

**MINUTES** of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 13 July 2017 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Panel at its next meeting on Tuesday 12 September 2017.

**Members:**

Ken Harwood (Chairman)  
Charlotte Morley (Vice-Chairman)  
Chris Sadler  
David Reeve  
Margaret Cooksey  
Peter Waddell  
Beryl Hunwicks  
Bryan Cross  
Josephine Hawkins  
David Fitzpatrick-Grimes  
Dorothy Ross-Tomlin  
Graham Ellwood  
Pat Frost  
Nick Gething

**15/17 ELECTION OF THE CHAIRMAN [Item 1]**

Councillor Ken Harwood was proposed by Councillor David Reeve and seconded by Councillor Dorothy Ross-Tomlin.

**RESOLVED:**

The Panel agreed the appointment of Councillor Ken Harwood as Police and Crime Panel Chairman for the Council year 2017/18.

**16/17 ELECTION OF THE VICE-CHAIRMAN [Item 2]**

Two nominations were received for the Vice Chairman position for the 2017/18 Council year. Councillor Charlotte Morley was proposed by Ken Harwood and seconded by Councillor Pat Frost. Councillor Margaret Cooksey was proposed by David Reeve and seconded by David Fitzpatrick-Grimes.

**RESOLVED:**

With agreement of Panel Members a secret ballot was undertaken. Councillor Charlotte Morley was appointed as the newly elected Vice-Chairman for Council year 2017/18.

**17/17 APOLOGIES FOR ABSENCE [Item 3]**

Apologies were received from Councillor Graham Ellwood and Councillor Nick Gething.

**18/17 MINUTES OF THE PREVIOUS MEETING: MONDAY 6 FEBRUARY 2017 [Item 4]**

**Key Points raised during discussion:**

1. A member of the Panel made reference to page 8, Paragraph 9 and queried whether officers could confirm the contact details of the new Rural Crime Coordinator. Members noted that Sgt Adam Luck held this post and was based at Guildford Police station.

**RESOLVED:**

The minutes from the previous meeting held on Monday 6 February 2017 were agreed by the Panel as a true and accurate record of the meeting.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

None.

**19/17 DECLARATIONS OF INTEREST [Item 5]**

None received.

**20/17 PUBLIC QUESTIONS [Item 6]**

No public questions have been received.

## **21/17 FINANCE UPDATE [Item 7]**

### **Key points raised during the discussion:**

1. The Chief Finance Officer introduced the item by summarising the Surrey Police group financial report for month 12, financial year 2016/17. Members were informed that there was an under-spend of £226K against the approved budget of £212.6M, £124K of which was achieved by the Office of the Police and Crime Commissioner.
2. Members noted that one of the factors for the under-spend was the shortfall of 66 police officer posts and the large number of leavers who had earned more than the probationers that replaced them.
3. It was explained that the substantial under-spend was off set by over-spend in IT by £859K and estates and facilities by £1.6M. It was further reported that the PCC approved capital budget for 2016/17 was £12M and expenditure for the year amounted to £7M, the remainder being carried forward to the 2017/18 capital programme.
4. It was noted that the Surrey Police Group financial report for month 12 (31<sup>st</sup> May), financial year 2017/18 showed that the gross revenue for the year was £212.6M, an increase of £6.9M compared to the previous budget in 2016/17.
5. The Chief Finance Officer explained forecasts based on just two month's figures should be treated with a degree of caution with forecasts becoming more reliable as the months pass.
6. There was a discussion around the financial volatility with the Surrey and Sussex joint finance team and officers were asked to report on the current progress. Members were informed that an independent review was going to be carried out to ensure good measures would be taken going forward as forecasts were uncertain.
7. Members raised concern with the significant variances within the service quality and change programme two months into the financial year, Officers explained that savings were budgeted in the change programme and on the basis savings would be achieved, the figure would disappear to balance the budget. The Chief Finance Officer advised further information on the service quality can be provided at a later date.
8. It was noted that the relocation and the running of two different systems were main factors for the volatility between the Surrey and Sussex financial team. The PCC advised that the office recognised the issue and was taking necessary steps to solve the problem. Following the concerns with the collaboration the PCC agreed a report to be provided on the progress of the joint finance team to be provided at a later date.

9. It was reported that there were on average 18 leavers a month however due to the salary rates Surrey Police have been able to recruit heavily, 12 Police Constables ahead of establishment.
10. The Vice-Chairman suggested that interim measures should be taken when considering similar future collaborations to avoid decline and experience, in particular to relocation of staff. The PCC assured that the estates strategy was under review and the views of the Panel would be taken into consideration when looking into relocation.
11. Members expressed the view that relocation should be mid way between Surrey and Sussex so it is more practical for staff. The PCC explained that relocation was not an easy solution and the estates strategy was looking into effective ways of using existing buildings and potential new buildings in order to reach solutions.
12. It was noted the division of costs and any profits between Surrey and Sussex Police was 55% and 45%, Sussex receiving the larger percentage due to having a more substantial sized Police force. The Chief Finance Officer assured the Panel that the agreement between both authorities was kept under review by internal and joint audits and that if circumstances were to change there was room for revision.
13. The PCC supported the view that IT systems, both emergency and administrative was fragmented and assured the Panel this concern was high risk and would be reviewed further going forward.
14. It was reported that exit interviews indicated that the number one reason for officers leaving the force was due to 'work life balance' with finance being ranked as the second contributing factor.
15. Despite the teething problems with the Surrey and Sussex finance team, the PCC expressed the view that collaborations improved service. The PCC stated how more collaboration work would be undertaken regionally with Hampshire and Thames Valley.
16. Whilst reviewing the Office of the Police and Crime Commissioner 2016/17 end of year financial report, members expressed the view that the Community Safety Fund should be targeted more at districts and boroughs. The PCC explained that funding could be applied for and was being directed to frontline services.
17. When summarising the Office of the Police and Crime Commissioner month 2, 2017/18 financial report, the Chief Finance Officer reported that there were no particular areas of concern.

**RESOLVED:**

The Panel agreed and noted the finance updates.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

R6/17- For the OPCC to provide the PCP with a report on the results of the independent review carried out on the Sussex/Surrey joint finance team at the next Panel meeting on 12 September.

## 22/17 POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT [Item 8]

### Key Points raised during the discussion:

1. The PCC informed members that the annual report was still in draft and that there was intention to make it more user friendly for the public. The PCC was pleased with the progress made in meeting the Police and Crime Plan priorities, in particular areas which required improvement from the previous year.
2. The PCC indicated that there were areas of concern including police officer retention rates, the high risk from IT systems and the rise in burglaries across Surrey. The PCC assured the Panel resources would be targeted in these areas to tackle the problem.
3. Members commended the PCC for the progress and performance to date and queried whether the PCC had any thought to recalling retired police officers to assist with back office functions and investigations. The PCC noted this suggestion and assured the Panel that consideration would be given to this going forward.
4. It was noted that the PCC has held recent discussions with police colleagues about CCTV, there was currently no CCTV strategy in place. He was aware that the matter would be discussed at a future meeting of Surrey Chief Executives.
5. The PCC agreed that the number of Special Constables had reduced but expressed eagerness to get numbers to a better position advising the Panel measures were underway to ensure rapid improvement. Currently training has been at capacity with new Police Officers which means training for Special Constables has had to be delayed.
6. Members were informed that there has been substantial improvement with the 101 service over the last year and that it would be watched carefully so that the current level of service would be maintained.
7. The Panel were advised that drones were an increasing feature for the police force as they were more cost effective and cheaper than acquiring helicopters.
8. It was noted that the Volunteer Police Cadets were exceeding expectations, with three more forces being recruited after the initial first three being set up. The PCC commended the willingness of police officers and staff who had taken the time to be instructors.
9. The PCC expressed the view that there was no strong connection between recruitment and retention, explaining to the Panel that generally no employee would be expected to stay with one employer and would naturally progress to another place to enhance their career.
10. The PCC could not comment on the switching off of street lights, explaining to members that this was a Surrey County Council (SCC)

decision and that Surrey Police had not seen a rise in crime as a result. However the PCC welcomed any concerns regarding specific street lights which should be kept on, assuring the Panel these would be forwarded to the Highways authority for consideration. The PCC further informed members that he would not provide funding for keeping street lights on as this was a statutory responsibility of the Council.

11. It was noted that the statistics mentioned in the report were taken from the Surrey Resident Survey which is carried out independently on a quarterly basis used by both Surrey Police and SCC and could be accessed via the Surrey-i website.
12. It was explained that the 999 service was monitored very closely in particular the waiting times and the service delivered, members were assured that it was working well and that the 101 service was a work in progress.
13. Members questioned the PCC in relation to the closure of Police stations, in particular the station based in East Molesey and whether the PCC was satisfied with the current visibility of police presence in certain areas. The PCC advised that the closure of several police stations took place before the election and further advised that the estates strategy will endeavour to look into police buildings and how they would support the force going forward.

**RESOLVED:**

R7/17- For the PCP to write formally to the PCC on his annual report.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

None.

**23/17 HMIC INSPECTION REPORTS [Item 9]**

**Key points raised during discussion:**

1. The Chairman advised officers that page 73 of the report contained errors under 'Childhood Protection Revisit' making reference to the dates which needed correction. The PCC assured Members this would be left with the respective officer to amend.
2. The Panel were informed that Surrey Police has a close professional relationship with HMIC and valued the feedback and professionalism of the inspectorate. The PCC expressed the view that this was essential to support the force to maintain and raise good practice.
3. The PCC supported the view that more work was required to achieve a better rating for 'how effective is the force at investigating crime' and advised members that resources were being moved to tackle the issue in particular towards training for officers. The PCC made further assurances, expressing confidence with the leadership and management in place to improve this area.

4. Members made reference to the report and grading for 'how well does the force understand the current and likely future demand' which was graded as 'requires improvement'. The PCC informed members that this was captured and queried with HMIC as the force was unclear about what this meant. The PCC requested that the good practice within the force be recognised.
5. It was noted that an action plan was in place for child protection and this area was of significance to the PCC. The PCC informed the Panel that colleagues from the OPCC were involved in monitoring this. The OPCC had a close relationship with victim's charities and social services. The Multi-Agency Safeguarding Hub for vulnerable children was also extending their reach to vulnerable adults, providing a good service which Surrey Police work closely with.

**RESOLVED:**

Members of the Police and Crime Panel noted the report and HMIC findings.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

None.

**24/17 POLICING IN YOUR NEIGHBOURHOOD (PIYN) [Item 10]**

**Key points raised during the discussion:**

1. Assistant Chief Constable (ACC), Nev Kemp delivered a presentation on PIYN to allow members to gain a better understanding of the new ways of working for Surrey Police (attached at Annex 1).
2. Members noted that the Police Crime Commissioner's enthusiasm for the JET (Joint Enforcement Team) programme and informed the Panel that funding may be available to other districts/boroughs who were considering starting JET teams.
3. It was explained that parking enforcement was the responsibility of the highways authority and this did not, except for exceptional circumstances, include involvement from Surrey Police. However the PCC was in the process of talking to Cabinet Member for Highways, Colin Kemp to scope whether there were ways of working better.
4. There was a discussion around the Drive Smart initiative and the Panel were advised that work was in progress to reinvigorate the programme to promote tackling road casualties and speeding.
5. In an effort to promote understanding at a local level, members requested officers to circulate the PiYN presentation attached at Annex 1. The ACC assured the Panel a copy would be distributed and welcomed feedback from members on the matter.
6. Members raised concerns with the lack of police presence and the ACC advised that resources were focused where there was greater risk, targeting resources where there was greater need. It was further explained to utilise officers' time more effectively attendance at public meetings would be confirmed where there was a specific policing

issue on the agenda. Police patrols would also be targeted i.e. in areas where there was an increase in burglaries.

7. The Assistant Chief Constable supported the view that work was required after a crime was reported with keeping victims informed on progress. The ACC assured members that considerable work was being carried out to improve this area. It was further explained that an engagement plan was in progress to develop better communication and provide assurance across the county.
8. The PCC informed the Panel that it was a statutory duty of the Police to take responsibility for victims and was also one of the key performance indicators that the Chief Constable was held account to. The PCC was pleased to see work in progress with an engagement plan to promote better practice.
9. Members expressed the view that there was still an issue in rural areas and not receiving efficient responses. The Assistant Chief Constable explained that both the 101 and emergency service was accessible and live 24 hours a day, 7 days a week, assuring members the Police would be dispatched when needed.
10. It was noted that the Volunteer Police Cadets programme supported engagement with young people however a special constabulary was being addressed now which would engage with the wider community.

*Peter Waddell left the meeting at 12.33pm*

11. It was explained that there are three divisions, east, west and north, with a Chief Superintendent heading each division. It was further highlighted that each borough holds a Borough Inspector and officers are locally based and distributed.
12. The PCC encouraged members to contact Borough inspectors when a local policing issue needed attention, utilising their time more appropriately.
13. Members noted that operational activity flowed from the Police and Crime Plan, demonstrating that strategic aspirations are coming together from operational achievements.
14. The Assistant Chief Constable explained that the increased presence of armed officers in Surrey was the result of recent events in London and Manchester, making sure the Police give the public reassurance.
15. The PCC informed the Panel where there was a serious incident involving armed police there would be a pre plan community assurance plan in place. He suggested that, in spite of their weapons, members should see armed officers primarily as police officers, doing the same reassurance job as any others.
16. Officers agreed that language in the report should be made more user friendly as this would be made publically available.

*Beryl Hunwicks left the meeting at 12.40pm*

**RESOLVED:**

The Police and Crime Panel noted the presentation.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

R8/17- For the PiYN presentation at Item 10 to be shared with Panel members so it can be forwarded onto district and borough colleagues.

**25/17 UPDATE ON 'IN THE KNOW' SURREY AND SUSSEX COMMUNITY MESSAGING SYSTEM [Item 11]**

**Key points raised during the discussion:**

1. Members expressed the view that the 'In The Know' community messaging system was a valuable system and stated that although all districts and boroughs were fully trained up it would be helpful to see how actively it was working in each division. It was noted that Mole Valley were proactively carrying out work to endorse the programme to residents.

**RESOLVED:**

The Panel noted the report and agreed to help promote and direct residents to 'In The Know'.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

None.

**26/17 RE-ESTABLISHMENT OF THE COMPLAINTS SUB-COMMITTEE [Item 12]**

**RESOLVED:**

- i. The Panel agreed the terms of reference for the Complaints Sub-Committee attached at Annex 1,
- ii. The Panel appointed the following members to the Complaints Sub-Committee for the remainder of the 2017/18 Council year,
  - Cllr Margaret Cooksey
  - Cllr David Reeve
  - Independent member Bryan Cross
  - Independent member David Fitzpatrick-Grimes
  - Cllr Ken Harwood (Chairman)
  - Cllr Charlotte Morley (Vice-Chairman)
- iii. The Panel agreed the adoption of the draft revised Police and Crime Panel Complaints Protocol, attached at Annex 2.

**ACTION/FURTHER INFORMATION TO BE PROVIDED:**

None.

**27/17 RE-ESTABLISHMENT OF THE FINANCE SUB-GROUP [Item 13]**

**RESOLVED:**

- i. The Panel agreed the terms of reference for the Finance Sub-Group attached at Annex 1,
- ii. The Panel appointed the following members to the Finance Sub-Group for the remainder of the 2017/18 Council year,
  - Cllr Josephine Hawkins
  - Cllr Chris Sadler
  - Independent member Bryan Cross
  - Cllr Ken Harwood (ex-officio)
  - Cllr Charlotte Morley (ex-officio)

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

None.

**28/17 COMPLAINT RECEIVED SINCE THE LAST MEETING [Item 14]**

No complaints had been received since the last meeting.

**RESOLVED:**

The Panel noted the report and Appendix A.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED**

None.

**29/17 FORWARD WORK PROGRAMME & ACTIONS AND RECOMMENDATIONS TRACKER [Item 15]**

**RESOLVED:**

The Panel reviewed upcoming agenda items on the Forward Programme and recommendations and actions made at formal Panel meetings.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

None.

**30/17 COMMISSIONER'S QUESTION TIME [Item 16]**

**Key points raised during the discussion:**

1. Questions were submitted by Panel member, Cllr Reeve in advance of the meeting and responses from the PCC were sent to Cllr Reeve ahead of the meeting.

2. Members queried how funding from the Community Safety Fund was allocated and were informed that this information was available on the Surrey PCC funding website at the following link, <http://funding.surrey-pcc.gov.uk/>.

**RESOLVED:**

The Panel raised issues and queries concerning crime and policing in Surrey with the PCC.

**ACTIONS/FURTHER INFORMATION TO BE PROVIDED:**

None

**31/17 DATE OF NEXT MEETING: TUESDAY 12 SEPTEMBER 2017 [Item 17]**

The next meeting of the Police and Crime Panel meeting will be held on Tuesday 12 September 2017 at 10.30am in the Ashcombe Suite, County Hall, Kingston upon Thames.

Meeting ended at: 12.55 pm

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**Chairman**

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# **Policing In Your Neighbourhood (PIYN)**

## **Police and Crime Panel – 13 July 2017**

### **ACC Nev Kemp**

# The Challenge of Policing

Cyber-crime

Community Engagement

Investigating major crimes

Partnership work

Forensics

Fraud

Sex crimes

Proactivity

Dealing with 999 calls

Serious & Organised crime

Drugs

Safeguarding

Domestic violence

Public order

Counter Terrorism

Neighbourhood Policing

Firearms response

Roads policing

Contributing to national requirements

Slavery

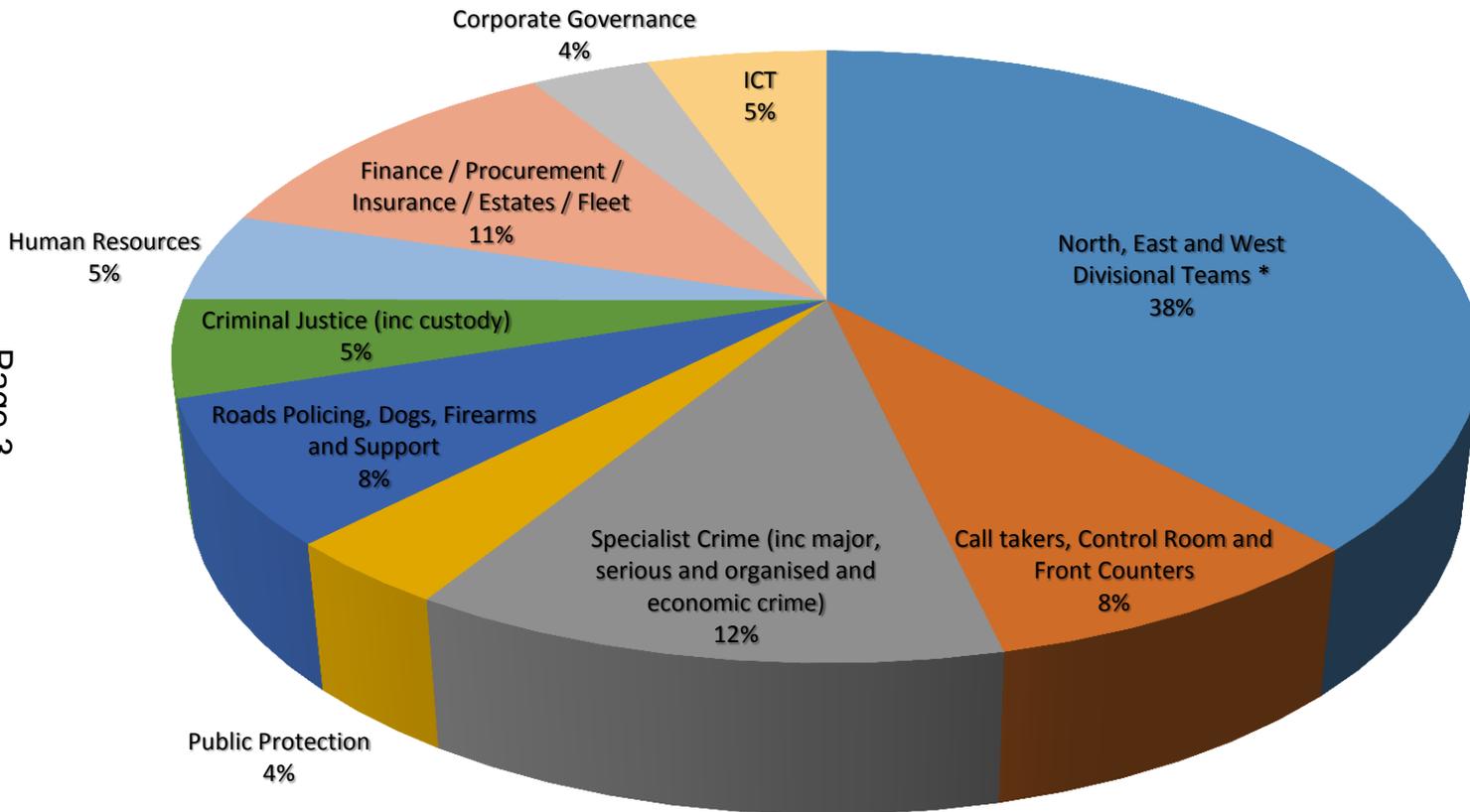
Child Exploitation

Intelligence gathering & management

Burglary



# Organisation overview – 2017 / 18 Budget is £213M



## \* Divisional Teams include:

- Local Area Policing Teams
- Safer Neighbourhood Teams
- Safeguarding Investigation Units
- Criminal Investigation Departments

# The Reason for Change

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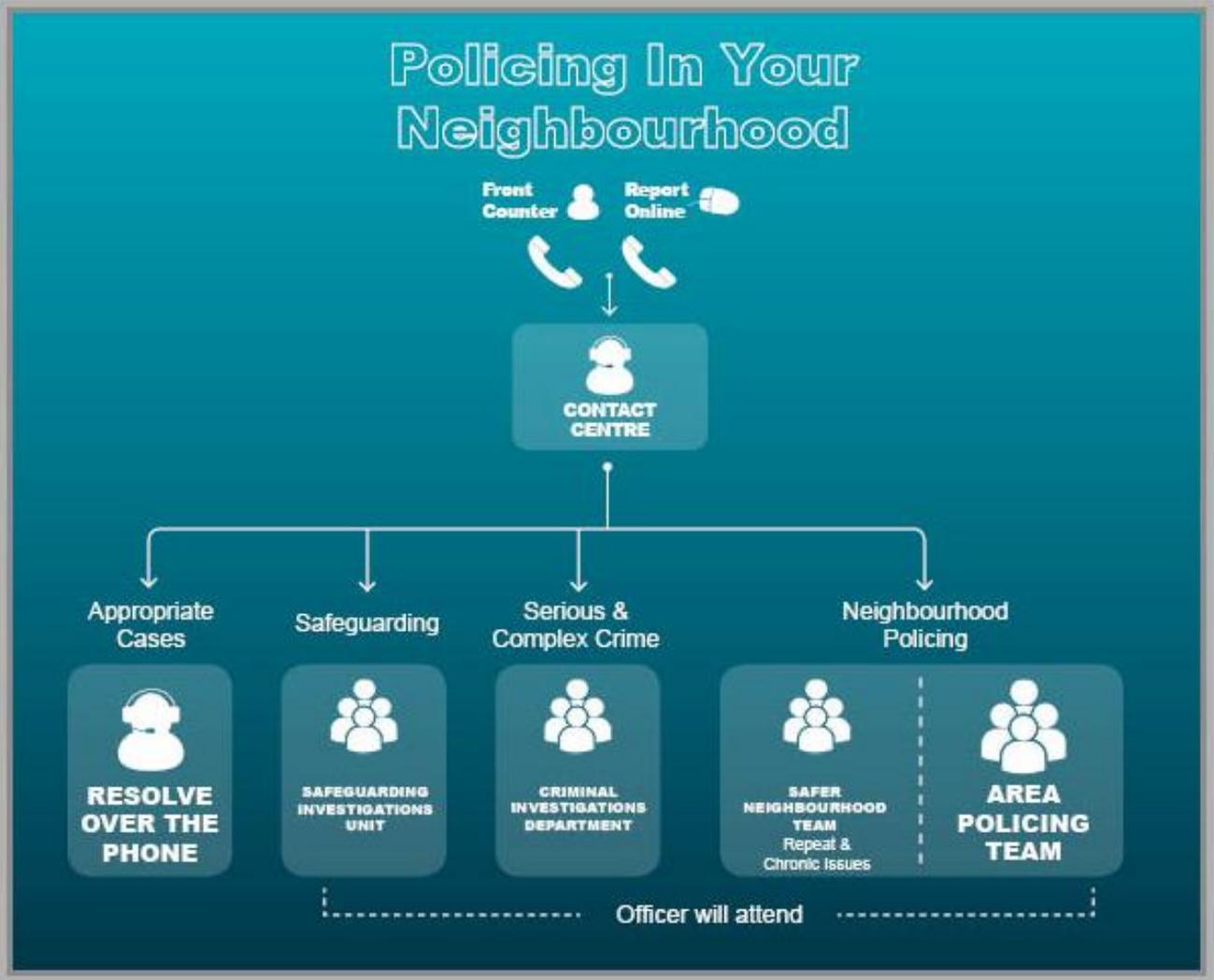
- Reviewing the 'books' – Surrey Police spent the equivalent of £569k (2014 / 15) per day on policing
  - Of this £76M+ per annum / £208k per day on 'local policing'
- Reducing budget – the saving requirement from local policing was set at £8.4M
  - Increasing levels of demand – police focus - shifting priorities (Domestic abuse up 2.4%)
  - Other public services 'squeezed' exacerbating demand on the police
  - The Force was not succeeding in the services it was delivering
- Our previous model – 'subsidence' as the ground has shifted it has adversely affected
  - Service to the public
  - Workforce morale
  - Efficiency
- Needed to change our local policing model and deliver services better – 'Cop it, you keep it'



# Policing In Your Neighbourhood Principles

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- Geographic policing model with geographic line management and command.
- Local services delivered through engaged and visible local policing teams unless there are clear performance, cost or effectiveness benefits to deliver a service centrally.
- Opportunities offered through volunteer support will be explored where this presents scope to reduce demand or improve performance.
- In all cases Authorised Professional Practice (APP) where available will be adhered to unless there is an agreed and justifiable reason not to.
- Evidence based policing research and practice will be used where they are demonstrated to be cost effective and consistent with these design principles.
- An acknowledgement that in order to effectively manage risk and demand some areas of the business will need to grow, which will require increased financial savings elsewhere.



The Project was supported by a Communications Plan that included a two week social media 'PolicingMatters' campaign followed by an eight week multi media campaign.

# Post Implementation Review Overview

- The initial Post Implementation Review made 6 'Key Findings' and 31 'Recommendations'.

## Findings:

1. Deployable resources 82.8% April >>> 84.5% September 2016 >>> 84.40% March 2017).
2. Focus Group recognition that PIYN places the Force in a stronger position for the future.
3. Demand reduction - indications are the direction of travel is consistent with the objectives being achieved with less calls being attended.
4. Allocated crime and incidents – indications are that a 17% reduction of occurrences allocated for investigation will be met over a 12 month period though increasing now.
5. Area Policing Teams – current number of local investigations per officer varies between 5 and 6.9.
6. Risk Management – continuing to improve over time and empower staff.

# Summary

- The implementation and embedding of PIYN has allowed us to more effectively align our operational resources with demand.
- We have invested considerably in areas of high harm and high risk, ensuring that we prioritise vulnerable victims and robustly target offenders.
- Improving our understanding of hidden demand. Looking for more opportunities to detect Child Sexual Exploitation, domestic abuse, cyber-crime, harmful traditional practices and modern slavery to ensure we safeguard victims, record all offences and prevent offending.
- To improve the quality of crime investigations, maintaining contact with victims and targeting offenders to bring them to justice.
- Working collectively to embed the new local policing model to ensure we remain visible and accessible to the communities we serve.

