05 compared with 2003/04. Comparison with its MSF group in terms of levels of headline crimes at the year end 2004/05 saw Surrey placed third for burglary and second for violent crime and for robbery and vehicle crime (see Appendix A).
- Partners such as the Probation Service continue to be actively involved in activities such as tasking and co-ordinating, and in groups such as JAGs and CIAGs, which exist in each of the 11 boroughs in the county. These groups are intended to address emerging issues relating to problem individuals or the wider community.
- The DCC chairs monthly performance monitoring meetings known as SPECS. At this meeting BCU commanders and headquarters (HQ) departments are effectively held to account for a variety of headline performance issues, including crime reduction. This process is supported by the performance management department and is conducted in the style of a friendly 'CompStat'. The force reports that due to the effectiveness of this process and the early identification of trends, remedial action in relation to deteriorating performance is seldom required.
- There is a well-established tasking and co-ordinating process operating throughout the force, and at BCU level this is supported by various community intelligence sources such as JAGs and CIAGs, all of which lead to effective resource deployment.
- The force achieved a 'green' in relation to its high levels of accuracy and compliance with Home Office counting rules and the National Crime Recording Standard (NCRS) during 2004/05, and has been an early adopter of the NSIR.
- The heavy emphasis placed on reassurance and neighbourhood policing ensures that volume crimes such as criminal damage and other 'signal crime series' are quickly identified and addressed.
- Resources are deployed according to the force and BCU control strategies, and include NSOs supported by borough teams, PCSOs and Special Constabulary, who are also actively involved in local tasking and co-ordination group (TCG) meetings.
- NSOs and PCSOs are provided with the appropriate training to ensure they are fully conversant with crime reduction and problem-solving tactics which they are able to utilise in the community.
- Licensing issues are owned by respective BCUs and there is central support for advice and guidance on legislation within the criminal justice and partnership department, which also co-ordinates and oversees all ASB interventions.
- The force has assisted local schools with their own strategies to combat violence, drugs and other criminal issues. Force-wide protocols and procedures are being formalised to cover events such as arrests on premises and parents causing disorder. The profile of the force drugs dogs has been raised, and an educational video has been produced for the information of teachers and pupils, although this is not routinely used within schools.
- Bullying and other hate crime protocols are already in existence between Surrey Police and local schools, to encourage the reporting of such incidents, and the force

has recently provided advice on restorative justice to an organisation in South America.

Areas for Improvement

- The force is struggling to meet the national public service agreement (PSA) target for vehicle crime reduction. At the time the target was set, Surrey had the lowest level of recorded vehicle crime in the country, and thus started from a particularly low base.

2C   Working with Partners to Reduce Crime

Excellent	Stable

Strengths

- Key stakeholders, including the regional crime reduction director, have reported to HMIC excellent working relationships between the Chief Constable, the police authority chair, and the chief executives of local and district authorities and Surrey County Council. The recent round of visits by the chair and the Chief Constable have been particularly well received, and feedback has been given to the effect that there is an air of greater transparency and a sincere will to work with partners.
- The County Council has recently restructured to reflect the four Surrey BCUs and has formed a county community safety strategy group. This group, comprising BCU commanders, ACPO and representatives from HQ partnership development unit, together with senior stakeholders and heads of department within Surrey County Council, meet regularly, employing NIM principles to tackle emerging problems and issues proactively across the county. This initiative has speeded up delivery in areas such as street lighting repairs and improved licensing initiatives.
- It is planned to introduce a senior police officer into the County Council at a strategic level to address community safety and contingency issues, although this is still under discussion.
- Borough inspectors are now almost exclusively dedicated to working with CDRPs. One division has seconded an inspector to enhance this approach further. Objectives on tackling drugs are well integrated into CDRP strategies.
- The use of JAGs and CIAGs at tactical level has proved an effective means of engaging with local community stakeholders and of problem-solving. These and other groups within the county operate effective information-sharing protocols which are well established.
- Engagement with these groups has produced sponsorship opportunities, and other perhaps unforeseen opportunities for the police to interact with and create effective partnerships with the community.
- A range of community stakeholders, and the regional crime reduction director, have reported favourably on partnership working and relationships at both strategic and tactical levels.
- Surrey Police and other agencies are currently engaged in budgeting processes, to include a proposed significant increase in funding for DV outreach workers. The force is also a major funding contributor to the Surrey Community Safety Unit which employs a permanent DV co-ordinator.
- Under a partnership arrangement with Surrey County Council, joint intervention teams are being established. Each BCU will have such a team, consisting of a sworn officer, PCSOs, a Trading Standards officer and youth outreach workers. Extensive consultation has been undertaken to maximise the marketing and advertising opportunities this project offers, and external graphic designers are being used for the design of logos, artwork and dedicated vehicles.
- Training in child protection is conducted jointly with Social Services and involves the Crown Prosecution Service (CPS) and other partner agencies. Child Rescue Alert is a pre-agreed scheme with the broadcast media to interrupt television programmes to alert the public to incidents where a child's life may be at risk.

Areas for Improvement

- The local government administrative structure of Surrey and the absence of unitary authorities creates difficulties in respect of wider CDRP accountability. Following comments within the last baseline report, a concerted effort has been made to

address this issue, and under the auspices of the Surrey Together Partnership the County Council has realigned itself to mirror the BCU boundaries. This has the potential to make real improvements to communication and early resolution of emerging issues.

- Work is in progress to further improve the working relationship between the force, the Probation Service and Youth Offending Teams. One possible step to enhance this relationship further would be the provision of information technology (IT) support such as ViSOR to the Probation Service and other relevant agencies to enable the sharing of information and to assist tasking.

3   Investigating Crime (Domain 2)

Surrey Police has dealt successfully with a number of serious and major enquires over recent years, though doing so has stretched the force's resilience. However, considering the relatively small size of the force, resource abstractions have been minimised and overall performance has not been too badly compromised. Successes have been achieved and maintained in relation to offences brought to justice (OBTJ) and sanction detections. There remains scope however, for improvements in areas of volume crime with particular reference to key crime types such as burglary, vehicle crime, and race and other hate crime, as Surrey Police's performance remains low in comparison with both MSF and national averages. The force is alert to these issues and has commenced a significant programme of work under the direction of the DCC to understand how improvements can be achieved. The centralisation debate regarding management of forensic examiners continues, and there is scope for better strategic management in terms of the force steering group, as mentioned below.

3A   Investigating Major and Serious Crime | Good

Strengths

- Surrey Police has consistently devoted considerable emphasis to the effective resourcing and leadership of the HQ force major crime department. During the last five years the force has dealt effectively with a number of high-profile cases which have aroused national interest.
- The management of recent cases has been characterised by very effective and proactive use of national press and television. This has had the effect of providing reassurance and has maintained the awareness and support of the community at large through the inclusiveness of consultation with IAGs at Gold groups.
- All category A, B and C murders, corporate manslaughter, homicides, and stranger or series-linked rapes are now investigated by the major crime investigation teams (MCITs). This recent change in policy has seen the team's workload rise from eight investigations to thirty in this last year. The department also reviews all historical cases.
- Opportunities and learning outcomes are constantly being sought through various review processes and supported by a rigorous training regime. Weekend training events involve not only the major crime department but also other key players within the force, including IAGs and call handling centre (CHC) staff.
- Surrey Police has recently introduced crime seminars to articulate learning issues arising from national investigations. These seminars are open to detective sergeants and above. Monthly crime forums are also held for all detective chief inspectors and above, chaired by the head of the criminal investigation department (CID).
- Call-out rotas are currently being reviewed to enable and develop a crime call-out and a unique murder call-out system. Role-specific forensic awareness training is provided to TPT and DCIT staff. All CID officers and crime senior investigating officers (SIOs) have received nationally accredited training and the initial Management of Serious Crime course is now delivered to detective sergeants. At a force level a multi-agency initial First Responder Management course is provided to enable officers to deliver a co-ordinated multi-agency response to major incidents.
- The head of crime has developed a policy for BCUs to train in and utilise HOLMES for serious BCU investigations. Staff are trained in action and document management, thus ensuring more effective investigations, along with accuracy and accessibility of records should a decision be taken to allocate a BCU investigation

to an MCIT.

- The performance regime for the crime management department is based on the National Policing Plan and local force plan. The current department plan is being reviewed in light of NCPE guidance. There are good data monitoring systems, which are business-focused and include personnel, training, sickness and finance information. Performance is reviewed at weekly meetings within each sub-department, and all performance data is available to all force employees on the SPECS website. The head of crime has set aside a twelve-month contingency budget.

- The force's use of PowerPoint in operational briefings has been identified by external review as good practice. The force has also secured Home Office funding to pilot the use of a 'mixed economy' project in the viewing of CCTV evidence and the conducting of house-to-house inquiries for major incidents.

- The force has been innovative in its use of DNA testing, being the first force to secure a conviction using a familial DNA technique, during Operation Glitter: an object had been thrown from a bridge by an unknown suspect, causing the death of a driver passing beneath the bridge.

- Having identified that it lacked resilience in the area of crime scene management, the force has recently secured two additional Crime Scene Managers who will be aligned to the two MCITs. This will also allow for a degree of personal and professional development within the department.

- One area of the organisation where active use is being made of activity-based costing is the HQ crime department. Full consultation has been undertaken with the BCU commanders in setting the headings for activity-based costing within the crime department. As a result of this consultation, two of the headings for this monitoring process are: to quantify what support the crime department is providing for each BCU; and to monitor sickness and Working Time Directives. The crime department also has two dedicated resource managers who are able to cost all aspects of a major incident.

Areas for Improvement
- With regard to resilience, there have continued to be staff shortages within the MCITs. At the time of the baseline assessment these equated to approximately 8% of sworn staff and 17% of other police staff. However, there is within the department a robust management programme for sickness, which is currently below the force average. The department has bid to make up the staff shortfall by utilising agency staff (ex-police officers) from external service providers, but this has proved difficult in terms of addressing skills gaps and maintaining the currency of qualifications. The force may wish to revisit resource allocation within the MCIT to ensure appropriate resilience.

- The BCU costs, which form a major part of the overall financial impact following a major investigation, have previously been subject to ad hoc completion. There are plans to implement a comprehensive activity-based costing programme for all its staff. This should be progressed.

- The size of the force and the unusual nature of exceptional demands placed upon the MCIT have had an adverse effect in terms of the review function. It is important to ensure resilience is maintained in relation to this important function.

- A potential gap has been identified in terms of supervisory expertise relating to initial scene management at major incidents and major crimes. With a view to addressing this issue, serious consideration is being given to developing a properly trained cadre of critical incident managers to provide the 'golden hour' response to such incidents.

- There is a need to consider formalising the debriefing process with IAG and external customers at the conclusion of major incidents, to ensure that learning is obtained, that their involvement is recognised and that they are fully updated with the outcomes.
- There is currently no means of tracking the geographic whereabouts of family liaison officers for crime and road traffic investigations across the force. A policy is being developed and this should also take into consideration other secondary skills such as HOLMES, PSU and VLOs.

3B   Tackling Level 2 Criminality

<div style="border: 1px solid black; display: inline-block; padding: 5px;">Good</div>

Strengths

- ACC (SO) is the chief officer lead for level 2 crime and has line responsibility for all level 2 resources. The same chief officer is also the force NIM champion. ACC (TO) currently chairs the force TCG; however, this is under review by the DCC. ACPO represent the force at the regional level 2 TCG.
- All operations and intelligence requirements are linked to the force priorities contained within the strategic assessment and control strategy. Evidence of this is provided by the four focus desks within the force intelligence board (FIB), responsible for priority crime both at force and BCU level. Level 2 deployment and proactive operations are prioritised through the FIB utilising a scoring matrix card.
- Criminal networks are identified via quarterly marketing profiles which are produced by each focus desk within the FIB. These cover the main priority crimes of burglary, vehicle crime, drugs and violence. Intelligence on criminal networks operating across county borders is put forward to the Regional Intelligence Cell for consideration as a potential target for the South-East region.
- Surrey has several memoranda of understanding with neighbouring forces and national agencies such as the Immigration Service and HM Revenue and Customs. Preparation is under way for the introduction of Serious and Organised Crime Agency, with the head of crime personally reviewing and reporting upon the recent Aldridge recommendations. Early activity is already taking place, such as exploration of regional strategic alliances for asset-sharing in areas such as technical support, witness protection and 'hi-tech' crime.
- The performance regime for the crime management department is based on the National Policing Plan and local Force Plan (4C's). The current department plan is being reviewed in light of the NCPE guidance. There is good monitoring data systems which are business focused which also include personnel, training, sickness and finance. Performance is reviewed at weekly within each sub-department and all performance data is available to all force employees on the SPECS website, subject to review at the monthly SPECS meeting and driven by bi-weekly TCG meetings.
- There are several recent examples of excellent liaison between agencies such as HM Revenue and Customs, NCS and the Immigration Service. The force has a pilot, co-located unit consisting of officers from Surrey and Hampshire and an analyst from Thames Valley Police to deal with cross-border vehicle crime. Other examples of cross-border co-operation include Operation Governor, a drugs operation involving the National Criminal Intelligence Service and several other forces; and Operation Yellow, an operation targeting high-value burglaries across several force borders.
- Surrey is a regional co-ordinator for undercover operations and utilises test purchase officers and undercover officers within the force to work in other force areas, and vice versa. Surrey is currently the only accredited undercover unit nationally and has a very strong and busy undercover capability. The co-ordination of this work is currently undertaken by an ex-police officer.
- There is the capacity to combat other areas of serious and organised crime through the force's specialist units such as the hi-tech crime unit, the financial investigation unit, the fraud squad, the paedophilia online investigation team and the vehicle crime team. These units are within the Crime Management Performance Plan and each is directly aligned to a detective superintendent. The work of all these units is reviewed as part of the head of crime's weekly management meetings.

- All dedicated level 2 resources are under the control of the detective superintendent crime management. The department has recently undergone a restructuring which has split crime operations into two departments: reactive and proactive. This has enabled clear ownership and accountability within the specialist fields and has assisted with the tasking and reviewing processes.
- Between April 2004 and the time of assessment, ten level 2 operations were conducted to either prosecute or disrupt organised crime groups. These operations have led either to successful prosecutions or to prosecutions that are pending court.
- Activity-based costing is utilised for each operation at level 2. Each operation is costed by hours worked, overtime, expenses and subsistence together with budget and other expenditure. Performance indicators are included within the Crime Management Performance Plan, which is currently being reviewed for 2006/07 to ensure that SMART targets will be put in place to enhance the present performance indicators.
- At the time of assessment, Surrey had issued orders under the Proceeds of Crime Act 2004 (POCA) to the value of £895,165. Thirteen confiscation orders had been submitted since April 2004, and several significant assets had in addition been seized as part of ongoing investigations which had been referred to the Assets Recovery Agency.

Areas for Improvement
- There is evidence to support the evolution of the regional level 2 tasking and co-ordination process. An example of this evolution is that there has been agreement to focus tasking and operations on cross-border criminals rather than specific crimes. This will ensure that intelligence opportunities are maximised and that level 2 operations are made more effective.
- Concerns exist within the force, as with others within the region, that there may be resilience issues if a regional level 2 crime squad or similar entity is formed. The perceived danger is that forces with traditionally strong level 2 resources may suffer disproportionate loss of staff.
- Surrey Police, like other forces in the region, is suffering from an inability to manage live time level 2 intelligence between forces. Work is ongoing to address this issue through regional heads of crime and ACPO leads. For example, forces within the South-East complete their own market profiles; however, the data is often out of date by the time it reaches the lead force. HMIC recognises that this issue is not purely Surrey's problem, but one which the whole region should work to resolve.
- At the time of assessment there was only one financial investigator on each BCU. The force indicates plans to utilise funds found within the department to increase the number of investigators by four, along with an additional supervisor, line-managed by the BCU but professionally managed by HQ CID. This initiative will increase the force's capability in relation to the POCA.

Fair	**Deteriorated**

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Strengths

- Operational superintendents maintain active oversight of all hate crime reports and policy dictates they must sign off reports before they are filed. All race and other hate crime incidents feature in a daily briefing to the Chief Constable and Force Command Team (FCT). The force has recently introduced a robust performance management framework for hate crime investigations, which will include a superintendent signing off all such investigations. One of the two ACCs will complete ten random sample checks of finalised crimes per month.

- The ACC (SO) attends the various strategic meetings with other agencies, including the multi-agency police protection arrangements senior management board and the Surrey criminal justice board. The detective superintendent public protection is an active member of the area child protection committee, the adult protection committee, DAT and the county domestic violence group, ensuring a consistent strategic police presence in these interrelated areas of business.

- Bullying and other hate crime protocols are already in existence between the force and local schools, to encourage the reporting of such incidents, and the force has recently supplied advice on restorative justice to an organisation in South America.

- In tandem with the Prolific Young Offender scheme, Surrey Police is exploring opportunities to 'fast-track' offenders for hate crimes and is in consultation with the CPS around charging levels.

- The introduction of two black and minority ethnic (BME) PCSOs in Woking is said to have led to an increase in confidence in the local community. Improved communication and liaison has occurred because the individuals originate from within BME communities. The benefits of this initiative have been evident in a recent critical incident, in which the community gave positive feedback.

- There is corporacy in resourcing across the county, with each BCU owning a PPIU which contains three officers dedicated to the investigation of DV. These officers are all accredited detectives trained by means of the PIP accreditation scheme.

- DV and hate crime form an integral part of the new foundation training course for probationers. Despite the fact that Surrey Police now adopts a streamed approach to training: all streams receive this basic training, with those in the detective stream receiving an enhanced package to prepare them for their area of specialism.

- The force has recently introduced an e-learning package covering race and diversity and hate crime investigation. All members of the organisation are required to complete this training package, as part of their performance development review (PDR) objectives. Compliance in this training is monitored by e-mail, with the test result being forwarded to the individual's supervisor. A member of staff can have three attempts at the test, and feedback regarding the contents and user-friendliness has been extremely positive.

- All DV incidents are recorded as crime-related incidents from the outset. The local criminal justice board is in the process of developing standards to be expected of officers in the investigation and prosecution of DV. The DV central co-ordinator monitors compliance and conducts audits and dip checks at BCU level. All these processes are being reviewed in light of the ACPO/NCPE guidance on the investigation of DV.

- North Surrey BCU is currently trialling a missing persons unit in a pilot to develop the professionalisation of missing persons investigations within the county using a dedicated officer resource.

- A possible measure of increased trust and confidence in the force has been an increase in the reporting of racist and homophobic hate crime. While this rise has received some adverse media publicity, it has been quickly and positively addressed by the force, giving reassurance and hopefully raising confidence in minority communities.
- Research is being conducted to obtain a greater understanding of repeat victims and offenders. Collaborative work is under way for partner agencies to scope the costing for dealing with repeat victimisation in DV and race and diversity crimes.

Areas for Improvement
- In a bid to reduce bureaucracy and improve the investigation of missing persons, the force has recently added a dedicated misper screen to the internal IT system on CIS. Criticism has been received to the effect that this is a useful introduction but that staff have received little training.
- The detective superintendent head of the PPIUs represents the force and crime managers on the IAG board. Such is the multi-agency involvement and awareness of this key individual that it is unfortunate that his role appears to have been omitted from a recently revised diversity programme launched by the diversity team.
- It is important to maintain continuity and consistency in relation to multi-agency and partnership working. Succession planning should be actively progressed to maintain the excellent working relationships fostered by the current post holder.
- Performance in detections of racially or religiously aggravated offences has dropped from 40% during 2003/04 to 31% in 2004/05 with the force at eighth position in MSF terms and in the bottom quartile nationally.
- The level of satisfaction expressed by victims of racially motivated attacks in 2004/05 has however risen above national averages, though this information was gleaned from a low survey response.

3D   Volume Crime Investigation

Fair	Improved

Strengths

- Volume crime investigation is owned at BCU level, with BCU commanders accountable for performance to the ACC (TO). Performance against headline crime targets is actively monitored and robustly scrutinised through the SPECS process. Strong partnership working arrangements have been developed through the use of joint action groups. These comprise key stakeholders such as the police, the Probation Service and DATs, and are focused on targeting and changing the behaviour of prolific offenders.

- One key development piloted in north Surrey is the SUMMIT project where prolific offenders are given effective offender management programmes which have a holistic approach to encourage all aspects of lifestyle change.

- The gap between the force sanction detection rate and overall detection performance is small, indicating high levels of compliance with NCRS. The force received a 'green' rating in the recent rounds of NCRS compliance audits.

- Unplanned arrests are progressed by prisoner investigation units (PIUs) to allow arresting officers to return promptly to patrol duties. The composition of the PIUs is 50% police officers and 50% police staff. A sergeant, who reports to a dedicated detective inspector, manages these PIUs and directs lines of enquiry.

- HQ supports the development of investigative expertise through a number of methods, including giving uniformed inspectors with no CID experience an intensive three-week course of familiarisation in the role of detective inspector.

- All detective constables are undergoing the National Detective Training Programme and will be trained utilising 'PIP' accreditation as appropriate.

- The crime registrar maintains a rolling system of audit, focusing on areas of identified vulnerability, such as (to give a recent example) compliance with guidelines for the recording of racist incidents and DV.

- The centralised crime recording facility has been cited as good practice in relation to the quality and screening of recorded crimes. Officers are now making better use of direct-dial facilities, though the force is still struggling to ensure appropriate staffing levels, especially at times of peak demand.

- Surrey Police has reinvigorated the use of automatic number plate recognition (ANPR) which is increasingly being deployed effectively. Taskings and deployments have risen sharply and there are plans to raise the flexibility and performance of ANPR with the aid of the two newly acquired mobile police stations which can be deployed to ANPR sites to process any detained persons swiftly.

- The force's surveillance capacity and capability allow resources to be tasked to address volume crime issues through the force tasking and co-ordinating process. The head of CID is actively monitoring the support given to BCUs through activity-based costing.

- There is evidence that the force has made good use of the POCA, and it aims to raise its performance in this area in relation to level 1 volume crime by utilising the funds secured through the POCA incentive scheme to fund four BCU financial investigators who will further support the Force Financial Unit.

Areas for Improvement

- Performance in relation to OBTJ has been maintained on 2003/04 figures. However when compared with MSF and national averages the force position has slipped to mid-table in both cases (see Appendix A).
- Despite attempts to remedy staff shortages in the Crime Reporting Bureau, there remain significant backlogs totalling as many as 400 backlogged crimes, with sworn staff being utilised on overtime to clear and screen out crimes.
- Following the introduction of what might be described as a 'silo-based approach' to policing with discrete areas of responsibility, there is some evidence of gaps emerging. One example is where TPT officers, who see their primary role as response, may be missing valuable detection opportunities in the 'golden hour' following the initial receipt of a crime report. This gap might be bridged by clearer policy on minimum standards of investigation to be employed by all front-line staff.
- This issue was also highlighted in the recent Best Value Review (BVR) inspection of TPT, where the issues of ownership and clarity of role together with quality of investigation were mentioned.
- Surrey Police has maintained or improved overall detection rates in all key areas together with those key areas for sanction detections. With the exception of violent crime, where its position is mid-table in comparison with MSF and in or near the top quartile nationally, the force is however at the foot of the MSF table and in the bottom quartile nationally (see Appendix A).
- The DCC has, through the SPECS process, asked for the volume crime detection issue to be fully explored through process mapping to identify where the gaps and deficiencies lie.
- There is no automatic interface between command and control and crime recording systems; this lack may adversely affect the force's capability to monitor issues effectively, and inhibit ability to audit compliance with NCRS.

3E   Forensic Management

Good	Stable

Strengths

- Crime scene investigator attendance at the scenes of burglaries continues to remain high placing Surrey first both in its MSF and nationally.
- All laboratory submissions are co-ordinated centrally, and the head of scientific support has control over the budget for submissions.
- Surrey Police uses a variety of external providers for forensic services. At the time of inspection the contract for forensic science support was out for tender. With a view to achieving best value for money, bespoke services for initiatives and campaigns, and improved sample collection frequency, have been included in the business case.
- The early notification of force-wide campaigns where there may be increased submissions or where results are needed quickly has resulted in the external laboratory agreeing to a 'gold service' for the duration of any campaign.
- Having identified a lack of resilience in the area of crime scene management, the force has recently secured two additional CSMs who will be aligned to the two MCITs. This will also allow for a degree of personal development and professional within the department.
- Full advantage has been taken of matched funding opportunities to develop the Home Office Professional Standards Unit, Scientific Work Improvement Model (SWIM) during 2005/06. This process is expected to identify gaps and opportunities for further efficiencies in the identification and successful prosecution of offenders.
- Surrey Police has recently reviewed its scientific support strategy. This has been undertaken in full consultation with key stakeholders at HQ and BCU level and adjusted accordingly. The targets in the high-level strategy translate to departmental and PDR-level targets.
- CSMs and crime scene investigators attend daily and TCG meetings, and play an active role in tasking of resources and dissemination of forensic intelligence.
- Performance on actioning DNA 'hits' is monitored at SPECS meetings. Having achieved the force target of DNA hits being actioned within five days, BCU commanders are now anxious to develop investigative opportunities and maximise detection opportunities following a single hit. Evidence of the success of this initiative is that at the time of inspection the force claimed no outstanding DNA hits, and that performance in fingerprint identification had also markedly improved.
- The department provides forensic awareness training at probationer, detective, constable, sexual offence-trained officer and road traffic collision SIO levels from within its current scenes of crime officer (SOCO) capacity. A bid has been made for a dedicated trainer, which will free up resources to focus on the department's core role.
- Good use has been made of articles in *Off Beat* (the force's magazine) and on the intranet site to promote awareness of the department and publicise good work and new procedures.
- National Automated Fingerprint Identification System performance is currently within the top quartile nationally. Sound working practices within the bureau for NAFIS activity include 'ten print to mark searching' which is a method of tying in recorded offenders with crime scenes.

Areas for Improvement

- At the time of assessment there was no forensic steering group and for various reasons the department has experienced several changes in ACPO lead. The need for a force steering group has been recognised and this is being progressed.
- Ten print to mark searching is not conducted while detainees are still in custody. Data is centrally collated and launched within 48 hours. The fact that the detainees have left custody by the time the results are known may lead to the loss of potential detection opportunities.
- Issues surrounding centralisation and/or devolution of operational forensic staff are still being debated and the outcome of the Scientific Work Improvement Model pilot, which does provide performance data throughout, may assist the force in finally resolving this lengthy debate. There is a belief within the force that there are potential cost savings to be made, without reducing performance or current staff levels, by the removal of the BCU boundaries for SOCOs and central ownership of these staff.
- At the time of the assessment there were performance concerns around a number of issues, including fingerprint forms and DNA kits being unprocessed, and problems with the IT processes which support CIS and the Police National Computer (PNC). Shoemark indices are being relaunched within custody centres following a drop in their capture. The force appeared to be performing significantly worse than its MSF average and consideration was being given to the involvement of the Force Inspectorate.
- Surrey is an 'interface' force and this has manifested in a drop in performance surrounding sampling has been compounded by IT processes within CIS and PNC and, in a percentage of cases, by the quality of the data. This situation should be reviewed and resolved.
- At the time of the assessment, persons detained for recordable offences were not being swabbed for DNA and fingerprinted as specified by sections 9 and 10 of the Criminal Justice Act 2003. Procedural issues and training needs have been identified and a campaign has commenced to raise the incidence of completion of such sampling, and this is being driven and monitored. (See also Criminal Justice.)

3F   Criminal Justice Processes

Good	Stable

Strengths

- The Chief Constable and ACC (TO) both maintain a high profile within the Surrey Local Criminal Justice Board (LCJB). ACC (TO) chairs the performance subgroup and also has wider national criminal justice responsibilities on behalf of ACPO.
- A robust joint performance monthly management meeting has been introduced, chaired by ACC (TO), that includes the Chief Crown Prosecutor, BCU commanders, detective superintendent criminal justice (CJ), CPS unit heads, the CJ reform team and the CPS business manager. All areas of CJ performance are considered, including file quality and timeliness. Emphasis on this area of business has resulted in improved file quality and timeliness and opened a gateway to a shared performance management agenda.
- The recent joint inspection of CJ in Surrey identified an effective performance regime, with the force heavily engaged in partnership working with other CJ agencies.
- The Narrowing the Justice Gap target for increasing the number of OBTJs is being exceeded. In fact, the PSA3 target has been significantly surpassed. During 2004/05 the force maintained performance at 23.6% and is now mid-table compared with MSF and national averages (see Appendix A).
- As a result of a review of offence disposals in 2004, it was identified that opportunities for detection by offences taken into consideration were being missed. A high-profile campaign has been launched in the force, resulting in a significant rise from 336 such detections in 2003/04 to 950 in 2004/05. This has been cited as a strength by the recent criminal justice joint inspection report into the Surrey LCJB.
- The force policing plan makes specific reference to Narrowing the Justice Gap, and the superintendent for partnership development and CJ leads on all LCJB issues for the force, and also on the development of all CJ policy and procedure.
- Considerable investment has been made into PNC input performance. Since this investment against a target of achieving 50% of court results in seven days, the force has achieved an average performance of 63% in the 12 months to April 2005, reaching a high of 89% between January and February 2005. The 90% arrest summons figure has proved more elusive, but an average figure of 82% has been achieved over the last 12 months to April 2005. The force's performance in this area places it second within its MSF group despite being awarded only a fair grading by the Home Office PNC compliance team.
- In order to improve performance and achieve the PNC data requirements, the force has committed an additional five posts within the CHC to deal specifically with Modus Operandi coding. The improvements within the field of Modus Operandi coding have been recognised nationally as best practice.
- Incident reporting books have been introduced in one division to cut bureaucracy by reducing the need for statements and handover packages, thus ensuring less duplication of effort.
- There is an active and well-managed appropriate adult volunteer scheme providing 24/7 cover. The award of a Chief Constable's commendation has acknowledged the achievements of this scheme. The scheme is funded in a joint project by the YOT, Social Services and the Guildford diocese.
- The force defends its phased implementation of co located police/CPS Glidewell sites, which is now nearing completion. The time taken to achieve implementation has afforded learning opportunities such as the need for greater clarity around the

additional responsibilities for police emanating from the Victims' Code of Practice. The management and structure of the Glidewell site running at Staines received praise during the recent joint inspection of CJ in Surrey.

- The head of the CJ Partnership holds meetings fortnightly with all BCU commanders and ACC (TO) to discuss performance and processes within the CJ arena. Performance on CJ is also reviewed during the monthly SPECS process.
- The force has recently appointed a custody standards inspector, who co-ordinates policy and procedure and ensures corporacy across the force.
- Having accepted the disparities at BCU level in relation to the administration of cautions, final warnings and reprimands, the force has introduced a cautioning matrix containing nationally recommended criteria agreed by ACPO, and a monthly forum involving BCU leads and YOT officers to ensure compliance.

Areas for Improvement
- The force has identified that there is scope for improvement within the Prolific and Priority Offenders schemes in terms of the relationship and working practices between itself and the Probation Service.
- There is an apparent lack of follow-up or monitoring on persons returning for police bail. The current system relies on officer thoroughness. For example, at the time of the assessment it was not possible to ascertain how many persons had defaulted on bail nor would the systems in place automatically demonstrate if individuals were on multiple bails defaulters. The issues stemming from this shortcoming include the loss of potential detections, the potential for inappropriate management of detained persons, the duplication of effort, and the potential for persons to be released on bail who should not be.
- The force is actively considering the possibility of extending custody provision in the east of the county, and following research into reasons for station closures elsewhere has opened custody provision at Epsom on a part-time basis to fill the void in provision. This is perhaps a short-term solution which requires reviewing as part of the estates strategy.
- The training and skills deficit among custody sergeants is a recognised concern and a training needs analysis is under way with a view to providing a complete package for newly promoted sergeants and bespoke training to fill gaps among current staff. This is an issue which should be progressed as a training priority.
- At the time of the assessment, persons detained for recordable offences were not being swabbed for DNA and fingerprinted as specified by sections 9 and 10 of the Criminal Justice Act 2003. Procedural issues and training needs have been identified and a campaign has commenced to raise the completion of such sampling, and this is being driven and monitored. (See also Forensic Management.)

4 Promoting Safety (Domain 3)

The force is justifiably proud of increasing levels of public confidence, which it attributes to the success of its emphasis on local neighbourhood policing solutions and the considerable work undertaken with regard to the National Reassurance Policing Project, from which much internal organisational learning has been derived. Problem-solving and enforcement have been encouraged and closely monitored, with targets being easily exceeded. The increased use of PCSOs and volunteers is providing greater public confidence, and an increasing emphasis is being placed on the Special Constabulary, who are playing a valued and integral part in activity to reduce ASB. The use of local groups such as JAGs and crime and incident action groups to focus on prolific offending and hotspots has proved a valuable tool and further reflects the close working relationship evident between the force and its communities. Protocols are in place to assist in the use of ASBOs and Exclusion Orders, both aimed at reducing ASB and increasing perceptions of public safety.

4A Reassurance

Excellent	Stable

Strengths

- ACC (TO) is the ACPO lead on reassurance within the county, and following the previous Chief Constable's leadership on the National Reassurance Policing Project the force has taken a key role in a number of aspects of this work. The two reassurance project pilot sites in the county have recently completed their work and the north-west Surrey BCU has been nominated as a pathfinder BCU for the ongoing project work.
- Tremendous effort has been applied, with local people and our partners, to understanding local concerns and responding appropriately. Last year's target to identify and tackle 1,000 neighbourhood priorities was well exceeded. Formal warnings for repetitive neighbourhood incidents and ASB were issued on 16,000 occasions against a target of 4,000, and 64 ASBOs were issued against a target of 60.
- Surrey has cited research and consultation, conducted in support of the 2005/06 planning cycle against the previous one, highlighting a number of significant improvements. These include data such as 83% of respondents who had seen an officer at least monthly, compared with the previous year where 71% stated that they never saw a police officer or PCSO. 89% of respondents considered that their relationship with Surrey Police was very or fairly good compared with only 63% in the previous survey. 73% of respondents felt safe walking alone outside after to dark, a significant contrast to the previous year where only 47% of people had this confidence. Additionally, this cross references well against the British Crime Survey, where the Force has demonstrated a falling fear of crime.
- Each NSO has an individual website, which is updated regularly, and may be printed off for distribution where appropriate within neighbourhoods. Websites are geared to reflect the needs and ethnicity of individual communities.
- The force is recruiting for a joint initiative with Surrey County Council under the PCSO programme. This will result in an additional 12 funded youth PCSOs over and above the 64 already in place.
- Utilising the force helicopter, the OS department is conducting a pilot volume crime reduction operation. Public reassurance will be monitored though consultation with the IAGs and neighbourhood consultative groups.
- A private company has been employed to monitor and evaluate force press coverage and can provide graphical representation of positive, negative and neutral stories, then benchmark Surrey Police against companies and government

departments.
- The full-time sworn officer working within the Special Constabulary has ensured consistency and corporacy in relation to recruiting and training of these volunteers. The post holder has been instrumental in securing an additional 100 special constables following the national recruiting campaign. The post is currently funded for two years and the force is looking actively to develop this role into a wider volunteer manager role.
- As part of the NRPP the force is piloting use of streamed recruitment (as employed for regular officers) for special constables. This will allow for officers to be streamed into neighbourhood specialisms or more rapid response roles with appropriate training. This approach is being piloted in two areas as part of the Mixed Economy of Policing project.
- The newly appointed DCC, having identified a gap in media provision, has increased the media funding allowance in relation to hate crime from £50,000 to £250,000.
- Special constables interviewed expressed feelings of being included and valued within the organisation, and several had recently received personal e-mails of thanks for their involvement from BCU commanders. One divisional officer had recently been recognised and had been a runner-up for the national Ferris Trophy award.
- The Special Constabulary has a devolved budget of £300,000 for all training, equipment and recruiting. Central support is given for the effective management of this budget.

Areas for Improvement
- Given that the Special Constabulary plays an increasingly important role in policing a variety of areas across the force, from reassurance through to ASB, and is tasked through the BCU TCG meetings, the force may consider it appropriate to include the commandant of the Special Constabulary in the SPECS performance meetings.
- Although the management of PCSOs is the responsibility of borough inspectors, there is evidence to suggest this has been devolved to NSOs. HMIC's BCU inspection activity has identified some inconsistencies in their management and tasking, which may indicate a training/development need for these staff.
- Station opening hours and accessibility remain variable across the county. Work is ongoing to establish the required station opening times and accessibility, by a process of demographic analysis. The police authority is monitoring these developments as part of the ongoing accessibility issue.
- Recruitment for the Special Constabulary, through a joint initiative with adjoining forces, is now being progressed and targeted towards minority groups, but following the recent success of the recruitment campaign the force has experienced difficulties providing sufficient tutors for newly appointed special constables.

4B   Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Improved

Strengths

- Under a partnership arrangement with Surrey County Council, joint intervention teams are being established. Each BCU will have such a team, comprising a sworn officer, PCSOs, a Trading Standards officer and youth outreach workers. Extensive consultation has been undertaken to maximise the marketing and advertising opportunities this project offers, and external graphic designers are being used for the design of logos, artwork and dedicated vehicles.

- The Surrey Street Standards Scheme, which aims to address ASB and thus promote reassurance by the issuing of 'yellow' and 'red' cards to minor offenders, was a runner-up in the Tilley Awards for Problem-Oriented Policing . It was also one of five finalists in the international Herman Goldstein Awards. Analysis points to the scheme contributing to a significant decrease in disorder in Guildford, where it was developed. This scheme has now being rolled out across the force.

- There is a county information sharing protocol, which the force has been instrumental in setting up, along with the County Council and other partners in the LCJB. In addition there are protocols with both the courts and the CPS regarding policy and procedure on ASBOs. These include agreements and guidance on case management and preparation.

- This is supported by dedicated ASB case builders. A wide range of ASB tools are used. Policies and procedures exist in relation to ASBOs, ABCs, S59 vehicle seizure and Penalty Notices for Disorder.

- ASB is fully included within BCU objectives and forms an integral part of the performance measurement regime. By using the growing and extensive force-wide network of neighbourhood panels, police working closely with partners are able to tackle issues identified by communities as making them feel insecure.

- Tactical operational guidance for neighbourhood teams has been developed by the Surrey Reassurance Projects, and promotes a graded approach of types 1, 2 and 3 intervention for tackling neighbourhood issues. These interventions are monitored and recorded and form part of the robust SPECS performance regime.

- 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/district level, the two latter being NIM-compliant multi-agency problem-solving groups. The multi-agency problem-solving model developed in Surrey is now used as best practice by the Home Office Anti-social Behaviour Unit and Professional Standards Unit.

- At a tactical level there is evidence of innovation and proactivity to tackle ASB. Initiatives include a 'wall of shame' where the images of individuals subject to ASBOs are projected onto a wall, in full public view, in the nightclub area of the town; and the issuing of approximately 4,000 formal warnings under the Surrey Safer Streets initiative. In addition some 674 initiatives have been addressed across the 105 wards in the county. These reflected priorities identified within communities.

- There is good evidence of strategic and tactical liaison between the force and other key agencies regarding road safety and casualty reduction. Accident working groups are held twice a year in each borough/district in Surrey, and now involve the Highways Agency. Liaison with Surrey County Council covers the following areas: safety audits of collision remedial schemes; safety issues including speed, safety belts, use of mobile phones, fatigue and motorcycle awareness; and responses to statutory consultation. The Surrey Safety Camera Partnership has just been

approved by the Department for Transport and provides an additional mechanism for casualty reduction.

- The casualty reduction objectives are in line with the targets set by Road Casualty Reduction 2010 and by local authorities, which have brought the Road Casualty Reduction goals forward by three years to 2007. There was a continued reduction in death and serious injury resulting from road traffic collisions in 2003/04, although a slight rise has been reported in the first quarter of 2004/05.
- The force is an active participant in a structured, partnership-led approach to emergency planning. At the county level, Surrey Emergency Services Major Incident Committee (SESMIC) provides the strategic direction required to support the county-wide emergency response. The inter-services liaison group provides the focus required to support this, in conjunction with working groups that include CBRN, training and Surrey Alert.

Areas for Improvement
- At the time of the assessment, policy was still being prepared in response to recent legislation to tackle issues such as licensing measures (section 1 premises closures), dispersal orders to tackle ASB (section 30) and designated public places (section 12). However, procedures are in place for recording ASBOs on CIS and PNC.
- Surrey Police's policy on Penalty Notices for Disorder is that they will only be issued within the custody environment. This is against the spirit of the legislation, which was aimed at reducing bureaucracy. The force should consider ways of achieving this objective, and better use might be made of facilities such as the mobile police stations in town centre situations to facilitate this. Other forces have found means of addressing this issue, including the taking of samples and fingerprints at the scene of alleged offences such as shoplifting.

5 Providing Assistance (Domain 4)

The proactivity and investment in call management and dispatch functions, together with work to assist with call prioritisation, has resulted in a step change in performance and increased public satisfaction with this crucial aspect of police activity. The commendable work undertaken in respect to Project X, the customer-focused approach to managing demand, is being extended to encompass the force and is well suited to the wider emphasis on quality of service and reassurance to the public. There has been evidence of improved resilience in the firearms capability of the force, and of a much more business performance-focused approach across the operations division, attributable to proactive and positive leadership. The improved usage and marketing of ANPR has been recognised, and opportunities to develop this useful strategic capability in the fight against crime of all types continues.

5A Call Management

Good	Improved

Strengths

- The accent on quality and customer focus is reflected by investment in two managerial-level posts within the CHC,geared towards raising performance and customer satisfaction. These posts are for a strategic planning manager and a customer focus manager. The CHC has also introduced an internal training manager. There is evidence of a proactive, innovative and enthusiastic team within the CHC at management level. This investment reflects Surrey Police's overall drive to improve its quality of service to the public.
- Performance continued to improve during 2004/05 and the target of answering 90% of 999 calls within 10 seconds was achieved despite a 1.3% increase in calls during the first half of the year. Call handling has also improved significantly, with 75.4% of calls to the crime bureau answered within 60 seconds against a target of 75%, and 92% of calls to the switchboard being answered within 15 seconds. The abandoned call rate fell by 2,123 calls or 7% in 2004/05.
- The CHC and incident handling centre (IHC) have regular away-days for strategic planning and 'blue skies' thinking, utilising outside facilitators and key and dynamic speakers. The department uses these days to challenge its own processes and conduct SWOT and PESTEL analyses. Internal work groups have been established within the CHC and IHC to focus on service delivery. These groups include representatives from all levels of the workforce.
- The communications department has a business plan which has been cascaded to all levels of supervisors within the call centre. There are constant reminders of the department aims and objectives, and customer-related performance data are displayed within the centre on plasma screens.
- These achievements have been acknowledged by the European Call Centre Awards 2004, in which Surrey Police was placed second overall, and was recognised as having the best improvement in call centre performance among 300 nominees. Encouraged by its success, the force has put itself forward for two further awards during 2005/06: an individual has been proposed for 'call handler of the year', and the customer-focused Project X for 'campaign of the year'.
- ICT functionality is impressive – applications and mapping appear well integrated. In general, the hardware is relatively new and suits purpose. A software package, developed in-house, has been introduced whereby key words such as 'firearm' will flag certain priority actions. A recent exercise testing the National Pursuit Policy has highlighted the benefits of this software package within the CHC for identifying and managing critical incidents.
- The CHC employs an information officer who produces briefings for centre staff,

supplemented by the use of plasma screens which display information such as attendance criteria and local projects requiring a specific response.

- Inspectors in the CHC all receive critical incident training and are also qualified Silver Commanders; this has recently been extended to sergeants within the IHC, providing greater resilience in relation to critical incident management.

- Call handlers use a computer-based list of questions to elicit relevant information from callers (especially on urgent incidents), to conduct risk assessments, and to enable information to be forwarded to controllers quickly and accurately.

- Staffing levels are determined using predictive software applications. There is the ability to move staff from 999 to non-urgent call handling, and vice versa, at times of high demand.

- Comprehensive statistical data is produced on call handling, which informs discussions on performance both at SPECS and during informal contacts. Software provides comprehensive performance data for all levels, including function, team and individual. Each team member is assessed regularly to judge performance, over a set of both quantitative and qualitative criteria. This assessment is used to produce reports, which form the basis of PDR evidence and subsequent action plans.

- Supervisors within both centres are responsible for dip-sampling a numbers of calls per month. To quality-assure its own quality assurance process, the force is using an external quality assurance company to monitor performance on 400 calls which have been reviewed by supervisors. The early indication is a 95% accuracy of judgements.

- The department now has a career support structure for support staff and is recognising tutors with bonus payments. There has been effective implementation of a proactive absence management policy. Sickness levels within the call management function have continued to fall, with the focus being towards individuals on long-term sick leave. Sickness reviews and return-to-work interviews have been escalated and are dip-sampled by management. If deemed necessary, these interviews are conducted by senior supervisors.

Areas for Improvement
- The recent BVR inspection of TPT (a force-wide response capability) highlighted the fact that the IHC has been reluctant to deploy it outside existing BCU structures. There has been civilianisation of some supervisory posts within the IHC, with the intention of enabling sergeants to concentrate on resource deployment. There are still cultural issues regarding deployment to be overcome. The introduction of Airwave technology and computer-based mapping of resources may assist this process.

- The CHC is exploring the opportunities for alternative reporting methods for crimes and incidents and has access to a language line within the centre. There is scope for improved marketing and access (through mobile telephony) via operational officers who in the routine course of their duty engage with non-English speakers. This is an area where consultation with support groups including the IAG may also prove beneficial.

- Staff associations have expressed concerns regarding some disparities in the management of sickness between staff within the CHC and those in the wider workforce. Moreover, the force has introduced a non-attendance policy for sworn staff but appears not to have extended this to include other police staff. This may be an area worthy of clarification.

- Given that the CHC is achieving a 92% success rate in the answering of non-emergency calls, the current target for non-urgent calls of answering 75% within 60

seconds could be made more challenging.
- While there is confidence in the established business continuity and disaster recovery plans for Surrey Police, and some testing has taken place, there is no evidence of a 'live time' evaluation simulation to test procedures.

5B   Providing Specialist Operational Support

Good	Improved

Strengths

- The OS department now has its own business plan linked to local and national objectives. A comprehensive and robust data monitoring system is now used within OS to record all tasking requests, refusals, deployments, intelligence submissions, arrests and outcomes. The depth of recording even covers security site checks and frequency.
- Since the inception of the OS tasking and co-ordinating unit, improvements have been made in the tasking, performance delivery and contribution towards force and BCU priorities by Armed Response Vehicle teams and OS resources. Tasking requests have risen, and recorded OS deployments have also gone up, from 24 in November 2004 to 463 in March 2005. All tasking requests are monitored for attendances, refusals and outcomes.
- The impressive software (see 5A) used by call handlers automatically prompts them to consider all incidents in terms of impact, and is designed to help them identify a potentially critical incident.
- Surrey FCT has engaged the services of a barrister on occasion to facilitate the debriefing of critical incidents. This provision has also been used in the occasional running of mock critical incidents to introduce an element of realism into post-incident management and procedures.
- Surrey Police is an actively engaged with strategic partners in the SESMIC and as such undertakes joint training in major incidents, media, rest centres, awareness around conventional and CBRN contamination, multi-faith issues and Gold-level major incident management.
- The force security group meets regularly to ensure preparedness for major security incidents or terrorist activity. There are links to civil emergency and contingency planning.
- Training and assessment for both Silver and Gold Commanders is carried out on nationally recognised courses and through refresher training. A formalised and regular training regime for the Silver firearm cadre has now been introduced. This training package has been extended to detective inspectors and CHC/IHC sergeants. Newly promoted sergeants also receive firearms awareness training (see AFIs).
- In response to the codes of practice, the force has completed a comprehensive threat and risk assessment covering all aspects of OS business. A comprehensive document has been produced and identified risks are being actioned and regularly reviewed. HMIC specialist officers have praised this document.
- In order to meet the risk-assessed ideal establishment for the firearms unit, there is active marketing of the unit and speedy processing of officers through firearms assessments and training courses. Surrey Police is currently collaborating with neighbouring forces to enable the sharing of training courses, which will potentially increase accessibility from two to six courses a year regionally.
- Active collaboration exists between Surrey Police and its neighbouring forces and memoranda of understanding have been established regarding the adjoining airports. Further regional training and collaboration is ongoing, with regional forces looking at a joint special operations site which is intended to enable joint training in a wide range of OS activities, giving more flexibility in the number and frequency of courses provided, with associated cost savings.
- Over the past 12 months the OS department has achieved a 30% increase in the number of female officers, although this increase relates to small numbers overall. A

diversity plan has now been introduced and a diversity working group has been established with representatives from different areas of the department. The recently established diversity scorecard will assist the monitoring of developments in this area. The fact that the head of department and ACPO lead are both female officers can only serve to have a positive impact in raising the diversity agenda.

Areas for Improvement

- Progress is being made in recruiting greater numbers of firearms-trained officers. Once the force is up to their establishment of firearms officers there are plans to address the concerns in the last HMIC baseline report regarding the lack of a team-based duty call system for tactical firearms teams.
- Unlike many other forces, Surrey Police has no specific target times for ARV attendance at firearm incidents.
- Although there is now a formalised and regular training regime for Silver firearm cadre officers, concerns were recently raised in an HMIC firearms review of force compliance with Home Office and ACPO guidance in relation to the training and accreditation of Bronze firearms commanders.
- While the force has addressed the issue of Gold training for ACPO officers, there remains an issue currently under review by the force relating to call-out arrangements for superintendent and chief superintendent ranks. At the time of the assessment there were three separate strands to this review, relating to firearms, major incidents and PACE call-outs, but these appear to be being progressed independently. Given the size of the force it may be appropriate to incorporate these three strands into one piece of work.
- A recent specialist HMIC inspection of the firearms/ARV function confirmed that the number of ARV officers was low in comparison to other forces. The force has conducted a threat/risk assessment to gauge accurately the appropriate establishment level, and has identified a need to increase the level of this establishment.

5C   Roads Policing

Good	Stable

Strengths
- Improved use is being made of ANPR. It is deployed through the TCG process, and where there is no tasking it self-deploys to agreed areas on specified activities. ANPR is being proactively marketed within the force. Additional ANPR systems are being acquired and consideration is being given to resourcing these units with unsworn staff under the mixed economy of policing project.
- In 2004/05 the level of satisfaction of road traffic collision victims with the service at the scene of a collision remained high, with 86.7% being fairly, very or completely satisfied with the service provided.
- Having set itself a target to reduce fatal or serious road traffic collisions by 3.4% during 2004/05, Surrey Police failed to meet that target: in fact the recorded incidents narrowly exceeded the total for the previous year. However the results for 2003/04 were seen as exceptionally favourable and figures for 2004/05 are more representative of previous years. As a result, although the force fell short of its BVPI target, it remains on course to achieve the 2010 road traffic casualty reduction target; and the road traffic collision rate remains lower than the latest available rates for any other force in either the South-East region or Surrey Police's MSF.
- Surrey Police has an effective joint road safety strategy with Surrey County Council that is implemented at borough level. Each of the eleven boroughs has its own dedicated casualty reduction officer who works in partnership with the local transport service and other key partner agencies.
- There has been sound display of dynamic and robust leadership from the head of operations. A high level of focus on operational performance has driven up standards and improved outcomes while creating a greater awareness of race and diversity issues and overall accountability.
- It was recognised that after devolving roads policing to BCUs, intelligence had been lost, and therefore two dedicated traffic intelligence officers have been appointed within the operations tasking unit. The greater focus on NIM issues has resulted in a more effective tasking process and auditable outcomes. Deployments have increased from 24 recorded taskings to 463 over a five-month comparative period.

Areas for Improvement
- The *Road Death Investigation Manual* has been fully adopted. There may be further opportunities to increase the level of expertise surrounding investigations, with CID officers being appointed within the cadre of officers on the Casualty Investigations Unit. Concerns have however been raised by TPT officers who report dealing with fatal road traffic collisions with little or no assistance from the Strategic Roads Unit. This is due to the fact that many such incidents occur on non-strategic roads. Patrol supervisors have also raised concerns regarding their lack of training in and awareness of scene control and management.
- Roads policing has been devolved to BCUs, with the strategic road network being managed centrally by OS. There is clear ownership of business areas and accountability and performance are monitored during the SPECS process. Some concerns have been raised over the enforcement of excess speed offences between the 30mph and 60mph speed limits on the non-strategic road network. However, with effective tasking, and the recent changes in the OS tasking and co-ordinating unit, this issue may be easily resolved.
- Under workforce modernisation, further opportunities exist within the OS department for civilianisation and greater use of the 30-plus scheme in areas such

as speed enforcement, ANPR deployment and road safety. For example, each of the eleven boroughs has its own dedicated casualty reduction officer, who works in partnership with the local transport service and other key partner agencies. Only one of these officers is currently a non-sworn staff member and this may be an area where economies could be made.

- There has been a steady rise in motorcycle fatalities across Surrey. At the time of assessment the Bike Safe project was only being utilised on one BCU. Alternative training initiatives and safety campaigns are being progressed and the force may wish to extend the Bike Safe initiative across all BCUs.

6   Resource Use (Domain B)

Surrey Police rightly deserves its excellent grade for HR management, as the effective strategic HR management processes and planning have started to bear fruit. The extra resilience now evident in the HR department has played no small part in bolstering the innovative and creative approaches utilised. Training has been developed into separate faculties and Surrey Police has again been innovative in the introduction of streamed training for recruits. Difficulties in recruiting have been overcome and there is currently a significant waiting list of applicants. There remains scope for increased recruiting of staff from minority backgrounds and this challenge is being actively addressed. The Chief Constable has put considerable effort into proactively addressing fairness and equality issues both internally and through the Surrey Police Standard. Financial management and planning processes are well-established and intrinsically linked to operational outcomes with the full engagement of the relevant police authority panels. NIM processes, again well-established, are being refined to incorporate the wider organisational issues and risks as well as performance, and the IT provision supports the dynamic policing environment within the county.

6A   Human Resource Management

Excellent	Improved

Strengths

- Surrey has been working to a five-year HR strategy prepared by the HR director in 2000 and recently updated and agreed with the police authority through the HR panel. A costed annual HR plan is produced and issues arising from additional guidance such as the Gender Agenda, Breaking Through and People Matters are incorporated into this document.
- Clear HR targets flow from the plans and where appropriate are captured in the HR targets set by the police authority.
- Progress against the work plan is reviewed at the HR performance meeting. Attainment against targets is also monitored at force performance meetings (SPECS) and by the police authority's HR panel.
- The police authority maintains a proactive oversight in relation to a range of HR issues, receiving regular reports and information around key performance data including recruitment and retention, monitoring of diversity issues and budget. The HR director is keen for the force to evolve from being post-based to being cost-based. This evolutionary process will assist in workforce planning and in addressing organisational needs before a move to an even more effective mixed policing economy in the future.
- Surrey is at the forefront of the drive to promote a mixed policing economy. The HR director has demonstrated consistently innovative approaches to tackling ongoing and forecast personnel recruitment issues. With the leadership and support of the Chief Constable, these include progress towards the mixed policing economy, where greater emphasis will be given to the employment of appropriately trained and skilled non-sworn police staff to address issues which have historically been within the remit solely of police officers.
- With the stabilisation of the workforce, greater emphasis has been placed upon measures to address any potential weaknesses in the HR and training fields. These include the appointment of key staff to support the HR director and to address aspects of service delivery such as training and the co-ordination and implementation of policy.
- Surrey Police has been responsible for introducing a range of innovative and ground-breaking approaches to staff retention: these include assistance with house

purchase, insurance, fuel, private health packages and learning credit vouchers. These measures have had a major impact on staff retention. The force is not complacent, however, and it is constantly exploring other avenues to provide a positive work environment where staff will feel valued. The imaginative and effective way in which the retention issue has been addressed has been highly praised by HMIC training/HR.

- There have been significant reductions in staff turnover, with particular reference to police officers during 2003/04 (29% reduction) a further 10% reduction has been reported in 2004/05. This is a sign that the measures that have been put in place are having a positive impact. Medical retirements of both police officers and staff have also continued to fall.

- A succession planning and career development model has been introduced for all chief inspectors and above. Features of this model include the 'top 100' management seminars aimed at the top 100 police managers, chief officer involvement in the career development of highlighted staff and a posting panel which identifies candidates appropriate for key posts. The force reports a high uptake of the high potential development scheme among police officers, and is about to extend the scheme to police staff.

- A new PDR process has being introduced, designed to link PDR objectives to BCU, departmental or force targets; and training needs identification has been integrated into the PDR process, which is fully compliant with the Integrated Competency Framework (ICF). Surrey Police reports a 93% completion rate for PDRs and evidence of increased 'buy-in' and confidence from staff.

- The force annual staff survey is supported by a comprehensive communications plan in the run-up to the survey. The survey is completed via the intranet and results are published fully, with follow-up action plans. These are progressed by 'open space' events (plenary discussions and group problem-solving). The results are also utilised as part of the consultation process in the formulation of the HR annual plan.

- The chief officer lead on sickness management is the HR director, who is a member of the FCT. His intention is to build a greater understanding across the force of the business benefits of reduced sickness. Through a range of proactive measures, police officer sickness has been reduced from nine to seven officer days per year: this equates to significant efficiency gains which the HR director is keen to translate into operational outcomes.

- The Surrey Police strategy is to 'grow its own officers'. This means that in effect it is looking for staff who live in and identify with the county and who will thus be more inclined to stay, rather than transferring out once trained, which has been a problem in the past.

- The force has embarked on a number of strategic projects aimed at encouraging interest. Project Trident is a schools-based package involving project work and close contact between students and local officers. In addition to the aim of achieving enhanced recruiting, the project will enhance the reputation of the force and build a positive image of policing among communities. There has been significant demand for places on this programme.

- There are well-advanced plans to reward high-performing officers who choose not to follow vertical career progression but who perform extraordinarily well in their chosen post or specialism. This approach is known as Project APEX, and will allow fully trained officers with three or more years' service and regarded as being fully competent to demonstrate that they possess what the force describes as the 'X factor'. Successful candidates will achieve recognition and be eligible for a financial bonus.

- Following a strategic intelligence assessment, vetting standards for recruits has

been improved as a direct result of intervention and feedback by the intelligence development team. This work has been acknowledged as best practice and the HR department has been approached by a number of other forces hoping to adopt its policy.

- The Mixed Economy of Policing Project based at Farnham has attracted government funding and is aimed at developing non-sworn police staff to be able to tackle what have previously been regarded as 'police officer duties'. Constables will supervise teams comprising these individuals, and the extra responsibility involved will be reflected in significant pay enhancements to recognise their managerial capacity. Such officers have been referred to as 'super cops'. There is significant government and national interest in the outcome of this pilot.

- The DCC leads on all health and safety issues actively supported by the lead member of the police authority. The health and safety policy has recently been revised with clearly identified responsible officers. The current document, published in booklet, poster and electronic format, makes allocation of responsibility very clear and has been mainstreamed into all aspects of operational policing.

- All BCUs have health and safety advisers, sitting under divisional personnel managers. There is a quarterly meeting, chaired by the DCC and involving the above staff, where trends, near-misses and assaults are reviewed. The force has recently conducted a full health and safety risk assessment of all custody centres and resulting action plans have been produced and are being implemented.

Areas for Improvement

- With the opportunities provided by streamed recruitment for experienced professionals from areas such as financial investigation, HM Revenue and Customs, social services and health there may well be opportunities yet to be explored for direct recruitment into areas such as child protection, fraud investigation and surveillance.

- Concerns remain among established operational officers regarding the effects of streaming recruits and the resultant low level of real experience, particularly among TPT officers. One example given is of officers being deployed single-crewed mobile units after only ten weeks of tutorship in a response capacity. There are also issues over their ability to drive in response mode with so little experience, and a rise in police vehicle collisions has been noted. The force is alive to this issue and is in the process of addressing it.

- The force has published policy in respect of working time directives, but the monitoring of this policy is apparently ad hoc, and much responsibility is left to individuals in respect of logging the hours they have worked, currently with no independent scrutiny. An example of this is the requirement for inspectors and above to record their hours: there is evidence to suggest that officers are not effectively recording their hours, and there is scope for improved monitoring and audit.

- A Personal Development Credits scheme has been introduced, amounting to a potential £400 for each officer and member of police staff. This money or monetary value is available under strict criteria, which are designed to ensure that it is spent on training and development opportunities which are clearly linked to PDR or organisational goals. Unfortunately the scheme has not been as successful as was envisaged, though it has the potential to be more effective with better marketing and greater flexibility. There is evidence to suggest that where the opportunity has been, taken staff have found the process very beneficial.

- Secondary skills such as VLO, family liaison officer and HOLMES are apparently not evenly distributed across the force and should be taken into consideration when

relocating or promoting individuals. This issue is under consideration and should form part of the wider organisational planning process.

- Examples were given where previously acquired skills of officers who had transferred to the force, such as PNC and motorway skills, had not been recognised or exploited by the force. Examples where ideas of good practice also appeared to have been missed were also given. Innovative sharing of best practice and recognition of skills could be developed to prevent such occurrences.

6B Training and Development

Good	Improving

Strengths

- Surrey Police training strategy is fully compliant with guidance contained within relevant Home Office circulars, and an analyst is in post to develop the Costed Training Plan. All training providers are encompassed by this document.
- There is an emerging client/contractor model within the establishment training facility, which has now been divided into separate faculties. Each faculty will work independently of the other and is accountable to the faculty chair, a senior non-training manager on the client side. This relationship is strengthened by the involvement of a new business planner who is able to review training delivery against projected demand.
- There is evidence to demonstrate that Surrey Police has systematically addressed recommendations contained within earlier HMIC reports, and there is an audit trail of actions.
- A community engagement strategy has been produced, which gives clarity of purpose and structure. Furthermore, the IPLDP provides enhanced community contact, and the guidance contained with the recent Association of Police Authorities document regarding involving communities is being utilised.
- There is good evidence that collaborative training arrangements, which may have provided significant savings to the force, exist beyond course level – for example with Skillsoft, a company specialising in e-learning. Major incident training through SESMIC, and critical incident investigation exercises involving local and national collaboration is also undertaken.
- The ICF has been integrated into future training and development plans in a number of areas. For example, the pathfinder project will develop and specify three appropriate standards of attainment in relation to each of the substantive streams of recruiting that have been introduced into the force. This process allows staff to enter specialisms such as CID or Roads Policing or Response directly. It is planned that the resultant scheme will be amenable to a rigorous assessment, verification and evaluation methodology that will complement the ICF.
- The PDR process is at the centre of the training and development strategy. Targets have been set by the police authority and are monitored effectively within HR. In addition, a comprehensive review of the current quality and timeliness of PDRs is being completed in readiness for pathfinder and other key HR projects. All new joiners to the force are asked to complete a learning questionnaire, which is used to benefit one-to-one training. This is seen as a positive approach to recognising individual needs.

Areas for Improvement

- The force has produced an overarching quality assessment framework, although this is still work in progress, with the document only recently having been written. There remain gaps at present in extending this to the whole force.
- There is a post of force training manager who has responsibility for all training. Specialist training currently sits outside the responsibility of HR. The HR director is, however, in the process of developing professional control and expertise over all other training providers.
- While some evaluation is being carried out by training and development managers, they are evaluating their own areas of training. Overall it appears that in-depth evaluation is ad hoc rather than being carried out according to an established

process or method. There is no central co-ordination of evaluation results, or any auditable records of actions taken based on these evaluations.

- There is limited evidence that the concept of Best Value has been integrated into routine training management. The force is not systematically using information to challenge existing training or to make effective comparison with other providers.

6C   Race and Diversity

Good

Strengths

- The Chief Constable has put considerable effort into proactively addressing fairness and equality issues, both internally, and externally through the Surrey Police Standard. This drive is reflected across a number of functions, and is assisted by the proactive use of the professional standards department. The Chief Constable has indicated that he is prepared to accept the short-term negative publicity impact in the long-term interests of the force, to ensure a high standard of professional service both to staff and through them to the wider community.
- Following the launch of the Surrey Police Standard, there have been proactive efforts made to reduce negative stereotyping, the culture of discrimination, bullying, and inappropriate language and behaviour. Clear messages have emphasised a positive attitude to race and diversity issues as being an integral component of all business. It is suggested this proactive stance has led to an increase in the confidence of female officers regarding the force's position and its support for those reporting incidents.
- The police authority has oversight of race and diversity matters, which are monitored through the human resources panel. There is local member involvement in IAGs and the Chief Executive attends the force IAG meetings and the SPECS process, where race and diversity features as a standing item with performance monitors in place.
- The diversity directorate has reviewed its current staffing levels and additional staff have been secured in order to manage RES and the diversity programme. Each department and BCU within the force has identified a race and diversity champion.
- The recently introduced diversity programme has clear lines of communication and functions between IAGs, BCUs, the force diversity team, RES, the force improvement plan, external agencies, internal support groups and Surrey Police Authority. Within this extensive work programme there are clear work strands covering not only the six strands of diversity but also recruitment and retention, Gypsies and Travellers, asylum seekers and immigration, training, performance management and monitoring, the use of police powers, faith issues, employment tribunals, grievance and disciplinary procedures, hate crime and youth.
- The Surrey Women Officer's Association (SWOA) now has in excess of 100 members (a quarter of the female sworn police workforce) and is exploring the possibility of extending its membership to include police staff. The chair of SWOA has recently attended COG, raising the profile of this group and the issues which became evident following a recent training day. SWOA runs its own mentoring scheme and mock promotion boards. At the time of assessment 24.3% of the force's officers were female, the highest figure in the MSF and one of the highest percentages nationally.
- Within BCUs there is evidence of a good working relationships and use of the staff support groups. On one BCU an open invitation has been extended from the Constables' Federation representative for all the support groups to participate in a BCU open evening. On another BCU, support groups have been asked to assist with exit interviews where issues surrounding gender or sexual orientation have been raised.
- Members of the staff support groups and the IAG sit on the diversity programme board and are able to identify and influence areas of weakness such as an identified under-representation of female staff in senior detective roles.
- All force policy-makers and policy reviewers are being given additional training in

diversity impact assessments. There are clear mechanisms in place to assess and review the impact of all policies in a priority order. All members of staff can access policies and procedures on the force intranet. This includes policies including Fairness at Work and Grievances.

- All force employees have recently undergone a pass or fail diversity e-learning package. The required pass marks were 70% for those without supervisory responsibility and 80% for those with such responsibility. The force average was 82%. Diversity training has been extended to workshops for all sergeants, inspectors and police supervisors. The most senior 130 police officers in the force have received additional training through the leadership training programme.

- As is the experience in other forces, legislative barriers make it difficult to fast-track BME staff through the recruitment process, and this is a hindrance to the achievement of Winning The Race targets. As a result the force has failed to reach its targets for 2004/05. However, the force is exploring innovative means of selection from within existing employees such as PCSOs, special constables and internal police staff, which do not breach legislation and which will assist it towards achieving a workforce which better reflects local communities.

- The force has formalised policy in relation to diversity booster training for staff who exhibit unacceptable workplace behaviours. They have also introduced a continuum of interventions which are enshrined in policy and culminate in severe disciplinary action. This has provided a useful and transparent framework for staff and supervisors. There is a need now to demonstrate consistency in its application and in the sanctions meted out to sworn and unsworn staff.

- The force annual survey will this year have an emphasis on equality and diversity. There will also be structured questions around bullying, morale and gender. Race and diversity issues will now be monitored through the recently introduced race and diversity scorecard.

- The force has provided a faith room for all denominations at the Force Headquarters, and considerations are being made for further facilities on BCUs to be introduced as building alterations permit

Areas for Improvement
- SWOA has recently held a review day using external facilitators. A ten-point gender issues action plan has been formulated, and has been presented to and accepted by the FCT. There remains scope for better marketing and awareness-raising among female staff (sworn and non-sworn), both of this support group and of the issues highlighted in the Gender Agenda.

- There is generally good ACPO support for all staff support groups and associations, but there appear to be some discrepancies in the level of funding and administrative support available to different groups. Other inconsistencies include the ease of obtaining time off to attend meetings, the financing of events, and a lack of consistency between BCUs and the force towards accommodating the needs of individuals and the groups as a whole.

- There is currently no staff disability support group. The force is aware of this and there is work in progress. There are however policies in place covering 'disability matters'.

- The staff support groups felt that the recent e-learning diversity training had been poorly configured and that there had been little or no consultation with the groups prior to its being launched. Individuals felt that there had been poor examples used, which were based on stereotyping and which had caused offence. A similar view was expressed regarding the 'Stop and Account' training, which was seen as extremely difficult to access on the IT system. On a positive note the one-week

diversity training course for tutors, sergeants and police staff supervisors was highly praised.

- It appears that an internal cultural webbing exercise occurred some years ago, but was inconclusive. Following the recent raising of diversity and cultural issues within the force, this matter has been raised again and consideration should be given to conducting a similar but more robust process.
- The force has recognised that women and BME staff are underrepresented in certain specialist departments, and has held additional open days to encourage applications to these departments. However apart from the cultural issues which may prevail, matters such as clothing, equipment and facilities for changing are also in need of review before these departments can be seen as attractive to female officers.
- In terms of disabilities, while there is clear evidence of policies to address a range of organisational issues there is also evidence that beneath these there are some gaps. For example the provision of wheelchair facilities is limited, with access to only the first floor of the HQ building, and no easy access to shared accommodation such as canteen facilities on the ground floor. Signage is another issue which has been highlighted.

6D   Resource Management

Good	Stable

Strengths

- Surrey Police Authority is continuing to maintain active involvement in budget-making processes, with members allocated to BCUs who undertake six- weekly meetings on budget and budget monitoring issues. A team set up to assess budget reductions is engaged in identifying gains under the new efficiency regime. There is full provision for potential pensions liabilities.
- The police authority also maintains active oversight of the structures and processes needed to fulfil corporate governance responsibilities, through a range of panels including finances and resources. A risk register has been introduced and the chair and director of the police authority now sit on the risk management advisory board, which considers a range of strategic issue including finance, resources, and health and safety.
- The force has also enhanced its budget-making processes by introducing a rolling zero-based budget mechanism, and at the time of assessment, plans to extend this in 2005/06 to HR and operations. The mechanism will be further extended in budget year 2007/08 and the process will save an estimated £1.5 million.
- Surrey Police has strongly devolved its finance functions, with 85% of the budget now devolved to local budget holders. This includes all revenue costs for transport. It is likely that full devolvement will be introduced, including pensions when the new pension scheme commences in April 2006. All devolved budget holders have real-time access to main financial information systems. Online transaction processes have also been developed.
- Medium-term budget forecasts continue to be used as the base for the annual budget-making processes, with strong Police Authority member-level involvement through seminars in the budget-making cycle. These issues are also considered in the NIM-based force strategic assessment.
- Following the appointment of a head of procurement in the latter part of 2001 the force has now embraced a full procurement strategy, with an increased use of framework contracts. The 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 increasing evidence of collaboration between Surrey Police and neighbouring forces who are intending to streamline suppliers into categories, with the intention of reducing back office costs. Significant procurement savings have been made by the use of the Kent Police e-auction initiative.
- Shared services with the ambulance service and shared office counters are being progressed, eg a joint venture with the fire service at Walton-on-Thames and strong links with the ambulance service and Surrey Care Trust.
- All transport costs have been devolved to local budget holders and divisional co-ordinators have been established in BCUs to monitor levels of transport service provided – ie on maintenance, servicing, location of vehicles etc. The target for vehicle availability has been met – 92% as against a target of 91%, although this has been variable.
- As with other forces, the need to minimise the potential for collisions involving police vehicles has been recognised. A corporate collision reduction group has been established to reduce the number of collisions, and the introduction of 'incident data recorders' is planned. Following the identification of an increased incidence of collisions involving inexperienced police drivers, action is being taken to enhance training/experience prior to authorisation.

Areas for Improvement

- Surrey Police is potentially still vulnerable to changes in government grant settlements, as it would be the worst-funded force per head of population in the UK but for 'floors and ceilings'. The flat rate funding settlement for 2005/06 introduced a floor of 3.75% government grant and the force has maintained its precept at below 5%.

- The estates strategy is based on an operational policing requirement to fit in with geography, the visibility profile of local needs and the combating of crime. The Surrey Police Authority has approved the estates strategy. It has however requested a detailed report showing projected outcomes and performance-related issues, together with options for increased accessibility. This is being addressed by the Staying Ahead 3 project and is an area which should be progressed with a view to further increasing accessibility.

- While a risk management group has been established, work is still ongoing to establish a formal code of corporate governance. HMIC is satisfied that this is being actively addressed by the director of the police authority.

- HR constraints make it difficult for finance and support services to recruit and retain staff effectively, especially in technical and specialist roles, given the competitive job market in the South-East and the force's close proximity to the capital. There may be a case for considering higher (special case) salary provision for key posts.

- Activity-based costing analysis is widely used within areas of the HQ CID and scientific support departments, who have introduced their own monitoring system that records data every two hours and allows for multiple interrogation concerning activity, sickness, BCU/HQ work and costings. There is evidence that the head of CID is utilising this data in negotiating with BCUs, and it is hoped to expand this system to facilitate the monitoring of Working Time Regulations. The above examples demonstrate how this information can be used to good effect.

- The use of activity-based costing has been found elsewhere to provide significant assistance in moving forces to a performance-led budget culture. Surrey Police has introduced methods of capturing data, but recent HMIC activity has identified a lack of internal comparative analysis to establish potential efficiencies and to challenge issues such as resource allocation and usage. The force has also fared poorly in a recently published Audit Commission police data quality national year 1 implementation of activity-based costing review.

- Special constables, of whom there are some 300 – a significant body within the organisation, expressed some concern regarding the recent activity-based costing survey, in which only one box was dedicated to their role. Late delivery of the survey forms did not allow for adequate training or circulation and opportunities for data collection have obviously been missed. This is an issue for the force, as the greater part of special constables' function is high-visibility uniform patrols aimed at public reassurance.

- The Special Constabulary has expressed frustrations regarding the accessibility of key central support departments such as the computer help desk and the clothing stores department, which are only accessible during 'office hours'. This is potentially an issue for the wider force and extended police family within Surrey.

- The recent BVR inspection of TPT identified that there has been no review of resource distribution since the implementation of Staying Ahead 1 in 2002. Given the step change in policing philosophy and its resource implications, it may be appropriate to reassess the resource allocation formula under Staying Ahead 3 (current review).

- While energy is purchased through the Kent 'laser' scheme, an energy strategy has

yet to be developed. Linked to this, space audit work is still to be completed. When this is finalised, the force will need to join the national benchmarking scheme.

- Following the BVR of transport, the need for enhanced monitoring has been acknowledged, and the IT fleet monitoring facility TRANMAN needs to be used more effectively to supply more accurate and reliable data on vehicle availability. While the target for vehicle availability has been met with a degree of variability, the service to one division has been significantly less good and requires investigation.

6E   Science and Technology Management

Good	Improved

Strengths
- The force's current information management strategy is being updated. However, as a precursor to this work an overarching three-year customer-focused ICT strategy has been produced, and has been accepted by the finance panel of the Surrey Police Authority.
- The current information and communications technology (ICT) technical and systems infrastructure fully meets the core operational business needs of the force. The three-year ICT strategy contains fully costed plans to replace the core policing applications, to introduce new services such as NSPIS Case in Custody, and to maintain, modernise and merge the current voice and data networks.
- The ICT directorate reported excellent support from and liaison with the Surrey Police Authority, which has been actively engaged with the ICT strategy.
- The ICT director is professional leader for all ICT-related issues and is also a full member of the chief officers' group which is responsible for overall force policy and strategy. He has been instrumental in developing the recently revised Systems and Technology Strategy.
- The ICT directorate is in the process of being restructured with a view to improving how users are engaged and consulted, including the management of expectations. Regular meetings are already held between operational SMTs and the ICT directorate.
- The force continues to maintain a rigorous process of security penetration testing, utilising an independent company to conduct the tests by various internal and external means. Some resilience issues with the network have been identified and work on them is already in progress.
- Higher-end ICT delivery is managed through the information strategy board. The ICT directorate actively supports operational policing and feeds into SPECS at a tactical level, providing the technical backup for this computer-enhanced process for performance monitoring.
- The force has adopted a rigorous process of security penetration testing, utilising an independent company to conduct the tests by various internal and external means. This was last done in March 2005 with no significant areas of concern being reported.
- An innovative and impressive software package has been developed in-house to assist call-handlers in the effective identification of critical incidents and to guide acquisition of relevant information from callers. There is also evidence of IT software being used effectively to manage police pursuits. (See 5A.)
- The force has a clear and auditable process for actioning the recommendations of the Bichard Enquiry, and this is work in progress.

Areas for Improvement
- In September 2004 the force had between 85 and 100 projects in progress which had some ICT implications. Following the review by the information strategy board, all projects have been evaluated, risk-assessed and listed in a priority order. This has resulted in the identification of five high-priority issues and a further 20 issues, with funding secured. The force has acknowledged that this is an area where further improvements could be made.
- All major ICT systems are operated from the Mount Browne HQ site. The force has recognised this is an area of weakness in terms of resilience and business continuity that requires testing and reviewing.

- The force has three disaster recovery sites and good facilities within the Mount Browne HQ site's training department. Last year the CHC operated from Farnham Police Station for a complete 24-hour cycle without adverse effects on performance or delivery; however, there has not been a recent or full disaster recovery exercise involving all major support departments.
- The force has introduced TETRA technology through the Airwaves roll-out. However, officers have concerns, including poor battery life, the deactivation of the 'orange alert' button, which is used in cases of emergency, and problems associated with call groups. The Surrey Police Federation is aware of these concerns and represents TPT staff on the Airwaves working party. Despite this engagement there are still wider communication issues which the force needs to address.
- The ICT directorate is experiencing difficulties in recruiting staff due to vetting delays. Given the challenging employment market the force needs to be able to act dynamically to recruit key staff. One means to address this would be the appointment of a vetting manager who could take a strategic view and prioritise according to prevailing needs.
- The ICT director has identified the potential for quality customer feedback from within the annual staff survey. To date the survey has not included questions relating to ICT and this matter should be addressed in future surveys.
- The force continues to work towards compliance with the ACPO Community Security Policy, but given competing demands and changing technology this remains a challenge.

6F	**National Intelligence Model**	**Good**	**Stable**

Strengths

- BCU tasking and co-ordination is developing into an effective process. This has been further improved with corporate templates which have enhanced corporacy in relation to tactical assessment and profiling documents.
- A scoring matrix has been introduced to assist the bidding process at level 2 force tasking. Weighted criteria score each bid, allowing community issues as well as serious crime to be taken into consideration. If bids conflict the matrix assists in objective decision-making.
- Forensic issues are considered as part of tasking: SOCO managers attend BCU TCGs. The head of scientific support attends force-level tasking meetings and represents his department at SPECS.
- There is growing evidence of local authority and other key agency involvement in areas such as JAGs, CIAGs and CDRPs, and the principles of NIM are being incorporated into all of these groups. These processes are integrated with BCU tasking and co-ordination, and also fit with the wider force intelligence and tasking processes.
- The force received national recognition from the National Intelligence User Group following the introduction of the Strategic Intelligence Assessment, Problem and Target profile templates, which have been adopted nationally.
- The central authorities department, which is an HQ-based unit that oversees all CHIS applications, has been cited in a recent Office of Surveillance Commissioners report as an example of best practice. This unit ensures corporacy and consistency in CHIS authorisations. A single dedicated source-handling unit for the force is regarded 'as leading the way' by the National Source Working Group and has also featured as best practice in the Office of Surveillance Commissioners report.

Areas for Improvement

- Having been one of the lead forces in the country in the development and implementation of NIM, there is a concern that Surrey police has lost momentum in driving forward the evolutionary NIM processes. An example is the removal of the original NIM implementation group and the slow progress towards the introduction of the NIM 2 working group.
- At the time of the assessment there was no identifiable NIM champion or indeed an NIM steering group. While Surrey Police has been found in the past to be largely compliant with NIM 2, consideration should be given to the reintroduction of such a group.
- A potential weakness within the strategic assessment process has been identified in that SPECS (performance delivery mechanisms) have taken primacy over traditional NIM and wider strategic corporate intelligence assessment and analysis. It is intended through NIM 2 to align these processes so that they becomes an integral part of all the business planning and performance management processes. There is a clear need to progress this issue and ensure a good fit between the already effective performance management regime and the implementation of NIM 2. This process needs to be driven by members of the FCT.
- One of the issues which has caused the dilution of NIM within the county is the high level of staff turnover, especially at detective inspector rank, where knowledge may well have been lost from the organisational memory. Staff turnover has also been high among the analytical capability. The force has started to address this issue by reviewing and refocusing the role of lead analyst.

- There are ongoing resilience issues within HQ CID in relation to NIM management and the administrative burden falling on key individuals who also hold SIO and other strategic management functions. This might be alleviated by the appointment of an individual with the appropriate knowledge and expertise to relieve the burden on these staff.

7   Leadership and Direction

Surrey Police has a very effective and dynamic command team at ACPO and director level; resilience is also apparent at BCU level and in many of the department leads. The force enjoys a constructive and robust relationship with its police authority and has survived a number of challenges in recent years, maximising opportunities and applying innovative responses many of which have proved successful and an example to others. There has been some change in the command team over the course of the past year. However, there is now the potential for consolidation and a period of stability with a team whose skills and abilities complement each other. Planning and strategic management processes are well established. The force has made good use of external evaluation with regard to many of its projects, utilising the skills of local universities, QCs with experience of critical incident management and post-incident inquiries, and experts such as Lord Ouseley in relation to diversity challenges.

7A   Leadership

	Good

Strengths

- The new Chief Constable took up post in October 2004, following two years as DCC. This has ensured continuity within the organisation and has maintained key relationships externally. This continuity is further enhanced by the ACC (TO) post being held by a former BCU commander and an architect of the reassurance project, at both force and national levels. The current temporary ACC (SO) is a key member of the police command team and has filled the role very quickly.
- The Chief Constable has maximised the opportunities for visibility by embarking on a roadshow to launch the Surrey Police Standard. He has engaged effectively with every member of the force and clearly articulated his vision, mission and values to all in a semi-structured presentation, taking questions from the floor. This initiative has been well received by staff and afforded a clear foundation for future force development.
- There is a good working relationship between the force and the police authority. The Police Authority has divided separate business areas so each is monitored by a panel of members. Each all panel chair sits on the performance panel, thus joining up the process of performance monitoring. Performance information is fed back to the police authority in a timely manner after SPECS meetings, and authority members are routinely present at these meetings and participate in the SPECS process.
- The police authority is fully engaged in the decision-making process in selection for top team posts. The strategic planning cycle is both joined-up and effective. Timely and detailed strategic management information permits the police authority and the force to make informed and (as has been shown regarding recruitment issues) difficult decisions.
- There is an effective and transparent selection process which identifies suitable candidates for key posts. A detailed succession planning policy is currently being designed, covering chief inspectors and above. A leadership programme focusing on all aspects of leadership has been established for the most senior 100 staff, with keynote speakers and a range of issues on the agenda, including diversity.
- The Chief Constable has utilised 360-degree appraisal among the top team and has demonstrated openness to the feedback received. This healthy management intervention has considerable merit and consideration is being given to broadening the scope of this initiative to encompass the top 100 staff.
- The corporate mission, vision and values are communicated effectively through the

use of internally and externally focused press and media officers on BCUs. This method of translating the vision into operational reality has been cited in several BCU reports as good practice. In addition the internal media officers provide a two-way means of communication between HQ and BCUs, giving useful feedback to the centre as well as spreading the corporate message.

- The force actively monitors the press for positive and negative messages relating to Surrey Police. Monitoring is conducted by an independent company. All campaigns are independently monitored in this way and there is a generic measure available monthly which feeds into SPECS.

- The Police Superintendents' Association has excellent informal relations with the Chief Constable, his team and the police authority. There is a tangible confidence in the capability of the FCT, and the belief that once the current team beds in there is the potential for some stability with a good shared agenda for improvement and high levels of integrity.

- The Chief Constable has made clear that racist behaviour will not be tolerated and this firm stance has been reflected in several instances of disciplinary action resulting on occasion in dismissals.

Areas for Improvement

- Concerns have been raised over the fact that a number of senior managers, in particular superintendents, are working excessive hours, and though hours worked are supposed to be monitored, in practice this is not the case. An attempt has been made to introduce a form of monitoring but there is a need to ensure that staff are complying with this scheme by regular audit.

- There are also concerns over resilience and on-call duties for superintending ranks. While this initially related to plans for all chief superintendents to undergo Gold firearms training, there is a concern that sufficient account has not been taken of other on-call issues, such as BCU on call, major events planned and unplanned, RIPA and PACE and telecom intercepts. Work has been inaugurated to deal with these separate issues but there is a good case for this work to be drawn together. The suggested combined way forward is to take a specialist from each area, eg a detective superintendent, a BCU commander and a specialist operations superintendent. This would ensure 'buy-in' from those involved and be seen as consultative.

- Following Police pay reform the opportunity exists for Chief Superintendents who have significantly higher than average responsibilities to receive a Post-Related Allowance. Debate is ongoing and involves the police authority. The Police Superintendents' Association is quite sanguine about the outcome but feels that there should be better benchmarking and more transparency in the process.

- The Post-Related Bonus Scheme has also raised issues around the need for a more transparent and objective assessment scheme. There is a need to balance performance with personal objectives and to ensure that objectives are set which the recipients can actually influence. In the opinion of the Police Superintendents' Association the bonus scheme should be based on both achievement and effort.

- The police staff union UNISON has raised concerns that it feels somewhat out of the information loop, and that although there is a place for it at many strategic meetings it does not feel engaged. One possible solution would be to reintroduce the six-weekly informal meetings with the director of HR, which have fallen into abeyance. HMIC was also informed that the Joint Negotiating and Consultation Committee only meets when specifically requested by staff associations. This is unusual and a more structured regular meeting set-up might ensure better feelings of engagement.

- There is also disparity in the facilities offered to the various staff associations. Given

that the non-sworn workforce is now nearing the same size as the sworn one, and may grow further as the force increasingly embraces the mixed policing economy, there is a good case for reviewing the resilience in terms of administrative support. Benchmarking against other forces also reveals a disparity in staffing ratios.

7B   Strategic Management

Excellent	Stable

Strengths

- The hallmarks of Surrey Police include performance focus, with an increasing emphasis on quality of service; innovation, especially relating to HR management and practice; and reassurance.
- In the Surrey Police Standard, launched by the Chief Constable in the latter part of 2004/05, there is a clear strategic vision and direction effectively communicated by the chief officer group with the full support and full engagement of the police authority.
- There is a wide-ranging consultation process, with which the police authority is engaged, and this includes an annual roadshow by the Chief Constable and the chair of the authority, in which all county and local authority chief executives are visited and given a presentation. The latest round of visits has been particularly well received and there is evidence to suggest thatthe personal style of the Chief Constable has been warmly welcomed.
- The strategic planning cycle is both joined-up and effective. Detailed and timely strategic management information permits the police authority and the force to make informed and, as has been demonstrated in recent years, difficult decisions. This is especially relevant given the almost unique funding issues continually facing the force.
- The strategic and annual plans reflect the drivers contained in the National Policing Plan, the government White Paper, the police reform agenda, PPAF and PSA targets, together with local concerns gathered through excellent relationships with the County Council and local authorities, with which the force is actively engaged.
- When embarking on Staying Ahead 1, the major change management process conducted in 2002, the force invested in a two-tier approach to maximise the potential of communication methods, employing internal and external press officers. Press officers were able to ensure that messages from the centre were effectively cascaded to staff, and also fed back information from BCUs to the centre. These press officers have been retained and continue to demonstrate their worth.
- Surrey Police is actively attempting to reduce bureaucracy. For example, an incident report book is being introduced to reduce the amount of work needed in preparing handover files. Projects or work areas have been clarified, with defined chief officer portfolios which in turn are aligned to PPAF domains. They are strategically monitored via the force management group.

Areas for Improvement

- The resource allocation formula has not been revisited since the initiation of Staying Ahead 1 in 2002. Given the increased stabilisation of the workforce and the fact that demands may have changed, the time may be right to review resource allocation across the county.
- The BVR inspection of TPT conducted in late 2004 identified that many BCUs were adopting slightly different models of policing and piloting new working practices without any obvious element of central control or monitoring. There is considerable merit in challenging established wisdom, but there is also scope to formalise such non-standard processes and to ensure that effective evaluation mechanisms are in place, together with measures to ensure that organisational learning is maintained and good practice spread.
- With the increasing stabilisation of the workforce there has been the opportunity to

give greater attention to the Special Constabulary, with effective recruitment campaigns and significant interest from the community. There may be scope to give greater strategic involvement to the senior management of the Special Constabulary and to broaden involvement in meetings such as SPECS and force tasking,since with a significant resource capability the Special Constabulary has the capacity to address many high-profile operational and reassurance initiatives.

| **7C** **Performance Management and Continuous Improvement** | **Good** | **Improved** |

Strengths

- Performance and achievement of performance targets are high on the force agenda and are driven by the Chief Constable and his deputy, who demonstrate their commitment to this by chairing SPECS meetings.
- Performance information is produced in a timely manner; weekly crime performance data is produced within 24 hours of the end of the week and monthly crime performance data is normally produced within seven days of the end of the month. Routine quality checks are performed and the presentation of performance information is the subject of ongoing consultation and revision with chief officers and force senior management.
- Performance data relating to the call handling function is comprehensive at both centre and individual level. Software allows report generation of a wide range of performance indicators, which are produced in a clear and user-friendly format.
- The drive to obtain performance information down to individual levels continues and is to be developed through the Personal Performance Indicator pilot conducted in north Surrey and now being rolled out across the force. This performance focus is also reflected in PDRs – all of which include a diversity objective, and which have now, due to better monitoring and drive, achieved a 93% completion rate.
- Quality issues are also now high on the agenda, and supervisors are expected to undertake regular telephone call-backs to victims and witnesses who have been in contact with their officers to ascertain that good levels of quality have been delivered. Chief officers are also making these calls and this has sent out a powerful message to staff. The opportunities for reassurance have been maximised, as members of the public who have received a call from the Chief Constable, asking how his officers have performed, are likely to tell their friends.
- SPECS is the primary forum at which force senior management are held to account for performance. In addition to this, a headline assessment of performance against local and national targets is carried our every fortnight as part of the activities of the force management group (chief officers and directors). Each quarter, a comprehensive strategic review of performance and other issues is carried out in conjunction with the police authority. Where potential vulnerabilities or threats are identified, senior managers are tasked with carrying out an impact assessment and identifying where performance improvements can be made.
- The force improvement inspectorate (FII) provides a robust inspection facility within the organisation, offering a-four tiered approach from quick housekeeping health checks to full themed inspections. BCUs are also able to task and ask for inspections from the corporate development department. PSD has asked the FII for a bespoke rolling programme of inspection within the department.
- The force has a comprehensive IT system for monitoring all national and internal inspection recommendations. Each is recommendation is assigned to accountable individuals and regular prompts are automatically issued to ensure that progress is maintained in achieving action plans and addressing recommendations.
- A balanced programme of reviews exists, addressing both internal functions and public-facing services. The police authority will review its BVR programme in light of earlier critical baseline assessment findings.
- The Surrey Special Constabulary now reports to the police authority at the latter's yearly performance meeting. A briefing document is produced and submitted outlining data and areas worthy of note.

- The FII has recently relaunched the force suggestion scheme, implementing a more robust monitoring system. Recognition in the form of financial rewards will reflect the operational savings and performance outcomes.

Areas for Improvement
- The force has accepted the need better to integrate wider organisational intelligence into its normal NIM and Strategic Intelligence Assessment business. This is work in progress and will be monitored by HMIC.
- The police authority and force have acknowledged that improvements are needed regarding the recording and monitoring of BVR recommendations, and work is in progress to address this.
- The commandant of the Special Constabulary meets on a monthly basis with the DCC to discuss tasking and performance issues. While this is clearly good practice there may be potential in including the commandant in the SPECS process, as the establishment of the Special Constabulary has swelled significantly and does not has the ability to impact positively on a wide range of performance measures.

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	*	N/A	*	N/A	48.6%	N/A
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	*	N/A	*	N/A	71.5%	N/A
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	*	N/A	*	N/A	56.8%	N/A
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	*	N/A	*	N/A	44.1%	N/A
Difference between very/completely satisfied rates **(SPI 3b)**	N/A	*	N/A	*	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided **(SPI 3b)**	N/A	*	N/A	*	N/A	78.0%	N/A
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	*	N/A	*	N/A	71.2%	N/A
Difference between satisfied rates **(SPI 3b)**	N/A	*	N/A	*	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest **(SPI 3c)**	N/A	*	N/A	*	N/A	*	N/A
% of PACE stop/searches of persons from BME groups which lead to arrest **(SPI 3c)**	N/A	*	N/A	*	N/A	*	N/A
Difference between PACE arrest rates **(SPI 3c)**	N/A	*	N/A	*	N/A	*	N/A
% detected violence against the person offences for victims from BME groups **(SPI 3d)**	N/A	36.6%	N/A	35.3%	3 out of 5	24.7%	14 out of 34
% detected violence against the person offences for White victims **(SPI 3d)**	N/A	43.3%	N/A	39.1%	3 out of 5	34.6%	11 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	6.658 pts	N/A	3.79 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	N/A	*	N/A	*	N/A	*	N/A
Racially or religiously aggravated offences per 1000 population	0.45	0.48	5.8 %	0.46	5 out of 8	0.70	20 out of 42
% detected racially or religiously aggravated offences	40.0%	31.2%	-8.9 Pts	44.7%	8 out of 8	36.4%	37 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of people who think that their local police do a good job **(SPI 2a)**	N/A	57.6%	N/A	51.6%	3 out of 8	48.6%	4 out of 42

* This data was not available at time of publication

1C: Customer Service and Accessibility							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	*	N/A	*	N/A	65.9%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police **(SPI 1b)**	N/A	*	N/A	*	N/A	54.9%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	*	N/A	*	N/A	38.8%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	*	N/A	*	N/A	69.5%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided **(SPI 1e)**	N/A	*	N/A	*	N/A	55.6%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	*	N/A	*	N/A	87.8%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police **(SPI 1b)**	N/A	*	N/A	*	N/A	75.4%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	*	N/A	*	N/A	58.5%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	*	N/A	*	N/A	87.8%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided **(SPI 1e)**	N/A	*	N/A	*	N/A	77.3%	N/A
% of people who think that their local police do good job **(SPI 2a)**	N/A	57.6%	N/A	51.6%	3 out of 8	48.6%	4 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	*	N/A	*	N/A	48.6%	N/A
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	*	N/A	*	N/A	71.5%	N/A
% of PA buildings open to the public which are suitable for and accessible to disabled people	18.8%	50.0%	31.3 Pts	68.5%	5 out of 7	76.9%	27 out of 38

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	58.6%	72.2%	13.5 Pts	75.3%	2 out of 2	55.7%	13 out of 28
% of partner-on-partner violence **(SPI 8b)**	65.0%	58.2%	-6.7 Pts	72.9%	N/A	74.1%	N/A
Racially or religiously aggravated offences per 1000 population	0.45	0.48	5.8 %	0.46	N/A	0.70	N/A
% detected racially or religiously aggravated offences	40.0%	31.2%	-8.9 Pts	44.7%	8 out of 8	36.4%	37 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	7.8%	5.7%	-2.1 Pts	4.4%	7 out of 8	5.3%	25 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	18.2%	18.1%	-0.1 Pts	16.4%	7 out of 8	17.9%	25 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	8.80	8.50	-3.4 %	9.38	3 out of 8	14.40	11 out of 43
Violent crime per 1,000 population **(SPI 5b)**	10.20	11.22	10 %	15.84	2 out of 8	22.44	2 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.58	0.43	-25.4 %	0.63	2 out of 8	1.68	10 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	9.32	8.68	-6.8 %	10.42	2 out of 8	13.99	8 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.28	0.22	-22.3 %	0.34	2 out of 8	0.61	5 out of 42
Total recorded crime per 1000 population	68.81	66.55	-3.3 %	81.16	2 out of 8	105.37	3 out of 42
Violent Crime committed by a stranger per 1,000 population	5.30	5.85	10.5 %	4.76	5 out of 6	9.87	18 out of 34
Violent Crime committed in a public place per 1,000 population	5.93	7.04	18.8 %	6.75	4 out of 6	13.86	8 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	3.84	4.30	12 %	3.60	5 out of 6	4.16	18 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	0.75	0.86	14.9 %	1.10	2 out of 6	1.44	6 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	7.4%	6.9%	-0.5 Pts	7.1%	2 out of 6	8.3%	17 out of 37

* This data was not available at time of publication

2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	7.8%	5.7%	-2.1 Pts	4.4%	7 out of 8	5.3%	25 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	18.2%	18.1%	-0.1 Pts	16.4%	7 out of 8	17.9%	25 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	8.80	8.50	-3.4 %	9.38	3 out of 8	14.40	11 out of 43
Violent crime per 1,000 population **(SPI 5b)**	10.20	11.22	10 %	15.84	2 out of 8	22.44	2 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.58	0.43	-25.4 %	0.63	2 out of 8	1.68	10 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	9.32	8.68	-6.8 %	10.42	2 out of 8	13.99	8 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.28	0.22	-22.3 %	0.34	2 out of 8	0.61	5 out of 42
Total recorded crime per 1000 population	68.81	66.55	-3.3 %	81.16	2 out of 8	105.37	3 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.28	0.22	-22.3 %	0.34	2 out of 8	0.61	5 out of 42
Number of abductions per 10,000 population	0.075	0.019	-75 %	0.01	7 out of 8	0.016	29 out of 42
% of abduction crimes detected	62.5%	100.0%	37.5 Pts	42.9%	1 out of 8	34.9%	2= out of 43
Number of attempted murders per 10,000 population	0.11	0.07	-41.7 %	0.12	2 out of 8	0.14	10 out of 42
% of attempted murder crimes detected	66.7%	128.6%	61.9 Pts	83.5%	1 out of 8	72.7%	4 out of 43
Number of blackmail per 10,000 population	0.113	0.25	125 %	0.17	8 out of 8	0.28	36 out of 42
% of blackmail crimes detected	83.3%	22.2%	-61.1 Pts	25.8%	6 out of 8	26.2%	31 out of 43
Number of kidnappings per 10,000 population	0.451	0.33	-27.1 %	0.35	4 out of 8	0.53	14 out of 42
% of kidnapping crimes detected	39.6%	57.1%	17.6 Pts	49.6%	2 out of 8	44.3%	14 out of 43
Number of manslaughters per 10,000 population	0.009	0.	-100 %	0.031	1= out of 8	0.025	1= out of 42
% of manslaughter crimes detected	0.0%	0.0%	0 %	59.1%	N/A	119.2%	N/A
Number of murders per 10,000 population	0.056	0.103	83.3 %	0.076	7 out of 8	0.138	22 out of 42
% of murder crimes detected	83.3%	72.7%	-10.6 Pts	98.1%	8 out of 8	94.5%	40 out of 43
Number of rapes per 10,000 population	1.35	1.25	-7.6 %	1.99	N/A	2.65	N/A
% of rape crimes detected	35.4%	26.3%	-9.1 Pts	25.9%	5 out of 8	29.5%	24 out of 43

* This data was not available at time of publication

3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population **(SPI 5b)**	10.20	11.22	10 %	15.84	2 out of 8	22.44	2 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.28	0.22	-22.3 %	0.34	2 out of 8	0.61	5 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.17	0.11	-36.3 %	0.13	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	8.0%	46.6%	484.5 %	23.9%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	49.6%	27.6%	-44.3 %	36.1%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	3.00	N/A	N/A	N/A	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	2	2	N/A	2.3	N/A	6.78	N/A
No. of confiscation orders	10	20	100 %	10.3	N/A	43.16	N/A
Total value of confiscation orders	£1,840,486	£1,049,845	-43 %	£390,310	N/A	£1,179,340	N/A
No. of forfeiture orders	0	4	*	5.2	N/A	18.21	N/A
Forfeiture value	£0	£22,770	*	£7,799	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.34	0.33	-2.5 %	0.3	5 out of 8	0.45	15 out of 42
% detected trafficking in controlled drugs offences	86.7%	96.3%	9.6 Pts	89.6%	4 out of 8	91.7%	15 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	58.6%	72.2%	13.5 Pts	75.3%	2 out of 2	55.7%	13 out of 28
% of partner-on-partner violence **(SPI 8b)**	65.0%	58.2%	-6.7 Pts	72.9%	N/A	74.1%	N/A
Racially or religiously aggravated offences per 1000 population	0.45	0.48	5.8 %	0.46	N/A	0.7	N/A
% detected racially or religiously aggravated offences	40.0%	31.2%	-8.9 Pts	44.7%	8 out of 8	36.4%	37 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% detected of vehicle crimes **(SPI 7e)**	8.1%	8.0%	-0.1 Pts	12.5%	8 out of 8	10.1%	37 out of 43
% detected of violent crime **(SPI 7c)**	57.7%	56.2%	-1.5 Pts	57.3%	5 out of 8	49.5%	19 out of 43
% detected of domestic burglaries **(SPI 7b)**	12.9%	14.2%	1.4 Pts	20.1%	8 out of 8	15.9%	32 out of 43
% detected of robberies **(SPI 7d)**	27.9%	30.5%	2.6 Pts	27.4%	3 out of 8	19.9%	13 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	18.7%	23.9%	5.2 Pts	23.6%	4 out of 8	21.4%	17 out of 43
% total crime detected	22.0%	25.5%	3.5 Pts	27.8%	7 out of 8	25.7%	30 out of 43
% sanction detected of vehicle crimes	7.2%	7.3%	0.1 Pts	11.7%	8 out of 8	9.3%	38 out of 43
% sanction detected of violent crime	45.1%	46.7%	1.7 Pts	41.2%	3 out of 8	34.3%	6 out of 43
% sanction detected of domestic burglaries	11.9%	12.4%	0.5 Pts	18.0%	8 out of 8	14.3%	32 out of 43
% sanction detected of robberies	25.7%	28.6%	2.9 Pts	25.1%	4 out of 8	17.2%	12= out of 43
% detected racially or religiously aggravated offences	40.0%	31.2%	-8.9 Pts	44.7%	8 out of 8	36.4%	37 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	11700	16727	43 %	16140	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	17.1%	23.6%	6.5 Pts	22.7%	4 out of 8	20.7%	15 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.17	0.11	-36.3 %	0.13	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	8.0%	46.6%	484.5 %	23.9%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	49.6%	27.6%	-44.3 %	36.1%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Burglary Dwelling - % scenes examined	96.0%	105.3%	9.3 Pts	91.4%	1 out of 8	85.4%	1 out of 42
Theft of motor vehicle (MV) - % scenes examined	54.0%	45.5%	-8.5 Pts	51.9%	6 out of 8	40.1%	26 out of 42
% fingerprint recovery from burglary dwelling scenes examined	43.0%	39.3%	-3.7 Pts	40.6%	6 out of 8	32.1%	15 out of 42
% fingerprint recovery from theft of MV scenes examined	62.0%	64.5%	2.5 Pts	57.6%	3 out of 8	48.9%	4 out of 42
% DNA recovery from burglary scenes examined	9.0%	10.8%	1.8 Pts	8.0%	2 out of 8	8.2%	13 out of 42
% DNA recovery from theft of MV scenes examined	26.0%	33.3%	7.3 Pts	18.2%	1 out of 8	20.1%	2 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	8.0%	10.0%	2 Pts	14.7%	8 out of 8	16.8%	42 out of 42
% DNA matches from recovery at burglary dwelling scenes	N/A	20.0%	N/A	30.7%	8 out of 8	35.5%	38 out of 42
% DNA matches from recovery at theft of MV scenes	N/A	23.8%	N/A	31.8%	7 out of 8	38.3%	37 out of 42
% fingerprint idents from recovery at theft of MV scenes	16.0%	26.8%	10.8 Pts	23.6%	3 out of 8	27.9%	18 out of 42
% conversion of fingerprint idents to primary detections	50.0%	38.7%	-11.3 Pts	47.2%	7 out of 8	45.3%	31 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	94.0%	101.9%	7.9 Pts	85.4%	3 out of 8	82.5%	14 out of 41
% DNA primary detections per match	52.0%	49.3%	-2.7 Pts	50.1%	4 out of 8	49.5%	25 out of 42
% DNA total detections per match (incl. secondary)	106.0%	98.2%	-7.8 Pts	86.0%	3 out of 8	88.7%	19 out of 42

3F: Criminal Justice Processes							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	11700	16727	43 %	N/A	N/A	N/A	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	17.1%	23.6%	7 Pts	22.7%	4 out of 8	20.7%	15 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	64.8%	81.7%	16.9 Pts	78.9%	2 out of 8	82.0%	24 out of 43
% of court results entered onto the PNC in 10 days	21.0%	63.4%	42.4 Pts	46.9%	2 out of 8	54.5%	20 out of 43
Number of sanction detections	13,694	16,939	23.7 %	N/A	N/A	N/A	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	N/A	*	N/A	*	N/A	*	N/A
Prosecution Team performance measurement - using COMPASS data	N/A	*	N/A	*	N/A	*	N/A
Management and targeted execution of warrants (COMPASS)	N/A	*	N/A	*	N/A	*	N/A
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	N/A	*	N/A	*	N/A	*	N/A

* This data was not available at time of publication

4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	9.1%	10.2%	1.2 Pts	8.4%	7 out of 8	11.3%	23 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	11.4%	7.9%	-3.4 Pts	9.4%	3 out of 8	12.5%	6 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	13.1%	11.3%	-1.8 Pts	11.1%	6 out of 8	15.1%	12 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	15.3%	12.9%	-2.4 Pts	11.9%	4 out of 8	15.8%	13 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	24.5%	27.8%	3.2 Pts	34.5%	4 out of 7	37.8%	13 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	7.4%	6.9%	-0.5 Pts	7.1%	2 out of 6	8.3%	17 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	N/A	3.65	N/A	4.91	N/A	5.69	2 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	N/A	0.48	N/A	0.56	2 out of 7	0.51	13 out of 34

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	10.	10.	0 %	11.	N/A	11.1	N/A
Number of calls answered within local target time	126,180	130,079	3.1 %	N/A	N/A	N/A	N/A
% of 999 calls answered within locally set target time	90.4%	92.0%	1.6 Pts	88.0%	3 out of 7	87.3%	12 out of 39

* This data was not available at time of publication

5B. Providing Specialist Operational Support							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Total number of operations involving the deployment of Authorised Firearms Officers where the issue of a firearm was authorised	203	151	-25.6 %	N/A	N/A	N/A	N/A
Number of operations where the officers have not commenced operations before being stood down	N/A	*	N/A	N/A	N/A	N/A	N/A

5C. Roads Policing: Annual indicators							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	N/A	3.65	N/A	N/A	1 out of 7	5.69	2 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	N/A	0.48	N/A	0.56	2 out of 7	0.51	13 out of 34

6A: Human Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of working hours lost due to sickness per police officers **(SPI 13a)**	73.68	69.67	-5.4 %	79.01	3 out of 8	70.57	11 out of 37
Number of working hours lost due to sickness per police staff **(SPI 13b)**	71.19	56.36	-20.8 %	65.70	2 out of 8	63.72	11 out of 37
Medical retirements per 1,000 police officers	5.38	2.55	-52.6 %	3.52	2 out of 7	2.9	18 out of 39
Medical retirements per 1,000 police staff	2.69	0.68	-74.7 %	2.9	1 out of 7	2.16	7 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups **(SPI 12a)**	2.6%	1.3%	-1.3 Pts	2.4%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	5.0%	N/A	3.3%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 0.55	1: 3.08	460.2 %	1: 1.46	7 out of 7	1: 1.47	32 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	22.5%	24.3%	1.8 Pts	21.9%	1 out of 7	21.2%	4 out of 42
% of female police staff compared to total police staff	59.4%	59.2%	-0.1 Pts	62.1%	7 out of 7	62.3%	36 out of 42
% of white police officer applicants appointed	N/A	*	N/A	19.4%	N/A	26.9%	N/A
% of BME police officer applicants appointed	N/A	*	N/A	10.7%	N/A	24.0%	N/A
Difference in % of applicants appointed	N/A	*	N/A	8.7 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	N/A	*	N/A	20.9%	N/A	29.1%	N/A
% of male police officer applicants appointed	N/A	*	N/A	16.9%	N/A	24.2%	N/A
Difference in % of applicants appointed	N/A	*	N/A	4 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 2.21	1: 0.68	-69.2 %	1: 1.37	1 out of 7	1: 1.41	3 out of 39

6D: Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police officer time available for frontline policing **(SPI 11a)**	N/A	*	N/A	*	N/A	*	N/A
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	N/A	*	N/A	*	N/A	*	N/A
% of police officer time spent on visible patrol	N/A	*	N/A	*	N/A	*	N/A
% of police officers in operational posts	89.6%	85.4%	-4.2 Pts	89.3%	6 out of 7	88.2%	37 out of 41
Total spending per police officer	£81,970.16	£80,602.20	-1.7 %	£72,975.36	N/A	£121,668.41	N/A
Total spending per 1,000 population	£149,504.03	£148,308.25	-0.8 %	£143,957.66	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC   acceptable behaviour contract

ACC   assistant chief constable

ACPO   Association of Chief Police Officers

ANPR   Automatic Number Plate Recognition

ARV   armed response vehicle

ASB   anti-social behaviour

ASBO   anti-social behaviour order

BCS   British Crime Survey

BCU   basic command unit

BME   black and minority ethnic

BVR   Best Value Review

CBRN   chemical, biological, radiological and nuclear

CDRP   Crime and Disorder Reduction Partnership

CHC   call-handling centre

CIAG   community incident action group

CID   Criminal Investigation Department

CIS   crime information system

CJ   criminal justice

COMPASS   a national information technology system for tracking, managing and
                       recording caseload information

CompStat   (COMPuter STATistics or COMParitive Statistics) – the name given to
                       the New York City Police Department's management accountability
                       process now adapted and used by other police forces

CPS   Crown Prosecution Service

CSM	crime scene manager
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
FCT	force command team
FIB	force intelligence bureau
FII	Force Improvement Inspectorate
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
Glidewell	Review of the Crown Prosecution Service, Cm 3960 (June 1998)
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource
IAG	independent advisory group
ICF	integrated competency framework
ICT	information and communications technology
IHC	incident handling centre
IS/IT	information services / information technology
JAG	joint action group
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MCIT	major crime investigation team

MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSO	neighbourhood specialist officer
OBTJ	offenders brought to justice
OS	operational support
PA	police authority
PACE	Police and Criminal Evidence Act
PCPG	police consultative partnership group
PCSO	police community support officer
PDR	performance development review
PIU	prisoner investigation unit
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPIU	public protection investigation unit
PSD	professional standards department
PYO	persistent young offender

QA	quality assurance
QC	Queen's Counsel
RAMP	risk assessment management panel
RAO	registration and assessment officer
RES	Race Equality Scheme
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SESMIC	Surrey Emergency Services Major Incident Committee
SGC	specific grading criteria
SIO	senior investigating officer
SOCO	scene of crime officer
SPECS	Surrey performance evaluation and computerised statistics
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
SWOA	Surrey Women Officers Association
TCG	tasking and co-ordination group
TO	territorial operations
TPT	targeted patrol teams
UNISON	the trade union for people delivering public services
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery