

Notice of Meeting

Surrey Police & Crime Panel

Date & time	Place	Contact
Tuesday, 12 March 2013 at 10.30 am	Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN	Damian Markland or Victoria Lower Room 122, County Hall Tel 020 8213 2703 or 020 8213 2733 damian.markland@surreycc.gov.uk or victoria.lower@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email damian.markland@surreycc.gov.uk or victoria.lower@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Damian Markland or Victoria Lower on 020 8213 2703 or 020 8213 2733.

Members

Dorothy Ross-Tomlin (Chairman)	Surrey County Council
Terry Dicks (Vice-Chairman)	Runnymede Borough Council
John O'Reilly	Elmbridge Borough Council
Clive Smitheram	Epsom & Ewell Borough Council
Richard Billington	Guildford Borough Council
Margaret Cooksey	Mole Valley District Council
Victor Broad	Reigate & Banstead Borough Council
Penny Forbes-Forsyth	Spelthorne Borough Council
Charlotte Morley	Surrey Heath Borough Council
Ken Harwood	Tandridge District Council
Pat Frost	Waverley Borough Council
Bryan Cross	Woking Borough Council
Anne Hoblyn	Independent Member
Janice Turner	Independent Member

PART 1 **IN PUBLIC**

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES OF PREVIOUS MEETING

(Pages 1 - 8)

To approve the minutes of the meeting held on 6 February 2013 as a correct record.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members of the Panel in respect of any item to be considered at the meeting.

4 PUBLIC QUESTIONS

To receive any public questions.

Note:

Written questions from the public can be submitted no later than seven days prior to the published date of the annual or any ordinary public meeting, for which the Commissioner will be invited to provide a written response by noon on the day before the meeting, which will be circulated to Panel members and the questioner.

5 SURREY POLICE AND CRIME COMMISSIONER'S DRAFT POLICE AND CRIME PLAN

(Pages 9 - 90)

To consider the Police and Crime Commissioner's draft Police and Crime Plan.

6 COMPLAINTS RECEIVED SINCE THE LAST MEETING

(Pages 91 - 96)

To note complaints against the Police and Crime Commissioner and the Deputy Police and Crime Commissioner received since the last meeting of the Police and Crime Panel.

7 WEBCASTING OF POLICE AND CRIME PANEL MEETINGS

(Pages 97 - 100)

To review the merits of webcasting meetings of the PCP and determine future arrangements.

8 CONSIDERATION OF EXEMPT INFORMATION AT MEETINGS OF THE SURREY POLICE AND CRIME PANEL

(Pages 101 - 106)

To agree a protocol for considering exempt information at public meetings of the Surrey Police and Crime Panel.

9 REFERRAL OF ISSUES FROM COUNTY COUNCIL AND BOROUGH / DISTRICT SELECT COMMITTEES TO THE POLICE AND CRIME PANEL

(Pages 107 - 110)

To consider the method by which issues concerning the Police and Crime Commissioner can be referred to the Police and Crime Panel by County Council and District / Borough Select Committees.

Published: 4 March 2013

MOBILE TECHNOLOGY – ACCEPTABLE USE

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MINUTES of the meeting of the **SURREY POLICE & CRIME PANEL** held at 2.00 pm on 6 February 2013 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Panel at its next meeting.

Members:

- * Mrs Dorothy Ross-Tomlin (Chairman)
- * Borough Councillor Terry Dicks (Vice-Chairman)
- A Borough Councillor John O'Reilly
- * Borough Councillor Clive Smitheram
- * Borough Councillor Richard Billington
- * District Councillor Margaret Cooksey
- * Borough Councillor Victor Broad
- * Borough Councillor Penny Forbes-Forsyth
- * Borough Councillor Charlotte Morley
- * District Councillor Ken Harwood
- A Borough Councillor Mrs Pat Frost
- * Borough Councillor Bryan Cross
- * Independent Member Anne Hoblyn
- A Independent Member Janice Turner

* = In attendance
A = Apologies

21 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Councillor John O'Reilly, Councillor Pat Frost and Independent Member Janice Turner.

22 MINUTES OF PREVIOUS MEETING [Item 2]

The minutes of the meeting that took place on 13 December 2012 were agreed as a correct record.

23 DECLARATIONS OF INTEREST [Item 3]

None.

24 POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT FOR 2013-14 [Item 4]

The Chairman of the Police and Crime Panel explained that the Police Reform and Social Responsibility Act 2011 required that the Panel review the Police and Crime Commissioner's proposed precept for the forthcoming financial year. Under the legislation the Panel could agree the precept without qualification or comment, support the precept and make comments or recommendations concerning the application of the revenues generated, or veto the proposed precept.

The Chairman stated that the purpose of the meeting was therefore to allow the Commissioner to outline his proposals in more detail and to answer any questions Panel members might have before the Panel made its decision.

The Commissioner provided the Panel with an overview of his proposed budget and precept for 2013/14, as detailed in the agenda papers, and made the following key points:

- The Surrey Police budget was made up of two distinct elements: grants from Central Government and money raised through Council Tax.
- Surrey Police had historically received one of the lowest levels of Government funding in the Country and funding was continuing to decrease. As such, a higher proportion of funding had to be raised through Council Tax.
- The low level of grant funding received by Surrey Police had been raised with the Government and the Minister of State for Police and Criminal Justice, Damien Green, had subsequently requested that he, as Commissioner, prepare a case for consideration.
- He had given consideration to the Government's offer of a two-year 0.5% Council Tax freeze grant but was concerned that accepting this would put the Police in a difficult financial position and create a

situation whereby it would be difficult to raise sufficient funds in future years.

- Even with the increase in the Police's share of Council Tax, the overall budget for Surrey Police next year would be £1m less than the previous year.
- Based on feedback received at recent consultation events with residents, there had been strong support for increasing Council Tax to ensure a robust policing service.
- Having recently suspended the Police's asset selling programme pending full review, a number of planned sales could no longer be used to balance the books and the Police would also have to pay for the maintenance of unsold buildings. However, it was felt that the long-term financial benefits would outweigh this initial finance burden.
- The 1.99% increase would mean that the sum paid by a Surrey Band D household for policing for the year would rise from £203.49 to £207.55. This represented an increase of approximately 8p per week.

The Chairman thanked the Commissioner for his overview and invited questions from Panel Members. During the following question and answer session, the following points were clarified:

- The purpose of the engagement events in January had been to outline to residents the impact of freezing Council Tax on frontline policing services. It had not been possible to provide the Panel with early budgetary information prior to 1 February as the Commissioner's Office had been waiting for information from the 11 boroughs and districts who had themselves been facing complications due to the localisation of Council Tax benefit. The 2% increase discussed at the public meetings had therefore not been based on specific data, more a need to mitigate the inevitable loss caused by inflation and grant reductions.
- The 1.99% precept increase would help ensure that the current level of service could be maintained. However, there were currently reviews being undertaken to assess the Police Office / Police Staff mix and the use of PCSOs.
- It was still the Commissioner's ambition to increase the number of Police Officers, despite the difficult economic climate. Whilst much of the additional money gained from a Council Tax rise would be used to maintain current numbers, he was exploring other avenues, such as confiscating criminal assets, to fund new positions.
- Whilst the Commissioner valued the unique role carried out by PCSOs, he believed that these individuals could better service the public as

fully fledged Police Officers and he hoped to encourage this transition. He noted that the starting wage of a Police Officer was less than that of a PCSO, but acknowledged that the impact of such an arrangement needed further analysis.

- Once a precept had been agreed, the Office of the Police and Crime Commissioner would be producing a Council Tax Leaflet with a breakdown of where money would be spent. This would also be made available on the Police and Crime Commissioner's website.
- The concept of Zero Tolerance did not necessarily mean more arrests and was based on the concept of challenging behaviour as opposed to arresting people for minor offences.
- Potential efficiencies were being sought through sharing back office functions, reducing senior headcounts and considering the way in which individual Police units were organised.
- Surrey Police had been making savings for many years and a number of efficiencies had already been implemented.
- Whilst zero-based budgeting had its merits and may be considered for future years, a more traditional, incremental approach had been adopted for 2013/14.
- As part of the process for localising Council Tax benefit, money had been given by Government to mitigate the initial impact. It was thought that Surrey Police had been slightly over-funded in this regard and that the Government might later ask that the money be returned. As such, money had been set aside in reserves to account for this. In addition, one-off grants received by the Police could not easily be used to fund ongoing services and therefore these had also been added reserves.
- The decision to freeze the sale of Police assets meant that additional maintenance costs would be incurred. Coupled with some other ongoing issues, there was a need to ensure that the Police had adequate reserves in place.
- The Commissioner had a duty to set the strategic direction of the budget but it was for the Chief Constable to ensure that the budget was suitably aligned to allow her to deliver against the agreed priorities. The Chief Constable could vire up to £300,000 from one budget heading to another, although options for increasing this limit were being explored.
- The Chief Constable 'owned' the budget but it was the Commissioner's responsibility to ensure that it was spent efficiently and effectively. To do this he held monthly meetings with the Chief

Constable, all of which were webcast. He would also be feeding back the important details of any discussions to the Panel.

- There was a need to ensure that Commissioners could collectively speak to the Government and it was felt that the Association of Police and Crime Commissioners was a reasonable mechanism for doing this. The Association also provided guidance to its members on policy matters and legislation. As such, it was felt that, despite the cost, membership was important.
- The Commissioner had some concern that the Association had started to become politicised, with its members falling into clear political groups. However, at present membership was still the best method by which he could ensure Surrey's voice was heard.
- The Commissioner would be looking closely at the Police's bulk buying arrangements and procurement processes to ensure that the Police received the best price possible.
- The rounding up of Community Safety Funding from £659,000 to £0.8m was admittedly large but had been done to give a broad indication of how money was being allocated.
- It was accepted that the consultancy budget could have perhaps been better described as a contingency fund. No consultants had yet been appointed and there were no immediate plans to do so. If a situation arose when a consultant was required, proper tendering rules would be followed. The Commissioner stated that he would be willing to consider using local experts that volunteered their services and would not spend money where capability already existed within the workforce.
- It was still necessary to recruit new officers to mitigate the effects of natural wastage as existing officers reached retirement.
- The targets detailed in the draft Police and Crime Plan were not yet agreed and were still subject to change.
- In allocating the new Community Safety Grant, the Commissioner intended to increase Domestic Violence funding by 6%, put £59,000 into youth diversion programmes and £60,000 into custody drug testing. His Deputy was also looking at how best to work with existing Community Safety Partnerships in the Boroughs and Districts.
- The Office of the Police and Crime Commissioner was part of a consortium of local authorities in Surrey that used RSM Tenon to provide an internal audit function. Current areas being looked at included ICT and the Salfords Custody Suite project.

- Following the abolition of the Audit Commission, external audit was provided by Grant Thornton. Once completed a copy of the report would be provided to the Commissioner and would include an audit opinion.
- The Office of the Police and Crime Commissioner was responsible for producing a wide range of leaflets, including consultation documents. The budget for photocopying had therefore been set at an appropriate level.
- HMIC provided access to information which allowed Police and Crime Commissioners to compare statistics for different force areas and this would help determine reasonable targets. Public feedback would also help identify areas for improvement. The Commissioner stated that his initial impression was that the majority of residents would like more done to combat violence, anti-social behaviour and burglary. There appeared to be less appetite for more resources to be spent on vehicle crime and it may therefore be appropriate to reconsider whether this should remain a focus for the Police.
- Due to the various organisational and financial changes facing the Police, and the impact this had had on the working environment and conditions, the Commissioner was concerned that officers and staff were increasingly feeling undervalued. He was concerned that more visible officers were needed but that this naturally had a significant financial implication. However, he accepted that he had to work within the confines of the funds available and would be working innovatively with partners to improve efficiency within the wider system.
- It was felt that Community Safety in Surrey had become overly complex, with too many different groups and organisations undertaking similar yet unconnected work. The Commissioner had asked his Deputy to look into this to ensure that future arrangements avoided duplication of effort.

Having considered the answers provided, the Chairman requested that the Panel vote on whether to agree the Commissioner's proposed precept for 2013/14.

RESOLVED: That

- i. The Panel unanimously agree the Police and Crime Commissioner's proposed precept of 1.99% for 2013/14;
- ii. A letter be sent to the Police and Crime Commissioner, confirming the decision and making the following recommendations:

- a. The Police and Crime Panel receive quarterly monitoring reports on the budget.
- b. The Police and Crime Commissioner review the targets to be included in the Police and Crime Plan to ensure they are ambitious.
- c. The lead time for providing the Police and Crime Panel with financial information for the 2014/15 precept is increased to ensure effective scrutiny of the proposals.
- d. Discussion be held with the Finance Task Group to understand the full detail of the Surrey Police Budget, once available, and agree with the Office of the Police and Crime Commissioner the format and content of the budget reports for 2014/15.

25 DEPUTY POLICE & CRIME COMMISSIONER'S OBJECTIVES AND PERFORMANCE REVIEW [Item 5]

The Chairman explained that following the confirmation hearing for the Deputy Police and Crime Commissioner (DPCC) that took place on 13 December 2013, she had, on behalf of the Panel, written to the Commissioner to support the appointment of Mr Jeff Harris.

At the request of Members, she had also put forward a recommendation that the Commissioner provide the Panel with the criteria by which the DPCC's performance would be assessed and that he share the results of future appraisals with Members.

It was explained that the Commissioner had agreed to both these requests and had provided the Panel with a copy of the DPCC's objectives for 2013/14 in the attached report.

RESOLVED: That

1. The Deputy Police and Crime Commissioner's objectives for 2013/14 be noted.

Meeting ended at: 3.35 pm

Chairman

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SURREY POLICE AND CRIME PANEL

Surrey Police & Crime Commissioner's Draft Police and Crime Plan for Surrey

12th March 2013

Purpose of the Police & Crime Plan

Police & Crime Plans are a statutory requirement for all police force areas introduced as part of the Police Reform and Social Responsibility Act 2011. Whilst every plan will be localised in nature, they will share a common aim in communicating a Commissioner's vision and objectives during his or her term of office. The plan is intended to set out a range of activities that will tackle crime and improve community safety in an efficient and effective way. It will impact upon a wide variety of stakeholders and has a number of different intended audiences including the public, victims of crime, Chief Officers of Police, the Secretary of State, private and voluntary sectors and partner agencies such as criminal justice and local authorities.

The Surrey Police and Crime Commissioner is required to issue a new Police & Crime Plan "as soon as practicable" after taking office, and before 31st March 2013. In doing so, he is obliged to prepare a draft in consultation with the Chief Constable and should also consult to obtain the views of local people, victims of crime and partner agencies such as community safety partnerships to inform his priorities.

The Police and Crime Panel must then review the draft plan and the Commissioner must have regard to and provide a response to any report or recommendations made by the Panel. He must also publish that response and the plan itself and send a copy of the plan to the Chief Constable.

The content, style and focus of the plan is a matter for the Commissioner. However, the Police Reform and Social Responsibility Act 2011 identified a number of items that must be contained within every Plan, as follows:

- The Commissioner's police and crime objectives for the area;
- the policing of the police area which the chief officer of police is to provide;
- the financial and other resources which the Commissioner is to provide to the chief officer of police;
- the means by which the chief officer of police will report to the Commissioner on the chief officer's provision of policing;
- the means by which the chief officer of police's performance in providing policing will be measured; and

- the crime and disorder reduction grants which the Commissioner is to make, and the conditions (if any) of those grants.

In addition, there are a number of statutory responsibilities that the Commissioner must consider when formulating the police and crime plan:

- Co-operate with responsible authorities in formulating and implementing local crime and disorder strategies and have regard to the relevant priorities of each responsible authority
- Make arrangements for engaging with local people
- Achieve value for money
- Co-operate with local criminal justice bodies to provide an efficient and effective criminal justice system for the police area
- Ensure that the Chief Constable fulfils her duties relating to equality and diversity
- Have regard to the need to safeguard and promote the welfare of children
- Have regard to the Strategic Policing Requirement issued by the Secretary of State
- Have regard to any guidance or codes of practice issued by the Secretary of State

DRAFT POLICE AND CRIME PLAN

The Commissioner has based the plan on the six priorities he set out in his manifesto. These have been tested during consultation and have received wide-ranging support and have now become the six “People’s Priorities” that form the basis of the plan. All of the above legislation and requirements have been considered in formulating the draft Police & Crime Plan.

The Commissioner has consulted with the Chief Constable and her team throughout. The Deputy Chief Constable has been the appointed lead for consulting on the plan and he has contributed to the plan at each stage of its development.

A programme of consultation has been carried out to inform the plan. This has been completed over extremely short time scales to meet requirements to consult on both the budget proposals and the plan. Consultation has included the following:

- Consultation with public and resident groups during the Commissioner’s election campaign
- Four consultation events held at Staines-upon-Thames, Dorking, Woking and Oxted. These events were open to the public and received good attendance with over 320 residents attending and press coverage of the events.
- A survey given out at the events and available on the Commissioner’s website for anyone to complete. A total of 296 questionnaires were completed (228 at the events and 68 online)

- Four focus groups and nine in-depth interviews were carried out by an independent researcher with victims, victim representative organisations and Surrey businesses to specifically obtain their views
- Meetings and discussions between the Commissioner and partners and resident groups since taking up office. This has included meetings with victim support agencies, County and local councils, Criminal Justice partners including Health, faith groups and other ethnic minority groups, the Independent Advisory Groups' representatives for Surrey Police, local businesses, police staff associations and Neighbourhood Watch.
- A statistically representative survey carried out of 605 residents prior to the Commissioner taking up office of public priorities for policing and crime in Surrey.

As well as involving partners at the events and in meetings, the plan has been developed with consideration of the Surrey Strategic Assessment, which highlights priority issues across Surrey and for each borough and district. It will also be circulated to key partners for their comment.

The plan has also been developed alongside the budget and consideration given to what is achievable with the police precept set and funding available for Crime and Disorder grants.

SUPPORTING INFORMATION

The draft Police and Crime Plan is attached for the Panel's consideration and comments.

The results of consultation undertaken are attached. Reports are attached showing results from the events held, victim and business focus groups and from the public priority survey carried out in September 2012.

RECOMMENDATION

That the Police and Crime Panel comment on the draft Police and Crime Plan for Surrey.

Kevin Hurley Surrey Police & Crime Commissioner
1st March 2013

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Kevin Hurley

Police and Crime Commissioner for Surrey

Police and Crime Plan for Surrey

Kevin Hurley

Kevin Hurley was elected as Surrey's first Police and Crime Commissioner in November 2012. He is a local resident, businessman and company director and is a well-established media commentator on policing and security issues. Kevin also has thirty years police experience, much of it at senior level. He has dealt with crime and anti-social elements from walking the beat in London and Surrey to writing the National Policing Plan for Iraq. He has done much; from improving on care of victims to leadership responsibility for thousands of police officers and multi million pound budgets. In addition to Kevin's policing experience, he has served as an army reservist officer for more than 43 years.

As one of a family of three generations of police officers and with nine immediate relatives still serving or retired, he has unique insights into how the police operate and is funded. He has listened to thousands of residents over the years and heard what is important to them and what they want done. That is the reason why he has always taken an uncompromising approach to anti-social behaviour, burglars and drug dealers and taken their loot away to pay for more policing.

He has applied his no-nonsense methods to the officers and staff he has led. He has always demanded of them the highest standards of appearance, courtesy and commitment to serve. He expected them to treat each victim or witness as if they were a member of their own family. He expects police chiefs to be leaders and not bureaucratic managers.

He achieved results by building partnerships with local people, businesses and other government agencies and also, most importantly, building trust with his officers and staff and supporting them in the difficult tasks they perform on our behalf. They knew that provided they acted in the public interest and in good faith, he would support them.

Kevin has appointed Jeff Harris as his Deputy Police and Crime Commissioner to assist him in his role. Jeff also has a wide range of experience including 30 years as a police officer reaching the rank of Chief Superintendent, an Assistant Director of Westminster City Council and being a Team Leader for the Prince's Trust working with vulnerable young people.

Kevin and Jeff are supported by a small team of staff based at Surrey Police HQ.

If you would like to know more about Kevin or contact Kevin or his staff, please contact his office at:

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E-mail: surreypcc@surrey.police.uk
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Post: Office of the Police and Crime Commissioner
PO Box 412
Guildford
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GU3 1BR

Foreword

I am delighted and honoured to have been elected by the public of Surrey to serve as your first Police and Crime Commissioner. I drew up my election manifesto based on 30 years of police experience – tackling crime, talking with people, listening to what you want. By voting for me you have sent out a clear message that you want to see a zero tolerance approach to crime and anti-social behaviour in our county and for things not to go ignored.



Zero tolerance is a mind-set. It is about influencing behaviours and ensuring there are consequences for bullies and criminals who blight our lives.

If there is a bunch of louts on the street causing trouble and shouting abuse – no matter who they are, be it ‘Hooray Henrys’ drunk on champagne or yobs in hoodies – we want the police and partners to make sure there is a consequence. It might be a warning, a fine, or, if they don’t stop, an arrest.

If people are violent or burgle houses they should be taken through the courts.

If people choose to litter or fly-tip, there must be action.

Zero tolerance means always doing something to tackle bad behaviour.

For zero tolerance to work, we need a well-supported police force. In the current financial climate, and faced with a 23% cut to police funding, I will do everything I can to secure proper funding for Surrey Police. I will support the leaders of Surrey Police and ensure that those working on the front-line – who put themselves in danger of violence, injury and abuse on a daily basis to protect the public – feel backed and valued. But of course, like you, I also expect the police to be professional and reasonable in delivering a quality service.

Our streets belong to law abiding citizens, not to criminals and the selfish. I believe passionately that Surrey can be a better, safer place if we work together to lay down the marker for the standards of behaviour we expect in our communities.

This Police and Crime Plan sets out how I intend to play my part in that mission.

Our Surrey, Our Police, Our Responsibility.

Kevin Hurley
Police and Crime Commissioner for Surrey

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The People's Priorities for Police and Crime in Surrey:

As a result of listening to you in my election campaign, I made six promises to the people of Surrey. Now elected, these commitments form the basis of your Police & Crime Plan as the People's Priorities. This plan sets the strategic direction for Surrey Police and partners in Criminal Justice and community safety.

Take a Zero Tolerance Policing Approach

I will lead a relentless focus on those who blight our lives: anti-social louts, violent bullies, burglars and those who deal drugs to our young people. We will seize the profits of their crime.

More Visible Street Policing

I will use my experience to reduce expenditure on back office roles and use the ill-gotten gains of criminals to pay for patrol officers.

Put Victims at the Centre of the Criminal Justice System

I will ensure that victims are given a quality service from reporting a crime to giving evidence. The professionals in the Courts and Police work for you, sometimes they forget.

Give You the Opportunity to have a Greater Say in how Your Streets are Policed

I will set up local policing boards to bring decision making closer to neighbourhoods. You will be able to participate and have your views heard.

Protect Your Local Policing

I will work with Police Chiefs to maintain the morale and ethos of service of your officers. I will do this by supporting them against unreasonable criticism and ensuring their voice is heard. We cannot expect them to take on the criminals unless we back them.

I will be Uncompromising in the Standards You Expect from Your Police

With public support comes an expectation that your police delivery a quality service. I will expect the Chiefs to inspire their officers and unlock their passion to deliver a professional, courteous and positive approach to policing. You pay for it, you have a right to expect it.

Take a Zero Tolerance Policing Approach

“I will lead a relentless focus on those who blight our lives: anti-social louts, violent bullies, burglars and those who deal drugs to our young people. We will seize the profits of their crime.”

We want our communities to be safe, clean places to live, work and do business. Unfortunately not everywhere is like this. If we want that to change, we all have to work together and “zero tolerance” plays an integral part. Zero tolerance is not about locking criminals up and throwing away the key. It is about making sure that the police – and partners - *always* do something about anti-social behaviour whenever they encounter it. It is about laying down a marker of what is - and what is not - acceptable behaviour in our society. Our public space belongs to you, not the selfish.

To deliver against this commitment *I will*:

- Ensure that Surrey Police and partner agencies focus on tackling anti-social behaviour, violence and those who break into homes or steal our property
- Make sure there is a focus on catching criminals and detecting crime
- Make sure that Surrey Police is robustly tackling serious crime and organised criminal gangs operating in the county. We will take away their profits from crime
- Ensure that Surrey Police arrests more people who deal drugs on our streets and to our young people and children, in particular in schools and colleges of further education
- Review the community safety funding and grants available to partners who tackle local issues to make sure value for money is achieved
- Work with Surrey Police and partners to reduce deaths, injuries and damage on the roads that are caused by selfish, reckless and anti-social drivers and riders

To ensure **Surrey Police** is applying a zero tolerance approach to anti-social behaviour and crime, I will ask the Chief Constable to report on:

- How a robust ethos of zero tolerance is being delivered in Surrey, whilst ensuring standards are maintained and policing is carried out in a reasonable way
- How Surrey Police is working to reduce crimes of burglary, robbery and violence
- What Surrey Police is doing to encourage reporting of underreported crimes such as domestic violence, homophobic, racist or other hate crime and sexual offences
- The improvements being made in solving burglary, robbery, violence and sexual offences
- The operations carried out and achievements made in targeting those who deal drugs to young people in schools and colleges of further education
- Actions being taken with pupils and parents to prevent drug taking and dealing amongst young people
- Progress against tackling serious crime and organised crime gangs

I will work with **partners** in community safety in Surrey, such as the County, Borough and District Councils, the Health Service and Criminal Justice partners help to ensure that they are contributing to your wish to see a zero tolerance approach. This includes:

- Joint actions with a wide range of partners to reduce anti-social behaviour and crime in all forms – whether it be working together to reduce town centre violence, business crime, rural and wildlife crime or any other loutish activity
- Actions taken to reduce anti-social and selfish use of our roads and to reduce deaths and injuries
- The support and mechanisms in place to stop people abusing drugs
- Actions to tackle alcohol misuse and alcohol fuelled violence and anti-social behaviour
- Conviction rates at court for people who commit serious crime and drug dealers

A joint problem solving approach will be vital to all of these.

More Visible Street Policing

“I will use my experience to reduce expenditure on back office roles and use the ill-gotten gains of criminals to pay for patrol officers.”

Like all forces, Surrey Police has experienced significant reductions in funding and difficult decisions have had to be taken to protect services to the public. I will ensure Surrey Police makes the very best use of its resources, making savings where possible in non-essential activities. We must respond quickly to emergency calls and investigate crimes professionally, whilst at the same time providing a visible reassuring patrol presence.

To deliver against this commitment ***I will:***

- Continue with my campaign for fairer funding of policing for Surrey tax payers. You pay the highest level of council tax for policing in the country
- Ensure Surrey Police and Criminal Justice partners take money and possessions away from criminals and direct this money into visible policing
- Lead on collaboration with neighbouring forces to share as many police functions as possible and, in the future, consider amalgamation. You tell me you want constables on the street – not lots of replicated hierarchy and bureaucracy
- Develop protocols between neighbouring police forces so that the nearest unit can respond to calls for help regardless of county borders

To ensure ***Surrey Police*** is making savings to put as many officers out on the streets as possible, I will ask the Chief Constable to report on:

- The value of the ill-gotten gains seized from criminals. Currently Surrey Police seize about £700,000 worth of assets a year. If we can increase that amount, we can invest it elsewhere. For example seizing £1m a year equates to about 21 constables
- The plans for Surrey Police in terms of back office savings and collaboration with neighbouring forces and local authorities. We need to find ways to fill our budget gap
- The reviews that Surrey Police is undertaking to make sure that they are as efficient as they can be and what the outcomes of these are in terms of savings
- The number and powers of PCSOs (Police Community Support Officers) and how they are used to support this plan
- How Surrey Police is making best use of the Special Constabulary and other volunteer groups
- How Surrey Police is achieving value for money and seeking out best practice from others in using resources to their best effect

I will also be asking for updates on how our ***criminal justice partners*** including the courts are meeting our aims of taking away the profits of criminals.

Put Victims at the Centre of the Criminal Justice System

“I will ensure that victims are given a quality service from reporting a crime to giving evidence. The professionals in the Courts and Police work for you, yet sometimes they forget.”

Nobody wants to be a victim of crime. But if the worst happens, I want victims to be treated with care and compassion, with their needs placed at the heart of the response from police and partners. In particular, I want to make sure the most vulnerable people in our society are looked after: victims of hate crime, distraction burglaries, domestic abuse, survivors of rape and sexual assault, abused children and the elderly.

To ensure victims are at the centre of the Criminal Justice System I will:

- Work with the Criminal Justice System to ensure victims get proper support, whether they are dealing with Surrey Police, courts, probation, judges or voluntary support organisations
- Monitor how Surrey Police and Criminal Justice partners improve their support for victims of crime and anti-social behaviour
- Review the community safety funding and grants I give to partners who support victims to ensure value for money is achieved
- Ensure that we look after those people most vulnerable in our society
- Work with partners to ensure that those with mental health issues receive appropriate care and protection
- Monitor Surrey Police performance in answering the phone when you call, whether in an emergency or not, and how they respond to calls for help, getting the call centre and response officers to focus on what the victim needs.

To ensure **Surrey Police** is putting victims at the heart of what it does, I will ask the Chief Constable to report on:

- How satisfied victims of crime are with the services that Surrey Police provides and what Surrey Police is doing to improve how victims are treated
- How Surrey Police is treating victims of anti-social behaviour and how it is improving treatment and actions taken to address problems.

I will also be working with **partners** to:

- Help ensure that the Criminal Justice system, including courts, witness protection and the judiciary put victims at the heart of everything they do
- Review the funding given to victim support organisations to ensure value for money is achieved and a good quality of support is provided
- Help ensure that there is support for vulnerable people, such as the young, the elderly, those with mental health issues and troubled families

Give You the Opportunity to have a Greater Say in how Your Streets are Policed

“I will set up local policing boards to bring decision making closer to neighbourhoods. You will be able to participate and have your views heard.”

To achieve my aim ***I will:***

- Make sure that Surrey Police provides opportunities for everyone to engage about their issues at a neighbourhood level
- Hold an annual Police and Crime Summit, together with the Council Leader and Chief Executive, in each Borough and District where people can come and take part in discussions about police and community safety issues
- Ask local councillors, community safety officers and Surrey Police to formalise current engagement arrangements to ensure that there is a regular Local Policing Board that the public can attend in each Borough and District in Surrey
- Publicise the dates and venues for the Summits and Local Policing Board meetings
- Give people the opportunity to contact or meet with me or my staff about specific issues, including through surgeries, correspondence or through my web-site
- Work with the media to ensure I am visible and available to the public and can make their interests heard
- Ensure everyone has the opportunity to engage by having a wide range of means of contact and engagement
- Use social media and other emerging communications channels to engage with young people and those who do not wish to engage via other means
- Operate and lobby at a national level on behalf of the Surrey public on issues such as adequate funding for Surrey Police and victim care
- Work with the Police & Crime Panel to make best use of its knowledge and expertise on local level issues

This is a public priority for me as PCC rather than one for the police or partners. But I will be working with ***Surrey Police*** and ***partners*** to see what progress we are making on the following areas:

- Making sure that everyone in Surrey is able to engage with the police, councils and other partners about the issues that affect them. I will ensure that existing joint engagement arrangements are formalised, with regular Local Policing Boards in each borough and district
- Ensuring that issues are picked up and action is taken by the appropriate agency and that themes and learning are identified and acted upon together through joint problem solving.

Protect Your Local Policing

"I will work with Police Chiefs to maintain the morale and ethos of service of your officers. I will do this by supporting them against unreasonable criticism and ensuring their voice is heard. We cannot expect them to take on the criminals unless we back them".

To meet my aim of protecting local policing **I will:**

- Review the police station disposals policy in Surrey to ensure best value is achieved from the Surrey Police estate and any sales of property
- Seek a national role to provide a voice for Surrey on boards and organisations that set police pay and conditions, particularly given proposals to reduce starting pay for police officers, who already struggle financially to live in Surrey
- Ensure that Surrey Police gets adequate support from national bodies, such as the National Crime Agency, National Fraud Investigation (led by the City of London Police) and Counter Terrorism Units, as well as making sure Surrey Police is doing its part in national policing requirements
- Seek to reduce the bureaucratic burden on policing by tackling policies which inhibit us unnecessarily
- Ensure that the media has a balanced picture of policing activity in Surrey: we will be transparent
- Take every opportunity to raise issues affecting Surrey such as budget cuts and police pay and conditions with MPs, councillors, partners, Government and national boards to make sure that they are all able to support your aims
- Use my position as an elected person with the largest mandate in Surrey to give a balanced view of policing and protect those officers who put themselves in personally frightening or emotionally challenging situations every day and support them in tackling the people who blight the lives of the Surrey public
- Work with the Chief Constable during 2013 to set out a staff and asset transfer scheme, as required by the Home Office, that best meets your 6 priorities
- Oppose plans for direct entry into the police service at Superintendent rank.

This people's priority focuses on me doing my bit to protect local police. But I will be asking the **Chief Constable** to report on:

- What Surrey Police is doing with regard to pay and conditions for officers and staff following Government announcements on pay
- What the latest staff survey results are saying and how staff are viewing leadership
- Ensuring previous skills and training are utilised when officers transfer from other forces

Uncompromising in the Standards You Expect from Your Police

“With public support comes an expectation that your police delivery a quality service. I will expect the Chiefs to inspire their officers and unlock their passion to deliver a professional, courteous and positive approach to policing. You pay for it, you have a right to expect it.”

To ensure uncompromising standards ***I will:***

- Go out and about within Surrey Police to see what is happening ‘on the ground’, to listen to the public and victims and feed my observations back into the Chief Constable
- Continue to ensure we have an effective Independent Custody Visiting Scheme, whereby trained people from local communities go into custody to check on the welfare and treatment of those being held in custody
- Work with the Independent Advisory Group and to hear views from minority groups about what they expect from policing
- Ensure that Surrey Police has the highest standards through monitoring customer service and complaints
- Consider where I can introduce mystery shoppers to provide a check on standards of Surrey Police care for victims and customers
- Lead by example and give visible leadership for Surrey Police and expect those in leadership roles to do the same
- Monitor Surrey Police performance in investigating crime to make sure that the best results are achieved

I will also be asking the ***Chief Constable*** to report on how she is upholding standards, including updates on:

- How the Chief Constable and her senior staff are ensuring high standards, ethics and integrity - from dress codes and standards of appearance through to the service staff are delivering to the public
- How many complaints have been received, what the themes of these are and whether complaints are being well managed within required timescales
- Examples of letters of satisfaction received and the issues to which they relate
- How staff are being managed to ensure high standards and good service delivery, including vacancy rates, sickness rates and staff survey results

Holding the Chief Constable to Account

In Lynne Owens, we are fortunate to have one of the most highly regarded Chief Constables in the country. I have full confidence in her ability to lead Surrey Police and as such, one of my first acts on taking office was to extend her contract until 2017. This will give Surrey the experience and stability needed to put this Police and Crime Plan into practice. The Chief Constable and I share a belief in relentlessly pursuing those who blight our society with anti-social and criminal behaviour. We are also passionate believers in the highest standards of policing and in providing a service which always puts the public first. Together, we will work closely to deliver this plan and meet your priorities.

That said, holding the Chief Constable to account is one of my key statutory responsibilities. It is important that both you and I can see how Surrey Police is progressing against this plan and that there is proper oversight, scrutiny and accountability. The powers vested in the police – including the power to arrest and to the power to use force – must always be closely monitored to protect the public interest. This is a multi-million pound public service with a profoundly important and challenging role in our society. You have a right to know that your money is being well spent and that Surrey Police's work is conducted ethically, effectively and efficiently.

I do not believe in micromanagement or setting a raft of targets which could skew police activity towards chasing numbers rather than doing the right thing for the public. I don't want our senior officers and staff tied up with bureaucracy or wasting time in unnecessary meetings. Nor do I want to wrestle operational independence from the Chief Constable or undermine her ability to direct and control the Force. I believe in supporting the Chief Constable and her team in their difficult and demanding roles.

I will be asking the Chief Constable to report to me in person at monthly management meetings on how Surrey Police is meeting the people's priorities. Key to this will be updates on the areas I have highlighted, such as reducing anti-social behaviour, crime rates, seizure of assets, how victims are being treated, public engagement opportunities and standards.

I intend to conduct my scrutiny of the Chief Constable in an open and transparent way by webcasting these management meetings. In this way I can demonstrate publicly that the Chief Constable is policing Surrey according to this Plan and that she is fulfilling her duties around equality and diversity, co-operation with partners in community safety and criminal justice, meeting the Strategic Policing Requirement and safeguarding children.

I will also be going out into communities to speak to local people and will make sure that you can get your views heard through Local Policing Boards. Surrey Police performance reports will be published on my website (www.surrey-pcc.gov.uk).

Finance and Resources for Surrey Police

As Police and Crime Commissioner, I receive all funding relating to policing in Surrey. It is my role to set a revenue and capital budget for Surrey Police and determine the level of council tax precept (the amount raised locally for policing).

The Revenue Budget for Surrey Police

For 2013/14, I have set a gross revenue budget of £207.7m for Surrey Police. This budget is divided over the following broad expenditure headings:

Police Officer Salary and Pension Costs	£110.4m
Police Staff Salary and Pension Costs	£71.3m
Premises related costs	£8.0m
Supplies and Services	£27.2m
Transport and Travel costs	£5.0m
Income	(£14.2m)

Surrey's Financial Challenge

Surrey receives one of the lowest levels of Government grant for policing and its funding continues to decrease. This means we are much more reliant on council tax precept than other areas. I want Surrey (which provides more in tax revenue to the Exchequer than any other county) to get a better deal from the Government and I will be making sure that Surrey's voice is heard in the current review of how the police is funded.

In 2012/13, the amount received by Surrey from the Government was reduced by 6.7%. This followed a 4.8% reduction in 2011/12. Over the next four years, Surrey Police must make savings of approximately £7million (equivalent to the cost of employing 147 police constables) to balance the budget. This is a substantial management and operational challenge. Much has already been achieved by working in collaboration with Sussex and other forces, reducing the 'back office', slimming down management structures and rationalising the police estate. I will be working with the Chief Constable to identify further savings and efficiencies and make better use of legislation which allows Surrey to seize the profits of crime from criminals.

Council Tax Precept

For 2013/14, the Surrey police precept will increase by 1.99%. This decision follows an intensive programme of consultation and meetings with local residents and organisations around the county. I also welcome the unanimous decision of the Police & Crime Panel to support this increase in order to protect the policing services that Surrey receives.

The 1.99% increase will mean that the sum paid by a Surrey Band D household for policing for 2013/14 will rise from £203.49 to £207.55. This represents an increase of approximately 8p per week.

The Commissioner's Budget

I have set a budget for my own office of £1.9m. This includes a budget of £659,000 that I now receive for funding community safety projects. It also funds the small team of staff who support me in fulfilling my duties including partnership working, being engaged with and visible to the Surrey people, holding the Chief Constable to account, overseeing finances and audits, awarding grants and commission projects, dealing with correspondence and complaints and running the Independent Custody Visiting Scheme.

Crime and Disorder Reduction Funding

In my role as Police and Crime Commissioner, I can use my total budget to provide funding not only for Surrey Police but also for other community, voluntary and community safety organisations. However, that budget is reducing following cuts in government funding and I face difficult choices as to where I spend your money.

As well as the Government grant and precept for Surrey Police, in 2013/2014 I will receive a further £659,000 of funding. This money is not 'ring-fenced' for specific projects and is intended to give me the flexibility to directly support projects and initiatives to help deliver against the people's priorities.

I have already allocated £150,000 to support two local projects. The breakdown of allocated funding is as follows:

- Domestic Abuse Outreach Service for supporting victims of domestic violence – I have increased this funding by 6% from the previous grant for these services to £90,000. This service directly meets your aim of putting victims at the heart of the criminal justice system. I will be looking to review the services provided during the next year and whether efficiency savings can be made through joining up existing services.
- Specific funding to be given to Surrey Police to carry out drug testing in custody and to refer drug users into treatment programmes - £60,000

I will hold back £509,000 at this time to receive bids from bodies that can make a case that funding will meet the people's priorities set in this plan. Details of how this process will work will be released shortly.

During the year, I will be reviewing how this money is spent to ensure value for money and that funding provided is used to best effect. I will be setting targets for those partnerships that I have funded and will regularly performance monitor against these targets and the outcomes specified.

The balance of £509,000 for future funding of projects will be allocated according to the following criteria:

- How well the proposed project will help meet the people's priorities for policing and crime
- Contribution to the reduction of crime and disorder (including anti-social behaviour) in Surrey
- Contribution to combatting the misuse of drugs and alcohol
- Contribution to reducing reoffending
- Demonstration of value for money
- Where appropriate, encouragement of joint partnership work

I will update my website on any further funding provided for projects that help meet your priorities and provide details in my Annual Report. I will be particularly keen to fund projects that which support my aims around zero tolerance, road safety, diverting young people away from drugs and supporting victims of crime.

Strategic Policing Requirement

Police forces in England and Wales need to tackle a wide range of threats to keep the public safe. Individual forces, like Surrey, can address many of these issues locally, for example local based crime, anti-social behaviour problems and responding to calls for assistance. However, there are some threats that go beyond county boundaries or require police forces to work together to provide a response, such as working against terrorism, tackling cyber-crime, or riots policing.

A Strategic Policing Requirement (SPR) has been produced by the Home Office in consultation with the Association of Chief Police Officers. It describes what the main national threats are to England and Wales and requires each Police and Crime Commissioner and Chief Constable to ensure they have enough resources in their local area to collectively meet the national threats.

The national threats outlined in the SPR are:

- Terrorism
- Other civil emergencies requiring a response across police borders
- Organised crime of high level risk (e.g. economic crime, child sex exploitation)
- Threats to public order or public safety that cannot be managed by a one force alone
- A large-scale cyber incident

Commissioners and Chief Constables need to work collaboratively with others to ensure there is sufficient capacity to deal with national threats, that each force has the capacity and capability to meet their expected contribution, that the resources are provided in the most effective and cost-efficient way, that there is consistency and an integrated response.

I have had regard to all of the above and, together with the Chief Constable, we will map out the resources and capabilities required in Surrey to meet these national requirements. These national requirements come at a cost and meeting them has to be balanced with providing local policing for the people of Surrey. However, working collaboratively with Sussex, we are currently able to deliver against national requirements.

I will work with other Commissioners nationally to look at what the national strategic policing requirements are and what each police force needs to do to meet national requirements. I will also ask for a review of how Surrey Police meets its contribution to national policing requirements and ensures that Surrey is ready to meet any threat.

How I Have Developed this Plan:

1. My Manifesto

When I decided to stand for election in Surrey, I studied the local and national surveys of what the public wanted from the police. I went out and I talked to people from all walks of life in all corners of the county. I heard first-hand about what concerned them in their lives and in their neighbourhoods.

They told me they wanted a Commissioner who understood policing, someone who would be proactive and do something about the problems that mattered to them. They wanted someone to make sure there would be real consequences for those responsible for loutish and anti-social behaviour.

I wrote my manifesto based on what the public told me. The actions in this plan directly flow from that manifesto and what the people have voted for: zero tolerance policing; a visible, professional and motivated police force; a criminal justice system that puts the victim first; more opportunities to have a say on how your police force is run.

I understand policing and the budget cuts that the police have to make as a result of the Government's austerity measures. I will not make promises to the public that I am not confident I can deliver. I have set out a realistic plan which is achievable within current resources.

Ultimately, the mandate for this plan comes directly from the public. Whilst much has been said about the low turnout for this first Police and Crime Commissioner election (and I believe there are serious lessons to learn from that), I am very positive about the role and the difference it will make in our county. The public now have direct democratic control over the policing of their area. We should also keep in mind that, with over 130,000 people turning out to vote, the election was by a long margin the biggest survey of public priorities for policing ever conducted in Surrey.

I promise to do my utmost on behalf of all of the residents of Surrey to fulfil my promises and use my experience and influence to do whatever I can to make things better for them.

2. Consultation

Following the election, I set out to consult further on my plans and budget. I have hosted four large public meetings. I have communicated with hundreds of residents either in person, over the phone, in the media, in writing or on Twitter. I have carried out some specific consultation with businesses and victims of crime in Surrey to hear their views.

I have also studied the findings of a 2012 survey on policing in Surrey carried out prior to my election. The top public priorities revealed by the survey were catching the perpetrators of crime, responding to 999 calls, supporting victims of crime, preventing crime and anti-social behaviour and working with other forces to save money. These priorities are closely aligned to my manifesto and plans. You can find out more about my consultations on the PCC website.

3. Strategic Assessment of Surrey

As well as my own views, experience and the views of local people, I have also looked at the bigger picture of what is happening with crime and community safety in Surrey – known as the Joint Strategic Assessment. Priority issues identified by the Strategic Assessment are:

- Antisocial behaviour (including anti-social driving)
- Burglary (of homes and other buildings)
- Domestic Abuse
- Mental Health
- Substance misuse
- Working with offenders and families with the highest needs

The full assessment can be read on my website.

It is clear that the concerns that are being raised by the police and community safety partnerships in Surrey mirror my own priorities closely. We can do more to make the county a better place to live if we all work together. I have been and will continue meeting with partners and community safety partnerships to talk through their priorities and how they plan to achieve them.

4. Consultation with the Chief Constable

I have consulted the Chief Constable, Lynne Owens, and her senior officer team on this document and taken their comments and views into account. The Chief Constable's previous plans align well to the priorities you have identified. The mandate that my role brings now puts the strategy on a firmer footing. The Chief Constable and her team have given a commitment to deliver on the people's priorities and actions set out in this plan.

Reporting and Review

I will regularly update people with progress on your priorities and how Surrey Police and partners are performing. I will do this by:

- Attending the quarterly public Police and Crime Panel meetings to account for the decisions I have made
- Telling the public how I am meeting my pledges and plans at monthly Crime Summits
- Providing a quarterly report on progress against this plan and actions set which I will publish on my website
- Webcasting and publishing the Chief Constable's update at the monthly management meeting
- Publishing an Annual Report on progress against the Police and Crime Plan

I will review my Police and Crime Plan annually and publish any changes to the plan as well as providing any changes to the Police and Crime Panel.

Summary of Priority and Budget Consultation for PCC Surrey January and February 2013

Introduction

The Police and Crime Commissioner (PCC) for Surrey has a duty to obtain the views of the people of Surrey (including victims of crime) about police priorities, budget and precept level annually. This paper outlines the results of the priorities consultation that took place in January and February 2013. It combines the results of several consultations. Please note that a further paper is available which contains the results of large-scale surveys.

Public engagement events

The PCC committed to visible engagement events as soon as he entered office. He held four events in January and February 2013 in Staines, Dorking, Woking and Oxted and over 320 residents attended. The PCC used the opportunity to explain his six priorities to residents, namely:

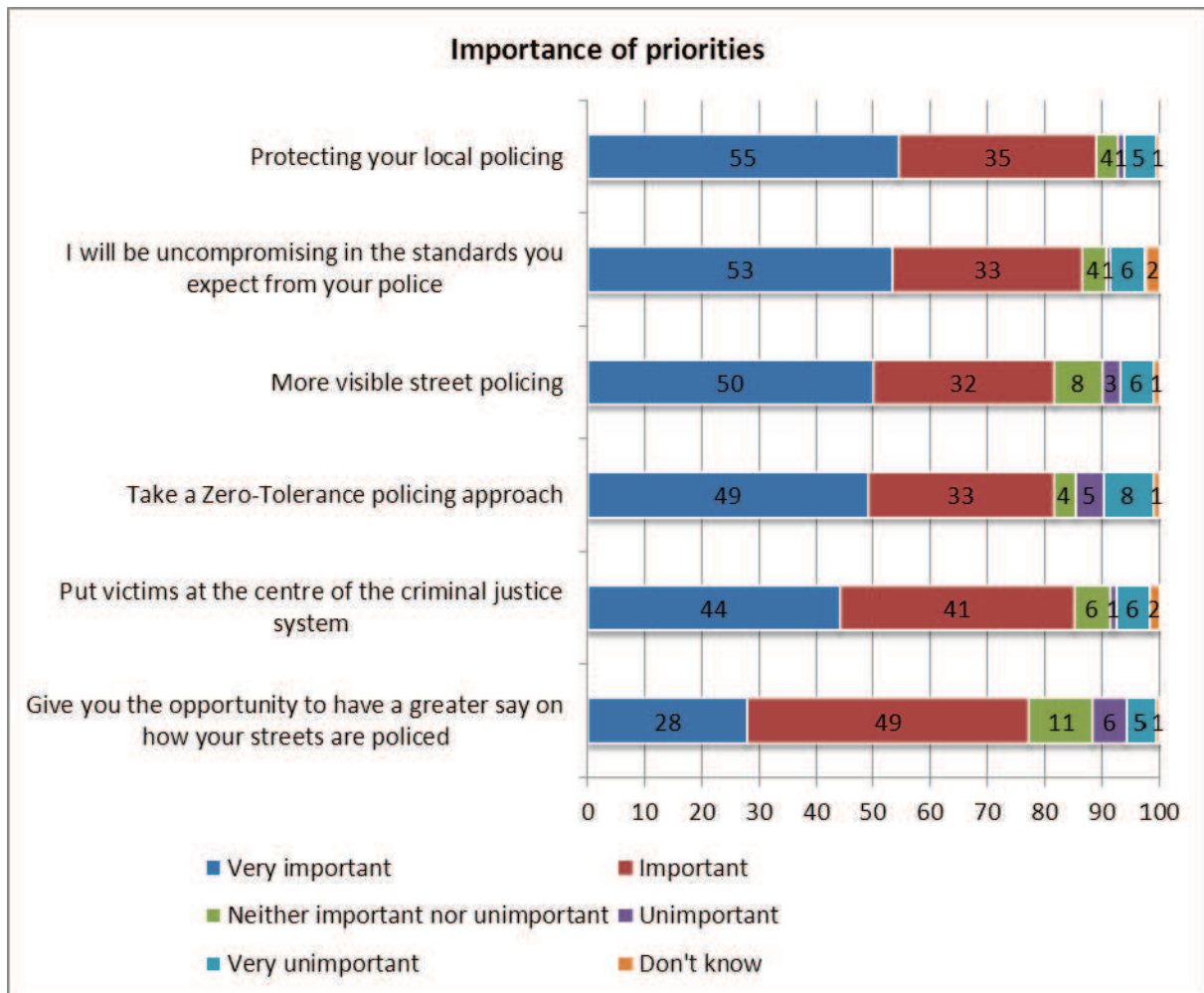
- Take a Zero Tolerance Policing Approach,
- More visible street policing,
- Put Victims at the centre of the Criminal Justice System
- Give you the opportunity to have a greater say in how your streets are policed,
- Protect your local policing, and
- I will be uncompromising in the standards you expect from your police.

Attendees discussed priorities and questioned the Commissioner on different aspects of them. Comments received highlighted the importance of restorative justice, the value placed on visible street policing, the importance of staff morale, problems surrounding anti-social driving, the importance of local engagement and the value of good customer service. All attendees were invited to complete a survey and 228 did so.

Survey

The PCC distributed surveys at the public engagement events and published an online survey. 228 attendees of the events completed the survey as did 68 online respondents. The surveys questioned respondents on the importance of priorities. It also provided an opportunity for respondents to comment on both priorities and budget. The results of the priorities questions are illustrated in the graph overleaf.

As can be seen, all priorities were viewed as very important or important by the strong majority of respondents with between 77% (give you a greater opportunity to have your say) and 90% (protect your local policing) seeing them as important.



Respondents commented on:

- Anti-social driving.
- The importance of both effective and visible policing.
- Their general support for Surrey Police.
- The need to balance the use of CCTV and civil liberties.
- The role of PCSOs.
- The need for resources to support the priorities.

Focus groups and interviews

The PCC has a duty to consult with victims of crime and businesses. An independent market research company conducted a range of focus groups and interviews with these groups across the county.

The focus groups found that:

- Respondents were supportive of the wider goals, proactive tone and the zero-tolerance policy.
- Respondents requested a focus on both urban and rural crime.

- They would like to see more detail in the Police and Crime Plan on each of the priorities.
- That society as a whole has to take responsibility for problems such as drug and alcohol abuse and anti-social behaviour.
- Respondents were concerned that form filling is not passed on to front line officers and want good quality officers on patrol.
- The principle of seizing the proceeds of crime was welcomed if possible.
- Respondents were concerned about perceived weaknesses in the Criminal Justice System. They noted the importance of supporting victims, but wanted more crime to be successfully prosecuted.
- Many respondents already knew of local engagement opportunities and would like to ensure that best practice processes are copied in a consistent way countywide.
- Respondents widely agreed with the priority 'protect your local policing.'
- Respondents felt that being uncompromising in the standards you expect from your police was important and already widely delivered.

Conclusion

The vast majority of survey respondents (attendees of the recent engagement events and people that responded online) were supportive of the six priorities with the strong majority of respondents stating that they were either important or very important. The discussions and focus groups within the consultation gave richer detail on how they can be delivered and issues to consider. These should be considered in the development of the Police and Crime Plan.

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Policing priorities – feedback from crime victims and local businesses

Market Research Report for Surrey Police & Crime Commissioner

February 2013

Andrew Smith

01372 817979



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1. Introduction, objectives and method

1.1 Introduction and objectives

Police and Crime Commissioners (PCCs) have a legal obligation to consult widely with the public and different communities, including victims and businesses, when formulating Police and Crime Plans. Within Surrey various survey methods are used for this feedback. However, large quantitative surveys can under-represent minority groups, and by their nature have limitations in terms of depth of understanding.

A separate research exercise was therefore conducted in January 2013 to provide a more detailed understanding of how policing is experienced today, and feedback about the PCC's priorities and budget as he develops his Police and Crime Plan for the coming years. This document summarises the main findings and conclusions from the project.

The research reported here comprised in-depth focus group discussions and personal interviews. The objectives (with varying emphasis appropriate to each discussion) are explained by the topic guide used (see Appendix). In summary the objectives were:

- To obtain detailed feedback about the PCC's published 6-point priority plan for Surrey policing (using the 1-page summary sheet – see Appendix).
- To debate reactions to the PCC's plans for Council Tax changes, using the budget factsheet provided by his office (see Appendix).
- To understand recent experiences of crime and policing, and what trends are evident.

1.2 Research methodology

The project combined 4 focus groups and 11 in-person interviews, using four main towns across the county. The 4 discussion groups, each of 2 hours duration, were conducted between 7th-10th January 2013 as follows:

Guildford and Redhill:	7 th and 9 th January:	Victims of crime – 14 participants
Woking and Epsom:	8 th and 10 th January:	Local businesses – 18 participants

Participants for the victims of crime groups were identified and approached using the Surrey Police database. Most had suffered a crime or ASB incident during mid 2012; we recruited a wide cross-section and experiences included a serious assault, several burglaries and various more minor theft incidents. We also met with several serious domestic abuse victims, talking to them at a separate session in Redhill (contacted with the help of ESDAS – see below).

Local business participants were mainly sourced via an email campaign conducted on our behalf by Surrey Chamber of Commerce, supplemented by our own direct approaches. In this way a wide cross section of local businesses from all sectors was represented. All groups contained a mix in terms of gender and age groups.

In addition to the focus group sessions detailed above, we also conducted face-to-face interviews for about an hour each with 13 individuals, representing partner agencies and organisations supporting crime victims and business sectors, as follows:

Victim Support Groups

Victim Support – Surrey & Sussex Divisional Manager
Young victims / witnesses support services – Surrey Manager
Relate – West Surrey Service Development Manager, Woking
Your Sanctuary (Woking based domestic abuse agency) - Manager
ESDAS (East Surrey Domestic Abuse Services, Redhill) - Manager
NHS Public Health – Surrey Alcohol & Communities Co-ordinator, Woking

Business Organisations

Countryside Alliance – South East Regional Director
Woking Asian Business Forum – Founder and Chairman; also Dep. Lieutenant for Surrey
WABF (as above) – committee member plus MD, Galaxy Cars (largest Woking taxi Co)
Federation of Small Businesses (3 representatives: Chairmen and Regional Directors)
Surrey Chambers of Commerce – Chief Executive, Woking

It was evident that many partner agencies, whilst reporting a good relationship with Surrey Police, were concerned about their future funding from the PCC. Several put forward evidence about how their work provided a long-term return, and savings in terms of reduced future crime.

The discussion with the above organisations used the same topic guide as the groups, but focused more on their existing relationship with Surrey Police and heard their practical suggestions for improvement, in the context of the PCC's 6 main priorities.

1.3 Using this report

Whilst this style of qualitative research by its nature has limitations in terms of sample size and locations used, a very good cross-section of these audiences was represented. As such, we feel that the main findings and conclusions contained in this report are highly valid, although they should not be presented as 'hard evidence'. All findings reflect the views and perceptions of participants.

Our interviews were audio recorded and groups both part-filmed and recorded. Audio files and DVDs can therefore be made available should you wish to view and listen to them. Edited highlights will also be available. Permission has been gained for their use for strictly internal purposes only. A range of quotations are reproduced in grey italics in the report below to illustrate our findings.

2. Executive summary

This report is based on detailed discussions with crime victims, local business representatives and partnership agencies in January 2013. Discussion groups were held in 4 locations with 32 participants, and a further 13 participants took part in personal discussions.

The main items of feedback and suggested actions from participants were:

1. The zero tolerance stance put forward by the PCC is widely welcomed and supported, although many did not understand the limits and implications of the principle. Hence more detailed communication of his plans, and the actions that are required to achieve them, was requested.
2. All those spoken to are keen to engage with the police to achieve the core aim of lower crime, and safer communities as a result. A wide range of groups and communication channels can help more in promoting community safety, and at the same time provide the police with useful intelligence. Respondents reported that Neighbourhood Watch is a useful system in some areas, but thought that it needed wider (re)-promotion and moving into the digital age.
3. Many other 'Watch' style networks are used already by different groups and communities (retailers; farms and rural businesses; students; the gay community; Woking taxi drivers...). The police are invited to join with and use these networks for two-way feedback far more actively.
4. Certain local policing teams have excellent reputations, and are characterised by strong and visible local Neighbourhood Commander leadership (e.g. in Epsom & Ewell). Copying what successful local officers do well was therefore recommended. One downside of such success is that respondents felt that the best staff are often moved around and promoted quickly, resulting in a lack of local continuity.
5. The experience of police response times was variable and quite poor for some domestic abuse calls and many business crime incidents in particular. Respondents therefore wanted better response-time standards on a consistent basis, to reflect the zero-tolerance objective.
6. Existing partnerships with a wide range of agencies in Surrey that protect victims and prevent crime are considered to be strong. Agencies believe they produce a good 'return on investment'. As the system serves the county well currently, they feel that wholesale changes are not required. They suggest that some efficiencies and better co-working are perhaps needed though.
7. Police communications and PR are generally considered to be poor quality and too infrequent. Better links to and regular contact with local media are requested; this will help boost public image, confidence and internal morale.

8. Victim support is considered to be good, and much improved in recent years. Additional investment is therefore not thought to be a priority. One exception is support for domestic abuse victims. Agencies felt that this is an under-reported crime in Surrey – whereas crime as a whole is below average. Because the nature of this crime is more difficult to define and tackle, it is felt that it gets lower priority which can result in more serious abuse cases. More support and police training is therefore requested.
9. Most spoken to would like to see a far more effective and firmer criminal justice system, but many do not think the PCC can influence the system in a significant way at a local level, as suggested by his outline priorities statement. They also believe that his power to seize the profits of crime for local use is limited. Instead, some think that PCCs working together as a group nationally will be the most effective forum for influencing Government and law makers, and in bringing improvements to the criminal justice system.
10. Council tax changes. All found the detail of this debate difficult to understand, but they broadly supported the PCC's plans and distrusted the Government's tax freeze grant offer. People will readily support a modest increase in police funding through their Council Tax, but want to see that an increase brings tangible benefits.
11. Businesses welcome the opportunity to support policing, safer neighbourhoods and better communities, and many reported that they do so already in a wide variety of ways. They do not expect to provide direct cash sponsorship, but do expect the police to take the lead if more support of other types is required, and have provided ideas.

Small businesses especially do expect a more equal partnership in return, which provides them with prompt support from the police when they experience crime against their businesses. The FSB in particular has put forward detailed and constructive ideas in a briefing document sent to all PCCs, and welcomes debate. The FSB and Surrey Chambers of Commerce would welcome a closer partnership with Surrey Police and the PCC.

3. Reactions to the PCC's stated priorities

Overall reactions and themes

Debate around the six stated priorities below, on the 'Kevin's Promise' sheet (see Appendix) accounted for a major part of all our discussions. A summary of the main reactions and suggestions follows, under the six priority sub-headings. Feedback on the first four items was especially energetic, and various themes are linked.

In general participants were supportive of the wider goals and proactive tone of this statement, and especially the principle of firmer policing. Many respondents reported positive experiences of policing and are keen to see further improvement (see detailed experiences reported in Section 5 below). For example:

'The police were fantastic... (serious assault victim)...over the course of two months...I had great support from the police' (Assault victim, Guildford)

'We were burgled and the case went to the Crown Court. The service (from the police) was amazing; I was exceptionally surprised by how supportive they were and how well they did their job, to be honest.' (Burglary victim, Woking)

Respondents generally thought that our laws were already strong enough, but that enforcement needed to be stronger.

'This is what's been done in New York...the laws are there...we just need resources, and laws need to be enforced...we don't need to start writing laws.' (Businesses, Woking)

Several agencies and partners were pleased that the PCC's priorities would focus especially on youth crime, which they agreed should be a particular priority. With increased youth unemployment and more now falling into the NEET category, it was felt that putting resources towards keeping youths out of crime and focused on work and useful activities was essential.

Whilst agreeing with much of its direction, many respondents did find that the language used throughout this document was rather blunt and emotional. They wanted terms defined precisely and more evidence-based analysis and actions provided. They were keen to hear a more refined plan to deal with zero tolerance. Partner agencies would like to see a strategy based around crime figures. In summary, most felt that this was an election manifesto, rather than a detailed strategic plan to debate, and was therefore limited in scope.

'This is all the stuff we would like to see, but I wonder if it's just the sort of thing you hear from politicians...it's a very ideal list, and I hope they can fulfil these promises.' (Victim, Guildford)

'There isn't a lot that's new here – this is already happening. This is a politician's manifesto' (Housing Trust, Epsom)

'All this is happening already in the neighbourhood in which I live and work – we are quite lucky.' (Coach operator, Epsom)

'A lot of this is waffle...give us 4-5 points that we really understand' (Newspaper publisher, Woking)

'It is dealing most with the outcome of crimes, rather than why it happens in the first place – I think we ought to do both' (Victim, Guildford)

People were concerned that some plans were outside the remit of what a PCC could influence – although not certain about what powers exactly the PCC had. A further major concern was around resourcing in such a tight budget environment:

'We are sounding terribly cynical...this is a manifesto that we don't expect to be delivered...the politics don't allow it...he hasn't got the money to enable it to be done...and he hasn't got the powers to enforce it. We are going to be pleasantly surprised if it's delivered!' (Business forum, Woking)

A further general observation was that the stated priorities seem to focus on urban, residential policing. Various people were concerned that the PCCs plans also specifically addressed rural Surrey residents and businesses.

3.1 Take a zero-tolerance policing approach

I will lead a relentless focus on those who blight our lives: anti-social louts, violent bullies, burglars and those who deal drugs to our young people. We will seize the profits of their crime.

Providing more detail

As summarised above, all participants supported the over-arching theme in this message, but wanted to hear more detail from the PCC. They simply found the above summary too blunt and generalised.

Many also recognised that problem areas varied greatly by area, across what is largely a low-crime county. Depending on what individuals thought zero tolerance meant, they were more or less confident that such a policy could indeed be enforced.

'I think it would be a great mistake for someone coming in to this role (PCC) to think that radical changes were needed.' (Victim, Guildford)

'I think it's really good – it's talking about local initiatives like those already happening.' (Business – Epsom)

Drug and alcohol abuse and ASB

This is certainly a major concern, and many supported the PCC's statement. However, most are keen that a common-sense attitude is taken to policing this on the streets. Lower level ASB needs to be sensitively handled and a balanced approach taken to 'young

people just being young'. The work of partner organisations like Street Angels was applauded (see Section 5).

It was widely recognised that society as a whole needed to share responsibility for many ASB problems, so strong support from parents, teachers and many other partner organisations was definitely required, working to a common agenda. Re-enforcing respect and wider behaviour change were wider society challenges.

'It needs to be tackled in a holistic way...ASB is the start of the rot...it's not a police-alone issue...zero tolerance is easy to say...now it's about delivery' (Businesses – Woking)

Those working in the drug area also share concerns about helping addicts and those with problems, in the face of tighter budgets. It was reported that the Drug Intervention Programme is well thought of and relied upon by the courts, but agencies believe that a decision to fund it will rest in future more squarely with the PCC.

Resources needed

One further obvious issue raised widely was the ability to deliver on the zero tolerance promise in a budget-cutting environment, as the objective appeared to require far more resources. It may be that existing resources can be used more efficiently, but most think that Surrey Police is already fairly lean after the cuts and reorganisations of recent years. Some wanted more funding for zero tolerance towards alcohol related crime specifically to come from late night bar and club taxes, as this would be a fairer system.

'I only ever see police officers walking up and down the High Street...but there are relatively few pubs...they need to patrol where the food is sold – where I was jumped'. (Assault victim, Guildford)

'We have regular minor contested road incidents near our offices, with always 3 cars and at least 5 police officers in attendance for 2 hours. Such a waste of resources. Yet when we report a theft crime for the business premises, they rarely attend that half day or day' (Business – Epsom area)

'Police officers at night need to come far more often from Camberley (to Woking). Where's the cost argument, if a potential assault becomes a murder?' (Victim, Woking)

Some made the point that the bureaucracy of recording crime (giving a crime number) was a great burden; the police would need to issue severe warnings more often instead, to deal with the volume.

There is certainly frustration that the police cannot be firmer with various activities that might require more resourcing, with the ability to issue more on-the-spot fines. Behaviour often mentioned included poor driving habits, driving whilst holding/talking on a mobile phone, and local speeding. Respondents would welcome firmer action such as more random checks, and more public information campaigns and advertising.

Seizing the profits of crime

Participants did question the degree to which the PCC or police can seize the proceeds of crime, and down to what level this would be cost effective. The general assumption was that crime proceeds and fines stay within the Criminal Justice System. Some also wondered if significant proceeds of crime would anyway be recoverable. The principle of local repatriation of proceeds was welcomed if it could be delivered. There were suggestions that extra fraud staff, for example, could be entirely self-funding and probably fund additional staff too.

An assumed lack of powers led some to suggest that a body of PCCs sharing a strong common vision/plan would be the best forum nationally to influence policy makers.

'That's quite an eye-catching phrase...but whether he can do this I don't know. Can we deliver on the spot fines?' (Victims, Redhill)

3.2 More visible street policing

I will use my experience to reduce expenditure on back office roles and use the ill-gotten gains of criminals to pay for patrol officers.

Resourcing and making savings elsewhere

Reactions to this priority went hand-in-hand with those about zero tolerance explained above. The particular concerns are around resourcing and affordability, and the sensible further savings that can still be made in 'back-office services'. Respondents are concerned that extra bureaucracy/form filling is not simply passed on to front line officers, and that resources are indeed sensibly deployed. There was a general perception that savings on 'back office roles' was easily promised but would be less easily delivered as significant cuts had already been achieved over the last 3 years.

A further concern is that more front line officers, whilst an obvious superficial crowd pleaser, may simply mean more poorly trained / less experienced officers. Respondents also want to see more policing in appropriate areas only, and patrolling in relevant ways (on foot, car or bike as needed).

'We need targeted extra street policing – not just randomly applied...and cycling more would be a good idea.' (Victims, Redhill)

'In Australia, they use loud opera music to disperse crowds of lads from shopping centres...' (Victim, Guildford)

Wider powers and sanctions

Respondents think that more effective community policing needs extending or more fully utilising, including on-the-spot police and PCSO powers to fine and sanction. They think that local police chiefs have some discretion, and support the idea of more on-the-spot fining for less serious crime and ASB breaches. This seemed a very practical way to

deliver 'zero-tolerance' policing very directly, with fewer extra resources and bureaucracy, and a reduced burden on the courts.

Some wondered if more 'frontline' policing wasn't possible now – they notice an extra surge of policing before Christmas for example, to deter drink-driving. So respondents asked why such resources can't be deployed year-round.

It was questioned whether the PCC or Surrey Police had the legal powers to redirect crime proceeds towards local police funding or initiatives, and when exactly this might apply.

'This is a naïve phrase...it throws up all sorts of legalities doesn't it?' (Victim, Guildford)

'To seize the profits of crime you have to find them, and to find them you have to have resources...and you will need back office staff (for that)' (Business, Epsom)

The reaction to the idea of keeping crime proceeds locally partly reflected lack of knowledge on the subject, although senior business participants bluntly thought the idea 'will not work'.

3.3 Put victims at the centre of the Criminal Justice System

I will ensure that victims are given a quality service from reporting a crime to giving evidence. The professionals in the Courts and Police work for you, sometimes they forget.

Perceived failings of the Criminal Justice System

There was certainly widespread concern voiced about the weaknesses in the Criminal Justice System and sentencing powers generally, in contrast to police efforts made to apprehend criminals and prevent crime happening. Concerns about the justice system sometimes reflected disappointing personal outcomes, and a frequent 'lack of closure'.

'My feeling is that the criminal should be at the centre of the system! My experience of the police, is that legally everything is done to protect the rights of the criminal...I think criminals are far too well protected – I'd like to see them in the spotlight.' (Serious assault victim, Guildford)

'Saying zero tolerance is all well and good, but at the end of the day, once someone's arrested it's not down to the police it's down to the CPS...that's where I've had more issues...(due to) we don't have enough evidence...nothing gets done. And once they are released, you have no further support.' (Domestic Abuse victim, Redhill)

The need to support victims

Support for victims was widely seen as an important aim, but one that was largely delivered as well as it could already, once a victim is identified and 'in the system'. The problem that victims have is with the Criminal Justice System as a whole, and the demands that it makes on you as a victim. The 'support' that victims really want is more crime being successfully prosecuted.

'The problem is getting cases into the courts in the first place' (Business, Epsom)

' I don't need those phone calls and letters...the support I'd really value is knowing...that all was done ...that they knew where my stuff went and there was some hope of getting it back. I want to know that someone is really working on my behalf.' (Business victim, Woking)

We were told that Surrey Police now passes on details of almost all victims / witnesses to Victim Support. This organisation also considers that it now has 'a very strong relationship and understanding' with Surrey Police, including a regular monthly meeting. Victim Support was concerned about longer term funding once funds are more comprehensively controlled by a PCC, and how this change might result in a very unequal system / postcode lottery for victim support, nationwide.

One concern with victim support reported by several victims was that providing a general degree of concern was fine, but that specific feedback about actions taken and longer-term outcomes after a crime was lacking, even if the crime was unresolved; victims just want to be assured that all that could be done was done.

'Victims are customers of the police. For me, it's about being kept informed...I'd like feedback about the outcome: 'this is what we have done...actions x,y,z. Because we have found a and b, we are unable to progress further' – you could understand and accept that more.' (Business, Epsom)

Hence respondents felt that Victim Support services need funding as they are today, but were not seen to be in need of additional funding or major change. The one exception was supporting young witnesses and crime victims in court (aged 16 and under?), according to the manager of this service who reported that these support services were very variable across Surrey.

The PCC's remit

We again heard concerns about whether the PCC could indeed impact the workings of the Justice System, or Crown Prosecution Service. Many spoken to would like to see change to these systems, as they see them as weak in terms of their workings, lack of prosecutions and modest sentencing.

But the feeling was that we have an independent judiciary, and that the Surrey PCC would not have the scope at county level to change policy. It was suggested that PCCs would need to work together as a national group to present an effective lobby to Government.

3.4 Give you the opportunity to have a greater say in how your streets are policed

I will set up local policing boards to bring decision making closer to neighbourhoods. You will be able to participate and have your views heard.

We heard about a wide variety of good local initiatives and joint agency action groups operating already, but also some areas where far less seemed to happen. Many also know

about local policing clinics/meetings, where they could make their views known if required. In Epsom, a number of businesses considered that they already had effective policing boards – and questioned whether the PCC knew this.

Respondents reported that they engage with these initiatives when they have the need or desire to do so. The obvious way to engage more effectively and democratically was considered to be ensuring that existing best practice processes are copied in a consistent way countywide.

'Maybe we are not really aware of what is already in place – so before changing it all, they should advertise what is there.' (Victim, Guildford)

Some wonder whether their voice can really be heard – but perhaps the new PCC system will improve confidence:

'He wants us to think that we have a say, but we really don't.' (Victim, Guildford)

The main problem with the PCC's idea was that policing boards were not defined in terms of their proposed structure, remit or cost. Some questioned whether these were entirely new, and/or an extra layer of bureaucracy?

'This sounds like an additional piece of police bureaucracy...he's got to pay for it, organise it...' (Victim, Guildford)

Hence there was disquiet about what these boards would achieve. Respondents felt that the idea needs to be explained far more carefully and costs/benefits weighed up before they could pass judgement. Further, it was felt that there would be limited enthusiasm for another new forum unless clear additional benefits were likely; people felt that twice-yearly local meetings/clinics provided sufficient opportunity.

If the idea is progressed, business organisations are keen to ensure that the business community is properly represented, because they say that participation on various forums across the county now is very variable.

3.5 Protect your local policing

I will work with Police Chiefs to maintain the morale and ethos of service of your officers. I will do this by supporting them against unreasonable criticism and ensuring their voice is heard. We cannot expect them to take on the criminals unless we back them.

Whilst the final two objectives were accepted, they were not considered to be as important as the first four externally-focused ideas reported above.

The above goal was widely agreed with, but it was taken for granted that any organisation / chief executive would seek to support the organisation's staff in their work. Some were frankly surprised to see this item listed amongst the priorities.

'I think it's really essential for the boss to say 'I'm really going to support my team'' (Victim, Guildford)

Having said this, some realised that morale must be a problem for the force now, and needed to be a focus. Some assumed that the objective was included as a result of high profile national stories, but questioned whether the issue was a priority for Surrey Police.

'I would reverse these last two objectives, with police professionalism first. I have no question about the professionalism (of the Surrey Force), but the revelations of the Leveson Enquiry and others...leave one very disturbed.' (Victim, Guildford)

'I've known many policemen over the years. Many have left, saying 'I'm no longer a policeman, I'm an accountant, and I don't want to be that.' (Newspaper publisher, Woking)

This priority was therefore viewed as an internal aim that, whilst important, would be addressed as a matter of course. It was assumed that the Chief Constable already supported her staff whenever appropriate and whenever a case for support was indeed 'reasonable'. The wider 'backing of the police' message could be delivered as an integral part of a stronger PR/image process referred to elsewhere.

3.6 I will be uncompromising in the standards you expect from your police

With public support comes an expectation that your police deliver a quality service. I will expect the Chiefs to inspire their officers and unlock their passion to deliver a professional, courteous and positive approach to policing. You pay for it, you have a right to expect it.

As with the staff backing and morale objective above, this last item on the list was considered to be important but already widely delivered; some were therefore surprised to see it listed as 'a priority promise', although several said 'standards need to be right at the top (...of the list)'.

We found at the start of all discussions that all participants reported very high levels of satisfaction with police conduct and professionalism. Hence although important, a quality service in terms of professionalism was already thought to be delivered.

Ensuring high standards was seen as a basic expectation. Standards of professionalism need to be maintained at an already very high level, and monitored. Wider standards of service delivery need some local improvement (see experiences detailed in Section 5 below).

4. Funding – Council Tax and gaining outside help

4.1 Council tax ideas: backing for the PCC's plan

Victims in particular did not really understand why they were being consulted about what seemed to them to be minor changes to their Council Tax and relatively technical issues.

'I would want professionals and senior police chiefs to make that judgement (about the policing budget necessary)...I'm not qualified enough to know' (Victim, Guildford)

Although overall affordability of Council Tax bills is a concern for respondents, a relatively modest increase of several percent is not seen as significant, if that increase is deemed necessary. Participants do not feel sufficiently qualified, or aware of the detailed facts and statistics, to decide about complicated budget calculations. Hence enthusiasm about the budget topic was muted, compared to the far weightier policing priorities debate.

The main point made was that a modest increase was acceptable if the priority programme was delivered. However, respondents widely thought that the manifesto document did not detail sufficiently precise actions.

Some were concerned that the PCC might get 'bogged down by finance' and distracted from his priority agenda.

'If he's saying it will go up, but we will achieve this lot, then I'm happy...that manifesto is not telling us how he's going to do it...it's political spin. What is zero tolerance?' (Businesses, Woking)

Participants accepted that, in the face of significant Central Government reductions in the policing budget, it was reasonable to have a modest local Council Tax increase to limit the overall reduction in budget. Some were concerned about the impact of an increased police share of Council Tax if this implied cuts to other locally funded services, such as day centres and the youth service.

Council Tax increases are considered progressive to many – better off residents will pay more and can afford a modest increase; those on low incomes often get help to pay this bill. Participants certainly questioned why Surrey received a much lower funding proportion from Central Government, and in general were confused by the issue.

The details of the Government's two-year grant offer were only vaguely understood. Those that did comment on the offer regarded it with suspicion.

'This grant will be paid for by taxpayers anyway!' (Victims, Guildford)

'The Council Tax freeze grant from Government is a fraud. I have to say, when I talk to local residents, they say they want a decent police force and will pay for it...the price of not doing it is too high.' (Councillor, Epsom)

The grant simply seemed to defer the moment when better police funding would be needed, if we are to afford zero tolerance policing. Most were quite happy to take the PCC's recommendation, and assumed that his advice and experience would be sound.

In general, the feeling was that as the PCC had been properly and democratically elected to do the job, he needed to be trusted to make the best decision about the precept and overall funding levels for policing; this was not an issue to really interest the average resident or crime victim.

Businesses respondents shared similar views about funding to crime victims. Although our business participants were better equipped to understand the consultation paper, they were still surprised by the level of detail that they were being consulted about – and were happy to entrust the right decision to the PCC and accept the recommendation he put forward.

As businesses though, they were more inclined to accept a modest rise in tax only if a return on investment (better policing) could be shown. Hence, the PCC has the backing of the business community, but will need to detail exact actions and expenditure decisions clearly.

In the same way, plans for capital expenditure were of no significant interest to businesses. The responsibility for such matters and the ability to make the right decisions was thought to rest with the Chief Constable in consultation with senior staff and the PCC, with potential professional guidance. One main comment was that funding appeared to be largely financed by sales of assets – which are in finite supply.

4.2 Will businesses help with policing and crime prevention?

We prompted a debate about how businesses might assist the police more in their crime deterrence efforts – whether this be in terms of direct sponsorship, time, venues or any other help.

The first thing to report is that many businesses already feel they do a fair bit 'for the community'. They often have a sense of civic duty, and some take part in allowing meetings to take part on their premises (e.g. Rosebery Housing Trust in Epsom), mentoring school children about careers and citizenship (Asian business network in Woking), or visiting schools and telling them about the working world (a variety of businesses spoken to).

'We help by going in to schools now, to talk about the environment, etc...I understand that...but not the blatant sponsorship through advertising. I've also got some spare office space – so could put a couple of officers up – then I'd have a good police presence!' (Landscape business, Knaphill)

'When schools come on visits to the garage, we include information about the consequence and cost of vandalism, and knock on effect in the community...it does have an effect...we have seen reduced graffiti on our buses.' (Bus operator, Epsom)

Further options

The above examples reflect the most obvious ways in which businesses offer help now. However, there was a clear sense that if a local police officer asked for a contribution in a certain way (providing a service; time to put a newsletter together, a venue, etc), businesses would try to help. There is a clear kudos from 'helping the police / your community'. One sensed that the police would need to make the first move though, as businesses do not readily appreciate the more help is required.

Other ideas put forward by businesses to help the policing effort were:

- Offering space for locating officers / PCSOs
- Putting on a free event to raise funds for Victim Support
- Using an empty shop front in Woking to promote policing (subject to planning consent – not always forthcoming from the local council)
- Monthly newspaper columns – from the PCC or Chief Constable: what's going on
- A column/letter every 2 months from the PCC for the Surrey Chamber of Commerce newsletter (could be used in various publications)
- Helping with radio links between retailers and the police
- Helping voluntary sectors work with NEET sector youngsters / providing services as 'rewards' on their credit schemes (e.g. free trips to Chessington Theme Park)

Businesses widely support involvement in such roles and will often 'give' more, but not direct financial sponsorship. One legal company in Woking had been approached (via a third party) for sponsorship money in return for advertising on patrol cars. Others had heard of such initiatives in the national media. This kind of activity was roundly rejected and indeed scorned; it was thought to be a very bad idea both in terms of giving the wrong image, simply being inappropriate and possibly open to abuse. Surrey Police was therefore discouraged from making further blatant direct advances.

'We were asked to sponsor police cars, via an agency acting on their behalf...it comes back to money...they should not be relying on local businesses ...for charitable handouts to run policing...I laughed.' (Partner, accountancy firm, Woking)

In talking about mentoring youngsters, businesses also suggested that far more use could be made of reformed criminals and retired police officers to make school visits etc. These people are often powerful role models.

What businesses want from the police

The businesses spoken to in groups, and the Surrey Chambers of Commerce and FSB representatives especially, did make a forceful argument for a more equal partnership with the police – rather than the police just turning to them when they needed help. They also pointed out that the PCC's main priorities were all aimed at delivering better policing for residents, rather than businesses, and could this be corrected.

Business respondents want to have crime against them recorded as such, so that the size of this problem is known and acted on; they want such crimes monitored and reduced. They want to see proactive plans for achieving this, and more attention paid especially to

thefts from businesses. The FSB pointed out that their statistics show that many small businesses represent family concerns and individual livelihoods, and that significant theft has a major impact on those concerned. They say the police don't realise this sufficiently (see FSB briefing paper to PCCs).

One senses that the FSB has some very good ideas for tackling crime prevention and delivering zero tolerance, and building better ties and confidence amongst local businesses and communities. They are very ready to engage with the police to progress ideas. This happens at a local level already – examples were provided of a very successful Joint Action Group in the Arun district (Sussex Police). Local business networks, Chamber of Commerce, Rotary Clubs etc are also very open to having speakers explain their work.

5. How policing & crime is experienced

Participants in all discussions were keen to give spontaneous feedback about their experiences and their relationship with Surrey Police today. This formed the first part of our discussions, before the PCC's priorities and budget were reviewed.

A wide range of positive and negative stories were related. All participants were broadly supportive of the police and their professionalism, but many suggestions for improvement were put forward.

5.1 The experience of victims of crime

The police generally

The wide range of cases reported usually indicated very good response times to all serious crimes, and an extremely positive attitude and support from officers attending a crime scene or incident. Many were truly surprised by how considerate and supportive the police were at the time of, and in the period after, experiencing crime - whether as a victim of serious assault, burglary or more minor theft.

'We were looked after extremely well; I was really impressed...very efficient...(Burglary victim, Redhill)

'The police first went to the wrong address in Reigate – they copied the postcode down wrongly...but then arrived quickly...they were very good...we were offered victim support...I felt fine but then very shaky the next day.' (Burglary victim, Guildford)

Victims were far less generous about the Criminal Justice System when cases went to court, many viewing the system as ineffective and too biased towards the needs of the accused.

'I thought it was an open and closed case – the police said it would be (it was thrown out – mixed samples)...I was left feeling pretty annoyed.' (Assault victim, Guildford)

A further concern was raised with regard to local licensing decisions, and the awarding of licences for pubs and clubs in areas known to be troublesome already, when there was no provision for extra policing.

Domestic Abuse

One group to report poor police response times were domestic abuse victims – in one serious incident the response time reported was over one hour. Agencies said that many such victims often don't have the capacity to have their voices heard, as they are vulnerable and afraid. The agencies that support these victims acknowledge that defining such abuse and when a domestic incident becomes seriously threatening is often difficult. They therefore warn that lack of training to recognise the signals and slow response times risk tragic incidents. These victims also feel let down by the courts and CPS.

'I don't think it's necessarily training, I think it's resources...there is often only one police car in the whole town. It takes an absolute age, because they have to come from Reigate – that's half an hour by car.' (Domestic Abuse victim, Redhill area)

'It took me a long time to take x to court. It ended up with me having a black face and bruises on my arms and legs...for it to be taken seriously.' (Domestic Abuse victim, Redhill area)

Victims praise the staff in the personal protection investigation units (for domestic and child protection). Several domestic abuse agencies told us that Surrey had a relatively good record in this area but that they now have serious concerns about the reduced size/numbers of PPIUs and their ability to cover the cases before them.

'There are just 4 of these (PPIUs) units across Surrey – the service is massively under-resourced; we (ESDAS) do a lot of their work for them. But do the wider public care about domestic abuse?'

'We come from a background of thinking 'it's just a domestic'. Surrey Police are really good, compared to a lot of forces...the met for example (we are on the border with some clients – such as in the Banstead area)...there is a different culture. Surrey have improved dramatically over the last 12 years...it's rare now to get a complaint about a front line officer...it's down to investment in training that they did, which has now slipped.' (Manager, ESDAS)

The manager at ESDAS reported with concern that the one week specialist training course that they have historically given the police, to understand and react to domestic abuse situations, has been significantly cut back. She reported that their arrangements with the police are very good, and wanted to develop their work together.

The domestic abuse agencies we spoke with handle substantial and increasing workloads; they feel that helping and responding to domestic abuse crime brings a clear 'return on investment', in the sense that it prevents far more serious crime incidents from developing.

Support for victims

Whilst victims praise the support they get from the police and agencies, some think that there can be an 'over-the-top' response, and that the system does not always sensibly allocate police and victim support resources to need. For example, respondents are frustrated to find several officers attend minor incidents, and multiple follow-up offers to support victims are made when the victim has clearly indicated that help is not required at the first contact.

'It seemed that anything daft was the system's fault rather than the individual's fault – they had their hands tied.' (Car theft victim, Guildford)

'We were asked where we were in relation to a serious assault case...we said that on the date in question we were at our house in Spain...they then kept apologising for having to go through lots of other (redundant) questions, like 'did you hear anything on the day'...it seemed absolutely bizarre'. (Victim/witness – Guildford)

'almost followed it up too much – the Victim Support people visited and kept on calling us – I thought 'maybe I should have it, in case later on I feel really traumatised?' (Burglary victim, Redhill)

Especially as resources are tight, victims and witnesses therefore feel that more measured, flexible and common-sense processes are sometimes required.

Crime prevention

Respondents also talked widely about the crime prevention agenda. We had a variety of reports of school and other visits, and good use being made of PCSOs; for example:

'(PCSOs) come in and talk to the children about road safety, safe routes to school, cycling...within the 'people who help us' part of the curriculum. The younger kids seem really impressed – they talk to them at the right level' (teacher/victim, Redhill)

5.2 The experience of the business community

Police relationship, response and performance

Local businesses in Woking and Epsom report generally excellent relations and contact with their neighbourhood police/PCSOs. They do have concerns about patchy and variable response times. They also report that fear of crime is much greater than the reality.

'Surrey remains a relatively safe county. What's far greater is the fear of crime, and there may be issues around detection rates. The impact of community organisations and neighbourhood police teams on reducing the fear of crime is incredibly important.' (Housing Trust, Epsom)

Many business respondents were very depressed about the low proportion of cases resolved, property found and criminals apprehended. Almost all businesses spoken to thought crime had increased in recent years, and lower level / ASB related incidents are perceived to have worsened. There is a strong sense of resignation.

'The police do the best they can with the resources they have. I wouldn't do anything differently. We face far wider underlying social problems.' (Accountancy partnership, Woking)

'I've been running a kebab shop here for 20 years. Most problems are late at night. I used to open until 3am; there was too much trouble; I now close at 12. The police are usually OK; but once they took over an hour to come...most of the time at night they now have to come from Camberley' (Kebab take-away, Woking)

'The police are very sympathetic to our situation, with homeless people coming in. We regularly meet with our two PCSOs. We also have a major problem with bicycle theft – Woking has one of the highest rates in the country...the police can't seem to do much...the thieves are so sophisticated' (Museum manager, Woking)

'We have had various office break-ins over the years, targeting computer equipment. We have found the police in all locations to be superb – but useless, in the sense that nothing is ever retrieved.' (Accountancy partnership, Woking)

Crime against businesses

Business respondents feel that thefts from their premises in particular (compared to other crimes) get low priority. Some poor response times were reported, of many hours (and sometimes days) in some cases. Hence some question whether the PCC's zero-tolerance stance, whilst well-intentioned and widely supported, can be fully resourced and delivered.

'We haven't been overly impressed. Because it's just theft of material goods...we were asked to preserve the crime scene...but they didn't attend for 3 days!' (Landscape garden business, Knaphill nr. Woking)

Those in Epsom thought that response times 'over the border' towards Kingston ('in The Met's area') also tended to be faster.

'Priorities are different (in the met area)...because they have their safer transport teams...our buses are linked there. They can react far more quickly' (Coach and bus operator - Epsom)

Rural areas

Respondents reported that patchy response times in more rural parts of Surrey were a concern, as is the passing of the village police presence / village bobby. Our Countryside Alliance representative acknowledged the policing challenges in the country, where distances are greater and resources fewer, but wanted the police to take a more proactive stance in working with the rural community. Using existing networks such as Farm Watch to warn of crime, report incidents and give advice was recommended.

Variable experience by area

Experiences clearly vary greatly by area. Our Epsom businesses were far more positive than those spoken to in Woking. This might reflect different circumstances, but also seemed to be impacted by an exceptionally good Neighbourhood Commander in the Epsom area. (We heard about a pilot 'risk team' of local neighbourhood officers, targeting high risk offenders and victims, especially ASB and drug dealing).

Various reports were given about how Commander Knight in Epsom led from the front, is piloting new ideas, visits local schools etc, and had generally won the wide support of the local community. See <http://www.surrey.police.uk/my-neighbourhood/epsom-ewell>

The use of PCSOs and CCTV

Businesses had mixed views about the role and cost-effectiveness of PCSOs. Woking shopping centre sees them as secondary security officers, available on the cheap (to them), but of probably limited help in a crisis. Some thought they were useful as deterrence and for school visits; others didn't understand what they were for, and were concerned that they were not a cheap option.

Businesses are concerned about how CCTV may be used or not, how comprehensive systems were and who funded them. Generally, CCTV was thought to be a useful crime deterrent. Respondents noted that Guildford and Woking have sophisticated systems and some had benefited from crimes being resolved by using them; others reported that control centres were left unmanned in the evenings/at night when crime was most likely.

'Many a time we have called to say somebody is escaping down the road; you try to get hold of the CCTV via the radio system...and they are not there! They cause themselves a bit of an own goal – you have to man it 24 hours a day!' (Shopping Centre manager, Woking)

'The councils mainly fund these...they are asking 'are we getting value for money as a Council; are the cameras in the right place?' The PCC would do well to ask is that making a difference' (Councillor, Epsom)

5.3 Engagement and communications

This was a major topic raised spontaneously by all participants, so we have reported it separately.

The need for more engagement

Victims and others feel that there is considerably more scope for the police to actively engage with communities using different existing channels – but especially using email and social networks. Sometimes it was suggested that current processes simply need to be used more widely or better, or more prominently promoted:

'The police panels are already running through social media. I'm a Facebook and Twitter follower of Epsom neighbourhood police team. Craig Knight (Borough Commander) has an online Facebook chat every few weeks and he'll respond to any questions. So the police here are already being quite innovative.' (Housing Trust, Epsom)

'All the bouncers in Guildford clubs and pubs are connected to police radio...there should be signs saying so...and the whole of the town centre is on CCTV, but nobody seems to know that' (Victim, Guildford)

'Where I live we have an active community Facebook group...we had a discussion about crime recently...we concluded that crime generally was not going up, but we were just all so much more aware.' (Victim, Guildford)

A more active dialogue and two-way feedback is considered essential for better policing outcomes and as a way to save policing resources spent on community policing and for intelligence gathering. Considerable dividends are thought likely to result.

'Police need to latch on where they can to existing community events and networks – for example, with our Community Partnership meetings that the local police already attend for a slot every 6-8 weeks' (Housing Trust, Epsom)

Neighbourhood Watch (NW)

Respondents noted that this scheme is very active in some areas, but non-existent in others. Respondents reported that because of its volunteer base and ethos, the experience of the scheme was bound to be very variable. This was particularly so with regard to the volume and relevance of crime updates. The scheme does need some funding, for signage for example, and in some areas local grants have been made available:

'In my area of Stonleigh, NW has been re-launched and we now have every single road covered – it's the eyes and ears of the community...I provided some funds for signage etc, as police cuts means they can't cover this...Budgens in Stoneleigh also helped out' (Councillor, Epsom)

Many thought more NW information could be put online in a better, more targeted way. However, it was pointed out that as many in the county (especially older adults) have no internet access, it was also important for Surrey Police to remember print and radio communications amongst the online and social media options recommended below. (Broadband access nationwide stands at about 3 in 4 adults as of early 2012. See <http://media.ofcom.org.uk/facts/>)

Media relations and PR

Business respondents generally feel that Surrey Police could project a far better image and achieve better outcomes by simply communicating more often and more effectively with the local media. The publisher of the main Woking News & Mail attended our discussion in the town, and felt that a better dialogue should be a high priority. He said that more energetic feedback, press releases and links would be very positive – both from the PCC and senior force commanders / the Chief Constable. Ideally he would welcome a regular column.

Local newspapers and their linked websites remain the most widely used local media channel by the public, according to the annual *Policing in Britain* survey from ASR - see <http://www.andrewsmithresearch.co.uk/life-in-britain/policing-in-britain>

'There is sometimes difficulty in getting information...better communication would be useful, to help them get their views over...people want to know...I would like more and better PR from the police, without the froth' (Publisher, Woking News & Mail)

'We need more effective police PR, based on facts and figures' (Victim, Guildford)

Specific ideas and initiatives

A considerable range of further ideas and suggestions were put forward by respondents to help deliver better engagement between people and with Surrey Police. It was suggested that encouraging these initiatives should be a priority, because they can produce real dividends and build confidence, and they are cost-effective. The main ideas suggested were:

- Promote more Neighbourhood Watch schemes county wide. The scheme remains active in many (better off) communities and in well-established neighbourhoods, but it needs a re-launch fit for the digital-online age. The information people receive needs better geographic targeting so it is not too generalised; people then pay more attention to it. Online networks already exist and enable and encourage communities and groups to feel connected easily, and avoid the delays, distribution effort and expense needed with paper-based newsletters. Paper newsletters will still be needed for those without online access.
- In the same way other networks are used with the same impact. We heard about Farm Watch, various local retailer groups, the Gay Surrey network and students in Guildford, to give a few examples of active online networks. Some local retailer groups (e.g. Woking) used to be far more active, but have stopped working/communicating. In some areas Neighbourhood Watch has failed to work well because residents are very transient, such as student areas in Guildford, and a network linking people by activity may be more successful. It was reported that most of these networks succeed because of a proactive volunteer (team).

'We have no Watch like this – people move from year to year...if I decided to set up one tomorrow, I wouldn't have a clue how to go about it.' (Young victim, Guildford)

- In rural areas, several main organisations, including the Countryside Alliance, the CLA and NFU have close links. It was thought that a single contact point with the police could probably be used to communicate with all of them / their networks.
- Community intervention groups such as Street Angels were reported to have become established, and work in partnership with Surrey Police. We heard about their useful and respected work in Guildford. Some respondents wondered how their approach fits the zero-tolerance ethos put forward by the PCC, suggesting a need for dialogue. See <http://www.gtcc.org.uk/StreetAngels.aspx>

'One of my flatmates volunteers for them (in Guildford). They are fantastic...people don't realise how many situations they solve on the spot...they don't get enough credit' (Victim, Guildford)

- Reminders /a campaign to remind people what to use the 999/101 telephone numbers for, and what services the public can expect at new front counters in, for example, the Epsom council offices (several respondents were unclear).
- Asian businesses in Woking lament the deterioration in regular police contact, and described a previously far closer link involving reciprocal meals and annual cricket matches, that brought positive results. The Asian community in Woking actively wants more regular police contact, visits to their mosque, etc (one of the largest; it

regularly has 2,000 attending on Friday evenings, and an open invitation is extended); the Woking Asian Business Forum is clearly a very influential and well regarded community group – see <http://www.wabf.org.uk/>

- The Asian community in Woking also provides a large proportion of the borough's taxi drivers (c.900, from an Asian population of c.9,000). They feel they are sometimes unfairly treated in disputes about unpaid fares. Their spokesman said that their drivers hear a lot of news/gossip relating to crime and suggested that they could be *'the eyes and ears of the local community for the police'*, as taxi drivers are efficiently linked already via their radio systems to provide early feedback. The police could tap in to this intelligence (or certainly explore the potential).
- Several businesses said that the Community Safety Partnership already brings various interested parties together and achieves considerable success in some areas now, so should be developed rather than replaced.
- At County level the business community has some interaction with Surrey Police but feels such opportunities could be more frequent and varied by location. The CEO at Surrey Chambers of Commerce reported that jointly organised occasional seminars about policing and business at Mount Browne took place, but that these are planned on an ad hoc basis. A more structured annual interactive 'policing and business' debate/seminar, held at several locations across the county, was suggested as a useful initiative. Surrey Chambers and the FSB would be happy to facilitate such initiatives.

Appendix – The discussion guide and prompts

Topic guide for all group and individual discussions

A. Introduction and warm up

1. Introductions. Mobiles on silent please
2. How I work / confidentiality / recordings / refreshments / incentives & recording-sign
3. Explain discussion topic: Policing priorities: your ideas; reaction to the PCC's draft plan and budget implications
4. Introductions: first name and family and job OR business type and size, your role
5. VICTIMS: What was your experience as a victim of crime – if you are prepared to, please summarise in a sentence or two

B. Spontaneous views about policing trends and your priorities (as warm up section)

1. Are the police doing a better or worse job now than a year ago? What changes (good or bad) have you noticed in policing your community?
2. What are the police doing well / less well now?
3. Victims: your main positive/negative experiences of Surrey Police as a victim of crime? What common themes crop up.
4. Businesses: What are your particular concerns and experiences about crime experienced by businesses in the area?
5. Do you have confidence in the police? Score them 0-10/10 on 'confidence in them' – quick poll
6. What should Surrey police have as their priorities over the next 2-3 years? What needs more focus / less focus, remembering that the budget is very tight?

C. Reaction to Kevin's 6-point priority list / actions (Victims will discuss in more detail)

1. Reveal chart with KH 6-point priority plan. Initial reactions? Plus and minus reactions?
2. What's behind each of these goals: what do they mean? How do the police reach that goal? What are the barriers?
3. For each goal: debate bullet points about what the goal means / how to deliver that goal – reactions / what's missing (as per KH document)?
4. What is the priority order for these 6 goals, arrived at as a group? Why?

D. Budget requirements and spend plans (Businesses groups will discuss in more detail)

Intro: Use budget factsheet and let everyone read it.

1. Recap: Surrey gets a relatively low proportion of its funding from Central Government (about half of its total budget). The Government grant to Surrey Police was reduced by 5% in 2011/2012 and 7% in 2012/2013. More cuts are expected this year. So, Surrey needs to rely more on the portion it gets from Council Tax. Even if council tax does increase, Surrey Police still need to make savings.
2. Reactions to the police budget and year-on-year change, overall?
3. Is amount of council tax for policing that you pay fair? What would be fair?
4. The Government has offered PCCs a two year grant (of just under 1% of overall budget) if they freeze council tax next year. The PCC proposes to reject this grant as it would cause a budget shortfall for Surrey Police. Instead he proposes to increase council tax precept by around 2% - or 50p a month / £6 a year for a Band D household. What is your view on this?
5. Central Government has 'capped' the amount of our Council Tax overall, to a 2% increase. Would you pay more than this for policing, if the Government cap was not in place? What sort of increase?
6. If you want to pay less, what areas of policing should be cut?
7. Capital Budget. Recap point 9: *the PCC is proposing to keep capital spend (buildings, ICT, vehicles etc) at a similar level as this year*
8. Reactions? Support? Should police spend on these capital items be higher or lower?
9. (Businesses only) Working in partnership with the police. Ways in which the business community could help / work with the police or PCC? Ever considered? How could this work for your business? Any ideas?
10. PROMPT: Local businesses are involved with policing and citizenship work in various ways e.g. danger awareness (yr 10 schools); junior citizenship days. Businesses provide funds / time / venues. Reactions? Is this useful to you being seen as socially responsible / locally involved?

Summarise: Your top 2-3 police priorities? Thanks and close

Main prompt item for discussion – the PCC’s priority promises

Kevin’s Promise



Take a Zero Tolerance Policing Approach

I will lead a relentless focus on those who blight our lives: Anti Social Louts, Violent Bullies, Burglars and those who deal drugs to our young people. We will seize the profits of their crime.

More visible street policing

I will use my experience to reduce expenditure on back office roles and use the ill gotten gains of criminals to pay for beat officers

Put Victims at the centre of the Criminal Justice system

I will ensure that victims are given a quality service from reporting a crime to giving evidence. The professionals in the Courts and Police work for you, sometimes they forget .

Give you the opportunity to have a greater say in how your streets are policed

I will set up local policing boards to bring decision making closer to neighbourhoods. You will be able to participate and have your views heard.

Protect your local policing

I will work with Police Chiefs to maintain the morale and ethos of service of your officers. I will do this by supporting them against unreasonable criticism and ensuring their voice is heard. We cannot expect them to take on the criminals unless we back them.

I will be uncompromising in the standards you expect from your police

With public support comes an expectation that your police delivery a quality service. I will expect the Chiefs to inspire their officers and unlock their passion to deliver a professional, courteous and positive approach to policing. You pay for it you have a right to expect it.

Prompt sheet for budget discussion

Consultation to inform the Police and Crime Commissioner for Surrey's Police and Crime Plan – Budget and Precept Proposals for 2013/14

As Police and Crime Commissioner for Surrey, it is my role to set both a revenue budget (day-to-day spending) and capital budget (acquisition of long term assets) for Surrey Police that can best help me deliver the six promises I made when I was elected and ensure that Surrey residents and businesses receive an excellent policing service. I am obliged to consult the public and business representatives on my proposals for expenditure before I present my proposed council tax precept to the Police & Crime Panel in February 2013.

At this stage, it is difficult to consult on the finer details of my budgets because the implications of the Government's financial settlement are not yet fully known. This consultation looks at my broad principles for setting next year's budgets for Surrey Police.

Revenue Budget – Government funding and council tax precept

1. Surrey Police is financed partly by grants from the Government and partly by a council tax precept set by the Police & Crime Commissioner. Around half of Surrey's £208m revenue budget this year is funded by Government grant, with the other half generated through local council tax. Unlike some other forces who receive a greater proportion of their funding from the Government, Surrey is very dependent on the money it raises through council tax.
2. The financial climate across the police service is challenging, with Government funding having been cut in recent years and all forces having to make substantial savings to try to protect the frontline. In 2012/13, the amount received by Surrey Police from the Government was reduced by 6.7%. This followed a 4.8% reduction in 2011/12. Surrey Police had to make savings of £7.2 million this financial year; a substantial management and operational challenge.
3. The Government is keen that Police & Crime Commissioners do not increase council tax in the current difficult economic climate. The Government is offering a 2 year grant (equivalent to just under a 1% council tax increase) in return for freezing what council tax payers pay for policing.
4. In Surrey, a 1% police council tax increase gives policing approximately an additional £1m share of the total funding raised from Surrey Council Tax.
5. As the Police and Crime Commissioner I have to consider whether to accept the grant and freeze the police share of council tax or reject the grant and instead increase the police share of council tax.

Accepting the council tax freeze grant and freezing the police share of council tax

6. Council tax for policing would stay the same for two years. The council tax freeze grant is for two years only and when that money is taken away, Surrey Police would have to make up for it in other ways. This could require reductions in service or a steep increase in council tax if I am to meet my promises to deliver on Zero Tolerance.

Rejecting the council tax freeze grant and increasing the police share of council tax

7. Additional funds raised via an increase in council tax are built into the Surrey Police budget over the long-term and would provide more financial stability for the force, enabling me to keep the promises that I made to the Surrey electorate. The amount local people would pay for their policing as part of their council tax would go up (for a band D household, council tax is currently £203 for policing and the increase would be around 50p a month).

PCC proposal

8. My proposal is to **reject** the Government's council tax freeze grant and instead increase the Surrey Police council tax precept by around 2%. This will help ensure that I can set a revenue budget that will deliver my election promises, but more importantly will help to keep the Surrey public safe.

Capital Budget

9. My capital budget will support proposals for new building work, replacement of vehicles and updating of IT infrastructure. This budget will be paid for from a combination of the proceeds arising from the sale of surplus assets, government grant and if necessary borrowing. My proposed capital budget will not require an additional increase in council tax precept over and above the proposed 2% already discussed.

I would really like to hear your views on my budget proposals and thank you for your time.

Kevin Hurley
Police and Crime Commissioner for Surrey

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Police and Crime Plan 2013/14

Research into Public Opinion and Priority and Budget Consultation 2012

Introduction

This paper partially meets the requirements of the Police and Crime Commissioner (PCC) to consult with residents and stakeholders on policing priorities and budget. The report includes historical data that illustrates high confidence in Surrey Police and the high importance that residents placed on policing priorities in previous Local Policing Plans. It also includes data gathered in autumn 2012 that questions the public on local policing priorities, police performance, council tax levels and strategies for meeting budget reductions. The data should be used to inform the Police and Crime Plan for the forthcoming year as part of planning cycles in late 2012 and early 2013. It should be followed with further research.

The research

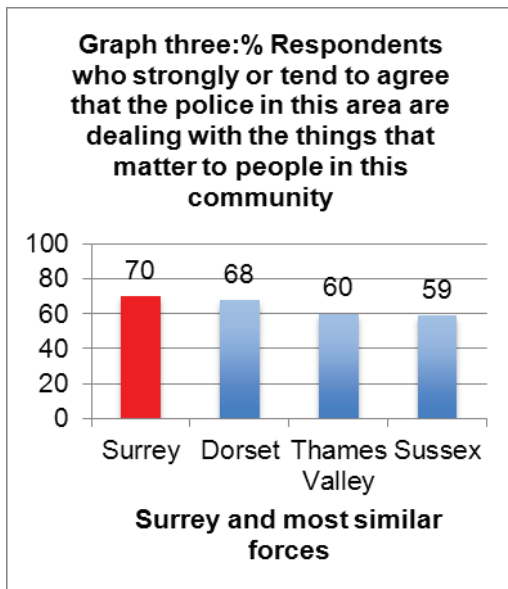
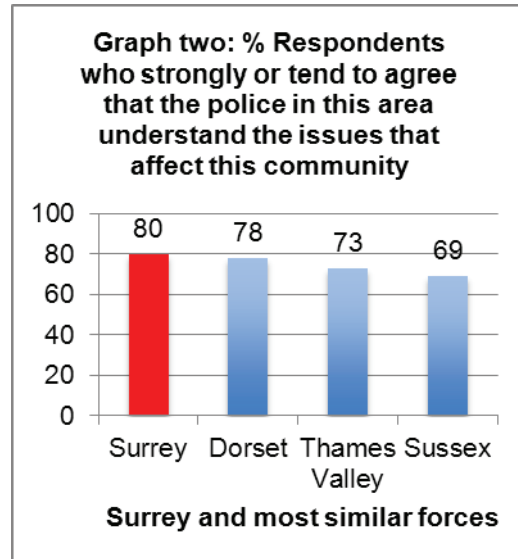
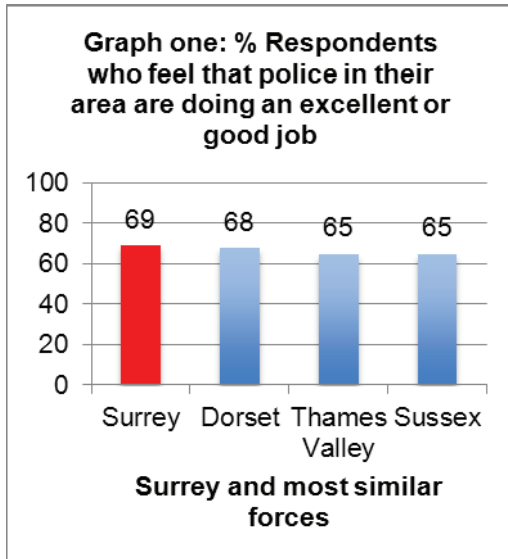
Historical data

Surrey Police Authority (SPA), Surrey Police and national bodies have regularly researched public opinions on policing.

British Crime Survey

The British Crime Survey (called the Crime Survey for England and Wales from April 2012) is a national survey that questions the public on attitudes and experiences on policing and crime and allows comparisons across police forces. It records crimes that may not have been reported to the police so can be used as an alternative to police data. The results are illustrated in graphs one to three below which show data for year to December 2011.

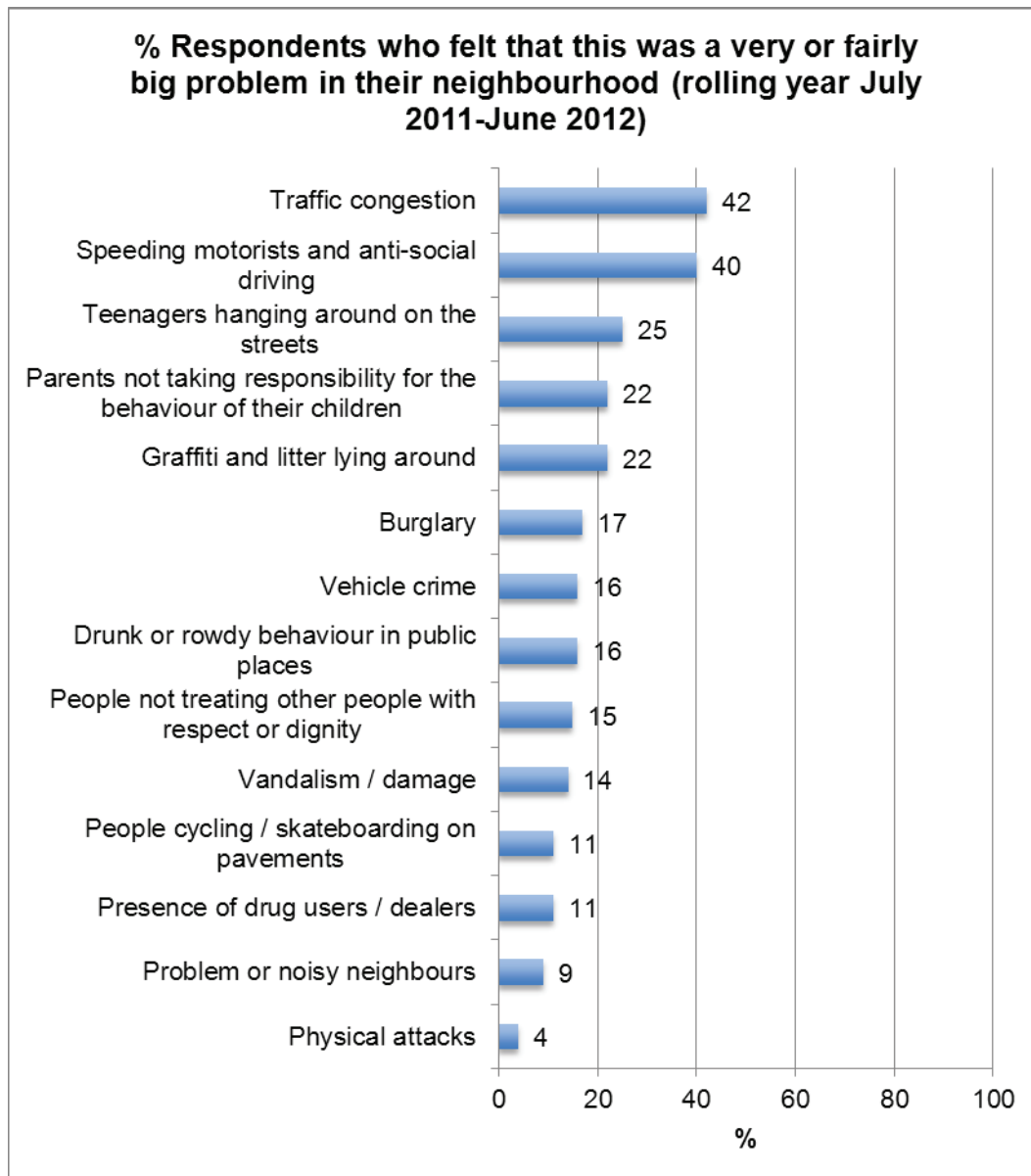
The strong majority of respondents felt that the police were doing a good or excellent job; that the police understand the issues that affect their community and are dealing with them. In the year to December 2011, Surrey Police outperformed its most similar forces and all other forces in these three areas.



Joint Neighbourhood Survey

Surrey Police, alongside Surrey County Council, run the Joint Neighbourhood Survey throughout the year. The Joint Neighbourhood for 2011/ 12 saw 90% of respondents stating that they were very or fairly confident in their neighbourhood police. The survey also asked residents about their local area and problems in their neighbourhood, the results are in graph four below. It should be noted that these results represent the perceptions of residents rather than crime levels.

The results illustrate that residents are most likely to state that traffic issues and anti-social behaviour are problems in their neighbourhood. Burglary (17%), vehicle crime (16%) and vandalism / damage (14%) are more commonly stated more serious crimes whilst only 4% of respondents felt that physical attacks were a very or fairly big problem in their neighbourhood.

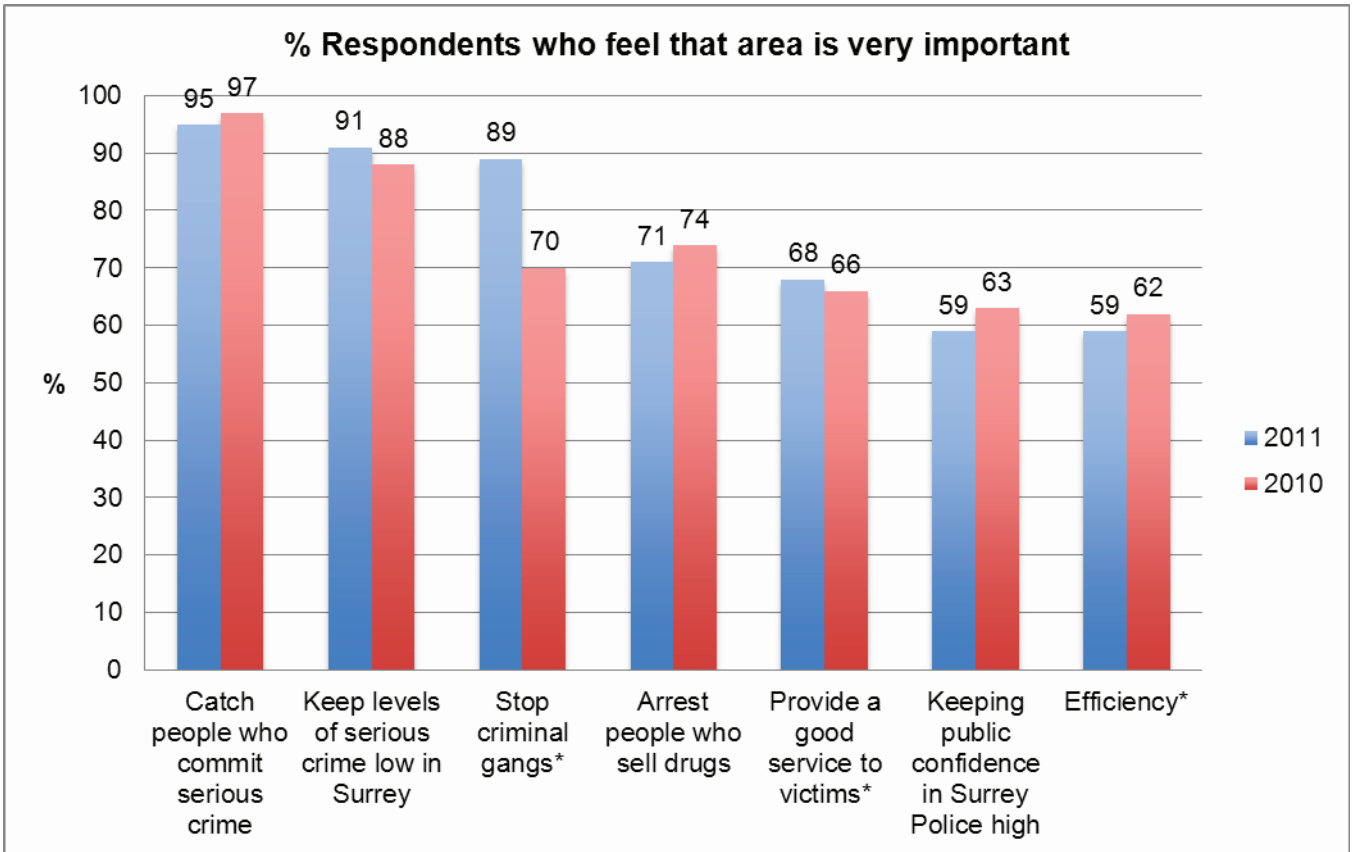


Graph four – Joint Neighbourhood Survey rolling year July 2011-June 2012

Surrey Police Authority Annual Priority and Budget Consultations

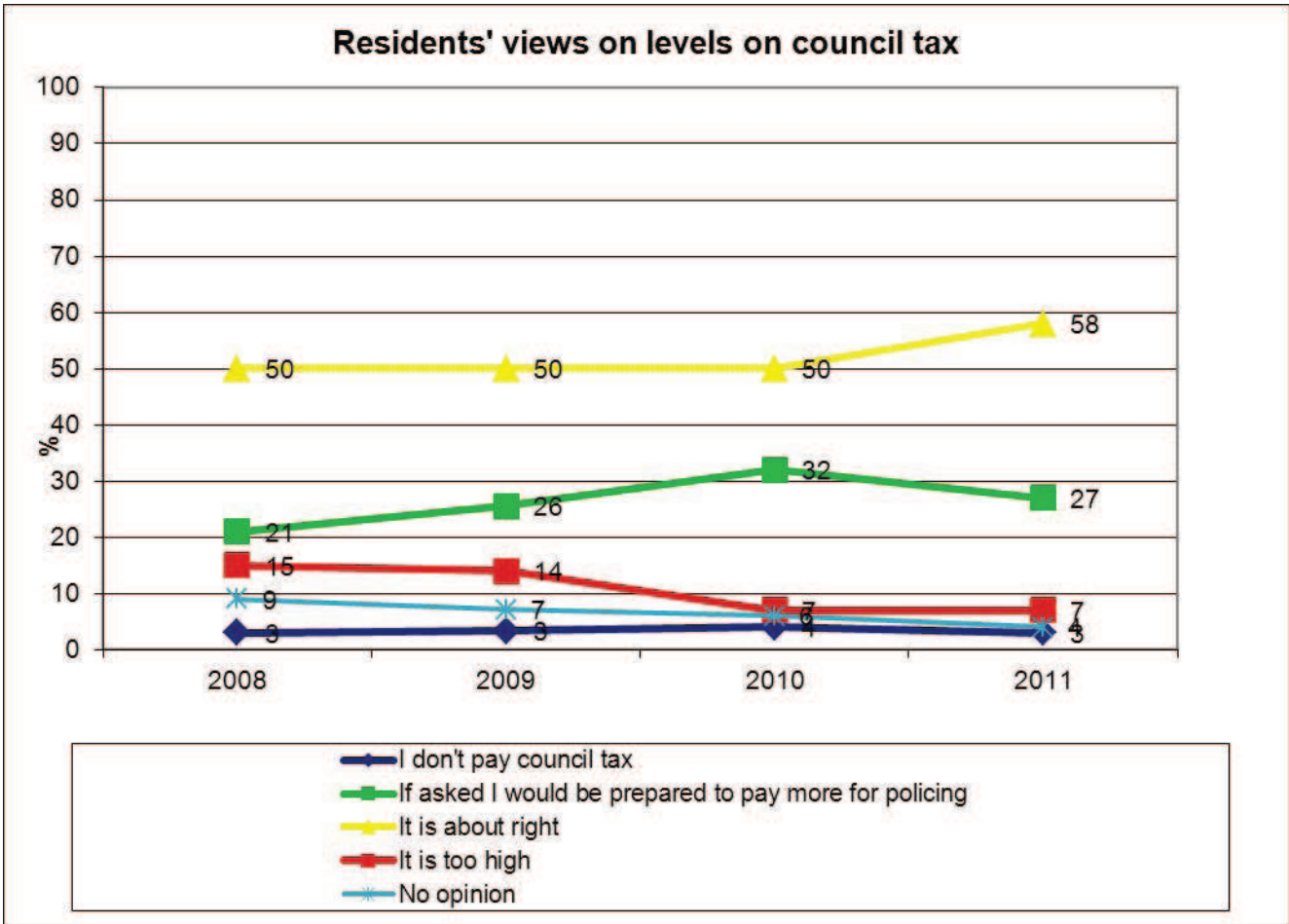
SPA had a similar duty to the PCC to consult with residents on planned priorities and precept level. The Authority conducted an annual consultation to meet its duty. Graph five illustrates the percentage of respondents who felt that each priority area was very important.

These surveys included a closed list of priority areas that the Authority intended to include within its Local Policing Plans. The majority of respondents felt that each area was very important in both 2010 and 2011. The priorities that involved tackling serious crimes were viewed as more important than softer areas such as good service, confidence and efficiency.



Graph five – SPA priority consultation 2010 and 2011. Please note that the areas marked with * had different wording across the two surveys.

SPA also consulted residents on the amount of council tax that they paid for policing. The survey informed respondents of the council tax for a Band D property and asked them for their views on it. Graph six illustrates the results to these questions. The graph shows that around half of respondents felt that council tax level is about right (with a rise to 58% in 2011) and around a quarter to a third have been prepared to pay more. The remaining respondents felt that it was too high, do not pay council tax or did not give an opinion.



Graph six – SPA priority consultations 2008-2011

Conclusion

Surrey residents have consistently demonstrated positive views towards Surrey Police. Surrey Police have been a top performing Force in terms of public perception and residents have felt that the priorities the Force has pursued have been very important. The majority of respondents have also felt that council tax is about right or would be prepared to pay more. This research provides useful context on public opinion over recent years, but must be supplemented with primary research.

Priorities and budget consultation 2012

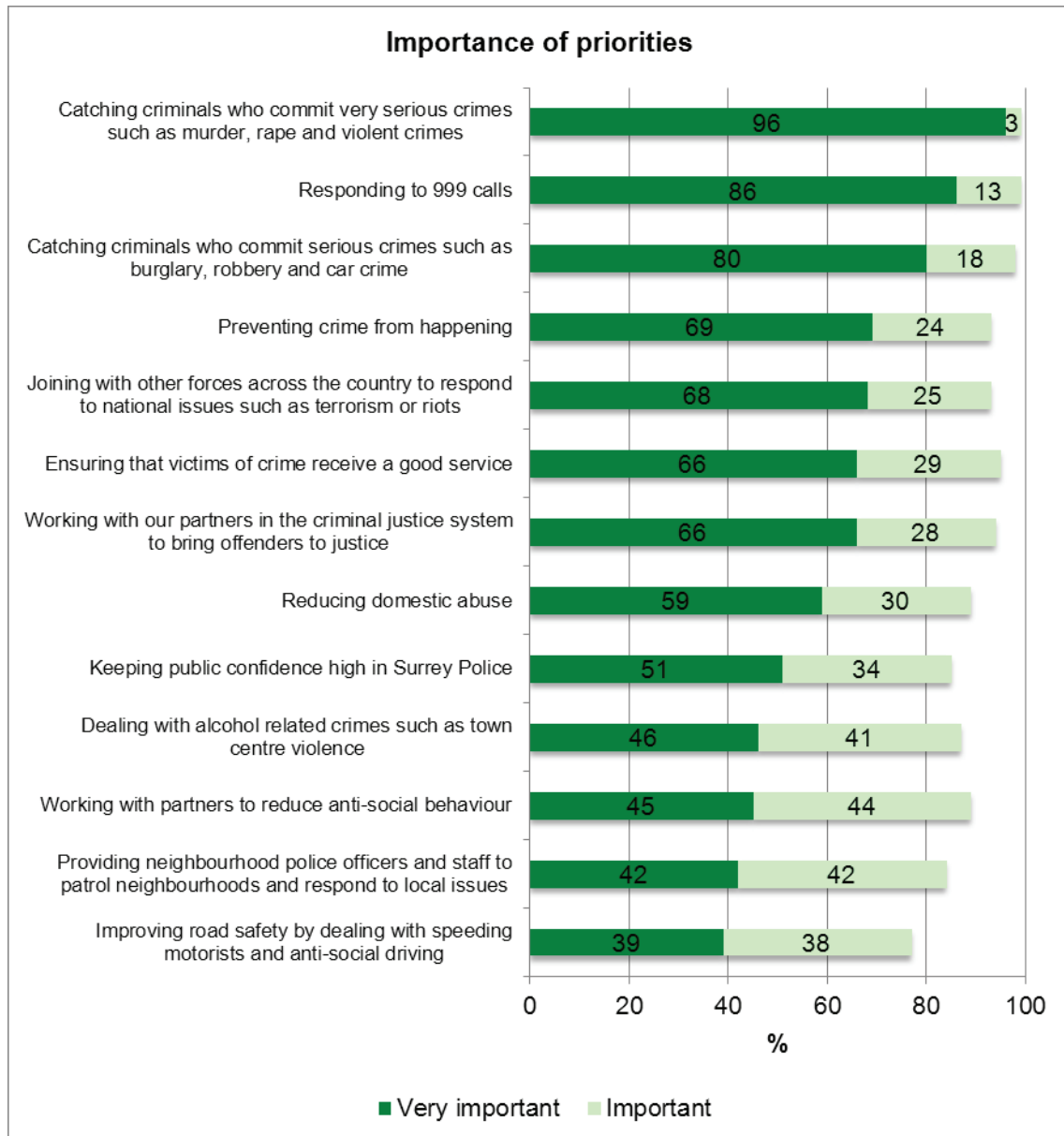
Surrey Police Authority commissioned a bespoke piece of research to inform the Police and Crime Plan for 2013/14. The research covered policing priorities, perceptions of performance in these areas, views on the council tax level, perception of value for money and support or opposition for strategies to meet budget cuts. The research was conducted in autumn 2012.

Priorities

The survey asked respondents how important or unimportant areas of policing are to them. Graph seven illustrates the results to this question. All areas were either very important or important to the strong majority of respondents.

'Catching criminals who commit very serious crimes such as murder, rape and violent crimes' was seen as very important to the highest percentage of respondents (96%). This is followed by 'responding to 999 calls' (86%) and 'catching criminals who commit serious crimes such as burglary, robbery and car crime' (80%). In contrast, 'improving road safety by dealing with speeding motorists and anti-social driving' was seen as very important by 39%.

The results show that the public continue to put the highest importance on catching criminals with almost all respondents stating that this is important across the last three years.



Graph seven – Priority and Budget Consultation 2012

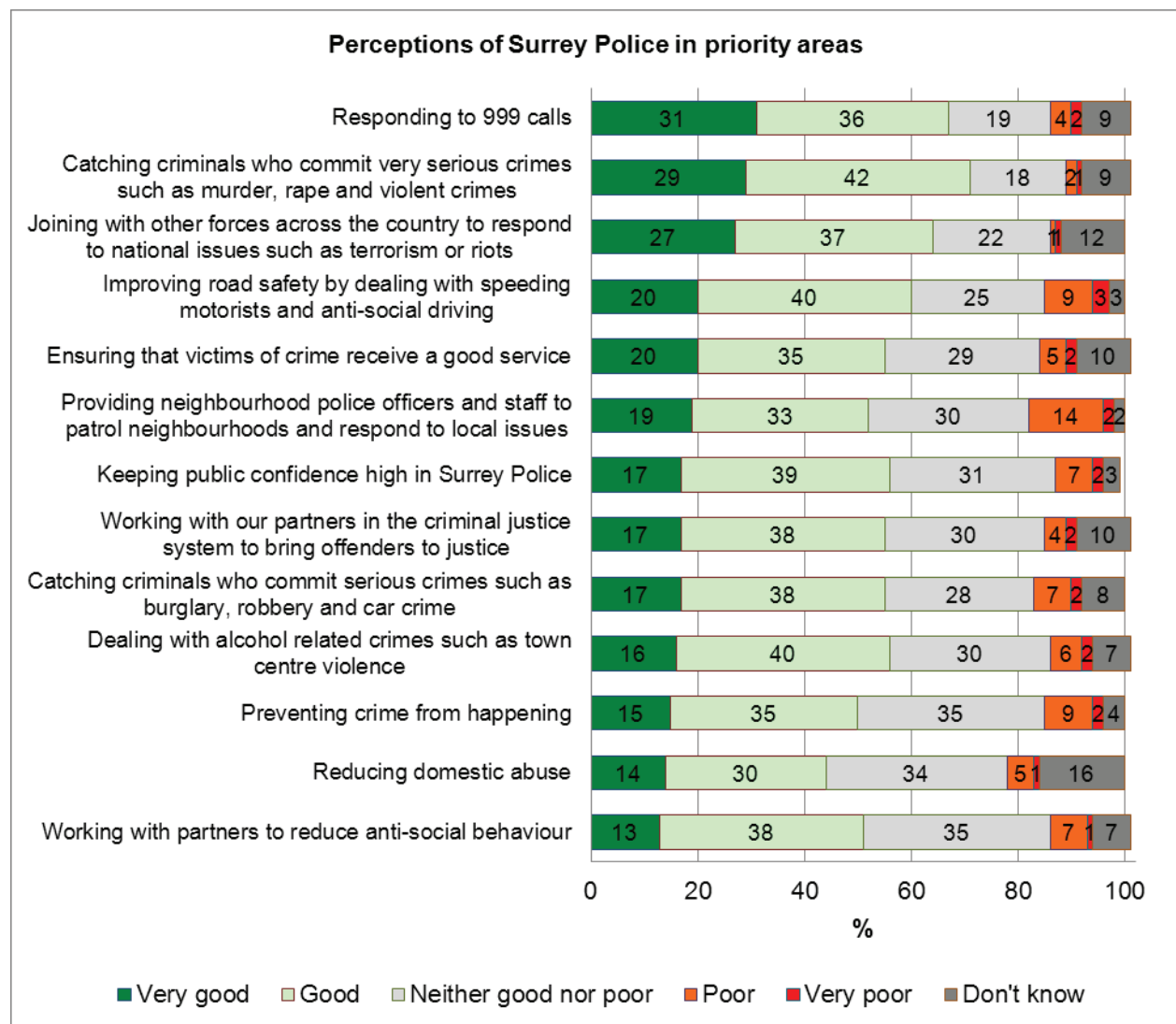
Other priorities

The survey asked respondents whether there are any other areas that they felt Surrey Police should be prioritising. The majority of respondents (78%) answered that there were no other areas. 7% answered 'increased police presence / visibility', other answers included 'neighbourhood / community interaction' (2%), 'drugs' (2%), 'vehicle misuse' (2%) and 'working with schools' (2%).

Perceptions of performance

The survey went on to ask respondents how well they felt that Surrey Police were performing in these areas. Please note that this question asked respondents for their perception regardless of whether or not they have used the service. Graph eight illustrates the results.

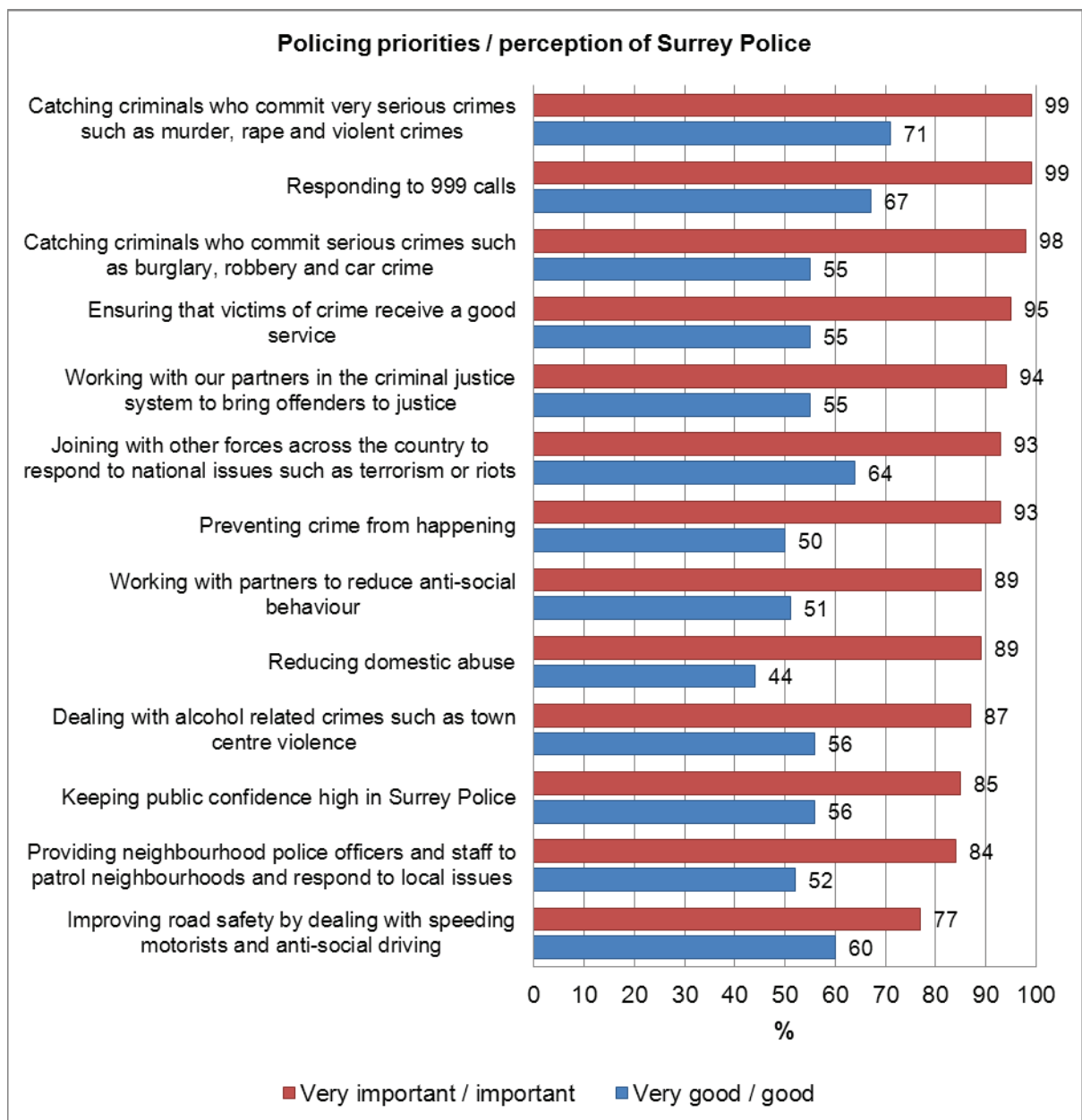
The public tend to feel that Surrey Police perform well with 50% or more respondents stating that Surrey Police are very good or good in each area except for reducing domestic abuse (44%).



Graph eight – Priority and Budget Consultation 2012

The British Crime Survey, mentioned earlier, found that 69% of respondents felt that police in their area were doing a good or excellent job in the rolling year to December 2011. It is therefore of note that perceptions of performance are lower than this and requires some further investigation.

The importance placed on policing areas can be compared to the perceived performance of Surrey Police in these areas. The results of this comparison are illustrated in graph nine.



Graph nine – Priority and Budget Consultation 2012

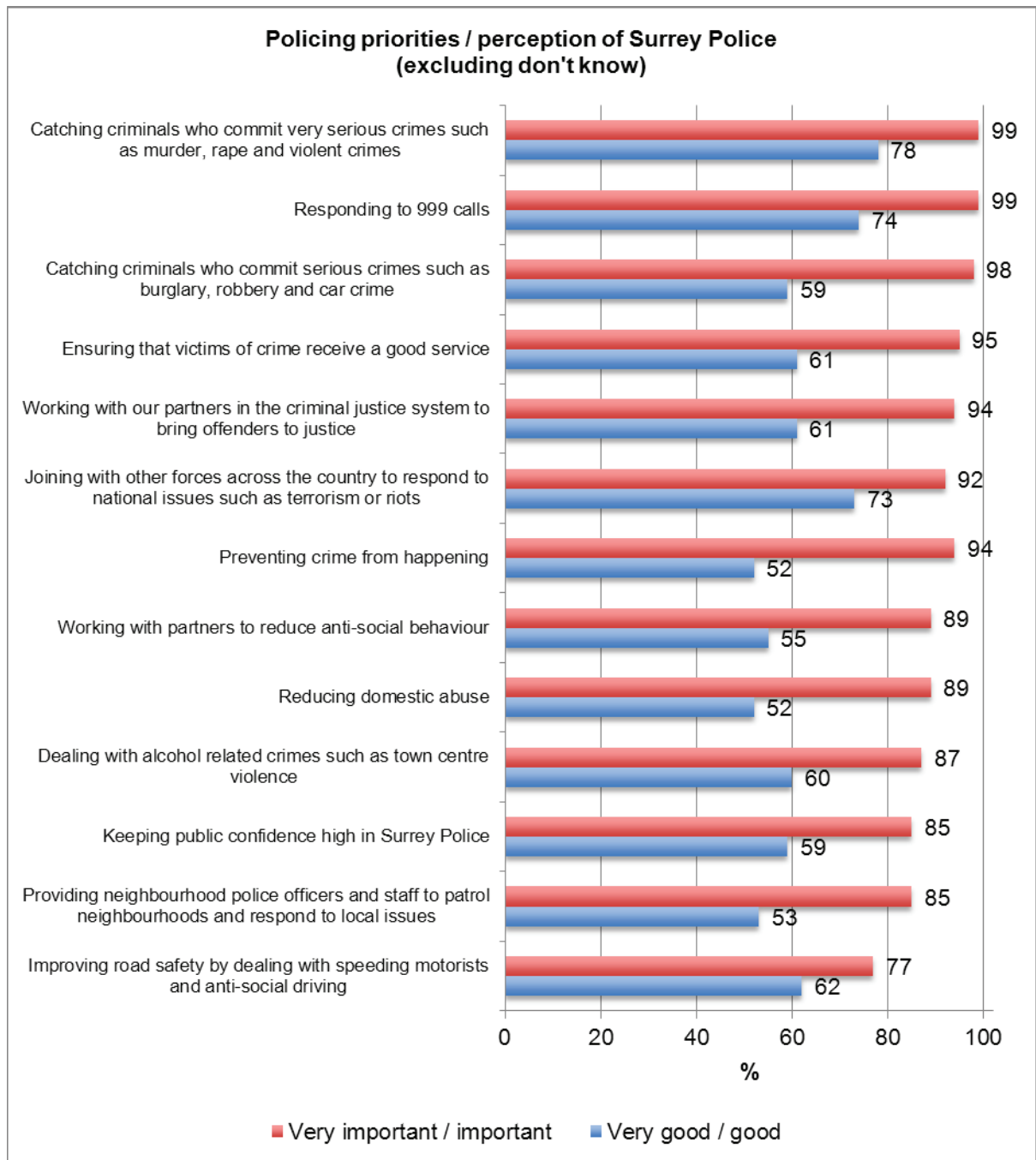
The results show that the importance respondents place on policing areas does not correlate with perceived good performance in these areas. 45% more respondents think that 'reducing domestic abuse' is important or very important than think that Surrey Police are going a very good or good job in this area. There are similar gaps in 'preventing crime from happening' (43%),

'catching criminals who commit serious crime' (43%) and 'working with partners in the criminal justice system to bring offenders to justice' (40%). In contrast, 'improving road safety' is seen as important by the lowest percentage of respondents, but has the smallest gap with just 17% more respondents seeing it as important than who think that Surrey Police do a good or very good job.

It is useful to analyse the data by removing those who have answered 'don't know' as respondents who have answered this way can skew results. The results are illustrated in graph ten.

We can, again, see a gap between the percentage of respondents who felt that an area was important or very important and those who felt that Surrey Police were good or very good in these areas. Once again, 'preventing crime from happening' has a substantial gap with 42% more respondents stating that it was important or very important than stating that Surrey Police were good or very good in this area. We can again see further substantial gaps in 'catching criminals who commit serious crimes such as burglary, robbery and car crime' (39%) and 'reducing domestic abuse' (37%).

The results prompted officers to consider newer data to see whether there had been a dip in public perception since December 2011. The latest British Crime Survey data (now called the Crime Survey for England and Wales) found that in the year to June 2012, 68.3% of respondents in Surrey felt that police in their area do a good or excellent job. This is in contrast to 69.4% in the rolling year to December. Whilst the drop is small and is not statistically significant, it has occurred whilst other forces have improved public confidence. Surrey Police have therefore dropped from being the highest performing force in this area to coming fifth after Dorset (71%), Cumbria (70%), Northumbria (70%) and Leicestershire (70%). In contrast, the Joint Neighbourhood Survey saw the percentage of respondents saying that they were very or fairly confident in their neighbourhood force rise from 89.8% in the year end 2011/12 to 91.1% in quarter 2 2012/13.

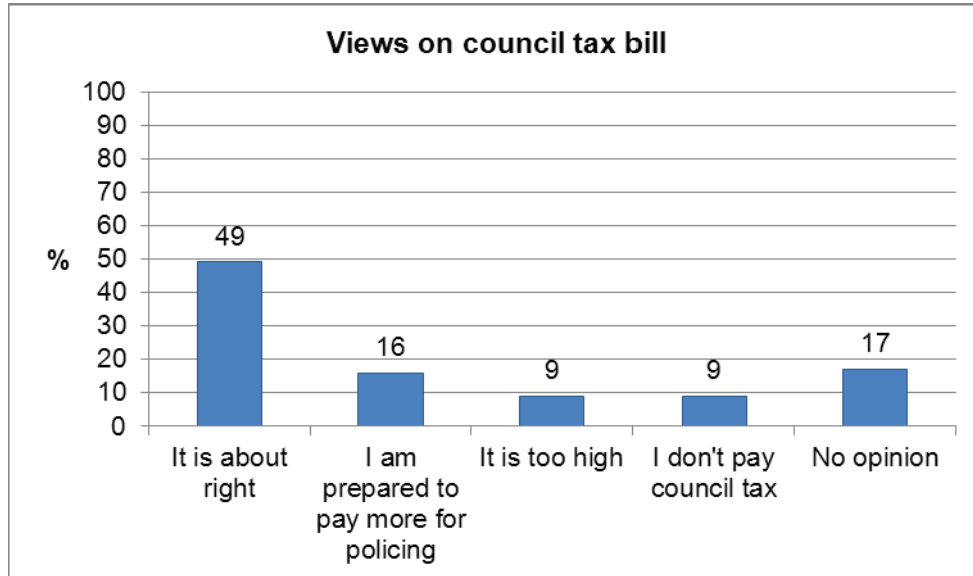


Graph ten – Priority and Budget Consultation 2012

These results raise some questions that could be investigated further. The public perception data outlined above could be compared with performance data in order to understand public's perception is correct. The planned qualitative consultation can explore why residents have their perceptions and what could be done to improve them. This additional research would enable the Commissioner to better understand how Surrey Police is performing and how this relates to public perception. This understanding could help to prevent drops in confidence.

Council tax

The survey, once again, informed respondents of the current amount of council tax on a band D home and asked them for their views on this. The results are illustrated on graph 11 below.



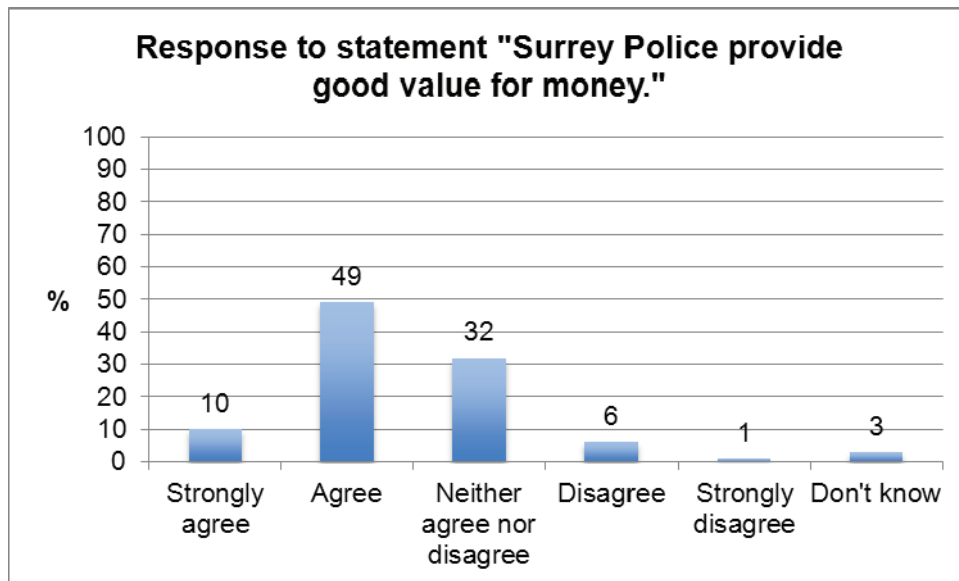
Graph 11 – Priority and Budget Consultation 2012

Just under half of respondents said that the level of council tax is about right. This is in line with previous years (albeit with slight increase to 58% in 2011). 16% were prepared to pay more, which is less than previous years where around a quarter of respondents said that they would be prepared to do so. 9% felt that it is too high (a slight increase over the 7% in 2010 and 2011). 17% said that they have no opinion, which is a significant rise over recent years (5% in 2011, 7% in 2009 and 2010).

Value for money

The survey asked respondents to what extent they agreed or disagreed with the statement “Surrey Police provide good value for money.” Graph 12 illustrates the results.

Respondents were most likely to agree with the statement with just under half (49%) saying that they agree and 10% strongly agreeing. Just under a third (32%) were neutral and only 7% disagreed overall, with just 1% of these strongly disagreeing.

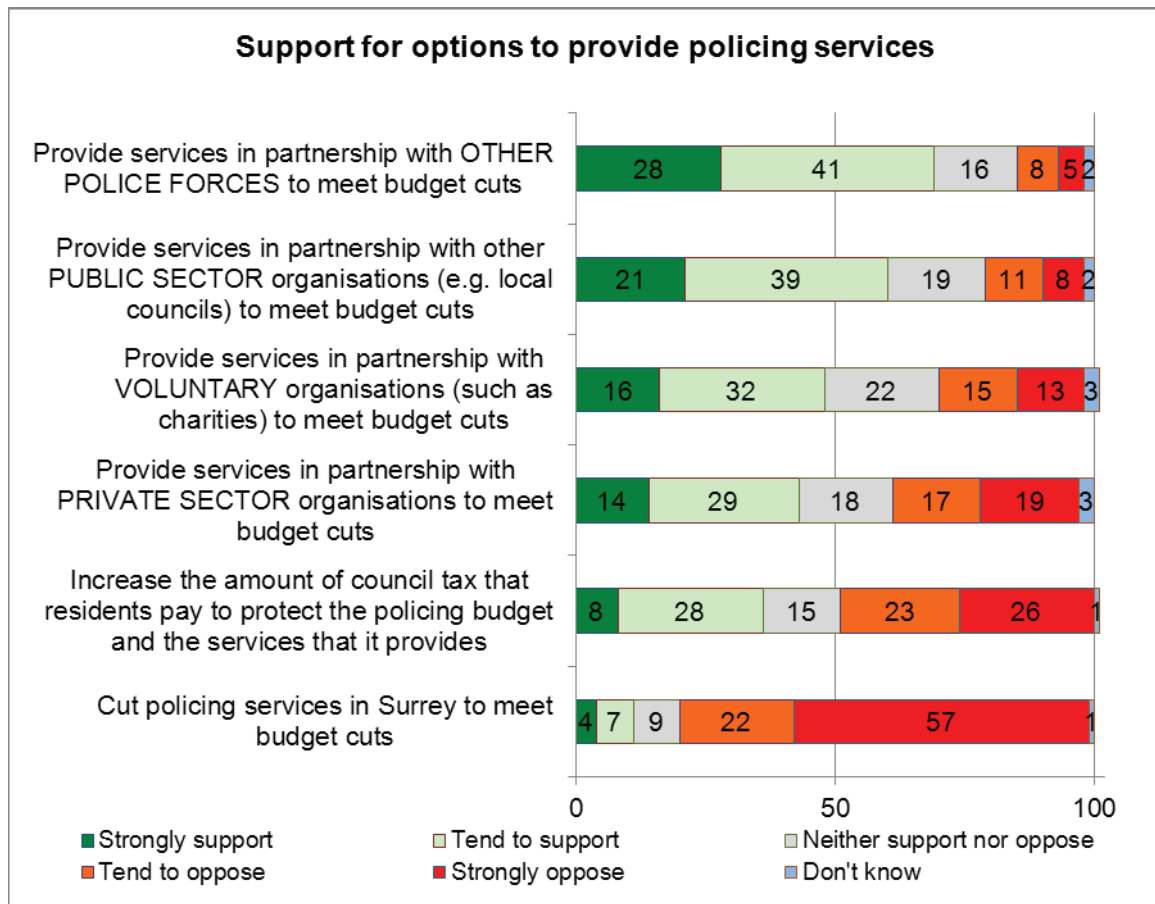


Graph 12 – Priority and Budget Consultation 2012

Options for providing policing services in the future

The survey went on to inform respondents that Surrey Police receives around half of its funding through government grant (police grant) and half through its share of locally raised council tax. Further to this, they were informed that the Government has indicated that the funding it provides for Surrey Police will be reduced by around £5 million over the next few years. Respondents were told that Surrey Police were facing a tough financial climate and will face difficult decisions on how to provide policing services and were asking to what extent they would support or oppose a list of actions. The results to this question are illustrated in graph 13.

The results show that the strong majority of respondents would oppose cutting police services in Surrey, with 79% opposing this overall including 57% strongly opposing. The option of increasing council tax is also less popular with just over a third (36%) supporting this option and 49% opposing. The evidence therefore shows that, although the majority of respondents do not want to see services cut, only around a third of them would pay more. It is of note that 36% of respondents stated that they would support increasing council tax in response to this question whilst only 16% stated that they would be prepared to pay more for policing in the first question on council tax. This suggests that more residents would support an increase in council tax if they were provided with information about Surrey Police funding. This is an area that could be explored further in qualitative consultation where respondents' initial opinions on council tax and budget could be challenged and investigated in depth.



Graph 13 – Priority and Budget Consultation 2012

Respondents were most likely to state that they would support Surrey Police working in partnership with other police forces with 69% of respondents saying that they would support this option, 28% of these strongly supporting it. The majority of respondents (60% overall) also support working in partnership with other public sector organisations. The options to work with voluntary organisations and private sector organisations were less popular with 48% and 43% respondents supporting these options respectively. These findings are supported by recent qualitative research conducted for Surrey Police, which found that working with other police forces was the most popular option for the public followed by working with public sector partnerships. Respondents in that research had a number of initial concerns around private sector contractors, but many were open to private sector companies being employed in support services and back office administration.

Conclusion

The primary research provides information that should be helpful to the PCC in developing their first Police and Crime Plan. The research demonstrates that the public continue to prioritise catching criminals who commit serious and very serious crimes. It also provides a useful ranking for other policing areas.

The research raises questions to be explored further. This data could be used alongside performance data to gain a clear understanding of public

importance, perception of performance and actual performance. The planned qualitative consultation can be used to understand the gap between the percentage of residents who feel that areas of work are important and those who feel that that Surrey Police are doing a good or very good job. It can explore why the gaps exist and what could be done to close them. This research would uncover areas where the Force are performing well, areas that require further scrutiny and areas for improvement and can inform the development of the Police and Crime Plan.

The research has shown that residents' views on council tax continue to be fairly static. However, the research has also shown that residents do not want to see policing services cut and that more respondents would be prepared to see council tax increase than services cut. The qualitative research should investigate how residents would balance the level of precept with the desire to maintain services.

Finally, the research indicates that working in partnership with other police forces and public sector organisations is more popular than partnerships with the voluntary or private sector. The Commissioner could consider this finding, along with the Force research, when deciding how they may wish to reform services to meet the budget shortfall.

Recommendations and next steps

The Police and Crime Commissioner has a duty to consult with residents and pay due regard to their views in developing police priorities and budget. This paper therefore recommends that the Commissioner take the above information into account when developing their Police and Crime Plan.

The paper also recommends that further research be conducted which contrasts public opinion to actual Force performance. Furthermore, the Police and Crime Commissioner should agree to conduct further qualitative consultation with victims, business and the public in order to fully meet their statutory duties and to explore the questions outlined in this paper.

Appendix one – Consultation requirements for the Police and Crime Commissioner

The Police and Crime Commissioner (PCC) for Surrey has a duty to obtain the views of the people of Surrey (including victims of crime) about police priorities, budget and precept level annually. The PCC has a further duty to consult non-domestic rate payers (e.g. businesses) on the precept level.

Appendix two – Notes on methodologies

British Crime Survey – The British Crime Survey (called the Crime Survey for England and Wales from 1st April 2012) is a national survey conducted by BMRB Limited on behalf of the Home Office. It is conducted throughout the year and forces are provided with rolling data. The survey provides robust data.

Joint Neighbourhood Survey – The Joint Neighbourhood Survey is conducted by Swift Research on behalf of Surrey Police and Surrey County Council. It is conducted throughout the year and data is provided quarterly. The survey provides robust data.

SPA Priority and Budget Surveys – Surrey Police Authority commissioned annual priority and budget surveys from 2008. The surveys were conducted at a one off point in the year to inform priority setting for the following financial year. The surveys provide robust data.

Priorities and Budget Consultation 2012 – Officers from Surrey Police Authority commissioned Swift Research to conduct a priority and budget consultation in autumn 2012 to inform the development of the first Police and Crime Plan. The survey provides robust data.

Appendix three – questionnaire and results from Priority and Budget Consultation 2012

Priorities & Budget Consultation 2013/14 - Results

Borough (605 respondents)

Elmbridge	North Surrey	11% (66)
Epsom & Ewell	East Surrey	7% (42)
Guildford	West Surrey	12% (73)
Mole Valley	East Surrey	8% (48)
Reigate & Banstead	East Surrey	12% (72)
Runnymede	North Surrey	7% (43)
Spelthorne	North Surrey	8% (48)
Surrey Health	West Surrey	8% (50)
Tandridge	East Surrey	7% (42)
Waverley	West Surrey	11% (66)
Woking	West Surrey	9% (55)

What is your ethnic group? Are you Asian, Black, Chinese, of a mixed background, White, or of another ethnic group? (605 respondents)

Asian or Asian British	5% (32)
Black or Black British	1% (6)
Chinese	0% (0)
Mixed	1% (8)
White	90% (545)
Other ethnic group (please specify)	1% (7)
Do not wish to say (<i>don't read out</i>)	1% (7)

Age (605 respondents)

NB, percentages between 0 & 1% are recorded to two one decimal rather than rounding to a full number for this question (605 respondents)

16- 17 years	0.3% (2)
18-19 years	0.8% (5)
20-24 years	7% (43)
25-34 years	19% (117)
35-44 years	12% (71)
45-54 years	25% (148)
55-64 years	18% (107)
65-74 years	10% (62)
75+ years	8% (50)

Gender (605 respondents)

Male	49% (297)
Female	51% (308)

Priorities

Surrey Police is responsible for keeping Surrey safer by preventing and detecting crime. Surrey Police carries out lots of different work to do this. We would like to understand how important or unimportant each area of work is to you.

I'm going to read out a list and using the scale where 1= very unimportant, 2=unimportant, 3=neither important nor unimportant, 4=important and 5= very important, how important or unimportant are the following areas to you?

(605 respondents)

	Very unimportant	Unimportant	Neither important nor unimportant	Important	Very Important	Don't know (do not read out)
1. Preventing crime from happening	0%	1%	6%	24%	69%	1%
2. Catching criminals who commit serious crime such as burglary, robbery and car crime	0%	0%	2%	18%	80%	0%
3. Catching criminals who commit <u>very</u> serious crime such as murder, rape and violent crimes.	0%	0%	1%	3%	96%	0%
4. Responding to 999 calls	0%	0%	1%	13%	86%	0%
5. Providing neighbourhood police officers and staff to patrol neighbourhoods and respond to local issues	1%	2%	14%	42%	42%	0%
6. Working with partners to reduce anti-social behaviour	0%	2%	10%	44%	45%	1%
7. Dealing with alcohol related crimes such as town centre violence	0%	2%	12%	41%	46%	0%
8. Improving road safety by dealing with	1%	5%	17%	38%	39%	0%

speeding motorists and anti-social driving						
9. Keeping public confidence high in Surrey Police	1%	2%	12%	34%	51%	0%
10. Reducing domestic abuse	0%	2%	9%	30%	59%	0%
11. Working with our partners in the criminal justice system (Crown Prosecution Service, courts, prisons and probation) to bring offenders to justice	0%	1%	6%	28%	66%	0%
12. Joining with other forces across the country to respond to national issues such as terrorism or riots	0%	1%	6%	25%	68%	0%
13. Ensuring that victims of crime receive a good service	0%	0%	5%	29%	66%	0%

Q10. Are there any other areas that you think that Surrey Police should be prioritising? (605 respondents)

NB, this table does not include any responses provided by fewer than 1% of respondents.

No other areas	78%
Increased police presence / visibility	7%
Neighbourhood / community interaction	2%
Drugs	2%
Vehicle misuse	2%
Working with schools	2%
Child safety / protection	1%

Q11. Based on your current perceptions of Surrey Police, using the scale where 1=very poor, 2=poor, 3=neither good nor poor, 4=good and 5=very good how do you feel that they perform in the following areas? (605 respondents)

INTERVIEWER: IF RESPONDENT SAYS THEY HAVEN'T HAD ANY CONTACT WITH SURREY POLICE EXPLAIN THAT THEY DON'T NEED TO HAVE, WE'RE INTERESTED IN THEIR PERCEPTIONS.

	Very poor	Poor	Neither good nor poor	Good	Very good	Don't know (do not read out)
1. Preventing crime from	2%	9%	35%	35%	15%	4%

happening						
2. Catching criminals who commit serious crime such as burglary, robbery and car crime	2%	7%	28%	38%	17%	8%
3. Catching criminals who commit <u>very</u> serious crime such as murder, rape and violent crimes.	1%	2%	18%	42%	29%	9%
4. Responding to 999 calls	2%	4%	19%	36%	31%	9%
5. Providing neighbourhood police officers and staff to patrol neighbourhoods and respond to local issues	2%	14%	30%	33%	19%	2%
6. Working with partners to reduce anti-social behaviour	1%	7%	35%	38%	13%	7%
7. Dealing with alcohol related crimes such as town centre violence	2%	6%	30%	40%	16%	7%
8. Improving road safety by dealing with speeding motorists and anti-social driving	3%	9%	25%	40%	20%	3%
9. Keeping public confidence high in Surrey Police	2%	7%	31%	39%	17%	3%
10. Reducing domestic abuse	1%	5%	34%	30%	14%	16%
11. Working with our partners in the criminal justice system (Crown Prosecution Service, courts, prisons and probation) to bring offenders to justice	2%	4%	30%	38%	17%	10%
12. Joining with other forces across the country to respond to national issues such as terrorism or riots	1%	1%	22%	37%	27%	12%
13. Ensuring that victims of crime receive a good service	2%	5%	29%	35%	20%	10%

Budget

Q12. The current annual council tax bill for policing for an average Band D household in Surrey is £203.49. Which statement best describes how you feel about the amount you pay for policing services in Surrey? (605 respondents)

I don't pay council tax	9%
I am prepared to pay more for policing	16%
It is about right	49%
It is too high	9%
No opinion	17%

**Q13. To what extent do you agree or disagree with the following statement:
“Surrey Police provide good value for money.” (605 respondents)**

Strongly agree	10%
Agree	49%
Neither agree nor disagree	32%
Disagree	6%
Strongly disagree	1%
Don't know (do not read out)	3%

Q14. Surrey is receives around half of it's funding through government grant (police grant) and around half through its share of locally raised council tax. The Government has indicated that the funding it provides for Surrey Police will be reduced by around £5 million over the next few years.

Surrey Police are facing a tough financial climate and will face difficult decisions on how to provide policing services. To what extent would you support or oppose the following courses of action being explored?

(605 respondents)

	Strongly oppose	Tend to oppose	Neither support nor oppose	Tend to support	Strongly support	Don't know (do not read out)
1. Increase the amount of council tax that residents pay to protect the policing budget and the services that it provides.	26%	23%	15%	28%	8%	1%
2. Cut policing services in Surrey to meet budget cuts.	57%	22%	9%	7%	4%	1%
3. Provide services in partnership with <u>private sector organisations</u> to meet budget cuts.	19%	17%	18%	29%	14%	3%
4. Provide services in partnership with <u>voluntary organisations</u> (such as charities) to meet budget cuts.	13%	15%	22%	32%	16%	3%
5. Provide services in partnership with <u>other police forces</u> to meet budget cuts	5%	8%	16%	41%	28%	2%

6. Provide services in partnership with other <u>public sector organisations</u> e.g <u>local councils</u> to meet budget cuts.	8%	11%	19%	39%	21%	2%
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Demographics (DNRO)

Finally, just a few more questions about you. These questions are designed to ensure that Surrey Police meet the needs of all sections of the community. If there are any questions which you do not wish to answer, please tell me.

Q15. Do you have any long-standing illness, or disability? Long-standing means anything that has troubled you over a period of time, or that is likely to affect you over a period of time? (605 respondents)

Yes	18% (110)
No	81% (487)
Do not wish to say	1% (8)

Q16. Do you consider you belong to any of the following groups: Lesbian, Gay, Bisexual? (605 respondents)

Yes	1% (8)
No	97% (589)
Do not wish to say	1% (8)

Q17. Which, if any, of the following best describes your religion or belief? NB, percentages between 0 & 1% are recorded to two one decimal rather than rounding to a full number for this question (605 respondents)

Do not wish to say	5% (30)
No religion or belief	32% (195)
Buddhist	0.3% (2)
Christian	58% (349)
Hindu	2% (11)
Jewish	0%
Muslim	2% (12)
Sikh	0.2% (1)
Other	0.8% (5)

Q18. And have you been a victim of crime or antisocial behaviour in the last 12 months? (605 respondents)

Yes, victim of crime	16% (96)
No – not a victim	83% (500)
Don't know/can't remember / do not wish to say	2% (9)

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Police and Crime Commissioner/Deputy Police and Crime Commissioner for Surrey – First 100 days

Governance

- Took the Oath of Office and signed the Official Secrets Act
- Extended the Chief Constable's term of appointment
- Drafted a Police & Crime Plan setting out policing and community safety priorities for Surrey
- Set up webcast monthly management meetings with the Chief Constable to ensure delivery and progress against the policing priorities
- Approved a governance framework and internal control documents
- Established a Joint Audit Committee
- Approved and signed a Code of Conduct
- Responded to significant volume of correspondence and queries
- Oversight of complaints and professional standards issues
- Discussions regarding oversight of collaboration with Sussex and other South East regional PCCs
- Attendance at Police & Crime Panels

Budgets and Finance

- Set the precept requirement for Surrey Police for 2013/14, unanimously approved by the Police & Crime Panel
- Plans for the approval of Surrey Police's revenue and capital budgets and reserves strategy
- Initiated a review and audit of a significant ICT programme
- Campaigning and lobbying to improve Surrey's funding position
- Suspended the estates disposal programme and considered individual sites on a case-by-case basis to explore more commercially viable options
- Reviewed the Salfords custody project
- Set a budget for the PCC Office at a lower level than the police authority

Partnerships

- Identified £80,000 of savings in the PCC office budget for 2012/13 and used this money to pump prime projects including youth diversion activities, tackling anti-social behaviour, domestic abuse support, social cohesion and diversity
- Allocation of the £659,000 Community Safety Fund to community safety projects
- Met with Leaders and Chief Executives of all Surrey's 12 local authorities
- Meetings with local MPs for Surrey
- Engagement with the Independent Advisory Group for Surrey who represent a range of communities to advise and support Surrey Police
- Meetings with community safety related partners including council portfolio holders, the Community & Public Safety Board, Surrey Primary Care Trust, Health and Wellbeing Chairmen, Chief Fire Officer

- Meetings with criminal justice partners including the Crown Prosecution Service, Probation Service, Youth Support Service, HM Prison Service, judiciary
- Meetings with other partners including Victims Support, Crimestoppers, Neighbourhood Watch, Parish Councils, National Farmers Union, domestic abuse outreach providers, the High Sheriff
- Police-related meetings, e.g. Chief Officer Group, Staff Associations, other PCCs, local panel meetings

Staffing and appointments

- Appointed a Deputy Police and Crime Commissioner – ratified by Police and Crime Panel
- Consideration of PCC ‘champions’ in the areas of diversity, victims and complaints/customer service
- Review of PCC support staff roles, job descriptions and terms and conditions
- Attendance at awards ceremonies, e.g. for PCSOs, the Special Constabulary and officers and staff involved in the Olympics

Consultation and Engagement

- Undertook consultation to inform Police and Crime Plan 2013/2014
- Carried out four large-scale public engagement events across Surrey
- Developed proposals for policing summits and local policing boards
- Media and press interviews and articles including local papers, the BBC, Daily Mail, Guardian, Newsnight and the Today Programme
- Established website and twitter
- Set up SMS text service for the deaf and hard of hearing

National issues

- Participating in the Policing Minister’s review of police funding
- Seeking national roles on the Association of Police & Crime Commissioners, College of Policing and Police Negotiating Board (pay and conditions)
- National conferences and seminars

SURREY POLICE AND CRIME PANEL

COMPLAINTS RECEIVED SINCE THE LAST MEETING

12 March 2013

SUMMARY

This report sets out all complaints against the Police and Crime Commissioner and his Deputy that have been received since the last meeting of the Police and Crime Panel.

RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Note the content of the report.

1.0 INTRODUCTION AND BACKGROUND

- 1.1 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 make Surrey's Police and Crime Panel responsible for overseeing complaints made about the conduct of the Police and Crime Commissioner and the Deputy Police and Crime Commissioner (DPCC).
- 1.2 Where a complaint is received by the Panel¹, a report is produced for the next available meeting, setting out the nature of the complaint(s) received and details of any action taken.

2.0 ANALYSIS AND PROGRESS

- 2.1 The Panel has a responsibility to informally resolve noncriminal complaints about the conduct of the PCC and DPCC, as well as criminal complaints or conduct matters that are referred back to it by the Independent Police Complaints Commission (IPCC).
- 2.2 For the above, the Panel agreed at its meeting on 13 December 2012 to delegate informal resolution of complaints to a Complaints Sub-Committee.
- 2.3 However, in accordance with the Regulations, complaints received by the Panel that do not relate to the conduct of the PCC or DPCC (such as operational concerns and policy disputes) are referred to the most appropriate body for resolution instead of the Complaints Sub-Committee.
- 2.4 Appendix A sets out details of **all** complaints received by the Panel since its last meeting and the action taken.

3.0 COMPLAINTS RECEIVED SINCE THE LAST MEETING

- 3.1 **1** complaint has been received by the Panel since its last meeting on 6 February 2013, details of which are provided in Appendix A.

4.0 EQUALITIES AND DIVERSITY IMPLICATIONS

- 4.1 It is vital that any complaints process is open to all residents and that each and every complainant is treated with respect and courtesy. The Complaints Protocol agreed by the Panel on 13 December 2012 is designed to be an equitable process and will be monitored by the Panel's Support Officer to ensure that it is fit for purpose.

¹ At its meeting on 13 December 2012 the Panel agreed to delegate initial receipt / filtering of complaints to the Chief Executive of the PCC's Office.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 The Panel is asked to note the information in Appendix A.

6.0 REASONS FOR RECOMMENDATIONS

6.1 To allow the Panel to have oversight of complaints made against the Commissioner and his Deputy.

7.0 WHAT HAPPENS NEXT

7.1 Any future complaints will be reported to the next available meeting of the Panel.

LEAD OFFICER: Damian Markland, Scrutiny Officer, Surrey County Council

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COMPLAINTS RECEIVED SINCE 6 FEBRUARY 2013

Date received	Nature of complaint	Does the complaint, or an element of the complaint, relate to conduct of a relevant office holder?	Does the complaint, or an element of the complaint, relate to an alleged criminal offence?	Details / Action taken
<p>6 February 2013</p>	<p>(1) Complainant was unhappy with the support offered by the Police following an incident between them and an aggressive pavement cyclist. The Complainant felt that the Police did not follow-up the information provided and did not take the matter seriously.</p> <p>(2) The Complainant stated that he was disappointed that the Commissioner’s election promise of ‘Zero Tolerance’ was not being implemented and felt that they and others had been misled by the Commissioner during his election campaign.</p>	<p>No (see comments)</p>	<p>No</p>	<p>The first element of this complaint concerned operational policing matters and was therefore “out of scope” of the Panel’s remit. The second element of the complaint, concerning comments made by the Commissioner during his election campaign, was considered to be a policy dispute and also “out of scope”. It was also noted that the comments referenced in the complaint were made by the Commissioner prior to taking office.</p> <p>The first element of the complaint was subsequently referred to Surrey Police to process in accordance with their internal policies.</p> <p>The second element of the complaint was referred to the Office of the Police and Crime Commissioner who subsequently clarified the Commissioners policy position in relation to Zero Tolerance.</p>

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SURREY POLICE AND CRIME PANEL

WEBCASTING OF POLICE AND CRIME PANEL MEETINGS

12 March 2013

SUMMARY

At its meeting on 13 December 2012 the Police and Crime Panel agreed to webcast its initial two meetings with the Police and Crime Commissioner to help open up the scrutiny process to a wider audience.

It was agreed that following these meetings the use of webcasting would be reviewed and that the Panel would determine arrangements for future meetings.

RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Note the content of the report.
- (ii) Determine whether it wishes to continue webcasting its public meetings.

1.0 INTRODUCTION AND BACKGROUND

- 1.1 The Police Reform & Social Responsibility Act 2011 requires that arrangements be made for the Surrey Police and Crime Panel to be promoted.
- 1.2 At its meeting on 13 December 2013 the Panel agreed a range of processes to open up its scrutiny of the new Police and Crime Commissioner to a wider audience, including the use of webcasting.
- 1.3 The Panel has to date webcast two meetings – its first formal meeting with the Commissioner on 13 December 2012, and the following meeting on 6 February 2013 at which the Panel considered the Commissioner’s proposed precept for 2013/14.

2.0 ANALYSIS AND PROGRESS

- 2.1 The Panel has been making use of the County Council’s existing webcasting facilities to record and stream meetings over the internet. The system keeps a record of the number of views each webcast receives, and the data for the last two meetings is detailed below.
- 2.2 In the tables below, “Total Views” indicates the total number of views a recording has received to date¹. “Live Views” indicates the number of individuals that steamed the meeting live and “Archive Views” indicates the number of times a video has been accessed post-meeting.

2.3 13 December 2012

Total Views	Live Views	Archive Views
172	45	127

2.5 6 February 2012

Total Views	Live Views	Archive Views
44	15	29

2.7 Comparative data

- 2.8 To give Panel Members some context, average viewing data for all meetings webcast by the County Council between 1 October 2011 and 30 September 2012 is provided below:

- 2.8.1 There were 31 meetings webcast during this period and each attracted an average of 42 live viewers and 169 viewers from archive – an average total of 211 views per meeting.

¹ The data provided is correct as of 18 February 2013.

- 2.8.2 Meetings of Council attracted an average of 90 live viewers and 177 viewers from archive – an average total of 267 views per meeting.
- 2.8.3 Meetings of Cabinet attracted an average of 31 live viewers and 193 viewers from archive – an average total of 224 views per meeting.
- 2.8.4 Meetings of Planning attracted an average of 26 live viewers and 146 viewers from archive – an average total of 172 views per meeting.
- 2.9 It is important to remember that because meetings are archived for six months, the viewing figures for meetings towards the tail end of this reporting period are not fully developed. Equally, the meetings of the Police and Crime Panel in December and February will remain available for some time yet, and it is likely that both will receive additional views as time passes.

3.0 FINANCIAL IMPLICATIONS

- 3.1 At present the County Council pays an annual fee of £11,700 to its webcast provider which entitles it to 90 hours of webcasting. This equates to £130 per hour.
- 3.2 In addition to the hardware, software and technical support costs included within the contract, a Surrey County Council officer is required to operate the webcasting equipment. The cost of this is approximately £12.00 per hour.
- 3.3 Based on an average meeting length of 3 hours, the approximate cost of webcasting a meeting would be £426.

4.0 EQUALITIES AND DIVERSITY IMPLICATIONS

- 4.1 As the host authority, Surrey County Council is committed to ensuring that residents have access to relevant information concerning the work of the Police and Crime Commissioner. Should the Panel decide not to continue webcasting its meetings, residents will still be able to access the latest information, news, reports and minutes via the dedicated website: www.surreycc.gov.uk/policeandcrimepanel

5.0 CONCLUSION AND RECOMMENDATIONS

- 5.1 The Panel is asked to determine whether it wishes to continue webcasting its public meetings.

6.0 REASONS FOR RECOMMENDATIONS

- 6.1 The Surrey Police and Crime Panel has a duty to ensure that residents have access to the information they need to hold Surrey's Police and Crime Commissioner to account. At the same time the Panel has to ensure that resources are used appropriately.

7.0 WHAT HAPPENS NEXT

- 7.1 Depending on the decision of the Panel, the use of webcasting will either continue or cease.

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SURREY POLICE AND CRIME PANEL

CONSIDERATION OF EXEMPT INFORMATION AT MEETINGS OF THE SURREY POLICE AND CRIME PANEL

12 March 2013

SUMMARY

In order for the Surrey Police and Crime Panel to properly discharge its duties and hold the Police and Crime Commissioner to account, it is expected that in some circumstances it may be necessary to exclude the public and press from meetings because it is likely that exempt (Part II) information will be disclosed.

This report encloses a protocol that sets out the process for consideration of Part II information at public meetings of the Surrey Police and Crime Panel.

RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Note the content of the report.
- (ii) Agree the protocol attached as Appendix A.

1.0 INTRODUCTION AND BACKGROUND

- 1.1 In accordance with the Local Government Act 1972 (as amended), the public may be excluded from meetings of the Surrey Police and Crime Panel in the event that the nature of the business to be transacted would lead to the disclosure of exempt information.
- 1.2 The protocol in Appendix A sets out a proposed process for consideration of exempt information at public meetings.

2.0 ANALYSIS AND PROGRESS

- 2.1 During drafting the protocol was shared with both the Office of the Police and Crime Commissioner and the Chairman of the Panel. It is presented here for formal agreement by the Panel.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 EQUALITIES AND DIVERSITY IMPLICATIONS

- 4.1 As the host authority for the Panel, Surrey County Council is committed to ensuring that residents have access to relevant information concerning the work of the Commissioner. However, in order to properly scrutinise his actions, it is essential that the Panel has the ability to consider exempt information. The attached protocol is intended to guide this process.
- 4.2 The protocol adheres to the principles of the Local Government Act 1972 (as amended) and information will only be withheld where there is clear justification in law for doing so.

5.0 CONCLUSION AND RECOMMENDATIONS

- 5.1 The Panel is asked to agree the protocol in Appendix A.

6.0 REASONS FOR RECOMMENDATIONS

- 6.1 To allow the Panel to hold the Commissioner to account.

7.0 WHAT HAPPENS NEXT

- 7.1 Once agreed, the protocol will be used as the basis for consideration of Part II items.

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CONSIDERATION OF PART II ITEMS BY THE SURREY POLICE AND CRIME PANEL

1. Introduction

- 1.1 Police and Crime Panels are responsible for scrutinising the actions and decisions of each Police and Crime Commissioner and making sure information is available for the public. This enables them to hold the Police and Crime Commissioner to account in a public forum. The initial position should therefore always be in favour of disclosing as much information as possible and information should only be withheld when there is a clear justification in law for doing so.
- 1.2 However, to allow the Panel to properly discharge its duties, it is accepted that in some circumstances it may be necessary to exclude the public and press from meetings because it is likely that **exempt** information will be disclosed.
- 1.3 Agenda items that are taken in private session are referred to as Part II items.

2. Exempt information

- 2.1 The public may be excluded from meetings of the Panel in the event that the nature of the business to be transacted would lead to the disclosure of exempt information.
- 2.2 Exempt information means information falling within the 7 categories outlined in 12A of the Local Government Act 1972 (as amended). These are as follows:

Category	Description of Exempt Information
1.	Information relating to any individual.
2.	Information which is likely to reveal the identity of an individual.
3.	Information relating to the financial or business affairs of any particular person (including the authority holding the information)
4.	Information relating to any consultations or negotiations or contemplated negotiations in connection with any labour relations matter arising between the authority or a minister of the Crown and employees of, or office holders under, the authority.
5.	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6.	Information which reveals that the authority proposes – <ol style="list-style-type: none">(i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or;(ii) to make an order or direction under any enactment.
7.	Information relating to an action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

3. Notification of Part II items by the Police and Crime Commissioner

- 3.1 When the Police and Crime Commissioner wishes to raise an item of business with the Panel which he / she considers to be exempt, it is important that the Chairman of the Panel is given notice in writing and an explanation provided as to why the matter cannot be discussed in public.
- 3.2 For the purpose of transparency, the title of a Part II item will be listed on the agenda for the meeting, along with an explanation as to why the item is considered exempt (with reference to the relevant category).
- 3.3 It is therefore important that the Chairman is notified of any items the Police and Crime Commissioner wishes to discuss with the Panel prior to publication of the agenda. To support this process, deadlines will be made available to the Office of the Police and Crime Commissioner.

4. Consideration of Part II Items

- 4.1 Part II items will typically be placed at the end of the agenda, so as to avoid a situation whereby members of the public are required to leave and re-enter the room.
- 4.2 Upon reaching a Part II item, the Panel will be asked by the Chairman to formally agree to exclude members of the public.
- 4.3 Following consideration of a Part II item, the Committee will agree the level of detail to be included in the public minutes, ensuring that exempt information is not disclosed.

SURREY POLICE AND CRIME PANEL**REFERRAL OF ISSUES FROM COUNTY COUNCIL AND
BOROUGH / DISTRICT SELECT COMMITTEES TO THE
POLICE AND CRIME PANEL****12 March 2013****SUMMARY**

Surrey County Council's Communities Select Committee has proposed that a method of referral be established between it and the Police and Crime Panel so that any issues relating to the work of the Police and Crime Commissioner can be referred to the Panel for consideration.

This report sets out a proposed process that would allow referrals to be made to the Police and Crime Panel.

RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Note the content of the report.
- (ii) Agree the referral mechanism detailed in section 2 of the report.

1.0 INTRODUCTION AND BACKGROUND

- 1.1 Surrey County Council's Communities Select Committee is responsible for overseeing and scrutinising a wide range of matters, including community safety, crime and disorder reduction, youth offending and relations with the Police.
- 1.2 At its meeting on 16 January 2013 the Communities Select Committee acknowledged that scrutiny of these issues may highlight matters on which the Police and Crime Commissioner should be challenged.
- 1.3 As the Police and Crime Panel has a clear, statutory duty to scrutinise the actions and decisions of the Police and Crime Commissioner, the Communities Select Committee felt that it would be advisable to refer such issues, should they arise, to the Police and Crime Panel for further consideration.
- 1.4 Given that the Police and Crime Panel is a joint committee consisting of elected representatives from each borough and district, it is recommended that any referral mechanism also allows referrals from the Select / Scrutiny Committees of each authority.

2.0 PROPOSED REFERRAL METHOD

- 2.1 To allow relevant issues to be referred to the Panel, it is proposed that a standing item be added to every agenda, entitled: "Referrals from County Council and Borough / District Select Committees".
- 2.2 To support the process, officers supporting the County Council's Communities Select Committee and the Police and Crime Panel will share details of forward work programmes, to help identify areas of mutual concern.
- 2.3 In accordance with clause 6.4 of the Panel Arrangements agreed by all 12 Local Authorities in Surrey, Panel Members would be encouraged to make their respective authorities aware of the referral mechanism.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 EQUALITIES AND DIVERSITY IMPLICATIONS

- 4.1 None.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 The Panel is asked to agree referral mechanism detailed in section 2 of the report.

6.0 REASONS FOR RECOMMENDATIONS

6.1 To allow the Panel to hold the Commissioner to account.

7.0 WHAT HAPPENS NEXT

7.1 Once agreed, each future agenda for the Police and Crime Panel will include an item entitled: "Referrals from County Council and Borough / District Select Committees"

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