

Notice of Meeting

Surrey Police and Crime Panel

Date & time
Thursday, 4
February 2016
at 10.30 am

Place
Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Huma Younis or Joseph Jones
Room 122, County Hall
Tel 020 8213 2725 Or 020 8541 8987

huma.younis@surreycc.gov.uk or
joseph.jones@surreycc.gov.uk

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Huma Younis or Joseph Jones on 020 8213 2725 Or 020 8541 8987.

Members

Dorothy Ross-Tomlin (Chairman)	Surrey County Council
Ken Harwood (Vice-Chairman)	Tandridge District Council
John O'Reilly	Elmbridge Borough Council
David Reeve	Epsom & Ewell Borough Council
Graham Ellwood	Guildford Borough Council
Margaret Cooksey	Mole Valley District Council
Victor Broad	Reigate & Banstead Borough Council
Anthony Mitchell	Spelthorne Borough Council
Charlotte Morley	Surrey Heath Borough Council
Peter Waddell	Runnymede Borough Council
Pat Frost	Waverley Borough Council
Beryl Hunwicks	Woking Borough Council
Bryan Cross	Independent Member
Anne Hoblyn MBE	Independent Member

PART 1 **IN PUBLIC**

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES OF THE PREVIOUS MEETING: 01 DECEMBER 2015

(Pages 1 - 12)

To approve the minutes of the meeting held on (1 December 2015) as a correct record.

3 DECLARATIONS OF INTEREST

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

4 PUBLIC QUESTIONS

To receive any public questions.

Note:

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

5 SURREY POLICE & CRIME COMMISSIONERS PRECEPT SETTING PROPOSAL FOR THE FINANCIAL YEAR 2016/2017

Papers to follow.

The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's Proposed Precept for 2016/17.

Note:

In accordance with the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012:

(a) The Commissioner must notify the Panel of his proposed precept by 1 February 2016;

(b) The Panel must review and make a report to the Commissioner on the proposed precept (whether it vetoes the precept or not) by 8 February 2016;

(c) If the Panel vetoes the precept, the Commissioner must have regard to and respond to the Panel's report, and publish his response, including the revised precept, by 15 February 2016;

(d) The Panel, on receipt of a response from the Commissioner notifying it of his revised precept, must review the revised precept and make a second report to the Commissioner by 22 February 2016 (there is no

second right of veto);

(e) The Commissioner must have regard to and respond to the Panel's second report and publish his response by 1 March 2016.

6 POLICE AND CRIME PLAN QUARTERLY UPDATE (Pages 13 - 32)

The Police and Crime Panel for Surrey scrutinises the work of the Police and Crime Commissioner (PCC) for Surrey, Kevin Hurley, overseeing progress against the published Police and Crime Plan.

In March 2015 the PCC reviewed and updated the Police and Crime Plan to put additional focus on:

- Improving funding for Surrey Police
- Joint Enforcement and Joint Working
- Embedding victim services and developing support for children
- Roads Policing
- Counter Terrorism

7 FEEDBACK ON MANAGEMENT MEETINGS BETWEEN THE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE (Pages 33 - 36)

The Police and Crime Commissioner for Surrey, Kevin Hurley, holds bi-monthly management meetings with the Chief Constable and appropriate members of their senior team. The attached paper summarises the issues raised at the Management Meetings held since the Police & Crime Panel last met.

8 RECRUITMENT OF CHIEF CONSTABLE (Pages 37 - 40)

The appointment of a Chief Constable is the responsibility of the Police & Crime Commissioner (PCC). PCC Kevin Hurley has announced that, in the interests of democracy and fairness to whomever the PCC may be post-May, he will delay any selection and appointment until after the PCC elections. This report sets out details of the recruitment process and likely timescales.

9 HMIC INSPECTION ON CHILD PROTECTION (Pages 41 - 84)

The Chairman of the Police and Crime Panel has asked to receive an update on Her Majesty's Inspectorate of Constabulary (HMIC) Inspection on Child Protection.

10 REPORT ON INDEPENDENT MEMBERS OF THE POLICE & CRIME PANEL (Pages 85 - 86)

As the terms of office for the Co-opted Independent Members of the Surrey Police and Crime Panel are due to come to an end in May 2016, the Chairman of the Police and Crime Panel has asked for a report outlining options that can be taken by the Panel in respect of the co-opted independent positions on the panel.

11 COMPLAINTS RECEIVED SINCE THE LAST MEETING (Pages 87 - 92)

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

12 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME (Pages 93 - 98)

To review the Recommendations Tracker and Forward Work Programme.

13 VERBAL UPDATE ON ONGOING INVESTIGATIONS

To receive a verbal update on any ongoing investigations.

14 DATE OF NEXT MEETING: 18 MAY 2016

The date of the next Police and Crime Panel meeting is Wednesday 18 May 2016.

Published: Monday, 25 January 2016

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MINUTES of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 1 December 2015 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

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

Members:

Mrs Dorothy Ross-Tomlin (Chairman)
District Councillor Ken Harwood (Vice-Chairman)
Borough Councillor David Reeve
Mr Graham Ellwood
District Councillor Margaret Cooksey
Borough Councillor Victor Broad
Borough Councillor Anthony Mitchell
Borough Councillor Charlotte Morley
Mrs Pat Frost
Borough Councillor Beryl Hunwicks
Independent Member Bryan Cross

Apologies:

Borough Councillor John O'Reilly
Independent Member Anne Hoblyn MBE

39/15 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Anne Hoblyn MBE.

40/15 MINUTES OF THE PREVIOUS MEETING [Item 2]

There was an amendment to the minutes from the Police & Crime Commissioner. The amendment was for page 11, second paragraph and amendment to the wording was £1 million extra going into training and £2 million extra going into improving public protection.

41/15 DECLARATIONS OF INTEREST [Item 3]

None received.

42/15 PUBLIC QUESTIONS [Item 4]

None received.

43/15 COMPLAINTS [Item 5]

There was one complaint received since the last meeting and the Panel noted the report.

44/15 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 6]

The Panel noted the report.

45/15 POLICE AND CRIME PLAN QUARTERLY UPDATE [Item 7]**Key points raised during the discussions:**

- The Police & Crime Commissioner (PCC) expressed his delight with the 2015 Autumn Financial Statement.
- The Vice Chairman asked whether the PCSOs were disappearing and the PCC noted that some PCSO roles would either be reduced or redeployed to other areas of work, however in light of the 2015 Autumn Statement the force may have more flexibility and will better understand the budget situation on 17 December. For the meantime, the PCC noted that the PCSOs numbers were at the same levels.
- The PCC informed the Panel that Katie Kempen had taken the lead of the Victim Support Service through a Joint Partnership. There was a joint commissioning with Thames Valley and Sussex PCCs to ensure that the £4 million pounds to deliver the programme was being spent efficiently.
- The PCC informed the Panel of the compensation revenue of Surrey Police in 2014. £200,000 was left for operational policing which was split four-ways to invest in facilities such as police vehicles that

displays that 'crime pays' using funds from speed camera fines and money going into North, East and West divisions of operations.

The PCC stated that he has attempted to lobby the government for an increase in the percentage of revenue allocated to Surrey Police because it was a source of income. The PCC also informed the Panel that the Drive Smart scheme was partly funded by the driver awareness courses and speed camera fines; however there is only a small amount of money left over.

- A Panel member voiced concern that the money generated should be spent on bringing officers on patrol in the public, as per the People's Priorities. The PCC noted that they are investing in visible policing in terms of purchasing and using vehicles with police officers in the vehicles.
- The Chairman queried the wording of the report particularly in relation to the use of the phrase that the increase in hate crime was 'encouraging'. The PCC noted the Chairman's concerns and will change the wording to reflect that it was encouraging that the reporting of the crime had increased.
- The Panel noted in the report that there was a continued poor performance of detecting robberies and burglaries. The PCC noted that burglaries have decreased by 25 per cent in three years and that the crime scene investigators which are jointly owned with Sussex were under review. The PCC emphasised that there were no mechanisms for comparison, however the force were looking into it.
- The Deputy PCC raised the concern for vulnerable people with mental health issues who walk out of hospitals and children's homes, as the Police have to be called out to search for the missing patients. The Chairman noted that the Social Care Services Board was working on mental health.
- The Panel raised concern that sex-related crime had increased. The Deputy PCC noted that the figures had increased due to more people coming forward to report it. The Deputy PCC added that investigators have more work to do in this area of crime so the Force will move more of its staff into public protection.
- The PCC informed the Panel that he would send a copy of the evaluation report of the Joint Enforcement Team (JET). The PCC also informed the Panel that Surrey Police focused their efforts on sexual violence crimes in summer 2015 which has impeded on the detection rates of other types of crimes such as burglaries. The PCC reaffirmed the Deputy PCC's comments that Surrey Police were moving more resources into investigating sexual violent crimes to deal with the increase of reportings. However, dealing with burglary remained a priority as well.
- A Panel member expressed concern over the PCC's views on police officers carrying firearms. The PCC responded that the officers need better equipment and that the officers were not equipped or ready to

deal with threats from terrorism of the nature that had been seen recently in Paris.

- The PCC noted that he had raised and campaigned on the issue for the past three years. The PCC informed the Panel that he had received a letter of support from a Firearms Officer. Furthermore, the PCC emphasised that the public need to know the importance of equipping or upgrading the equipment of police officers.
- The PCC stated that the invite to the JET showcase had been sent out to councillors and members, but due to poor uptake for the December date, they would reschedule in 2016.
- Panel members asked about Community Safety Fund projects that were due to be funded and the Deputy PCC said that specifics could be discussed outside of the meeting, but that the funding had been reported back to the Panel over three years.
- A Panel member noted her praise for the Safe Drive Stay Alive event in Dorking, however they expressed disappointment that the presentation had recently been changed.
- The PCC explained to the Panel that they were conducting a review into designating powers for PCSOs and the Police are supportive of the JET.

RECOMMENDATIONS:

None.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

- 1) The Chairman will circulate the letter from Mike Penning.
- 2) The PCC will bring in a mobile data terminal at the next meeting to demonstrate to the Panel.
- 3) OPCC to report back to the Panel about cumulative Community Safety Funding.

PANEL NEXT STEPS:

None.

46/15 CYBER SAFE SURREY PROJECT UPDATE [Item 8]

Key points raised during the discussions:

- The Deputy PCC informed the Panel that the Project Manager was absent from the meeting but the Project's Policy Officer was present at the meeting as an observer.

- The Deputy PCC noted that the report outlined how Cyber Safe Surrey can encourage Surrey residents to stay safe online. Further to this, the Deputy PCC informed the Panel that they were carrying out a county-wide survey on how adults use Information Technology (IT) and how safe people are online and in addition they were working with schools to train on how to use social media.
- During the first week of the survey's distribution, 7,000 responses were received and only three to four per cent of respondents obtain information regarding cyber security from the police. The Deputy PCC noted that the website was progressing and that in a three month period, over 20,000 people had visited the site.
- A Panel member was concerned about the errors of the initial letter, which was sent to all councillors and whether those errors were apparent in the survey. The Deputy PCC responded that the letter had too many acronyms and the letter had to be re-written, but that the errors wouldn't impact the survey.
- A Panel member asked whether the financial sector are taking issues of financial related cyber crime seriously and if there was a guideline for cyber safety when teaching children at school. The Deputy PCC reassured the Panel that the issue was widespread across the financial sector and that the financial sector was working to combat cyber crime however the Deputy PCC emphasised that there was still more to do.
- The Deputy PCC also reassured the Panel that there is a curriculum in place at schools to teach cyber crime. The Deputy PCC noted that the key point to teach children is that what is put online stays online forever as well as to communicate with family members, guardians/carers and teachers for advice and support.
- A Panel member noted that the elderly should be more informed regarding cyber security as they are IT literate however may be less concerned about cyber safety. The Deputy PCC informed the Panel that they are collaborating with Age UK to inform the older, wealthier demographic about cyber safety.
- The Deputy PCC noted that it was difficult to track the perpetrators as many are from abroad which limits the jurisdiction of the Police, however the National Crime Agency (NCA) and the financial sector were working hard to deal with cyber crime.
- Regarding concerns from the Panel of the threat of cyber crime to small businesses, the Deputy PCC responded that the Federation of Small Businesses was involved in informing small businesses about cyber crime as well as alerting their members to the many scams that were out there.
- The Panel agreed to promote the Cyber Safe Surrey Network.

RECOMMENDATIONS:

None.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

- 1) The Deputy PCC to distribute leaflets for Top 10 Tips to avoid being a victim of cyber crime.

PANEL NEXT STEPS:

None.

47/15 BUDGET QUARTERLY UPDATE [Item 10]**Key points raised during the discussions:**

- There was a discussion by the Panel of the £2 million underspend this year. The PCC responded that Surrey Police need to cut back due to budget constraints, as well as reducing staff. The PCC emphasised that they will increase the speed of delivery for capital purchases, such as IT systems and body worn cameras and said that it was important to pay down the staff pension debt. The PCC also informed the Panel of the top-slice of £2 million a year by the government which effectively removes any gain from increasing the precept.
- The Treasurer noted that the costs attributed to independent members were for the requirement for independent people to sit on misconduct tribunal hearings.
- The Vice Chairman asked for an update on the body worn cameras implementation. The PCC informed the Panel that the total cost of the body cameras was approximately £1.5 million and said they will be useful for officers as they will decrease violence and abuse to the officers and will enable them to spend less time on preparing case papers.
- In response to the Panel's concerns of recruitment of officers, the PCC noted that the high cost of living in Surrey meant that officers were leaving Surrey Police after their initial training or transferring across the Surrey-London border because of the London weighting. However Surrey Police was the only Police Force in the country to increase the number of officers in the past few years.
- The PCC notified that he had made a submission to the Police Remuneration Review Body to treat Surrey differently due to the circumstances stated and to increase the allowances of officers in Surrey to London-based levels. Further to this, the PCC noted that a third of firearms officers have transferred to the Metropolitan Police. The Chairman notified the PCC that she had written a letter to Surrey MPs regarding the issue of wages and recruitment for Surrey Police.

- Further to this the Chairman asked the PCC about an issue of the Human Resource procedures in recruitment as there was an anecdotal issue raised with the Chairman about the lack of interest to recruit senior officers. The PCC was surprised to hear that case and promised to look into that case further with Human Resources.
- A Panel member noted that councillors should work closer with Surrey Police to make sure that housing policy is suitable for police officers and their families in Surrey. The PCC agreed and will look into methods of improving livings costs for police officers in Surrey as there are very few flats in Surrey that are under £280,000.
- The report was agreed by the Panel.

RECOMMENDATIONS:

None.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

None.

PANEL NEXT STEPS:

None.

48/15 FEEDBACK ON MANAGEMENT MEETINGS BETWEEN THE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE [Item 9]

Key points raised during the discussions:

- The Chairman asked the PCC to describe the performance measures in place for the non-emergency 101 line. The PCC responded that the Force was increasing the training of the call staff and their supervisors about what they should do to make sure the staffs take calls correctly.

The PCC informed the Panel that 20 police officers will be removed from street policing to the control room to act as advisors for the call handlers. The reason behind the action was that there were too many incidences where the police officers were called out for invalid reasons.

- Regarding the Breck Bednar case, the Chairman asked if there were any resulting actions. The PCC noted that two civil servants had resigned and training systems were being reviewed for all relevant staff.
- There was concern raised by the Vice Chairman regarding the detection rates in Surrey. The PCC commented that burglary rates have decreased however noted that detection rates are a priority for Surrey Police.

- The PCC also informed the panel that there was a Public Protection Plan in place and they hope to recruit more officers to the CID from the Metropolitan Police.
- The Panel agreed to note the report.

RECOMMENDATIONS:

None.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

None.

PANEL NEXT STEPS:

None.

49/15 DEPUTY AND ASSISTANT POLICE AND CRIME COMMISSIONERS' OBJECTIVES AND PERFORMANCE REVIEW [Item 11]**Key points raised during the discussions:**

- A Panel member asked for an update about the Restorative Justice Scheme. The Deputy PCC informed the Panel that Sussex Police offer restorative justice to all, which was expensive and in Surrey there were concerns to make the scheme focused and fully justified as well as affordable. The Youth Restorative Intervention (YRI) scheme was designed to keep young people out of the criminal justice system as well providing comfort for the victims by them not having to attend a formal court session.
- The Deputy PCC paid tribute to the work of youth workers and police officers in ensuring the YRI scheme was operating efficiently and successfully. The Deputy PCC noted that every young person who commits a crime will have their case assessed by a panel who decides whether the young person is eligible for the Restorative Justice Scheme.
- The Deputy PCC informed Members that the young people do community service work as well as a session to help them prevent committing further crimes.
- The PCC was delighted to inform the Panel that the team behind the Restorative Justice Scheme won an award from the Howard League for how they administered the scheme and noted that no other force has such a systematic scheme in place, making Surrey the national leader for the scheme.
- The Deputy PCC commented that there is a Community Safety Fund bid for facilities in prisons and that they have been allocated £20,000

for ex-service personnel in prisons who were involved in diversion techniques. The Deputy PCC also informed the Panel that they do fund for domestic abuse and that most Surrey prisons have prisoners from outside Surrey that they need to pay for.

- A Panel member congratulated Shiraz Mirza for the report on Equality and Diversity and asked what is being done about female genital mutilation (FGM). The Chairman also emphasised the point regarding the levels of female genital mutilation. The Deputy PCC commented that there was money ready to combat FGM.
- The PCC also echoed the Deputy PCC comments and in addition, commented that they were working with the Surrey Minority and Ethnic Forum (SMEF) and with the Director of Public Health for Surrey to combat the issue of FGM through awareness and education. The Deputy PCC noted that the Victims' Fund was championing combating sexual abuse and was working with ethnic communities to raise awareness.
- The Vice Chairman asked why stop and search figures have decreased. The PCC said that the decrease in stop and search was a direct result of the Home Secretary's recommendation to reduce the activity stating that police officers could get into legal trouble if a stop and search situation goes wrong.
- The report was agreed by the Panel.

RECOMMENDATIONS:

None.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

None.

PANEL NEXT STEPS:

None.

50/15 HMIC INSPECTION REPORTS [Item 12]

Key points raised during the discussions:

- The Chairman noted that the past five or six month's worth of reports were published on HMIC's website with a synopsis and the outcome of the report showing what Surrey had achieved and what Surrey had failed on. The Chairman noted that the PCC's response to each report was also on the website.

- The Deputy PCC noted that in 2015 Surrey hosted 35 inspections by HMIC, with each inspection costing up to £150,000 as well as un-announced visits. The PCC noted that the Policing in Your Neighbourhood scheme has been put in place to work on some of the recommendations made by HMIC and that the financial management of Surrey Police was graded as 'good'.
- The report was noted by the Panel.

51/15 VERBAL UPDATE ON POLICE CADETS [Item 13]

Key points raised during the discussions:

- The Deputy PCC informed the Panel that he had met the new Head of Volunteering and that Surrey Police was looking into setting up a voluntary cadet scheme and hope to have it operational by the end of 2016. The Deputy PCC informed the Panel that the scheme involves 14 to 15 year-olds and the aim was to develop young people, 40 per cent of which are from socially diverse backgrounds, with knowledge and skills.
- The Deputy PCC emphasised that the scheme was not a form of recruitment to the police service. The Deputy PCC also noted that there will be uniforms supplied and duties of cadets will include attending ceremonial and public events.

RECOMMENDATIONS:

None.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

None.

PANEL NEXT STEPS:

None.

52/15 VERBAL UPDATE ON ONGOING INVESTIGATIONS [Item 14]

Key points raised during the discussions:

- The PCC noted that the Deepcut investigations were still ongoing. Regarding the killings of Surrey residents in France, this was also still in process and the PCC will be seeking an update from the police in France in the new year.

RECOMMENDATIONS:

None.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

None.

PANEL NEXT STEPS:

None.

53/15 DATE OF NEXT MEETING [Item 15]

The next public meeting will be held on Thursday 4 February at 10:30am.

Meeting ended at: 12.37 pm

Chairman

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SURREY POLICE AND CRIME PANEL

QUARTERLY POLICE AND CRIME PLAN PROGRESS UPDATE

4th February 2016

SUMMARY

The Police and Crime Panel for Surrey scrutinises the work of the Police and Crime Commissioner (PCC) for Surrey, Kevin Hurley, overseeing progress against the published Police and Crime Plan.

In March 2015 the PCC reviewed and updated the Police and Crime Plan to put additional focus on:

- Improving funding for Surrey Police
- Joint Enforcement and Joint Working
- Embedding victim services and developing support for children
- Roads Policing
- Counter Terrorism

The six People's Priorities for Surrey remain unchanged.

The attached document provides a detailed update against the plan. In addition, significant areas of work carried out by the Office of the PCC since the last report to the panel include:

- Detailed scrutiny of performance in protecting vulnerable people including a Scrutiny Meeting in December, oversight of an improvement plan and responding to the HMIC reports.
- The Office of the PCC continues to support Joint Enforcement Teams (JET) operating in the boroughs of Reigate and Banstead, Spelthorne and Elmbridge, with Elmbridge launching in December 2015. A JET showcase and workshop event was held on 17th December inform partners of the project so far and discuss how it can be developed across Surrey.
- In 2015/16 the PCC maintained the community safety fund and will have allocated £690,920 to support PCC-led partnership projects, such as joint enforcement, cyber-enabled crime prevention, and support for victims of Anti-Social Behaviour. To date 76 applications have been agreed and the projected awarded funding. Funding has also been awarded to each Community Safety Partnership to reduce anti-social behaviour.
- From April to December 2015, £660,000 of criminal assets have been seized by Surrey Police. Police receive a proportion (about 18%) of this

back to spend on including proposals to purchase 3 cars for use by local police teams which will be branded as being paid for by seized criminal assets

- The Office of the PCC has now held Crime Summits in seven of the boroughs / districts in Surrey with four to be held in February
- The PCC continues to lobby the Home Office on the Police Funding formula and had some success in provoking a U turn on some Police spending cuts. He continues to argue that recruitment in Surrey is difficult because the cost of living is so high, and unlike the Metropolitan Police, we cannot offer a weighting in salary.
- The Annual ICV Thank You Event was held in November 2015 and feedback from those who attended was excellent. The ICV Steering Group and Panel Meetings are well attended and continue to ensure good governance of the Scheme with necessary feedback given to ICVs and Surrey Police.
- The OPCC has recently recruited 13 legally qualified chairs for police gross-misconduct hearings and is working with colleagues from neighbouring Forces to ensure changes to legislation regarding complaints and the management of the Professional Standards Department are taken forward.

As Members will be aware, the PCC has not set targets for Surrey Police as he believes that this has the potential to skew activity in an unhelpful way. Surrey Police do, however, continue to monitor their own performance against a number of indicators to help assess whether they are progressing against relevant parts of the Police & Crime Plan. A copy of the latest Surrey Police performance scorecard is attached. It should be noted that this information is for Members' information and it is for the PCC, rather than the Panel, to scrutinise Surrey Police on its performance against the policing elements of the Plan. The quarterly update and the performance report have been published on the PCC's website: www.surrey-pcc.gov.uk

RECOMMENDATIONS

That members of the Police and Crime Panel note the report.

LEAD OFFICER: Johanna Burne, Senior Policy Officer, OPCC

TELEPHONE: 01483 630 200

E-MAIL: Johanna.burne@surrey.pnn.police.uk

Force Level Scorecard

Performance at the end of December 2015

Zero tolerance						
Crime Reduction						
	FY15 Dec 2015	FY14 Dec 2014	Change	FY15 %age Change	EOY 2014/2015	National Position 12 months to Nov 15
Serious acquisitive	4837	4701	136	2.9%	6284	8 ▲ +2
Robbery	202	173	29	16.8%	228	6 ▲ +2
Domestic burglary	1790	1925	-135	-7.0%	2592	17 ▲ +1
Vehicle crime (excluding interference)	2845	2603	242	9.3%	3464	8 ▼ -1
Violence with injury	4668	3759	909	24.2%	5027	5 ▼ -3
Serious sexual	1031	658	373	56.7%	931	5 ▼ -4
Rape	412	299	113	37.8%	428	5 ▼ -2
TNO	44887	37806	7081	18.7%	50339	6 ▼ -4

Outcome of Detection and Resolution rate							
	FY15 Dec 2015	FY14 Dec 2014	%point Change	FY15 %age Change	EOY 2014/2015	National Position 12 months to Nov 15	No Crime Rate
Serious acquisitive	6.6%	13.5%	-6.9%	-51.2%	11.9%	40 ▼ -22	5.1%
Robbery	20.8%	20.8%	+0.0%	0.0%	25.0%	18 ▲ +20	4.5%
Domestic burglary	9.2%	22.1%	-12.9%	-58.3%	18.6%	39 ▼ -29	4.6%
Vehicle crime (excluding interference)	4.0%	6.6%	-2.6%	-39.6%	6.0%	41 ▼ -7	5.5%
Violence with injury	33.7%	33.5%	+0.2%	0.6%	32.4%	31 ▲ +10	6.1%
Serious sexual	15.3%	16.6%	-1.3%	-7.8%	16.0%	37 ▲ +4	7.3%
Rape	13.6%	11.4%	+2.2%	19.3%	11.0%	32 ▲ +11	5.6%
TNO	20.9%	25.4%	-4.5%	-17.7%	25.1%	33 ▲ +5	5.5%

Charges / cautions for the Supply or Production of Class A & B Drugs					
	FY15 Dec 2015	FY14 Dec 2014	Change	FY15 %age Change	EOY 2014/2015
Class A and B	138	148	-10	-6.8%	169
Class A	97	87	10	11.5%	99
Class B	41	61	-20	-32.8%	70

Confidence (CSEW)						
	Rolling Year Jun 2015	Rolling Year Jun 2014	%point Change	Rolling Year %age Change	EOY 2014/2015	National Position 12 months to Jun 15
Police/ councils deal with local ASB and crime issues	68.2%	69.5%	-1.3%	-1.9%	68.3%	3 ▲ +1
Confidence in Surrey police	81.4%	85.4%	-4.0%	-4.7%	81.5%	5 ▼ -3

Victims						
	FY15 Nov 2015	FY14 Nov 2014	%point Change	Rolling Year %age Change	EOY 2014/2015	National Position 12 months to Sep 15
Overall crime victim satisfaction	80.8%	83.6%	-2.8%	-3.3%	85.7%	28 ▼ -7
ASB victim satisfaction	77.7%	77.8%	-0.2%	-0.2%	77.7%	

Protected policing					
	Wave 18	Wave 17	Change	FY15 %age Change	
Staff Survey					
Senior managers communicate consistent messages	35.3%	34.0%	1.3%	3.8%	
I speak highly of Surrey Police	52.5%	52.7%	-0.2%	-0.4%	

Standards					
	Wave 18	Wave 17	Change	FY15 %age Change	
Staff Survey					
Unacceptable behaviour is dealt with effectively	62.2%	60.1%	2.1%	3.5%	

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Police and Crime Commissioner (PCC) for Surrey – Progress Against Police and Crime Plan Actions –October to December 2015

Action	Agency	Progress
Take a Zero Tolerance Policing Approach		
Ensure that Surrey Police and partner agencies focus on tackling anti-social behaviour, violence and those who break into homes or steal our property	PCC	The Office of the PCC continues to support Joint Enforcement Teams (JET) operating in the boroughs of Reigate and Banstead, Spelthorne and Elmbridge. Following a very favourable evaluation report the two pilots in Reigate and Banstead and Spelthorne are now business as usual and funded for five years. Elmbridge launching a version on the 4 th December. Enquires have been made by several other local authorities. On the 17 th December there was a very successful showcase and workshop event to inform partners of the project so far and discuss how it can be developed across Surrey. All local authorities except Runnymede and Waverley were present. Next steps are to work with those local authorities who are interested to develop more JETs.
Make sure there is a focus on catching criminals and detecting crime	PCC	The PCC holds regular webcast management meetings and internal scrutiny meetings with Surrey Police at which detection rates are discussed and scrutinised. The last report published covering detection rates can be found here. http://www.surrey-pcc.gov.uk/wp-content/uploads/2015/11/02_November-2015-Peoples-Priorities-paper15.pdf Detection rates for sexual offences and violent offences have been of concern and the PCC has carried out a specific scrutiny in these areas.
Make sure that Surrey Police is robustly tackling serious crime and organised criminal gangs operating in the county. We will take away their profits from crime	PCC/ Surrey Police	The Office of the PCC (OPCC) has set up the Serious and Organised Crime Partnership Steering Group which oversees police and partner activity to work together to tackle crime gangs using all of their collective legal powers. The link shows current progress on taking away profits of crime and on what these funds are being spent. To date this year over £600,000 of criminal assets have been seized by Surrey Police. Police receive a proportion (about 18%) of this back to spend.
Ensure that Surrey Police arrests more people who deal drugs on our streets and to our young people and children, in particular in schools and colleges of further education	PCC	The report providing an update on priorities (link above) includes actions taken to combat drug dealing. The November report included examples of seven people being arrested following drugs raids in East Surrey, search warrants and arrest for Class A drugs in the Woking, Guildford, Camberley and Haslemere area and an arrest for intent to supply and cultivate cannabis in West Byfleet.

<p>Review the community safety funding and grants available to partners who tackle local issues to make sure value for money is achieved</p>	<p>PCC</p>	<p>In 2015/16 the PCC maintained the Community Safety Fund and will have allocated £690,920 to support PCC-led partnership projects, such as joint enforcement, cyber-enabled crime prevention, and support for victims of Anti-Social Behaviour (ASB). To date 76 applications have been agreed and the projected awarded funding. Funding has also been awarded to each Community Safety Partnership to reduce ASB and to the JET project.</p>
<p>Work with Surrey Police and partners to reduce deaths, injuries and damage on the roads that are caused by selfish, reckless and anti-social drivers and riders</p>	<p>PCC / Surrey Police</p>	<p>Surrey PCCs office and the Deputy PCC continue to work with County Council, local councils and the police on the DriveSmart project. This has included work to reduce accidents involving cyclists and the recently held Annual Safe Drive Stay Alive event.</p>
<p>How a robust ethos of zero tolerance is being delivered in Surrey, whilst ensuring standards are maintained and policing is carried out in a reasonable way</p>	<p>Surrey Police</p>	<p>Surrey Police’s zero-tolerance policing approach is included in the reporting process for each management meeting, and numerous examples have been evidenced to the PCC and published in the bi-monthly management meeting papers. Surrey Police has a rigorous Performance Governance regime in support of the Police and Crime Plan, Surrey Police’s strategic priorities and overall service delivery. This consists of The Legitimacy Board, Crime Performance Board, Efficiency Performance Board and Strategic Crime, Incident & Risk Group (SCIRG). All of which report into the monthly Strategic Risk & Learning Group (SRALG) where the OPCC are regular attendees. SRALG is the overarching accountable mechanism for reviewing and addressing risks, opportunities and vulnerabilities.</p>
<p>How Surrey Police is working to reduce crimes of burglary, robbery and violence</p>	<p>Surrey Police</p>	<p>The trend so far for the financial year to date for burglary has tended to be one of decline with 1790 offences recorded across the Force, compared to 1925 in the same period last year (a reduction of 7%). Burglary is a priority for the Force and activity has been driven through the Crime Performance Board as well as locally on division. The force continues to benefit from significant operational focus on burglary last year. Offenders responsible for multiple offences were proactively targeted and subsequently received custodial sentences, they remain in prison and unable to commit offences. Fresh intelligence on active burglars continues to be acted on. This financial year to date, robbery remains low across the county with only 202 being recorded this year compared to 173 for the same period last year. The rolling year trend is one of increased volumes of violent crime (with and without injury) across all three divisions. 15291 offences have been recorded across Surrey Police compared to 9655 in the same period last year. The increased number of reports is attributable to the Force focus on Home Office Counting Rules (HOCRs) compliance and secondary reporting review. It is worthy of note that Violence With Injury is a crime recording threshold that is not in parallel with Crown Prosecution Service charging standards and a Violence With Injury offence is classified when the assault leaves some form of injury, as minor as a bruise or scratch. Violence Without Injury includes a very wide range of offences including some communications offences and minor harassments etc.</p>

<p>What Surrey Police is doing to encourage reporting of underreported crimes such as domestic violence, homophobic, racist or other hate crime and sexual offences</p>	<p>Surrey Police</p>	<p>Surrey Police has seen increases in reporting of Domestic Abuse (DA) cases of around 34% compared to this time last year. A lot of work has been completed by the force in relation to raising awareness with campaigns including “Love shouldn’t hurt” which was conducted in conjunction with Surrey Against Domestic Abuse and the force is planning further campaigns with the next one being scheduled in May 2016.</p> <p>The force is also investing in training of staff including training on new legislation, refresher training on Domestic Violence Protection Notices (DVPN) and refresher training around Domestic Abuse, Stalking and Harassment and Honour Based Violence (DASH) including staff awareness of DA. Investment has also been made in the training of officers who are the first responders to incidents to increase the quality of the evidence captured in the early stages of the investigation. This has included the roll out of a guidance tool kit to all staff and DA guidance to ensure individuals have all the information to equip them to effectively deal with DA. A new training program has been developed for 2016.</p> <p>The force is currently developing a plan to deal with perpetrators of DA in conjunction with Surrey County Council, the College of Policing and Outreach. Surrey has also developed various governance boards to oversee domestic abuse including the Domestic Abuse Steering Group and a multi-agency steering group which includes representation from the Crown Prosecution Service (CPS) and Outreach.</p> <p>Child Sexual Abuse remains a national threat in the Strategic Policing Requirement and CSE remains a Priority for the Force. Work is continuing, to ensure that we are supporting victims, identifying hotspots and pursuing perpetrators. We have continued to improve on the knowledge and resources available in order to help staff do the best for the public of Surrey.</p>
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<p>The improvements being made in solving burglary, robbery, violence and sexual offences</p>	<p>Surrey Police</p>	<p>When compared to the positive outcome rate of last year, burglary performance this year has decreased. A 9.2% positive outcome rate (165 positive outcomes) has been recorded across Surrey Police compared to 22% (424 positive outcomes) in the same period last year. This remains a force priority and work is being done to improve these figures across the county. Positive outcome performance is less than last year but needs to be seen in the context of large reductions in offences committed. An analysis at the start of the financial year to what contributed to the earlier improvement identified that the 3 most significant factors identified were Tertiary investigations, Taken into Considerations and Performance focus.</p> <p>The positive outcome rate for robbery this year is the same compared to the same period last year. The positive outcome rate this year is 20.8% (42 positive outcomes) compared to 20.8% (36 positive outcomes). This shows that although the number of positive outcome has increased, the positive outcome rate has remained the same and this position is as a result of the increase in crime reporting.</p> <p>For violence with injury, the total number of positive outcomes has risen by 318 (1566 this year compared to 1248 last year), but the significant rise in recorded violent crime has outstripped this increase, resulting in a 33.5% positive outcome rate this year compared to 33.2% in the same period last year. For violence without injury, the same picture emerges, an increase of 642 positive outcomes (2699 this year compared to 2057 last year) but overshadowed by the larger increase in recorded crime. Violent crime positive outcomes continue to be an area of focus for the Force and there are several strategies in place in order to improve the current position.</p> <p>Positive outcome rate for serious sexual offences remains an area of focus and concern for the Force. A 15% positive outcome rate (155 positive outcomes) has been recorded across the Force for this financial year to date. There has been a steady improvement in performance and whilst the number of positive outcomes has increased year on year, this shows that the reduction in positive outcome rate (15% compared to 15.8%) is as a result of increasing crime levels. The latest national position for serious sexual offences positive outcomes is 37th out of 43 forces for the 12 months to October 2015; this is an improvement of 5 places compared to October 2014.</p>
<p>The operations carried out and achievements made in targeting those who deal drugs to young people in schools and colleges of further education</p>	<p>Surrey Police</p>	<p>Surrey Police continues to take a proactive and zero tolerance approach in relation to drug use, production and supply, particularly where it involves young people. Surrey Police works with schools to deal with any reports of drug taking by school pupils and also continues to encourage staff, students and their parents to share any information in respect of drug use with someone. Surrey Police has commissioned an intelligence product for drugs in schools to help understand the issue and where there may be a perceived gap in the intelligence.</p> <p>This area is included in the reporting process for each management meeting, and numerous examples have been evidenced to the PCC and published in the bi-monthly management meeting papers.</p>

Joint actions with a wide range of partners to reduce anti-social behaviour and crime in all forms – whether it be working together to reduce town centre violence, business crime, rural and wildlife crime or any other loutish activity	Community Safety Partners	Community Safety Partnerships have played a significant role in reducing Anti-Social Behaviour (ASB) and Crime. They have worked together at the ASB Strategy Group to implement the new ASB legislation. This legislation makes it easier for partners to tackle ASB. The ASB Strategy Group is now turning its attention to better supporting victims by understanding their needs and developing services which deliver.
The support and mechanisms in place to stop people abusing drugs	Community Safety Partners	The Office of the PCC is working with the Surrey Substance Misuse Strategy Group. The new Strategy for alcohol and substance misuse has been consulted on and is being developed. Next steps are for the partnership, including the OPCC, to develop and deliver the action plan associated with the strategy.
Actions to tackle alcohol misuse and alcohol fuelled violence and anti-social behaviour	Community Safety Partners	Local partners are working together to tackle violence and ASB fuelled by alcohol and substance misuse. These local concerns are picked up through the Community Incident Action Group (CIAG) and Joint Area Group (JAG) processes and appropriate actions assigned. The Substance Misuse Partnership is due to launch the new strategy which will give a new direction to Community Safety Partners
Conviction rates at court for people who commit serious crime and drug dealers	Community Safety Partners	The Office of the PCC is working with agencies in the Criminal Justice system to ensure that the victim is put at the heart of the system, including consideration of conviction rates.
More Visible Street Policing		
Continue with my campaign for fairer funding of policing for Surrey tax payers. You pay the highest level of council tax for policing in the country	PCC	After some difficulties with the new policing funding formula consulted on by the Home Office, this project has now been put back pending review. The Surrey PCC and other PCCs campaigned strongly for an overall good police settlement for 2016/17. The Government announcement in December for police funding provided more funding that was expected for policing nationally.
Ensure Surrey Police and Criminal Justice partners take money and possessions away from criminals and direct this money into visible policing	PCC	From April to December 2015, £660,000 of criminal assets have been seized by Surrey Police. Police receive a proportion (about 18%) of this back to spend. on including proposals to purchase 3 cars for use by local police teams which will be branded as being paid for by seized criminal assets – see link to full report: http://www.surrey-pcc.gov.uk/wp-content/uploads/2015/11/06_POCA-Update-6-November-2015.doc.pdf
Lead on collaboration with neighbouring forces to share as many police functions as possible and, in the future, consider amalgamation	PCC	The PCC's of Surrey and Sussex continue to work closely with the Chief Constables of those forces to jointly deliver services wherever possible to make savings and protect front-line policing. There is South East regional delivery of counter terrorism and tackling serious organised crime and South East forces are collaborating on IT. Three forces including Surrey are currently jointly procuring a new Enterprise Resource Planning (ERP) system.

<p>Develop protocols between neighbouring police forces so that the nearest unit can respond to calls for help regardless of county borders</p>	<p>PCC</p>	<p>As well as developing cross-county relationships to align policies and procedures, Surrey Police is working with other emergency services in a Blue Light Collaboration. This project looks to identify where blue light partners can work more closely together to improve the contact and deployment functions of each service, delivering a better service to the public, whilst delivering better value for money.</p>
<p>The plans for Surrey Police in terms of back office savings and collaboration with neighbouring forces and local authorities.</p>	<p>Surrey Police</p>	<p>The Specialist Crime and Operations commands continue to operate successfully across Surrey and Sussex, and have delivered increased operational resilience as well as savings, with both commands currently undertaking reviews of their operating models to identify further opportunities to work more effectively and/or deliver savings. Work continues in Specialist Crime to identify further opportunities for joint working within the region.</p> <p>Business cases have been developed to implement new structures across Surrey and Sussex for People Services (HR, Shared Business services and Learning and Development) and Finance. The business cases build upon the work already undertaken which has put in place joint Senior Management Team structures in these functions.</p> <p>The Emergency Services Collaboration Programme considers collaborative/joint working opportunities with both Sussex Police and our other emergency service partners, and has identified a number of 'quick wins' that have allowed us to share information and work together more effectively. Longer term opportunities for fleet procurement and contact management/deployment are also being considered.</p>
<p>The reviews that Surrey Police is undertaking to make sure that they are as efficient as they can be and what the outcomes of these are in terms of savings</p>	<p>Surrey Police</p>	<p>A number of reviews continue across Surrey Police. These are reported on formally through the management meeting process, including associated savings and potential savings.</p> <p>In October 2015 the Surrey Police Her Majesty's Inspectorate of Constabulary (HMIC) Police Efficiency, Effectiveness and Legitimacy (PEEL) Inspection for Efficiency report was published and consideration is being given to the key areas and recommendations contained within the report. Whilst Surrey Police received an overall grading of 'requires improvement', HMIC found that we were 'good' in terms of short and long term financial planning. The remaining two areas, in which we were judged to require improvement, are being addressed through the work in support of the Policing in Your Neighbourhood review.</p> <p>In addition, work has been undertaken to assess the impact of the latest financial projections including the review of the funding formula, and savings targets for a number of business areas have been reviewed, with the aim being to ensure that Surrey Police is able to focus as much resource as possible on delivering frontline policing services.</p>
<p>The number and powers of PCSOs (Police Community Support Officers) and how they are used to support this plan</p>	<p>Surrey Police</p>	<p>Currently Surrey Police has 132 PCSOs. Surrey Police is still recruiting Police Community Support Officers (PCSOs) and there was an intake of PCSOs in November, and more lined up for January. During this financial year Surrey Police will be reviewing the PCSO powers as part of the Policing in Your Neighbourhood project.</p>

How Surrey Police is making best use of the Special Constabulary and other volunteer groups	Surrey Police	<p>There were 90 officers in the Special Constabulary at the end of December 2015, all of whom are operational working at least 16 hours per month. There were 105 volunteers in force at the end of December, all of whom work a minimum of 8 hours per month. Surrey Police is developing a 'Volunteering in your Neighbourhood' Strategy. The proposed strategy would broaden and deepen our current approach by introducing a spectrum of volunteering activity targeted specifically at unmet operational needs. Some recommendations have been identified to increase numbers:</p> <ul style="list-style-type: none"> • Work with the Special Constabulary to redefine the existing model • Test the Cadet Model • Implement the two parallel work streams • Return on investment <p>A Volunteer Lead has been recruited and started in December 2015.</p>
Put Victims at the Centre of the Criminal Justice System		
Work with the Criminal Justice System to ensure victims get proper support, whether they are dealing with Surrey Police, courts, probation, judges or voluntary support organisations	PCC	<p>Capturing feedback from vulnerable victims and using this to improve service delivery is a priority and on 11th January 2016, Assistant Police and Crime Commissioner Jane Anderson presented a series of reports providing qualitative feedback from victims of domestic and sexual assault to the Victims and Witnesses Group. The consultation was conducted by the APCC and sought to explore the survivors' journeys across support services and the Criminal Justice system. The research identified areas where they received strong support, where they did not and whether there were any areas that could be improved. This group is attended by representatives from Surrey Police, the Court Service and CPS and it has been agreed that a mechanism will be put in place to capture which agency feedback is passed to and when, what they are going to do with it and then a follow up/feedback section i.e. the 'what difference did it make'. This will enable the Victims and Witnesses Group and OPCC to track activity against the report findings for each agency.</p>
Monitor how Surrey Police and Criminal Justice partners improve their support for victims of crime and anti-social behaviour	PCC	<p>Support for victims by Surrey Police and partners, continues to be monitored through the Surrey Criminal Justice Partnership Board, attended by Deputy Commissioner and Chief Executive. The Surrey and Sussex Victims and Witness Group (as detailed above) will drive performance forward and update SCJP on progress and initiatives in relation to the key priority - Supporting Victims and Witnesses. Surrey Police support for victims is monitored through the Legitimacy Board, attended by the OPCC Policy Officer (Victims). OPCC Partnership Policy Officer sits on the ASB Steering Group, chaired by Supt. Chris Moon and she chairs the Task and Finish Group.</p>
Review the community safety funding and grants given to partners who support victims to ensure value for money is achieved	PCC	<p>All community safety funding has been reviewed and those that better met the outcomes of the victims fund have been allocated. All applications are considered against the criteria and whether they meet value for money.</p>

<p>Ensure that we look after those people most vulnerable in our society</p>	<p>PCC L</p>	<p>Surrey Police performance in protecting from harm those who are vulnerable and supporting victims has been of great concern to the PCC. Following the scrutiny panel, chaired by the PCC on 3 September focused on public protection, the OPCC has worked with the force in ensuring that a suitable action plan is in place to address the PCC's concerns and the later published HMIC recommendations for child protection and vulnerability. A detailed action plan for public protection is now in place and a further scrutiny panel was held on 02 December to review this final action plan and to begin to monitor progress against the actions set out in the plan, including HMIC recommendations. The full PCC response to the HMIC reports for Surrey on vulnerability and child protection have been published on the OPCC website, along with the PCC's response to the national HMIC report on domestic abuse and "so called" honour based violence: http://www.surrey-pcc.gov.uk/category/hmic-responses/</p>
<p>Work with partners to ensure that those with mental health issues receive appropriate care and protection</p>	<p>PCC</p>	<p>The OPCC continues to attend the Mental Health Steering Group and the Surrey & Borders NHS Partnership Trust Governance Board. The number of s136 detainees in custody suites continues to be a challenge, although this is mostly a result of other agencies contacting the police for help and a large number of repeat detainees, and there are concerns that there is little contingency planning within the NHS establishment. The Commissioner has written to all Acute Trust Chief Executive's to raise these issues.</p>
<p>Monitor Surrey Police performance in answering the phone when you call and how they respond to calls for help, getting the call centre and response officers to focus on what the victim needs.</p>	<p>PCC</p>	<p>Performance for non-emergency calls has improved since the beginning of the financial year, increasing from 68.5% in April to 73.4% at the end of September. This is as a result of the increase in staff recruited and a new coaching method used in the contact centre.</p>
<p>How satisfied victims of crime are with the services that Surrey Police provides and what Surrey Police is doing to improve how victims are treated</p>	<p>Surrey Police</p>	<p>For the financial year to date, overall crime victim satisfaction performance is at 80.8%, which is 4.9% points lower than year end. Overall Satisfaction for November (September incidents) was 80.4%. This is an increase on the previous month. Monthly results for November's overall satisfaction (September incidents) have seen notable increases for three out of five indicators this month; ease of contact: 92.7% (+4.4% points), actions taken: 75.7% (+3.6% points), and treatment: 92.9% (+3.5% points). Time taken to attend is the only indicator to see a decrease this month. Following internal training and communications regarding recent changes to the Victims' Code, satisfaction with kept informed has improved this month to 72% which is the highest level recorded since April 2015. Due a change in Home Office guidance for 2015/16, the force is now surveying all hate crime rather than just racist incidents. In November 2015 satisfaction was 81.3% and financial year to date the majority of victims interviewed have been satisfied with the overall service (84.2%)</p>

How Surrey Police is treating victims of anti-social behaviour and how it is improving treatment and actions taken	Surrey Police	Overall satisfaction for anti-social behaviour was 78.3% in November 2015. The financial year to date result is now +0.6% points higher than the previous year end. Surrey's first Anti-Social Awareness Week ran from Monday 28 September as a partnership campaign that aimed to address and increase public awareness of Police and partner agencies' different responsibilities, options and powers for dealing with anti-social behaviour (ASB); how victims can help themselves (including mediation services and victim support); what is and is not enforceable ASB; and the new ASB legislation (with particular emphasis on the Community Trigger). Twitter and Facebook were used as the main mediums for sharing messages as well as Radio advertisement and an interactive online quiz. Surrey Police will also be working with the OPCC to host focus groups for victims of ASB in order to obtain feedback around how to improve the service provided to victims of ASB.
Help ensure that the Criminal Justice system, including courts, witness protection and the judiciary put victims at the heart of everything they do	Criminal Justice Partners	The Deputy PCC is the vice-chair of the Surrey Criminal Justice Board which strives to put the victim at the heart of criminal justice and ensure an efficient and effective service. The Deputy PCC and PCC meet regularly with leaders in the criminal justice system and the Assistant PCC for Victims regularly attends court to see the services provided in action.
Review the funding given to victim support organisations to ensure value for money is achieved and a good quality of support is provided	Criminal Justice Partners	A total of £1,196,281.41 has been awarded from the OPCC Victims Fund, from a budget of £1,276,567 for commissioning victim support services through a mixed funding model of contract and grants. A contract manager has been appointed to oversee the contract awarded to Victim Support and monitor performance. Grants awarded to other support services continue to be monitored by the OPCC Victims Policy Officer to ensure they deliver against intended outcomes, with reporting submitted to the MOJ. The OPCC continues to work with other commissioners, such as SCC and NHS, to develop a joint commissioning approach.
Help ensure that there is support for vulnerable people, such as the young, the elderly, those with mental health issues and troubled families	Criminal Justice Partners	The OPCC has been working with Victim Support Young Witness Service and Citizens Advice Witness Service to ensure the smooth transition of support services for young witnesses of crime, which from 1st April 2016 will be provided as part of the nationally funded CA Witness Service enhanced provision for vulnerable and intimidated witnesses. The PCC continues to fund support for vulnerable people, including those affected by domestic abuse, (including a specialist service for deaf victim) and sexual violence and has introduced increased support for those at risk of sexual exploitation.
Give You the Opportunity to have a Greater Say in how Your Streets are Policed		
Make sure that Surrey Police provides opportunities for everyone to engage about their issues at a neighbourhood level	PCC	The OPCC continues to support Surrey Police in the delivery of Local Policing Boards, Facebook boards and local surgeries. The OPCC also continues to encourage residents to contact us via Facebook or Twitter.

<p>Hold an annual Police and Crime Summit, together with the Council Leader and Chief Executive, in each Borough and District where people can come and take part in discussions about police and community safety issues</p>	<p>PCC</p>	<p>The PCC has now held Crime Summits in seven of the boroughs / districts in Surrey, and will attend the final four in Waverley, Runnymede, Surrey Heath and Mole Valley between now and the end of February 2016 to allow local residents to have their say on community safety issues.</p>
<p>Ask local councillors, community safety officers and Surrey Police to formalise current engagement arrangements to ensure that there is a regular Local Policing Board that the public can attend in each Borough and District in Surrey</p>	<p>PCC</p>	<p>Recent Local Policing Boards (LPBs) have been held in Epsom & Ewell, Mole Valley and Runnymede, including some Facebook panels. Issues raised included youth behaviour, parking, Closed-Circuit Television (CCTV), anti-social behaviour and local crime. In addition to the LPBs, Surrey Police supported the PCC's summit in Tandridge 3rd November and has supported further summits in Woking on 12th November and Guildford on 12th December 2015. The Assistant Chief Constable (ACC) for Local Policing, supported by 'Policing in Your Neighbourhood' (PiYN) will work with the OPCC on agreeing a protocol for future arrangements in relation to police attendance at community and / or public meetings.</p>
<p>Publicise the dates and venues for the Summits and Local Policing Board meetings</p>	<p>PCC</p>	<p>Crime Summits continue to be publicised on the PCC's website, Twitter and Facebook pages, via the monthly update videos on YouTube, and through council / Surrey Police communications. Local Policing Boards / Facebook panels are publicised via social media and on the Surrey Police website: www.surrey.police.uk</p>
<p>Give people the opportunity to contact or meet with me or my staff about specific issues, including through surgeries, correspondence or through my web-site</p>	<p>PCC</p>	<p>The PCC continues to engage with residents via Crime Summits. The PCC has also recently taken part in his second webcast interview via Blab, which is now available on YouTube, where he answers questions pitched by members of the public. The DPCC has also recently done an interview via Blab to allow residents to ask specifically about the South East Cybercrime Survey and wider CyberSafe Network project.</p>
<p>Work with the media to ensure I am visible and available to the public and can make their interests heard</p>	<p>PCC</p>	<p>The PCC has been very much in demand from National and local media in particular in relation to his opinions on the Police Funding Formula, the effects in Surrey of our weak border controls and his explanation,(namely poor leadership) for the negative HMIC reports regarding Surrey Police's failure to adequately protect vulnerable citizens from domestic abuse and child sexual exploitation. He continues to lobby for a national or at least regional police force, making himself redundant and for collaboration between blue light services to save time and money. He highlighted the lack of trained firearms officers and the simultaneous poor provision of automatic weapons of the kind that would be needed in a Paris-style multi location terrorist attack. The PCC has featured on BBC national TV and radio, itv National news, Sky, Channel 4, BBC Surrey News, BBC SOUTH (news and politics,)ITV Kent, BBC local radio, The Telegraph, The Times, the Daily Mail, the Surrey Advertiser, Eagle Radio. Since the departure of CC Lynne Owens, the PCC aims to continue to live broadcast his management meetings with the temporary CC, Nick Ephgrave.</p>

Ensure everyone has the opportunity to engage by having a wide range of means of contact and engagement	PCC	In addition to Crime Summits, the PCC, his Deputy and Assistant PCC continue to attend community meetings on a regular basis. The Office of the PCC (OPCC) also responds to emails and letters from residents, and residents are making use of the online facility to allow them to write directly to the OPCC via our website.
Use social media and other emerging communications channels to engage with young people and those who do not wish to engage via other means	PCC	The Office of the PCC continues to be active on Facebook and Twitter, and the PCC's monthly update videos are now being uploaded to YouTube and Facebook to increase reach. An extra 2000 people have been able to watch our Crime Summits via Periscope, and we continue to use Blab for #SurreyPCCLive, where members of the public can pitch their questions directly to the PCC / DPCC.
Operate and lobby at a national level on behalf of the Surrey public on issues such as adequate funding for Surrey Police and victim care	PCC	Over the last quarter, the PCC has remained active in national lobbying on such issues as funding for Surrey Police, national police funding, numbers of firearms officers and the upgrading of automatic weapons to meet the demands of Paris style attacks. He has been outspoken about the vulnerability of our borders and the knock-on effects of illegal migrants and possibly terrorists jumping out of lorries around the M25 in Surrey.
Work with the Police & Crime Panel to make best use of its knowledge and expertise on local level issues	PCC	The PCC attends all Police and Crime Panel meetings. The PCC also continues to engage with the Panel on areas of specific interest, including detailed discussions on the development of precept proposals. Most recently the OPCC has arranged for members of the panel to visit the Force's contact centre to improve members' understanding of this area of business.
Making sure that everyone in Surrey is able to engage with the police, councils and other partners about the issues that affect them. I will ensure that existing joint engagement arrangements are formalised, with regular Local Policing Boards in each borough and district	Surrey Police/ Community Safety Partners	We work together with the police, councils and other local partners in the delivery of the 11 annual Crime Summits across the county, which are currently in the process of being held on each borough. Residents are able to discuss their views directly with the agencies that will be able to assist them. As well as LPBs, to increase reach, Surrey Police continue to make use of social media to engage with a broader range of residents.
Ensuring that issues are picked up and action is taken by the appropriate agency and that themes and learning are identified and acted upon together through joint problem solving.	Surrey Police/ Community Safety Partners	Issues and action plans have been identified through the local policing summits, as collated through the PCC's office. The local policing boards have raised local issues, of a similar theme to panel meetings (e.g. speeding, parking and ASB), and resolution of these many issues forms part of daily business for the relevant Neighbourhood teams. The teams work regularly with partners, including through Joint Action Groups and Community Incident Action Groups. Examples of partnership-working have been included in reports for the management meetings.
Protect your local policing		
Review the police station disposals policy in Surrey to ensure best value is achieved from the Surrey Police estate and any sales of property	PCC	This review has now concluded and the results can be read at the following link: http://www.surrey-pcc.gov.uk/2013/10/surrey-police-and-crime-commissioner-concludes-estates-review/

<p>Seek a national role to provide a voice for Surrey on boards and organisations that set police pay and conditions, particularly given proposals to reduce starting pay for police officers, who already struggle financially to live in Surrey</p>	<p>PCC</p>	<p>In December 2015, the PCC submitted evidence to the Senior Salary Review Board and Police Remuneration Review Boards latest consultations. This focused on the need for a Surrey-specific allowance to improve recruitment and retention issues and for a re-grading of the Chief Constable salary level which is based on out-of-date budgetary and establishment figures.</p>
<p>Ensure that Surrey Police gets adequate support from national bodies, such as the National Crime Agency, National Fraud Investigation (led by the City of London Police) and Counter Terrorism Units, as well as making sure Surrey Police is doing its part in national policing requirements</p>	<p>PCC</p>	<p>The PCC and staff have attended national seminars and training on national bodies. The PCC is part of the regional crime oversight board. Management meeting papers are received which update on Surrey Police's input into national policing requirements</p>
<p>Seek to reduce the bureaucratic burden on policing by tackling policies which inhibit us unnecessarily</p>	<p>PCC</p>	<p>The PCC was one of the first to get rid of policing targets which has been recognised nationally as reducing bureaucracy. The Office of the PCC seeks to use existing reports and management information where every possibly rather than requesting additional work to be carried out.</p>
<p>Ensure that the media has a balanced picture of policing activity in Surrey: we will be transparent</p>	<p>PCC</p>	<p>The PCC continues to be very much in demand from National and local media in particular in relation to his opinions on the increasing pressures on Surrey Police Force following negative HMIC reports on Child Sexual Exploitation (CSE) and Domestic Abuse (DA) .He highlighted poor leadership at the top of the force. He has also continued to draw attention to the effect of dealing with the influx of illegal migrants from Calais, and the possibility that border controls are unable to identify Jihadists returning from terrorist training among legitimate refugees. He has highlighted that nationally and locally firearms officers are too few, and not well enough equipped with automatic weapons which would be needed to combat a multi location Paris-style IS attack. With the departure of CC Lynne Owens, the PCC will continue to live broadcast his management meetings with her temporary replacement, Deputy CC Nick Ephgrave.</p>
<p>Take every opportunity to raise issues affecting Surrey such as budget cuts and police pay and conditions with MPs, councillors, partners, Government and national boards to make sure that they are all able to support your aims</p>	<p>PCC</p>	<p>The PCC continues to lobby the Home Office on the Police Funding formula and had some success in provoking a U turn on some Police spending cuts. He continues to argue that recruitment in Surrey is difficult because the cost of living is so high, and unlike the Metropolitan Police, we cannot offer a weighting in salary.</p>

Use my position as an elected person with the largest mandate in Surrey to give a balanced view of policing and protect those officers who put themselves in personally frightening or emotionally challenging situations every day and support them in tackling the people who blight the lives of the Surrey public	PCC	The PCC continues to speak out on the good work that Surrey Officers and staff carry out. He has an increasingly positive working relationship with the Senior Officer Team.
Work with the Chief Constable during 2013 to set out a staff and asset transfer scheme, as required by the Home Office, that best meets your 6 priorities	PCC	This has been completed.
Oppose plans for direct entry into the police service at Superintendent rank.	PCC	The PCC has nationally opposed direct entry and taken every opportunity to raise this as an issue with government and press.
What Surrey Police is doing with regard to pay and conditions for officers and staff following Government announcements on pay	Surrey Police	The Chief Constable has recently proposed a series of measures on pay and conditions for officers which has been approved by the PCC.
What the latest staff survey results are saying and how staff are viewing leadership	Surrey Police	The Staff Survey ran from 20 th April to 11 th May 2015 and in total 2246 responses were returned, providing a response rate of 58%, which is a large increase on the response rate last survey (44%). The overall health score was higher than the previous two surveys. Going forward the Surrey and Sussex Senior Leadership Team has agreed to develop a joint survey.
Ensuring previous skills and training are utilised when officers transfer from other forces	Surrey Police	Surrey Police continues to recognise national qualifications and ensures bureaucracy is minimised when quality assuring 'local' skills from elsewhere. This has been described through the management meeting structure.
I will be Uncompromising in the Standards you Expect from Your Police		
Go out and about within Surrey Police to see what is happening 'on the ground', to listen to the public and victims and feed my observations back into the Chief Constable	PCC	The PCC continues to hold his annual crime summit and the office has recently undertaken a Cyber Crime audit survey and consultation on council tax levels. The PCC continues to provide feedback to the Chief Constable on the views of residents at Management Meetings and informal meetings.

Continue to ensure we have an effective Independent Custody Visiting Scheme, whereby trained people from local communities go into custody to check on the welfare and treatment of those being held in custody	PCC	The Annual Independent Custody Visitor (ICV) Thank You Event was held in November 2015 and feedback from those who attended was excellent. The ICV Steering Group and Panel Meetings are well attended and continue to ensure good governance of the Scheme with necessary feedback given to ICVs and Surrey Police. We ended the year with 42 ICVs against an optimum number of 46.
Work with the Independent Advisory Group (IAG) and to hear views from minority groups about what they expect from policing	PCC	The PCC, his Equalities Advisor and support officers continue to meet regularly with the IAG and other groups to understand the views from diverse communities in Surrey. Recently the IAG changed the way it operates, establishing a strategic oversight group, which the OPCC attends. The OPCC is working with the IAG and the Professional Standards Department (PSD) to ensure proper scrutiny is given to complaints about officer discrimination.
Ensure that Surrey Police has the highest standards through monitoring customer service and complaints	PCC	The PCC, his Deputy and his Equalities Advisor have regular meetings to consider the complaints that the OPCC receives. The whistleblowing review went to Surrey Police's Extended-COG and the DCC set up an Action Plan to deliver on its actions around language and accessibility. The OPCC has recently recruited 13 legally qualified chairs for police gross-misconduct hearings and is working with colleagues from neighbouring Forces to ensure changes to legislation regarding complaints and the management of Professional Standards are taken forward.
Consider where I can introduce mystery shoppers to provide a check on standards of Surrey Police care for victims and customers	PCC	Complete – considered and not felt to be practical.
Lead by example and give visible leadership for Surrey Police and expect those in leadership roles to do the same	PCC	The PCC, Deputy PCC and Assistant PCC continue to meet with Surrey Police leaders and show leadership to staff.
Monitor Surrey Police performance in investigating crime to make sure that the best results are achieved	PCC	The PCC monitors Surrey Police performance in investigating crime in the management meetings. Reports and minutes of these meetings are published on the OPCC website. The latest updates can be seen at: http://www.surrey-pcc.gov.uk/2015/11/agenda-and-papers-for-november-management-meeting-18th-november/ Generally the numbers of crimes detected are increasing. But due to increases in reporting, particularly for violent and sexual offences, the detection rate is stable or falling for many crime types. Increases in reports in these crimes are partly due to increased confidence of victims to report which is welcomed.
How the Chief Constable and her senior staff are ensuring high standards, ethics and integrity - from dress codes and standards of appearance through to the service staff are delivering to the public	Surrey Police	Professionalism is important to Surrey Police, with work being driven through the People Strategy Board, the Strategic Crime and Incident Recording Group, and the Professionalism and Integrity Board for the Code of Ethics. Good work is reported on through the PCC management meeting and the bi-monthly Legitimacy board aims to provide assurance and confidence that Surrey Police are responding to and treating victims and public in a legitimate and fair way.

How many complaints have been received, what the themes of these are and whether complaints are being well managed within required timescales	Surrey Police	In comparing the second quarter from this year and last year Surrey Police recorded slightly more complaint cases (150 in 2014/15 and 152 in 2015/16) but significantly less allegations. In quarter two of 2014/15, 441 total allegations were recorded compared with only 289 for the same period this year; a significant decrease of 34.4%. This reflects that Surrey Police is trying to resolve issues in a more timely way, which reduces the chance to subsequent allegations being added due to slow investigation timescales. 'Other Neglect' and 'Incivility' are once again the highest allegation categories but there is a significant decrease. In Q2 2014/15 Surrey Police recorded 162 and 59 allegations respectively for 'Other Neglect' and 'Incivility' which has decreased to only 96 and 40 in Q2 2015/16, decreases of 40.7% and 32.2% respectively.
Examples of letters of satisfaction received and the issues to which they relate	Surrey Police	Between 1 st October and 30 th November 2015 the Chief Constable received 35 letters of thanks from members of the public, including thanks for the police response to a great variety of incidents. Burglary was an offence that featured five times, with three letters from the victims of dwelling burglaries complementing the manner in which they were dealt with by the attending police officers and crime scene investigators. Four letters were received relating to motoring, two of these were thanks for officers assisting in moving broken down vehicles in a dangerous position and one praised the action of an officer assisting with an RTC when off duty. A member of the public also thanked officers who assisted in directing her around a road closure in an area unfamiliar to her. Chief Constable Lynne Owens also received two letters complimenting her on the constructive and honest account that she gave to the Home Affairs Select committee.
How staff are being managed to ensure high standards and good service delivery, including vacancy rates, sickness rates and staff survey results	Surrey Police	Sickness continues to be low risk with the sickness rate this financial year to date for officers and staff being 2.9% and 2.8% respectively. Officer sickness is now at 7.5 days per person and staff sickness at 7.3 days.
Holding the Chief Constable to Account		
Webcast management meetings holding the Chief Constable to account	PCC	Management meetings are webcast whenever technology allows and can be viewed on the PCCs website. http://www.surrey-pcc.gov.uk/our-work/surrey-police-performance/webcasting/
Finance and Resources		
Surrey Police budget and spend	Surrey Police	This is a detailed area which is specifically covered through reports to the PCC from Surrey Police, in the monthly management meeting process. Details on budget and spend can be viewed at: http://www.surrey-pcc.gov.uk/our-work/surrey-police-finances/

PCC budget and spend	PCC	This is a detailed area which is specifically covered through reports to the PCC from Surrey Police, in the bi-monthly management meeting process and in specific reports provided to the Police and Crime Panel (PCP). The latest update can be viewed at: http://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=250&MId=3618&Ver=4
Crime and Disorder Reduction Funding		
Allocated funding	PCC	Grant funding is all published on the PCC's website and a summary report went to the Police and Crime Panel in June: http://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=250&MId=3619&Ver=4 76 applications for funding for community safety projects have been allocated in 2015/16.

SURREY POLICE AND CRIME PANEL

FEEDBACK ON MANAGEMENT MEETINGS BETWEEN THE PCC AND CHIEF CONSTABLE

4th February 2016

SUMMARY

The Police and Crime Commissioner for Surrey, Kevin Hurley, holds bi-monthly management meetings with the Chief Constable and appropriate members of their senior team. These meetings are webcast for all to view. Their main purpose is to ensure the PCC is discharging his statutory responsibility to hold the Chief Constable to account for delivery against the six People's Priorities as set out in the Police & Crime Plan and to provide oversight and scrutiny of Force business.

At the Panel's request, the attached paper summarises the issues raised at the Management Meetings held since the Police & Crime Panel last met.

RECOMMENDATIONS

Members of the Police and Crime Panel note the report.

EQUALITIES AND DIVERSITY IMPLICATIONS

No implications.

LEAD OFFICER: Sarah Gordon, PA, OPCC
TELEPHONE NUMBER: 01483 639081
E-MAIL: sarah.gordon@surrey.pnn.police.uk

Bi-Monthly Webcast Management Meeting – 18th November 2015

Agenda items for this meeting were:

- Matters Arising/Minutes of the last meeting – 17th September 2015
- Surrey Police Progress Against the Six People's Priorities (Standing Item)
- Policing in Your Neighbourhood Update
- Surrey Police Strategic Learning and Development Financial Review and Priorities Plan
- Special Constabulary Update
- Proceeds of Crime Act (POCA) Spend Update

The main points of note from the meeting were as follows:

- Serious acquisitive crime had seen a decrease but there had been a rise in violent crime and cyber related crime. Part of the increase was due to confidence in victims coming forward to report crime, improvement in service delivered by police and also a change in recording rules. Two new offences were now including in the violent crime category which was increasing the figures, to 'disclose private sexual photographs and films with intent to cause distress and 'sending letters etc with intent to cause distress or anxiety'
- Domestic abuse had seen a year on year increase – the CC was pleased to see an increased number of victims coming forward but resources were stretched. The PCC had recently approved the PIYN (Policing in Your Neighbourhood) business case which included changes in the area of dealing with the increase of workload in vulnerable areas
- There had been an increase in the number of reported serious sexual offences. It was noted that not all reports were of recent incidents, more that 50% had occurred historically. The volume of cases had increased and the level of resource required would need investment. 12% of the Force's current resource was invested in this area but this was likely to increase
- Reductions in burglary were continuing and the Forces national position had improved. Despite what other Forces had said the CC stated that Surrey wouldn't be withdrawing resources for burglary investigation. The PCC commended the work in this area and noted that there had been an almost 40% drop in reports of burglary over a 3 year period
- The PCC had recently been apprised of a case involving the JET (Joint Enforcement Team) in Spelthorne who had secured a charge against an offender for 40 flytipping offences. This was an example of good partnership working
- The force was sustaining a good performance on the 999 number and 101 performance was increasing however there were still times when the public couldn't get through. A consultation was taking place with the public on what calls should be dealt with via telephone and whether some reports could be dealt with via online mechanisms. The DPCC emphasised that the Force received approximately 2000 calls per day
- The Force continued to engage with the public via the Local Policing Boards, a number of which took place via Facebook which was a different and popular way of

engaging communities. The Force was also supporting the PCC in his round of crime summits

- There was currently a high turnover rate of officers and staff. The revised retention package would hopefully provide some stability. The CC and PCC had both recently raised the issue of pay and conditions with the Pay Review Body
- The report listed the number of complaints that the Force was dealing with and the number of officers who were currently on restricted duties due to IPCC investigations. The CC had expressed her concern with the IPCC (Independent Police Complaints Commission) about the length of time it was taking to progress these investigations. The CC had also received a number of letters of thanks since the last meeting
- The CC explained that the reason for the new project, Policing In Your Neighbourhood (PIYN) was to present a model of delivery within the current funding envelope. The funding was currently unknown for the next four years due to a delay in the Home Office's review of the Police Funding Formula. The Chief Officer Group (COG) would be meeting with the PCC next week to discuss options for future financial plans. Collaboration was continuing with other forces and other emergency services and with the Force's primary collaboration partner, Sussex Police. Work with Sussex included sharing HR, ICT and Finance functions and continuing to collaborate in specialist crime areas, firearms and roads policing
- The CC said that the Force had invested £1m into the training budget last year at the PCC's approval. The PIYN (Policing In Your Neighbourhood) project would require officers and staff to undergo training and Paul Cliff (PC), Head of Learning and Development, had been tasked with carrying out a TNA (Training Needs Analysis) to ensure that officers and staff would be trained appropriately
- The DCC presented the report which built on previous updates given at earlier meetings. He said that the Special Constabulary played a vital role in supplementing regular colleagues. There had been a deliberate decrease in the number of Special Constables, the reason for this was largely to bring in a focus of quality and commitment to the role. There had been a slight increase in attrition rates but this rate was now in line with the national average. ACC Stephens was leading a piece of work to look at the rebuild of the Special Constabulary and this would fall under the overarching volunteer strategy. The strategy was in place and the new Volunteer Manager would be starting at the end of November. The Special Constabulary line management structure would be looked at as part of this work. Concerns had been raised by a number of Special Constables about the current structure. The training plan will also be redesigned. The PCC would be kept updated on progress
- The paper focussed on the spend of assets seized via POCA (Proceeds of Crime Act) and ARIS (Asset Recovery Incentivisation Scheme). The paper proposed that the Force continued with current activities regarding spend which included providing more visible street policing. Three vehicles had been purchased that were marked as being bought with assets seized from criminals. It was proposed that the Panel currently held between the DCC and ACC Local Policing would continue to discuss future spend.

The webcast of the meeting, supporting papers and the minutes of the meeting are available on the PCC's website www.surrey-pcc.gov.uk

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SURREY POLICE AND CRIME PANEL**RECRUITMENT OF CHIEF CONSTABLE
4TH FEBRUARY 2016****SUMMARY**

Former Chief Constable of Surrey Police, Lynne Owens, left the Force on 3rd January 2016 to take up her new role as Director General of the National Crime Agency. By operation of law, Deputy Chief Constable Nick Ephgrave has assumed the role of Temporary Chief Constable until such time as a substantive Chief Constable is appointed.

The appointment of a Chief Constable is the responsibility of the Police & Crime Commissioner. PCC Kevin Hurley has announced that, in the interests of democracy and fairness to whomever the PCC may be post-May, he will delay any selection and appointment until after the PCC elections.

However, the PCC also recognises that, given the critical importance of the role, it is sensible to ensure that the appointment can be made as swiftly after the elections as possible.

The PCC will initiate the beginning of the recruitment process in advance of the election, leaving the short-listing and selection to be concluded post-5th May.

This report sets out details of the recruitment process and likely timescales.

RECOMMENDATIONS

That the Panel notes the report.

EQUALITIES AND DIVERSITY IMPLICATIONS

None raised.

LEAD OFFICER: Alison Bolton, Chief Executive
TELEPHONE NUMBER: 01483 630 200
E-MAIL: alison.bolton@surrey.pnn.police.uk

1. Introduction – Process of Recruitment

- 1.1 Section 38 of the Police Reform and Social Responsibility Act requires that the selection and appointment of Chief Constables is made by Police & Crime Commissioners (PCCs). Whilst it is for the PCC to make the decision about who to appoint (subject to the power of the Panel to veto the first candidate proposed), there are a series of processes that the PCC must consider putting in place prior to any decision being made.
- 1.2 These include developing a role profile and person specification; ensuring there is a sufficient pool of candidates; convening an appointments panel (which must include one ‘independent member’ – see para 3.1 below); shortlisting candidates and holding an assessment/interview process.
- 1.3 Once at the stage of a proposed appointment, the PCC must notify the Police & Crime Panel which must then hold a confirmation hearing within three weeks. The Panel has the power to veto, with a two-thirds majority, the proposed appointment.
- 1.4 All those responsible for the selection and appointment of Chief Constables must observe the principles of merit, fairness and openness.
- 1.5 More detail on the process of recruitment and the legal requirements are set out in Home Office Circular 01/2012 and in the College of Police’s ‘Guidance on the Appointment of Chief Officers’, available on the College’s website.

2. PCC’s proposal for Surrey’s recruitment

- 2.1 Elections for the Police & Crime Commissioner are due to take place on Thursday, 5th May with any new PCC taking up office one week later. There are several factors that have led the PCC to conclude that whoever is PCC post-May should be in a position to make a substantive appointment as soon as practicable.
- 2.2 T/Chief Constable Ephgrave took up his appointment on 19th December 2015. He has subsequently appointed Gavin Stephens and Helen Collins as temporary Deputy Chief Constable and temporary Assistant Chief Constable respectively. These appointments have resulted in further temporary promotions in the next tiers of management.
- 2.3 Members will be aware of the Policing in Your Neighbourhood Project, set to launch in April 2016. This will see a realignment of local policing services to meet with its reducing budget and changes to crime types and demand. It is a large-scale programme of change for the Force.
- 2.4 Appointing a substantive Chief Constable will secure stability in the Force’s leadership at a time of significant change.

3. Timescales for the Recruitment Process

3.1 There are a number of steps the PCC can take prior to the elections without unreasonably fettering the ability of any new PCC to make the final selection. These include:

- **Developing a role profile and person specification.** These will be the documents against which assessment of candidates will be made.
- **Placing a job advertisement.** There is a requirement to advertise the post for a minimum of three weeks.
- **Convening an Appointments Panel.** The PCC must convene a panel that will support the PCC in making the appointment and provide challenge and impartiality to the process. The panel must include at least one independent member, who will produce a written report for the Police & Crime Panel to verify the robustness of the process. This independent member cannot be a PCC, member of the Police & Crime Panel, MP or MEP, local councillor, serving or retired police officer or member of staff, civil servant, or staff from HMIC, the IPCC or College of Policing. This does not preclude people from these groups being on the panel in other roles.

The Panel will need to convene before the short-listing of candidates has taken place.

The PCC has decided to secure the services of an accredited independent member, drawn from the list maintained by the College of Policing. Although any new PCC will wish to appoint his or her own panel, an independent person in place could allow short-listing to take place expediently.

3.2 If an advert is placed prior to the elections, an incoming PCC will be in a position to short-list soon afterwards. He or she will also be able to have an input into what form a selection process should take.

3.3 The table overleaf shows a possible timeframe for the recruitment process.

Draft Timetable for Chief Constable recruitment

Agreement of role profile and person specification	February 2016
Appointment of independent member of the appointments panel	March 2016
Advert out	Thursday, 24 th March until Friday, 15 th April
Closing date for applications	Friday, 29 th April
PCC elections	5 th May 2016
New PCC takes office	12 th May 2016
Short-listing with independent panel	w/c 16 th or 23 rd May
Panel interviews	w/c 30 th May or 6 th June
Notify panel of proposed candidate	By Friday, 10 th June
Police & Crime Panel confirmation hearing	By Friday, 1 st July

SURREY POLICE AND CRIME PANEL

HMIC Inspection Reports

4th February 2016

SUMMARY

Her Majesty's Inspectorate of Constabulary (HMIC) is the independent inspection body for policing.

The HMIC carries out the following types of inspections:

- An annual inspection of all police forces with individual published reports. This is known as PEEL – Police Efficiency, Effectiveness and Legitimacy. Each of the three elements are graded. There are four possible grades: inadequate, requires improvement, good, outstanding.
- National thematic inspections – where a specific policing issue is inspected using a sample of between 6 and all 43 forces, depending on the issue. These issues are chosen either by the HMIC or by the Home Secretary
- Joint inspections with other agencies e.g. inspections on custody facilities with HM Inspectorate of Prisons
- Commissioned inspections – PCCs or the Home Secretary can commission the HMIC to carry out a force inspection on a particular topic.

As well as inspections, the HMIC also publishes data and information. This includes annual Value for Money profiles and the Rape Data Monitoring Group reports.

The PCC's role in these inspections is to receive the reports and publish his comments on the recommendations made by HMIC. The PCC should then use the findings to scrutinise the police force performance, particularly in areas which contribute to the achievement of the Police and Crime Plan.

The Police and Crime Panel's role is to ensure that the PCC is taking into account inspection reports and the recommendations therein when holding the Chief Constable to account.

INSPECTION REPORTS DECEMBER 2015

Since the last Police and Crime Panel meeting, HMIC has published three reports specifically relating to Surrey Police:

- Regional Organised Crime Units
- PEEL – the vulnerability section of the PEEL inspection process – the HMIC has published a national overview and a specific report and grading for each police force
- Child protection – HMIC has published the Surrey report which forms part of a national thematic of all police forces

A positive report was received for the South East Regional Organised Crime Unit (SEROCU), for which the Surrey PCC is jointly responsible for overseeing, although it is based in the Thames Valley area. The report found that the SEROCU was one of only two regional units providing all 13 of the national capabilities and is one of the few that has a dedicated Chief Officer.

The panel has asked for a more detailed update on the Child Protection and Vulnerability reports, provided below.

The full reports for the above inspections and the PCC's responses can be found on the HMIC website: <http://www.justiceinspectors.gov.uk/hmic>

VULNERABILITY AND CHILD PROTECTION REPORTS

These two reports were published in December 2015 and are linked. The Child Protection Inspection was carried out in early June 2015 and the results fed into the wider vulnerability report undertaken later in the same month. The vulnerability report is graded, taking into account child protection performance. Vulnerability covers all victims who are felt to be vulnerable including those suffering from crimes of domestic violence, child abuse, sexual offences, child sexual exploitation and missing children.

In terms of the specific child protection report, the inspectors found that of the 68 cases they considered in June 2015, 10 were rated as good against the HMIC criteria, 6 as adequate, 16 as requiring improvement and 36 as inadequate. Some good examples of work were reported on but there were also a number of cases in the report which the inspectors found needed improvement.

The report recognised that putting victims at the centre of the criminal justice system was a priority in the Police and Crime Plan and that the leadership team of Surrey Police was committed to improving services, but that *“overall we found a significant disconnect between the ambitions and aspirations of chief officers and child protection practice on the front line”*.

Four key recommendations were given in the report to be completed within six months. The HMIC also asked for a progress report within six weeks of the publication of the report and stated that it would re-inspect within six months to assess progress.

The HMIC Vulnerability inspection looked at all police forces and resulted in a national overview report as well as reports for each force, published in December. Forces were graded as outstanding, good, requires improvement or inadequate at protecting vulnerable people. Of the 43 forces, no force was graded as outstanding, 12 forces were judged to be good, 27 forces were judged to require improvement and four forces were judged to be inadequate. Surrey was judged to be inadequate.

In terms of the Surrey report on vulnerability, the HMIC concluded that it had “*significant concerns about the capability and capacity of Surrey Police to safeguard vulnerable people and investigate crimes committed against these vulnerable people*”. Again, HMIC recognised the priority given to protecting vulnerable people but found that current systems were ineffective and that there were inconsistencies in investigations. The report and accompanying press release recognised that ‘*some promising progress*’ had been made since the inspection.

The vulnerability report made two specific recommendations – one on improving child abuse investigations and one on reviewing the force approach to missing children.

The PCC’s comments on these reports are attached and can be found at: <http://www.surrey-pcc.gov.uk/information/hmic/>.

ACTION TAKEN BY THE PCC

The PCC was aware of the inspection findings following debrief sessions held in June 2015 and he had also independently identified concerns with force performance in the area of Public Protection (the term used within Surrey Police for protecting vulnerable people from harm).

On identifying concerns, the PCC commissioned a specific scrutiny of force performance in Public Protection in June, to be held in August 2015. The initial papers provided by Surrey Police were not of the required standard and this scrutiny was rescheduled for September 2015. This scrutiny meeting was held but the PCC was not satisfied that concerns were being addressed. He then wrote to the Chief Constable providing a detailed account of his concerns. The Chief Constable responded and a further scrutiny panel was set up for December 2015.

Between September and December 2015 the Office of the PCC worked with Surrey Police to ensure that a robust improvement plan was developed. Staff from the OPCC have maintained oversight and monitored progress against the plan by attending key Surrey Police board meetings. The PCC authorised increased expenditure on staff and the release of reserves to provide short term improvement funding.

At the December scrutiny meeting, Surrey Police provided the PCC with an Improvement Plan for Public Protection. This is attached and is published on the Surrey Police website. This plan also addresses HMIC recommendations. Surrey Police has recently provided the OPCC with a Public Protection Business Case outlining the case for further permanent, substantial investment into protecting vulnerable people and investigating their cases. This is currently being considered and expected to be signed off in February 2016.

During this time the PCC also considered what other actions he should take to address Chief Constable and force performance in this area of work and asked for HMIC for independent professional advice and assistance.

CURRENT POSITION

The PCC is now content that an appropriate action plan is in place and that Surrey Police has the necessary funding and staffing to improve in Public Protection. A new Temporary Chief Superintendent within a proven background in public protection matters has been appointed to lead this area of work and has been given a clear remit to make Surrey the 'market leader' in public protection issues. However, he will continue to scrutinise the achievement of actions identified and the performance of Surrey Police to ensure that the required improvements are made. A further scrutiny is planned for 10th February.

In terms of current performance, Surrey Police have provided an update report to the webcast January Management Meeting. The attached tables shows the increased scale of the levels of crimes that Surrey Police is currently dealing with – large increases in reported sexual offences, child exploitation, domestic abuse and hate crime (on top of increased reported in the previous year). The numbers of crimes solved are now also increasing, as shown below. The actions identified in the Improvement Plan are currently on track.

	Crimes Recorded 1st Apr - 22nd Dec 15	% Difference compared to 1st Apr - 22nd Dec 14	Crimes Solved 1st Apr - 22nd Dec 15	% Difference compared to 1st Apr - 22nd Dec 15
Rape and Serious Sexual Offences	1009	↑ 58.2%	150	↑ 51.5%
Rape (Subset of the category above)	404	↑ 40.8%	55	↑ 83.3%
Child Sexual Exploitation	742	↑ 271.0%	164	↑ 164.5%
Rape and Serious Sexual Offences involving a child victim	431	↑ 69.7%	77	↑ 51.0%
Domestic Abuse	5541	↑ 33.3%	1452	↑ 17.0%
Hate Crime	725	↑ 46.8%	213	↑ 33.1%

RECOMMENDATIONS

That members of the Police and Crime Panel note the report and the actions taken by the PCC.

ATTACHMENTS

- A PCC's Response to HMIC Child Protection Report
- B PCC's Response to HMIC Vulnerability Report
- C Public Protection Improvement Plan
- D Update report to January Management Meeting

LEAD OFFICER: Johanna Burne, Senior Policy Officer, OPCC

TELEPHONE: 01483 630 200

E-MAIL: Johanna.burne@surrey.pnn.police.uk

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Office of the Police and Crime Commissioner for Surrey



To: The Home Secretary
HMIC

PO Box 412
Guildford
Surrey
GU3 1BR
Tel: 01483 630200
Fax: 01483 634502
e-mail: surreypcc@surrey.police.uk
Website: www.surrey-pcc.gov.uk

January 2016

Response from Kevin Hurley, Police and Crime Commissioner for Surrey to the HMIC report 'National Child Protection Inspections – Surrey Police'

As the HMIC is aware, Surrey Police performance in protecting children is of concern to me since. A combination of the HMIC inspection feedback, performance information and reports from my staff attending force boards have led me to have increased concerns in this area.

In terms of responding to this report and the findings, we have a great deal to update on. Given the gravity of the issue, we have not waited until the report was published to take action.

Upon identifying concerns, I set up a specific scrutiny panel which I commissioned in June and set for early August 2015. At this time, Surrey Police had recently been inspected and were struggling with increased reporting in the area of public protection, including child protection. Due to lack of suitable information provided by Surrey Police, this scrutiny was rescheduled for early September 2015. This scrutiny did not, at that time, provide me with the evidence that Surrey Police had an adequate plan in place to address their shortcomings. I followed up the scrutiny with a letter to the Chief Constable detailing all of my concerns. I also asked HMIC to assist me in improving the force's capability.

Since then, the OPCC has worked with the force in ensuring that a suitable action plan is in place to address my concerns and the HMIC recommendations. A detailed action plan for public protection is now in place. This includes the recommendations made in the HMIC report on Child Protection.

I held a further scrutiny panel in November to receive the final action plan and to begin to monitor progress against the actions set out in the plan. I specifically requested updates against the draft HMIC recommendations. I am pleased to report the following progress:

- Additional staff have been put into local specialist safeguarding units and the Central Public Protection Teams. This will allow Surrey Police to bring workload levels down to those where staff can effectively manage their cases.
- Increased dedicated supervisors - Each geographical base (Staines, Reigate and Guildford) now has a dedicated Public Protection Detective Inspector with eight Detective Sergeants based in Staines, nine Detective Sergeants based in Reigate and seven Detectives Sergeants and two uniformed Sergeants in Guildford.
- An independent team of specialist advisors has been brought in to audit and mentor staff
- Surrey Police is now using CAID (the national Child Abuse Image Database)
- Increased funding for digital forensic examinations
- Investment into training for specialist roles – this has been funded from £1m reserves which I have made available
- I have agreed a retention and reward package for staff working in public protection to make these roles more attractive for staff.
- Funding from the OPCC's Victims Fund for a Child Sexual Exploitation (CSE) Partnership manager and a CSE co-ordinator plus support funding for WiSE (What is Sexual Exploitation) workers to improve partnership co-ordination of activity in Surrey
- A new Detective Chief Superintendent, a proven specialist in this area, has been appointed from an external force

More specifically on the recommendations made in the Child Protection report:

- All the HMIC recommendations are reflected in the force improvement plan
- A presentation has been delivered to Contact Centre staff on their current training cycle. As at the update to me at the beginning of December, 3 rotas have received this input (approximately 90 staff) the 2 remaining rotas will be training in the next 4 weeks. The presentation specifically covered the recommendations around drawing together early information, appropriate grading and escalation.
- Checks on the welfare of children and records of observations made have been included in the standards checklist and when reviewing public protection crimes and has been included in the next DA training cycle
- Clear direction and communication has been given to custody staff that voluntary attendance at police stations is not to be used for suspects of child abuse without the authority of a detective inspector and decisions will be recorded
- With regard to ensuring timely medical examinations for sexual abuse cases involving children, this has been put in the agenda for discussion at the next governance board of the Sexual Assault Referral Centre in Surrey which deals with all such cases.

The report highlights the priority placed on putting victims at the centre of the criminal justice system and that the then Chief Constable and her team are committed to improving service for children. However, the report found a “*significant disconnect between the ambitions and aspirations of chief officers and child protection practice on the front line*”. This to me is the key area of leadership and management that needs to be addressed and why I consider the inadequate cases to be a failure of strategic leadership.

I have worked with Surrey Police to ensure that the right resources are in place for public protection, including protecting children from harm. I have released £1m of reserves for training and given the Chief Constable a further £1m operational reserve. Taking into account the funding settlement, my proposed precept plans for 2016/17 and savings plans in the force, I am currently considering the business case for an on-going increased investment of £2.9m into public protection. Overall, Surrey Police will be investing an extra £4.9m to protect the vulnerable.

Putting victims at the centre of the criminal justice system and protecting the vulnerable is one of my top priorities. I will continue to scrutinise Surrey Police, the implementation of their action plan and their performance until I am satisfied, on behalf of the public, that children in Surrey are being protected from harm and offenders are being brought to justice.

I am grateful for the diligence and commitment of HMIC staff in providing this report.

I would also like to express my gratitude to those members of Surrey Police who have worked in this challenging area of policing.

Kevin Hurley, Police and Crime Commissioner for Surrey

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Office of the Police and Crime Commissioner for Surrey



To: The Home Secretary
HMIC

PO Box 412
Guildford
Surrey
GU3 1BR
Tel: 01483 630200
Fax: 01483 634502
e-mail: surreypcc@surrey.police.uk
Website: www.surrey-pcc.gov.uk

January 2016

Response from Kevin Hurley, Police and Crime Commissioner for Surrey to the HMIC reports 'Police Effectiveness 2015 (Vulnerability): A national overview and An inspection of Surrey Police'

As the HMIC is aware, Surrey Police performance in protecting from harm those who are vulnerable is of concern to me. A combination of the HMIC inspection feedback, performance information and reports from my staff attending force boards have led me to have increased concerns in this area.

I was disappointed but not surprised to see that Surrey Police was one of four forces graded as inadequate by HMIC. Given the gravity of the issue, we have not waited until the report was published to take action.

Upon identifying concerns, I set up a specific scrutiny panel commissioned in June and set for early August 2015. At this time, Surrey Police had recently been inspected and were struggling with increased reporting in the area of public protection. Due to lack of suitable information provided by Surrey Police, this scrutiny was rescheduled for early September 2015. This scrutiny did not at that time provide me with the evidence that Surrey Police had an adequate plan in place to address their shortcomings. I followed up the scrutiny with a letter to the Chief Constable detailing all of my concerns. I also asked HMIC to assist me in improving the force's capability.

Since then, the OPCC has worked with the force in ensuring that a suitable action plan is in place to address my concerns and the later published HMIC recommendations. A detailed action plan for public protection is now in place. This includes the recommendations made in the HMIC reports on vulnerability.

I held a further scrutiny panel in November to receive the final action plan and to begin to monitor progress against the actions set out in the plan. I specifically requested updates against the draft HMIC recommendations. I am pleased to report the following progress:

- Additional staff have been put into local specialist safeguarding units and the Central Public Protection Teams. This will allow Surrey Police to bring workload levels down to that staff can effectively manage their cases.
- Increased dedicated supervisors - Each geographical base (Staines, Reigate and Guildford) now has a dedicated Public Protection Detective Inspector with eight Detective Sergeants based in Staines, nine Detective Sergeants based in Reigate and seven Detectives Sergeants and two uniformed Sergeants in Guildford.
- An independent team of specialist advisors has been brought in to audit and mentor staff
- Surrey Police is now using CAID (the national Child Abuse Image Database)
- Increased funding for digital forensic examinations
- Investment into training for specialist roles – this has been funded from £1m reserves which I have made available for training
- I have agreed a retention and reward package for staff working in public protection to make these roles more attractive for staff.
- Funding from the victims fund available to me for a CSE Partnership manager and a CSE co-ordinator plus support funding for WiSE (What is Sexual Exploitation) workers to improve partnership co-ordination of activity in Surrey
- A new Detective Chief Superintendent, a proven specialist in this area, has been appointed from an external force

More specifically on the recommendations made in the vulnerability report for Surrey:

- All the HMIC recommendations are reflected in the force improvement plan
- In terms of the recommendation to act to improve child abuse investigations, a comprehensive communications strategy has been implemented in relation to Child Sexual Exploitation (CSE) internally and externally. Internal communications focused on staff awareness of what CSE was, the signs of CSE and the fact victims were vulnerable and CSE is child abuse.
- On-going training has been conducted with Safeguarding Investigations Unit (SIU), investigations and response teams.
- There have been face to face training inputs to all Borough Command Unit (BCU) supervisors, senior management teams and delivered by BCU Commanders to wider teams to raise awareness.
- In June 2015 an audit was completed of all Child Abuse investigations by BCU supervisors to identify investigative and safeguarding gaps. Actions have been allocated to improve investigations and safeguarding. Completion of these actions is overseen by the BCU Commanders.
- Surrey Police has employed an independent standards team to continue the audit process to ensure investigative and safeguarding standards are maintained. Their remit is to also provide face to face mentoring support for Child Abuse investigators.
- To improve management of cases, Surrey Police have increased the number of DCIs for Public Protection from 2 to 4, from January to May 2015. Since June 2015 additional supervisory resources have been put into SIUs, increasing supervisors to 8 DS and 2 DI's per SIU. Business cases are being submitted to address resources demand and supervision within all central teams.
- In terms of the recommendation in relation to missing children, all missing children are reviewed and recorded by the Missing Persons Co-ordinator.

Referrals are completed to Children's Services and repeat missing children are identified. Repeat missing children are referred to the area Missing And Exploited Children's Conference (MAECC) to oversee and manage the risk. Missing Persons Teams were devolved to BCUs in April 2015 to allow the ability to flex divisional resources to investigations of high risk. BCU resources also allow for a resilience of Senior Investigating Officers (SIOs) cover for investigations where crime could be involved. Additional training for those responsible for risk assessing missing children has been prioritised and will be delivered between January and March.

With regard to the areas for improvement highlighted in the report:

- Surrey Police has implemented a system of risk assessments and family files are attached to nominal records on Niche (the force crime and intelligence system) to ensure all information is available to accurately assess the risk to victims. We have provided direction and advice to staff in their use. Additional advice for staff has been made available. Training is being provided for contact staff on risk and key factors in relation to children focussing on all the points identified from HMIC inspections
- Compliance with the Victims' Code is routinely monitored in SIU by the Victim Care Team, down to officer level. Reports are produced on a quarterly basis and shared with management teams to identify trends and manage individual's performance. Since the Victims' Code was introduced in November, the force has communicated the changes and statutory duties and these elements have been included in the Public Protection Standards Team Standards Checklist for use in mentoring once deployed into SIUs
- There is an established process for the referring of children at risk to partner organisations through the Multi-Agency Safeguarding Hub (MASH). There has been significant training in respect of this process which has been in place for 3 years. An audit process has also been introduced.
- Surrey Police has delivered a comprehensive CSE awareness campaign both internally and externally, working with Surrey County Council and Victim as well as training and guidance. A joint CSE Problem Profile has been commissioned utilising Police and Surrey Children Services information. The tactical problem profile for CSE will be delivered for December 2015 incorporating police and Surrey County Council data. Police and partners are working on wider information sharing in this area with a view to completing a Strategic Assessment for CSE in Surrey incorporating all partnership data. Staff in custody have been trained in child and vulnerable adult safeguarding. Oversight meetings are held in local areas to oversee risk assessments and direct activity in relation to children at risk of CSE.

My role is to hold the Chief Constable of Surrey Police to account. The report refers to my priority placed on putting victims at the centre of the criminal justice system and states that the force leadership is determined to improve services to the most vulnerable members of the community and is working hard to bring this about. However, the report found that "HMIC still has outstanding concerns about the capability and capacity of the force to safeguard vulnerable people and investigate crimes committed against them". Translating priorities and commitment to improve into action is the key area of

leadership and management that needs to be addressed. This is why I consider the inadequate grading given by HMIC and the ill served victims of crime to be a failure of strategic leadership.

I have worked with Surrey Police to ensure that the right resources are in place for public protection. I have released £1m of reserves for training and given the Chief Constable a further £1m operational reserve. Taking into account the funding settlement, my proposed precept plans for 2016/17 and savings plans in the force, I am currently considering the business case for an on-going increased investment of £2.9m into public protection. Overall, Surrey Police will be investing an extra £4.9m to protect the vulnerable.

Putting victims at the centre of the criminal justice system and protecting the vulnerable is one of my top priorities. I will continue to scrutinise Surrey Police, the implementation of their action plan and their performance until I am satisfied, on behalf of the public, that the vulnerable in Surrey are being protected from harm and that offenders of are being brought to justice.

I look forward to the next HMIC inspection. Meanwhile I will continue to scrutinise and hold the Temporary Chief Constable to account on the improvement plan.

I would like thank all those members of Surrey Police who have worked tirelessly in this hitherto under resourced area of operations. I am grateful for their dedication.

I am grateful for the diligence and commitment of HMIC and staff who conducted this inspection.

Kevin Hurley, Police and Crime Commissioner for Surrey



Public Protection Improvement Plan 2015

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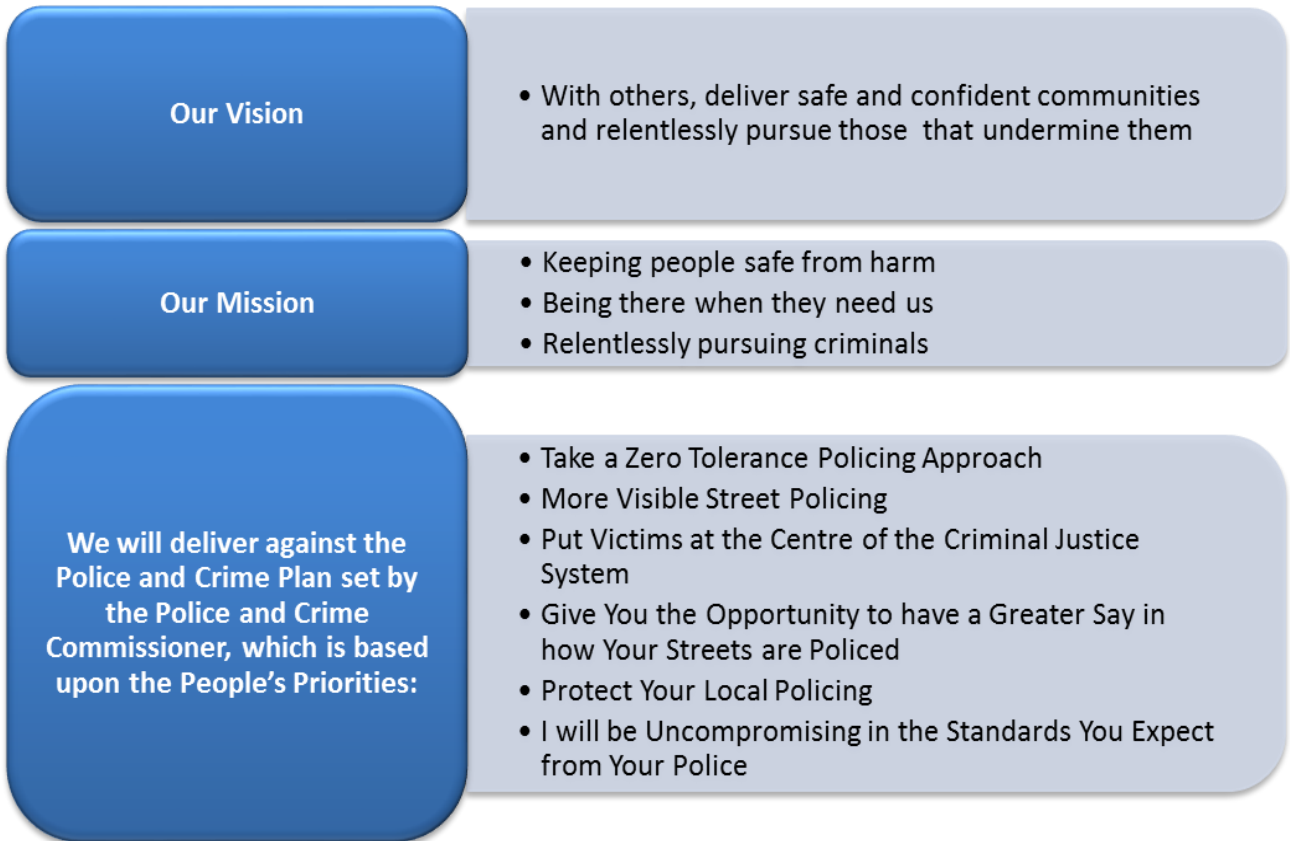
Foreword by Chief Constable Lynne Owens

The core purpose of policing is the prevention of crime. We know that the vulnerable in society are more likely to be victims and less likely to receive, or know how to access, policing and partner services. The public rightly expects the police to protect the most vulnerable in our communities, effectively responding to crime and matters of public safety where significant risks may be involved. The support that we and our partners (both statutory and voluntary) provide to victims in such cases is vital and is at the heart of this plan.

In Surrey we recognise that, despite the very best efforts of many officers and staff, our service has been inconsistent in some areas. It is my absolute determination to improve. We have seen significant increases in the reporting of crime. The staffing, supervision and training put in place to investigate these crimes has been insufficient to keep pace with the size and scale of this change.

This document outlines how we have, and are going to rise to the challenge, in the interests of victims, with swift, thorough and evidence based investigations.

Organisational Strategy



For the purposes of this plan we are clear that the third People’s Priority, as stated above, is paramount with the first having relevance to our approach to offenders. Taking action is key to our success.

Context

We are seeing increasing numbers of crimes and incidents occurring within people’s homes, rather than on the streets (either in person or through the use of technology). From April 2012 to March 2015 we have seen a 33.9% rise in reported domestic abuse, with a further 37.8% rise this year. Equally sexual offences have risen by 122.2% in the same time frame with an added complexity that approximately half of them occurred in history. As well as dealing with today’s crime today, we are also dealing with crimes from yesteryear against a backdrop of reducing budgets. Of course the crimes are still as raw today as they ever have been to the victims, who have shown great courage in coming forward. Our understanding of the effect of child sexual exploitation is also improving and these cases are far more complex to investigate than, for example, the theft of a motor vehicle.

This report outlines the activity Surrey Police has taken and will take to address the areas for development required in our response to public protection and, notably, child protection.

It sets out the strategic intent of Surrey Police, identifies what we have done so far, the benefits of which are already being realised through increased positive outcomes due to the determined efforts of our staff. It also sets out what we will do to build on the progress already made and how we define success. This plan also identifies how recommendations, primarily made by Her Majesty's Inspectorate of Constabulary (HMIC), will be addressed as part of force activity.

The force vision for responding to risk and vulnerability is a central theme in the Surrey Police Business Plan (2015 to 2020), which focuses on four operational commitments:

- Delivering your service
- Focussing on Risk and Vulnerability
- Working with Others
- Working with You.

In focussing on Risk and Vulnerability, Surrey Police has developed core principles on how we will operate.

Risk and Vulnerability Principles

How we will operate

- We will be a police force that 'gets things right, first time', takes positive action, arrests suspects at the first opportunity and considers the wishes and best interests of our victims.
- We will listen and respect all those who come to us, giving them confidence that we will believe them.
- We will make Surrey a hostile place for those who prey on the weak and vulnerable.
- Our officers will be highly-trained experts in their field and they will be passionate about bringing perpetrators to justice.
- We will place our Code of Ethics; accountability, fairness, honesty, integrity, leadership, objectivity, openness, respect and selflessness, at the heart of everything we do.
- We will always look to do things in the most efficient way, and therefore will explore opportunities to provide services in collaboration with other police forces and partners.
- We will seek to recruit and retain the best officers and staff, investing in leadership and talent.
- We will improve our service to the public and identify efficiencies and cost savings through effective deployment of technology.
- We will explore opportunities for greater work with volunteers from within our communities, in order to bring in new/specialist skills and expertise, develop our relationship with our communities, and provide opportunities for those considering a future career within policing.
- We will be an evidence based organisation, using Accredited Professional Practice (APP) wherever possible, and learning from what we do.

Focusing on risk and vulnerability is central to what we do. Our policing response must have the necessary capacity and capability as well as the flexibility to respond to the wide range of risk and vulnerability, from child sexual abuse to organised crime.

Therefore, in support of the force principles:-

We will

- Identify the broad spectrum of risk and vulnerability and provide a policing model that is responsive to, and prioritises police activity based on, threat, harm and risk.
- Make best use of police and partnership information to identify those who are vulnerable and assess their level of risk and need.
- Work with individuals, communities and partners to develop the most effective policing response to safeguard those who are vulnerable and rigorously pursue perpetrators.
- Ensure we fulfil our statutory responsibilities to safeguard children and adults, and prevent radicalisation and extremism. This will include active partnership working with the Surrey Safeguarding Children and Adult Boards, and Multi-Agency Public Protection Arrangements (MAPPA).
- Work with our collaborative partners and other police forces to ensure our capacity and capability are such that we can meet the national threats and policing capabilities required, as set out in the Strategic Policing Requirement.
- Work with regional police forces, the National Crime Agency and other partners to effectively respond to the risks posed by serious and organised crime and counter terrorism.
- Work with policing and other partners to improve our capability to prevent and tackle online or cyber-crime involving vulnerable victims.
- Use the ten risk principles, published by the College of Policing, to encourage a positive approach to risk by supporting police decision makers and building their confidence in managing risks.
- Work with other police forces to collaborate specialist policing services that can be delivered for a reduced cost at a regional level, but still enable the force to effectively respond to threat, harm and risk.

Public Protection Improvement Programme

One of the most challenging elements in the wide police operating environment is the protection of vulnerable people and in particular, the protection of children and young people, from abuse.

Surrey Police has made a significant and long-standing commitment to being there when people need us, keeping people safe from harm and the relentless pursuit of criminals. The force has already responded to concerns raised by its own audits, peer reviews and inspections by HMIC.

Following the identification of these concerns, Surrey Police developed a clear and unambiguous vision for public protection:-

“To make Surrey Police a leader in public protection through quality safeguarding, investigations and the effective targeting of perpetrators.”

Central to delivering this vision has been the establishment of a public protection programme of improvement work, entitled Operation Sherborne, led by a dedicated Detective Chief Superintendent to co-ordinate and drive improvement activity. The first phase of the operation is scheduled to be completed by December 2015 and focuses on safeguarding vulnerable persons; effective investigations; effective case workloads; effective supervision and management; risk identification and effective response.

The programme is delivered through five themes; Capacity, Capability, Leadership, Governance and Partnerships. With a clear governance structure through Public Protection Delivery Board, Strategy Board and reporting to the Chief Constable via the Extended Chief Officer Group Meeting.

Importantly, Operation Sherborne is focused on both improving future outcomes and the continuation of the significant progress in understanding previous gaps in investigative methodology, including putting right previous cases. The force has developed its understanding of its investigative performance through Operation Tanner.

Operation Tanner is the review of all live child protection investigations in the force. On the 26th June 2015, this equated to 736 live investigations. A dedicated team of experienced officers reviewed all live investigations, graded them according to risk, and produced action plans to address investigative and safeguarding failings. Divisional Commanders have ownership and responsibility for the timely delivery of these investigation action plans.

Operation Tanner has conducted additional reviews of child protection investigation from August 2015, which have identified improvements in investigative standards.

To ensure rigour and independence, a new Public Protection Standards Team (PPST) has been formed, staffed by an independent team of experienced public protection and serious crime investigators. The priority for the PPST is to ensure the reviews completed by Operation Tanner have been completed to a high standard, correctly identifying risk and

investigative actions. Once this audit has been completed to the satisfaction of Chief Officers, the PPST will provide on-going audits across the range of public protection investigations as well as the mentoring of public protection investigators.

The following sections of the report describe the activity that has or will be undertaken under each of the five Operation Sherborne themes. For each theme there is a description of what success looks like, both in qualitative and quantitative terms.

Our Operational Commitments:

1. Capacity

Surrey Police and HMIC inspections have raised concerns about the resource capacity in public protection units. The Force agrees effective resourcing is a critical element to effective investigation. Despite investment over the last two years, it is clear that a more fundamental re-balancing of resource is necessary in light of the continued increase in reported offences across the wide range of public protection offences. This capacity strand focuses on both the immediate requirements as well as the longer term issue of resilience.

We have

- Already realigned resources to respond to increased demand. This included additional Police Constables and Detective Sergeants transferring to divisional Safeguarding Investigation Units (SIUs). The force has also increased the Detective Chief Inspector leadership posts from two to four.
- Significantly increased the number of supervisors within SIUs in the short term, addressing concerns about the capacity of supervisors to oversee and direct investigations highlighted in inspections. Each SIU now has two Detective Inspectors and eight Detective Sergeants. Feedback from this has been provided to the Policing in Your Neighbourhood change programme (PiYN) in order to assist in developing the model for policing in Surrey.
- Reviewed detective resources in non-detective roles and transferred them to priority areas of business. This has included seven DCs transferred to the Sexual Offences Investigation Team (SOIT) and Complex Abuse Unit (CAU). Detectives will no longer be utilised in non-detective roles, such as surveillance and covert human intelligence source handling.
- Ensured that there are no vacancies or long term abstractions in local Safeguarding Investigation Units or Central Public Protection Investigation Units such as SOIT, CAU and the Paedophile On Line team (POLIT). Maintenance of 100% resourcing compliance is the responsibility of workforce planning.

- Supplemented existing public protection staff with agency police staff Investigating Officers (IOs) and redeployed investigators from other units to support public protection. These IOs are in addition to the public protection establishment resources, intended to immediately increase capacity pending the implementation of Policing in Your Neighbourhood change (PiYN).
- Ensured that public protection and vulnerability are prioritised by the PiYN programme and provide sufficient resources within the proposed new force model.
- Completed an independent review of how police process and prioritise children and adult at risk forms. This review was conducted by an external consultancy as part of a review of police Multi Agency Safeguarding Hub (MASH) processes. This consultancy review has formed the basis of the MASH development programme led by Surrey County Council on behalf of the Children and Adult Safeguarding Partnerships.
- Procured external specialist investigators to; audit the force reviews and case audits to ensure their accuracy, support live child protection investigations and perform ongoing mentoring to child abuse investigators.
- Implemented an innovative retention and reward package for detectives, focusing on new detectives and those working in public protection. This is to ensure the best detectives apply for public protection roles and Surrey is attractive for detective recruitment.
- Provided additional budget to address an immediate capacity gap within digital forensic service provision. This has improved effectiveness and timeliness of public protection investigations.
- Reviewed demand in SIUs as part of the PiYN change programme and identified additional detective capacity to ensure resources are sufficient to cope with the volume and complexity of demand.

We will

- Implement the PiYN permanent SIU uplift from April 2016, as approved by the Police and Crime Commissioner.
- Ensure that, post PiYN implementation, the community safety teams are primarily focused on prevention activity targeted, with partners, at repeat people and locations.
- Review demand in all central public protection teams to identify additional detective capacity to ensure the resources are sufficient to cope with the volume and complexity of demand.

- Define the optimal detective workload in Safeguarding Investigation Units (SIUs) and Sexual Offences Investigation team (SOIT). Accepting that, dependent on complexity, some individual workloads may be higher or lower than average.
- Through the considered business cases for all central Public Protection teams, secure the necessary resources to ensure the resilience of each unit to meet the current and projected demands.
- Develop within core business a dedicated police audit capacity in Public Protection to undertake qualitative audits of child abuse, domestic abuse and other public protection cases (the current team being funded in year from underspend).
- Review and deliver improved working patterns of teams and individuals to ensure there is an efficient and effective response to demand across all public protection teams.
- Ensure that support functions such as the delivery of digital forensics, communications data and surveillance are sufficiently resourced, with the necessary tasking processes, to meet the longer term and increasing demand for their services from public protection.
- Continue to work with partners and the MASH project team to deliver a single unified MASH for Surrey covering child and adult referrals, with effective information sharing protocols.
- Review and implement a revised welfare plan for public protection. This will incorporate mandatory and voluntary assessments to ensure the ongoing welfare of staff, with the objective to reduce unplanned absences.

Key Activities/Milestones:

Oct 2015	<ul style="list-style-type: none"> • Reviewed capacity for all central public protection functions • Submitted proposals for short-term uplift in SIU detective numbers to allow a reduction in average workloads of live child abuse investigations
Nov 2015	<ul style="list-style-type: none"> • Submission of business cases for central public protection team uplift • Complete review of working patterns in public protection teams and individuals • Implementation of retention and incentive package for detectives and public protection detectives
Dec 2015	<ul style="list-style-type: none"> • Uplift SIU detective resources to reach optimal workloads • All child abuse cases to be investigated within SIU, CAU, SOIT or

	POLIT
March 2016	<ul style="list-style-type: none"> • Deliver revised welfare plan for public protection staff • Subject to business case, implement a Public Protection Standards Unit (PPSU) with single agency child abuse audit capability • Increased Digital Forensics examination capacity • Uplift SOIT detective increase to reach optimal workloads
Aug 2016	<ul style="list-style-type: none"> • Delivery of single unified MASH for Surrey (partnership dependencies)

We succeed when:

- The average child abuse investigator workload in Safeguarding Investigation Units (SIUs) is no more than the defined optimal workload.
- The average child abuse investigator workload of Sexual Offences Investigation team (SOIT) investigators is no more than the defined optimal workload.
- All child abuse cases are only investigated within Safeguarding Investigation Units (SIUs) and Sexual Offences Investigation Team (SOIT), Complex Abuse Unit (CAU) or the Paedophile On-Line team (POLIT).
- The business case for increased resourcing of central public protection teams is agreed and implemented.
- The force has implemented a single agency audit capability for public protection (in core budget).
- There is a no backlog of high priority crimes/submissions for digital forensics examinations.
- Police and partners have delivered a single unified MASH for Surrey

2. Capability

Force and other reviews highlighted the necessity to improve investigations and the safeguarding of children. Case audits highlighted concerns regarding the ability of our investigators to identify secondary and tertiary victims and ensure the effective safeguarding of all children in a timely manner. Individual cases were immediately

rectified and a complete review of all live child abuse investigations has been completed to ensure there are no current safeguarding concerns.

We have

- Completed an in depth review of all cases referred in 2014 under Operation Benotto. Appropriate investigative and safeguarding actions were taken and key issues and learning formed part of a force wide learning approach.
- Reviewed all live child abuse investigations (736 investigations on 26th June 2015) conducted under Operation Tanner. Where the case audits identified investigative and safeguarding actions, they were provided to Chief Superintendents to ensure compliance.
- Audited compliance against the Operation Tanner investigation action plans and shared outcomes with Chief Superintendents who are accountable for the delivery of the action plans.
- Provided face to face briefings with staff to disseminate key findings and learning from the Operation Benotto and Operation Tanner reviews.
- Delivered a comprehensive Child Sexual Exploitation (CSE) awareness campaign both internally and externally, working with Surrey County Council and Victim Support Scheme. The TV campaign has been shortlisted for a Public Relations Consultants Association (PRCA) Broadcast Award.
- Connected to and become part of the national Child Abuse Image Database (CAID).
- As part of the CSE Awareness Campaign and training programme issued all front-line staff with CSE National Working Group booklets detailing warning signs of CSE, powers and guidance on action to take.
- Recruited an independent external Public Protection Standards Team to audit the Operation Tanner reviews and undertake ongoing case audits of child abuse investigations, and coach and mentor child abuse investigators.
- Audited all rape investigations that had been filed in the 12 months prior to May 2015 and re-opened cases where a realistic prospect of a prosecution was identified.
- Identified individuals whose standards of investigation and safeguarding fell below the standards expected. Cases and individual performance has been assessed by an independent panel to decide the appropriate course of action. Outcomes include performance management and conduct assessments.
- Assigned Superintendent leads for all Public Protection portfolios.

- Worked with the College of Policing and visited a number of forces including, Cheshire, Norfolk and Kent to develop our improvement plan.
- Conducted a training needs assessment for all the public protection teams and portfolios to develop a comprehensive annual training strategy.
- Commissioned a joint CSE Problem Profile utilising police and Surrey Children Services information.
- Implemented a system of risk assessments and family files attached to nominal records on Niche (the force crime and intelligence system) to ensure all information is available to accurately assess the risk to victims. We have provided direction and advice to staff in their use.
- Established a process to monitor the timely compliance of the provision of information to populate risk and family files associated with vulnerable individuals.
- Trained custody staff in child and vulnerable adult safeguarding. This included inputs on CSE, children in custody and joint training with Youth Support Service on the Joint Police-Local Authority Accommodation protocol.
- Developed standardised performance products incorporating both primary indicators (positive outcome rates, reported incidents) and secondary indicators (workloads, offender management, investigation timescales), which will assess our performance and identify areas for improvement.
- Implemented a standardised performance framework, from individual to force level performance. This allows scrutiny of all public protection portfolios by the Public Protection Delivery Board.
- Established a process to place flags/markers within our IT systems to identify those who are vulnerable or at risk. The accurate and consistent application of these is a force performance aspiration and subject to review by the Crime Performance Board.
- Implemented the Surrey Police Integrated Reporting Environment (SPIRE) management tool to ensure leaders can understand and supervise individual and team caseloads within Niche.

We will

- Use the Public Protection Standards Team to continually audit all child abuse investigations, coach and mentor child abuse investigators to maintain quality investigations and safeguarding. Focusing on primary, secondary and tertiary investigations and safeguarding.
- Publish a learning review from Operation Tanner which identifies thematic issues and recommendations to improve.

- Produce an Operation Tanner analytical report of the issues and themes that require intervention and response to deliver sustainable improvement in child protection, at organisational, team and individual levels.
- Develop the methodology for, and undertake a proportionate review of filed/closed child abuse investigations.
- Use the outcome of the training needs analysis to prioritise and implement the Public Protection Training Strategy in a co-ordinated, effective and auditable way.
- Ensure all SIU child abuse investigators are Specialist Child Abuse Investigator Development Programme (SCAIDP) and Joint Investigation Team (JIT) trained.
- Ensure the force optimises its use of the national Child Abuse Image Database (CAID) and makes effective use of technology to investigate perpetrators.
- Train front line supervisors in risk assessments for children who go missing from home. This will include understanding risk factors (CSE, drugs, self-harm), the need for consistent and accurate risk assessments, case ownership, and timely and thorough record keeping.
- Improve our processes to ensure that missing children risk assessments are reviewed at handover or when circumstances change, and that case ownership is specified clearly at each stage.
- Improve our processes to ensure all repeat missing children are flagged, relevant partnership discussions about risk are recorded on family files linked to the child, that trigger plans for repeatedly missing children and locations are identified and reviewed with partners to prevent re-occurrences.
- Ensure that repeat standard risk domestic abuse cases are identified and raised appropriately to the Multi-Agency Risk Assessment Conference (MARAC).
- Optimise our use of available technology to assist the (i) identification and prosecution of perpetrators of child abuse and (ii) identification and safeguarding of victims and potential victims.
- Develop and implement standardised investigative and closing templates focussed on the key findings of Operation Tanner to ensure all important elements of investigation and safeguarding are considered.
- Establish agreed authority levels and public protection investigative standards direction for key areas as highlighted in the review work such as; Detective Inspector or equivalent authority for delayed arrests, bail in rape cases, ensuring information on 39/24s is reflected on crime reports, re-grading/non-deployment in force Contact Centre, out of custody interviews, supervisor reviews, voice of victims, checks on child welfare, recording observations of child whenever present, appropriate feedback to the child etc.

- Within the Contact Centre ensure that any delays in deployment of police to a child at risk are escalated to a supervisor.
- Identify and implement standardised risk assessments for front line and Contact Centre staff to ensure quality and consistency, and ensure risks are effectively identified and prioritised.
- Ensure a system is in place to confirm the correct and timely submission of child and adult at risk forms and that this process is subject to regular audit.
- Ensure investigation risk assessments consider the risk to the victim, other identified persons and the wider risks to other potential victims from perpetrators.
- Work with the National Niche Development Group to ensure risk assessments are visible on the crime record, are searchable and ensure effective supervisory oversight and intervention.
- Develop and implement a flagging system to ensure survivors of domestic abuse have a visible identifiable current level of risk which is searchable, provides a visible history of previous abuse to identify escalation of risk. This system will include flags on victims' addresses subject to target hardening through the Sanctuary Scheme.
- Identify ways to engage at a qualitative level with hard-to-reach victims, especially victims of rape and serious sexual offences, domestic abuse and child victims. This will inform investigative practice and place victims at the heart of the investigation.
- Work with Outreach partners and the Office of the Police and Crime Commissioner (OPCC) to provide an independent review of victim care relating to rape and serious sexual offences, domestic abuse and child abuse. This will focus on police support to vulnerable victims and how we can ensure that the victim's voice is heard.
- Share findings of individual cases and themes identified from engagement with victims to commissioning bodies including the OPCC.
- Ensure there is an up to date problem profile for Domestic Abuse in Surrey.
- Work with all relevant partners to produce an annual Strategic Assessment for CSE in Surrey.
- Work with partners to scope the value of a Joint CSE Team to engage with victims and develop qualitative intelligence of CSE in Surrey.

Key Activities/Milestones:

Oct 2015	<ul style="list-style-type: none"> • Completion of Operation Tanner closing report • Complete a Training Needs Assessment for all public protection
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	<p>departments and portfolios</p> <ul style="list-style-type: none"> • Publication of a Strategic Training Plan for Public Protection
Nov 2015	<ul style="list-style-type: none"> • Implement children missing from home training with front line staff • Operational application of Child Abuse Image Database (CAID) • Implementation of public protection investigation opening and closing templates, risk assessments and investigative guidance • Implementation of Contact Centre Plan to address standardised assessment of risk, escalation of non-deployment and authority levels for re-grading and flagging of persons at risk • Implement the new performance framework on BCUs, Public Protection and Force-wide • Deliver a plan to identify and flag all repeat missing persons and repeat locations and to ensure trigger plans are in place. • Standards Team to audit Operation Tanner reviews • Standards team deployed to SIUs / Central Public Protection to continue child abuse audits and mentor staff
Dec 2015	<ul style="list-style-type: none"> • All SIU child abuse investigators will have received SCAIDP and JIT training • Deliver a process for review of repeat standard domestic abuse cases • Completion of thematic learning report from Operation Tanner • Publish the Joint Tactical CSE Problem Profile for Surrey • Complete the Domestic Abuse Problem Profile for Surrey
Feb 2016	<ul style="list-style-type: none"> • Submit report assessing options to carry out a review of filed child abuse investigations • Report on assessment of viability of a Joint CSE Team • Deliver a plan to engage with hard to reach victims (including domestic abuse, rape, child abuse)
2016	<ul style="list-style-type: none"> • Publish the Joint CSE Strategic Assessment for Surrey

We succeed when:

- We achieve adequate or good in 100% of all qualitative child abuse audits incorporating crime investigations, incident handling and cases of children in custody

- Qualitative audits show consistent delivery of primary, secondary and tertiary victim safeguarding and investigation
- We have implemented a Public Protection Strategic Training Plan
- All child abuse investigators are Specialist Child Abuse Investigator Development Programme (SCAIDP) and Joint Investigation team (JIT) trained
- 80% of Paedophile Online Investigation team (POLIT) and Sexual Offences Investigation team (SOIT) staff are SCAIDP and JIT trained
- We have published a joint CSE problem profile for Surrey
- We have published an updated Domestic Abuse problem profile for Surrey
- All Safeguarding Investigation Unit (SIU), Complex Abuse unit (CAU), Paedophile Online Investigation team (POLIT) and Sexual Offences Investigation team (SOIT) investigators are PIP 2 qualified.
- All Public Protection Detective Chief Inspectors and Detective Inspectors are SCAIDP trained
- Surrey Police is in the top 50% of forces for positive outcome rates for rape and serious sexual offences.
- 100% of child abuse cases are correctly flagged on force systems.
- The force achieves in excess of 95% compliance with Home Office Counting Rules for rape and serious sexual offences, child protection and domestic abuse cases.
- The MASH triages all children and adult coming to risk forms (Form 39/24), Niche workload in the MASH is processed within 24 hours and all high risk submissions are immediately prioritised.
- All POLIT referrals are risk assessed for prioritisation within 24 hours

3. Leadership

Surrey Police understands the importance of clear and effective leadership if the force is to ensure the most vulnerable in our communities are protected from harm. We recognise the necessity for senior leaders to take ownership and responsibility to drive improvements in these key areas.

We have

- Through the Chief Constable's personal leadership developed new governance, oversight and performance arrangements for public protection. The Chief Constable has taken personal responsibility for chairing strategic groups to develop the force's response to public protection, requiring monthly reporting to the Chief Officer Group meeting.
- Under the leadership of the Deputy Chief Constable, refreshed and refocused the force performance framework focussing on crime performance, legitimacy and efficiency. The Deputy Chief Constable chairs the force Crime Performance Board where senior leaders are held to account, including public protection performance.
- As the Chief Officer lead for Public Protection, Assistant Chief Constable (Specialist Crime) has established a Public Protection Strategy Board to drive delivery.
- Reviewed leadership roles within public protection to ensure leadership resilience and that our leaders have the required skills, experience and motivation to perform their roles.
- Significantly increased senior public protection leadership. There is now a Detective Chief Inspector responsible for Public Protection on each division with two Detective Inspectors supervising the Safeguarding Investigation Units. Centrally Public Protection departments are each managed by a Detective Inspector who report to a Detective Chief Inspector, Detective Superintendent and a Detective Chief Superintendent.
- Identified and ring fenced a Detective Chief Superintendent and Detective Superintendent to focus on the public protection improvement programme for a minimum of six months.
- Ensured that each public protection portfolio has a Superintendent lead who is accountable for the portfolio's development and delivery. This has significantly increased the capacity of senior leadership to deliver improvements.
- Reviewed the police leadership within partnership arrangements and assessed the level of leadership at Safeguarding Boards. An Assistant Chief Constable is a full member of the Surrey Safeguarding Children's Board and chairs the Board's CSE Strategy Group. The Detective Chief Superintendent Public Protection is a full member of the Surrey Safeguarding Adults Board.
- Enhanced the leadership responsibilities of divisional commanders. In April 2015 Safeguarding Investigation Units were transferred to divisional commands, local Chief Superintendents are now responsible and accountable for local public protection delivery.

- Held regular leadership days including presentation from a national expert on Child Sexual Exploitation and sessions on changing culture and challenging performance within public protection.
- Provided enhanced training for Domestic Abuse and Mental Health Champions, who provide advice and operational leadership role and advice for frontline staff.
- A dedicated Diversity Crimes Unit, which provide force leadership for Harmful Traditional Practices including Honour Based Violence, Force Marriage and Female Genital Mutilation
- Established a Conduct Assessment Panel to review cases where the standard of investigation or safeguarding has fallen below the standards expected. This panel is chaired by the Head of Professional Standards Department (PSD) and includes independent participants from the Independent Advisory Group and voluntary sector.

We will

- Present the learning and findings from Operation Tanner to leaders across the force to embed these critical findings and re-enforce that the safeguarding of children and other vulnerable persons is everybody's responsibility.
- Introduce an induction package for senior leaders in Public Protection to ensure they are informed on all key issues identified from force reviews, audits and inspections. This induction package will include the use of mentors to support leaders to deliver effective investigations and safeguarding.
- Ensure staff have a clear and compelling sense of direction and priorities, and that consistent messages are delivered by all senior leaders.
- Ensure intrusive and supportive supervision by first and second line managers, which will utilise improved performance and management information and quality dip checks.
- Through the Public Protection Standard Team (PPST) develop coaching and mentoring opportunities for staff.
- Support Constables and Sergeants to understand their leadership role in making accurate risk assessments, and working with and/or challenging partners to manage that risk.

Key Activities/Milestones:

- | | |
|---------------------|---|
| Nov
2015 | <ul style="list-style-type: none"> • Present the learning from Operation Tanner to all senior leaders |
|---------------------|---|

Jan 2016	<ul style="list-style-type: none"> • Implement an induction / support package for all new senior leaders in Public Protection
June 2016	<ul style="list-style-type: none"> • All Detective Chief Inspectors and Detective Inspectors to be trained to national standards in child abuse investigations.

We succeed when:

- All Public Protection leaders up to Detective Chief Inspector rank are SCAIDP and JIT qualified.
- The current public protection leadership structure is finalised through a budgeted establishment for the force.
- Case audits demonstrate supervision and leadership case reviews are regularly undertaken and add a qualitative value to investigations. Where required, such reviews must be completed in accordance with force policy.
- Staff believe that senior leaders are supporting them and consistent in their messages and actions, evidenced through staff survey results and audits.
- The temporary leadership positions for Operation Sherborne Public Protection Improvement Programme are no longer required and continual improvement is part of business as usual.

4. Governance

In order to attain significant improvements in the quality of investigations and safeguarding, it is important that the appropriate governance is in place to ensure the delivery of Operation Sherborne, Operation Tanner, Public Protection portfolios, performance and crime data integrity.

It is also essential that, for the effective delivery of safeguarding and child protection investigations, force policies and procedures are up to date, readily accessible and provide advice and guidance for staff.

We have

- Established a governance structure for Public Protection. The tactical leadership is provided by the Public Protection Delivery Board chaired by Detective Chief Superintendent Public Protection. This board oversees the public protection improvement projects as well as all portfolio improvement plans. This Board reports

in to the Public Protection Strategy Board chaired by Assistant Chief Constable (Specialist Crime). The Chief Constable and senior leaders provide force oversight through the Extended Chief Officer Group Meeting.

- Under the leadership of the Deputy Chief Constable refreshed and refocused the force performance framework focusing on crime performance, legitimacy and efficiency. The Deputy Chief Constable chairs the force Crime Performance Board where senior leaders are held to account, including public protection performance.
- Established governance to manage crime data integrity through Strategic Crime, Incident and Recording Group (SCIRG) and force risks reporting into the Strategic Threat, Risk and Learning Group (STRALG). Both of these meetings are chaired by the Deputy Chief Constable.
- Identified force thematic operational risks, for which an Assistant Chief Constable is accountable and the thematic risks are scrutinised at STRALG. The thematic risks are Public Protection, Missing Persons, Mental Health, Custody and Investigative Standards.
- Implemented CSE Oversight Boards on each of the divisions chaired by the local Crime Superintendent. The purpose of this board is to ensure those at risk of CSE and missing children are being safeguarded and that perpetrators are targeted and disrupted.
- Improved force tasking processes to ensure that resources, including specialist assets are deployed based on threat, harm and risk. This has included an increased focus on public protection cases.
- Established command risk oversight meetings, where high risk and complex case are overseen by Chief Superintendents. These are then overseen at a force level risk meeting chaired by an Assistant Chief Constable.
- Worked with partners to implement a new governance structure for CSE and missing children through Area Missing and Exploited Children's Conferences (MAECCs), which are overseen by the MAECC Oversight Group chaired by the Head of Public Protection and the Head of Children's Services Safeguarding. This in turn reports into the Surrey Safeguarding Children's Board.
- Worked with partners to ensure appropriate senior representation at key partnership meetings. Area MAECCs are chaired by Children Services Area Managers and attended by a Detective Chief Inspector. CSE Strategy Group has Superintendent or above equivalent representation which ensures key decision making can be progressed in the critical area of business.
- Presented the force public protection performance at a scrutiny panel chaired by the Police and Crime Commissioner, in addition to monthly performance webcasts.
- Established a Force Investigative Standards oversight board, chaired by an Assistant Chief Constable, which will use the improvement plans from Operation

Sherborne, Policing in Your Neighbourhood and Specialist Crime to raise investigative standards across the force.

- Commissioned a business case to develop a Public Protection Strategy Unit (PPSU), with a remit to identify and progress best practice, progress portfolio improvement plans and deliver the single agency audit capability for child abuse investigations.
- Reviewed and rationalised remits for public protection units to ensure that investigations are allocated to those with the most appropriate expertise to progress effectively.
- Given clear direction and communication to staff that voluntary attendance at Police Stations is not to be used for suspects of child abuse without the authority of a Detective Inspector

We will

- With partners review the structure and effectiveness of the Missing and Exploited Children's Conferences and CSE Oversight Groups. They have been implemented for over six months and it is an appropriate time to conduct a review and report back to the Surrey Safeguarding Children's Board.
- Review with partners the architecture of multi-agency safeguarding meetings in Surrey to ensure it is providing the effective delivery of safeguarding vulnerable people.
- Wherever possible ensure public protection is part of existing governance arrangements, ensuring all staff see it as everybody's business to safeguard the vulnerable.
- Review all our policies and procedures related to public protection to ensure that all are all relevant, reflect APP, up to date, accessible and easy to understand.

Key Activities/Milestones:

Nov 2015	<ul style="list-style-type: none"> • Initiate the new performance framework on BCUs, Public Protection and Force wide • Complete the review of all leadership roles in Public Protection
Dec 2015	<ul style="list-style-type: none"> • Review of all Policy and Procedure relating to Public Protection
Jan 2016	<ul style="list-style-type: none"> • Review and report on the structure and effectiveness of the Missing and Exploited Children's Conference process / CSE Oversight Groups

- | | |
|-----------------|--|
| Feb 2016 | <ul style="list-style-type: none"> • Review with partners the effectiveness of the multi-agency safeguarding architecture in Surrey • Ratify temporary increases in supervision within public protection • Deliver a single agency child protection audit function • Deliver a fully funded central PPSU |
|-----------------|--|

We succeed when:

- There is a consistent and uniform public protection performance framework for the force, commands, teams and individuals.
- Performance measures and management information is available for all public protection portfolios.
- Audits and reviews of governance structures relating to missing and exploited children show a consistent effective and efficient delivery of recognition and mitigation of risk
- We have completed a review and rationalisation of all Public Protection Policies and Procedures
- We are consistently delivering 95% compliance with Home Office Counting Rules, as monitored through audits.
- We are consistently delivering 100% compliance for the flagging of vulnerability, as monitored through audits.
- We are consistently delivering 100% compliance relating to the management and welfare of children in custody, as monitored through audits.

5. Partnerships

Safeguarding the most vulnerable in society will only be achieved with the complete and determined contribution of many statutory and voluntary partners in the County. Surrey Police are absolutely committed to their role in building both statutory and informal relationships with our partners. The previous sections outlined the work Surrey Police has carried out and will undertake to ensure that leadership and governance structures are in place for public protection. These strands are intrinsically linked to how we will work with partners.

We have

- Reviewed the police leadership within partnership arrangements, and assessed the level of leadership at key Safeguarding Boards. An Assistant Chief Constable is a full member of the Surrey Safeguarding Children's Board and chairs the Board's CSE Strategy Group. The Detective Chief Superintendent Public Protection is a full member of the Surrey Safeguarding Adults Board.
- Worked with partners to implement a new governance structure for CSE and missing children through Area Missing and Exploited Children's Conferences (MAECCs), which are overseen by the MAECC Oversight Group chaired by the Head of Public Protection and the Head of Children's Services Safeguarding. This in turn reports into the Surrey Safeguarding Children's Board.
- Worked with partners to ensure appropriate senior representation at key partnership meetings. Area MAECCs are chaired by Children Services Area Managers and attended by a Detective Chief Inspector. CSE Strategy Group has Superintendent or above equivalent representation which ensures key decision making can be progressed in the critical area of business.
- Worked with partners and escalated through the Surrey Safeguarding Children's Board (SSCB) the requirement for Children Services to provide independent return interviews for all missing children. A pilot has been running for independent interviews of looked after children (not in Care Homes) since the start of 2015. Plans are now in place to commission this service for all children missing from home in Surrey. This is overseen by the Safeguarding Board's CSE Strategy Group, chaired by an Assistant Chief Constable.
- Worked with and escalated to senior levels within the Crown Prosecution Service (CPS) to resolve the significant delays in the CPS times for charging decisions on rape and serious sexual offences cases. This resulted in dedicated crown advocates being ring fenced to reduce the waitlists on a permanent basis, which has already had a significant affect across the South East Region.
- Agreed a joint protocol with Surrey County Council for the provision of emergency remand accommodation for children in custody, which has formed an integral part of the custody training programme.
- Worked with partners to delivered joint training to our staff and develop operating practices across public protection portfolios, including domestic abuse, child abuse and female genital mutilation.
- Implemented a single partnership list of those who are victims of, or at risk of, CSE. This list is scrutinised through the MAECC process to ensure victims are appropriately safeguarded.
- Secured additional funding from Surrey Police and Crime Commissioner for a CSE Partnership Manager, CSE Coordinator and 'What is Sexual Exploitation' (WiSE) workers.

- Established a joint Multi-Agency Public Protection Arrangement Strategic Management Board across Surrey and Sussex.
- Been a key partner in the development of the Surrey Mental Health Crisis Care Concordat. This has developed key improvements and ensured partners have improved their response in supporting those who are in crisis.

We will

- Develop the focus of MAECCs to ensure perpetrators of CSE and key locations are targeted through a partnership approach.
- Continue to monitor Rape and Serious Sexual Offences (RASSO) charging delay times while exploring with partners innovative approaches to improve Crown Prosecution Service (CPS) rape and serious sexual offences advice and timely charging decisions.
- Continue to work with partners to ensure the effective and timely delivery of independent return interviews for all children that go missing in Surrey and that the information is shared with police.
- Work with partners to ensure the availability of timely forensic medical examinations in child sexual abuse cases, conducted in the best interests of the child.
- Support partners to develop and implement a domestic abuse perpetrator focused process for targeting serial offenders, utilising a multi-agency approach to risk reduction, mitigation and disruption of offending opportunities.
- Review information sharing protocols relating to children and adults at risk to ensure that they are fit for purpose for all partners and ensure the safeguarding of individuals.
- Continue to be a key sponsor for the MASH programme and work with the lead agency, Surrey County Council to deliver a single unified MASH for Surrey.
- Present this plan to the Community Safety Board, seeking to understand what stricter arrangements are being put in place by other bodies in response to the changing nature of crime.
- Develop our partnership working with other law enforcement agencies, including the National Crime Agency and South East Regional Organised Crime Unit, to ensure there is a greater focus on public protection threats.
- Work with Outreach partners and the OPCC to provide an independent review of victim care relating to rape and serious sexual offences, domestic abuse and child abuse. This will focus on police support to vulnerable victims and how we can ensure that the victim's voice is heard.

- Share findings of individual cases and themes identified from engagement with victims to commissioning bodies including the OPCC.
- Ensure there is an up to date problem profile for Domestic Abuse in Surrey, based on police and partnership information.
- Work with all relevant partners to produce an annual Strategic Assessment for CSE in Surrey.
- Work with partners to scope the value of a Joint CSE Team to engage with victims and develop qualitative intelligence of CSE in Surrey.

Key Activities/Milestones:

Dec 2015	<ul style="list-style-type: none"> • Deliver a process to ensure that all child medical forensic examinations are delivered in a timely manner • Deliver a Surrey Police / SCC Joint Problem Profile for CSE
2016	<ul style="list-style-type: none"> • Deliver ISPs that are fit for purpose for both the MASH and to inform strategic public protection work • Deliver a CSE Strategic Assessment for Surrey • Deliver, with partners, a 'single front door' MASH for Surrey

We succeed when:

- We have a current partnership joint CSE Problem Profile, which is regularly refreshed.
- Police and partners have delivered a single unified MASH for Surrey
- Children Services provide independent return interviews for all children missing from home in Surrey and that information and themes are shared with police.
- All forensic child medical examinations for victims of child abuse are conducted in timely manner and in the best interests of the child
- Partnership audits demonstrate partnership working arrangements are effective. This will include audits undertaken on behalf of the Surrey Safeguarding Children and Safeguarding Adults Boards.



SURREY POLICE - PAPER FOR POLICE AND CRIME COMMISSIONER'S MANAGEMENT MEETING

Update on Public Protection

1. Purpose

The purpose of this paper is to provide an update for the Police and Crime Commissioner regarding Surrey Police Public Protection Improvement Plan, which encompasses the force response to the recent HMIC reports on Child Protection and Vulnerability.

2. Introduction

Surrey Police will be investing an extra £4.9m to protect the vulnerable and ensure our response to all aspects of public protection, including sexual offences, domestic abuse and child abuse, continues to improve. Once the new model is fully implemented, this will equate to an increase of more than 90 officers and staff working in these specialist areas, doing more than ever before to safeguard victims, relentlessly pursue perpetrators and protect the public.

This significant realignment of resources within the force is in response to the dramatic increase in public protection offending over the last three years (sexual offences – up 122%, domestic abuse – up 34% and child sexual abuse – up 82%), and at the same time increased reports of concern for the welfare of vulnerable people (reports of missing adults – up 45%, and missing children – up 43% over three years).

Surrey Police's response has struggled to keep pace with these increases. Despite the very best efforts of many officers and staff and the investment the force has made in these areas over the last three years, the service the Force has delivered has been inconsistent in some areas and we recognised that we needed to improve.

This paper will provide a progress update on the Public Protection Improvement Plan (PPIP), which was published in November 2015.

3. Progress

3.1 Capacity

- Under the new Policing in Your Neighbourhood model, the number of investigators working in local specialist Safeguarding Investigation Units (SIUs) will increase. This will mean the size of the local teams responding to these crimes will be 34% larger, with an additional 21 police officers and 25 police staff.
- In addition to Policing in Your Neighbourhood, Surrey police has agreed an investment business case for centralised and specialist public protection units. Together, this equates to a £4.9million investment of resources. Centrally based teams, including the Sexual Offences Investigation Unit, Complex Abuse Unit and Multi-Agency Safeguarding Hub will increase by 52 extra posts (59% uplift). This is in addition to the 34% increase in local Safeguarding Investigation Units.
- Caseload reviews have taken place and the additional investigators to Safeguarding Investigation Units, Sexual Offences Investigation team and Complex Abuse Unit has resulted in an average caseload of no more than 15 investigations per officer.
- A Retention and Reward package including bonus payments has been introduced for detectives, in particular those working in public protection.
- Funding from the Police and Crime Commissioner for a Child Sexual Exploitation (CSE) Partnership Manager, CSE Coordinator and 'What is Sexual Exploitation' (WiSE) workers.
- A new Public Protection Standards Team (PPST) staffed by an independent team of experienced public protection and serious crime investigators. This team will regularly audit investigations so that high standards are achieved and maintained. They will also provide coaching and expert advice to investigators so that their experience and learning is shared across the force.
- A new shift system was implemented in divisional Safeguarding Investigation Units, which has better matched resources to demand, in particular increasing the availability of investigators at weekends.

3.2 Capability

- A force wide CSE awareness campaign with Surrey County Council Children Social Care and Victim Support Scheme (VSS) has been delivered across the force. There have also been training inputs from the CSE National Working Group and Dr Graham Hill focussing on CSE perpetrator behaviour.
- Custody staff have received dedicated training in child and vulnerable adult safeguarding.

- After engagement with a number of other police forces and College of Policing, a new force performance product has been developed for both individual and unit performance, with measures focused on how the force supports victims and target perpetrators.
- A new force Learning and Development plan for Public Protection has been implemented, with a significant increase in specialist training for investigators.
- Surrey Police connected to the national Child Abuse Image Database (CAID) in September, which will allow much quicker identification of links between suspects so officers can provide the necessary protection for victims and bring the perpetrators to justice.
- The review of all live child abuse investigations (as of June 2015) has concluded and audits of new cases in September and October have shown improvements in the quality of investigations.
- More funding for digital forensic examinations in response to the increased use of technology to commit crime – such as sharing indecent images of children online. Surrey has increased funding this year by £56,000 per month to increase our outsourcing capacity and agreed a one-off cost of £491,000 to address a backlog.

3.3 Leadership

- Temporary Detective Chief Superintendent Paul Furnell has assumed force wide responsibility for public protection on 4th January 2016.
- There has been an increase in the number of supervisors and leaders across divisional and specialist teams. In support of the increased leadership capacity, the force is delivering a Leadership Development programme for Sergeants and Inspectors, Interview Supervisors training and a continued professional development day in January 2016. This will include updates on Domestic Violence protection Orders, Modern Slavery and Safeguarding Adults.
- There are nine individual public protection portfolios, each led by a Superintendent or Police staff equivalent. The portfolios are Child Abuse; Child Sexual Exploitation; VA; RASSO; Harmful Traditional Practices (including FM, HBV, FGM and MP); Modern Day Slavery; Disability and Hate Crime; Domestic Abuse and Mental Health.

3.4 Governance

- The Public Protection Strategy Board (chaired by Assistant Chief Constable), with representation from Office of the Police and Crime Commissioner continues to lead and provide oversight of all public protection activity, reporting into the Extended Chief Officer Group.

- The Public Protection Delivery Board (chaired by Detective Chief Superintendent Public Protection) has been established and reports into the Public Protection Strategy Board. The Delivery Board is attended by all Public Protection Superintendents and Divisional Superintendents, as well as any additional portfolio leads. This board is responsible for delivery of the Public Protection Improvement Plan.

3.5 Partnerships

- A CSE profile for Surrey, “Child Sexual Exploitation in Surrey January 2015 – September 2015” based on data held by Surrey Police and with Surrey County Council Children Social Care has been produced.
- A review of Children & Young People partnership governance, led by Surrey County Council, has concluded and introduced a streamlined governance framework.
- The Surrey Safeguarding Children’s Board CSE Group, chaired by Surrey Police has agreed to expand area Missing and Exploited Children’s Conference to focus on victims, perpetrators and locations. MAECCs will work more closely with Community Impact Action Groups (CIAG) and Joint Action groups (JAGs) to improve the partnership response to CSE.
- With partners, Surrey Police is an integral part of the Multi-Agency Safeguarding Hub, which is being developed as part of a partnership programme.

4 Performance

- The latest headline crime performance is shown in the table below:

	Crimes Recorded 1st Apr - 22nd Dec 15	↑	% Difference compared to 1st Apr - 22nd Dec 14	Crimes Solved 1st Apr - 22nd Dec 15	↑	% Difference compared to 1st Apr - 22nd Dec 15
Rape and Serious Sexual Offences	1009	↑	58.2%	150	↑	51.5%
Rape (Subset of the category above)	404	↑	40.8%	55	↑	83.3%
Child Sexual Exploitation	742	↑	271.0%	164	↑	164.5%
Rape and Serious Sexual Offences involving a child victim	431	↑	69.7%	77	↑	51.0%
Domestic Abuse	5541	↑	33.3%	1452	↑	17.0%
Hate Crime	725	↑	46.8%	213	↑	33.1%

REPORT TO THE POLICE AND CRIME PANEL**4 February 2016****Co-opted Independent Members of the Surrey Police and Crime Panel****Purpose of the Report**

1. As the terms of office for the Co-opted Independent Members of the Surrey Police and Crime Panel are due to come to an end in May 2016, the Chairman of the Police and Crime Panel has asked for a report outlining options that can be taken by the Panel in respect of the co-opted independent positions on the panel. The Panel can make a decision to either extend the current Co-opted Independent Members term of office for a further 4 years or undertake an open recruitment exercise.

Background

2. Two compulsory non- political independent members are required to form part of the Police and Crime Panel under Schedule 6 of the Police Reform and Social Responsibility Act 2011.
3. The appointment of independent co-opted members provides an opportunity for the Panel to broaden its experience, knowledge and skills. The Panel currently has two independent members whose current term of office comes to an end in May 2016. Both independent members have full voting rights and were selected through a thorough, fair and transparent recruitment process.
4. As stated in paragraph 2.18 of the Surrey Police and Crime Panel Constitution, independent co-opted members may be re-appointed by the Panel to serve for another term (maximum of two terms).

Options

There are two options,

5. If both the current co-opted members wished to continue as members of the Panel, the Panel can extend their term of office. There is no statutory reason why they could not be reappointed.
6. The Panel carries out an open recruitment process. The current co-opted members would be able to reapply. A selection panel would then be arranged to assist with the selection and interview process.

Recommendations

The Panel is asked:

- a) Whether they wish to reappoint and extend the term of office for the current independent co-opted members of the panel with agreement from both members for a further four years

or
- b) Proceed with a recruitment process to appoint two independent co-opted members to the panel.

Next Steps

If the current co-opted members are reappointed, relevant information will be updated to reflect this and both members will continue with their membership on the Surrey Police and Crime Panel. If the Panel decides to recruit new independent members, the Scrutiny Officer will organise the recruitment process and arrange for a selection panel to assist with the shortlisting and interviewing process.

Report Contact Details:

Huma Younis, Scrutiny Officer- huma.younis@surreycc.gov.uk

Sources/ Background paper:

Police and Crime Panels: Guidance on appointing independent and co-opted members

Surrey Police and Crime Panel- Constitution

SURREY POLICE AND CRIME PANEL

COMPLAINTS RECEIVED SINCE THE LAST MEETING

04 February 2016

SUMMARY

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

RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Note the content of the report.

1.0 INTRODUCTION AND BACKGROUND

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

2.0 ANALYSIS AND PROGRESS

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

3.0 COMPLAINTS RECEIVED SINCE THE LAST MEETING

- 3.1 The Complaints Sub-Committee considered a complaint on 11 December 2015. The details regarding the complaint can be found in Appendix A. Furthermore the Sub-Committee have received three complaints since the last Panel meeting and will be meeting in due course to consider these.

4.0 EQUALITIES AND DIVERSITY IMPLICATIONS

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

5.0 CONCLUSION AND RECOMMENDATIONS

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

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

6.0 REASONS FOR RECOMMENDATIONS

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

7.0 WHAT HAPPENS NEXT

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

LEAD OFFICER: Huma Younis, Scrutiny Officer, Surrey County Council

TELEPHONE NUMBER: 020 8213 2725

E-MAIL: huma.younis@surreycc.gov.uk

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APPENDIX A

COMPLAINTS RECEIVED SINCE 01 DECEMBER 2015

Date received	Nature of complaint	Does the complaint, or an element of the complaint, relate to conduct of a relevant office holder?	Does the complaint, or an element of the complaint, relate to an alleged criminal offence?	Details / Action taken
18 November 2015	A complaint was received relating to the Commissioner's conduct.	Yes	No	This complaint was considered at a meeting of the Complaints Sub-Committee on 11 December 2015. The complaint was not upheld, and the PCC and complainant were notified of this by letter on 15 December 2015.
20 January 2016	Three complaints have been received regarding the Commissioner's conduct.	Yes	No	A meeting of the Complaints Sub-Committee will be held on Wednesday 17 February 2016 to consider these complaints.

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**POLICE & CRIME PANEL
ACTIONS AND RECOMMENDATIONS TRACKER 04 FEBRUARY 2016**

The recommendations tracker allows Police & Crime Panel Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Committee.

Date of meeting and reference	Item	Recommendations/Actions	Responsible officer or member	Comments	Suggested date of update/completion	Next progress check:
05 February 2015	Police and Crime Plan update	R5/15 That the OPCC distribute to the Panel a report indicating decisions made by the Drivesmart board in regard to how footage from public operated cameras can be used by the police.	PCC	Update in November: No decisions have been made by Drivesmart on receiving digital imagery. It is still being considered by the Superintendent for Drivesmart and an update will be provided in due course.	Update in February 2016	Ongoing.
29 October 2015 (informal)		OPCC to arrange for the Panel to visit the Surrey Police Contact Centre	OPCC/ Panel Support Officer	Two visits were arranged for the panel to the Police Contact Centre on 27 January and 3 February 2016.	February 2016	Completed

01 December 2015	Police And Crime Plan Quarterly Update	R1/16 OPCC to report back to the Panel about cumulative Community Safety Funding.	OPCC	An update paper on Community Safety Funding will be put on the May PCP agenda.	May 2016	Completed
01 December 2015	Police And Crime Plan Quarterly Update	R2/16 PCC to bring along a mobile data terminal to a meeting of the PCP for demonstration.	PCC	A demonstration of the mobile data terminal has been scheduled for the May PCP meeting. A member of the MDT project team will attend the meeting.	May 2016	Completed

Surrey Police and Crime Panel Work Programme

The purpose of this document is to provide a summary of work due to be undertaken by the Surrey Police and Crime Panel and work that has recently been completed. It is provided for information purposes at each meeting of the Panel and updated between meetings by officers to reflect any future areas of work. Members can suggest items for consideration to the Chairman or at the Panel's informal meetings.

Date	Item	Purpose	Contact Officer	Additional Comments
4 February 2016	The Police and Crime Commissioner's Proposed Precept for 2016/17	The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's proposed precept for 2016/17.	Scrutiny Officer / Johanna Burne	
	HMIC Report on Child Protection	A recommendation was made by the Social Care Services Board that the PCP take a closer look at issues around children's safeguarding. The Chairman has requested for this item to be added to the agenda.	Scrutiny Officer / Johanna Burne	
	PCP Independent Co-opted Members	For the Police and Crime Panel to consider a report on Independent Co-opted Members for the Surrey Police and Crime Panel.	Scrutiny Officer	
	+Standing items	<i>Standing items are considered at every meeting of the PCP. These are listed later on in the document.</i>		
18 February 2016	TBC - The Police and Crime Commissioner's Proposed Precept for 2016/17	The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's proposed precept for 2016/17. If it has not been agreed on 4 February 2016, this meeting will be held to consider the revised precept proposal.	Scrutiny Officer / Johanna Burne	

Future items for PCP Meetings

Date	Item	Purpose	Contact Officer	Additional Comments
TBC – after February 2016	PEEL assessment for Surrey	Final public report by the HMIC on the PEEL assessment for Surrey.		
May 2016	CSF Funding paper	Update paper on cumulative community safety funding.	Johanna Burne	
May 2016	Mobile Data Terminal demonstration	For the Panel to receive a demonstration on the mobile data terminal (after close of public meeting).	Johanna Burne/Scrutiny Officer	

Standing Items

Standing item	Complaints	To monitor complaints received against the PCC and / or the DPCC	Scrutiny Officer	
Standing item	Performance Monitoring of the DPCC, APCC for Victims & Consultant Advisor on equalities and diversity	The PCC has agreed to provide the Panel with the outcome of the DPCC's appraisals as well as progress made by his APCC and Consultant Advisor on equalities and diversity.	Johanna Burne	
Standing item	Police and Crime Plan Quarterly Update	To consider progress made against the agreed Police and Crime Plan.	Johanna Burne	
Standing item	Budget Quarterly Update	As agreed at the precept setting meeting on 6 February 2013, to allow the Panel to have oversight of the latest financial position.	Johanna Burne / Ian Perkin	
Standing item	Feedback on monthly discussions with the Chief Constable	To consider issues raised during monthly discussions between the PCC and the Chief Constable.	Johanna Burne	
Standing item	Actions and recommendations tracker	To monitor responses, actions and outcomes against recommendations or requests for further actions.	Scrutiny Officer	

Standing item	Draft forward work programme	To provide a summary of work due to be undertaken by the Surrey Police and Crime Panel and work that has recently been completed.	Scrutiny Officer	
Standing item	Verbal update on ongoing investigations	Verbal strategic update on ongoing investigations.	Johanna Burne	

Task and Working Groups

Group	Membership	Purpose	Reporting dates
Complaints Sub-Committee	<ul style="list-style-type: none"> • Ind Anne Hoblyn • Cllr Victor Broad • Cllr Margaret Cooksey • Cllr Dorothy Ross-Tomlin • Cllr Ken Harwood • Cllr John O'Reilly 	To resolve non-criminal complaints against the PCC and/or the DPCC.	Report to each meeting of the PCP, detailing any complaints dealt with since the last meeting.
Finance Sub-Group	<ul style="list-style-type: none"> • Cllr Victor Broad • Cllr Charlotte Morley • Ind Bryan Cross • Chairman (ex-officio) • Vice-Chairman (ex-officio) 	To provide expert advice to the PCP on financial matters that fall within its remit.	Reports verbally to the formal precept setting meeting of the Panel in February.
Neighbourhood Policing Task Group <i>(not active)</i>	<ul style="list-style-type: none"> • Ind Anne Hoblyn • Cllr Pat Frost • Cllr Margaret Cooksey • Cllr Ken Harwood 	To monitor any future changes / decisions in relation to the neighbourhood policing model.	Work of Task Group reached natural end and the Group is not currently active.
Rural Crime Task Group <i>(not active)</i>	<ul style="list-style-type: none"> • Cllr Dorothy Ross-Tomlin • Cllr Pat Frost • Cllr Margaret Cooksey • Cllr Ken Harwood • Cllr Richard Billington 	To consider how the Police and Crime Commissioner can better serve rural communities.	The Task Group met with PCC and DPCC in September 2014 and felt that this session was sufficient in covering the area, so the Group is not currently active.

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