

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
Surrey Police
Neighbourhood Policing
Developing Citizen Focus Policing

September 2008



Surrey Police – HMIC Inspection

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Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectors.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;

- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

Neighbourhood Policing

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

Developing Citizen Focus Policing

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 3 at the end of this report.

Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

Force Overview and Context

Surrey Police has:

- 3 basic command units (BCUs);
- 106 Neighbourhood Policing teams (NPTs);
- 175 officers dedicated to Neighbourhood Policing; and
- 195 PCSOs dedicated to Neighbourhood Policing.

The force is a member of 11 crime and disorder reduction partnerships (CDRPs) that cover the force area.

Geographical description of force area

The county of Surrey is situated in the heart of the South East of England, and is the one of the most urbanised counties in England. About 83% of Surrey residents live within the urban areas. It lies to the south of London and is bordered by the counties of Berkshire, Buckinghamshire, Hampshire, Kent, East and West Sussex, and importantly the Greater London Authority area. It also sits between two major international airports (Heathrow and Gatwick) and covers some of the busiest stretches of motorway in Europe. Terminal 5 at Heathrow was opened in March 2008 and is now contributing to increased motorway traffic.

The mixture of urban and rural areas provides widely differing contexts to policing services. Broadly, the north and west of the county have a high density of urban and commercial areas with the south and east being more rural.

Demographic description of force area

Policing services are provided to a population of 1,075,500 (SCC estimated population of Surrey at 30 June 2005). Since 2001 there has been significant housing expansion in the north and west of the County. The total area is 645 square miles, with 445,339 dwellings. The latest figures (2001 Census) indicate a population density of 1,642 people/square mile, almost twice the national average.

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

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

The 2001 census indicates that Surrey has a relatively low population from ethnic minorities, with 95% white. The minority ethnic population has grown since 1991, when 97% were white. Inward international migration has had some effect on this, but even if migration ceases, the proportion from ethnic minorities will continue to increase as the more diverse younger groups' age. Less than 2% of over 60s, but 8% of 16-24s and 7% of under 16s are from ethnic minorities.

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

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

Strategic priorities

The force's strategic priorities for 2008–11 include the following:

The overall strategic vision of the force is to ensure local people are safe, feel safe, are satisfied with the quality of service they receive and have confidence in their local force.

The strategic priorities for delivering policing services in Surrey are:

- Confidence and satisfaction - building confidence in the police in your neighbourhood and increasing your satisfaction with the service we deliver
- Safety - keeping you and your community safe from harm
- People and resources - making the most of our resources and supporting our officers and staff.

Force Performance Overview

Force development since the 2007 inspections

Surrey remains one of the safest counties in England, with falling crime and good levels of public confidence in the policing services provided. British Crime Survey results for 2007/08, published in July, reveal that public confidence is improving and currently Surrey is second for public confidence in the police across England and Wales.

In 2007 Surrey Police was assessed as 'Excellent' in Neighbourhood Policing, Protecting Vulnerable People and Performance Management by HMIC and the Home Office.

Neighbourhood Policing continues to be at the heart of Surrey's approach to policing. Results for the fourth quarter of 2007/08 show a continued improvement throughout the year with a result of 40.1% of those surveyed being aware of their local neighbourhood officer or team, compared with 29.6% during 2006/07. With an end of year result of 35.7%, compared to a target of 30%, the policing plan target has been achieved.

In July 2008 HMIC revealed that Surrey met the required standard for dealing with major crime. The report noted: "For each identified risk for major crime there are current and effective action plans which are robustly monitored and controlled."

Putting the Surrey Public First

In early 2008 Surrey joined three other forces in looking at better ways of enabling officers and staff to use discretion to more appropriately resolve situations and reduce bureaucracy.

To achieve this aim a number of principles have been outlined in a programme entitled **Surrey Public First**, the overall aim of which is to contribute to improved customer service. Officers are being encouraged to use discretion, within the boundaries of public interest and justice. This has arisen from the compelling evidence that the pendulum of measurement and audit has swung too far, leading to unhealthy risk aversion and focus on process rather than outcome by investigating crimes that have the most serious impact on volume not communities.

Surrey Public First is about becoming a 'thinking' Force whose officers apply professional discretion in such borderline cases, and resolve issues effectively with a more customer focussed approach that simultaneously reduces bureaucracy.

Key challenges for the future

This year Surrey Police learned that their budget was to be capped by the government. As a result, the force has made some difficult decisions to address their financial situation. Having made £50million efficiency savings over the past nine years, they continue to look for more.

A robust budget-setting process has helped to identify where savings can be made while maintaining high standards of policing. Surrey has reduced the number of Basic Command Units (BCUs) – the operational areas into which the Force is divided - and rationalised its non-operational support. Savings will also be achieved via a review of support services within the force, which aims to improve working processes.

Surrey continues to explore opportunities for collaborating with neighbouring forces in certain specialist areas. These include: TSU, advance search, witness protection, forensics, confidential units, high tech crime, air support and internet-based paedophilia.

In addition, Surrey is at the forefront of workforce modernisation and business process reform, both of which seemed to offer the potential to release much needed resources.

However the patterns of offending and criminality show challenging years ahead for the Force. Surrey Police is seeing increasing levels of criminality committed by people who do not live in Surrey. Almost half of all burglary, vehicle crime and robbery is committed by offenders travelling from outside the county. The nature of the terrorist threat has

also changed in recent years and the force is having to invest significantly in counter-terrorism resources to address this.

Initiatives such as 'Operation Shield' (the creation of a protective 'shield' around Surrey using intelligence along with crime and roads policing resources) are being developed to improve the force's ability to deal with the threat of intruding criminals and terrorism.

With the departure of the Chief Constable to the Metropolitan Police Service, there have been changes to the Chief Officer Group. On 1st March 2008 the Deputy Chief Constable was appointed Temporary Chief Constable, and an Assistant Chief Constable was appointed Temporary Deputy Chief Constable.

Neighbourhood Policing

2007/08 Neighbourhood Policing Summary of judgement	Meeting the standard
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Meeting the standard

During this inspection the force was assessed against SGC in a number of key areas of Neighbourhood Policing. To discern between forces, a moderation process has been applied to determine the grading of the force.

Following the moderation process, Surrey Police was assessed as meeting the standard. Neighbourhood policing has been implemented to a consistent standard across the force.

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying across all its BCUs the right people in the right place at the right time to ensure that its neighbourhoods are appropriately staffed.

Strengths

- There are 106 safer neighbourhood areas in Surrey. The areas were identified and mapped across the county in 2006, following a joint project between Surrey Police Authority and Surrey University. Extensive consultation took place with partners, and engagement events (eg police surgeries, panel meetings and street meetings) were used to display the safer neighbourhood area maps and invite feedback from the public. The safer neighbourhood areas are not co-terminus with the 207 council wards.
- The project was jointly funded by Surrey Police Authority and Surrey University, and i-nsi software (intelligence-orientated neighbourhood security interview) was used to collect and analyse signal intelligence (crimes and disorder incidents) from the community.
- A review of the neighbourhood boundaries was conducted in 2007. This was a joint consultation process that involved Neighbourhood Policing teams, local authorities and key individual networks (KINs). Police and partner data was taken into account in the review. The purpose of the review was to ensure accuracy and validity of the existing neighbourhood boundaries. The neighbourhoods were examined to street level and some minor alterations were made.
- Within the safer neighbourhood areas, the force has identified 665 natural neighbourhoods. These are the geographic areas identified by the community as best serving community needs by using problem-solving activity to tackle the specific problems that matter most.
- Neighbourhood Policing is delivered through 106 safer neighbourhood teams (SNTs), made up of 11 inspectors, 44 sergeants, 120 neighbourhood specialist officers (NSOs) and 172 police community support officers (PCSOs). Additionally,

PCSOs are employed in the following roles in support of Neighbourhood Policing – 11 youth affairs PCSOs (one per borough), 12 PCSOs who support the Surrey Together project, 27 neighbourhood team co-ordinators (NTCs) and 22 roads policing PCSOs.

- All neighbourhoods have named contacts, who are the NSO(s) or PCSO(s). The safer neighbourhoods website and neighbourhood newsletter contain photographs of staff and contact details, and the website also contains a personal profile of each officer.
- The force abstraction policy defines the term ‘abstraction’ as an occasion when a neighbourhood officer is deployed other than on their own neighbourhood, and highlights exemptions. The abstraction policy is designed to support the requirements of Neighbourhood Policing, to provide a ‘consistent presence of dedicated neighbourhood teams capable of working with the community to establish and maintain control – to be visible, accessible, skilled, knowledgeable and familiar to the community’.
- The abstraction policy applies to all neighbourhood officers up to and including inspectors. It includes instructions as to how annual leave will be proactively managed to maintain visibility levels within neighbourhoods and guidance is provided on the application of ‘exceptional circumstances’.
- During the fieldwork, there was no evidence of PCSOs being abstracted from their neighbourhood roles. (See Area for improvement)
- The staffing of neighbourhoods in Surrey has developed over time and has been subject to several revisions. The force currently uses a matrix of factors to determine staffing provisions, with individual weighting to influence the deployment and allocation of resources. This matrix of factors is made up of:
 - crimes – 15%;
 - incidents – 20%;
 - demographics (16–24 years) – 10%;
 - demographics (65+ years) – 10%;
 - neighbourhood issues – 20%;
 - demographics (black and minority ethnic (BME)) – 10%;
 - employment – 5%;
 - income – 5%; and
 - education – 5%.
- Officers are required to undergo a selection process in order to join a SNT. To provide continuity, NSOs are subjected to a strictly enforced minimum tenure period. Wherever possible, the experience and suitability of staff and officers reflects the area in which they specialise. Where an acute need is identified, such as a high density of the population being of Muslim faith, officers deployed should be from that faith; for example, a Muslim PCSO was recruited in 2003 and deployed in Maybury, Woking. Similarly, in Dunsfold, Alfold and Ellens Green, an area with a considerable traveller population, an officer with specialist knowledge of the traveller community was selected for the area.

- Increasing demands on the police service and financial constraints potentially limit the service being provided. Surrey Police uses police support volunteers, enabling uniform officers to carry out operational duties.
- In Surrey Police, 131 police support volunteers perform a wide variety of support roles. The majority of volunteers are used to staff front counters. However, volunteers also provide support in a number of other areas, such as in the crime management unit (CMU), Neighbourhood Watch, speed watch and the junior citizen scheme. Police support volunteers' staff five police station front counters, at Cobham, Molesey, Ash, Ripley and Lingfield. The opening times are advertised on the safer neighbourhood website.
- The main role of the Surrey Special Constabulary is to support Neighbourhood Policing. At the time of the inspection, there were 262 sworn special constables within Surrey Police and a further 15 about to commence training. During the previous three years, the numbers of special constables has remained constant, totalling between 280 to 300 per year. Recruitment averages at about 70 new recruits each year.
- Following completion of their training programme, new recruits are aligned to neighbourhood teams where they will aim to spend 70% of their time. It normally takes between 12 to 18 months for new recruits to achieve independent patrol status. Special constables are encouraged to continue in the Neighbourhood Policing role but other opportunities are also available.
- To co-ordinate activities, tasking of officers is achieved and agreed by regular liaison between Special Constabulary sergeants and their force counterparts. The Special Constabulary officers record their hours performed against tasks completed on a performance management system known as 'Dutysheet'. Between April 2007 and March 2008, the Special Constabulary performed 36,992 total hours in support of Neighbourhood Policing; this equates to 51% of their total time. Demonstrating their commitment to Neighbourhood Policing, the next highest demand on their time was training; this accounted for 10,913 hours (15% of their time).
- Surrey Police support the concept of employer support volunteers, and demonstrates its commitment to the scheme by giving police staff employees who are also special constables one day per month to perform policing duties. Thirty-two members of staff are also special constables.
- Force training is delivered by the learning and development directorate. Each division and department has its own learning and development manager and team of trainers. The pre-probationer training course contains a 90-minute input on Neighbourhood Policing.
- The Neighbourhood Policing training directorate is responsible for delivering training to special constables, volunteers and PCSOs, and it oversees the community safety accreditation scheme. Recently, the department has also taken responsibility for training neighbourhood team co-ordinator (NTCs).
- NSOs undertake a one-week course in Neighbourhood Policing and PCSOs undertake a six-week training course. Until recently, PCSO was a four-week course.

- The PCSO foundation training course includes training in the National Intelligence Model, the Intelligence Cycle and Community Intelligence. The training also includes examining how neighbourhood panels operate; this can involve the use of role players, or students attending a neighbourhood panel meeting as observers.
- PCSOs remarked that the recently-issued *PCSO Handbook* was very useful and informative. The *Handbook* contains sections on their role and powers, safer neighbourhoods, anti-social behaviour, patrol advice and guidance, and other useful information.
- The management of the 106 safer neighbourhoods is performed by 11 inspectors. Their role is demanding and requires the effective management of high workloads. Managers seeking development are encouraged to gain experience in the Neighbourhood Policing arena, giving the role status and importance. The ratio of sergeants to inspectors, of four to one, provides for good oversight of first line supervision. NSOs are required to manage and task their PCSOs, thereby reducing the burden of supervision on sergeants.
- The force has systems in place to reward staff for good work. This includes awarding NSOs with special priority payments in recognition of the importance of the role that they perform. However, there are no reward or recognition processes bespoke to Neighbourhood Policing teams.
- During the fieldwork, staff acknowledged that a 'thank you' culture exists within the force and that management teams are becoming increasingly supportive. Customer service managers proactively search for good news stories to promote within the force. Good work is formally recognised at force level through the Chief Constable's Awards Ceremony, and at divisional level through chief superintendent's commendations. Examples were provided of neighbourhood officers receiving commendations for good work. There are also less formal mechanisms to recognise good work, such as thank you letters posted on notice boards, reports publicised on briefings and articles in the force newspaper.

Work in progress

- The force is putting together a toolkit on how to communicate with different audiences and diverse groups.
- Following the 2002/03 national best value review into police training, the force is considering a Surrey Police learning and development blueprint. The plan proposes a department structure made up of different faculties to deliver core subjects. Neighbourhood Policing training will be developed within the Citizen Focus faculty. Each faculty will have its own training board with a chief officer strategic lead.
- The community safety accreditation scheme was launched in Surrey in 2004. The force has accredited about 40 staff from 6 different organisations, such as Surrey University and local authority rangers. The force recognises this as an area for potential development and has created and advertised a post for an accreditation/designation officer.

Area(s) for improvement

- During the inspection, it became apparent that there is differing interpretation, understanding and application of the abstraction policy. This was reinforced during site visits, interviews and the force document submission to Her Majesty's

Inspectorate of Constabulary (HMIC). In addition, abstraction levels were not the subject of a robust monitoring system. In the future, the force should work to clarify understanding, and reinforce implementation, of the abstraction policy.

- Save for exceptional circumstances, e.g. force response to foot and mouth outbreak, NSOs did report abstractions from their neighbourhood areas to resource town centre public order initiatives.
- During a focus group it was stated that abstraction away from an officer's borough due to a mandatory training requirement linked to a secondary skill, was a problem. An example was given of a neighbourhood officer, formerly trained in the investigation of sexual offences, being deskilled to allow the officer to focus on their neighbourhood role.
- There was inconsistency regarding crime investigation workloads held by NSOs. On speaking to NSOs working in neighbouring boroughs, one officer stated that on appointment to the role he was told that he would not carry an investigative workload, yet he was being assigned crimes requiring further investigation. However, an NSO on a neighbouring borough was not allocated crime investigations despite having an investigative background.
- A training needs analysis has not been conducted with Neighbourhood Policing teams. The training department are planning to conduct this analysis by way of a survey to identify skills gaps. It is recognised that some neighbourhood officers have not received any formal training in the role and that the force is trying to 'catch up'.
- The organisation and chairing of meetings, particularly panel meetings and inter-agency meetings, was highlighted as a particular training need. This was evidenced by one NSO's own experiences and from feedback provided by a youth development officer attached to Surrey Together. In one focus group of 12 officers, only 3 had received any training in how to chair a meeting.
- Further examples of training needs, identified during the inspection, include how to engage with partners, how to involve partners in the problem-solving process, quality of intelligence reports and developing understanding of risk assessment processes. It was highlighted by intelligence unit staff that neighbourhood officers need to have a greater understanding of the role of the crime analyst.
- Response team officers receive regular training every five weeks. However, there does not appear to be any regular training for neighbourhood staff. Divisional training has been delivered in different ways with no regularity or uniformity.
- In future, the force should conduct a training needs analysis of neighbourhood teams, and ensure that there is enhanced monitoring of the consistency and benefits of training.

RECOMMENDATION 1

Her Majesty's Inspector recommends that the force should undertake a review of its abstraction policy, and how it is disseminated, monitored, and enforced, in order that SNT staff are not abstracted in contravention of the policy.

RECOMMENDATION 2

Her Majesty’s Inspector recommends that the force should clarify the investigative responsibilities and expectations of neighbourhood team officers.

RECOMMENDATION 3

Her Majesty’s Inspector recommends that the force should undertake a review of neighbourhood policing training which should encompass joint training with partners.

Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.

Summary statement

All neighbourhoods in the force area are actively engaging with their local police force and its partners.

Strengths

- The aim of the Surrey Police community engagement strategy is:
‘To build upon existing work and practice to provide effective and consistent engagement with communities and those that suffer the effects of the problems to ensure they are effectively involved in the identification and prioritisation of local problems and, where appropriate, in their resolution, and through such involvement become influential in the wider accountability of policing and partner agencies.’
- The strategy acts as a framework for the production of tactical documents with the aim of building confidence and trust in policing within Surrey’s communities. Interviews with staff through focus groups and reality checking visits by HMIC to a range of engagement forums indicated that many of the suggested engagement tactics were being used.
- It is clear that a wide variety of community engagement methods are being used widely across the county. NSOs and PCSOs are holding regular local neighbourhood surgeries, attending neighbourhood panels and organising street meetings in order to engage with communities. NSOs have set up neighbourhood panels in accordance with local community needs. During the fieldwork, HMIC attended surgeries and panel meetings to test the engagement activity. The panel meetings are being used to review existing priorities, report on progress, identify new issues and deliver crime statistics. At one panel meeting attended, traffic issues were the main priority, and a traffic enforcement officer was in attendance to provide an explanation of traffic legislation.
- In some areas, neighbourhood panel meetings include attendance by local councillors. This is because a number of priorities raised by community members are outside the responsibility of the police. The ability of the local community to engage with councillors has enabled a faster resolution to community issues. This initiative is not in place in all boroughs.

- Innovative methods are being used to promote safer neighbourhoods, and to identify and tackle local priorities. Tune-In events have been held in Woking, Surrey Heath and Runnymede. These events give local people the opportunity to discuss issues in their local area, meet representatives from public sector and voluntary organisations, discuss how they can address the issues being raised and consider how they can become involved in resolving neighbourhood issues. Each person is given a registration card and asked to record their top three key issues for neighbourhood improvement.
- The safer neighbourhoods' link on the Surrey Police website is easy to find and navigate. From the link, the user can select their chosen borough and neighbourhood area. Each neighbourhood profile contains details of the neighbourhood officers, individual profiles, contact telephone numbers and email addresses, neighbourhood priorities, a copy of the latest newsletter, local updates and details of forthcoming meetings.
- In January 2008, neighbourhood newsletters were delivered to all households in East Surrey. Following this initiative, local surveys indicated that confidence levels in the police increased by 11%. Neighbourhood newsletters, personalised to all 106 safer neighbourhood areas, have now been delivered to every household in the county. The force also distributed magnetic business cards in West Surrey containing neighbourhood officers' photos and contact details.
- Local authority staff stated that the profile of neighbourhood NSOs and PCSOs had improved significantly, the newsletters had been well received and that members of the community were expressing views that neighbourhood officers were accessible, approachable and more visible.
- The force uses various methods to identify new and emerging communities, and to seek engagement opportunities. Neighbourhood profiles and engagement plans are completed by NSOs, supervised by neighbourhood sergeants and reviewed quarterly by neighbourhood inspectors. Engagement with local schools, health centres and the primary care trust are good examples of how engagement has led to the identification of emerging communities. Examples of engagement with minority communities include monthly meetings with the general secretary of Redhill Mosque, and engagement with the traveller community through the appointment of a liaison officer. The latter example has led to the traveller community being represented on the neighbourhood panel meetings in Effingham.
- The force diversity unit supports neighbourhood teams to engage with new and emerging communities through a 'strategic contact officer', whose role is to identify engagement opportunities. Through this officer's work with the Eastern European community, a Hungarian citizen and a Czechoslovakian citizen have both joined the independent advisory group (IAG).
- SNTs use Neighbourhood Watch as a mechanism to share information with communities. Each neighbourhood team has a neighbourhood watch co-ordinator. The co-ordinator can be a jointly-funded post, volunteer post, or can form part of the role of the crime reduction officer. The recently recruited crime reduction adviser is the force lead for Neighbourhood Watch. The Surrey Neighbourhood Watch Association oversees all the watches and provides the link to national Neighbourhood Watch initiatives and planning. The boroughs are represented within the association by the co-ordinators.

- There are 3,323 Neighbourhood Watch schemes in Surrey, covering 28% of houses in the county. The table below shows the spread of Neighbourhood Watch schemes across the boroughs:

Borough	Watches	Houses	Total Houses	% Covered
AEL	417	19344	50621	38.2%
AEP	151	3775	27362	13.8%
ASL	147	9155	38392	23.8%
BMV	515	18000	33620	53.5%
BRB	310	8645	51694	16.7%
BTD	137	4433	31640	14.0%
CGD	458	14453	52350	27.6%
CWV	552	16350	47176	34.7%
DRM	160	6215	31656	19.6%
DSH	227	7831	31721	24.7%
DWK	249	13000	36941	35.2%
Force	3323	121201	433173	28.0%

- The force intelligence system is not refined enough to identify information reports that have originated from Neighbourhood Watch schemes.
- The force website is an effective tool to share information with communities. The home page provides county news, borough news and appeals. There is a link to contact the force by email, and details of the force postal address and telephone numbers are provided.
- The website provides a facility to report crime online. Facilities by way of textphone and minicom are provided for deaf, hard of hearing and speech-impaired service users.
- Information is shared with communities through engagement activities. As well as informal day-to-day engagement while patrolling, neighbourhood officers use street meetings, briefings and surgeries as engagement opportunities to identify local issues affecting their communities, and to receive feedback. Issues raised are recorded and taken to neighbourhood engagement panels; these are attended by police, councillors and community representatives, where the issues are discussed and priorities agreed. Minutes of the meetings are recorded and actions are agreed and allocated. Priorities that cannot be resolved locally are elevated to joint action groups (JAGs).
- Neighbourhood communications officers (NCOs) provide advice and support to the SNTs by assisting them in designing and implementing individual communications plans. The role was introduced as a trial in Woking in 2006, and is now in place across the force. The NCOs are managed by a neighbourhood communications manager, who maintains a corporate communications strategy and is a member of the Neighbourhood Policing board.

- The key communication focuses for SNTs in 2007/08 include:
 - promoting the SNTs;
 - promoting neighbourhood panel meetings;
 - identifying 'hard-to-reach groups' and exploring ways to communicate with them; and
 - promoting activity to generate community confidence.
- Examples of how NCOs have supported Neighbourhood Policing include the production of magnetic business cards in West Surrey, corporate force templates for neighbourhood posters and newsletters. In North Surrey they have assisted a NSO to produce neighbourhood leaflets for the Polish and traveller communities.
- In North Surrey, an initiative was trialled whereby 4,500 neighbourhood newsletters were hand-delivered by PCSOs to every household in three areas in North Surrey. Independent evaluation was carried out in December 2007 to evaluate the effectiveness of the magnetic business cards and the hand-delivered newsletters – both schemes increased knowledge of local policing issues and attitudinal statements showed much higher scores in the areas of the campaigns.
- NCOs liaise with local authority communications officers to identify promotional opportunities to deliver key messages. An example of this liaison is in the advertising of Tune In events.
- KIN lists have been developed by neighbourhood teams in each neighbourhood area. The lists contain personal details, contact details and background information for each key individual. Coverage across the county was described as 'reasonable'. The force is currently developing its KIN lists into an Active Citizen Database (ACD). (See Developing Practice – Appendix 2).
- The force is using mapping tools to direct community engagement activity. The type of data that is mapped includes crimes, incidents, Neighbourhood Watch and KINs. This is displayed in a pictorial format and overlaid with confidence data obtained from quarterly Neighbourhood Policing surveys to identify areas requiring attention. The maps are produced by area intelligence unit analysts.
- During the focus groups, there was evidence that managers are attending neighbourhood meetings unannounced to test the quality of engagement activities. Neighbourhood inspectors stated that they attend neighbourhood panel meetings as often as possible to monitor community satisfaction and confidence. Where enhanced panels are in operation, feedback is obtained from councillors or community safety managers.
- The force uses survey data on a monthly basis to measure community confidence, community satisfaction and the impacts of initiatives. With the agreement of the Home Office, the statutory user satisfaction surveys have been enhanced by over 100% in number. This enables the survey unit to produce data for the force on a monthly basis.
- The Neighbourhood Policing Survey is conducted four times a year. It surveys 6,600 people during the year, across 11 boroughs. The survey is conducted by telephone with Surrey residents; it measures neighbourhood officer visibility, community

confidence, community safety and communication. Two headline performance indicators are:

- the percentage of people who are aware of their neighbourhood officer or team; and
 - the percentage of people who are confident in their neighbourhood police.
- The collected data is reported at borough level by quarter and by rolling year.
 - During the fieldwork, HMIC visited 'Mole Valley Youth Voice', an organisation for young people aged between 11 and 19. The organisation meets monthly and has a membership of 38 young people. It was apparent from talking to the young people present that the organisation has a great deal of involvement with the police. Local officers were known by name, and examples were provided of initiatives aimed at encouraging young people to drive safely ('safe drive, stay alive'), finding safer ways to travel to school ('golden boot award'), and the production of anti-smoking and anti-drugs leaflets that have been circulated to Mole Valley schools.

Work in progress

- 'Street A Week' is a campaign in the Woking Borough, whereby the SNTs commit to speaking with 95% of their communities by visiting every home and then mapping the engagement activity. At the time of the inspection, it was too early to measure the results or impact of this.
- A communications best practice toolkit is currently being developed by the Neighbourhood Policing communications manager. The toolkit is designed to improve the communications skills of neighbourhood officers. Its compilation was aided by the research of a variety of public bodies, who have evaluated the effect of communication best practice within their own individual jurisdictions. It contains guidance on producing newsletters, web pages, leaflets, posters and fliers. The toolkit contains the force's diversity principles, to be observed when communicating with different groups, eg BME, religious and disabled people. It is anticipated that the toolkit will be produced and circulated in summer 2008.
- Tracker surveys were trialled in October 2007 and were used before and after an initiative to test the impact. Although the survey results were considered unreliable due to the timing of the survey, their use is being further developed.
- Following the Association of Chief Police Officers (ACPO) Excellence in Policing Conference 2007, the force commissioned an independent consultant to develop a question set to investigate what impacts on community confidence in policing. This question set will be used in the next Neighbourhood Policing survey.
- At the time of the inspection, safer neighbourhood staff were not involved in managing or monitoring registered sex offenders in their neighbourhoods. However, the SNT and public protection joint operational guidance was published in June 2008, detailing how safer neighbourhood staff will be involved in this area of policing. Details of high-risk offenders are circulated in divisional briefings to raise awareness of their presence.
- KIN lists are not being used to their full potential across the force. While they have been produced, and are linked to neighbourhood profiles within neighbourhood

directories, they are not easily accessible. However, HMIC recognise that the force is currently developing an Active Citizens Database.

Area(s) for improvement

- Neighbourhood team supervisors must ensure that all engagement activities take place as advertised. During the fieldwork, HMIC attended a local library where a neighbourhood surgery was due to be held. Regrettably, this did not take place as publicised.
- The council-owned office in Dartmouth Avenue, Sheerwater, is advertised on the safer neighbourhood website as a venue for meeting the police. During the fieldwork, the premises were difficult to find due to lack of signage or posters.
- The force needs to clarify standards and policy in relation to access to, and contact with, members of Surrey Police. During the inspection, HMIC found inconsistencies and differing practices in the provision of contact details. Difficulties were experienced during reality testing of contacting a number of neighbourhood officers. Some calls were not returned for a week. This was further confirmed by a Force Communication Centre telephone operator who had experienced similar difficulties.
- There was a lack of clarity amongst Force Communication Centre staff as to whether they could provide to callers, email addresses or contact details of Surrey Police officers and staff that were not attached to a neighbourhood team. None were aware of a force policy on the matter.
- Co-ordination and joint working between CID teams and Neighbourhood Policing teams is not consistent across the force. In some boroughs, it was reported that CID teams are aligned to neighbourhood teams and understand local issues, but in other boroughs the picture was different.
- Joint training might aid mutual appreciation and understanding of different roles.
- The neighbourhood officers interviewed stated that they do not receive taskings in respect of organised crime groups or vulnerable communities. Level 2 resources are not deployed to support policing issues at neighbourhood level. However, examples were provided of cases where neighbourhood officers have supported major crime investigations, for example:
 - Operation Nevis – a neighbourhood inspector supported a gay murder investigation to manage the community impact.
 - Operation Danube – the early involvement of neighbourhood officers helped to eliminate a potential suspect.
- The force could consider more frequent engagement with IAGs during programmes of change within the organisation. The IAG were only informed of the restructuring from 4 to 3 BCUs after the decision had been made, and have not been involved in any revisiting of neighbourhood boundaries.

Joint problem solving is established and included within performance regimes.

Summary statement

Joint problem solving involves the police working with partners and communities across all neighbourhoods. Joint problem-solving activity is partly evaluated, demonstrating moderate problem resolution at neighbourhood level.

Strengths

- The force uses the SARA model (scanning, analysis, response, assessment), as a framework for problem solving. To assist with classification, co-ordination and management of responses, actions are recorded using the EPIC PPP methodology headings: Enforcement, Prevention, Intelligence, Communication, Police, Partners, Public. Problem-solving plans are recorded on the crime investigation system (CIS), using a unique identification code – ‘ZJ’. Neighbourhood sergeants and inspectors are then able to monitor and audit progress and manage workloads.
- There are two higher levels of joint problem solving above neighbourhood panels, dependent on the nature of the issue to be addressed. Joint action groups (JAGs) are responsible for addressing problems of a geographical nature. Community incident agency groups (CIAGs) are responsible for addressing individuals and considering suitable diversion initiatives. Both of these groups are multi-agency and are responsible for addressing problems elevated from neighbourhood panels.
- When problems are elevated to JAGs and CIAGs, actions are allocated and progress is monitored at the meetings. An example of the use of CIAGs to solve a problem involves a young person who was harassing elderly people on a housing estate late at night for money. The community safety manager organised a community meeting on the estate to assess the nature of the problem. Partner agencies were involved in a multi-agency approach monitored through the CIAG. Police activity was recorded on CIS as a ‘ZJ’ neighbourhood issue, enabling audit and supervision of progress. The involvement of partners aided the gathering of evidence, reassurance was provided to victims, and a prosecution followed.
- A safer and stronger communities’ partnership board exists in Surrey. The board is made up of chief officers and executives from the police force, the police authority, local authorities, the health service, and the fire and rescue service. The board acts on behalf of the Surrey strategic partnership to work in partnership with community safety partners in Surrey and the Government Office for the South East, to achieve the objectives contained within the local area agreement. It was stated independently by community safety managers and the police authority that the full benefits of partnership working have not yet been realised. In the last year, an implementation group has been formed, with a focus on the ‘safer’ strand, to support the board and make recommendations.
- The Neighbourhood Policing steering group is a multi-agency group chaired by the assistant chief constable (ACC) with responsibility for the Citizen Focus portfolio. The group meets monthly, and is attended by all neighbourhood superintendents, the neighbourhood policing communications manager, a member of the police authority, senior customer services manager and representatives from partner agencies across the county.

- The co-location of Neighbourhood Policing teams and local authority community safety staff exists in Woking, Reigate, and, more recently, Runneymede. Community safety managers from Reigate and Woking consider co-location and greater integrated working relationships to be very successful. The main benefits are an easier exchange of information, a greater appreciation and understanding of each organisation's responsibilities and capabilities, and the ability to implement action more quickly.
- Community Safety staff commented that 'there is a long history' of joint working between Surrey Police and partners to address local problems. In October 2007, the 11 local authorities produced their own individual strategic assessment and Surrey County Council produced a county-wide strategic assessment.
- The borough strategic assessments identify the key issues for each borough, from which joint action plans are agreed and implemented. The assessments take account of, and report progress against, national policing and community safety priorities, county-wide local area agreement priorities and local borough strategic priorities.
- Different approaches are taken to tackle the agreed issues, with some boroughs creating individual groups and forums with identified leads. Examples include a domestic abuse forum and a drug abuse group in Reigate. The group leads are responsible for target setting, performance monitoring and delivering against targets.
- It is evident that Surrey Police is more advanced than its partners in collecting and analysing data, and in the production of assessments and strategies. The force has supported local authorities by the timely provision of data, analytical expertise and the sharing of police strategic assessments, in order for the local authority strategic assessments to be produced. A community safety manager stated that 'the police did a lot of work for us', and 'police data analysis is well established, none of the partners have that capacity'. In one borough, a consultant was employed to produce the assessment.
- Community safety managers are routinely invited to police tasking and co-ordination group meetings but attendance does depend on their availability. They do not have access to the police problem-solving database or police intelligence systems but information is shared on request.
- A problem-solving plan can only be closed by a neighbourhood sergeant on the CIS. This was checked and found to be the case. The problem-solving plans examined during the fieldwork revealed evidence of supervision and input by line managers.
- HMIC attended a neighbourhood panel meeting. Progress against existing neighbourhood priorities was discussed and new issues were raised. Priorities were only closed with the agreement of the community members and local councillors present. A list of attendees was collected and minutes of the meeting were recorded. New priorities were agreed by the panel before the meeting was closed. An update was subsequently posted on the neighbourhood website.
- During the focus groups, examples were provided of joint problem-solving training having taken place across the county, involving a variety of partners and in differing formats.

- Training was delivered across a number of themes. At Epsom, joint training was delivered using table top exercises, and involved police, housing associations, community safety officers and park rangers. In Mole Valley, joint training was attended by neighbourhood inspectors and sergeants, youth workers, housing association and community safety officers.

Work in progress

- A county-wide co-ordinated response to crime and disorder reduction partnership (CDRP) training needs analysis, and the planning of structured joint training activity, is being led by the Surrey community safety unit and supported by a multi-agency CDRP joint training consultation group. An online survey has been produced and circulated by community safety managers to all partners involved in CDRP work, including members of JAGs and CIAGs. Respondents were asked to assess their current level of knowledge in particular subject areas. Analysis of the responses will provide the basis for organising county-wide evidence-based training and awareness events to address identified knowledge or skills gaps. This approach will enable training delivery to be evaluated, and links made to outcomes. The community safety office at Surrey County Council, working in partnership with the Surrey Police training co-ordinator, will convene the joint training group and manage the delivery of all agreed actions.

Area(s) for improvement

- A good practice database of problem-solving plans does not exist. This restricts the ability of the force and neighbourhood teams to establish what has worked well previously. The CIS database can only be searched under four themes, and examples of good practice are not easily identifiable.
- The force has an organisational learning co-ordinator (OLC), with the role of developing the force into a learning organisation. This presents a significant opportunity and a suggested area for priority is the identification of good practice from joint problem-solving activity.
- There is no structured or co-ordinated approach to joint training in place. Where joint training has taken place it would appear to be ad hoc, the demand for training is not supported by any training needs analysis, and there is no post training evaluation identifying results or improvements.
- The force needs to develop the timeliness of neighbourhood information circulated to the public on the Surrey Police website. The neighbourhood panel meeting attended by HMIC was well managed, but it was noted that it took 20 days for the update from the meeting to appear on the website; this was not an isolated example.

The outcomes of Neighbourhood policing are being realised by the surveyed public.

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF (percentage point pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
Surrey Police	4.0 pp	- 0.6 pp	3.9 pp	4.0 pp	1.0 pp	1.3 pp

Summary statement

The SPI data shows that force performance is not significantly different to the average for the MSF, however KDI data shows that force performance is significantly better than the average for the MSF.

The SPI/KDI data also shows that force performance is unchanged compared with two years ago.

Context

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'The difference in force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of how statistical significance is used at Appendix 3 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the local police are doing a good job, whether the police are dealing with anti-social behaviour and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

Strengths

SPI 2a – percentage of people who think that their local police do a good or excellent job.

- 59% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is not significantly different to the average for the MSF.
- Force performance was unchanged in the year ending March 2008; 59% of people surveyed think that their local police do a good or excellent job, compared with 59.6% in the year ending March 2006.

KDI – percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.

- 55.9% of people surveyed in the year ending March 2008 ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, which is significantly better than the average for the MSF.
- Force performance was unchanged in the year ending March 2008; 55.9% of people surveyed ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, compared with 52% in the year ending March 2006.

SPI 10b – percentage of people who think there is a high level of anti-social behaviour.

- 13.1% of people surveyed in the year ending March 2008 think there is a high level of anti-social behaviour, which is not significantly different to the average for the MSF.
- Force performance was unchanged in the year ending March 2008; 13.1% of people surveyed think there is a high level of anti-social behaviour, compared with 11.8% in the year ending March 2006.

Work in progress

- None identified.

Area(s) for improvement

- None identified.

Force-level and local satisfaction/confidence measures are used to inform service delivery.

Summary statement

The force fully understands the needs of its communities. Identified service improvements are systematically made to improve local service delivery.

Strengths

- In 2007, the force and the authority set itself challenging customer service targets to support the vision of delivering safe and confident neighbourhoods in Surrey. Whilst not achieving its three customer service targets in respect of satisfaction with the service provided, the force has improved its performance year on year for the past three years. The force objectives only measured 'very or completely satisfied' with the service provided.
- The force is committed to further developing neighbourhood police in the force. For the past three years, performance across the majority of confidence and satisfaction indicators has either remained stable or has shown improvement.
- Neighbourhood Policing is embedded in Surrey. A robust performance management and monitoring regime exists to identify how neighbourhood activity impacts on customer satisfaction and confidence levels.
- Performance against targets is monitored through the monthly force performance forum known as SPECS (Surrey Performance Evaluation of Computerised Statistics), which is chaired by the deputy chief constable (DCC). The performance monitoring scorecard reports performance against the four strategic priorities, and force performance against the Home Office's policing performance assessment framework (PPAF) domains, and compares performance in those areas over the last three years.
- Divisional performance reports reflect the force's strategic priorities. Confidence and satisfaction data is reported at divisional and CDRP level.
- The force uses its consultation and survey unit as a means to judge its performance and measure the impact of initiatives. The Home Office required Surrey Police to carry out 2,549 user satisfaction surveys in 2007/08 and to submit three-monthly returns. The force has enhanced the sample by carrying out 5,340 surveys during the year. The consultation and survey unit use the data to produce monthly reports at force and divisional level for SPECS and the customer service board. The customer service teams then use the survey data to analyse police activity with confidence and satisfaction levels.
- The Neighbourhood Policing survey is carried out four times per year, surveying 6,600 Surrey residents each year. The force uses the survey to monitor community awareness of their neighbourhood officers and confidence in their local police.
- The Neighbourhood Policing scorecard is produced quarterly. It contains details of the neighbourhood survey results (quarterly survey of 150 citizens per borough). The scorecard compares force, division and borough performance across a range of indicators.

- Enhanced surveys have been used to test the impact of customer contact contracts, neighbourhood newsletters, magnetic business cards and scripts used by call handlers in the force contact centre.
- Surrey Police website provides details of how to contact the force by email, post, telephone and text/SMS, and commits to respond to enquiries within ten days. There is also a facility to provide feedback on the content of the website itself. Within 11 of the 27 police front counters across the county, automated kiosks have been in place for about two years. These kiosks provide information to users and have a facility for users to submit information, intelligence and feedback.
- The force obtains feedback from its neighbourhoods and communities through the various engagement tactics used by neighbourhood teams. Other neighbourhood initiatives where the public can provide feedback include: *'Tune In'* and *'Street a Week'*.
- Focus groups have been convened by the customer services department, in order to obtain feedback concerning the force's performance in the investigation of race hate crime, anti-social behaviour, burglary and vehicle crime. Recommendations are then made to the customer service board. A recommendation that has been accepted and delivered is the use of information cards to victims of burglary.

Work in progress

- None Identified.

Area(s) for improvement

- None Identified.

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The force and the police authority have convincingly shown how they have ensured that Neighbourhood policing will be sustained beyond April 2008.

Strengths

- Neighbourhood policing was implemented in January 2002. Surrey Police and Surrey Police Authority demonstrate their commitment to Neighbourhood Policing and partnership working in the opening sections of their annual and three-year local policing plans – 'Neighbourhood Policing is at the heart of our approach in Surrey and we will work with residents and partner organisations to identify and tackle those issues of greatest concern to local communities'.
- The force endeavours to meet community expectations by delivering a policing service based on local priorities.
- Since 2002, when initially 84 NSOs were deployed, there has been a sustained growth in both constables and PCSOs to the present staffing levels.
- The Surrey Police Charter is the force's commitment to providing a high-quality service to the public.

- There is no doubt that Neighbourhood Policing will continue beyond 2008. The force is currently implementing a number of organisational changes, aimed at ensuring Neighbourhood Policing remains fully equipped in the long term.
- In light of budgetary constraints and pressures, the force is conducting a comprehensive review of all support processes and staffing – the organisational support review. The force has restructured from four to three divisions. Neighbourhood policing remains fully staffed following the restructure, whilst savings are made elsewhere within the force. Surrey Police is a lead force for workforce modernisation. The force demonstrates its ongoing commitment to develop Neighbourhood Policing through the introduction of NTCs and a Neighbourhood Policing electronic tasking system. Both of these initiatives increase the visibility and effectiveness of neighbourhood officers. (See Developing Practice – Appendix 2)
- Progress made in response to areas for improvement and recommendations from Neighbourhood Policing inspections and assessments in 2007, is managed by the ACC Citizen Focus. There is a documentary record to record and track progress – the portfolio co-ordination meeting recommendations report.
- Examples of development plans that have been implemented include a CDRP training needs analysis plan and the joint consultation process to review neighbourhood boundaries.
- Surrey Police Authority is made up of 17 members. It is actively involved in the governance and scrutiny of the force through a number of panels, which are broadly aligned to the force's strategic priorities – Citizen Focus, control of crime, complaints and customer service, competent staff, and finance and performance. The authority is a member of the safer and stronger communities' partnership board.
- The authority is also represented at the Neighbourhood Policing steering group. It has been consulted and involved in a number of initiatives to support Neighbourhood Policing; for example, the identification of neighbourhood boundaries, the content and structure of neighbourhood newsletters and the scrutiny of questions used in the neighbourhood surveys.
- The authority holds regular meetings with the force and the public are also invited to attend. The meeting dates, agenda and previous minutes are published on the Surrey Police Authority website. The members of the authority feel that their opinion is valued, and that they are able to provide feedback to the force with confidence.

Work in progress

- The funding position of the force in the medium to long term is likely to result in a budget gap if performance is to be maintained and no action is taken. In order to maintain sustainability, improve services and bridge the funding gap, the force is undertaking an organisation support review. This involves a complete review of support services. The intended outcome of the review is to reconfigure the support functions in order to improve efficiency and effectiveness.
- This year Surrey Police learned that their budget was to be capped by the government. As a result, the force has made some difficult decisions to address their financial situation. Having made £50million efficiency savings over the past nine years, they continue to look for more.

Area(s) for improvement

- None identified.

Developing practice

- See Appendix 2.

Developing Citizen Focus Policing

2007/08 Developing Citizen Focus Policing Summary of judgement	Meeting the standard
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Meeting the standard

During this inspection the force was assessed against SGC in a number of key areas of Developing Citizen Focus Policing. To discern between forces, a moderation process has been applied to determine the grading of the force.

Following the moderation process, Surrey Police has been assessed as meeting the standard.

A Citizen Focus ethos is embedded across the force, establishing an initial baseline.

Summary statement

The force fully understands the needs of its communities. Identified service improvements are systematically made to improve local service delivery. The force comprehensively communicates the National Quality of Service Commitment standards, the Code of Practice for Victims of Crime standards and the force corporate/accessibility standards to its communities.

Service users' views are sought and are used to improve service delivery

Strengths

- In the three-year strategy 2005–08 and the policing plan 2007/08, Surrey Police Authority and Surrey Police are unequivocal in their intention to maintain Surrey as the safest county in England. The two documents clearly lay out how the authority and the force will work with partners to tackle the issues of greatest concern. Community safety and community confidence in policing are priorities.
- The Citizen Focus strategy is being delivered through a set of four key local strategic priorities (the four Cs):
 - Customer service – providing a clearly defined quality of service focused on need.
 - Control of crime – maintaining low levels of crime and disorder.
 - Confident communities – listening to, and supporting, communities.
 - Capable, supported staff – building a confident, modern workforce, able to deliver a professional service.
- The framework of the force's policing plan targets, and monthly monitoring processes, reflect these strategic priorities.
- The force uses its consultation and survey unit to good effect as a means to judge performance and measure the impact of initiatives. The Home Office required Surrey Police to carry out 2,549 user satisfaction surveys in 2007/08 and submit returns every three months. The force enhanced the sample and carried out 5,340 surveys during the year. The consultation and survey unit use the data to produce monthly

reports at force and divisional level. Customer service teams examine the survey data to analyse police activity on confidence and satisfaction levels, and to identify good practice.

- The Neighbourhood Policing survey is carried out four times per year, surveying 6,600 Surrey residents annually. The force uses the survey for a number of different reasons, but it has been realised that the tool can be used to map confidence data. (See Developing practice)
- Focus groups have been convened by the customer services department to obtain feedback concerning the force's performance in the investigation of race hate crime, anti-social behaviour, burglary and vehicle crime. Recommendations are made to the customer service board.
- During 2006, an independent customer management company was used to facilitate focus groups with victims of vehicle crime. As a result of their findings, recommendations were made to the customer service board. This led to a pilot project between March and September 2007, whereby reassurance visits by neighbourhood officers were offered to victims of vehicle crime. The force achieved improved levels of victim satisfaction.
- The outcome of the vehicle crime project led to a further pilot project being conducted in the North Surrey division between August and November 2007, whereby reassurance visits by neighbourhood officers were offered to all victims of PPAF crime. Again, improvements in customer satisfaction levels have been achieved and these reassurance visits have been mainstreamed in North Surrey. (See Work in progress)
- In July 2007, two burglary focus groups were convened from survey customers, each consisting of about 12 people. The mixed-gender groups contained a broad range of ages. A recommendation from the focus groups that was agreed and implemented is the use of information cards for victims of burglary. It is planned to convene focus groups with victims of road traffic collisions and violent crime in order to identify service improvement opportunities in these areas.
- To promote the services of the force contact centre and incident handling centre (part of operational support communications (OSC)), staff are attending safer neighbourhood panel meetings and other public forums. This initiative allows OSC to receive feedback from customers regarding the service provided and to provide reassurance. This should lead to improved customer satisfaction. However, this initiative has not yet been used to its full potential by the Neighbourhood Policing teams. (See Developing practice)
- Surrey Police website provides details of how to contact the force by email, post, telephone and text/SMS, and it commits to respond to any enquiry within ten days. Responses are managed by the records management department. Emails are managed in the same way as written correspondence, and emails on a wide range of subjects are received from members of the public. All emails are archived in MS Outlook, ensuring a complete history exists of the numbers and types of queries received via email. As the emails received are so diverse, they are not reported on and, as yet, have not informed any policy decisions. There is also a facility to provide feedback about the content of the website itself.

- In 2006, the force commissioned an independent company to conduct fieldwork with the gay community in Surrey, in order for the force to develop a greater understanding of homophobic crime, and to identify opportunities to develop partnership working. The fieldwork was conducted between November 2006 and April 2007. A report was produced and recommendations were made for chief officer consideration. As a result, a lesbian and gay liaison officer has been appointed in the West Surrey division, and further liaison officers will be appointed for the North and East Surrey divisions.
- The introduction of neighbourhood teams is contributing to a more visible and accessible policing service. Surrey has 106 established neighbourhood teams, who provide a local and bespoke policing service to their communities. They engage formally and informally with their communities and, through neighbourhood panel meetings, are able to identify local priorities that can be taken forward and dealt with through a joint problem-solving approach.
- IAGs have been established at force and divisional level. The IAG has a key role in promoting community confidence. It does this by acting as a 'critical friend' to the force in relation to major or critical incidents, and in relation to the development of policing policy and strategy. The IAG members spoken to provided examples of when they had been consulted by the force concerning dress codes, stop search, terrorist alerts and discretion in crime recording. Some members were of the opinion that, with closer and more frequent communication, the IAGs would be able to provide a greater level of advice to Surrey Police. Concerning the force restructure from four divisions to three, the IAG members stated that they were informed after the decision had been made. They stated that they would welcome the opportunity to provide a greater level of independent advice concerning the impact of diversity issues on the force grievance procedure.
- Within OSC, there are seven managers who, as a part of the quality assurance system, each conduct three customer call backs per month. They are required to use a set of survey questions to measure customer satisfaction. The results are collated by the customer service manager and a monthly satisfaction report is produced.
- Since October 2007, four members of staff have been employed in the customer operations desk within OSC. Their role is to examine all live incidents, close all completed incidents and review decisions made regarding call grading and resource despatch. Not only do they ensure that the most appropriate service is provided to customers, they also ensure that force policies are complied with, thereby minimising reputational risk to the force.
- The police authority is actively involved in the governance and scrutiny of satisfaction and confidence performance through their panel structure, which is aligned to the force strategic priorities – Citizen Focus, control of crime, complaints and customer service, competent staff, and finance and performance. A police authority member is aligned to each division to monitor performance and initiatives, and to provide feedback and scrutiny. With the reduction from four divisions to three, a member has now become aligned to OSC.
- The police authority is represented in the neighbourhood policing steering group, and is influential in the questions used by the consultation and survey unit. An authority member is also included in the force complaints board, chaired by the DCC.

- The police authority expressed a view that they believe that Neighbourhood Policing is progressing well in the force and that it will be key to developing and delivering citizen focused policing.
- The first of the force's four strategic priorities contained in the 2007/08 local policing plan is customer service – *providing a clearly defined quality of service, focused on your needs*. Within the plan, the force objectives to deliver the priority are clearly listed.
- The Surrey criminal justice board established a witness care unit in March 2005 to provide help and support to victims and witnesses. The board took part in the force community engagement project, in order to identify how best to improve engagement activities with different communities. Through neighbourhood teams, board members were able to establish links with minority communities by attending neighbourhood panel meetings; for example, the board now engage with the Muslim community through meetings and events at the Shah Jahan Mosque, Woking.

Work in progress

- The force is planning to implement an initiative to offer reassurance visits by neighbourhood officers to victims of all burglary, vehicle crime, racist incidents and violent crime. This is scheduled to commence on 1 August 2008.
- 'Stop Watch' is a force monitoring group set up to evaluate the use of stop and search in Surrey. The group reviews training, knowledge of legislation, supervision and records management. In January 2008, the group commissioned an ethnic research and intelligence company to conduct interviews and focus groups with people from BME communities to evaluate the use of stop and search in Surrey. The research is due to be completed in June 2008.
- OSC are in the process of setting up an independent advisory sub group. OSC recognise that with the number of calls received by the contact centre, the level of staffing available, and the need to provide the best possible service, they need to be able to deal effectively with the needs of all callers. Initial meetings have been held with the force IAG to agree terms of reference and membership. The aim of the group is to review incidents where concerns have been raised, in order to identify training needs, technological improvements and process improvements.

Area(s) for improvement

- None identified.

Quality of service complaints are dealt with effectively

Strengths

- Direction and control complaints are managed on divisions by neighbourhood superintendents, who allocate them to the most appropriate person for investigation. The complaints are recorded on the Centurion database within the PSD. Customer service managers oversee all direction and control complaints on their division, enabling analysis and identification of service improvements. The force target, set by the Independent Police Complaints Commission, for local resolution of complaints is 50% (see Work in progress).

- The complaints intervention scheme maintains a record of every complaint made against a member of Surrey Police staff. An officer with three or more complaints is flagged. A monthly meeting takes place on each division attended by the neighbourhood superintendent and a PSD representative to review cases. Where the same officer has been subject of three separate complaints within a rolling 12 month period, the circumstances of those complaints are examined in order to identify potential trends.
- A range of meetings are held within the force to examine complaints data. Monthly meetings take place at force level – attended by the head of the PSD, the force OLC, and customer services department – to examine all direction and control complaints in order to identify any trends or themes, discuss organisational learning and improve the PSD customer service.
- The force complaints and grievance board is chaired by the DCC, and meetings are held every two months. The board comprises of the head of the PSD, neighbourhood superintendents, departmental heads and the OLC. The purpose of the board is to identify areas of risk, emerging issues and trends. A complaints and customer service panel meeting with the police authority is held quarterly, and is attended by the DCC, the head of the PSD and the senior customer services manager.
- All information contained within direction and control complaints is managed by the OLC. The role of the OLC is to develop the force into a learning organisation. An end of year report, 2007/08, has been produced by the OLC; it examines criticisms and appreciative comments from members of the public regarding direction and control issues. The report analyses force, division and departmental performance, as well as including qualitative analysis.
- The force has previously carried out mystery shopping exercises in front counters and the PSD carry out various quality assurance checks to test processes. Examples include property stores, stop checks and email audits.

Work in progress

- In July 2007, the force recognised that it was not meeting its target for local resolution of complaints. About 20% of complaints were being locally resolved. It was identified that local managers did not understand how to achieve local resolution. Beginning in October 2007, the PSD delivered training to all police officer managers and supervisors (sergeants and above) and guidelines were produced. A new role was introduced within the PSD, which was filled in December 2007, of a force adviser in the application of local resolution procedures. At March 2008, force performance for local resolution of complaints achieved 42%.
- In 2006, in response to complaints regarding police stations not meeting their opening times, the police authority and chief officer group commissioned the support services department to conduct a review of the 27 police station front counters across the force area. The review identified a lack of corporate standards, training, supervision and support for staff as being major issues. Recommendations were made and agreed, and an ongoing programme of work, involving significant building improvements, began in September 2007.

- The refurbished front counter at Woking police station is particularly impressive and can be considered as a model of good practice. The programme is estimated to last for a further two years.
- Mobility contracts have been introduced for all front counter staff. New posts have been created for front counter managers to manage staff and improve opening times. A training programme has been developed and is being delivered. A disability advisory company has been consulted with a view to making front counters compliant with the Disability Discrimination Act. The 27 front counters have been graded according to footfall, in order to prioritise development. Work to date has included double booths for customers installed at one of the busiest police stations; three front counters completely redesigned and rebuilt; large plasma screens installed at eight front counters, displaying useful information; self service information kiosks in eleven front counters, including facilities to provide feedback and information to the force. An example of the use of a kiosk was information provided by a child concerning the drug use of her mother; this led to a child protection investigation.

Area(s) for improvement

- There are no timescales set for the completion of direction and control complaints, and as such no performance indicators exist, except for the local resolution target. This can result in investigations being unnecessarily protracted, thereby impacting on customer satisfaction. There are, however, timescales for responding to direction and control complaints.

The force is monitoring its compliance with the National Quality of Service Commitment

Strengths

- The Surrey Police Charter and the Victims Code were both launched in April 2006. Their launch was supported by a communications plan that included strategies to raise awareness of their introduction within the force and to Surrey citizens. The charter outlines the force's commitment to delivering the National Quality of Service, and contains a ten-point pledge about how the force will deliver services to the public. It contains details of how the public can contact Surrey Police, how they will be dealt with, and how they will be kept informed and updated. The charter contains advice to victims of crime, details of Freedom of Information Act rights and information on how complaints will be managed.
- Force performance against the charter is reported via the Surrey Charter scorecard (produced by the performance monitoring and analysis unit) and monitored at the monthly force performance forum.
- The charter is available on the Surrey Police website (under 'contact us') and in police station front counters; it is available in different languages and different formats (see Area(s) for improvement).
- As part of the force's implementation of the Victims Code of Practice, a leaflet called *Victims of Crime – support and advice in Surrey*, is sent to every victim of crime. The leaflet is accompanied by a victim of crime letter, explaining what action is being

taken and why. The leaflet provides advice to victims about going to court, minimum standards of service under the Code of Practice for Victims of Crime, the criminal injuries compensation scheme, and details of a variety of support and advice services.

- The force produces a monthly policing plan scorecard to measure performance against the key strategic targets (the four C's), set out in the local policing plan 2007/08. The OSC and the Neighbourhood Policing directorate both produce departmental scorecards to monitor and manage their own performance targets.
- Performance against targets is monitored through the monthly force performance forum known as SPECS, which is chaired by the DCC. The performance monitoring scorecard reports performance against the four strategic priorities, and force performance against the Home Office's PPAF domains, and compares performance in these areas over the last three years.
- The force risk register does not contain or highlight any specific risks to Neighbourhood Policing or Citizen Focus. Risks are identified in relation to the potential impact on community satisfaction levels if the neighbourhood newsletters are not produced and circulated, following phase 2 of the force organisational support review of corporate communication staff.

Work in progress

- None identified.

Area(s) for improvement

- During the inspection, it was stated that the Surrey Police Charter is widely available to the public. However, the charter could not be found on the Surrey Police Authority website, and during visits to public libraries, where neighbourhood surgeries are regularly held, copies of the charter were not available. The charter is available in alternative languages and formats on application. However, it is not known whether the charter is made available to vulnerable and hard-to-reach groups.

The force has integrated Citizen Focus and operational activity, such as contact management, response, Neighbourhood Policing, investigation and through the criminal justice process.

Summary statement

The force has implemented corporate service standards expected of all staff when dealing with the public. Satisfaction and confidence performance is fully integrated into BCU and force performance management processes.

Strengths

- Surrey Police is committed to delivering a policing service with safety, confidence and satisfaction as its priority. Customer service and confident communities are two of the key service priorities. All of the targets and measures contained within the customer service element are aimed at improving satisfaction. The ethos of improving confidence and satisfaction is being driven across the force into all customer facing services, and this culture was clearly evident during the inspection.

- During a focus group interview, a neighbourhood police officer stated that it was important to leave every person who has contact with police 'with a feeling that something has been achieved'.
- Neighbourhood teams are influential on customer confidence levels as a result of their key role within neighbourhoods. The introduction of NTCs, to not only undertake an administrative support role, but also to take on a broader co-ordination role of neighbourhood team activities, enables neighbourhood staff to be more visible to the public.
- The co-ordinators take responsibility for maintaining neighbourhood profiles, making appointments with members of the public and acting as a single point of contact for neighbourhood teams. The purpose of the role is to improve customer satisfaction and confidence.
- Local incident and crime data is made available to neighbourhood teams and is refreshed every 24 hours. This enables neighbourhood officers to have the most up-to-date information of incidents occurring within their neighbourhoods available to them. From this data, reassurance visits are scheduled, neighbourhood officers are tasked and emerging neighbourhood issues are identified.
- The force is embarking on a pilot project with four other forces to apply professional discretion in appropriate circumstances to resolve issues. (See Work in progress)
- Customer service managers (CSMs) are introducing a variety of initiatives on divisions to improve customer satisfaction and public confidence. CSMs conduct 30 call backs per month to victims of crime to check for compliance with the Victims Code of Practice, and general customer satisfaction. The conversation is flexible, rather than following a rigid script, in order to gain maximum customer feedback. Inspectors and sergeants supervise all 'live' crime investigations and CSMs enhance this supervision through dip checking a further 30 crimes per month. Findings are reported at the divisional commander's monthly performance meeting and the divisional customer service board.
- Telephone scripts have been produced in the force to achieve a corporate standard. The scripts are delivered during training to staff in the OSC for use during call handling and crime recording. Scripts have also been designed by CSMs for the use of CMU staff, neighbourhood officers and investigators.
- The DCC chairs the force diversity programme board, which convenes every three months. Membership of the board includes representation from the IAG, the police authority, staff associations and chairs of support groups. The board is a strategic group, supported by an action plan to manage activity. An example of a recent initiative was a Women's Action Conference held in March 2008, for female police officers and police staff.
- The force diversity programme board is supported by an action plan to manage activity. The action plan is a consolidated version of everything the force is doing in respect of diversity, and is constantly reviewed as part of the programme board process. It includes all statutory equality schemes, national ACPO recommendations, HMIC recommendations and local actions bespoke to Surrey Police. All actions are fully risk assessed and prioritised.

- Neighbourhood officers' contact details are widely publicised. The neighbourhood team websites, newsletters and posters contain the officers' photographs, telephone numbers and email addresses. Telephone cue cards have been produced containing voicemail scripts to be followed. During focus groups with neighbourhood officers, they were aware of force standards that non-priority crimes must be attended within 48 hours, emails must be replied to within 72 hours and written communications must be responded to within ten days.
- The LISTEN principles are clearly embedded in the force, and have been delivered to all members of staff. LISTEN is the corporate standard for how staff should deal with everyone with whom they have contact. While staff could not recite the mnemonic exactly, they were aware of its meaning. The LISTEN logo was clearly visible around the force, appearing in offices and on noticeboards.
- Customer service training, phase 2, will be delivered in October 2008. During the inspection, members of staff who were interviewed were aware of the forthcoming training (see Developing practice – Appendix 2).
- Station officers have received training in customer service from support services. The training is classroom-based for two weeks. A mock station office, with a video facility for feedback, has been installed at Dorking Police Station to support the training. Station Officers receive training in the LISTEN principles.
- CSMs have designed and delivered training to PCSOs on neighbourhood teams about how their role can influence satisfaction and confidence levels in respect of visibility, reassurance visits and community engagement.
- During late 2007, the chief officer group experienced a number of significant changes, many of which could not have been predicted. Portfolios have been adjusted and a number of senior positions within the force have been occupied by acting ranks. To the credit of the team, performance has been maintained and new initiatives implemented.
- Good work is formally recognised at force level through the Chief Constable's Awards Ceremony, and at divisional level through chief superintendent's commendations. During the fieldwork, staff acknowledged that a 'thank you' culture exists within the force and that management teams are becoming increasingly supportive. Customer service managers are proactively searching for good news stories in order to promote the force.

Work in progress

- Surrey Police is one of four forces to pilot an initiative whereby officers will be instructed in how to use the application of discretion to resolve incidents. The discretion project is part of the force's mission to increase satisfaction and confidence by putting the public first. The force will move away from performance being measured through sanction detection rates and crime reduction, to a position whereby performance will be measured by improved community confidence and satisfaction. The force has produced an internal and external communication strategy to support the initiative. Training will be provided to all staff, with public facing roles prioritised. The force is working with the National Policing Improvement Agency to develop an evaluation matrix.

Area(s) for improvement

- Staff interviewed during the inspection were not aware of the existence of corporate standards regarding the use of voicemail or telephone answering. This has led to some negative feedback to customer services staff from callers trying to contact members of the force.
- Force contact centre staff were unclear as to whether they could give out email addresses or contact details of members of Surrey Police and were unaware of a clear policy in this area.

RECOMMENDATION 4

Her Majesty's Inspector recommends that the force should review its contact management processes in order to improve ease of contact and provide a better quality of service to the customer, while at the same time serving the professional needs of operational officers and staff.

The Force is striving to ensure it provides a positive experience to every person with whom it has contact

Strengths

- Customer service managers are vital to the force in improving customer satisfaction and confidence in policing. A customer services manager, supported by a customer services officer, works within each of the three divisions, in the force contact centre and in the professional standards department (PSD). The customer services manager is managed by the head of customer service, who reports to the chief officer group. Customer service managers have been in post since July 2006. Part of their role is to identify and implement good practice and they have been trained to manage focus groups. A good example is in the CMU at Reigate division. The call handling best practice guidelines used in the force contact centre have been adapted for use by the CMU, who are now providing a consistently improved quality of service.
- Within OSC, call handlers use agreed deferred response to manage the deployment of resources to non-priority incidents. An agreement is made with the customer for a police resource to attend within 48 hours of the call for assistance, at a time that is most convenient. The call and the officer deployment is then managed either, locally by an NTC for neighbourhood issues, or by the incident handling centre for crimes. Each division deploys two response cars during early and late shifts to deal with scheduled responses.
- The current training programme for call handlers in the force contact centre started about three years ago. Prior to commencing the nine-week training programme, new members of staff are sent pre-read material. The programme of training includes crime recording and call handling, so that all staff are multi-skilled and the customer experience is improved. Call handlers have received in-depth training on how to speak to callers. (See Work in progress)
- Supervisors of call handlers are required to dip sample two calls per member of staff per month. Duty managers are required to dip sample one call per month per

supervisor. Supervisors are also required to sample a further six calls per day to check compliance with national standards of incident recording. Additionally, supervisors listen into 'live' calls and provide fast time feedback to staff. Every five weeks, supervisors hold a performance meeting with individual call handlers and staff are required to perform a self-review of how they have handled a call.

- When a caller wants to speak to the police about a neighbourhood issue, the call handler has the facility to transfer the request to an NTC so a scheduled appointment can be made with a neighbourhood officer. The call handler is able to access the neighbourhood priorities through a software facility and can create an incident record. The incident record is transferred to the co-ordinator to manage the deployment.
- As part of a trial initiative, there are currently two scene of crime officers (SOCOs) working within the force contact centre. In order to improve the quality of service provided to victims of crime, they are able to assess forensic opportunities and provide fast time advice to customers and officers at the point of the incident being reported. The force is currently reviewing these two posts.
- Customer contact contracts are used by investigators to agree with victims of crime on the frequency and method of update during the time of the investigation. The terms of the agreed contract are recorded within the log of the investigation and compliance is monitored by customer service managers and supervisors.
- Focus groups conducted by the force with victims of burglary identified that the victims did not always fully understand what follow up action would take place once the crime had been initially reported. In order to improve understanding, and potentially increase satisfaction, the force introduced customer journey information cards and SOCO information cards. The customer journey card provides general information to the customer about the investigation and prosecution process, SNTs in Surrey, and lists a crime reference number and a point of contact. The SOCO card is a forensic examination information leaflet; it informs the customer what forensic evidence has been recovered, how that evidence will be examined and provides useful points of contact.
- To improve customer satisfaction with the investigation of crime by Surrey Police, the force introduced three acronyms to manage compliance with the Victims Code of Practice and the Surrey Police Charter. First initial contact (FICON) means that the investigator must make contact with the victim within 72 hours and agree an investigation strategy. Included within FICON is the customer contact contract. The victim must be updated at least fortnightly with details of specified investigative developments – known as VICON. Where a person is identified as the victim of more than one hate crime incident within the previous 12 months, they will receive an enhanced service that includes reassurance visits (this process is known as HATCON). Investigators are required to record compliance with these checks within the details of their investigation. Every investigation will be subject to a monthly audit by the CMU.
- The homepage of the force website has a facility to report crime 'online'. The link provides two options to report non-urgent or minor crime, and hate crime. The force website also provides facilities by way of textphone and minicom for deaf, hard of hearing and speech-impaired service users.

Work in progress

- There is an ongoing training plan to ensure that all contact centre staff are multi-skilled, to include crime recording. The training delivery is due to be completed in August 2008. This will provide greater flexibility and quality of service provision in order to improve customer satisfaction.

Area(s) for improvement

- The force has not yet recruited hate crime co-ordinators in all divisions. In 2007, on East Division, a hate crime co-ordinator was employed in the CMU. They focused their work on incident resolution in negotiation with the victim, which was identified as having a significantly positive impact on customer satisfaction levels. This in turn led to the satisfaction gap closing between BME and white service users, and was identified as good practice. The officer has now been promoted into another role and the post has not yet been filled.

Performance processes include local satisfaction measures, and locally established priorities

Strengths

- In January 2008, the chief officer governance structure was changed and a new Citizen Focus command was created under the leadership of an ACC. Citizen Focus has responsibility for divisions, Neighbourhood Policing, OSC, customer service and diversity.
- The command mission statement is 'A citizen focused, resilient, and financially sustainable organisation with a clear set of values, upheld by all. Staff will feel supported and valued and trusted to use discretion to put the **Surrey Public First**'.
- Delivery of the mission statement is managed and supported through a number of panels and boards. The Surrey Police Authority has a confident communities' panel, through which it monitors the force's effectiveness in providing reassurance to local people and developing community confidence. The DCC chairs the force strategic change board, to manage the strategic direction of the force to deliver against targets. The ACC (Citizen Focus) chairs the customer service board, to consider, monitor and evaluate the impact of all initiatives and projects on customer satisfaction and community confidence.
- Divisional performance meetings are held monthly. The divisional performance management reports contain confidence and satisfaction at a divisional level. Each report contains the previous month's data to display trends. Customer service board meetings take place monthly on divisions. Compliance with force processes are examined in greater detail to identify areas for attention. Progress against the divisional customer service plan to support divisional policing plan targets is reviewed.
- The force uses its consultation and survey unit to good effect as a means to judge its performance and to measure the impact of initiatives. The Home Office required Surrey Police to carry out 2,549 user satisfaction surveys in 2007/08 and submit three-monthly returns. The force has enhanced the sample to carry out 5,340 surveys during the year. The consultation and survey unit use the data to produce monthly reports at force and divisional level for SPECS and the customer service

board. The customer service teams then use the survey data to analyse police activity with confidence and satisfaction levels.

- The Neighbourhood Policing survey is carried out four times per year, surveying 6,600 surrey residents each year. The force uses the survey to monitor community awareness of their neighbourhood officers and confidence in their local police.
- The Neighbourhood Policing scorecard is produced monthly. It contains details of the neighbourhood survey results (150 citizens per borough per quarter surveyed). The scorecard compares force, division and borough performance across a range of indicators.

Work in progress

- None identified.

Area(s) for improvement

- None identified.

The force can/cannot demonstrate that the relevant SPIs remain stable as a minimum.

	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from minority ethnic groups with the overall service provided	SPI 3b Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
Surrey Police	- 1.3 pp	- 0.5 pp	11.3 pp	1.6 pp

Summary statement

The SPI data shows that force performance is significantly worse than the average for the MSF.

The SPI data also shows that force performance is unchanged compared with two years ago.

Satisfaction of users from minority ethnic groups with the overall service provided is significantly improving.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 1.6 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'the difference in the force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of the statistical analysis methodology at Appendix 3 at the end of this report.

Victims of crime and users of police services are surveyed using Surrey Police's own user satisfaction surveys, which comply to national standards and thus allow comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

Strengths

SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.

- Force performance significantly improved in the year ending March 2008; 79.2% of users from minority ethnic groups were satisfied with the overall service provided, compared with 67.9% in the year ending March 2006.
- Where there is a gap in service delivery between white and BME service users, the force has evidenced it is taking action to understand and narrow the gap by the use of customer service managers, feedback from focus groups, mapping of confidence data, reassurance visits and the Stop Watch.
- The force submits that the main reason for the improved level of satisfaction from BME users is that all hate crimes were recorded on the DCC's daily log of events. This led to daily chief officer scrutiny of all hate crime investigations.
- Further to this higher level of scrutiny, the forces diversity unit have led on a number of initiatives to improve services and raise levels of satisfaction. Examples include research work to achieve a greater understanding of homophobic crime in Surrey and an evaluation of the use of stop and search by the force.

Work in progress

- None identified.

Area(s) for improvement

SPI 1e – satisfaction with the overall service provided.

- 80.3% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is significantly worse than the average for the MSF.

- Force performance was unchanged in the year ending March 2008; 80.3% of people surveyed were satisfied with the overall service, compared with 80.8% in the year ending March 2006.

Developing practice

- See Appendix 2.

Recommendations

RECOMMENDATION 1

Her Majesty’s Inspector recommends that the force should undertake a review of its abstraction policy, and how it is disseminated, monitored, and enforced, in order that SNT staff are not abstracted in contravention of the policy.

RECOMMENDATION 2

Her Majesty’s Inspector recommends that the force should clarify the investigative responsibilities and expectations of neighbourhood team officers.

RECOMMENDATION 3

Her Majesty’s Inspector recommends that the force should undertake a review of neighbourhood policing training which should encompass joint training with partners.

RECOMMENDATION 4

Her Majesty’s Inspector recommends that the force should review its contact management processes in order to improve ease of contact and provide a better quality of service to the customer, while at the same time serving the professional needs of operational officers and staff.

Appendix 1: Glossary of Terms and Abbreviations

A

ACC	assistant chief constable
ACD	Active Citizen Database
ACPO	Association of Chief Police Officers

B

BCU	basic command unit
BME	black and minority ethnic

C

CDRP	crime and disorder reduction partnership
CIAG	community incident agency groups
CIS	crime investigation system
CMU	crime management unit
CTIO	counter-terrorist intelligence officer
CSM	customer service manager

D

DCC	deputy chief constable
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F

FICON	first initial contact
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H

HMI Her Majesty's Inspector

HMIC Her Majesty's Inspectorate of Constabulary

I

IAG independent advisory group

IT information technology

J

JAG joint action group

K

KDI key diagnostic indicator

KIN key individual network

M

MSF most similar force

N

NCO neighbourhood communications officer

NSO neighbourhood specialist officer

NTC neighbourhood team co-ordinator

O

OLC organisational learning co-ordinator

OSC operational support communications

P

PCSO police community support officer

PPAF policing performance assessment framework

PSD professional standards department

S

SARA scanning, analysis, response, assessment

SNT safer neighbourhood team

SOCO scene of crime officers

SPECS Surrey Performance Evaluation of Computerised Statistics

SPI statutory performance indicator

Appendix 2: Developing Practice

INSPECTION AREA: Neighbourhood Policing

TITLE: Active Citizen Database

PROBLEM:

The existing KIN database holds the names, addresses, contact details and roles of individuals within a community. Although useful as a repository for information, it is not readily accessible to all staff and provides only a limited ability to manage communications and target selected groups.

The force needed to develop a system that would improve ability communications with KINs. The system needed to enable the force to target its communications at those individuals with particular spheres of influence or interest. Finally, the system needed to be readily accessible to other staff during a critical incident.

SOLUTION:

Surrey Police has started developing an ACD. This will hold detailed information about an individual and, more importantly, will capture specific details about their spheres of influence and interest. For example, one individual might be a local shopkeeper, resident, councillor, have an interest in policing of young people and be a member of a visible minority ethnic group. In all likelihood, a local officer will already have good communication channels with such an individual. The ACD will provide neighbourhood officers with a straightforward system that they can use to maintain and access their KIN details.

The ACD will allow all users to input details of individuals. The person can be stored as a stand-alone individual, or as will more often be the case, they will be grouped together. Neighbourhood officers are most likely to group individuals in a manner relevant to their neighbourhoods – and the ACD will not be prescriptive as to how they do this. Users can group, and name a group, according to their needs. However, the ACD will allow any user to quickly search on any details to identify, for example, individuals within a neighbourhood, by name or within a certain postcode.

One of the most powerful features of the database will be its ability to broadcast messages to groups of individuals. The system will support all methods of contact with individuals (telephone, face-to-face, etc), but recognises that email or letter offers the most expeditious method to contact larger groups of people. To assist in this process, the database will allow the use of either email or letter templates.

Surrey Police has invested resources recently to develop products using consistent and quality branding, and the template feature will support this by allowing centrally created templates (such as crime prevention messages) to be available to all staff.

It will also allow the force to target communications at an individual due to their involvement in their various spheres of influence. Additionally, in the event of a critical incident, it may be used to contact them as part of any emergency or contingency planning.

The system also introduces the concept of the ‘Super User’. The Super User will be able to target messages at large groups (eg all neighbourhood watch co-ordinators across the county). They will also be able to send messages on behalf of others (eg the divisional commander) and will have the authority to interrogate the groups of KINs created by other users and send messages to those groups if required. In addition, a Super User will be able

to create and modify templates.

The ACD will also incorporate a sensitive area. This will contain information such as the contact history of a key individual and an information box that can be brought to the user's attention before any information is sent to that individual.

Future enhancements

A number of additional requirements have been identified that could enhance the communications activity, including RSS feeds or the ability to send SMS messages to KINs.

EVALUATION:

The ACD is currently under development and is anticipated to go live during 2008. It builds on existing practice and use of KINs. The force is currently using mapping products to highlight gaps in its engagement strategy, and the increased use of the ACD will enable targeted engagement at specific areas.

OUTCOME(S):

It will be evaluated by measuring increased contact and use of KINs, and increase in customer confidence data measured by the Neighbourhood Policing Survey.

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INSPECTION AREA: Neighbourhood Policing

TITLE: Neighbourhood team co-ordinators

PROBLEM:

SNTs are facing rising demands from the public and increasing administration requirements. This is at a time when Surrey Police is trying to increase the visibility and accessibility of the SNTs and enhance customer service.

SOLUTION:

To better manage the demands placed on the SNTs, Surrey Police is exploring the opportunities presented by workforce modernisation to introduce additional, non-sworn staff into the SNTs.

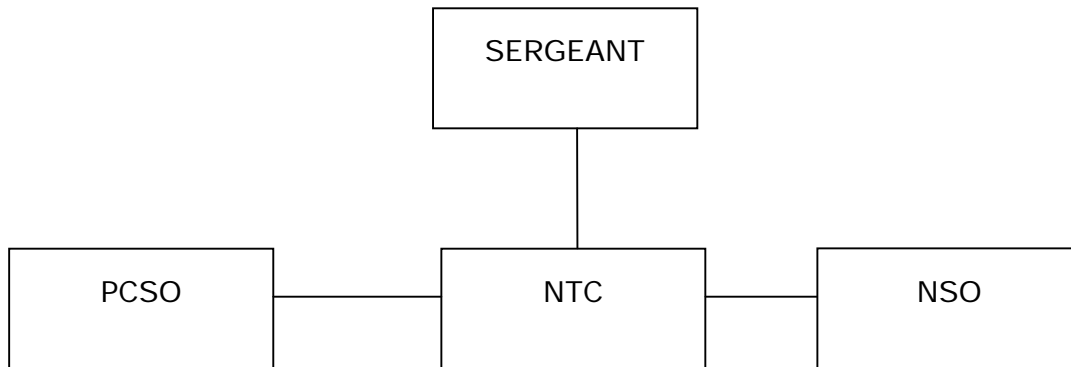
One area that the mixed economy trial identified as beneficial to both investigative and neighbourhood teams was a co-ordination role to manage the demand and workload across each team. The requirement for an NTC emerged from this trial.

The role will include some of the administrative tasks currently undertaken by NSOs and PCSOs. Additionally, NTC's remit will include a much broader co-ordinating role, and in doing so they will provide much stronger direction in relation to the team's activity.

Office-based administrative tasks have been drastically reduced as the Co-ordinator takes on such roles such as:

- undertaking nominated tasks associated with both regular and ad hoc preparation of documents, management information, reports and files;
- researching and assessing intelligence linked to SNTs activities to assemble daily briefings and research documents;
- acting as a single point of contact to deal with customer enquiries;
- maintaining KIN lists and neighbourhood profiles;
- contributing to improving customer satisfaction by contacting victims of crime or replying to ICAD enquiries;
- organising calendars and appointments;
- developing close links with neighbourhood communications officers to assist in the production of circulars and newsletters;
- becoming a single point of contact for other departments such as the divisional intelligence unit and crime reporting bureau;
- looking after task schedules; and
- overseeing beat plans.

Line management responsibility for NTCs will rest with the neighbourhood sergeant. As the role develops, the force emphasised that it is an enhancement to the existing neighbourhood team. The NTCs have no supervisory authority over the NSOs or PCSOs but will be able to task on behalf of the neighbourhood supervisors.



Safer neighbourhood team structure

The NTCs are being introduced across the force and 36 additional staff are being recruited to fill the roles. Following a pilot scheme, a bespoke training package has been created and will include role-related modules as well as personal skills based around the core leadership development programme. This package will be piloted then handed over to the central training faculty to administer and adopt as a stand-alone training package.

Future development

The force aims to further develop the tasking aspects of the role. To achieve this, a tasking system has been developed (see separate paper) to manage and co-ordinate all aspects of the workload of the SNT. By April 2008, Surrey Police will implement changes to the management of incidents in line with the National Call Handling Recording Standards. It is anticipated that this will lead to an increase in Grade 3 incidents assigned directly to SNTs. The NTC will have a key role in this process, allocating, monitoring and resulting tasks on behalf of their teams.

In order to assist all officers with the planning required around neighbourhood activity, the force aims to provide officers with a more structured approach to their shift. NTC's will work closely with neighbourhood sergeants to produce patrol plans for each team, including pre-planned appointments, patrol areas and tasks generated by the local demand management system.

EVALUATION:

Evaluation will take place via existing monitoring structures, specifically:

- impact on customer confidence in local teams;
- increased in customer satisfaction;
- improved visibility of officers;
- resolution of Grade 3 incidents with specified time period; and
- improved compliance with Victims Code of Practice.

OUTCOME(S):

The outcomes should result in changes to working practices, including:

- reduction in officer time spent at computers;
- improved customer service – particularly to those contacting Surrey Police who do not necessarily report a crime;
- better use of KINs;
- improved access and contact with local teams; and
- better communications between neighbourhood teams and other departments.

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INSPECTION AREA: Neighbourhood Policing

TITLE: Electronic Tasking System

PROBLEM:

Surrey Police has been involved in a number of trials using the principles of workforce modernisation. One of the key support products to emerge from the trials sites was a task management system to enable teams to better control and co-ordinate their activity. In particular, the force wanted to remove the reliance staff had on interrogating information technology (IT) systems. The original workforce modernisation trial on both the neighbourhood and investigation sites used a Microsoft Office platform, but it became apparent that a bespoke application was needed before it could be rolled out across the force.

SOLUTION:

The workforce modernisation trial sites had already proved the effectiveness of a co-ordinator/allocator role, with responsibility for prioritising and managing the activity for each team. On the SNT, this role is being introduced in the form of NTCs. The newly introduced NTCs have a pivotal role, with responsibility for administering the tasking system to control the workload and activity for each officer within each SNT.

The system itself is not complicated and enables NTCs to create a task containing details such as:

- recipient / originator;
- overview of the task;
- reference number to other police IT systems;
- details of a person to contact;
- appointment details;
- direction for the task; and
- risk assessment.

The system also allows the NTC to re-allocate tasks between individuals in the event, for example, of an individual's workload becoming excessive or in the event of a sudden unexpected absenteeism.

In practice, a task will come to the SNT via the NTC, requesting that, for example, an officer call at a specific address. The NTC will create a task, and determine the most appropriate officer to receive this request. The task will include sufficient detail to enable it to be actioned without further reference to other IT systems. The task can be printed and given directly to the officer, or a system generated email can be created, which the officer can print at a later time.

On completion of the task, the officer updates the system with the result, and the NTC can either close the task or re-allocate it back to that officer (or a different officer) if additional work is required.

All entries and updates on the system are date and time stamped, so they can be used for audit purposes if required.

The system has two levels of access:

- NTC access, used by the NTC and team supervisors. This allows the creation and allocation of tasks and the ability to manage the composition of a team. This level

also has the functionality to monitor the progress of all the tasks within each team. This user is also able to monitor the workloads of each individual within a team and can search for archived tasks.

- Normal User is usually the PCSO or NSO. They will be the recipient of a task and will be able to update the system on completion. They are able to view their own workload but not that of others.

Training

A training package has been developed, which is either a stand-alone module or part of the NTC introductory course. The system itself is intuitive and the training module is scheduled for a half day.

The NTC training course will also equip officers to disseminate use of the system to the other members of the SNT. A user guide has been developed for the each level of user.

EVALUATION:

Evaluation will take place via existing monitoring structures, specifically:

- impact on customer confidence in local teams;
- improved visibility of officers;
- improved compliance with Victims Code of Practice;
- increased customer satisfaction.

OUTCOME(S):

The outcomes should result in changes to working practices, including:

- reduction in officer time spent at computers;
- improved customer service; and
- better direction and co-ordination of SNT activity.

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TITLE: Borough maps of confidence data

PROBLEM:

Developing an accessible means for neighbourhood teams and customer service managers to view confidence data, to target engagement.

SOLUTION:

The force currently uses mapping tools for a number of different means, eg plotting crime and incidents that have occurred in a specific area. It was identified that this tool could also be used to map confidence data.

Four times per year, Surrey Police survey 150 Surrey residents per borough, regardless of whether they have had contact with Surrey Police or not. The Neighbourhood Policing survey concentrates on neighbourhood priorities, perception and confidence. The survey is widely informative for both customer service managers on divisions and neighbourhood teams. Below are a sample of questions asked in the survey:

- How much would you say the crime rate in your neighbourhood has changed over the last 12 months?
- How safe do you feel walking alone in your neighbourhood after dark?
- Are you aware of a neighbourhood policing officer or team working in your neighbourhood?
- In general, how well informed do you feel about policing in your neighbourhood?
- How much do you agree or disagree with the following statement; 'Taking everything into account I have confidence in the police in this neighbourhood'?

The results were only published at borough level, so it was difficult for neighbourhood teams to understand the confidence levels at neighbourhood level. If respondents agree to share their personal details, in future the force can map neighbourhood confidence on a borough map.

The map illustrates, through coloured dots, where respondents agree/disagree/neither with the statement 'Taking everything into account I have confidence in the police in this neighbourhood'.

This is particularly useful for neighbourhood teams to use for engagement as they can easily see which areas have low confidence in police and target these specific locations.

The maps are updated on a quarterly basis, enabling Neighbourhood Teams to see any trends and patterns, and to examine the impact their engagement has on Surrey residents.

There is scope to increase the use of confidence maps to include 'Are you aware of a Neighbourhood Policing officer or team working in your neighbourhood?' or 'Do you have the contact details for your neighbourhood specialist officer or community support officer?' This can further direct engagement activities for the neighbourhood teams to supply residents with their contact details.

EVALUATION:

The maps are currently used throughout the organisation to drive activity and engagement in specific areas. The maps can be used to evaluate the impact of the engagement and activity by plotting the changes in confidence.

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TITLE: OSC representation at neighbourhood panel meetings

PROBLEM:

OSC engaging with neighbourhood teams and communities, to improve accessibility to the initial contact service.

WHY OSC REPRESENTATION AT PANEL MEETINGS WOULD BE BENEFICIAL:

Working in partnership with neighbourhood teams through attendance at panel meetings and other public forums, provides OSC staff with an opportunity to promote the services they provide, ensuring that the public are confident in their knowledge of when and how they can contact police.

These forums also allow those working in OSC to obtain direct feedback from customers regarding the service, enable staff to give immediate reassurance as necessary and agree follow up actions where appropriate. The ability to provide a consistent message across the force through such meetings should not only increase customer satisfaction levels but should also strengthen the relationship between OSC and neighbourhood teams.

By engaging in this direct manner, OSC are able to explain the service, the call journey and the methods of contact that will ultimately help manage customer expectations.

This will ensure that neighbourhood teams are more informed and able provide a consistent message in terms of the service.

SOLUTION:

OSC have produced an attendance process map, accompanied by a PowerPoint presentation; this was agreed by the force neighbourhood steering group.

It was disseminated to all neighbourhood team inspectors in October 2007, who had responsibility for informing their respective teams.

Attendance can be requested by any neighbourhood team.

SAFER NEIGHBOURHOOD TEAM KEY RESPONSIBILITIES:

- to ensure timely requests to OSC for panel meeting attendance;
- to support the OSC representative in the delivery of the key messages;
- to provide feedback to the OSC department head as appropriate; and
- to conduct panel meetings in line with guidance provided by the neighbourhood policing and partnership directorate.

OSC KEY RESPONSIBILITIES:

The nominated person representing OSC must:

- provide consistent messages regarding the services OSC provide, and contact methods available to the public;
- effectively collate data, information, issues and ideas from members of the public regarding the services provided by OSC;
- provide feedback on the results of the meeting to the divisional managers, supervisors and peers; and
- ensure that all the issues raised are satisfactorily concluded.

OSC DOCUMENT SUBMISSION:

All notes made from the meeting, including any actions for OSC, must be submitted to OSC customer service.

EVALUATION:

OSC believes the success will be able to be measured through staff engagement and activity outside the panel meetings.

OSC has found that to maintain the momentum of this initiative, greater marketing within the force needs to take place.

In the longer term, improved customer knowledge should have a positive impact within OSC on:

- PPAF survey results; and
- Neighbourhood Policing survey results.

As OSC have only been attending meetings since November 2007, it is too early to see any impacts through surveys completed.

OUTCOME(S):

OSC attendees have been able to gauge public opinion and engage directly with communities. They have been able to explain their service and the call journey, addressing any myths that surround contact management. They also received specific feedback from customers, which has been very useful in informing business changes.

From the meetings that have taken place, the following key themes have emerged:

- knowledge of contact methods, including the 0845 number;
- marketing of contact methods; and
- providing details of what happens next.

A proposal was also made to distribute 'OSC contact cards' to attendees of panel meetings, so they can then be made available for divisions to use.

The first and second items are being incorporated into the force contact management strategy. The third item has been produced at force level, known as a targeted patrol team card. The proposal made regarding 'OSC contact cards' is under development.

OSC are also actively liaising with the IAG to ensure that their members' and contacts' feedback is counted in a timely and appropriate fashion, further informing service provision.

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INSPECTION AREA : Citizen Focus

TITLE: Customer Service Training

PROBLEM:

The 'LISTEN' principles and 'LISTEN' training was designed and delivered in 2006. Surrey Police employees have received little training since this date to develop their Customer Service skills and build upon the initiatives of the past few years.

SOLUTION:

The Force, in conjunction with an external training company, has developed a suite of customer service modules to improve employee's skills regarding delivering excellent customer service.

A training needs analysis (TNA) was conducted with a cross section of employees across the Force. Findings showed that employees need to be provided with the skills and tools to deliver customer service and there is a need for a change in mind-set.

From the TNA, nine modules were created (outlined below):

1. Service mind sets, assumptions, frustrations and blame
2. The principles of outstanding service
3. The language of success
4. The structure of successful service conversations
5. How to say 'no' positively and handle a 'don't know'
6. Non-verbal communication
7. Advanced rapport and listening
8. Understanding pain and pleasure motivation
9. Managing emotions, challenging situations and unproductive feelings

This suite of modules should provide staff with the correct knowledge of the impact of their communication on customers and therefore improve customer satisfaction.

Surrey Police trainers have been trained to deliver the modules over a period of 2 years. The package has been designed so that employees can attend one module, return to the work place and apply the new skills and then go back and complete the subsequent modules. This is mandatory training for all staff, with public facing roles being prioritised.

EVALUATION:

The Customer Service Training will be evaluated in a number of ways. Each delegate will complete an evaluation form after the course providing instant initial feedback. It is key that Managers and Supervisors continue to coach and develop their staff after attending the course to continually improve the service they deliver to internal and external customers. At the end of each module delegates will record three commitments they are going to change/develop from attending the course. Managers/Supervisors will be required to ensure these commitments are adhered to.

All modules were piloted with Police Officers before internal trainers were trained. This was crucial in ensuring the modules were fit for purpose and alleviate the issues summarised in the Training Needs Analysis.

The training is a large commitment in terms of resource for the Force to aim to continually improve the service we provide to the public.

September 2008

EXTERNAL VALIDATION:

Hampshire Constabulary is currently evaluating the modules the external training company devised for the possibility of them introducing the training package to their employees.

OUTCOME(S) :

The training will commence April 2008, and expected outcomes are:

- Improved internal customer satisfaction
- Improved external customer satisfaction
- Increase in our customer satisfaction performance
- Impact on customer confidence
- Change in mind-set and culture across the Force

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Appendix 3: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years. Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.¹ The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant² in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

¹ The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

² It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.