

Notice of Meeting

Resident Experience Board



Date & time
Friday, 16 October
2015 at 10.30 am

Place
Ashcombe Suite
County Hall
Penrhyn Road
Kingston upon Thames
KT1 2DN

Contact
Victoria White or Dominic
Mackie
Room 122, County Hall
Tel 020 8213 2583 or 020
8213 2662 2814

Chief Executive
David McNulty

victoria.white@surreycc.gov.uk or
dominic.mackie@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 9122, 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 victoria.white@surreycc.gov.uk or dominic.mackie@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Victoria White or Dominic Mackie on 020 8213 2583 or 020 8213 26622814.

Elected Members

Mr Colin Kemp (Chairman), Mrs Rachel I Lake (Vice-Chairman), Mr Mike Bennison, Mrs Yvonna Lay, Mrs Jan Mason, Mr John Orrick, Mr Chris Pitt, Ms Barbara Thomson, Mr Alan Young, Mr Robert Evans, Mr Saj Hussain, Mr Ramon Gray

Independent Representatives:

Mrs Sally Ann B Marks (Chairman of the County Council), Mr Nick Skellett CBE (Vice-Chairman of the County Council)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Community Safety	Legacy and Tourism
Crime and Disorder Reduction	Cultural Services
Relations with the Police	Sport
Fire and Rescue Service	Voluntary Sector Relations
Localism	Heritage
Major Cultural and Community Events	Citizenship
Arts	Registration Services
Customer Services	Trading Standards and Environmental Health
Library Services	

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 21 JULY 2015

(Pages 1
- 8)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

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

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (Friday 09 October).
2. The deadline for public questions is seven days before the meeting (Thursday 08 October).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD

There are no responses to report.

6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME

(Pages 9
- 14)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

7 UPDATE ON SFRS WORKSHOP

Discussion about the workshop held at Surrey Fire and Rescue Service on 24 September.

8 DRAFT PUBLIC SAFETY PLAN

(Pages
15 - 62)

To allow the Board opportunity to comment on the draft Public Safety Plan, ahead of its consideration by Cabinet and a public consultation.

9 DISCUSSION OF 'ENABLING CLOSER WORKING BETWEEN THE EMERGENCY SERVICES' CONSULTATION

(Pages
63 - 64)

To discuss the Government's consultation on closer working between the Emergency Services.

10 CABINET MEMBER AND ASSOCIATE CABINET MEMBER PRIORITIES

The Cabinet Member and Associate Cabinet Member will outline their key priorities for the coming year.

11 WELFARE REFORM TASK GROUP UPDATE

Update from the Board's representative on the Welfare Reform Task Group about the current work of the group.

LUNCH BREAK - 1.00PM - 1.30PM

12 ANNUAL SCRUTINY OF SURREY'S COMMUNITY SAFETY PARTNERSHIPS

(Pages
65 - 102)

The Police and Justice Act 2006 requires local authorities to undertake annual scrutiny of Community Safety Partnerships. Surrey County Council's Resident Experience Board can meet the requirements of the Act as it has the legal power to scrutinise and make reports or recommendations regarding the functioning of the responsible authorities that comprise a Community Safety Partnership.

This paper sets out the current responsibilities of the Community Safety Partnerships and the County Strategy Group (known as the Community Safety Board) and informs the Committee of current priorities and the activity that has taken place to address them during 2014/15.

13 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10.30am on 19 November 2015.

David McNulty
Chief Executive
Published: 07 October 2015

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

MINUTES of the meeting of the **RESIDENT EXPERIENCE BOARD** held at 11.00 am on 21 July 2015 at Mess Conference Room, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Friday 16 October 2015.

Elected Members:

- * Mr Colin Kemp (Chairman)
- * Rachael I. Lake (Vice-Chairman)
- * Mr Mike Bennison
- * Mr Robert Evans
- * Miss Marisa Heath
- * Mrs Yvonna Lay
- * Mrs Mary Lewis
- * Mrs Jan Mason
- * Mr John Orrick
- * Mr Chris Pitt
- * Ms Barbara Thomson
- * Mr Alan Young

Ex officio Members:

Mrs Sally Ann B Marks, Chairman of the County Council
Mr Nick Skellett CBE, Vice-Chairman of the County Council

1/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Alan Young and Yvonna Lay.

Richard Wilson acted as a substitute for Alan Young.

2/15 MINUTES OF THE PREVIOUS MEETING: 18 MAY 2015 [Item 2]

It was noted that there were errors on the attendance list in the minutes of the previous meeting.

The minutes were agreed as an accurate record of the meeting.

3/15 DECLARATIONS OF INTEREST [Item 3]

No Declarations of Interest were received.

4/15 QUESTIONS AND PETITIONS [Item 4]

No questions or petitions were received.

5/15 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE COMMUNITIES SELECT COMMITTEE [Item 5]

There were no responses to report.

6/15 RECOMMENDATION TRACKER [Item 6]

The Board was informed that the September Resident Experience Board would be a workshop at Surrey Fire and Rescue Service HQ and would cover information requested in Recommendation CSC 1.

The Cabinet Member details would be added to the tracker.

The Board noted and agreed the Recommendations Tracker.

7/15 REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) 2014/15 [Item 7]

Witnesses:

Steve Ruddy, Head of Trading Standards
Amanda Poole, Assistant Head of Trading Standards

Key points raised during the discussion:

1. The Head of Trading Standards introduced the report and informed the Board that the item was part of an annual cycle and would provide information on specific activities. It was noted that the outcome of the inspection of RIPA by the Office of the Surveillance Commissioner was positive and feedback said Trading Standards had effective internal guidance for the use of RIPA.
2. The Board questioned the data in the report stating there was a reduction the number of times RIPA had been used. Officers explained that Trading Standards moved to focus more on serious crime and the numbers of prosecutions fluctuate each year. It was

added that RIPA was only available to be used once all options had been pursued; however the use of RIPA may increase in the future due to increasing cyber crime. The Board was informed that Buckinghamshire has a similar approach to Surrey and were equally cautious in using RIPA, meaning low numbers in data across the joint service.

3. There was a discussion around the service working with Police; It was noted that in many investigations officers worked closely with the Police sharing intelligence and expertise. Depending on the case, either the Police or Trading Standards would prosecute. Where possible Proceeds of Crime legislation is used to recoup money from rogue traders and where possible money recovered would go back to the victim. In other cases the proceeds of crime that are recovered by the courts is split between the courts, the Home Office and the prosecuting authority such as the Council or the Police.
4. The use of covert CCTV was questioned and the Board was informed that cameras can only be used covertly in strictly controlled circumstances. For a RIPA authorisation the issue needed to be classed as a serious crime where the penalty could be up to 6 months in prison. As with all RIPA applications it needed to go through an internal approval process and then to be approved by the Magistrates court in advance. This is not the case with the overt use of cameras.
5. The Board was informed that each authority is responsible for RIPA authorisations during an investigation, although other elements of legal work are carried out jointly, within the Service.

Recommendations:

1. The Board noted the summary of the Council's use of RIPA provided in the report.

Action/further information to be provided:

None.

8/15 WELFARE REFORM [Item 8]

Witnesses:

Bob Gardner, Chairman of the Welfare Reform Task Group
Helen Jenkins, Scrutiny Manager

Key points raised during the discussion:

1. The Chairman of the Welfare Reform Task Group introduced the report and informed the Board that overall, the Task Group was generally satisfied that Surrey County Council was prepared for the reforms, however they remained very concerned about the impact that the changes to the welfare benefits system may have on the residents of Surrey.
2. The Chairman of the Task Group explained the concern that Members had about the impact of the time taken during the appeal process on a vulnerable person's mental health and wellbeing. It was noted that often a large percentage of negative benefit decisions were overturned

at appeal, incurring unnecessary costs that could have been avoided if the correct decision had been made in the first instance.

3. The Board discussed housing benefit and expressed concern that this was not directly paid to landlords. It was noted that national policy currently dictated that that housing benefit be given first to the claimant so they could pay their own rent. This was to give tenants more social responsibility; however, the Board recognised that in some cases this method would not prove effective and was a national issue. The Board suggested that Central Government be contacted to express the concern raised regarding direct Universal Credit. The Chairman said that representations were being made to central Government on this point.
4. It was noted that the recommendations were going to Cabinet the following week. The Board decided that Welfare Reform would be a standing item on the Resident Experience Board and nominated Councillor Thomson as a member of the task group.

Recommendations:

1. The Board agreed the next steps, milestones and activities for the Task Group in the next 12 months.
2. Welfare Reform would be added to the Resident Experience Board agenda as a standing item.
3. That Barbara Thomson be nominated to sit on the Task Group and report back to each meeting of the Board.

Action/further information to be provided:

None.

9/15 MEMBER REFERENCE GROUP ON SURREY FIRE AND RESCUE SERVICE TRANSFORMATION AND PUBLIC SAFETY PLAN [Item 9]

Witnesses:

Mary Lewis, Chairman of the Member Reference Group on Surrey Fire and Rescue Service (SFRS) Transformation and Public Safety Plan.

Key points raised during the discussion:

1. The Chairman of the Member Reference Group (MRG) introduced the report and informed the Board that the MRG began to look at Surrey Fire and Rescue Service's (SFRS) Public Safety Plan (PSP) a year ago. She added that the MRG began to look at deeper transformation as the PSP refresh would have an element of transformation.
2. Colin Kemp and Robert Evans volunteered to join the MRG; they were informed that the next meeting was 16 September.

Recommendations:

1. The Board agreed the membership of the Member Reference Group and opened up membership to any interested Members. Robert Evans to be added to the membership.

Action/further information to be provided:

None.

10/15 APPOINTMENT OF A PERFORMANCE & FINANCE SUB-GROUP [Item 10]

Key points raised during the discussion:

1. The Board discussed the establishment of a Performance and Finance sub-group and the following volunteered to be members of the group; Rachael I Lake, John Orrick, Barbara Thomson. Alan Young was nominated by the Chairman to also join to group.

Recommendations:

1. The Board agreed the membership of a Performance and Finance Sub-group. Democratic Services to organise a date for the first meeting.

Action/further information to be provided:

None.

11/15 FORWARD WORK PROGRAMME PLANNING [Item 11]

Witnesses:

Mark Irons, Head of Customer Services

Key points raised during the discussion:

1. The Chairman informed Members that the Resident Experience Board (REB) would aim to engage residents to attend meetings and share their experiences dealing with Surrey County Council. It was specified that REB would not be the forum for complaints to be brought, but would focus on how a situation was dealt with. It was suggested that to engage residents in the first instance, Members could cascade information to their residents.
2. The Head of Customer Services informed the Board that the most common reason for complaints was a lack of information and communication. A Member expressed that from personal experience it can be difficult to get a response from Surrey County Council and often raises complaints to ensure a response.

Chris Pitt left at 12.30pm.

3. Richard Wilson informed the Board that he is the Chair of the Customer Service Excellence Member Reference Group. Currently the MRG was working on getting engineers to communicate more directly with the public when building work or road works were happening.
4. The Board agreed ideas for future meetings, task groups, witness sessions and site visits. Ideas raised will be taken away and discussed by the Chairman and Vice-Chairman.

Robert Evans left at 12.50pm.

Recommendations:

None.

Action/further information to be provided:

None.

12/15 FULL YEAR OUTCOMES-BASED PERFORMANCE REPORT ON VOLUNTARY, COMMUNITY AND FAITH SECTOR (VCFS) INFRASTRUCTURE IN SURREY 2014/15 [Item 12]

Witnesses:

Rachel Crossley, New Models of Delivery Lead

Saba Hussain, Strategic Partnership Manager

Barbara Musgrave, Director of Surrey Compact

Key points raised during the discussion:

1. The Strategic Partnership Manager introduced the report and informed the Board that there were approximately 5,700 voluntary organisations in Surrey with a small number of infrastructure organisations that support them, known as Council for Voluntary Services (CVS). They are tripartite funded by Surrey County Council, Borough and District Councils and Clinical Commissioning Groups and the amount of total grant funding to each of the CVS ranges from £60,000 to approximately £150,000 depending primarily on the amount the local Borough or District commits to them and the size of the area it covers. The CVSs support voluntary organisations with governance, finding volunteers, representation and liaison and general capacity building. The Board was informed that a Performance Management Framework was in place and a survey was sent out to all VCFS organisations in September to assess how the CVSs are performing. The Strategic Partnerships Manager updated that taking the performance information collectively commissioners were confident that value for money was being received; that the infrastructure support was effective; there was a thriving VCFS in Surrey and work was ongoing to continue to drive improvements year on year where needed.
2. The officer reported the Surrey Compact was established to drive improvements and best practice ways of working between public bodies and the VCFS. From April 2016 the way the Compact will be delivered is changing. There will be no funding for a Surrey Compact organisation but Surrey County Council and partners would share the responsibility to ensure work is ongoing to raise the profile of the Compact and working to the best practice principles.
3. The Director of Surrey Compact informed the Board that the organisation was established ten years ago. Before this, there were poor commissioning processes and practices across various aspects of working with the VCFS. Over the years much improvement has been driven, and now there are effective working relationships, e.g., there is generally co-design, improved marketing, engagement and support around commissioning.
4. It was noted that the Surrey Compact Support Group would not continue to meet but a similar group comprising champions from public and VCFS organisations would be introduced to take forward the work of the Compact. Work is ongoing with partners to understand what these structures will be and who will take responsibility for which areas

of work, for e.g., Surrey Community Action will host the website and codes of the Compact.

5. Officers also highlighted there is currently a strong working relationship with the VCFS and over the year members of the Surrey Charities Chief Executives' Group (SCCEG) in particular, have supported the Council across a broad range of work programmes and new proposals to drive better outcomes for the residents of Surrey.
6. The Board questioned how VCFS work coincided with the Family, Friends and Community Support project (FFCS). Officers updated that there was proactive activity to ensure work areas are joined up across services. For example, the infrastructure organisations had specific outcomes worked into their grant funding agreements for 2015-16 to facilitate and drive the FFCS agenda locally . Officers will continue to work with infrastructure organisations to monitor the progress against these outcomes. The Board expressed that more reference was needed to emphasise the link between both programmes. Members of the FFC Champion Group stated that the group was currently looking at gaps where there was a need for volunteering.

Mike Bennison left at 2.30pm.

7. The Board were informed of a new project to drive up Volunteering in Surrey which again is linked closely to the FFCS programme. The focus of this initially will be looking inwards, increasing volunteering through the Employee Volunteer Scheme and pre-retirees; utilising the broad range of specialist skills staff have in a strategic and useful way. The Volunteering Strategy has been refreshed and a plan of action to embed a culture of volunteering in Surrey has been developed. Officers reported that currently recorded numbers of volunteering through the Employee Volunteering Scheme were relatively low but this does not reflect the actual volunteering staff are currently engaged in. It is likely staff are undertaking volunteering without recording it on the system but also high workloads and lack of an easy accessible system to engage may be preventing staff from volunteering. The 'Building Up Volunteering Project' is looking at all aspects relating to employee volunteering improving both the processes and profile of this.

Recommendations:

The Board agreed:

- a) outcomes-based performance management framework information provided in the report covering the 2014/15 period;
- b) the Board would like to review performance framework information going forward on an annual basis;
- c) Supports the direction of travel of the Volunteering Project;
- d) Agreed the Board would like to receive an update on the Volunteering Project as part of the annual VCFS reporting;
- e) That the relevant officers include Members on the membership of the replacement group for the Surrey Compact Support Group;
- f) That Surrey County Council continues to encourage staff to volunteer and creates opportunities and time for them to do so.

Action/further information to be provided:

Officers to circulate Volunteering Strategy and the original proposal document for the Driving up Volunteering Project.

13/15 DATE OF NEXT MEETING [Item 13]

The next Resident Experience Board will be held at 10.30am on Friday 16 October. A workshop for Board Members will take place at 10.00am on Thursday 24 September at the Surrey Fire and Rescue Service HQ.

Meeting ended at: 2.55 pm

Chairman

**RESIDENT EXPERIENCE BOARD 2015/16
ACTIONS AND RECOMMENDATIONS TRACKER – 16 OCTOBER 2015**

The recommendations tracker allows Board Members to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each Board. Once an action has been achieved and reported to the Board it will be removed from the tracker.

Date of meeting	Item	Ref:	Recommendations/Actions	Achieved/Outstanding?	Deadline	Responsible Cabinet Member/Member/Officer
18 MAY 2015	EMERGENCY SERVICES COLLABORATION PROGRAMME	CSC 1	SFRS to provide more information on third party income and training.	COMPLETED SFRS to include as part of workshop on 24 September.	ASAP	Ian Thomson Iain Houseman Russell Pearson
21 JULY 2015	FULL YEAR OUTCOMES-BASED PERFORMANCE REPORT ON VOLUNTARY, COMMUNITY AND FAITH SECTOR (VCFS) INFRASTRUCTURE IN SURREY 2014/15	REB 1/15	That the relevant officers include Members on the membership of the replacement group for the Surrey Compact Support Group.	COMPLETED Response from officers: 'Officers have fed back information and suggestions made at the REB into discussions with Compact partners leading on transition arrangements. It has been agreed, from April 2016 a new body comprising representatives from the voluntary, community, faith and public sectors called the Surrey Compact Custodian Group will primarily manage the Compact work. Cllr Colin Kemp will be an ex-officio member of the group, invited to attend any future meetings and Cllr Richard Walsh will continue to champion the Compact too as part of his portfolio.'	ASAP	Saba Hussain Rachel Crossley
21 JULY 2015	FULL YEAR OUTCOMES-BASED PERFORMANCE REPORT ON VOLUNTARY, COMMUNITY AND FAITH SECTOR (VCFS) INFRASTRUCTURE IN SURREY 2014/15	REB 2/15	That Surrey County Council continues to encourage staff to volunteer and create opportunities and time for them to do so.	COMPLETED Response from officers: 'Surrey County Council continues to encourage and support staff to volunteer their time and skills to help local people and causes through the employee volunteering scheme by ensuring there are easy processes for finding opportunities and through managers building use of volunteering days into personal	ASAP	Saba Hussain Rachel Crossley

				development conversations (e.g. through appraisals). FFC Member Champions will be regularly updated on progress through their meetings and a full update will be included in next year's REB report.'		
21 JULY 2015		REB 3/15	Officers to circulate volunteering strategy and proposed document which supports it and is the basis for the 100 day plan.	COMPLETED Circulated via email on 31/07/2015.	ASAP	Saba Hussain Rachel Crossley

Resident Experience Board Forward Work Programme 2015/16

16 October 2015

Ashcombe

- 10.30am - SFRS workshop
- SFRS Draft Public Safety Plan
- Cabinet Member Priorities
- Lunch
- Annual Scrutiny of Community Safety Partnerships

19 November 2015

Ashcombe

- Customer Service Excellence: Highways
- Magna Carta programme - debrief

13 January 2016

- Review of the joint Trading Standards Service with Buckinghamshire

17 March 2016

- TBC: Final Public Safety Plan

09 May 2016

20 July 2016

- VCFS Performance Framework
- Surrey County Council's use of RIPA

22 September 2016

13 October 2016

17 November 2016

After the Communities Workshop in September 2014, a number of items were identified as being possible future scrutiny topics or ongoing topics. They will be scheduled when appropriate, in liaison with the Service. Topics highlighted at Committee that require revisiting will also be listed here.

Fire Service

- Fire Service contract with Specialist Group International (SGI)
- Full Public Safety Plan (likely to be in March 2016)
- Transformation Programme/Workforce reform/Income generation

Cultural Services

- Governance of cultural services
- Magna Carta - debrief
- Surrey Arts service
- Vision for libraries

Other areas

- Olympic legacy
- Legal highs (workshop or briefing)
- Trading Standards annual RIPA review
- Ride Surrey
- Progress on Customer Promise

This page is intentionally left blank



Resident Experience Board
16 October 2015

Draft Public Safety Plan

Purpose of the report: Scrutiny of Services and Budgets /Policy Development and Review

To allow the Board opportunity to comment on the draft Public Safety Plan, ahead of its consideration by Cabinet and a public consultation.

Introduction to the draft Public Safety Plan 2016 - 2025

1. All Fire and Rescue Authorities are required to produce an integrated risk management plan (IRMP) to comply with the government's Fire and Rescue National Framework.
2. The IRMP considers all the fire and rescue related risks that could affect our communities. This planning process helps Surrey Fire and Rescue Service (SFRS) to identify long term priorities, ensure there is an up to date assessment of risk, and develop strategies for change.
3. Surrey Fire and Rescue Service complies with the requirement for an IRMP through its Public Safety Plan. The current Public Safety Plan lasts until 2020 and remains valid, however, a refreshed plan has been developed to take into account emerging threats and opportunities.
4. The final plan will be available to the public and is designed to give an overview of SFRS' vision for the future, while also signposting the reader to more detailed information.
5. We are currently working on the scoping stage of the Equality Impact Assessment (EIA) in order to identify and highlight any equalities implications that need to be taken into consideration before and during the Public Safety Plan implementation.

Any consultation/engagement and communication activities scheduled for the Public Safety Plan options will enable us to inform and further develop this EIA and identify any equalities implications to staff and the local communities.

A draft EIA will be attached to the Public Safety Plan final draft in (the proposed date of) December and the EIA key stages are already built into the Public Safety Plan project plan/timeline.

6. This refreshed Public Safety Plan (Annex A), currently in draft form, outlines how SFRS will respond and adapt to changes identified and continue to deliver a high performing and cost-effective service that enhances safety for our communities.
7. A summary of the proposals outlined in the plan are:
 - 7.1 Undertake an options appraisal on working closer with other fire and rescue services, behaving as one, whilst maintaining our current frontline provision.
 - 7.2 Increase integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and add public value.
 - 7.3 Continue to review mobilising arrangements with our emergency service partners (Fire, Police and Ambulance) to develop a next generation mobilising system to improve how we communicate, share information and respond to incidents to enhance public value.
 - 7.4 Review our training requirements and introducing more realistic training to offset the reduction in real-world experience created by the fall in demand for our traditional services.
 - 7.5 Anticipate changes to the demographic profile across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.
 - 7.6 Examine our communities to see where we can either enhance the provision of on-call firefighters and volunteers or change their role(s) to better meet community needs.
 - 7.7 Explore all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.

Member Reference Group

8. The Public Safety Plan 2025 Member Reference Group (MRG) was set up to act as a sounding board and provide a Member steer as the project progresses and the refreshed PSP is developed. It has also questioned and challenged officers about the changes being considered and assisted in ensuring that the refresh is as comprehensive as possible.
9. The MRG has met roughly once a month, (on 13 occasions) since its first meeting on 29 April 2014. SFRS and Democratic Services work together to facilitate the meetings.

10. The MRG has discussed the Public Safety Plan refresh and its timeline, the workforce transformation programme, risk modelling and Community Risk Profiles. It has also met with representatives from the Fire Brigades Union, the Chief Fire Officer and senior officers from Surrey Fire and Rescue Service.

11. The membership of the group is:

Name	Duration on MRG	Party
Colin Kemp	June 2015 - date	Conservative
Robert Evans	July 2015 - date	Labour
Jan Mason	April 2014 – date	Residents' Association
Barbara Thomson	April 2014 – date	Conservative
John Orrick	March 2015 – date	Liberal Democrat
<i>Chris Norman</i>	<i>April 2014 – May 2015</i>	<i>Conservative</i>
<i>Mary Lewis</i>	<i>April 2014 – September 2015 (Chairman)</i>	<i>Conservative</i>

12. SFRS express sincere gratitude for the invaluable support and guidance that has been provided by the MRG.

Equalities, Fairness and Respect

13. We place equality, diversity and inclusion at the heart of everything we do. We want to ensure that we provide the communities of Surrey with services that are accessible to all.

14. We are committed to:

- knowing our communities, staff and volunteers
- protecting our most vulnerable people
- taking action to make a difference
- evaluating our performance.

15. We recognise that people have different needs, and that some groups within our community share protected characteristics and have specific requirements. We try to ensure that we identify risk factors for vulnerable people and address these in our work and within the workplace.

Recommendations:

16. That the Board comment on and note the draft Public Safety Plan for 2016 – 2025.

17. That the board agree the proposed alterations to the PSP timeline (supported by the MRG) regarding later consultation and cabinet dates. This adjustment does not affect the original publication date of the final document in May 2016.

Next steps:

After taking on board comments from the MRG, and subject to agreement from REB today, the draft Public Safety Plan will be presented to Cabinet on 02/02/2016. Once approved a public consultation on the draft Public Safety Plan will be held.

Following this, a final version of the Public Safety Plan will be presented again to the Resident Experience Board for final scrutiny, and then to Cabinet for final approval before a planned publication date of May 2016.

Report contact: Sally Wilson, Service Improvement Manager

Contact details: sally.wilson@surreycc.gov.uk, 01737 242444

Sources/background papers: Annex A – Draft Public Safety Plan

DRAFT

Public Safety Plan

2016-2025

Looking to the future in an ever changing environment



Surrey Fire and Rescue Authority



Contents

Prologue	1
Chapter one Organisational context	2
To our communities	3
Why do we need to change?	5
Context and vision	6
Who we are and what we do	8
Achievements and performance	14
Long term strategic collaboration	15
Medium Term Financial Plan 2015–2020	19
Planning	20
Outcomes and aims	26
Chapter two Fire Brigades Union	27
Chapter three Picture of Surrey	31
Picture of Surrey	32
Managing risk as we explore our options	33
How well we are delivering our services	34
Have your say	36
Frequently asked questions (FAQs)	37
Glossary of terms	39

Prologue

So what's the situation?

The social, environmental, political and economic world in which we operate is changing.

To adapt, Surrey Fire and Rescue Service is changing too.

Our aim is to deliver high performing services that our communities expect and deserve without reducing frontline delivery, yet remaining within our new financial constraints.

This plan seeks to show you how we will meet the demands on our service going forward.

Your continued support is invaluable to us and we welcome and encourage your comments and feedback on our plan.

For more information, and to help guide you through our plan, we have developed a **frequently asked questions (FAQ)** and **Glossary of Terms** starting on page **37** – [LINK](#)

Chapter one

Organisational context

Our mission

To provide a professional and well supported fire and rescue service which reduces community risk in order to save lives, relieve suffering, protect property and the environment.

To our communities

The Public Safety Plan (PSP) is our key planning document that describes how we will play our part in keeping Surrey residents, and those that work or travel through the county, safe over the next 10 years. It outlines our understanding of the risks and challenges facing the county and how we will maintain, adapt and enhance our service accordingly.

Our current PSP

Our current PSP was developed in 2011 and runs to 2020. As with any plan operating over a 10 year period the context within which plans were developed has changed, both locally and nationally. As a result, this document has been produced to refresh the vision outlined in 2011 and looks toward 2025 in order to respond to all drivers for change and to maximise public safety in this ever changing environment.

Our focus

Surrey County Council (SCC) is the Fire and Rescue Authority (governing body) for Surrey Fire and Rescue Service (SFRS). As a service of the county council, SFRS helps to achieve the council's priorities: wellbeing, resident experience and economic prosperity.



999 calls to fires across the country and in Surrey have fallen. This can only be a good thing. It is in part testament to our public education efforts about how to prevent fires and road traffic collisions (RTCs) occurring in the first place. Our prevention work will continue, with a particular focus on older and vulnerable adults who are the group most at risk from fire. We recognise we also have an important part to play in improving the life chances for young people, hence delivering of a number of other effective prevention activities.

Whilst fulfilling our vital 999 emergency service, **we plan to broaden our capabilities** to deal with other risks. With the constant threat from terrorism and climate change as well as a growing population, there is much for us to do to meet the changing needs of our community. Our workforce, vehicles and equipment also need to be resilient and flexible to respond to the constantly changing environment we find ourselves in.

A key focus will be collaboration – a path which could see us joining together with other emergency services in partnerships that benefit the public. We are mindful that like all public services our budget is reducing and we need to do more for less. Working with others in a meaningful integrated way is one way to protect the taxpayer's purse, and exploring commercial opportunities may be another.

Our Proposals

This document outlines proposals to transform the service and ensure it is best placed to keep Surrey's communities safe by:

1. Undertaking an options appraisal on working closer with other fire and rescue services, behaving as one, whilst maintaining our current frontline provision.
2. Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and add public value.
3. Continuing to review mobilising arrangements with our emergency service partners (Fire, Police and Ambulance) to develop a next generation mobilising system to improve how we communicate, share information and respond to incidents to enhance public value.
4. Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experience created by the fall in demand for our traditional services.
5. Anticipating changes to the demographic profile across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.
6. Examining our communities to see where we can either enhance the provision of on-call firefighters and volunteers or change their role(s) to better meet community needs.
7. Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.

We find ourselves in changing and challenging times, but we are confident our plan shows we are well placed to deal with the current economic climate, changing demography and the variety of incidents we may face in coming years.

We welcome your thoughts on our refreshed Public Safety Plan for 2016-2025.



**Cabinet Associate Member for
Community Safety Services**










Kay Hammond



**Surrey Fire and Rescue Service
Chief Fire Officer**

Russell Pearson

Why do we need to change?

	<p>Fall in demand for traditional services</p> <p>Traditional demand in Surrey (eg. Fires) fell by 33% between 2006/07-2012/13, yet demand is increasing in other areas, such as Telecare and the Immediate Emergency Care Response pilot where we now work in partnership with the South East Coast Ambulance Service (SECamb).</p>
	<p>Shift in population characteristics</p> <p>More people move to Surrey than leave each year. Surrey's population estimated to have increased by 4,500 due to migration in 2013 (net increase of 4000 from within UK and 500 from overseas)</p>
	<p>Less money</p> <p>Austerity measures, expected to continue beyond 2020, require us to make significant savings year on year. These are described in our Medium Term Financial Plan (MTFP).</p>
	<p>Reviews and changes to policy and legislation</p> <p>Government reviews and policy discussions regarding fire and rescue authorities identified necessity to adapt to the changing social, political, economic and physical environment.</p>
	<p>Public Service Transformation</p> <p>Supporting grants are available from central government to transform public services. These include the Fire Transformation Fund and the Police Innovation Fund.</p>
	<p>Rise in birth rate</p> <p>Surrey's population was 1.15m in 2013. This is projected to increase by 19% by 2037. By this time, 57% of the population will be of working age and 18% will be under 16.</p>
	<p>Aging population</p> <p>The number of people aged 65+ and 85+ are projected to increase by 13.3% and 26.6% respectively by 2020. By 2037 25% of the population will be 65+.</p>
	<p>Busier roads</p> <p>The kilometres travelled by all vehicles in Surrey increased between 3.4% between 2010 and 2014, yet, during the same period, road traffic casualties have declined by approximately 4%.</p>
	<p>Environmental factors</p> <p>The impact of climate change and projected extreme weather conditions has the potential to affect incident rates (eg. flooding and wildfire), which in turn will have an impact on our resourcing requirements. We must consider the environmental wellbeing of our local area.</p>

“Close working is necessary for reasons of efficiency and to protect the public”

*-Surrey Police
Chief Constable,
Lynne Owens*

Context and vision

Risk management

The government produces and updates a Fire and Rescue National Framework which sets out what it expects from Fire and Rescue Authorities (FRAs). Part of this framework requires all FRAs to produce an Integrated Risk Management Plan (IRMP) that considers all the fire and rescue related risks that could affect our communities. This planning process helps us to identify our longer term priorities, to make sure we have an up-to-date assessment of risk in place, and to plot the best strategy for change with the knowledge currently available.

Our IRMP is set out in our current PSP which looks forward to 2020. This plan remains largely valid, however within a constantly changing environment both new threats and new opportunities have emerged. This new document outlines how we will respond and adapt to these changes and continue to deliver a high performing, sustainable and cost effective service that enhances safety by focusing on community risk reduction.

We face some difficult challenges if services are to remain affordable and meet changing community needs

Service priorities

Service priorities and risks are changing, yet our aim remains to work together to save lives. For example, there has been a significant fall in demand for the traditional fire and rescue activities, such as fires and automatic fire alarms, over the last decade. Furthermore, the population structure is shifting, with a greater proportion of older people predicted – those over 65 years of age tend to be more vulnerable to house fires and require a greater number of emergency services more regularly.

“Surrey Fire and Rescue Service must work with other emergency services to unlock savings”

-Surrey Fire Brigades Union

Redefining the budget

The public money available to Surrey Fire and Rescue Service (SFRS) and other public services has been diminishing and will continue to do so over the foreseeable future. This emphasises the need to consider alternative models of delivery and operation to support the broadening range of activities delivered by fire and rescue services. Much has been said about transforming emergency services by collaboration across the three emergency services (Fire, Police and Ambulance) to secure huge savings and efficiencies, as well as the opportunity to invest back into frontline services. There is also an opportunity to explore greater collaboration within or across the fire sector.

Leading innovation

We recommend that now is the time for Surrey to consider these options if it is to remain strong and sustainable with a viable frontline delivery and the opportunity to invest back into frontline services. This plan is the right place to recommend that analysis which will compare and contrast the options for public consultation and explore the opportunities available to us.

We are recognised as a high performing Fire and Rescue Service through our peer reviews. We will continue to lead in equipment and vehicle investment for staff, and in actively encouraging a positive work environment where staff are motivated and supported to pursue career development within a professional framework.

We are leading innovation both within our service and across the emergency services network, working in conjunction with the Fire Brigades Union (FBU) to co-design proposed plans and activities.

Additional information

Throughout this plan we link to other documents and sources to provide more detailed information on particular issues to aid understanding.

SFRS are not responsible for content held on external websites linked to this plan. The inclusion of any such links does not necessarily imply a recommendation or endorse the views expressed within them. We have no control over the nature, content or availability of information held on external websites.



Who we are and what we do

Our service

In Surrey the county council is the Fire and Rescue Authority (FRA), which oversees on behalf of the public, the work of SFRS which undertakes the physical delivery of fire and rescue related safety and emergency services.

As of April 2015, SFRS operates from 26 fire stations with 35 fire engines and 29 specialist vehicles, and we have:

- 553 wholetime firefighters
- 100 on-call firefighters
- 27 Joint Emergency Communication Centre (JECC) staff
- 76 support staff
- 100 volunteers

We provide services to over 1.2m people and cover an area of 1,663km², which includes large urban areas, vast stretches of motorway and close proximity to two major airports. We handle approximately 17,000 calls and attend around 10,700 incidents per year.

We provide a spectrum of services: Prevention, Protection, Regulation, Preparedness, Response, Stabilisation and Recovery. As well as providing an emergency response service, we focus efforts on education and prevention, including raising awareness amongst the most vulnerable in our community.

Partnership working

In addition to all our emergency services collaboration work, we work with partners in a number of different areas. One example is the county's Youth Justice Service and the Educational Welfare Service who identify young people considered at risk of falling out of education and/or becoming involved in anti-social behaviour and crime. We co-developed and deliver the Youth Engagement Scheme to give these young people the opportunity to develop practical and social skills through a number of different activities.



We also collaborate with other local and national services to provide multi-agency response to widespread flooding and other water rescue incidents, and emergencies that may involve hazardous or radioactive materials. We provide information and advice on community issues affecting public safety as well as enforcing fire safety legislation on buildings.

Case study: Telecare

Surrey Fire and Rescue Service began a pilot in 2013 to respond to vulnerable members of the public who need assistance in their home due to health or mobility issues.

On-call firefighters in Walton and Chobham respond to non-emergency situations, such as falls, when an ambulance is not required and where there is no relative or carer to assist. Firefighters are alerted via a Telecare system which is linked to the resident's mainline telephone via a pendant or other sensor.

The scheme has generated much praise from clients, including Kim*, a 54 year old Surrey resident who suffers with Multiple Sclerosis and Cancer. Watch Commander Keith explains:

"On a number of occasions firefighters have been requested via Telecare to attend this lady's property during various times of the night. Unfortunately Kim has serious mobility issues and often falls whilst moving from her bed to her wheelchair. Kim has no strength in her legs so she totally relies on her carers, neighbours, the ambulance service or Surrey Fire and Rescue Service to respond to her community alarm which she can activate if she has fallen.

During the night her carers are often unavailable and as a fall without injury is a low priority call for the ambulance service, she has in the past been on the floor for some time. Since the Telecare trial started we have visited Kim on many occasions helping her back into bed and making her comfortable, with an average response time of just 20 minutes."

Kim is one of nearly 400 clients we have responded to since the trial began.

**Name has been changed to protect identity*

Risk in Surrey

While Surrey is one of the safest places to be in the UK, there are always incidents and events that we must be ready to respond to, particularly vehicle collisions that cause a significantly greater number of deaths and serious injuries than fires. SFRS focus prevention activity on those most at risk, and have identified age and health as two key factors that contribute to fire risk. Factors relating to areas or housing type are not as apparent. We also know that young drivers are at greatest risk from being involved in vehicle collisions.

For all emergency types we experience an increase in demand from approximately 7am, gradually increasing to a peak during the evening rush hour. From 1am to 6am the average level of demand is very low. There is little variation across the days of the week or the time of year; those changes that do occur are often dependent on the prevailing weather conditions.

Our crewing models

We need to consider different crewing models and greater use of on-call firefighters. This is one of the ways of responding to the reduction in emergency incidents in recent years while meeting the challenges posed by reductions in government funding, particularly in rural or other lower risk environments.

On-call units are potentially more economical than Wholetime or Variable crewing models of providing fire cover and we are considering where we could increase our proportion of on-call units. However, these units are not without limitation and any economic gain is only achieved when personnel are available throughout the working day. We face challenges regarding the relationship between demand and personnel availability, which can impact response times.

Case study: Immediate Emergency Care Response (IECR)

As of September 2015, specially trained firefighters will respond to medical emergencies on behalf of South East Coast Ambulance Service (SECAmb).

The ground-breaking trial means that members of the public may be assisted by a firefighter rather than a paramedic on occasions when Surrey Fire and Rescue Service is able to attend an incident quicker than SECAmb. This includes helping people who have chest pains, breathing problems or are suffering a cardiac arrest.



Vulnerable Groups

Surrey experiences relatively low numbers of fatalities and injuries in fires. Our challenge is to continue to reduce these small numbers and this means the accurate targeting of those who are most vulnerable. We must also maintain our contribution to the reduction of casualties associated with road traffic collisions and will continue to focus on young drivers.

In broad terms, vulnerable groups include those less able to help themselves in the circumstances of an emergency, for example: individuals with mobility or mental health difficulties and others who are dependent, such as children.

An example of our prevention activity is the Keeping YOU Safe from Fire project which won **Fire and Rescue Project of the Year 2014** in the Improvement and Efficiency Awards. This project is at the heart of Surrey's approach to vulnerable people. At the centre is a DVD-based multi-agency training package that allows agencies to train their staff in the dangers of fire to vulnerable people and how to refer these individuals to the fire service.

Across Great Britain in 2013/14, dwellings with no smoke alarm accounted for 38% of deaths in home fires and nearly 20% occurred where the smoke alarm did not work. SFRS Prevention and Protection teams regularly conduct free Home Fire Safety Visits (HFSV) to identify potential problem areas and offer advice on installation and maintenance of smoke alarms. Our policy targets people and areas considered most at risk, but anyone can request a free HFSV online. Going forward we will further collaborate with health organisations to improve identification of individuals most at risk.

Volunteers

Surrey Fire and Rescue Service has a bank of volunteers that provide vital support to the service. Members of the public of all ages and backgrounds give up their spare time for free to support operational staff at a variety of events, community visits and education schemes, including Junior Citizens and Firefighter for a Day. The volunteers also help promote important safety campaigns, including HFSVs and road safety awareness, take part in exercises and move vehicles around the county for a variety of service needs.

Protection and regulation

We are committed to supporting the business community and providing guidance for inspectors, businesses, organisations and the public. We develop and maintain our working practices using information and feedback from national guidance, local consultations, peer review, and internal quality assurance systems. We are committed to good enforcement practice and we follow the principles of good regulation. This is outlined in our [Statement of Assurance](#).

We exercise our regulatory activities in a way which is:

- **Proportionate:** our activities will reflect the level of risk to the public and the regulation action we take will relate to the seriousness of the offence.
- **Accountable:** our activities will be open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures.
- **Consistent:** our regulatory advice will be robust, reliable and evidence based and we will respect advice provided by others. Where circumstances are similar, we will endeavour to act in similar ways to other local authorities.
- **Transparent:** we will ensure those we regulate are able to understand what is expected of them and what they can anticipate in return.
- **Targeted:** we will focus our resources on higher risk enterprises and activities, reflecting local need and national priorities.
- **Supported:** we have put together a dedicated team to look at our statutory processes and the support we provide in line with the Competency Framework for Business Fire Safety Regulators.

Equality, fairness and respect

We place equality, diversity and inclusion at the heart of everything we do. We want to ensure that we provide the communities of Surrey with services that are accessible to all. We are committed to:

- Knowing our communities, staff and volunteers
- Protecting our most vulnerable people
- Taking action to make a difference

- Evaluating our performance

We recognise that people have different needs and that some groups within our community share protected characteristics and have specific requirements. We aim to ensure that we identify risk factors for vulnerable people and address these both in our work and within the workplace.

Case study: Gaining entry

John Griffiths, Head of Operational Support from South East Coast Ambulance Service (SECAmb), explains how Surrey's firefighters are assisting their clinicians to help save more lives.

"In medical emergencies when patients are critically ill or unable to open their doors to our clinicians, we need to forcibly enter properties. Surrey Police has traditionally done this for us – as our members of staff lack the equipment and expertise to carry out the task.

As part of the Emergency Services Collaboration Programme which involves blue light services working closer together, it was identified that Surrey Fire and Rescue Service (SFRS) may be better placed to respond to these calls. There have been many benefits:

- *Ambulance crews are receiving quicker access to patients due to the speed that fire service resources arrive at the scene. As many of the calls involve life threatening incidents, time saved could make a huge difference to patients in very vulnerable situations. The patient is also reassured that their property is being looked after whilst they are taken to hospital.*
- *The initiative is allowing the police to focus on other priorities. They may previously have sent two vehicles to this type of incident with less appropriate equipment to undertake the task.*
- *Fire crews' expertise in gaining entry and the equipment they carry means they often cause less damage to property than previously. Fewer properties have also had to be boarded up.*
- *In the first 4 months of 2015, SFRS was requested 210 times (an average of twice a day), attended on average in less than 8 minutes and only requested the boarding up contractor 14 times."*

Achievements and performance

Our achievements

We published two action plans that gave details of targets and actions we set out to deliver in our last PSP (2011-2020). [Our first action plan](#) concluded in March 2013. A number of the items were 'enablers' to allow more significant changes to be made in the [following action plan](#) (2013-2016). Our achievements include:

- Embedding the Surrey response standard
- Mutual assistance with neighbouring fire and rescue services
- Reform of the on-call duty system
- Reviewing fire station locations
- Commencing income generation activities
- Reform of wholetime duty systems
- Review of Governance to form part of the Public Services Transformation Network.
- Provision of specialist capability and contingency crewing

We have made significant progress in delivering the 'enabling items' set out in the [previous](#) and [current action plan](#). The next phase of the PSP will build on the current framework and encompass a longer period beyond the current Medium Term Financial Plan (MTFP) and enable us to provide direction on the challenges and opportunities we face.

Measuring performance

Some services measure performance by the time taken to get the first person on site; we measure our performance by the first fire engine on site, fully prepared to respond to the incident.

The **Surrey Response Standard** outlined in the last PSP states that we aim to have our first fire engine at an incident within 10 minutes and our second, if required, within 15 minutes on 80% of occasions. In 2014/15 we achieved this on 81% of occasions (excluding periods of industrial action). Any delays are usually by less than five minutes (83.8% occasions) and are due to factors such as incident location, and the traffic and/or weather conditions. We set this standard for ourselves and there is no agreed national standard for comparison.

We know that we cannot achieve this response time for incidents in the more remote areas of our county. We are exploring opportunities to increase geographically targeted prevention and protection activities in those areas. We cannot guarantee how quickly we will reach you but we can guarantee that we will be there as fast as we safely can. Our response standard accounts only for how quickly our personnel and equipment arrive, not how many of them there are.

We are implementing additional measures so that we can monitor our performance and report on it in a more meaningful way to both the service and our communities. We will outline these measures in our forthcoming Action Plans and our [Statement of Assurance](#).

“It is now that fire and rescue services need to be looking at greater resilience and such resilience will be found through meaningful collaboration”

*-SFRS CFO
Russell Pearson*

Long term strategic collaboration

Where we stand

We have reached a steady state in achieving our performance targets outlined in the previous PSP and public perception and council confidence in our ability to respond is high.

We have been awarded accolades for our community fire prevention and protection activities, including Safe Drive Stay Alive (SDSA) and the Youth Engagement Scheme (YES) and have received government grants to invest in activities which support achieving medium to long term savings and cost efficiencies.

Achieving our outcomes

Despite the reduction in finances available to us, by co-designing our initiatives with the Fire Brigades Union we are on our way to achieving the majority of outcomes stated in the PSP 2011-2020, while maintaining our consistently high level of performance and protecting frontline service delivery.

We have reduced our crewing levels to four per fire engine while increasing the number of fire stations by two (Banstead and Horley). This means we are still able to respond to incidents as swiftly as before and, if necessary, can send more fire engines to an incident as overall demand has reduced compared with 10 years ago. We will continue to review our crewing levels based on our assessment of the level of community risk.

Finding efficiencies

There are a number of options available to a fire and rescue authority when it comes to making savings. One option would be to reduce the number of fire stations, firefighters and vehicles that we use on the frontline. We have already reviewed our frontline delivery and believe that any additional cuts would achieve only a marginal long term saving and an inevitable drop in performance, representative body cooperation and public confidence.

“One size will not fit all, and it is important that services remain able to respond to different local needs and risks. However, there is much to be gained by working together more closely, both between fire and rescue services and with other partners”

*-Chief Fire Officers
Association
President,
Peter Dartford*

We could do this, but we think we have a better way. There is a possibility to make significantly larger savings through collaboration with our emergency service partners, and this work has already begun.

We need to change our structure to enable us to deliver public safety on the money we have

Collaboration: the key to unlocking savings

In parallel with our co-designed workforce reform, we are exploring closer working arrangements with other fire services as well as the Police and Ambulance services. Managing in this way would be a lot more complex as each service has a different structure, governance and culture; however collaboration would open up new opportunities to significantly reduce cost through combining resources whilst ensuring interoperability. Such collaboration will unlock further savings without reducing frontline delivery and performance standards. It may even enhance resident experience by reducing overlaps in service provision.

At this time we are looking at the changes we need to make to our frontline service and the opportunities available through our collaboration work.



Emergency Services Collaboration Programme

Joint working is nothing new to our emergency services. We are already working with Fire, Police and Ambulance services from Surrey and Sussex¹ and have formed the Emergency Services Collaboration Programme (ESCP), which has the aim of co-designing the way services are delivered across this sub-region to

¹ South East Coast Ambulance Service NHS Foundation Trust, Surrey and Sussex Police Forces, East Sussex, Surrey and West Sussex Fire and Rescue Services.

“We must ensure new areas of collaboration are fully evaluated so that we can determine which of those are sensible, workable and truly deliver benefits for our patients and the public”

-Association of Ambulance Chief Executives Managing Director, Martin Flaherty

improve delivery, reduce cost, increase resilience and remove overlaps between services.

The collaborative programme is still in its early stages, but we have agreed key principles around further collaboration and can continue to build on current successful practices and benefits to our community. We currently operate Integrated Transport and Immediate Emergency Care Projects and have plenty more planned for the future. Surrey firefighters now provide assistance to other emergency services with defibrillator usage, missing person location, assisted entry and, if we are first to attend an incident, immediate emergency care. These projects are examples of how we can offer better value for money and a safer, more coordinated community response, which focuses on the needs of residents, to the changing nature of emergencies.

Emergency services are also reviewing how they receive, manage and respond to calls for assistance and are looking to collaborate on the provision of support arrangements, such as the management of vehicles and equipment, and also how to prevent emergencies through improving community safety.

Case study: Defibrillators

In April 2014, South East Coast Ambulance Service (SECAmb) worked with our trainers to develop a bespoke training course to skill firefighters in trauma care.

Additionally defibrillators were made available on all Surrey fire engines, in Officers cars and some of our 4 x 4 vehicles. All 26 fire stations will be fitted with a publically accessible defibrillator by the end of 2015.

Providing front line firefighters with training and additional trauma care equipment means they are now able to provide emergency care at their incidents, before ambulance crews arrive.

Over 200 members of staff have received training to date, examples of how they have used their newly acquired skills at incidents so far:

- Provided CPR at road traffic collisions;
- Administered oxygen;
- Assisted SECAmb clinicians in making casualties ready for the air ambulance;
- Used a SECAmb defibrillator to re-start someone’s heart.

“By working closer with our emergency services partners, we can identify new and better ways of working”

*-SECAmb Head of Operational Support,
John Griffiths*

Identity

Collaborating closely with our emergency partners, and in particular with other fire and rescue services, need not mean we lose our Surrey identity. Each service could combine individual functionalities, such as emergency call centres, to ensure a more efficient and better shared response across the region, with particular focus on our borders. One example would be borderless mobilising of resources; we would just behave as if we were a larger service.

The process of collaborating with our partners is complicated, yet the potential benefits, savings and value added are enormous. We are clear that collaboration between emergency services remains our aspiration for the future and we will continue to drive its development. However, we cannot rely on it entirely and are simultaneously exploring all opportunities for income generation to offset the required savings.

With the ongoing financial reductions facing the public sector, emergency services would get progressively smaller and weaker if they were to remain operating in isolation. As in other services, being sub-optimal in scale is not sustainable. This is not good for our communities.

Case study: Transport

In 2014, Surrey Fire and Rescue successfully bid to central government for £5.96 million to fund a project with police, ambulance and other fire services across Sussex and Surrey to deliver a joint emergency service transport function.

Currently these organisations independently procure, manage and maintain their emergency and non-emergency vehicles and equipment.

This project aims to integrate the transport provision and maintenance activities of emergency services into a single function, thus increasing resilience and reducing cost to the Surrey taxpayer.

Medium Term Financial Plan 2015–2020

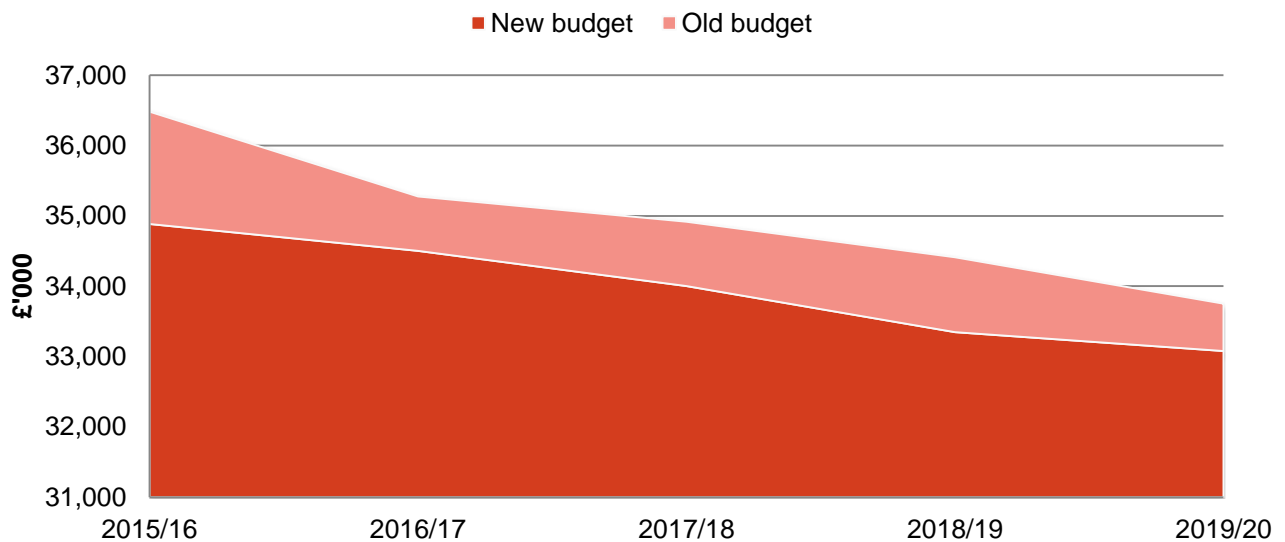
We are committed to operating as efficiently and effectively as possible. We have already saved **£3.2m** between 2010/11 and 2014/15, and have plans in place to achieve a further **£5m** by 2019/20.

The Fire and Rescue Authority produces a five year Medium Term Financial Plan (MTFP) which is reviewed annually. The following table highlights our current budget and savings commitments over the next five years. The annual budget includes assumed inflationary increases for staffing, supplies and services.

We need to develop new ways of working as more must now be done with less

Impact of MTFP on our budget

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Budget	£34,883	£34,504	£34,004	£33,348	£33,079
Savings	£1,599	£774	£911	£1,065	£673



Planning

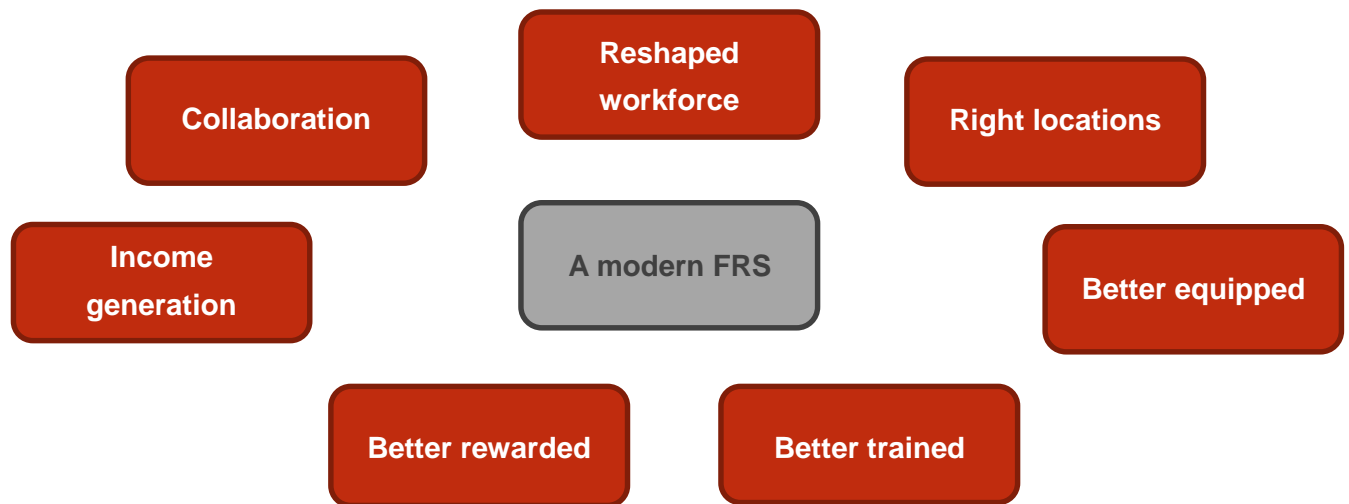
Our purpose is to provide a professional and well supported fire and rescue service which reduces community risk in order to save lives, relieve suffering and protect the environment and property

Planning assumptions

The key planning assumptions used as the basis of our previous PSP were:

- we will probably need to have fewer staff;
- they need to be in the right locations and,
- if fewer in number, need to be better trained, better equipped and potentially better rewarded.

As we look forward to 2025, learning from our experiences and with a significant agenda for us to deliver, the planning assumptions are sound but need further refinement. We need to be mindful of the ongoing financial constraints, significant population growth, greater proportions of the population in the higher age bands, and the likely impacts of climate change. **So how have these factors informed our planning assumptions?**

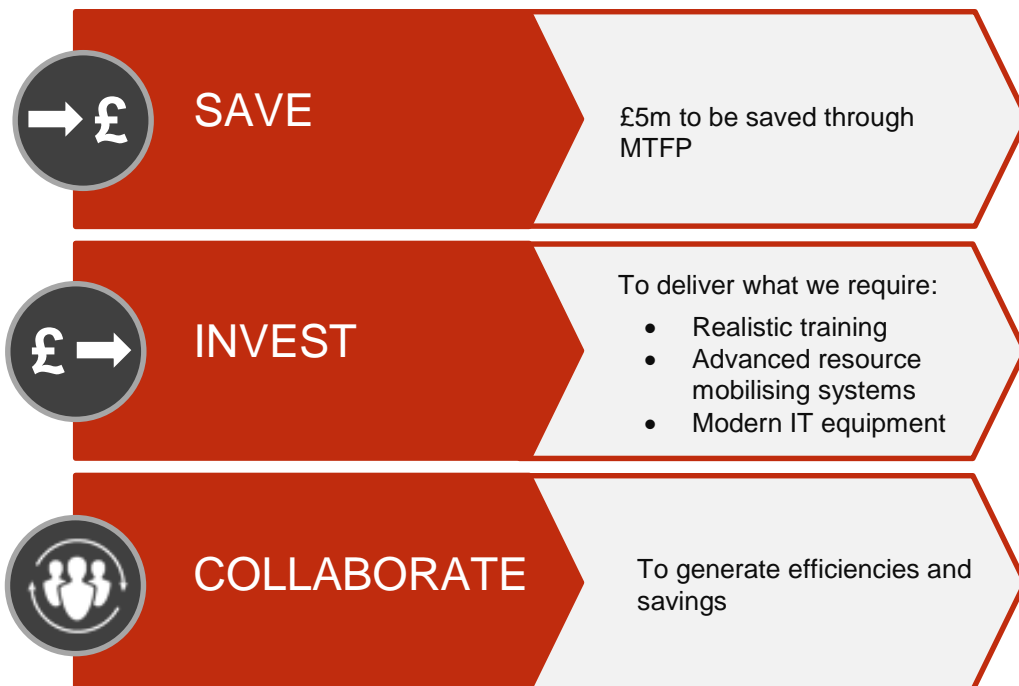


Reshaping our workforce

We need a variety of people in defined roles, at the right times and able to meet anticipated demand. We must plan for the changing risk profile of Surrey, with terms and conditions that suit the service as far as practicable.

We will continue to look at the workforce to determine what shape it needs to be in the future. We will most certainly have fewer wholetime staff than we do now; however we may have more on-call staff and possibly more volunteers. We will also look at the roles of the private sector, volunteers and partner agencies – in the correct proportions for the right purposes, in a resilient form, to meet local, regional and national responsibilities and expectations. Any workforce changes will be made in the best interest of our community’s safety and within the limits of our MTFP and will be developed in conjunction with the representative bodies.

While our staff will remain key to delivering and supporting our frontline services, some functions are likely to change as the potential for more ambitious collaboration within the fire sector, with emergency service partners or others, become clear and are implemented.



Case study: Joint Contact Control and Dispatch

As part of the Emergency Services Collaboration programme, the Joint Contact, Control and Dispatch project aims to provide better links between 999 emergency control rooms. A direct electronic link up between Surrey Police and SFRS was set up in October 2014.

This link enables call handlers in both organisations to transfer fast time requests to deploy vehicles and updates to the other service instantly, replacing phone notifications that previously took four minutes per call on average.

The next phase of the project is to widen the link to include other emergency services later in 2015.

In the right locations

Station relocations require significant multi-million pound investment and our latest risk modelling shows that only small improvements in performance could be gained through further station relocation. We cannot justify the expense of station relocations. However, as with the current town centre redevelopments at Woking and Epsom, if there are any new opportunities to work with partners and boroughs to develop new locations with better resources and facilities for zero cost we will consult with you locally.

We want to get the most value and use out of the stations we have. So as we work more closely with other emergency services and other partners in the future we will seek to make all our stations multipurpose stations. These will be agile workspaces with flexible work areas, shared spaces which are multi-functional. We want to make sure that we are always considering both public safety and value.

We must invest in facilities that are able to simulate realistic conditions for training purposes, while remaining a safe and controlled environment for our staff. We also need to ensure that our staff have the time and appropriate equipment to enable them to maintain and develop their skills as we adapt to the needs of our communities

Better equipped

Fire and rescue vehicles and equipment play a key role in keeping staff and residents safe. We have invested significantly over recent years in quality vehicles and equipment and propose to continue doing so. We want to continue to engage the end users, our residents, effectively so that we achieve the best outcomes. We are also looking at the environmental impact of vehicles throughout their lifecycle of production, use and disposal. We are committed to operating in a sustainable and responsible manner, assessing and balancing carbon footprints in line with operational requirements to ensure the highest standards of public safety continue to be met

Case study: Improvements to vehicles and equipment

Over 70 new vehicles have come into Surrey this year, each designed to enhance our emergency response to a variety of incidents. These include:

- The country's highest **Aerial Ladder Platform** which boasts a reach of 42m. This vehicle is used to access high rise housing and business premises.
- 24 new **multi role vehicles** to support off road, flooding and severe weather incidents where fire engine access is challenging. The vehicles will also be used to transport staff and equipment to those hard to reach incidents and also to school visits, community groups and other fire stations to provide operational cover.
- Three new **water carriers** – each with a 17,000 litre water capacity. Water carriers transport water to incidents where water is not available for firefighting operations. This includes emergencies on motorways, in woodland and in rural areas.
- Two new **Unimog** vehicles to greatly enhance our off-road firefighting where fire engine access is difficult such as at a heathland fire.
- New **Officer Cars**, fit to operate in all conditions on a 24/7 basis.
- A full set of state of the art **cutting equipment** on every Surrey fire engine. This means residents receive help immediately at the scene of a road incident, rather than waiting for a special appliance to arrive.

Better trained

Our success in reducing fires over the last decade means we have less opportunity to maintain skills through attending and dealing with incidents. Furthermore, the range and complexity of incidents that we respond to, or must be prepared to respond to, is increasing.

Quality realistic training is essential and we are committed to ensuring our workforce is well prepared to deal with all types of emergency, which is particularly important if we are to be fewer in number.

Better rewarded

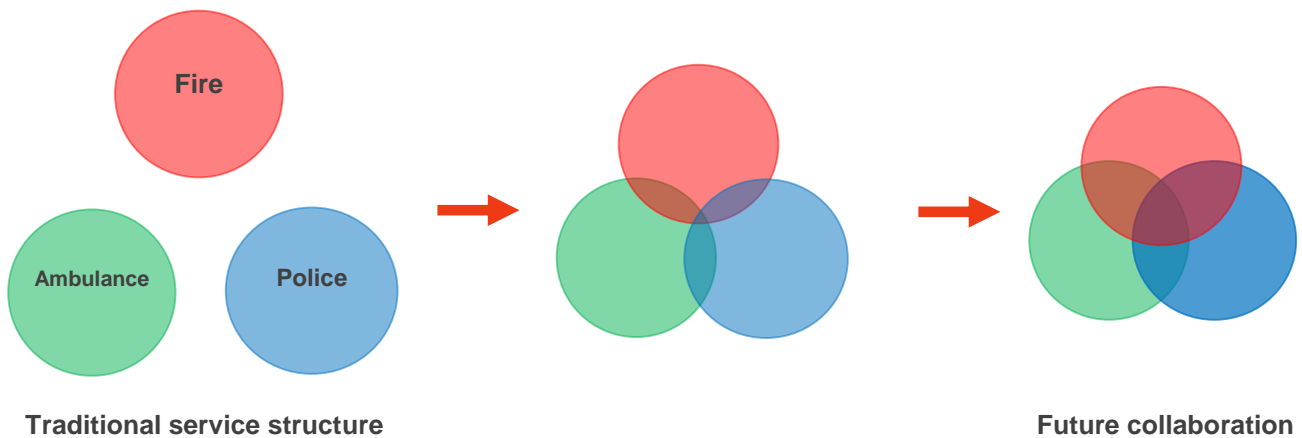
If we can continually improve outcomes for our residents by being smarter and more responsive about the services we offer, additional responsibilities and high performance may lead to improved reward. We want to develop options through our workforce strategy to see what is possible. It is important that we co-design any proposal with the workforce and representative bodies and we know this will require negotiation.

Collaboration

Emergency service organisations respond to an extraordinary range of incidents and provide a very good service to local residents, yet until recently they have traditionally done so with limited collaboration.

National reports have highlighted the need for local areas to respond to changes in demand for services. Locally, partners recognise that, by working more collaboratively, they would be in a stronger position to respond to emergencies across Surrey and Sussex and could achieve a joint prevention campaign that saves more lives, reduces risk and improves the quality of life for residents.

Furthermore, collaboration would deliver efficiencies that would generate significant financial savings that are essential as we know we will have less money in the future.

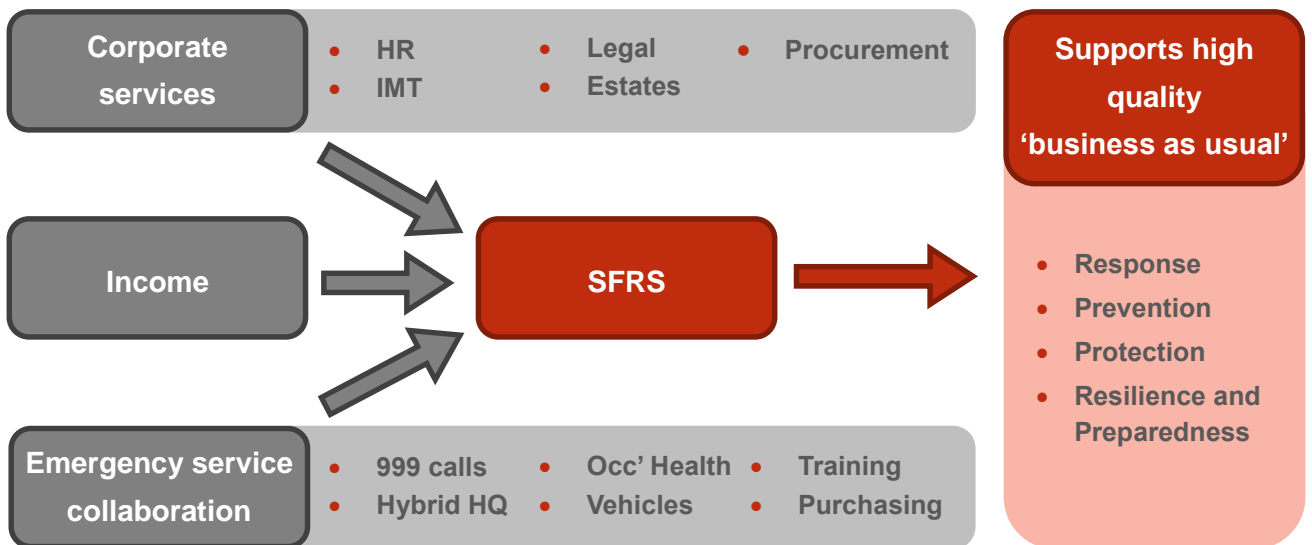


Income generation

We will focus on providing value for money by identifying innovative ways to generate income commercially, avoid expenditure and recover costs. We will adopt a number of methods to ensure this approach to fiscal management is resilient, sustainable and in line with our strategic values. To support the commercial income strategy we will work through South East Business Services, the SCC Local Authority Trading Company.

Surrey is strategically placed to provide training, facility use and expertise to partners. We are also working collaboratively with partners to locate services to combined locations, generating savings across services and maintaining quality at reduced cost to the tax-payer.

- We will continue to build a reputation for quality, service and partnership working.
- We will build a client base of customers in businesses and emergency sectors that links to our areas of expertise.
- We will develop our products and infrastructure through partnerships to generate income and employment opportunities for SCC and the surrounding economy.



Outcomes and aims

What we want to achieve

The safety of our communities and our staff is the most important aim of Surrey Fire and Rescue Service. Our target outcomes highlight what we want to do over the lifetime of the PSP to ensure we can achieve our aims.

These target outcomes are high level and more detail on how we will measure and review the success of our strategies is in our [Statement of Assurance](#).

Access to our range of fire and rescue services

We want to make sure we provide a service where we understand the community, infrastructure, risks and intelligence in order to meet the needs of our communities.

Improved safety of our communities

We want to provide earlier and more effective services to manage community risk.

Improved services through partnership

We want to collaborate with other services and organisations to deliver transformational change to increase efficiency, enhance delivery and generate savings.

Develop a culture of high performance

We want to deliver a high performing, valued and cost effective fire and rescue service. Innovation will lead us to being effective, resilient, affordable and valued.

Our aims

Response

Plan for potential emergencies and make a high quality, effective and resilient response.

Prevention

Engage with, inform and educate communities in how to reduce risk of fire and other emergencies and do all we can to support prevention of crime.

Protection

Work with businesses to protect people, property and the environment, reducing Community Risk.

Resilience and preparedness

Major emergency incidents and events are another factor in risk management. They include flooding, train derailments, major spillages, fires, chemical incidents, civil unrest, terrorist attacks and flu pandemics. The [Civil Contingencies Act 2004](#) places a legal duty on all emergency services to carry out risk assessments in their area. Significant risks are recorded on the [Surrey Community Risk Register](#).

Our resilience planning ensures we have capacity to deal with such large scale, unpredictable events. In addition to our business continuity arrangements, which help us deal with industrial action and other service delivery disruptions, this involves agreements with other emergency services and partners in the [Local Resilience Forum](#). These arrangements have been successfully tested on numerous occasions, providing our communities with a good level of cover during such periods.

Chapter two

Fire Brigades

Union

A few words from the Surrey Fire Brigades Union

Throughout the development of this plan we have worked closely with the FBU. It is important that they have the opportunity to comment on our proposals and our vision for the future of Surrey Fire and Rescue Service.

Austerity

The Fire Brigades Union (FBU) in Surrey is acutely aware that the substantial budget reduction Surrey Fire and Rescue Service has suffered over the last few years will continue for the foreseeable future. These substantial budget reductions have already reduced the crew size on fire engines from five to four members and reduced the overall number of fire engines available to respond to emergency calls. Both of these cuts increase the overall risks encountered by firefighters and detract from their ability to provide an effective emergency service for the public.

The fundamental flaw with the current funding model for fire and emergency services is that it is based on cost rather than outcomes. This means that SFRS can model only those options for Surrey which meet the funding it receives. The alternative would be to set the funding to meet the outcomes we all want in terms of community safety and the wider social and economic benefits of having a highly effective emergency service. The result is that we have to send all the necessary resources to an emergency incident over a protracted period when we know that the outcomes of these emergencies would be much better if all the resources arrived in much closer succession.

A good example of this is this would be a road traffic collision on the M25 in rush hour. On average, for every minute of delay in clearing the road, the traffic jam lengthens by one mile which causes havoc in the daily lives of thousands of commuters. Our current funding does not allow all the necessary resources to be there to extricate and render first aid to casualties and then allow the other agencies to clear the road as quickly as the public would like.

Increased demand for additional services

In addition to the financial pressures, SFRS like others, are facing increasing demand due to a range of changing factors beyond its control, eg. growing population, aging population, increased traffic causing longer emergency response times, spate weather conditions associated with climate change (see our drivers for change in Chapter One) and the need to diversify the service we supply in support of SECamb. In non-austere times, these additional demands

would probably lead to increased budget rather than substantial reductions. So this is the simple equation we now face and it does not balance:

Substantial Funding Reductions \neq Meeting Substantially Rising Demands

Continue on our own

If we continue as a lone fire and emergency service financing and supplying our own services and support functions, we will continue to shrink in size and capacity. Our frontline emergency service capability will be drastically reduced year after year. Our firefighters would face unacceptable uncontrolled risks though the inevitable under-resourcing of the incidents they attend. We will not be able to support SECamb or any other emergency service as we would not have enough funds to provide our own services to an acceptable standard for the public or to a standard of relative safety for our firefighters. Producing further savings would force continuing cuts in the frontline service we provide.

With this backdrop of austerity and increasing demand, the challenge of providing an effective frontline emergency service for the residents, businesses and those commuting through Surrey, is quite simply one we cannot achieve on our own. If we try to do so, we will fail.

Collaborate, share, save, invest and diversify

The only viable alternative is for SFRS to work closely with its neighbouring emergency services to reduce costs by ending the duplication of functions that currently exist across these services and realising the economies of scale by working like a much larger emergency service. Such savings should not cause detriment to the frontline service we provide but would provide the necessary investment to improve and diversify the services we provide to cater to growing public expectation and other increasing demand factors.

Transitional period

This collaborative approach has the potential to realise substantial cost reductions across all the emergency services but we will need a period of stable funding in order to work through the substantial transformation required to realise these savings.

Conclusion

FBU Surrey knows that the collaborative approach described here is the only viable option to secure a safe future of not just the people and firefighters in Surrey, but the whole of the south east. Therefore we fully support the collaborative approach outlined in this Public Safety Plan and are fully committed to jointly working towards realising these savings and investment opportunities with the all emergency services concerned.

However, we will oppose any cuts in frontline services that cause any loss of safety for the people of Surrey or its firefighters, which could have been avoided by realising collaborative options.

Chapter three

Picture of Surrey

Community Risk Profile

We publish a [Community Risk Profile \(CRP\)](#) for the county to provide a picture of the changing landscape of community risk in Surrey, highlighting areas of concern, identifying plans for improvement and exploring the impact of geography, demographics and lifestyle of community risk.

Picture of Surrey

Going down...



▼ **1,348**
primary fires in 2014/15

▼ **20%**
fewer than 2009/10



▼ **945**
RTCs in 2014/15

▼ **20%**
fewer than 2009/10



▼ **584**
wildfires in 2014/15

▼ **51%**
fewer than 2009/10

Going up...



▲ **25%** population
aged 65+ by 2037

▲ **59%** increase in
those aged 65+ by 2037



▲ **16%** of primary fires
in 2014/15 occurred in
single occupancy homes,
yet accounted for **30%**
of fatalities

▲ **10%**
more incidents than 2009/10



▲ **254**
Telecare responses
in 2014/15, compared
to **37** in 2013/14

▲ Telecare response and single
occupancy predicted
to rise with Surrey's
aging population

Managing risk as we explore our options

As we consider our options through the PSP we will assess the risks, develop strategies to reduce the risks, and continually monitor and review as we deliver and develop our options.

Community risk represents the **likelihood** of an emergency incident occurring in a given location and its expected **impact** on the community. Intelligence and an assessment of what, where and when emergencies may occur feeds into our risk modelling and helps us understand how our efforts can impact on the risks we identify. This provides an advantage when planning to protect the community and generates knowledge to inform critical decision-making.

Community risk reduction underpins our planning assumptions

We will work with our main interest groups to design and create risk models for all foreseeable risks facing the county and will use integrated risk maps as a tool to help us visualise risk and plan our services accordingly. We will consider, but not fully rely upon those assets in our neighbouring fire and rescue services. We will publish our methods for scrutiny and the approach will produce the following products, which we will review and refresh annually:

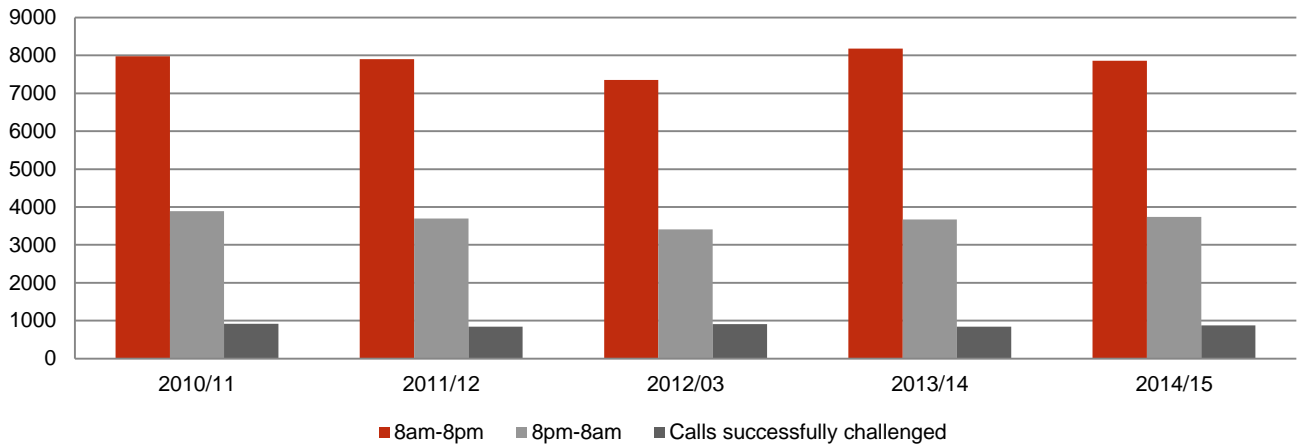
- Risk assessment methodology
- Integrated risk model
- Tactical risk models (those targeted at specific incident types, such as flooding or dwelling fires)
- Community resilience programmes

If we consider changing how we arrange our resources we can model these plans and use our understanding of the underlying risk to inform us of the likely impact. We can critically evaluate our plans using this feedback and improve them where required. Critical feedback and testing is an important part of the modelling process and models will undergo rigorous assurance as to their suitability.

We are reviewing how we manage our response to incidents on an ongoing basis. If this is likely to lead to any changes we will work together to look for suitable solutions. We will consult with you and, once a suitable solution is agreed, we will implement the recommended changes.

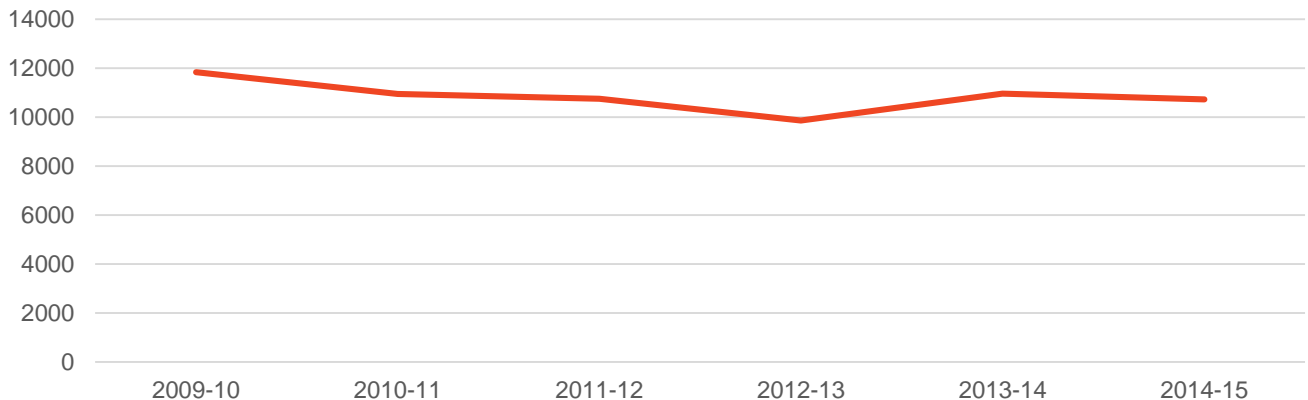
How well we are delivering our services

Calls received



We receive approximately double the number of emergency calls between the hours of 8am-8pm than the corresponding night-time hours. Approximately 8% of the emergency calls we receive don't require an emergency response. Call challenging reduces the number of incidents we attend and ensures our resources remain available to attend genuine emergencies.

Incidents attended

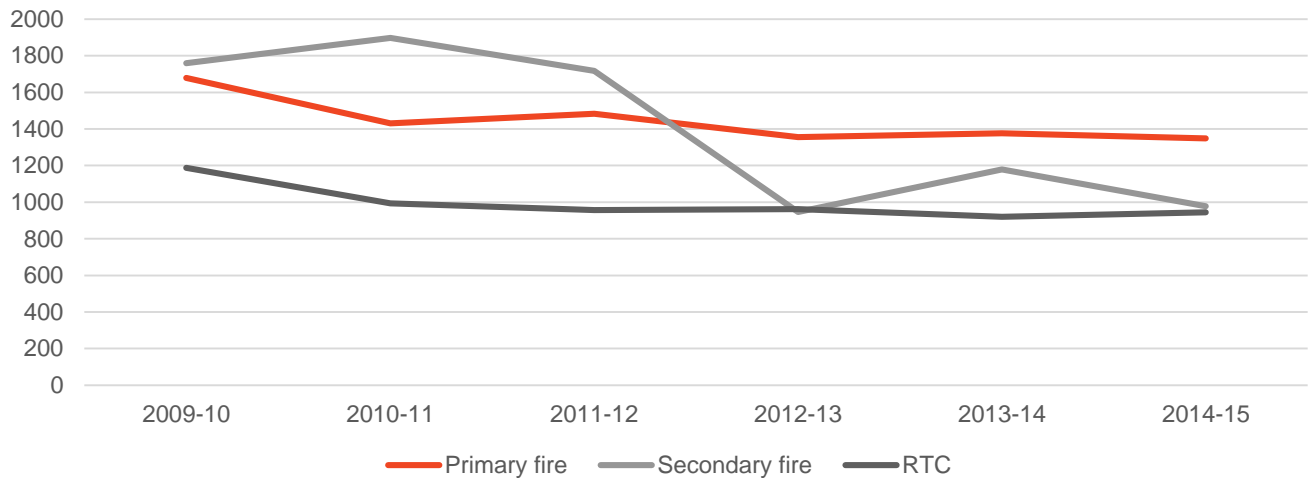


The number of incidents does not reflect the complexity of the events in which we attend. For example, the major flooding event of winter 2013/14 saw a long term service response, with national support, to rescue all those affected. Despite a decline in traditional service demand, the number of incidents we attend could increase in future

due to increased collaborative working across the emergency services network, such as assisted entry and immediate emergency care response.

The lower incident rate in 2012/13 was largely a result of fewer outdoor fires (45% fewer than the previous year), in large part due to the above average rainfall that year.

Fire and road incident attendance rates



Both primary and secondary fires have seen a decline between 2010-2015. This success can be attributed to our increased focus on prevention and protection work with the most vulnerable members of our community through our [Keeping You Safe from Fire](#) campaign, free [Home Fire Safety Visits](#) and [Youth Engagement Scheme](#). The steep decline of secondary fires in 2012/13 is due to the above average rainfall that year.

Road incidents have also seen a decline over this period, however the slight rise in 2014/15 is reflected in [national figures](#). Road traffic collisions do not always require attendance from a fire and rescue service and between 2010-2015 we only needed to respond to an average of 25% of all reported road injury incidents in Surrey. The downward trend is the result of a combination of improved vehicle safety engineering and our increased focus on prevention work with the most vulnerable members of our communities through youth focused [Safe Drive Stay Alive](#) courses. Since these courses began in 2005, reported injury incidents have fallen by 18% in the county.

The trends outlined in this graph contribute to the overall reduction in traditional demand seen across national fire and rescue services and highlights our need to expand into collaborative work that allows us to support and help our communities in other ways.

Have your say

This plan explores the issues we face over the coming years and some of the changes we may need to make along the way. If we stay as we are, the only option is further cuts to frontline services and, in turn, performance standards. If we collaborate more effectively with our partners and other emergency services we will be able to provide a stronger response across a wider spectrum of incidents, providing a more effective, efficient and sustainable service into the future.

Following consultation on our draft plan we will release action plans to demonstrate specifically how we will achieve our proposed outcomes. We also aim to provide updates on our progress towards achieving these outcomes so that they can be checked against our strategy.

Anything else?

Let us know anything else you wish to say about our refreshed plan. You can reach us directly by emailing: psp@surreycc.gov.uk

Surrey Fire and Rescue Authority



Frequently asked questions (FAQs)

Will lives be put at risk?

All our proposed changes are informed by risk and local circumstances. If we stay with the way we operate today as a stand-alone service, a shrinking budget is likely to result in a lengthening of response times in the future. Implementing our proposals will give us the options to make efficiency savings in some parts of the Service thereby creating capacity to maintain our current level of operational response. Our emphasis on helping you prevent a fire occurring in the first place or having your early warning system such as a smoke alarm will help save lives in your community.

What about firefighter safety?

We are committed to maintaining and improving firefighter safety. All firefighters are trained to make decisions based on the resources they have available to them and if they need more resources, whatever is needed will be sent. This response ensures our firefighters have the equipment they need and are trained and experienced to meet the challenges that they face. We have already invested additional resources to improve firefighter safety. We remain committed to protecting the public and our staff. We have a strong track record in improving the safety of our staff and we aim to continue this approach.

Will staff be made redundant?

To ensure we can operate in a more cost effective way, we will need to operate with fewer firefighters. We have a commitment at this time to avoid making compulsory redundancies. In working to achieve the reduction in staff numbers required, we are limited by the number of staff who leave through normal turnover each year. By offering staff new contracts, changing the shift system and increasing flexibility from our whole time staff and increased reliability from our on-call staff, we will get a better service.

What are 'on-call' and 'wholetime' firefighters?

On-call: These units, previously known as retained units, are crewed by fully trained men and women who have other jobs or are homemakers but carry an alerter and take on their fire-fighting role when an incident occurs. When crews are available, this type of crewing arrangement is very economic as, apart from an annual retainer fee and paying for training time, firefighters are only called in as and when needed.

Wholetime: Elsewhere we have fire engines that are permanently crewed with firefighters working on a system of two day shifts, two night shifts and four days off, working an average of 42 hours per week.

How will we show improvement?

We will publish our performance on the Surrey County Council website as part of our accountability to Cabinet.

Have we considered alternatives?

In developing this plan we also considered and discounted alternatives. One alternative would be to make cuts in the service provision that are not informed by an intelligence-based approach that considers our community risks. We have modelled the impact of this alternative and whilst we could achieve similar savings, the risk to community safety is increased. This is in contrast to the proposals in this plan, where we can make savings without increasing the risk to community safety.

What happens to incident response across our borders?

If you live in Surrey, you are our responsibility. If you live in close proximity to a border we will ensure a fire engine gets to you, whether it be from Surrey or one of our neighbours.

Where is the additional income generation coming from and will this reduce our normal service?

Our priority is to deliver our core service of Fire and Rescue activity and to maintain the high standard to which our communities expect. Whenever we are not performing these core activities we will look to generate income from other activities that may emerge from

collaborating with partners, both in and out of the emergency services network. We will seek to do this only to maintain the high level of service that we wish to deliver and to reinvest in our workforce, not to generate profit for profit's sake.

Will we need to save more money in the future?

The financial climate will always impact on public services and we expect there to be more challenging times ahead. Although we will have to wait until 25 November 2015 when Government publish its Spending Review, we know that there is a focus on innovation and greater collaboration across emergency services. Our plan supports this and sets out how we can be even more efficient and effective whilst maintaining high performing services with community safety at its heart.

Glossary of terms

Assisted entry / gaining entry

In medical emergencies when patients are critically ill or unable to open their doors to medical clinicians it is necessary to forcibly enter properties. Surrey Fire and Rescue Service does this on behalf of the Ambulance service as medical staff lack the equipment and expertise to carry out the task.

Call challenging

Checking whether incoming emergency calls might be hoax, non-emergency or a false alarm. Also allows the service to mobilise the correct resources.

Emergency services

The three emergency services referred to in this document are the Fire, Police and Ambulance services.

Fire and Rescue Authority (FRA)

The governing body responsible for setting the strategic direction, policies and priorities of a fire and rescue service. In doing so it must ensure the service has the people, equipment and training needed to carry out its duties in relation to:

- Fire prevention
- Fire safety
- Fire fighting and rescue
- Road traffic collision extrication and rescue

- Other emergency rescue activities, eg. responding to flooding or terrorism

Immediate Emergency Care

Response (IECR)

This co-responding scheme sees firefighters from across the county attend certain 999 calls on behalf of South East Coast Ambulance Service (SECAmb) when they are able to attend an incident quicker.

Firefighters taking part in the trial have been given extra training in conjunction with SECAmb to allow them to respond to certain life-threatening emergencies such as cardiac arrests, breathing problems and chest pains. They will also, if necessary, be able to use a defibrillator, which they will carry as part of their clinical equipment, to attempt to restart a patient's heart.

Fire and rescue emergencies will always come first for Surrey Fire and Rescue Service so please be assured that fire cover in the county will not be compromised. We will only respond to 999 ambulance calls if crews and vehicles are available.

Local Authority Trading Company (LATC)

A trading company that is wholly owned by a council but operates as a commercial enterprise, providing more opportunities to compete for contracts. Any profits are either returned to the local authority, which remains the main

shareholder, or ploughed back into the company to improve services.

On-call firefighter

Previously known as retained, these fully trained firefighters have other jobs or are homemakers but carry an alerter and take on their firefighting role when an incident occurs. When crews are available, this type of crewing arrangement is very economic as, apart from an annual retainer fee and paying for training time, firefighters are only called in as and when needed.

Primary Fire

Fires with one or more of the following characteristics:

- All fires in buildings and vehicles that are not derelict or in outdoor structures,
- Any fires involving casualties or rescues,
- Any fire attended by 5+ fire engines

Reported road injury incident

Road collisions where injury has occurred to one or more people and have been reported to Surrey Police. Such statistics do not include 'damage-only' incidents or any incidents where injury may have occurred but were not reported.

Road Traffic Collision (RTC)

The law defines a reportable road traffic collision as an accident involving a mechanically-propelled vehicle on a road or other public area which causes:

- Injury or damage to anybody - other than the driver of that vehicle.

- Injury or damage to an animal - other than one being carried on that vehicle (an animal is classed as a horse, cattle, ass, mule, sheep, pig, goat or dog).
- Damage to a vehicle - other than the vehicle which caused the accident.
- Damage to property constructed on, affixed to, growing in, or otherwise forming part of the land where the road is.

SECamb

South East Coast Ambulance Service

Secondary Fire

Fires in derelict buildings and most outdoor fires including grassland and refuse fires, unless they involve:

- Casualties or rescues
- Property loss
- 5+ fire engines

SFRS

Surrey Fire and Rescue Service

Single occupancy dwelling

Any individual home which has just one occupant. This includes individual flats within a larger complex.

Telecare

A response service to vulnerable members of the public who need assistance in their homes due to health or mobility issues. On-call firefighters respond to non-emergency situations, such as falls, where an ambulance is not required and when there is no relative or carer to assist.

Firefighters are alerted via a Telecare system which is linked to the resident's mainline telephone via a pendant or other sensor.

Variable crewing firefighter

Permanent firefighters that work only Monday-Friday between 7am-7pm. They do not work evenings or weekends – this time is covered by on-call units.

Wholetime firefighter

Permanent and full time firefighters working on a system of two day shifts, two night shifts and four days off, working an average of 42 hours per week.

This page is intentionally left blank



Resident Experience Board
16 October 2015

Discussion of 'Enabling closer working between the emergency services' consultation

Purpose of the report: Policy Development and Review

To discuss the Government's consultation on closer working between the Emergency Services.

Introduction:

1. On 11 September 2015, the Government launched a consultation on proposals to increase joint working between emergency services, stating that this is to improve effectiveness and deliver savings for the public.

Consultation: 'Enabling closer working between the emergency services'

2. The consultation document and its questions can be viewed here:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/459986/Consultation_-_Enabling_closer_working_between_the_Emergency_Services_w_2_.pdf
3. Responses can be received online here:
<http://www.homeofficesurveys.homeoffice.gov.uk/s/TU48T/>

Recommendations:

4. The Board to decide whether it wishes to respond to the consultation, in whole or in part.

Next steps:

The consultation closes on 23 October 2015. If the Board wishes to respond, the Scrutiny Officer will prepare a draft response and the Chairman will sign it off on behalf of the Board.

Report contact: Victoria White, Scrutiny Officer, Democratic Services

Contact details: 020 8213 2583

Sources/background papers:

The consultation document and its questions can be viewed here:

[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/459986/Consultation -
_Enabling_closer_working_between_the_Emergency_Services_w_2_.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/459986/Consultation_-_Enabling_closer_working_between_the_Emergency_Services_w_2_.pdf)



Resident Experience Board

16 October 2015

Community Safety Partnerships in Surrey

Purpose of the report: The Police and Justice Act 2006 requires local authorities to undertake annual scrutiny of Community Safety Partnerships. Surrey County Council's Resident Experience Board can meet the requirements of the Act as it has the legal power to scrutinise and make reports or recommendations regarding the functioning of the responsible authorities that comprise a Community Safety Partnership.

This paper sets out the current responsibilities of the Community Safety Partnerships and the County Strategy Group (known as the Community Safety Board) and informs the Committee of current priorities and the activity that has taken place to address them during 2014/15.

Introduction

1. The Crime & Disorder Act 1998 required the formation of local district/borough based Community Safety Partnerships with a duty to formulate and implement joined up strategies to tackle crime and disorder in their local area.
2. Membership of a Community Safety Partnership comprises responsible authorities, as determined by Act and amended by the Policing and Crime Act 2009. In Surrey they typically include:
 - District and borough council (responsible authority)
 - Surrey County Council (responsible authority)
 - Surrey Police (responsible authority)
 - Surrey Fire & Rescue Service (responsible authority)
 - Surrey & Sussex Probation Service (responsible authority)
 - Clinical Commissioning Groups (responsible authority)
 - Other agencies and organisations determined locally, for example the local social housing provider
3. In two tier areas such a Surrey, there is a requirement for a county-level strategy group. In Surrey the multi agency Community Safety Board fulfils this duty. Community Safety Board membership is provided in **Annex 1**.
4. The Community Safety Board is chaired by the Police and Crime Commissioner for Surrey and includes a wide range of partners that oversee the development of strategies and plans that aim to increase the sense of safety of the people of

- Surrey. The Community Safety Board works collaboratively with other county boards to ensure effective strategic join up.
5. Much of 2014/15 was dominated by Surrey's Community Safety Partnerships, rising to the challenge of implementing new tools and powers introduced by the Anti Social Behaviour Crime and Policing Act 2014. This required all responsible authorities to ensure their practitioners had the requisite skills and knowledge required to make best use of the powers, set against a backdrop of continuing reductions in resource available for delivery of this agenda.
 6. The trend for increased responsibilities on Community Safety Partnerships continues, with an emphasis now on delivering impact on the Prevent (counter terrorism) and Child Sexual Exploitation agendas.
 7. This annual scrutiny of Community Safety Partnerships provides an opportunity for committee members to:
 - Comment on achievements in the last year
 - Discuss with witnesses the value of Community Safety Partnerships, and their role in maintaining low levels of crime in Surrey
 - Explore with witnesses their preparedness for new responsibilities under the Prevent and Child Sexual Exploitation agendas and in particular the challenge of managing and resourcing this new activity
 - Consider which issues covered in this report could benefit from further, more in-depth, scrutiny

Local Delivery Structures

8. A diagram showing the Community Safety Partnership Delivery Structure is provided in **Annex 2**.
9. Each CSP has a Community Incident Action Group (CIAG)¹ and Joint Action Group (JAG)² to support the delivery of priorities set out in local partnership plans.
10. Although Community Incident Action Groups are well established, in recent years the landscape has changed significantly with the introduction of new legislation and the development of Surrey-wide partnerships and services dealing with our most challenging individuals, for example:
 - Adolescent Early Help Services
 - Multi-agency Risk Assessment Conference (Domestic Abuse)
 - Channel Panel (prevent - counter terrorism)
 - Family Support Programme
 - Multi Agency Safeguarding Hub (MASH)
 - MAECC (Missing and Exploited Children Conference)
11. Recognising this changing landscape, a multi agency review group is now looking at how effectively our Community Incident Action Groups are operating,

¹ CIAGs will discuss and agree action to reduce the negative impact that problem individuals and families have on the wider community through their anti social behaviour.

² JAGs address crime and disorder issues that have been identified through the analysis of intelligence and statistical information provided by partner agencies, often linked to specific locations.

with a view to developing new guidance, and seeking agreement on future ways of working. The review group will be asking:

- Are they fit for purpose?
- What's working well and not so well?
- How do we best respond to increasing demands with reducing resources?
- What opportunities are there for cross border working?
- What support do Community Incident Action Groups need to ensure their effective operation?
- Is multi agency crime and disorder information sharing working effectively?
- What is the role for Community Incident Action Groups in this new landscape?

Review of the East Surrey Community Safety Partnership

12. The East Community Safety Partnership is a merger of Reigate & Banstead, Tandridge and Mole Valley, coming together to provide enhanced strategic leadership to reduce crime and disorder, increased efficiencies through a reduction in meetings for County-wide partners, and reduced bureaucracy through a single Community Safety Delivery Plan for shared issues.
13. Having been established for 12 months, a recent review indicated that members were on the whole positive about the benefits of the merged Community Safety Partnership, particularly in terms of closer collaboration, information sharing, funding opportunities and saving officer time.
14. It was acknowledged that it is still in its infancy and that some improvements could be made, mainly around administrative processes, and ensuring key strategic updates and emerging issues are included in agenda planning.
15. A further, more in-depth review will be undertaken in 12 months time.

Joint Enforcement Teams Pilot – One Year On

16. In 2013 the Police and Crime Commissioner for Surrey proposed the establishment of Joint Enforcement Teams to take a zero tolerance approach to address low level crime, anti social behaviour, on street parking management and environmental crime.
17. Two pilots (in Reigate and Banstead and Spelthorne) agreed by the Community Safety Board, sought to test the vision of the PCC that in Surrey an integrated model could be adopted where co-located council officers and police officers deal quickly with problems and improve the public's sense of safety by making the most of all the legal powers available to them. By collaborating, people causing persistent nuisance and concern to residents can be dealt with robustly.
18. In June 2015 the JET Governance Board commissioned a one year review of the project. The aim was to understand what had gone well and what lessons had been learnt from the pilots. A summary of this review is provided in **Annex 3**.

The Surrey Picture

19. The key countywide priorities for Surrey, identified through the Surrey Single Strategic Assessment, and overseen by the Community Safety Board include:
- Anti Social Behaviour
 - Domestic Abuse
 - Drugs and Alcohol
 - Mental Health

Performance

20. Overall crime levels have increased slightly on the same period last year. This is due to increases in reported levels of violent crime and sexual assaults; which in part continues to represent increased confidence in reporting sensitive matters to Surrey Police, for example domestic abuse. It is also worth noting that there have been changes to the way certain incidents are categorised, which will impact on performance figures. There has however, been a notable reduction in the level of serious acquisitive crime and a reduction in the level of domestic burglary has been sustained. A summary of Surrey Police performance is provided in **Annex 4**.
21. Supplementary to the above, **Annex 5** provides performance comparisons for district and borough Community Safety Partnership areas against priority crime types per 1,000 households for the 12 months 1 July 2014 – 30 June 2015.
22. The table below shows a selection of local liveability factors from the Surrey Residents Survey that are most closely associated with anti social behaviour and the percentage of residents surveyed who reported they were a very or fairly big problem in their neighbourhood. Each year, 6,600 people are interviewed for this survey, 600 from each of the eleven districts and boroughs.

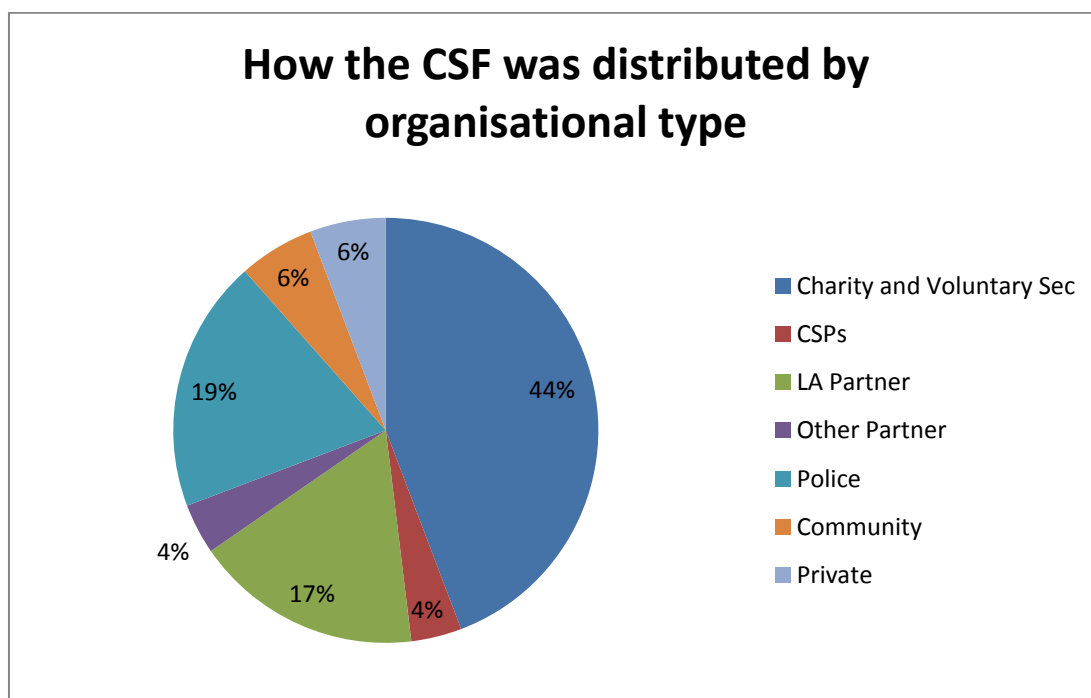
Issue (perception of)	% Very or fairly big problem		% change
	2013/14	2014/15	
Anti social or inconsiderate parking	33.8	34.6	0.8
Drunk or rowdy behaviour in public places in neighbourhood	8.4	7.9	-0.5
Graffiti and litter lying around in neighbourhood	18.6	18.4	-0.2
Parents not taking responsibility for the behaviour of their children in neighbourhood	16.9	14.7	-2.2
People cycling/skateboarding on pavements in neighbourhood	12.1	13.1	1
People not treating other people with respect and dignity	9.4	8.9	-0.5
Problem or noisy neighbours in neighbourhood	7.4	6.3	-1.1
Speeding motorists and anti-social driving in neighbourhood	39.3	38.6	-0.7

Teenagers hanging around on the streets in neighbourhood	16	12.9	-3.1
--	----	------	------

23. Surrey continues to be one for the safest place to live in England and Wales, achieving the 3rd lowest rate of recorded crime and anti social behaviour out of 43 police force areas (based on crimes per 1000 population during the 12 months to December 2014).

Community Safety Fund

24. The Community Safety Fund is awarded to the Police and Crime Commissioner by the Home Office. From April 2014 the Community Safety Fund was incorporated permanently into the main police grant. In doing so, Police and Crime Commissioners had greater control over how they use their resources to fund policing and community safety projects.
25. In Surrey, the Police and Crime Commissioner decided to create a local fund to ensure he could continue to support community safety projects. The fund for 2014/15 totalled £623,370. Of that fund, £100,000 was allocated to the pooled budget held by Surrey County Council’s Community Safety Team, for domestic abuse outreach services. The Community Safety Fund is open, but not limited to, bids from Community Safety Partnerships. Any organisation, statutory or voluntary, can submit bids to this fund.
26. Over the course of the financial year 2014/15 the PCC approved 52 applications and the total funding allocated was £470,445.10. In addition £51,966 was awarded to Reigate & Banstead and Spelthorne Borough Councils for delivery of the Joint Enforcement Team pilots. This funding was used to provide vehicles, uniforms, training and body worn cameras.



27. In 2015/16 the Police and Crime Commissioner has maintain the Community Safety Fund and allocated £690,920.

Countywide Priorities

Anti Social Behaviour

28. Surrey County Council's Community Safety Team, continues to work closely with Surrey Police as part of the Multi Agency Anti Social Behaviour Strategy Group, to give strategic direction, guidance and advice to Community Safety Partnerships in response to the Anti Social Behaviour Crime and Policing Act 2014.

Community Protection Notices

29. Of particular note during 2014/15 was the agreement of a single Surrey framework for the use of Community Protection Notices to support Community Safety Partnerships in the implementation of this new power and ensure a consistent approach across the County.
30. Community Protection Notices are a flexible tool that will allow officers from local authorities, the police and housing providers to deal with anti social behaviour complaints that often fall outside of the usual statutory thresholds, such as Statutory Noise Nuisance, but where the behaviour is still having a detrimental effect on the quality of life of those in the locality; is persistent or continuing nature; and unreasonable.
31. Surrey County Council's Community Safety Team have secured funding from the Office of the Police and Crime Commissioner to provide quality multi agency training over two days in November 2015 to 60 officers from across Surrey that will have been delegated authority to issue Community Protection Notices. Attendees will be expected to take a positive, proactive approach to the use of Community Protection Notices.
32. The Surrey Anti Social Behaviour Strategy Group intends to monitor the use of Community Protection Notices and the positive outcomes achieved for Surrey residents and report back to the Community Safety Board on the extent and success of their use.

The Community Trigger

33. Following the agreement of the Surrey Community Trigger Framework last year, all Community Safety Partnerships have now made the application process available to residents via district and borough council websites.
34. The Community Trigger is intended to empower communities and protect victims of anti social behaviour by giving them the right to demand action be taken, starting with a review of their anti social behaviour case. As with any new legislation, implementation can present difficulties, particularly in the case of the Community Trigger which is, essentially, inviting victims to highlight deficiencies in the response they have received so far. Add to this that a Community Trigger will almost certainly require the lead officer to question the performance of

colleagues both internally and in partner agencies, this creates a significant challenge for all involved.

35. To date, only Guildford Community Safety Partnership has received any Community Trigger submissions. The Community Safety Board does not consider this evidence of a particularly high prevalence of anti social behaviour in Guildford, but that Guildford Community Safety Partnership recognise the importance of this tool in tackling the most persistent anti social behaviour problems and are actively encouraging its use.
36. Further information about the tools and powers available to tackle anti social behaviour is now available at: www.surreycommunitysafety.org.uk

Domestic Abuse

37. Surrey Police recorded 13,931 incidents of domestic abuse in 2013/14. This comes at an average of 38 every day, an increase of 11.6% compared to 2012/13 (figures from the Office for National Statistics).
38. Domestic Abuse is a key theme for the Community Safety Board with work to tackle domestic abuse and its impacts driven by the Domestic Abuse Strategy. This strategy has an annual work plan that co-ordinates actions and activity to create and improve services for those affected by domestic abuse.
39. In 2014/15 the work plan consisted of the following actions and activities:
 - Development of a Domestic Abuse Check list for Children Services
 - Targeted service for children and young people affected by Domestic Abuse
 - Creation of a Healthy Relationship package in Surrey Schools
 - Adult and Family Education Programmes
 - Early Identification of Domestic Abuse in Health settings – IRIS Project³ in GP Surgeries
 - Contributing to the development of a Multi Agency Safeguarding Hub (MASH)
 - Implementation of Domestic Violence Protection Orders and Notices
 - Research into Perpetrator Programmes and the management of perpetrators
 - Analysis of a whole systems approach to identifying and responding to Domestic Abuse
 - Domestic Abuse Communications and Awareness Work
40. All work areas have see significant progress and have resulted in new services now in place; new tools and powers being utilised to good effect by Surrey Police; publicity and communications work increasing the confidence of victims to report incidents of Domestic Abuse; and research and policy work that has given clarity and direction to possible new developments.

³ IRIS is general practice based and flags up increased risk of domestic abuse based on a person's attendance at the surgery and aims to improve the number of GP referrals to relevant support services. It allows effective intervention to take place at an earlier stage therefore reducing the risk and harm to victims.

41. This work was taken forward by staff from Surrey County Council, Surrey Police, District and Borough Councils, Health, and Voluntary Sector colleagues. Work on domestic abuse involves people from a wide range of organisations and significant co-ordination which has been provided by Surrey County Council's Community Safety Team.
42. The work streams outlined above are predominantly new work and it is important to note the vital ongoing work delivered by voluntary organisations providing services to victims and survivors of domestic abuse through outreach and refuge provision. These services are supported by funding from the County Council, Surrey Police, the Office of the Police & Crime Commissioner, and the district and borough councils.
43. As well as its co-ordination role the Community Safety Team has liaised and maintained links with a range of strategic boards to inform and update them on the progress of the work plan including, amongst others:
 - Children & Young People Partnership Board
 - Surrey Safeguarding Children Board
 - Surrey Safeguarding Adults Board
 - Health & Wellbeing Board
44. The main focus of domestic abuse development work in 2015/16 is research and development of a potential perpetrators programme, a review and refresh of multi agency training and re-commissioning of outreach services.

Substance Misuse

45. The Substance Misuse Partnership has the primary role with regard to Drug and Alcohol issues, with Surrey County Council taking the lead on the development of the Substance Misuse Strategy (2014-17) on drugs and alcohol.
46. Key areas of work for the Substance Misuse Partnership include:
 - Development of the Public Health Agreement for Alcohol Identification and Brief Advice in Primary Care
 - Dry January 2015 campaign which saw an increase in take up of 1,089 individual signups (280%) on Dry January 2014
 - Contract award and mobilisation of the Integrated Offender Intervention Service and the commissioning and procurement for the Treatment System, Building Recovery in communities.
47. The Community Safety Board provides accountability and scrutiny for the work of the Surrey Substance Misuse Coordination Group. It owns the Surrey Substance Misuse and Alcohol Strategies and oversees the delivery of the work programme of the Coordination Group.
48. The Community Safety Board also provides the strategic link between the Substance Misuse Partnership and the local Community Safety Partnerships, who often see, and have to deal with the consequences of, chaotic alcohol and drug use through referrals to their local Community Incident Action Group, Joint Action Group and Multi Agency Risk Assessment Conference meetings.

New Psychoactive Substances (Legal Highs)

49. An issue of increasing concern is the prevalence of New Psychoactive Substances. Work relating to prevention, education and treatment is being led by Public Health Surrey, alongside enforcement action taken by Trading Standards, working closely with Surrey Police.
50. The Psychoactive Substances Bill is currently progressing through parliament and proposes to make it an offence to produce, supply, offer to supply, possess with intent to supply, import or export psychoactive substances; that is, any substance intended for human consumption that is capable of producing a psychoactive effect. The maximum sentence will be 7 years' imprisonment.
51. Trading Standards have expressed a willingness to lead on local authority enforcement, or to adopt a co-ordinating role for all local authority enforcement action in Surrey, following consultation with partners.
52. The Community Safety Board will be monitoring the Bill's progress through parliament and supporting a joined up approach to its implementation.

Mental Health

53. Mental Health is a priority for the Health and Wellbeing Board however there are significant links between the Mental Health and the Community Safety/Criminal Justice agendas. The Community Safety Board are supporting the delivery of better outcomes for those individuals with mental health issues that find themselves coming to the attention of the police and other Community Safety partner agencies.
54. The commitment from partners to work together more effectively has led to significant progress against the Effective Crisis Care priority, including:
 - The number of people held in police custody, rather than a health based place of safety, down from 19% in 2013-14 to 5% in 2014-15 (Individuals being removed to a place of safety under section 136 of the Mental Health Act).
 - Launch of Safe Haven 'Crisis Cafe', an out of hours drop in for people who think they are experiencing a mental health crisis. The first has been set up in Aldershot, but they will be rolled out across Surrey with plans for six cafes. The Safe Haven is thought to have resulted in a 33% additional reduction in admissions to mental health inpatient beds for the Farnham and north-east Hants Clinical Commissioning Group.
 - Health professionals working with the Surrey Police Contact Centre to provide a triage service for calls related to mental health and signposting to the most appropriate help and support.

New Responsibilities on Surrey CSPs

Prevent

55. The Counter Terrorism and Security Act 2015 was given Royal Assent on 12 February 2015. The Prevent Strategy in Surrey is currently delivered through a Prevent Partnership Group previously co-ordinated by Surrey Police. However, the Act makes it clear that local authorities have the duty to lead on delivery of this group and to monitor the impact of Prevent work.
56. Surrey County Council has therefore been identified as the lead agency in the delivery of the Prevent Partnership Group, with the support of Surrey Police.
57. To achieve effective compliance with the duty, Surrey County Council must demonstrate evidence of productive co-operation, and co-ordination through existing multi-agency forums, including Community Safety Partnerships.
58. The Act also states that each local authority must ensure that a panel of professionals is in place with the function of assessing the extent to which identified individuals are vulnerable to being drawn into terrorism, known as Channel Panels. Currently, Channel Panels are held as part of the district and borough Community Incident Action Group meetings, however under the Act, they no longer provide the appropriate process to manage Channel cases and a specific Channel Panel process chaired by Surrey County Council is being established.

Child Sexual Exploitation

59. Following investigations into Child Sexual Exploitation in Rotherham Metropolitan Borough Council, the Government invited Louise Casey to lead an investigation. The resulting report particularly highlighted the role of community safety in tackling Child Sexual Exploitation.
60. Surrey Safeguarding Children Board rightly have the lead role with regard to Child Sexual Exploitation, alongside Surrey County Council's Children, Schools & Families directorate; however, the Community Safety Board will support this agenda by ensuring that Community Safety Partnerships are engaged and actively seeking opportunities to impact on this issue.
61. The Community Safety Board have strongly recommended that district and borough councils, in light of the findings of the Casey Report, consider reviewing the licensing, regulatory and enforcement powers available to them to disrupt perpetrators, for example, taxi licensing, businesses of concern, known hot spot areas, and their role in safeguarding the public realm.
62. There is a growing body of research into CSE but much of this research does not give a clear picture of the extent of CSE in the UK. What is clear is that CSE poses a very real threat to some young people on a daily basis and the public expectation is that all relevant agencies give it their up most attention. With this in mind the Surrey Safeguarding Children Board Child Sexual Exploitation

Strategy and work plan is a multi-agency strategy that reflects the joint responsibility of partner agencies to address this issue.

Community Safety Partnership Activity on County-wide Priorities

63. For the purpose of this report district and borough CSPs were asked to provide examples of action taken locally that impact on the key county-wide priorities. A summary of responses is provided in **Annex 6**. This annex does not represent all local activity, just those key activities that Community Safety Partnerships consider to have made the most impact on county-wide priorities.

Conclusions:

64. This report is produced to brief members on the background and scope of the work of the Community Safety Board and local district/borough Community Safety Partnerships. The two tier arrangements in Surrey provide an excellent opportunity to identify common themes and work collaboratively across district/borough borders where appropriate, whilst maintaining the ability of district/borough based Community Safety Partnerships to develop bespoke responses to address the needs of their local communities.
65. Despite continuing reductions in public funding and staff available to deliver and support community safety partnership work, Surrey continues to benefit from low levels of crime and increasingly effective partnership working has played a key role in this achievement.
66. The Community Safety Board continues to achieve improvements in county wide strategic join-up and service delivery on cross cutting issues, particularly Domestic Abuse, Mental Health and Anti Social Behaviour and the developing work steams around Prevent (counter terrorism) and Child Sexual Exploitation. This is despite the fact that no statutory authority exists that allows the county Community Safety Board to hold local Community Safety Partnerships to account.
67. Work delivered by the Community Safety Board and local Community Safety Partnerships contributes significantly to improvements in resident experience and the achievement of the goal in Surrey County Council's Corporate Strategy to "Work with partners to tackle issues that make residents less safe".

Recommendations:

68. Members are asked to:
- a) Comment on achievement highlighted in the report, particularly against a setting of continuing reductions in resources available to undertake community safety partnership work
 - b) Discuss with witnesses the value of community safety partnerships, and their role in maintaining low levels of crime in Surrey
 - c) Explore with witnesses their preparedness for the new responsibilities under the Prevent and Child Sexual Exploitation agendas and in particular the challenge of managing and resourcing this new activity
 - d) Consider which issues covered in this report could benefit from further, more in-depth, scrutiny.

Report contact: Louise Gibbins, Community Safety Officer

Contact details: Tel: 0208 541 7359 Email: louise.gibbins@surreycc.gov.uk

Annexes:

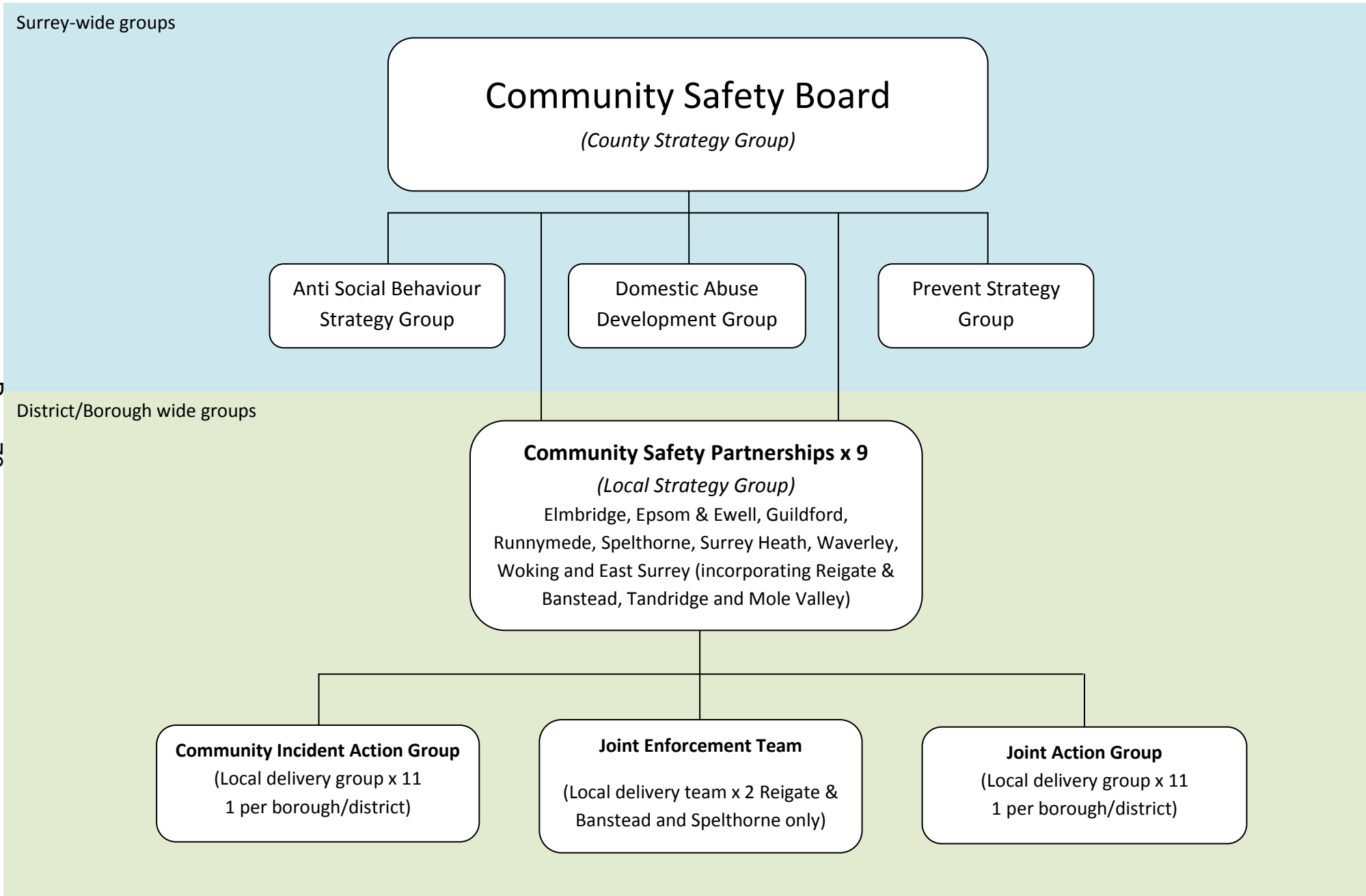
1. Community Safety Board Membership
2. Diagram of Community Safety Partnership Delivery Structure
3. One year review of Joint Enforcement Teams Pilot
4. Summary of Surrey Police Performance
5. Community Safety Partnership Comparisons Against Priority Crime Types
6. Local Community Safety Partnership Activity on Countywide Priorities

Community Safety Board Membership

Annex 1

Helen	Atkinson	Director of Public Health, Surrey County Council
Laura	Bogalho	Governor, HMP Highdown
Alison	Bolton	Chief Executive, Office of the Police & Crime Commissioner
Ben	Byrne	Head of Youth Justice, Surrey County Council
Joy	Coles	Head of Crime South East Region Ministry of Justice
Chris	Cross	Councillor (north rep) Elmbridge Borough Council
Kevin	Deanus	Councillor (west rep) Waverley Borough Council
Gordon	Falconer	Senior Manager - Community Safety, Surrey County Council
Kay	Hammond	Councillor (county rep) Surrey County Council (Vice Chair)
Kevin	Hurley	Surrey Police and Crime Commissioner (Chair)
Victoria	Jeffries	Assistant Director, National Probation Service
Jane	Last	Programme Manager, Surrey County Council
Dave	Manning	Surrey and Sussex Cluster Manager, Her Majesty's Courts Service
Vivienne	Michael	Councillor (east rep) Mole Valley District Council
Claire	Moulsher	Acting Deputy Chief Crown Prosecutor, Crown Prosecution Service
Lynne	Owens	Chief Constable, Surrey Police
Russell	Pearson	Chief Fire Officer, Surrey Fire & Rescue Service
Portia	Ragnauth	Acting Chief Crown Prosecutor, Crown Prosecution Service
Yvonne	Rees	Chief Executive Mole Valley District Council & Strategic Director, Surrey County Council
Louise	Round	Chief Executive, Tandridge District Council
Kamini	Sanghani	Partnerships Director, Kent Surrey & Sussex Community Rehabilitation Company
Dave	Sergeant	Strategic Director - Adult Social Care, Surrey County Council
Roberto	Tambini	Chief Executive, Spelthorne Borough Council
Richard	Walsh	Councillor, Localities and Community Wellbeing, Surrey County Council
Karen	Whelan	Chief Executive, Surrey Heath Borough Council

This page is intentionally left blank



This page is intentionally left blank

Joint Enforcement Team - one year on

In 2013 the Police and Crime Commissioner proposed to Surrey Police and the local authorities in Surrey that they could enhance their joint working and rationalise resources to take a zero tolerance approach to address low level crime, antisocial behaviour, on street parking management and environmental crime.

Two pilots (in Reigate and Banstead and Spelthorne) agreed by the Community Safety Board, sought to test the vision of the PCC that in Surrey an integrated model could be adopted where co located specially trained council officers and police officers deal quickly with problems and improve the public's sense of safety by making the most of all the legal powers the authorities have. By collaborating, people causing persistent nuisance and concern to residents can be dealt with using every legal power available. The effect was that the different powers held by Police and Council Officers were more than doubly effective when applied jointly.

Reigate and Banstead Borough Council (RBBC) and Spelthorne Borough Council (SBC) both agreed to act as pilot sites and have developed different approaches, variations on a theme, to delivering the project.

In June 2015 the JET Governance Board commissioned a one year review into the project. The aim was to understand what had gone well and what lessons had been learnt from the pilots.

Successes –

The report highlighted a number of areas where the pilots showed clear benefits to the local authority, the Neighbourhood Teams and importantly the public.

Resourcing - The JET team, whether on joint operations or working on their own, are establishing themselves as an important asset for residents to address anti-social behaviour. For the Neighbourhood Team, the JET officers can be a support to the police on less serious crime prevention or to tackle low level anti-social behaviour. This emphasises the flexibility of JET to do more with less by providing a valuable asset to the local police and residents of Surrey.

Some stakeholders significantly benefitted from the increased manpower JET provided which in turn increased their ability to keep the residents safe by identifying more areas for concern such as unlicensed taxis and highlighting unsafe premises.

Joint working and joint tasking - There were several reported advantages to joint working. These included the following:

- Formalised procedures for joint working and operations
- Improved working relationships
- Generated a more cohesive and team approach
- Increased the knowledge of both the police and council workers of each other's responsibilities
- The result of joint working and tasking was better sharing of information to get a clearer picture on the connections and links between police and JET tasking.

Both pilots have enjoyed a number of successful joint operations. The police reported they were particularly happy with the visibility, engagement and reassurance operations during the autumn 2014 anti-burglary campaign in Reigate and Banstead.

On a practical note a local authority officer noted - *'Often you find different people are working on the same thing. We find that we have a police issue in one area and you have an environmental health issue in another area – you don't realise you are working on the same thing and this brings it together. You end up with more agencies working on the same case...it gives more faith for the complainant point of view...we are saying the same thing'*.

Enhancing Co-Location - Police and council employees have been co-located across the county for some time. However, the depth of relationships and cooperation were different depending on the Borough/District. The benefit of the JET pilot in building closer relationships and increasing formal/informal liaison was significant in the Reigate & Banstead pilot. It was felt by most that co-location played an important part in that success.

Increased productivity – the data supplied by both areas showed an increase in enforcement activity. In particular Spelthorne issues 120 fixed penalty notices (FPNs) in three months. The activities logs showed how much progress was achieved. This is also an indicator of where time and resources are saved.

Branding, uniform and communications – most contributors to the review felt it was important to have a 'JET brand'. They identified a number of benefits with an established and recognised brand for JET.

- Projects a visual image of JET
- Increases awareness of the JET
- Communicates a simple message of 'joint working' for residents

'I believe there is a need for a physical presence that is easily identifiable...it's there...it gives a visible reassurance...making visible our responsibilities'.

'The branding is absolutely critical and non-negotiable. The branding aspect to it is crucial to its success...having spoken to the guys...parents with their cars parked outside the school...as the vehicle pulls up although they haven't got enforcement powers on double yellow lines...the parents do a quick jump in the car and drive off...the presence of authority it carries...similar experiences on foot with a positive impact...'.

'I think they are recognised if they are in uniform as someone who is in control and can say "you can't do that"...'

Overall, the branding was very effective. Most supported uniformed JET officers and vehicles as it presented a reassuring presence and authority in addition to PCSOs and the police.

Many residents felt that the presence of a uniformed authority was reassuring for most. As one resident claimed that the 'fear of crime rather than the action' was what residents felt the most.

'Reassurance...It's the perception of fear of crime rather than the action'.

'If it's the ones that wear the yellow jackets they are in the park quite often'.

Shared information - Sharing of knowledge, information and intelligence enabled the police to carry out more 'targeted enforcement' and there is evidence to suggest that informal information sharing had benefits for both parties but in particular the police.

For all involved the benefit of better information sharing has been an increase in productivity through less time spent with more than one agency working on the same concerns.

'We have the official tasking process, but if things come in-between we just naturally have those conversations. If it needs to be raised for the next meeting it's raised...just to flag something is being done. We are in a fortunate position that we are co-located so it does work'.

Cultural change - for many, especially local authority officers, the pilots meant a change in working practises. More enforcement responsibilities and a visible presence on the streets was a concern for some. However, the benefits from this cultural change as part of the JET pilots included an increase in

- An increased exchange of dialogue between stakeholders who would not have otherwise connected as successfully
- Closer communications and liaison increased knowledge share
- Familiarity generated trust and transparency
- Productivity was improved through better joint working

All these benefits enabled the police, JET officers and other stakeholders to feel a greater sense of 'team work' enabling a more efficient service for residents and other stakeholders.

Relationships - *'I think it has huge potential. The basic drive behind the JET scheme is a very positive one. It's about working closer together...for me I think the JET partnership strengthened the formal and informal relationships with Reigate & Banstead Borough Council...they were already good but I think they progressed further at the point of being really very productive'.*

The Reigate & Banstead pilot created an excellent network of stakeholders for joint working and built on relationships which grew into successful multi-agency operations.

*'The nice thing from my perspective is that it starts to break down those silos that exist...in any organisation where you have a reasonably complex structure it's a fact that from a working relationship everybody starting to work together but the technology is coming in with it well...'.
(Councillor James Durrant, Portfolio Holder)*

Public perceptions and reassurance – the review carried out a number of focus groups with residents who had come in contact with the JET. Feedback was positive and wished it to continue. There was recognition that JET deals with everyday problems of anti-social behaviour which impact on the lives of ordinary residents. JET is a visible representation of how seriously this issue is being taken and is perceived to offer a portal for residents' concerns.

'The JET team is the output where you can make some comments and recommendations and ask them to address a problem and there is a resource there to do it. Certainly the people I talk to are very positive...' (Male, Resident, Spelthorne)

Reassurance is very important for residents especially amongst older age groups. A uniformed presence encourages dialogue and deters criminal or anti-social behaviour. The uniformed JET officers represented a visible investment in the security and well-being of residents and businesses. For the public, this change has been a positive success.

JET also represented a 'one stop shop' approach to anti-social behaviour for residents and other stakeholders.

This is very attractive to residents as their knowledge of council services is generally low. There were reports of residents contacting councillors for help with anti-social behaviour, so this could also provide a useful contact point for councillors.

Lessons learnt –

Personnel and cultural change- The most significant challenge during pre-launch and implementation was in the area of 'personnel' in both Reigate & Banstead and Spelthorne. The greater enforcement role and the requirement to wear uniforms affected some staff and caused concern. This challenge is particularly difficult to overcome if enforcement activity is at a minimal.

'One of the problems I have had is when some of our enforcement officers are not enforcing...you shouldn't be hesitant in enforcing the legitimate bylaws of the Borough...we have weeded out that sort of attitude...if they do encounter any problems the police will be with them or respond very quickly'. (Councillor Victor Broad, Leader of Council, Reigate & Banstead Council)

Bespoke training, alongside the CSAS accreditation course and mentoring, especially from Neighbourhood Police colleagues improved confidence of local authority staff to undertake a more visual and proactive role.

Cultural differences between local authority and the Neighbourhood Team have been tested and while some frustrations were raised about differing working practises these were quickly overcome. Neighbourhood Teams did report that it is important that JET officers have the right skill/mind set to generate confidence in their police colleagues and partners; they can then be trusted and relied on.

Vetting caused a number of issues early on in both projects. To successfully able to use the accredited powers local authority officers must pass Surrey Police vetting. Unfortunately, several applicants failed and therefore could not progress. This caused delays and frustrations. Clear guidance and advice is now provided to applicants. While the process cannot be changed, better communication has been adopted.

All this learning has now been taken on board by both Reigate & Banstead and Spelthorne. The understanding gained from the pilots covering personnel and vetting will be of great value in the recruitment of JET officers in the future and help inform other Boroughs/District thinking of trialling a JET pilot.

Working hours – The '9-5, 5 days a week working hours' issue could be considered a serious barrier to more effective JET operations especially around anti-social behaviour (i.e. noise) at the weekends and in the evening.

There is clear evidence from residents that they struggle during these hours to address noise issues and other anti-social behaviour. In both areas, an out of hours service is in place or being developed.

Performance monitoring – the review found that most felt that the performance and measurement of JET pilot project would be a challenge.

Due to the nature of the pilots it was a challenge to put performance measures in place as the systems and processes were being tested as part of the pilot process. This is a similar problem with any pilot or concept testing process.

The JET Governance Board is working with colleagues to develop a performance management tool which will show productivity, customer satisfaction and any savings.

Technical Support - technology issues presented some problems for both pilots. In particular, the use of radio communications between police and JET officers was limited to the JET officers' radio network.

In the initial stages of the Reigate & Banstead pilot there were problems with Mobile Data Terminals which on the whole were fixed. This impacted on the ability of JET officers to issue FPNs.

There still remains some technical issues around 'police' being represented on the ticket issued by JET officers which may have implications if a case is taken to court. This problem is currently being addressed.

Opportunities –

The two pilots are proving themselves to be valuable and workable models in Surrey. While both areas suffered challenges they are demonstrating successes and a new way of working. There are a number of emerging areas which make a strong case for adopting a Joint Enforcement Team.

New ASB Legislation – the 2013 ASB legislation and powers was designed to be flexible and allow professionals to adapt them to protect victims in a wide range of situations. However, as the guidance says, the new powers work best when complemented by more effective ways of working in partnership, by sharing information and using early and informal interventions. The JET has proved in the two pilot areas that it can respond quickly and visibly to residents' concerns. Using all the powers available, the new ASB powers will make JET stronger and more productive.

Cross District and Borough border work – *it has been reported that environmental ASB such as fly tipping is up 50% across the county. With few partners able to meet that increase in demand alone, a local JET which can proactively work with other areas and partners is a valuable commodity. East Surrey CSP has developed an action plan which uses the JET officers as an important asset.*

Summary

Success has been down to the tremendous energy and enthusiasm for the project particularly from elected leaders and senior officers. The JET concept has been very well received by stakeholders and residents.

'100% for it, absolutely...I will fight to keep JET in the Borough'. (Councillor Victor Broad, Leader of Council, Reigate & Banstead Council)

'I think it is a fabulous idea. I just think we should increase... the more that are doing this the more learning there will be'. (Councillor Penny Forbes-Forsyth, Spelthorne Borough Council)

There are also significant benefits for the police and council. Joint working has worked particularly well; there has been an increase in productivity and clear evidence of more effective/efficient working relationships.

As with all pilot concepts, problems and barriers appear during the timeline of the project. Most of the initial problems have been successfully addressed. Learning has been made in a number of crucial areas which will benefit not only Reigate & Banstead and Spelthorne, but any future Boroughs/Districts who join the project.

Residents perceived JET as the answer to their daily anti-social behaviour problems which were not being addressed by either the council or police.

The firm foundation established in Reigate & Banstead and Spelthorne has provided an excellent service for residents concerned with anti-social behaviour problems.

There is potential for JET to provide coverage around Surrey which will enhance the resources and capacity to engage successfully on a county wide basis anti-social behaviour and criminality, which would be a positive asset for all stakeholders and residents in Surrey.

August 2015

For further information contact the Office of the Police and Crime Commissioner:

Email: SurreyPCC@surrey.police.uk

Telephone: 01483 630200

Surrey Police Performance 2014/15

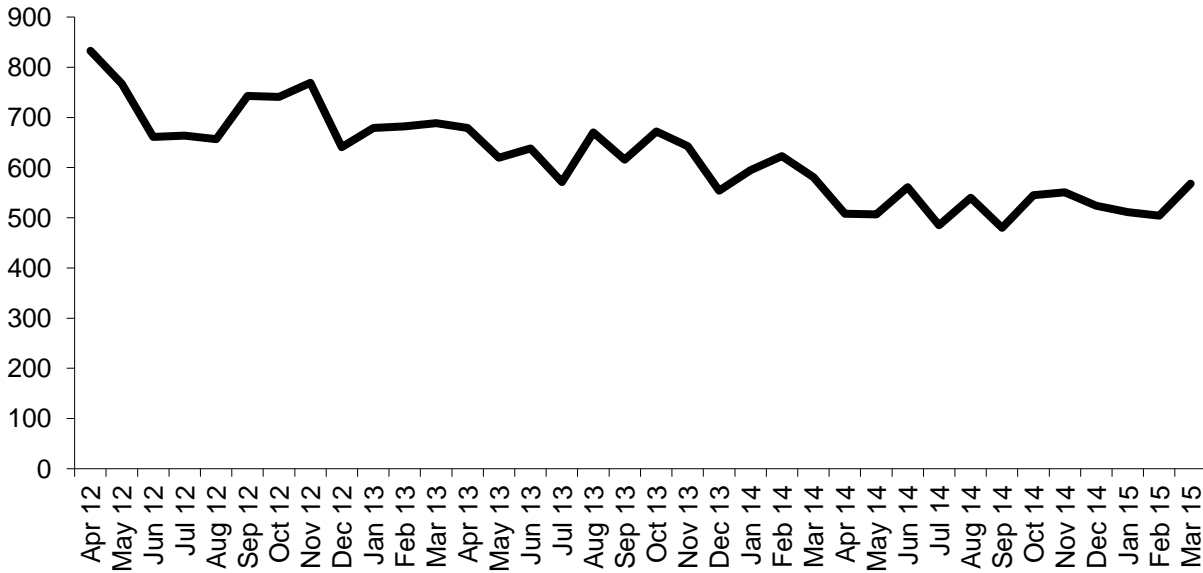
Percentage of residents surveyed who feel the police and the local council are dealing with the anti-social behaviour and crime issues that matter in their area. (6,600 people surveyed).

Location	2013/2014	2014/2015	% change
Elmbridge	56.60	57.10	0.50
Epsom and Ewell	54.20	62.60	8.40
Guildford	54.20	58.10	3.90
Mole Valley	62.80	63	0.20
Reigate and Banstead	51.40	57.10	5.70
Runnymede	59.50	56.80	-2.70
Surrey Heath	61.40	61	-0.40
Spelthorne	54	56.50	2.50
Tandridge	53	54.90	1.90
Woking	59.20	58.20	-1.00
Waverley	57.40	57.40	0.00
Surrey	56.70	58.40	1.70

Measure	FY (Apr 2012 - Mar 2013)	FY (Apr 2013 - Mar 2014)	FY (Apr 2014 - Mar 2015)	% Change
Total Notifiable Offences	52,731	48,486	50,339	3.8
Robbery	248	251	228	-9.2
Domestic Burglary	3,400	3,151	2,592	-17.7
Vehicle Crime (excl. Interference)	4,878	4,060	3,464	-14.7
Bicycle Theft	1,353	1,233	997	-19.2
Theft From The Person	384	345	297	-13.9
Violence Against the Person	8,577	8,851	11,004	24.3
Violence with Injury (also counted as part of above category)	2,867	3,494	5,025	43.8
Total Anti-Social Behaviour	41,188	37,090	34,949	-5.8

Serious Acquisitive Crime April 2012 - March 15

The serious acquisitive crime category includes robbery, domestic burglary and vehicle crime (excluding vehicle interference).



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

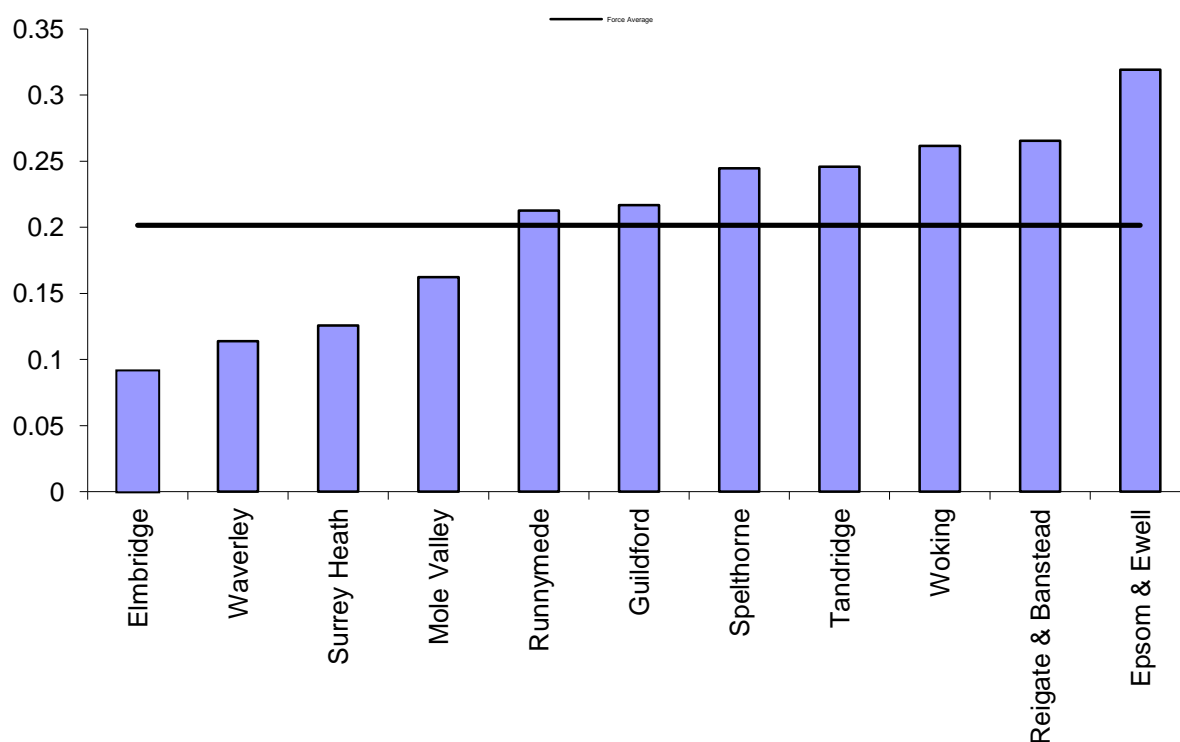
01 Oct 14 - 31 Dec 14			01 Jan 15 - 31 Mar 15		
1,620			1,583		
Down 37 (2%)					
October '14 545	November '14 551	December '14 524	January '15 511	February '15 504	March '15 568

01 April 2013 – 31 March 2014		01 April 2014 – 31 March 2015	
7,462		6,284	
Down 1,178 (16%)			

Crimes per 1,000 population / households

Community Safety Partnership Comparisons (1st July 2014 – 30th June 2015)

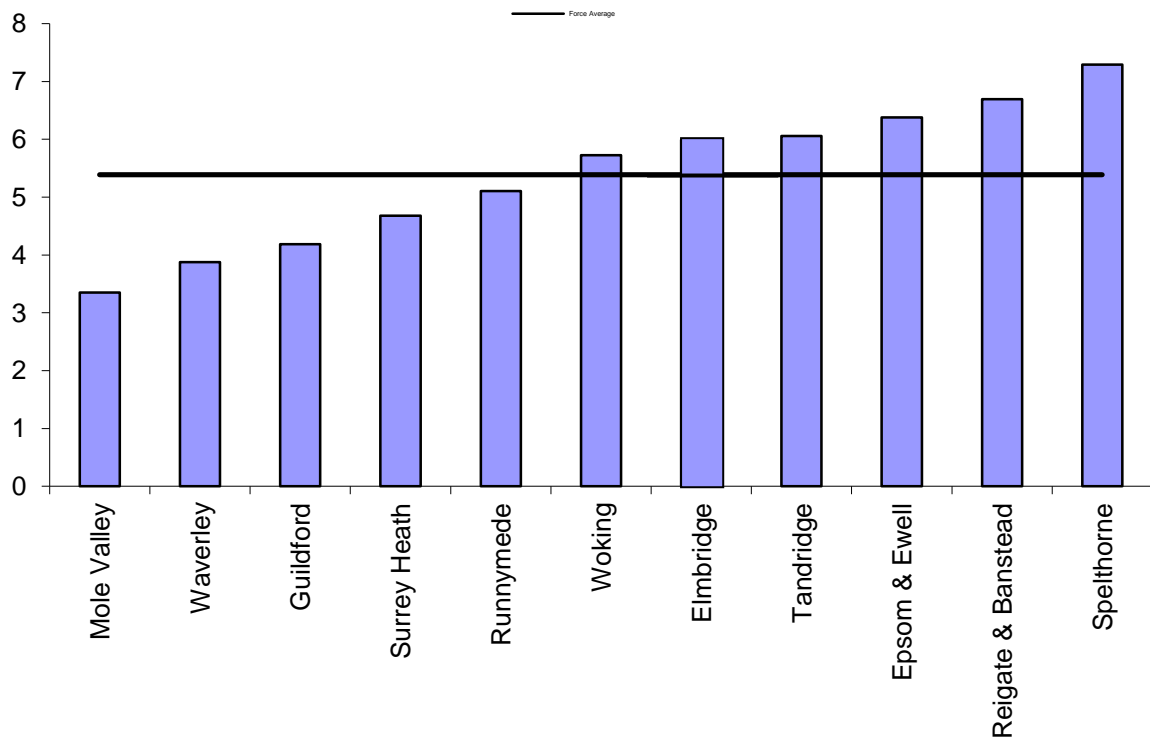
Robbery per 1,000 population



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Rank	CSP	Crimes / 1000 pop
1	Elmbridge	0.090
2	Waverley	0.114
3	Surrey Heath	0.126
4	Mole Valley	0.162
5	Runnymede	0.213
6	Guildford	0.217
7	Spelthorne	0.245
8	Tandridge	0.246
9	Woking	0.261
10	Reigate & Banstead	0.266
11	Epsom & Ewell	0.319
	County average	0.202

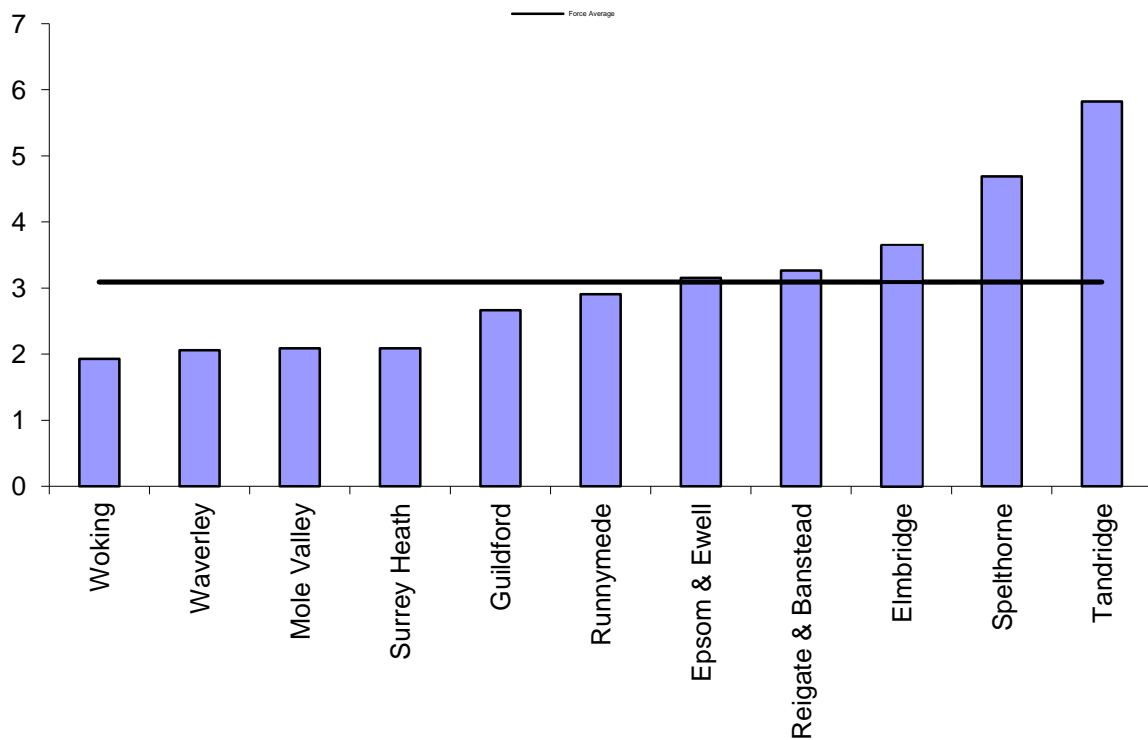
Burglary in a Dwelling per 1,000 households



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Rank	CSP	Crimes / 1000 Hh
1	Mole Valley	3.349
2	Waverley	3.876
3	Guildford	4.187
4	Surrey Heath	4.680
5	Runnymede	5.105
6	Woking	5.726
7	Elmbridge	5.990
8	Tandridge	6.058
9	Epsom & Ewell	6.379
10	Reigate & Banstead	6.694
11	Spelthorne	7.289
	County average	5.386

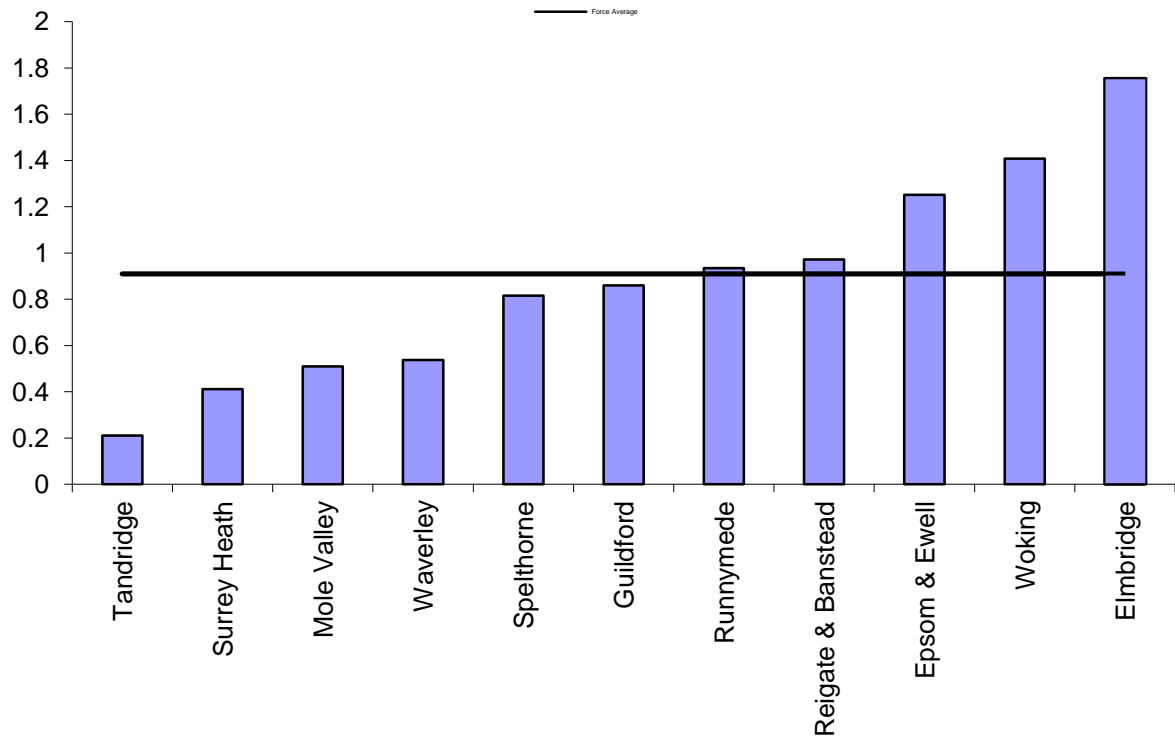
Vehicle Offences (excluding interference) per 1,000 population



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Rank	CSP	Crimes / 1000 pop
1	Woking	1.931
2	Waverley	2.059
3	Mole Valley	2.087
4	Surrey Heath	2.091
5	Guildford	2.665
6	Runnymede	2.908
7	Epsom & Ewell	3.154
8	Reigate & Banstead	3.264
9	Elmbridge	3.638
10	Spelthorne	4.689
11	Tandridge	5.821
	County average	3.091

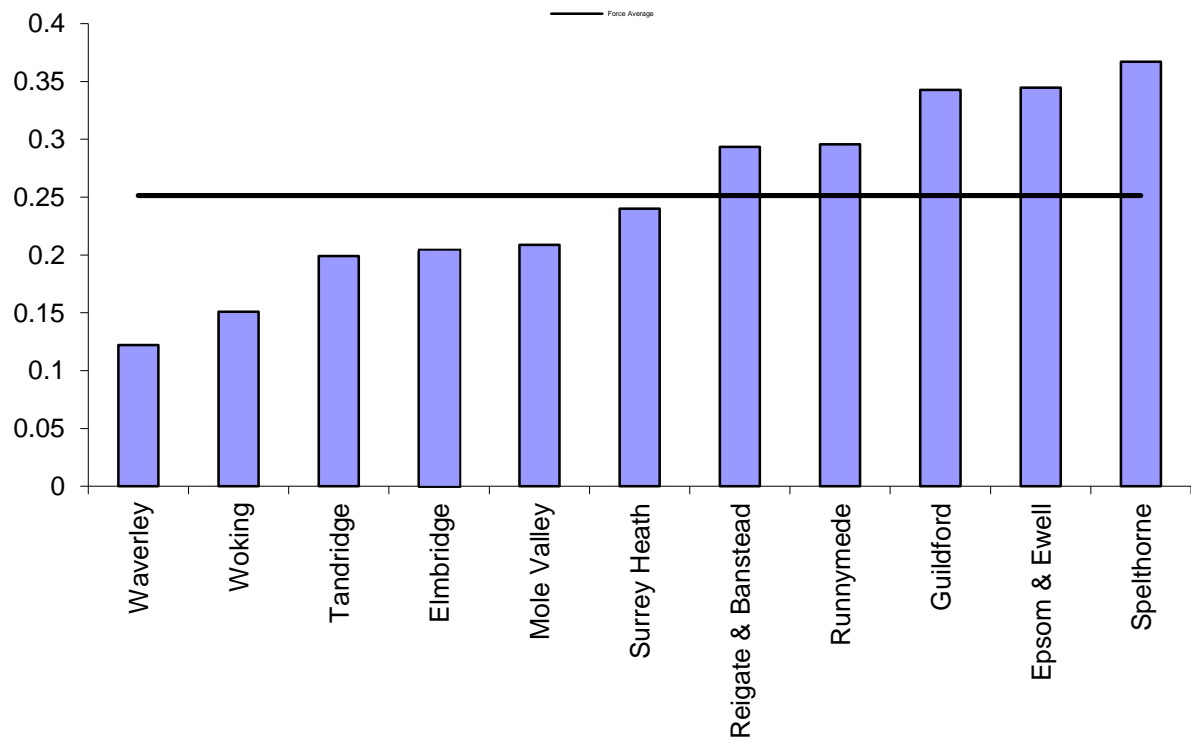
Bicycle Theft per 1,000 population



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Rank	CSP	Crimes / 1000 pop
1	Tandridge	0.211
2	Surrey Heath	0.411
3	Mole Valley	0.510
4	Waverley	0.537
5	Spelthorne	0.815
6	Guildford	0.860
7	Runnymede	0.934
8	Reigate & Banstead	0.971
9	Epsom & Ewell	1.251
10	Woking	1.408
11	Elmbridge	1.755
	County average	0.909

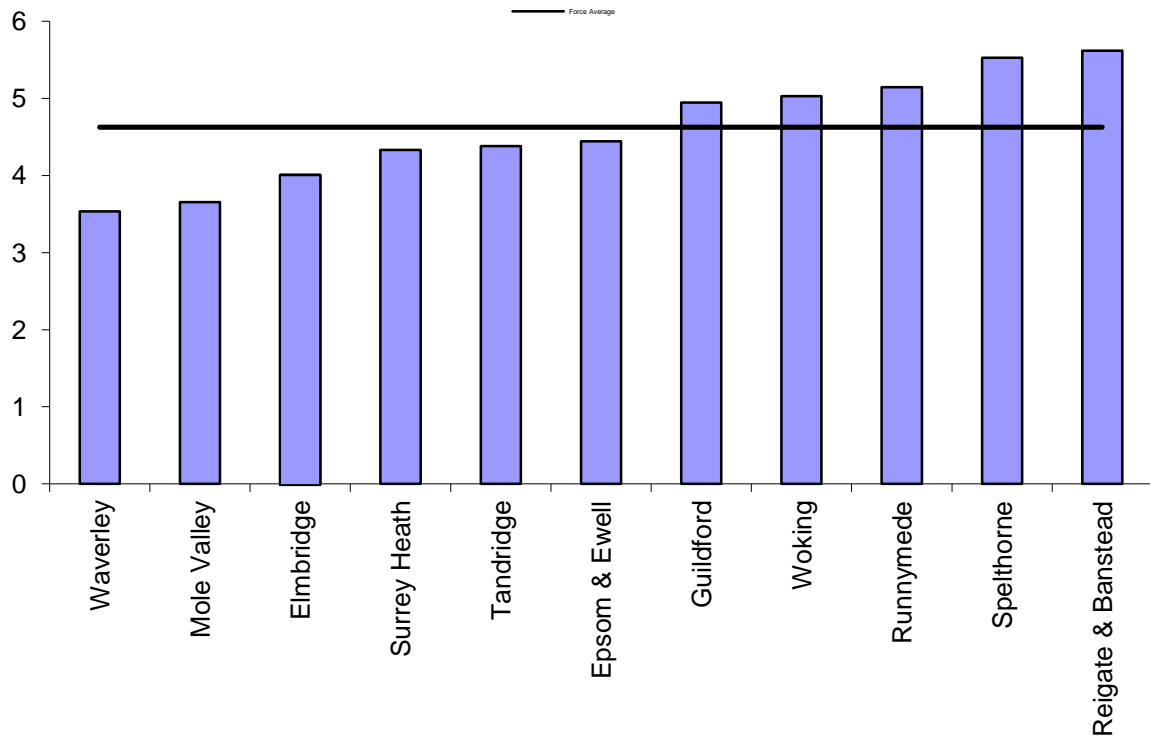
Theft from the Person per 1,000 population



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Rank	CSP	Crimes / 1000 pop
1	Waverley	0.122
2	Woking	0.151
3	Tandridge	0.199
4	Elmbridge	0.203
5	Mole Valley	0.209
6	Surrey Heath	0.240
7	Reigate & Banstead	0.294
8	Runnymede	0.296
9	Guildford	0.343
10	Epsom & Ewell	0.345
11	Spelthorne	0.367
	County average	0.251

Violence with Injury per 1,000 population



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Rank	CSP	Crimes / 1000 pop
1	Waverley	3.532
2	Mole Valley	3.653
3	Elmbridge	4.007
4	Surrey Heath	4.330
5	Tandridge	4.381
6	Epsom & Ewell	4.443
7	Guildford	4.946
8	Woking	5.029
9	Runnymede	5.143
10	Spelthorne	5.525
11	Reigate & Banstead	5.619
	County average	4.624

Examples of local Community Safety Partnership actions that impact on county-wide priorities

(This list does not represent all CSP activity, just those key activities that CSPs consider to have made impact on county-wide priorities)

Priority: Anti Social Behaviour

CSP	Local Issue identified	Local Response	Impact for residents
East Surrey	Fly Tipping	All 3 areas have combined resources for a high profile fly tipping campaign covering awareness raising and multi-agency joint enforcement days including VOSA. The campaign has been successful in obtaining funding from the PCC to expand the remit to include fly-tipping CCTV Cameras.	Increased public awareness should lead to future identification of offenders and their vehicles. Prolific offenders may also be deterred from tipping in East Surrey.
	Rural Crime	Surrey Police has led on a Rural Crime campaign. It has three main points of focus; improved internal awareness within Surrey Police, including specialist training for 90 officers; a media campaign aimed at creating greater public awareness; and working with partners and communities most affected in order to address key issues.	Greater understanding of the impact on communities affected by rural crime. Future campaigns are planned with the long term goal of assisting communities in identifying evidence of rural criminality and increasing reporting to relevant authorities.
Epsom & Ewell	Fly Tipping	Launch of a reward scheme raising awareness and incentivising members of the public to report any information they have that could lead to the identification and prosecution of offenders.	Increased alertness of the public will lead to future identification of the people and vehicles responsible for the illegal dumping of rubbish and the increased risk of being caught will deter offenders and reduce incidents of fly tipping.
	Youth ASB in West Molesey	The Joint Action Group agreed to implement a Section 30 dispersal order, which operated from 4 April 2014 to 4 October 2014	Reduction in the number of groups of youths gathering in the area and the alcohol fuelled ASB. No arrests were made, but the ringer leaders were identified and dealt with through the Family Support Programme and or/parental intervention.
Epsom & Ewell	Youth ASB a problem in an area of the Borough Town Centre ASB an issue on weekend evening	Special JAG convened focusing on the problem. Off road Police motor cycles have been introduced to combat use of vehicles for ASB Street Pastors supported who have been shown to have a positive impact upon town centre ASB.	Increased confidence of residents that agencies can and will help resolve ASB issues and increased reporting of ASB to assist agencies in taking action against the perpetrators.

Guildford	Haydon Place - to reduce antisocial behaviour on the street and the use of legal highs	<ul style="list-style-type: none"> • A public meeting was organised to get a full understanding of the resident's issues. • Guildford Action worked with clients who caused issues, they installed a key safe outside the property to be used by the Police • The Police and Trading Standards worked with the Skunk Works shop to reduce the issues • Graffiti and leaves were cleared, bins were emptied frequently • Regular visits by the Local Policing Team and Community Wardens and Fire and Rescue to local businesses and Sandfield School etc to encourage them to report issues • The chair of the Joint Action Group and Local Neighbourhood Sergeant • Sent out joint letters to residents keeping them informed of progress • Regular parking patrols at peak issue times undertaken 	Because of the campaign, Surrey Police saw a significant reduction in icads and ASB calls. Other partners did not get any complaints for five months. In addition, Haydon Place residents gave very positive feedback about the work of partners to reduce antisocial behaviour. As a follow up the Community Warden is working with the residents to try to establish a local neighbourhood watch scheme
	Begging	Town Rangers are working with business to encourage reporting. A publicity campaign aimed at the business community is to be undertaken. The regular beggars have been issued with level 3 ASB Warning letters. HOST (Homelessness outreach service) team have visited premises who have reported begging to explain what their service delivers.	There is an impact for businesses as the public may be deterred from visiting their shops and they may suffer intimidation
	Town Centre night-time disorder	The Guildford Neighbourhood Policing and Licensing Teams continue to work closely with Guildford Borough Council Licensing, Pubwatch, Experience Guildford, Borough Council and the Street Angels. This effective mainstream work looking at risk premises and locations has meant that this group has met less frequently.	Maintenance of low level of town centre night-time disorder involving noise, issues with Licensed premises, ASB and crime.
	Community Trigger submission: Antisocial Behaviour and drug taking on National Trust Land caused by residents from a nearby young person's housing accommodation. This had been reported to the Housing Provider more than three times in a six month period, but the problem still persisted.	<ul style="list-style-type: none"> • The Community Trigger Single Point of Contact, Police and housing provider have been working together to address the issues raised by residents. • Daily visits to the accommodation were undertaken by housing provider staff. • PCSO and Community Warden visited the Community Trigger Case Resident to discuss his issues and outline reporting mechanisms. • Local Police Team conducted extra patrols in the area. • Local Police Team visited other residents in the area to ensure all issues are reported. • The Housing Managers agreed to undertake more regular evening checks of the accommodation and ban person/ex-resident from the building. 	Feedback following the action taken was that issues had stopped and that residents were happy with the outcome. In addition, residents of the young person's housing accommodation made reports that things have improved for them because they have more contact with the Housing Manager and the CCTV makes them feel safer.

		<ul style="list-style-type: none"> • CCTV was installed by the housing provider in and around the accommodation. • Cleaner and other staff to be vigilant on regular visits and ensure issues are reported • Regular meetings are being held with the residents of the housing accommodation, Housing staff and Police to discuss license agreements, the ASB Act, behaviour and consequences. • Action plan sent and regular contact made with the Community Trigger applicant. • Joint Action Group review and monitoring of the case undertaken 	
Runnymede	Overall reports of ASB fell by 15% in 2014-15, but fly tipping incidents saw a small increase in first half 2015.	Local hotspots for fly tipping were monitored through JAG and action taken. Further awareness raising with residents is planned for autumn 2015, including information on householders' waste disposal responsibilities to go out with planning responses.	Residents are benefiting from a reduction in ASB and public confidence remains very high (90%). The autumn campaign to reduce fly tipping may lead to a decrease in these offences.
Spelthorne	Fly Tipping	Spelthorne Council is one of the original 2 pilot areas for the introduction of Joint Enforcement Officers (modelled loosely on the Newham model). This has provided the opportunity to tackle some of the more common issues that affect communities more effectively. Between December 14 and June 15 the Joint Enforcement Team (JET) dealt with 178 incidents of fly-tipping and issued 157 FPNs mainly for fly-tipping.	Since the JET Team started the number of reported fly-tips have reduced from 58 in a month to a low of 22 and the most recent data showing 39 reports. This has no doubt given confidence to the community that something is being done and also improves the visible attractiveness in the Borough.
Surrey Heath	CIAG Support Service	The CIAG sought funding from its Local Community Safety Partnership and launched a service whereby high need clients are nominated to access a service provided by Alpha Extreme -who assess and identify the support required and work to plug in to the statutory sector working quickly and within very difficult and complex situations.	The impact of collaborative working within the majority of cases has resulted in progress and a reduction in negative community impact.
Waverley	Multiple problems in the vicinity of Frensham Ponds especially related to inappropriate parking during summer weekends.	<ul style="list-style-type: none"> • All partners involved (including councillors, parish council and National Trust). • Designation of new rural clearway and refresh of existing restrictions; enhanced policing of infringements. • Information via social media, bespoke partnership leaflets and temporary signage at peak times. • Joint patrols to monitor and prevent crime and anti-social behaviour on site. 	<ul style="list-style-type: none"> • Much reduced congestion. • Safe access and enjoyment of site. • Improved access for emergency services.

Woking	ASB in Sheerwater	Sheerwater was nominated to the JAG in November 2014 by Surrey Police, due to substance misuse, alcohol and drugs issues, alcohol fuelled violence and litter. Local alcoholics were gathering at the location and intimidating the local community as they passed by. The JAG undertook work to implement improvements whilst being mindful that they did not want to move the problem on to another area. This included working with some of the street drinkers to explain that their behaviour was putting their tenancy at risk and liaising with licensed premises in the area to encourage them to sell alcohol responsibly. A waste bin in the area was moved away so as not to provide a “table” for drinkers and “Designated Public Place Order” signs were erected to make it clear there was a DPPO operating there.	Due to the reduction in crimes and reports to police the area was discharged from the JAG at the beginning of April 2015.
---------------	-------------------	--	---

Priority: Domestic Abuse

CSP	Local Issue identified	Local Response	Impact for residents
East Surrey 08	Need to improve the health care response to domestic violence and abuse at an earlier stage	Local funding was identified to introduce the IRIS (Identification and Referral to Increase Safety) project within GP surgeries across East Surrey in conjunction with ES Clinical Commissioning Group. Although still in implementation stage, early feedback demonstrates the value of this approach.	It flags up increase risk of domestic abuse based on a person’s attendance at the surgery and aims to improve the number of GP referrals to relevant support services. It allows effective intervention to take place at an earlier stage therefore reducing the risk and harm to victims
Elmbridge	8% Increase in the number of reported incidents of DA from April 2013 to March 2014	DA Awareness week October 2014 – Wear it Purple Day organised in the borough in aid of North Surrey Domestic Abuse Outreach. Good response within local council offices and funds raised	If awareness is raised this increases reporting and makes victims more knowledgeable as to where they can access help. Money raised to support outreach service benefits victims
Runnymede	Violence with injury reports have increased in the 2014-15 period and further interrogation of the data is underway. There have been no DHRs in Runnymede to date.	Whilst some of the increase in this category is a result of historic sexual offence reports, the CSP has undertaken awareness raising with residents and staff in DA Awareness week (Oct 2014) and is considering further initiatives in 2015-16 e.g. healthy relationships work in schools and colleges.	Residents have a better understanding of how to get help/assist family, friends and neighbours who may be experiencing DA.

Surrey Heath	Broadening the awareness of Domestic Abuse	During the actual DA awareness week and at other relevant local times, we have introduced the more subtle way to promote awareness through the SCC DA (love heart) branded small tube of sweetheart sweeties and chocolate squares. These are very popular in places such as hospital foyers, children's centres and shopping malls.	It spreads the word in a positive way and is easier to add the credit card sized information for the public to retain and remember.
Waverley	Managing multiple Domestic Homicide Reviews (DHR)	<ul style="list-style-type: none"> • Identification of appropriate officers. • Updates to CSP as appropriate. • Detailed monitoring of action plan. • Negotiation with Home Office on publication of sensitive review. • Application to PCC for funding of chair. 	<ul style="list-style-type: none"> • First DHR finalised and non-publication agreed with Home Office on grounds of sensitivity, but appropriate information provided to press. • Relevant actions undertaken by partners in response have been monitored.

Priority: Substance Misuse

CSP	Local Issue identified	Local Response	Impact for residents
Epsom & Ewell	Town Centre violence fuelled by substance misuse	A 'Pubs & Clubs against Dugs' scheme has been introduced and Alcohol test purchases have been undertaken to ensure there is no alcohol supply to underage drinkers.	Improve experience for visitors to the town centre and a reduction in substance misuse related violence.
Guildford	<i>See reference to Haydon Place in ASB section- to reduce antisocial behaviour on the street and the use of legal highs</i>		
Runnymede	Some concerns expressed re: recreational psycho-active substance use by young people.	The CSP received a presentation on substance misuse incidence and service take-up from SCC public health representative in March 2015. Substance misuse awareness is part of the annual Junior Citizen work with Year 6 students.	Residents have not reported any negative impacts from substance misuse in the area.
Surrey Heath	Many of the CIAG clients have mental health and/or substance misuse issues.	The CIAG support service is another tool to help assist with this by assessing quickly and utilising the support of existing services.	High Risk individuals have access to the services that will provide the support or rehab needed.
Woking	Substance misuse, drugs, alcohol and litter issues in Maybury	The residential area in Maybury was nominated by Surrey Police in April 2014 due to ongoing substance misuse, drugs and alcohol, and litter issues. The location remained on the JAG agenda for 9 months and during that time partners undertook numerous joint actions to improve the area. Security was improved, Police undertook extensive interaction with residents to improve reporting of incidents and increase confidence, a litter pick was undertaken and upgraded lighting was installed, along with additional planting to enhance the area. Police invested in bicycles for local officers to enable easier pursuit of criminals escaping from the area along footpaths.	Community confidence improved as a result of these joint actions and the area was discharged in February 2015.

Mental Health

CSP	Local Issue identified	Local Response	Impact for residents
Elmbridge	90% of the prison population suffer from mental health problems	For mental health awareness week a series of activities and drop in sessions were held in the workplace and in the community to enable staff and customers to find out more about the mental health support services available in Elmbridge. The Elmbridge Public Health Working Group ran a Mental Health workshop attended by staff from both SCC and EBC.	Increased awareness helps both staff and customers to identify people suffering from mental health issues and understand how better to handle and signpost them
Runnymede	There have been no concerns raised around mental health impacts in the borough in 2014-15. The rate of referrals to the CIAG remains low.		
Surrey Heath	<i>See link to substance misuse above.</i>		

Prevent (counter terrorism)

CSP	Local Issue identified	Local Response	Impact for residents
Elmbridge	Lack of awareness	Presentation and film on counter terrorism by Surrey Police to Elmbridge Business Network meeting	Increase awareness gives people confidence to report and benefits all residents
Runnymede	No channel cases in the borough this year. A major international event on 15 June 2015 was held in the borough without any incidents thanks to excellent planning and partnership work.	The Community Safety Partnership continues to receive quarterly updates on Prevent.	
Surrey Heath	Improving Cohesion within the Borough	Working in partnership with the Diocese of Guildford, Surrey Police and Surrey Community Action to re-introduce the “share and taster” lunches and meetings to establish a wider local faith forum.	Greater understanding and breaking down knowledge barriers.
Waverley	Need to raise awareness, particularly amongst educational establishments.	<ul style="list-style-type: none"> • Partnership acted in advance of recent legislation setting out formal responsibilities. • Offered training via Surrey Police Prevent team to schools and colleges – letters followed up and support of councillors secured. • A number of sessions were provided. 	<ul style="list-style-type: none"> • Schools better equipped to recognise risk and to comply with new inspection regime.
Woking	The need to raise awareness for staff	Surrey Police has delivered a series of WRAP workshops to staff. For WBC, all new staff members receive input as part of their induction and the website is regularly updated. Further work is planned with the local schools.	More staff members are now aware and understand how to respond to community concerns and who to signpost to for further information.

Child Sexual Exploitation (CSE)

CSP	Local Issue identified	Local Response	Impact for residents
Elmbridge	Lack of awareness of CSE and what can be done to combat it locally	The CSP ran an awareness session on child sexual exploitation in July 2015 to raise awareness of child sexual exploitation and provide information on reducing the opportunity for CSE. The event included: <ul style="list-style-type: none"> • Performance of “Chelsea’s Choice” drama production • Presentation from Parents Against Child Exploitation (PACE), Surrey Police and Surrey County Council 	Changing people’s perception of what is classed as CSE and how the victims are viewed
Guildford	Potential for Child Sexual Exploitation in Guildford	The partnership wish to make locations less attractive for potential offenders coming in from outside Guildford to prey on young people. The prevention of CSE is a real focus for Police. Awareness training for frontline staff is planned to encourage staff and partners to be aware of and report any issues on individuals and locations.	Disruption of and fewer opportunities for CSE
Runnymede	No local concerns identified but the CSP is mindful of the issue.	There was a presentation by Surrey Youth Service to the CSP on CSE at its June 2015 meeting.	
Spelthorne	Potential for Child Sexual Exploitation in Spelthorne	This subject area recently identified as a priority for the Spelthorne CSP and included as part of the action plan. Meeting held with SCC safeguarding board and training needs being assessed. Subject included in Junior Citizen programme. Staff attended awareness day in July 2015.	Disruption of and fewer opportunities for CSE
Surrey Heath	To review the awareness of CSE and identify how best we can collectively combat this locally	To review the options around awareness sessions that have been delivered recently on child sexual exploitation (July 2015). To work inclusively with partners to consider how best to deliver a message around the risk to those young people aged 11-15 which is identified within the following event format (used previously).: <ul style="list-style-type: none"> • Performance of “Chelsea’s Choice” drama production. • Presentation from Parents Against Child Exploitation (PACE). • Presentations from Surrey Police and Surrey County Council. To look at delivering appropriate training during the Autumn/Winter 2015/16.	Knowledge provided through the event will support professionals in being able to educate those they work with, or come into contact with, on child sexual exploitation
Waverley	Need to raise awareness across all partners and ensure that reporting processes are understood.	<ul style="list-style-type: none"> • Identified as a priority in updated partnership plan 2015-18. • Programme of training for taxi-drivers initiated. • Action-plan being developed to offer training to relevant audiences. • Vulnerable young people considered on CIAG agenda as appropriate. 	Work in progress.
Woking	Lack of awareness of CSE and what can be done to combat it locally	The borough hosted two CSE workshops on 18 March at HG Wells with both professionals, including a number of local teachers, as well as local parents. It was very hard hitting, with presentations by Surrey Police,	Increased knowledge for both professionals and parents.

		<p>Chelsea's Choice play and a panel of parents of children who had experienced CSE.</p> <p>The CSP ran an awareness session on child sexual exploitation in June 2015 for all Woking Borough Councillors and Surrey County Councillors in Woking to raise awareness of child sexual exploitation and provide information on reducing the opportunity for child sexual exploitation. The event was Chaired by Cllr Colin Kemp and included presentations from Surrey Police, Surrey County Council Children's Services and Surrey CC Youth Support Service.</p>	<p>Knowledge provided through the event will support Councillors in being able to understand the issues and warning signs associated with CSE, and to know who to go to if they have any concerns.</p>
<p>Page 102</p>	<p>Work with young women at risk of CSE at the Surrey Women's Support Centre</p>	<p>Sliding Doors is a 12 week programme and is designed to assist young women to address the issues that underlie sexual exploitation in order to help them develop strategies to keep themselves safe and avoid risk taking behaviour. The group is aimed at young women aged between 14 and 18 years old, who are at medium to high risk of Child Sexual Exploitation (CSE) and who agree to address the issues involved in CSE, with support to help them through the difficulties they face.</p>	