

Notice of Meeting



Surrey Police and Crime Panel

Date & time
Thursday, 7
December 2017
at 10.30 am

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

Contact
Angela Guest
Room 122, County Hall
Tel 020 8541 9075

angela.guest@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 Angela Guest on 020 8541 9075.

Members

Ken Harwood (Chairman)	Tandridge District Council
Charlotte Morley (Vice-Chairman)	Surrey County Council
Chris Sadler	Elmbridge Borough Council
David Reeve	Epsom & Ewell Borough Council
Graham Ellwood	Guildford Borough Council
Margaret Cooksey	Mole Valley District Council
Dorothy Ross-Tomlin	Reigate & Banstead Borough Council
Nick Gething	Spelthorne Borough Council
Josephine Hawkins	Surrey Heath Borough Council
Peter Waddell	Runnymede Borough Council
Pat Frost	Waverley Borough Council
Beryl Hunwicks	Woking Borough Council
Bryan Cross	Independent Member
David Fitzpatrick-Grimes	Independent Member

PART 1 - IN PUBLIC

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES OF THE PREVIOUS MEETING

(Pages 1 - 8)

To approve the minutes of the meeting held on (12 September 2017) as a correct record.

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

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 BUDGET QUARTERLY UPDATE

This report will provide an oversight of the latest financial position.

Report to follow.

- 6 POLICE AND CRIME PLAN QUARTERLY UPDATE** (Pages 9 - 22)
- The Panel are asked to consider progress made against the agreed Police and Crime Plan. The PCC has published a Police and Crime Plan for 2016 to 2020 based on the 6 manifesto pledges he made during his campaign to become PCC. This report provides an update on how the plan is being met.
- 7 FIRE GOVERNANCE UPDATE** (Pages 23 - 30)
- This paper provides an update on the PCC's project to consider the future governance of the Fire and Rescue service in Surrey. At present, Surrey County Council discharges the role of Fire & Rescue Authority for the county. The Policing and Crime Act 2017 allows this function to move to Police & Crime Commissioners where a strong local case is made.
- 8 FEEDBACK ON MANAGEMENT MEETINGS BETWEEN THE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE** (Pages 31 - 36)
- This report provides an update on the meetings that have been held between the PCC and Chief Constable and what has been discussed in order to demonstrate that arrangements for good governance and scrutiny are in place.
- 9 UPDATE ON THE WORK OF THE ASSISTANT POLICE AND CRIME COMMISSIONER (VICTIMS)** (Pages 37 - 40)
- This report sets out the objectives set for Mrs Anderson and the work she has undertaken to deliver them.
- 10 COLLABORATION UPDATE** (Pages 41 - 44)
- This report provides an update on collaboration with other Police Forces (specifically Sussex, Hampshire and Thames Valley) and the Police & Crime Commissioner's role in collaboration.
- 11 ROAD SAFETY AND PARKING** (Pages 45 - 54)
- This paper provides the Police and Crime Panel with an update on issues relating to road safety in Surrey and parking issues.
- 12 COMPLAINTS RECEIVED SINCE THE LAST MEETING** (Pages 55 - 58)
- 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.
- 13 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 59 - 64)
- To review the Recommendations Tracker and Forward Work Programme.

14 EXCLUSION OF THE PUBLIC

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

PART 2 - IN PRIVATE

15 INDEPENDENT REVIEW OF THE SUSSEX/SURREY JOINT FINANCE TEAM

To consider the results and findings from the Independent Review commissioned by the PCC.

Report to follow.

16 DATE OF NEXT MEETING

The next public meeting of the Police and Crime Panel will be held on 5 February 2018 at 10.30am in the Ashcombe Suite, County Hall, Kingston upon Thames.

Published: Wednesday, 29 November 2017

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MINUTES of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 12 September 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 Wednesday 15 November 2017.

Members:

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

32/17 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Pat Frost and Beryl Hunwicks. The Chairman advised that Cllr Dorothy Ross-Tomlin would be arriving late to the meeting.

33/17 MINUTES OF THE PREVIOUS MEETING [Item 2]**Key points raised during discussion:**

1. It was noted that the Police and Crime Commissioner (PCC) was in the process of meeting with local district and borough representatives to determine the CCTV strategy going forward.
2. The Panel were informed that the PCC had recently met with the Cabinet Member for Highways, Colin Kemp to discuss parking enforcement in the County and ways of promoting better working relations between Surrey Police, SCC and districts and boroughs. It was further added that the PCC and Cabinet Member discussed ways of reinvigorating the Drive Smart Programme which is expected to relaunch later this year.
3. Members noted that a report on parking enforcement could be provided at the next Panel meeting.
4. The PCC acknowledged concerns regarding the service around keeping victims informed after a crime was reported and agreed work in this area required improvement.
5. Councillor Margaret Cooksey requested a revision to Item 25/17, paragraph one, for the last sentence to be reworded to report that Mole Valley endorsed the 'In the Know' community messaging system and were actively promoting information to reach residents.

RESOLVED:

The minutes from the previous meeting held on 13 July 2017 were agreed by the Panel as a true and accurate record of the meeting.

ACTIONS/FUTHER INFORMATION TO BE PROVIDED:

Make revision to Item 25/17 as per Councillor Margaret Cooksey's request.

34/17 DECLARATIONS OF INTEREST [Item 3]

None were received.

35/17 PUBLIC QUESTIONS [Item 4]

No public questions have been received.

36/17 BUDGET QUARTERLY UPDATE [Item 5]**Key points raised during discussion:**

1. The Chief Finance Officer advised the Panel that the Surrey Police Group financial report for month 4, 2017/18 indicated an under spend of £4.93m with forecasts anticipating this figure to reduce to an under spend of £887k.
2. It was noted the reasons for any significant variances in the budget would follow from increasing establishment figures, costs for supplying information to the coroner service, restructuring the Management and Information department and IT expenditure.
3. It was further reported that the Central budget showed a saving of £3.724m which was primarily due to the reduced costs of hiring new recruits.
4. The Chief Finance Officer explained that the financial position based on the information provided showed no particular areas of concerns and careful monitoring would continue as the year progresses.
5. It was stated a report on the Sussex/Surrey Joint Finance Team would be available later on in the year as work was still in progress to develop the information required.
6. Members raised concerns with the over spend in relation to IT and on victim services opposed to investigating and preventing crime. It was explained an investigation was currently taking place to establish the reason for the large overspend in IT to determine what caused this and to initiate remedial action.
7. It was further added that the funds spent in victim services were provided by the Government. In the papers this figure is reported as an overspend but only because the funding has not been reimbursed as of yet.
8. The Chief Finance Officer explained that Operation Heather was not an investigation. The operation was as a result of the Coroner's Service opening inquests resulting in Surrey Police having to respond to the Coroner's Office with information.

RESOLVED:

The Panel noted and commented on the budget updates.

ACTIONS/FUTHER INFORMATION TO BE PROVIDED:

None

37/17 PROGRESS AGAINST THE POLICE AND CRIME PLAN [Item 6]

Key points raised during the discussion:

1. The PCC reported that the new Joint Enforcement Team (JET) in Guildford was making progress and was keen to pursue discussions with other districts and boroughs in developing JET teams in the county.
2. It was noted that there had been an increase in traveller incursions across the county putting strain on district and boroughs. The PCC expressed the view that a better intelligence network was needed for tracking these incursions and making sure the Police used their powers within the law when responding in these circumstances.
3. The PCC further added that it was difficult to remove travellers from unauthorised encampments as there was a lack of transit camps in Surrey and was looking into the matter to reach long term solutions. Members supported the view that the provision of transit camps should be made available in the County and were advised the obligation fell on district and boroughs to coordinate this.
4. Members expressed the view that Surrey Police should show more visible presence with traveller unauthorised encampments however the PCC explained it was the council's responsibility to attend to these incursions and Surrey Police would respond if a serious incident occurred.
5. It was noted that Runnymede Borough Council had obtained an injunction that protects public spaces in the Borough, allowing them to bypass the process in having to obtain a court order to remove travellers from unauthorised encampments on council owned land which had been successful.
6. The PCC informed the Panel as the Chairman of the Emergency Services Collaboration Programme he would like to ensure that progress continues in promoting blue light collaborations despite there being a lack of commitment from the police in Surrey and Sussex towards the future funding of the Programme Team that has supported this area of work.
7. Members raised concerns that the report showed a decline in performance in some areas. The PCC noted that there were areas for improvement, but overall he felt that Surrey Police was performing well. Certain increases could be deemed positive as it showed a confidence to report issues, and the Surrey picture needed to be set against the national context.
8. It was further noted that Surrey Police were diverting resources from other areas to deal with crimes in particular the increase in burglaries that was being managed under operation 'Spearhead'.
9. There was a discussion around victim satisfaction levels and members were informed that Assistant Chief Constable Nev Kemp would be leading in this area.

10. The PCC gave assurances that publicity would be provided in preparation for the new service to support victims of Anti-Social Behaviour launching on 26 October 2017 to help people tackle difficult situations.
11. Members raised concerns with recent performance on 101 calls and expressed the view crimes were not being reported due to people not being able to get through. The PCC noted this concern and assured the Panel that the 101 service would be monitored carefully to ensure better outcomes however commended the service for improving greatly from the previous year.
12. The PCC informed the Panel that there was a high turnover of operators however training was providing continuity to ensure services was maintained to an efficient standard.
13. Members sought more information around average response times and targets set for non-emergency 101 calls and the PCC agreed to circulate the details to the Panel in due course.
14. The PCC acknowledged concerns regarding residents not feeling safe after dark due to switching off street lights however explained that this was a County issue and not a matter for Surrey Police. He said that there was no evidence to suggest a correlation between the switch off of lights and any increase in crime or fear of crime.
15. The PCC further added that Surrey Police gave the professional view that switching off street lights did not contribute to an increase in crimes. Members stated that they would like to see supporting evidence in this matter despite the PCC indicating no data or statistics existed.
16. The PCC advised members that the budget for the Community Safety Fund had increased this year to £750k and key partners were being identified to work with over a long term basis.
17. There was a discussion around Restorative Justice in Surrey and the PCC indicated that there were aspirations to create a Surrey wide strategy around Adult Restorative Justice between the Police and other agencies including the Community Rehabilitation Company.
18. The PCC explained that modern slavery was a national problem and the Chief Constable was working towards an action plan to combat this in Surrey however the issue was hugely under reported and obtaining evidence was difficult as victims in these circumstances would not come forward.
19. The PCC indicated that in an event of a terrorist act in the UK, plans were in place for assistance to be provided from other Police forces when necessary. The PCC reported that Surrey detectives had been dispatched to Manchester to assist with the terrorist incident that had occurred and three Police Constables had also joined a team to provide emergency assistance in the British Virgin Islands.

RESOLVED:

The Panel noted the progress made against the Police and Crime Plan 2016-2020.

ACTIONS/FUTHER INFORMATION TO BE PROVIDED:

R8/17 – For the PCC to provide the Panel with performance targets set for the 101 number (including targets for the response times).

38/17 GOVERNANCE OF FIRE AND RESCUE IN SURREY [Item 7]**Key points raised during discussion:**

1. The PCC informed the Panel that KPMG had been commissioned to carry out an options analysis on behalf of the PCC and a report with findings would be available in October.
2. The Chairman suggested a report be provided to the Panel once KPMG completed their analysis.
3. The PCC explained that the Panel had no influence over the final decision regarding fire governance although they could scrutinise the decision. Only the Home Secretary could accept or refuse the business case put forward for the future of the fire service.

RESOLVED:

The Panel noted the report.

ACTIONS/FUTHER INFORMATION TO BE PROVIDED:

R9/17 – For the PCC to provide the Panel with results of the options analysis carried out by KPMG once completed.

39/17 FEEDBACK ON PERFORMANCE MEETINGS [Item 8]**Key points raised during discussion:**

1. Members queried the PCC on the powers available to JET teams on parking and proposed an update report.
2. The PCC agreed to provide a report on highways enforcement (parking) for the next Police and Crime Panel meeting to address members questions.

RESOLVED:

The Panel noted the update on the PCC's performance meeting.

ACTIONS/FUTHER INFORMATION TO BE PROVIDED:

R11/17 For the PCC to provide the Panel with a report on highways enforcement for the next meeting on 15 November 2017.

40/17 COMPLAINTS RECEIVED SINCE THE LAST MEETING [Item 9]**RESOLVED:**

The Panel noted the report and Appendix A.

ACTIONS/FUTHER INFORMATION TO BE PROVIDED:

None

41/17 ACTIONS AND RECOMMENDATIONS TRACKER & FORWARD WORK PROGRAMME [Item 10]**RESOLVED:**

The Panel noted the Forward Work Programme and Recommendations Tracker.

ACTIONS/FUTHER INFORMATION TO BE PROVIDED:

None.

42/17 COMMISSIONER'S QUESTION TIME [Item 11]**Key points raised during discussion:**

1. It was noted that a project implementation review was underway to look at the vetting process for new police officers. The PCC advised this was a collaborative service between Surrey and Sussex and results were expected at the end of the month.
2. Members raised concerns with health care services provided at Police stations for victims and offenders and how this was undertaken by the PCC as part of his responsibilities. The Chief Executive explained that all contracts were managed on a day to day basis on behalf of the PCC by Surrey Police.
3. It was further added that despite retendering for the provision of health care for people in custody the duty remained with Surrey Police and details could be provided on the current arrangements in place. Members insisted that the PCC review 24/7 coverage of these services as it was reported that Surrey did not have this cover in place.
4. Members asked the PCC to comment on the recent news publication about the Sussex Chief Constable and specifically his attitude to victims. The PCC stated that he did not feel it was his place to comment on this news story and stated that Panel could raise this with

the Surrey Chief Constable at the next Police and Crime Panel informal meeting.

ACTIONS/FURTHER INFORMATION TO BE PROVIDED:

R10/17 – For the PCC to provide the Panel with details regarding the current contract in place for the provision of healthcare in custody. To also include an update on the effectiveness of the current contract.

43/17 DATE OF NEXT MEETING: 15 NOVEMBER 2017 [Item 12]

The next meeting of the Panel will be held on 15 November 2017.

This will be an informal meeting with the Chief Constable of Surrey police and the PCC.

Meeting ended at: 11.47 am

Chairman

SURREY POLICE AND CRIME PANEL**PROGRESS AGAINST THE POLICE AND CRIME PLAN****7th December 2017****INTRODUCTION**

The PCC has published a Police and Crime Plan for 2016 to 2020 based on the six manifesto pledges he made during his election campaign. Informed by consultation, scrutiny of current force performance and meetings and visits with Surrey Police, public and partners, the PCC's plan also contains actions to show how the six priorities within the plan will be met. In addition, there are some high level performance-related aims included within the plan.

The six objectives set out in the plan are as follows:

- Cutting crime and keeping people safe
- Supporting victims
- Tackling rural crime
- Making our town centres safe
- Tackling the threat of terrorism
- Making every pound count

The plan was published on 10th August 2016 and is available on-line on the website of the Office of the Police and Crime Commissioner (OPCC) or in paper copy on request.

This report provides an update on how the plan is being met including actions and projects carried out by the OPCC since the last report to the panel. In this report, rather than detail progress against every objective, some key projects from the OPCC are highlighted for members' attention. Also attached is progress against the key performance aims set out in the plan.

CUTTING CRIME AND KEEPING PEOPLE SAFE

The key actions within this priority are as follows:

- Reviewing the Policing in Your Neighbourhood (PiYN) model
- Capturing and building on local good practice
- Encouraging communities to volunteer
- Surrey roads to be safer
- Encouraging and supporting Joint Enforcement Teams (JETs)
- Police to solve more 'non-street' crimes (e.g. abuse of children, domestic abuse, sexual abuse)
- Commissioning partner activity to reduce re-offending and divert people from crime
- Prevention and detection of hate crime

The PiYN model has now largely bedded in with staffing levels mostly in place and training carried out. There has been a significant increase in the percentage of people believing that the police deal well with anti-social behaviour (ASB) and crimes that matter in their area from 76% to 80%. There are also fewer residents surveyed who felt ASB issues to be a big problem in their area. Whilst not directly linked to PiYN, it can be inferred as a good indicator of neighbourhood policing performance.

In terms of Surrey's roads, there was a long term decreasing trend in those killed or seriously injured (KSIs) on the roads in Surrey until 2013 to around 550 to 600 a year. In 2014 there was an increase to 735. This level has since reduced and in 2016 KSIs were back to previous levels at 554 and are at similar levels in 2017. The PCC is currently working with Surrey County Council and Surrey Police colleagues to reinvigorate partnership working under the Drive Smart partnership board.

Joint Enforcement Teams continue to develop across the county, most recently with a JET launching in the Guildford area.

The positive outcome rate (previously known as the detection rate) for crimes against vulnerable people has fallen from 26% at the start of the plan period to 19%. The reasons for this are currently being analysed but include continued increase in workload with more crimes being reported and some technical crime recording issues which Surrey Police are currently working to resolve. However, some areas such as rape and sexual offences have seen an improvement in the positive outcome rate.

Reducing reoffending is a key focus on the OPCC work, as shown in the case study below.

OPCC Case Study: Reducing Reoffending

One of the key priorities for the PCC is to reduce reoffending, and thereby reduce crime levels in by tackling offenders. The PCC has a reducing reoffending fund (part of the wider Community Safety Fund) and a policy officer leading on this area of work. A number of key projects have been funded with the aim of reducing reoffending. Three projects are highlighted below.

The reducing reoffending fund has recently supported the introduction of a One Stop Shop to Guildford, mirroring monthly events that probation introduced in Maidstone. The overall aim of the One Stop Shop is to reduce re-offending and for service users to access support in addressing their offending behaviour. The One Stop Shop works on the basis of a hub of community services being accessible under one roof. The one stop shop will have local agencies and voluntary organisations together and accessible at the Guildford Probation Office. The idea ensures that the shop facilitates easy and direct access to services and removes the fear of initial contact for service users. The events will also promote joint working with professionals and allow an opportunity for networking. The PCC has provided £2000 of funding to the project.

The PCC awarded Transform Housing funding (£31,638 per annum) to provide 8 additional ex-offender accommodation placements over the next three years. Transform will invest in providing two shared houses (8 beds) that will offer supported accommodation to ex-offenders in Surrey. Clients are provided with a keyworker and encouraged to recognise the triggers behind their previous offending. The support provided will vary depending on need but includes assisting clients to improve their economic wellbeing; to develop a fulfilling weekly structure through employment, voluntary work or education and leisure activities; to better manage any physical or mental health needs; to address any substance misuse issues; to successfully complete any statutory court orders; to keep to the terms of their licence agreement and maintain their accommodation; to improve their self-confidence and independent living skills and to make a positive contribution to society.

Browns Community Services were awarded £5,000 by the PCC to deliver sessions on providing support to gain employment. Aimed primarily at ex-offenders, the courses are delivered to small groups with a maximum number of 12 on each course allowing for tailored attention and advice. Browns will deliver the courses within a confidential and safe environment that allows service users to discuss and explore the skills needed to successfully gain employment. All of the courses will be delivered in Runnymede and the borough council has match funded £5,000 for delivery of these courses in their locality.

Through these and other projects the PCC is aiming to bring partnerships together to support offenders in changing their lives and to reduce offending in Surrey.

SUPPORTING VICTIMS

The key actions within this priority are as follows:

- To move from an inspection grade for protecting vulnerable people from inadequate to good (or better)
- To ensure that victims of child abuse get the right support
- To co-ordinate with agencies to ensure support for victims of trafficking/ modern slavery
- To work with partners to deliver an efficient criminal justice system
- Oversee partnerships and prevention advice and training for cybercrime
- Monitor victim surveys to ensure they are used to improve victim care

The OPCC is currently carrying out a project to consider its future commissioning arrangements for supporting victims, with the Victim Support current contract finishing in March 2019.

In terms of the Criminal Justice System, the OPCC has been working alongside Surrey Police colleagues and partners with the intention of introducing an out of court disposal scheme for all eligible adults in Surrey. This essentially means that some eligible offenders would be offered an alternative to prosecution, with conditions attached, that would encourage them to step away from their offending behaviour. The scheme will be based on Durham Constabulary's Checkpoint scheme and has been chosen as it is well established and has been externally evaluated by Cambridge University. Early indicators show a reduction in re-arrest of 11% and proven reoffending reduction of 9.7%. The basis of the scheme will be a program which aims to reduce the number of victims of crime by reducing reoffending by tackling underlying issues in their lives. A governance structure is being put in place and project team is being established. Partner briefings have begun and papers around eligibility criteria and other key decisions will be submitted to the Transforming Justice Board in due course. The proposed timeline for implementation is Autumn 2018.

The OPCC has delivered specific projects in recent months to support a wide range of victims. A domestic abuse awareness week was held by the OPCC with events, radio broadcasts and social media messaging. Other specific projects include a new service to support victims of anti-social behaviour (ASB) and partnership work aimed at tackling Modern Slavery, both shown in more detail over the page.

In terms of performance, as previously reported, Surrey Police were graded as good for protecting vulnerable people in 2016. The 2017 inspection is currently underway which will assess recent progress made. From the victim survey, 79% of people are satisfied with the service they have received from Surrey Police, a slight drop on the previous year but at a high level.

OPCC Case Study – Support for Victims of Anti-Social Behaviour (ASB)

In 2014, reforms were introduced that provided new tools, powers and flexibilities to professionals, to help put victims at the heart of the response to ASB. This was a positive step in the right direction and through the ASB Strategy Group, Surrey's front line staff are better equipped to deal with the ASB offenders. However it was recognised that those victims that are experiencing repeat incidents of ASB, or are less able to cope due to their vulnerability, need to be supported better.

In 2016, the ASB Strategy Group commissioned Resolve - ASB to conduct a review of the vulnerability aspect of the ASB Strategy, focusing on whether there is a robust process in place to assess, identify and support vulnerable victims of ASB. Their recommendation was to commission a specialist county victim support service for vulnerable victims of anti-social behaviour. A specialist service was designed focusing on three areas:

Empathy – Listen: Feedback from victims is they just wanted to be heard and listened to. First and foremost the service provided should be a listening one. There should be a level of needs-led face to face contact and the person who visits the victim should be able to make them feel confident in opening up and explaining their concerns and fears. The first visit should always be face to face and include an individual victim care plan.

Coping Strategies – advice and recommendations: Often those caught up in an on-going anti-social behaviour case need advice or a fresh pair of eyes to look at a situation and suggest different ways of doing things. Broadly there are two different coping strategies; problem focused or emotional focused. The service should provide advice on coping strategies and whilst this might not solve the problem it could improve their day to day lives. Another strategy to consider would be to work with victims on increasing their confidence and ability to deal with the situation they face themselves.

Signposting and Support – putting the victim on the right path: When a victim raises a particular issue and difficulty accessing a service we would expect the service worker to be able to signpost the victims to the appropriate services to deal with the issue. Where the victim is struggling to engage services to deal with the ASB issue we would expect the service to make contact with the appropriate agencies to ensure that the victim's voice/concerns have been heard and to support them so they can regain control of their situation.

In early 2017, following a fair and transparent commissioning process, the PCC awarded the contract to run the Surrey wide service to Surrey Alliance of Mediation Services (SAMS) at a cost of £60,700. Over the last 8 months SAMS have put in place a service able to receive and support victims of ASB through the CHaRMM (Community Harm and Risk Assessment Management Meeting) referral process. The Alliance Support Coaching (ASC) service formally launched in October 2017. They support victims by coaching them through the difficult situation, exploring what they can do to regain control and how they can improve their wellbeing.

Early results are positive and victims of ASB who have otherwise felt helpless and frustrated, referred from one organisation to another without a resolution in sight have reported feeling more confident, listened to and well supported.

OPCC Case Study – Tackling Modern Slavery

Modern slavery includes human trafficking and holding human beings in slavery, servitude and forced or compulsory labour. Slavery happens to men, women and children of all ages. Modern Slavery and Human Trafficking is recognised as a hidden and growing problem in the UK. It requires a wide range of partnership working in order to prevent, identify, intervene and prosecute to tackle this crime. Partnership work needs to come from adult and child safeguarding, police, community safety partnerships, immigration, voluntary sector, businesses, voluntary sector and others.

The OPCC is in a position where it can help bring partners together to tackle this problem. The OPCC jointly organised a conference in June bringing together partners across the South East to look at best practice from across the country, to develop networks and to share local action being taken. There are now plans to make this an annual conference with the 2018 event focussing on people in slavery in business supply chains.

The UK Modern Slavery Act requires businesses to be transparent about how they are tackling modern slavery, both within their own operations and in their supply chains. Business may unwillingly outsource to contractors who use people in slavery. All business with a turnover over £36m are required to issue a produce an annual slavery and human trafficking statement, setting out the steps they are taking to ensure there is no slavery, forced labour or trafficking in their business or supply chains. The PCC has been highlighting this issue through articles in the Chamber of Commerce magazine and business breakfasts.

Oversight for tackling Serious and Organised Crime in Surrey, including Modern Slavery, sits with the Community Safety Board (CSB), which the PCC chairs. The PCC agreed that the CSB should receive £50k of funding from his community safety fund to tackle priority areas. The CSB has decided to allocate £25k of this money to part fund, with Surrey Police, a Serious and Organised Crime Partnership Officer to co-ordinate partnership activity.

To pick up national best practice, the PCC and a support officer are part of the national network against modern slavery and trafficking. The OPCC has also recently given £5,000 of grant funding to Justice and Care, a charity set up to bring traffickers to justice and support victims of trafficking and slavery.

In terms of examples of recent activity to tackle this crime, Surrey Police took part in an operation in September which saw the arrest of five people for trafficking offences, two men from Hersham were charged in June with arranging of facilitating the travel of another person with a view to exploitation, and in October four people across Surrey and Sussex were charged for trafficking vulnerable women for prostitution.

TACKLING RURAL CRIME

The main actions within this priority are as follows:

- Work with organisations who want to protect rural areas
- Understand the issues and improve performance for the 101 number
- Review PiYN and look at the impact on response times
- Hold Surrey Police to account for providing communities with a named police contact when they have policing problems and for providing the right support to help with local problems

The PCC continues to meet rural groups and understand their needs, including a recent talk on the topic of the crime challenges facing rural businesses to the Country Land and Business Association (CLA) – the membership organisation for owners of land, property and businesses in rural England and Wales. The PCC has also met with the Chairman of the CLA and met with a number of different councillors to discuss their local issues.

The 101 number continues to improve in terms of the long- term trend. As was predicted by Surrey Police, performance did fall during the summer period which is a period of high demand for calls. Summer 2017 also saw Surrey Police support the Metropolitan Police, answering some London calls during the terrorist incidents and there were spikes in demand to 999 and 101 around several large traffic incidents and incursions onto private land.

The PCC continues to closely monitor this area of performance.

101 performance	April to Oct 2016	Dec 2016	July 2017
Average wait time	3 mins 10 secs	36 secs	1 min 44 secs
75% of calls answered	4 mins 20 secs	4 secs	2 mins 20 secs
95% calls answered	20 mins	3mins 30 secs	8 mins

Communities increasingly feel that police are tackling their local issues, with 87% of those surveyed agreeing that this is the case, an increase on last year of 3%.

MAKING OUR TOWN CENTRES SAFE

The main actions within this priority are:

- Encourage partnerships to improve feelings of safety in town centres
- Consider funding for schemes that improve safety, particularly for vulnerable people
- Engage with youth organisations to understand issues faced by young people
- Ensure that councils take into account policing and safety needs when planning new infrastructure
- Develop partnerships between police, businesses and community safety agencies to tackle crime

The PCC meets regularly with the business community, many of whom are based in town centres. This has included business breakfasts and employee seminars as well as articles in the Chamber of Commerce magazine.

An update is provided overleaf on the work that the OPCC has carried out with regard to providing support to disadvantaged individuals who are often based in town centres.

There has been a slight drop in people surveyed who say that they feel safe walking after dark from 87% at the end of 2016/17 to 84% for the year to date. The Force is still working to establish the reason for this as there has been no corresponding increase in crime/violence. Some communities have indicated to the PCC that they feel less safe at night due to the lack of street lighting in their areas, which has been referred to Surrey County Council. Analysis by the force's analytics team has revealed no statistical correlation between an increase in crime and the switch-off of streetlights.

OPCC Case Study – Support for disadvantaged individuals

Surrey, like other counties, has a small proportion of individuals with severe multiple disadvantage and needs who fall into a chaotic cycle of homelessness, substance misuse, offending behaviours and mental ill-health. It is widely recognised that for individuals, whose needs fall across services, Surrey's complex systems makes it difficult to achieve improved outcomes. The services responding to this client group are often short term funded. This has generated the need for local partners to work to develop practical approaches to address this challenge.

Although potentially individuals with complex needs have an impact in all areas in Surrey, often these disadvantaged individuals affect town centre communities to a greater extent, with services such as hospitals and mental health support based in towns, and town centres being areas with a higher density of homelessness and drinking.

The High Impact Complex Drinkers programme (HICD - funded by the OPCC) and the Surrey High Intensity Partnership Programme (SHIPP - Surrey Police) are both multi-agency responses to people who are both high risk and high demand and have been identified due to regular and routine contact with police, mental health, substance misuse services, the ambulance service and A&E departments. The INDIGO project, following DCLG funding, is developing a client centred approach which places the client, with unstable or unsuitable housing at the centre of their care planning with the support of a wellbeing worker and Mental Health Practitioner. The lead organisations for each of these schemes have recently identified the similarity in approach and developed more of a shared vision to provide an improved response to those with multiple need and recognise that despite improvements, the current responses remain costly to the system and continue to cause complexity for service users.

All of these projects however are accessing short term funding streams and it was recognised that a more sustainable and better aligned approach is needed. In order to better understand the potential barriers and facilitators in Health, Social and criminal justice systems, Surrey County Council (Public Health), Office of the Police and Crime Commissioner and Surrey Police put in a successful application for support from the National Lottery-funded "Making Every Adult Matter" (MEAM) programme. This application was also supported by Guildford Borough Council Housing, Catalyst, and Guildford and Waverley CCG (on behalf of the Crisis Care Concordat). We will report back to the panel on how this project progresses.

TACKLING THE THREAT OF TERRORISM

Included within this priority are the key actions to:

- Review plans to protect against and defeat potential terrorists
- Oversee the development and implementation of action plans, including resource levels
- Provide reassurance to the public that plans are in place

The PCC continues to be briefed on Surrey Police plans to protect against terrorism and develop action plans with regard to terrorism with regular quarterly briefings. The PCC and Chief Constable gave an update on counter terrorism activity to the Panel's annual informal meeting in November.

The PCC also receives a quarterly briefing on 'Prevent' activity and has been working with Surrey County Council to ensure that their prevent process meet national guidance and has made sure that partners from SCC, Surrey Police and regional counter terrorism are working together to ensure that robust processes re in place.

MAKING EVERY POUND COUNT

The key actions contained within this priority are:

- Making savings in the OPCC to free up resources for front-line delivery
- Work with government on a new police funding formula to make sure Surrey has its fair share
- Ensure that any savings delivered from support services can be directed to the front-line
- Work with Surrey Police and other partners to set an estates strategy that best meets Surrey's needs

Surrey Police increased its officer strength in 2016/17 from 1,905 full time equivalent (FTE) officers in March 2016 to 1,935.25 FTE in March 2017. Officer establishment for 2017/2018 is 1,927.

The strategy for collaboration has been revised, with regional collaboration driving future activity. Collaboration with Sussex Police will continue, but this will be focused on better aligning existing processes. A new, three-force HR and planning system (ERP – Enterprise Resource Programme) is being developed and a regional ICT plan is in place. There is a separate panel item providing more detail on collaboration.

A separate paper details the decision made on Fire and Rescue Governance in Surrey, with the PCC deciding not to pursue a change in governance at this stage, with an expectation of progress being made in Fire collaboration by Surrey County Council.

The estates strategy is a long term project focused on providing modern, efficient and flexible working environments for officers and staff. As part of the project some of the Force's old unsatisfactory buildings will be sold to invest in fewer modern buildings in locations that are accessible. As well as investing in the overall estate, the Force will be embracing modern ways of working through the use of the latest technology. It is

anticipated that this programme of work, which started in early 2017, will take from between 5 – 10 years to deliver.

The PCC has asked all MPs to support him in calling for the cap on police precept to be lifted and he has signalled that, if this happens, he may consider increasing the precept slightly above the current 2% cap. A full consultation will take place on any proposed rise before the council tax proposal is presented to the Panel in February 2018.

OTHER COMMITMENTS IN THE PLAN

In addition to the six priorities, a number of over-arching commitments are made within the plan by the PCC. These are in four areas as shown below.

Accountability:

- Hold the Chief Constable to account on the delivery of priorities
- Ensure that the Chief Constable promotes ethical behaviour
- Foster good relationships within partnerships and provide leadership, governance and funding

The PCC continues to scrutinise the Chief Constable on a six-weekly basis on the delivery of the priorities within the plan.

The PCC takes an active part in partnership boards, including the Local Criminal Justice Partnership (for which he has taken on Chairmanship) as well as the Policing Together Board with Sussex Police/OPCC and the Emergency Services Collaboration Board. The PCC is the chair of the county-wide strategic Community Safety Board and attends the Surrey Health & Wellbeing Board.

Finance:

- Scrutinise future financial and savings plans
- Review the victims fund and aim for longer term funding arrangements
- Review the Community Safety Fund and the criteria for awarding grants
- Direct funding received from the seizure of criminal assets towards front-line activity

The contract with Victim Support to provide non-specialist support to victims of crime ends in April 2019 and the OPCC is working on a substantial project to determine how this service will be provided after that date. The PCC will update the panel on the progress of this project as it develops.

The Force's savings programmes are scrutinised regularly at the PCCs performance meetings. A budget planning meeting was held between the PCC and Surrey Police in November at which the budget gap and future plans to meet that gap were discussed.

Equality and diversity

- Work with the Independent Advisory Group (IAG)
- Establish good links and meet with a wide range of community groups

- Oversee the Surrey Police Equality, Diversity and Human Rights Strategy

The PCC continues to meet with a wide range of community groups in Surrey. He has recently spoken out about the need to look at solutions for cases of unauthorised encampments from Gypsy, Roma and Traveller (GRT) communities. The PCC has written to the Home Office, local MPs and the GRT community and attended GRT engagement meetings. The OPCC is currently developing a video to explore the issue and the views from the GRT community as well as communities in Surrey affected by unauthorised encampments. The video will then be used to promote the idea of creating more transit sites in Surrey to reduce crime and community tensions surrounding the GRT community.

Strategic policing requirement

- Work with the Chief Constable to ensure that Surrey balances its requirement to meet national threats with protecting Surrey locally

Balancing the national strategic policing requirements with local policing needs is critical and the PCC takes an active role locally and nationally in ensuring the right balance for Surrey. The PCC receives a regular update on the Strategic Policing Requirement.

Performance Measures

Attached is the scorecard currently used to measure Surrey Police performance against the Police and Crime Plan. Commentary on the measures is provided throughout this report. At the request of the panel, police recorded crime data has also been included.

RECOMMENDATION

That the Police and Crime Panel notes the progress made against the Police and Crime Plan 2016-2020.

LEAD/ CONTACT OFFICER:	Johanna Burne
TELEPHONE NUMBER:	01483 630200
E-MAIL:	Johanna.burne@surrey.pnn.police.uk

Police and Crime Plan Performance Measures

Aim	Measured by	Baseline 2015/16 Performance	2016/17 performance	Latest 2017/18 performance at October 2017
For people to feel that police deal with anti-social behaviour and crimes that matter to them in their area	% of public from survey believing that the police deal with anti-social behaviour and crimes that matter in their area ¹	78.7%	75.9%	80.0% (FYTD 17/18)
For police to solve more crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	Positive Outcome Rate ² for crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	26.5%	25.0%	19.9% (FYTD 17/18)
For Surrey Police to be rated 'good' (or better) at protecting vulnerable people ³	HMIC grade for protecting vulnerable people	Inadequate	Good	Available March 2018
For victims to be satisfied with the level of service they receive from Surrey Police	% of victims of crime surveyed ⁴ satisfied with police service	81.0%	80.8%	78.9% (FYTD 17/18)
For police to improve the answering of the 101 non-emergency number	% of 101 calls answered within 60 seconds ⁵	50.0%	55.5%	57.5% (FYTD 17-18)
For communities to feel that police deal effectively with their issues	% people in who feel that police tackle local issues ¹	88.2%	84.4%	87.2% (FYTD 17-18)
For people to feel safer in Surrey's towns	% residents who say they feel safe walking alone after dark ¹	87.9%	86.9%	84.3% (FYTD 17-18)
To improve the percentage of budget spent on front-line policing	% of force budget spent on front-line policing ⁶	71%	69.8% (VFM Profile 2016)	69.9% (VFM Profile 2017)
To ensure a robust plan remains in place and is kept updated and properly funded to prevent and defeat terrorist activities in Surrey	For plans in place and updated to satisfaction of PCC	Not applicable	PCC content with plans in place	PCC currently content with plans in place – although to be kept under review

¹ Source: Surrey's Joint Neighbourhood Survey

² A positive outcome is where a crime has resulted in a: charge/ summons, caution/ reprimand a penalty notice, warning, a community resolution of been taken into consideration at court. The rate is the number of positive outcomes in a period as a percentage of crimes recorded in that period (not necessarily relating to the same crimes).

³ HMIC grades are inadequate, needs improvement, good and outstanding

⁴ This is a defined group of victims (victims of non-domestic violent crime, burglary, hate crime) as not all crime types are suitable for surveying. Until April 2017 victims of vehicle crime were also included.

⁵ This is currently a proxy measure as due to changing processing used to respond to, risk assess and deal with 101 calls effectively as well as planned changes to telephony, this is no longer a good indicator of performance. A more appropriate measure of improvement is being sought.

⁶ Source- HMIC annual value for money statement. Front-line includes visible (patrol, response etc.) and non-visible (call-handling, public protection investigators etc.). Consideration is being given to whether there is a better indicator for this measure.

Surrey Police Recorded Crime Statistics

April to Oct/ Nov 2017

Levels of Crime (related to police and Crime Plan)	FYtD to 5 Nov16	FYtD to 5 Nov 17	Change	% change
High harm	5991	7118	1157	19.3%
Violent domestic abuse	3595	4319	724	20.1%
Hate crime	856	1098	242	28.3%
Serious Sexual	767	1007	240	31.3%
Rape	317	414	97	30.6%
Child Abuse	1243	1267	44	1.9%

Positive Outcomes (related to police and Crime Plan)	FYtD to 5 Nov16	FYtD to 5 Nov 17	Change	2016 % Outcome rate*	2017 % Outcome rate*
High harm	1503	1432	-71	25.1%	20.0%
Violent domestic abuse	945	953	8	26.3%	22.1%
Hate crime	175	187	12	20.4%	17.0%
Serious Sexual	128	128	0	16.7%	12.7%
Rape	46	39	-7	14.5%	9.4%
Child Abuse	380	285	-95	30.6%	22.5%

*Outcome Rate: % of positive outcomes against crime level for the same year.

Levels of Crime (additional panel request)	FYtD Oct 16	FYtD Oct 17	Change	% change
Robbery	165	213	48	29.1%
Burglary (total residential and non-residential ⁷)	2977	3738	761	25.6%
Vehicle crime	2408	2834	426	17.7%
Violence with injury	3625	4373	748	20.6%
Total notifiable offences ⁸	35684	44228	8544	23.9%

Positive Outcomes (additional panel request)	FYtD Oct 16	FYtD Oct 17	Change	2016 % Outcome rate*	2017 % Outcome rate*
Robbery	16	28	12	9.7%	13.1%
Burglary (total residential and non-residential)	154	271	117	5.2%	6.9%
Vehicle crime	72	78	6	3.0%	2.8%
Violence with injury	1003	1075	72	27.7%	24.6%

⁷ Until March 2017 burglary was split between dwelling and non-dwelling.

⁸ NB this is not a summary of the crimes detailed above but is the total of all offences required to be notified nationally.

SURREY POLICE AND CRIME PANEL

GOVERNANCE OF FIRE AND RESCUE IN SURREY

7 December 2017

INTRODUCTION

This paper provides an update on the PCC's project to consider the future governance of the Fire and Rescue service in Surrey. At present, Surrey County Council discharges the role of Fire & Rescue Authority for the county. The Policing and Crime Act 2017 allows this function to move to Police & Crime Commissioners where a strong local case is made.

BACKGROUND

In March 2017, the Policing and Crime Act 2017 was enacted which enables Police and Crime Commissioners (PCCs) to take on governance of their local fire and rescue service if a local business case is made.

Building on the Government's manifesto commitment to "*enable fire and police services to work more closely together and develop the role of our elected and accountable Police and Crime Commissioners*", the Policing and Crime Act 2017 ("the act") introduces a raft of measures to enable the emergency services to meet this ambition. In terms of the options available to PCCs in respect of the future governance of fire, the legislation describes four different models:

- Option 1 No change to governance, but new requirements on blue-light services to collaborate.** Even where a PCC makes no change to current governance arrangements, there is now a new statutory duty on the police, fire and rescue and emergency ambulance services to keep opportunities to collaborate under review and a requirement to collaborate with one another where it is in the interests of either their efficiency or effectiveness.
- Option 2 Representation Model:** this enables PCCs to be represented on their local fire and rescue authority(s) (FRA) (or their committees) with full speaking and voting rights on fire issues, subject to the consent of the FRA.
- Option 3 Governance model:** PCCs can take responsibility for the governance of their local fire and rescue service, where a local case is made setting out how the transfer from the FRA is in the interests of economy, efficiency and effectiveness, or public safety. This is deemed to provide more direct accountability to the public and could be a vehicle for accelerating local collaboration.

Under this model, the existing FRA would be abolished and its functions transferred to the PCC along with all fire and rescue personnel, property, rights and liabilities. The PCC would become the employer of all fire and rescue staff, but in practice would be expected to put in place a Chief Fire Officer (or equivalent) with operational responsibility for the service. The Chief Constable would retain his existing duties around the Police. The distinction between policing and fire-fighting must be maintained with the law preventing full-time police officers from being fire-fighters.

Option 4 Single Employer Model: This option additionally provides for PCCs to delegate their fire and rescue functions and employment of fire and rescue staff to a single chief officer for both policing and fire to maximise the benefits of collaboration between the two services. Again, this will require a PCC to prepare a local case setting out how operating the single employer model will be in the interests of economy, efficiency and effectiveness or public safety.

SURREY FIRE AND RESCUE GOVERNANCE PROJECT

Following Royal Assent of the Act, Surrey's PCC, David Munro, announced that he would undertake a project to consider the best option for Surrey. This project used processes and practices as set out in the national guidance published by APACE (the Association of Police and Crime Chief Executives).

There were three potential phases to the project, dependent on the option chosen by the PCC after Stage 1:

Stage 1 – options analysis against the four options outlined above

Stage 2 - if the PCCs preferred option is to propose a change in governance, development of a full business case, followed by consultation and submission to the Home Office

Stage 3 – if a change of governance is proposed and accepted by the Home Office, implementation of a change in governance of Surrey Fire and Rescue Service from Surrey County Council to the PCC

The OPCC commissioned KPMG to carry out the options analysis. This was carried out between July and September 2017 and a report was provided to the PCC in early October. At this stage, the PCC ruled out options 2 and 4 outlined above. He consulted all key partners (Surrey County Council including the Fire and Rescue Authority, Surrey Police, employee unions and national bodies) on the accuracy of the report and on their views on options 1 and 3.

Following feedback from partners, the PCC decided that, at this current time, he would not pursue a change in governance. However, he did set out expectations for change and progress on fire collaboration – particularly with other fire authorities such as East and West Sussex. These are set out in Appendix A in the PCC's decision paper. This decision paper is published on the PCC's

website. The KPMG options analysis has been provided to the panel and will be published on the PCC's website once all factual accuracy amendments requested by partners have been made.

NEXT STEPS

The OPCC is working with Surrey County Council as Fire and Rescue Authority (FRA) as the FRA develops its plans in response to the PCCs decision and report. It is anticipated that the FRA will discuss the report over the next few weeks.

The PCC continues to be an active member of the Emergency Services Collaboration Board and will work with that board to help drive through fire and rescue collaboration between Surrey, East Sussex and West Sussex Fire Services.

In April 2018, 6 months after the PCC published his decision report, the OPCC will review progress made in fire collaboration and the PCC will consider whether to revisit his decision around fire governance.

As the PCC has not recommended taking on fire governance for the time being, there is no direct impact on the Police and Crime Panel.

RECOMMENDATION

That the Panel notes this report.

LEAD OFFICER: Johanna Burne, Senior Policy Officer, OPCC

TELEPHONE NUMBER: 01483 630200

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

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Fire and Rescue Governance in Surrey – PCC Decision Report

Summary

Following a comprehensive exercise to examine the best option for future governance of the Fire & Rescue Service in Surrey, I have decided that I will not, for the time being, pursue a change in current arrangements. I am prepared however, to look again in six months' time if there is not demonstrable evidence that Surrey Fire & Rescue service is engaging in better collaboration with colleagues in Sussex and elsewhere. Whilst I have identified a number of potentially significant benefits that would be delivered if governance transferred from Surrey County Council in its capacity as Fire Authority to me as Police & Crime Commissioner, I am also aware of a number of risks inherent in doing so that outweigh the benefits for Surrey residents at this point in time.

In reaching this decision, I believe there should be a more focused and ambitious effort to enhance blue-light collaborative activity in Surrey. I am clear that retaining the existing governance arrangements does not mean that we simply accept the status quo. I have been encouraged that, through my work to examine fire governance, a spotlight has been shone on how the Fire & Rescue Service in Surrey could work more closely and collaboratively with other fire services to make improvements for the public. Notably, I have seen of late an appetite for Surrey Fire & Rescue Service to seize more opportunities for joint working with its neighbouring fire services in East and West Sussex. Surrey and Sussex Police have provided a blueprint for collaborative working that fire could mirror to draw out both efficiencies and operational benefits. It is my intention to ensure that this momentum for closer and more innovative working arrangements between fire services is maintained.

Importantly, by not pursuing a change in governance at this time, Surrey Police will be better placed to focus on its already ambitious and complex programme to deliver £13m of savings over the next three years and to continue its emerging collaborative efforts with other police forces across the region. There will of course be opportunities to consider new tactical collaborations with fire, but I do not wish to distract the Force from its crucial change programmes. I am also confident that Surrey County Council are now better informed to lead and explore how the fire service could work more creatively with others to the advantage of Surrey residents. I would expect this work to be pursued with rigour and focus and to demonstrate tangible activity within the next six months. I look forward to seeing plans as they develop.

Background

In February 2017, I established a project to look at options for the future governance of Surrey Fire & Rescue Service. With the support of key stakeholders such as Surrey Police, Surrey County Council, Surrey Fire & Rescue Service and the Fire Brigades Union, I wanted to explore whether there was a case to change governance arrangements for Surrey Fire & Rescue service to make the service more efficient and effective or to improve public safety.

The Policing and Crime Act, which received Royal Assent in January 2017, built on the Government's commitment to enable fire and police services to work more closely together and to enhance the role of Police & Crime Commissioners. Specifically, the Act places blue light services under a duty to collaborate and provides the framework for Police & Crime Commissioners to take on the governance of the local fire and rescue service where there is a strong local case to do so. Surrey County Council currently discharges the role of Fire & Rescue Authority for the county. Whilst we have an established Emergency Services Collaboration Partnership overseeing joint working between

the three emergency services, it was my view that strategic leadership had been lacking, savings to date were small and that more could be done to drive benefits for the public.

With the support of stakeholders, I commissioned KPMG to undertake an independent and impartial options analysis over the summer. This examined the range of governance options set out in the Act, assessing each to determine whether they would improve the economy, efficiency, effectiveness or public safety of services in the county. The options analysis allowed me to obtain an 'honest voice' from various partner agencies to better inform my decision-making.

The Options Analysis

KPMG considered the costs, benefits and risk for the four different options set out for fire and rescue governance in the Policing and Crime Act 2017:

- Option 1 ('no change'): in Surrey's case, staying with Surrey County Council as the Fire and Rescue Authority
- Option 2 (the 'Representation Model'): for the Police & Crime Commissioner to become a member of the existing Fire and Rescue Authority
- Option 3 (the 'Governance Model'): for the PCC to become the Fire and Rescue Authority, keeping two separate Chief Officers for Police and Fire
- Option 4 (the 'Single Employer Model'): for the PCC to become the Fire and Rescue Authority and appoint one Chief Officer in charge of both police and fire services

Under all four options, there is a requirement in the legislation for blue light services within an area to collaborate and look for opportunities for joint working, improved services and savings.

The options were then assessed against four main criteria:

- Impact on public safety
- Impact on effectiveness
- Economy/efficiency
- Achievability

A RAG (Red, Amber, Green) grading was given for each of the criteria and against each governance option, as well as on overall RAG grade. The overview of the options analysis is as follows:

Criteria/ Option	Option 1: No Change	Option 2: Representation	Option 3: Governance	Option 4: Single Employer
Public Safety	Yellow	Yellow	Yellow	Yellow
Effectiveness	Yellow	Yellow	Yellow	Yellow
Economy/ Efficiency	Yellow	Yellow	Yellow	Yellow
Achievability	Yellow	Green	Yellow	Red
Overall	Yellow	Green	Yellow	Red

Key:

Red	Broadly the same impact on public safety, effectiveness or economy/efficiency as now. Hard to achieve
Yellow	A small improvement on public safety, effectiveness or economy/efficiency Achievable but requires focus
Green	Significant improvement Relatively easy to achieve

Overall, the analysis found that there were benefits to be gained in moving Fire & Rescue governance to the PCC under either Option 3 or Option 4. These include the potential for greater

operational and preventative collaboration between police and fire services, with a single strategic direction and increased accountability via oversight from a PCC.

However, any move to change governance at this point in time brings with it significant risk. Surrey Police and Surrey County Council are facing substantial financial challenges. The Force has a £13 million funding gap to 2020/21. It is also delivering a number of large-scale and complex change projects including a major £50m ICT programme, a new estates strategy and an Enterprise Resource Planning system in partnership with two other forces. Increasingly, Surrey Police's focus is on further collaboration with other police forces in the region to draw out greater savings. Joint working with fire, whilst part of its overall strategy for collaboration, is not seen as imperative to meeting the financial challenge. Indeed, by concentrating the Force's limited resources on delivering a change of governance to fire may jeopardise its ability to deliver those programmes on which it is reliant to balance its budget and improve operational effectiveness.

Surrey County Council's financial challenge is greater still. It must make £104m savings this financial year alone with just £83m of those identified to date. Whilst Surrey Fire & Rescue will need to play its part in delivering savings (£10.2m expected by 2020/21 from an annual budget of £44m), Surrey County Council does not see police and fire collaboration as central to closing its budget gap.

There is no doubt that the personnel of Surrey Fire & Rescue Service Fire Service are facing a difficult and uncertain future. Like every area of Surrey County Council, there is an expectation that savings will need to be made. A change in governance has been seen as an attractive proposition for some fire stakeholders as it is deemed first and foremost as a means to protect the frontline and consequently ensure public safety is maintained. Furthermore, some see a change in governance as decreasing the likelihood of budget reductions, establishing a distinct and transparent precept for fire and a way of retaining the fire service's brand and identity.

The financial benefits of police/fire collaboration under Options 3 or 4 are estimated to be around £1.82m per year over a 10 year period. Options 1 or 2 could yield financial benefits of £1.06m per year. KPMG's view is that the level of savings achieved by changing governance does not make a material difference to the savings plans of the organisations concerned. It also concludes that some of the bigger opportunities (such as shared call handling) could be progressed under any governance option. Few major financial or service benefits have been identified through co-location of police and fire teams or rationalisation of buildings. Both the County Council and Surrey Police have established plans in place for the future of their estate.

Option 1: "No change" does not mean no change!

Even without a change in governance, I believe there should be a more focused and ambitious effort on blue-light collaborative activity in Surrey. A decision not to change governance arrangements does not mean that we simply accept the status quo. There should be a greater emphasis by all emergency services to consider, jointly, what represents a better service to the public as a whole. Collaboration should not solely be about saving money, but about looking for new and creative ways to improve.

The Surrey-Sussex Emergency Services Collaboration Programme has been in place since 2014 and has had some limited success. In spite of the programme receiving £5.8m in transformation funding, it has suffered in my view from a lack of coherent political or operational focus and the complexity inherent in bringing together multiple partners. The future of the programme is now at risk due to uncertainties over its future funding and variable confidence by some stakeholders in its governance.

Previous studies have suggested that considerable savings could be realised if the fire services across the region worked more closely together. I have previously had little confidence that fire

collaboration stood much chance of success, but I am now encouraged that the options analysis work both here and in Sussex has sparked a renewed interest. There is an impetus among all partners to consider how the Fire & Rescue Service in Surrey could work more closely and collaboratively with other fire services - notably its neighbours in East and West Sussex.

With its narrower scope, the likely success of fire-with-fire collaboration is improved, added to which 'fire' have yet to realise the real and sustainable benefits of tri-fire collaboration. Whilst we must not lose sight of where fire and police could do more together, the most substantial benefits appear to be achievable through fire colleagues working together and, in the longer term, with the ambulance service who are seen as more natural partners.

Surrey and Sussex Police have provided a blueprint for collaborative working without a change in governance that fire could mirror to draw out both efficiencies and operational benefits. I want to see the recent enthusiasm for closer and more innovative working arrangements between fire services maintained and Surrey County Council's Leader, the Chief Constable, Chief Fire Officer and Fire Brigade's Union support this direction of travel.

Next Steps

If we are now to succeed in driving this change where we have previously failed, I would expect real and tangible activity over the next six months. Specifically, I would like to see a declaration of intent between the three Chief Fire Officers across Surrey and Sussex to work more closely in collaboration, endorsed by their respective fire authorities. I would also want to see an outline project plan – highlighting those areas where fire can work collaboratively, the likely timescales and indicative costs and savings. The police service should play its part in supporting this work. I would want to ensure that governance of not only fire collaboration but wider blue-light collaboration is more effective than at present. Lastly, I will encourage Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to consider an early inspection of Surrey Fire & Rescue Service to determine its effectiveness in a structured and comparable way. Without this demonstrable progress, I would wish to revisit my decision around Option 1 in six months' time.

Conclusion

My hope is that, through undertaking this research into the future of fire governance, there is greater clarity and focus around how Surrey Fire & Rescue Service may become more efficient and effective and importantly, how it may seek to improve public safety in the face of budgetary difficulties. I wish to thank those who have taken part in this project. Partners have been willing to engage in the process, discuss and debate the options, provide data and give their views. The same cannot be said in some other parts of the country. My thanks in particular go to KPMG and to those in Surrey County Council, Surrey Fire & Rescue Service, Surrey Police and my own office who have worked hard to provide data and information to inform the options analysis. This has helped ensure that our decision making is made on a sound basis, taking into account all the available information.

David Munro
Police & Crime Commissioner for Surrey
October 2017

SURREY POLICE AND CRIME PANEL

FEEDBACK ON PERFORMANCE MEETINGS

7th December 2017

INTRODUCTION

One of the main responsibilities of the Police and Crime Commissioner (PCC) is to hold the Chief Constable to account for delivery of the Police and Crime Plan. David Munro has set up a governance framework to discharge this duty. The main part of this framework is to hold six-weekly Performance Meetings where the Chief Constable reports on progress against the Police & Crime Plan and other strategic issues. This is supplemented by workshops and one to one discussions between the PCC and Chief Constable when required.

Every third performance meeting is webcast for the public and partners to view. The PCC chairs the meeting which is also attended by the Chief Executive and Treasurer from the Office of the Police and Crime Commissioner (OPCC). Other members of staff from the OPCC attend as required, depending on the agenda. The Chief Constable attends along with the Deputy Chief Constable and other force staff as required.

This report provides an update on the meetings that have been held and what has been discussed in order to demonstrate that arrangements for good governance and scrutiny are in place.

PERFORMANCE MEETINGS

Since the last report on performance meetings to the panel, two Performance Meetings have been held – August and September.

8 August 2017

Agenda items were:

- Performance update including views on national crime data
- Review of response time data
- Safeguarding audit recommendation update
- HMIC areas for improvement
- Serious Organised Crime/ Counter Terrorism Governance
- Finance report
- National Audit Office online fraud report
- HMIC stalking/ harassment report
- Unauthorised encampments

Performance overall was recognised by the PCC as being broadly positive. Overall satisfaction and public opinion measures had improved. This was felt to be as a result of PiYN bedding in and resourcing levels stabilising. Increased confidence in police dealing with local issues was felt to be linked to an active Anti-Social Behaviour team who had also been working hard on publicising results.

The reduced performance around positive outcomes for crimes committed against vulnerable people was discussed. The Chief Constable reported that there was an administrative issue with regard to the crime recording system, Niche, which was being addressed. Once addressed this should improve the positive outcome rate.

The 101 number had shown great improvements since summer 2016 but a slight dip in performance was being seen in the summer months. This was due to a peak in demand.

The recent burglary increase was discussed although this was put in the context of a long term reducing trend. Operation Spearhead had been established by the force to tackle recent rises and was showing results with over 20 individuals charged as part of investigating a crime group operating out of London.

The recently published national crime statistics showed a national increase in police recorded offences, which is broadly mirrored by increases seen in Surrey. Surrey has seen lower than national increases for robbery and vehicle crime.

Response times to emergency calls had reduced slightly over time. However, the Chief Constable stressed the importance of not setting targets to get respond more quickly which could result in officers taking unnecessary risks. Calls were generally taking longer once officers are in attendance as the new model of policing means that officers take responsibility for a call for assistance all the way through rather than just responding then leaving any follow-up to another team. The abandonment rate for calls is very low and customer satisfaction with attendance is high.

A recent audit had been carried out on the police force's **safeguarding** children's responsibilities. There was one area for improvement around training which had been actioned. This update was noted as completed.

The **HMIC areas for improvement** (AFIs) were discussed in detail by the Chief Constable and PCC. The force had an action plan and owner for every AFI.

Tackling **Serious and Organised Crime and Counter** Terrorism is resourced regionally rather than by individual forces, providing greater resilience and economies of scale for the specialist resources required. The Chief Constable updated the PCC on current governance, funding and the local management on individual crime groups.

The **finance report** detailed spend against budget, with an underspend overall reported. This was due to an underspend in police staff due to high turnover and lags in recruitment whereas police officer pay was overspent. The savings plan was reported to be on target for the next year, although longer term savings still needed to be found.

The **National Audit Office fraud report** was discussed as well as local force work with regard to tackling cyber enabled crime (theft where the internet is used to achieve the crime) and cyber dependent crime (a digital system is targeted e.g. your email or online banking is hacked). The Deputy Chief Constable agreed to provide the PCC with more information on public communication messages around cybercrime.

The Chief Constable addressed the recent **HMIC stalking and harassment** report and the actions being taken by Surrey Police. Surrey Police are carrying out further training with local domestic abuse providers assisting. Surrey Police was spoken about favourably in the report.

The PCC had received feedback from the public and stakeholders with regard to the way police deal with **unauthorised encampments** by the Gypsy, Roma and Traveller community. The Chief Constable explained the different roles that police and local councils in dealing with an unauthorised encampment. Surrey has no provision for a transit camp and the PCC will be raising this with partners. The Chief Constable agreed to ensure that there was a consistent policy in place across the force.

27 September 2017

The items discussed at that meeting were:

- Public performance report including crime levels
- Public Protection Improvement Plan
- Engagement Strategy
- Unauthorised Encampments
- Complaints reform
- Reserves strategy

This was a webcast meeting for the public and stakeholders to view either live or recorded via the OPCC's website. The first four items were taken in public with the last two items being more technical items and taken in private.

The Deputy Chief Constable attended this meeting on the Chief Constable's behalf. The PCC asked the Deputy Chief Constable (DCC) to provide a full review of **levels of each crime type** in Surrey, current changes and force work being carried out to tackle any rises in recorded crime. The DCC reported that

there had been an increase in police recorded crime but that there were several complex reasons behind this rise. This included:

- New offences issued under the Home Office, including offences of causing harassment and distress, have equated to over 5,000 additional crimes a year being recorded.
- Changes in recording standards have meant a shift from recording certain incidents as anti-social behaviour to recording these as crime
- Historical offences – increased faith in police to deal with incidents such as abuse have led an increase in reporting of offences from the 60s and 70s which get recorded in current year statistics
- Violence without injury has seen an increase – partly due to an increased confidence to report
- Increases in levels of burglary offences

The full explanation is posted online and can be viewed at: <https://www.youtube.com/watch?v=MIJBPKKzcWw>

Other updates included 101 performance, support for victims and the recent terrorist incident in London.

The national **complaints reform** requirements were discussed. This will see the appeals process for all complaints move from police forces to PCCs during 2018/19.

A paper was taken on levels of **reserves** with levels for the coming year and the reserves strategy agreed by the PCC.

Following failings identified during an inspection in 2014, a **Public Protection Improvement Plan** was put in place. The PCC receives regular updates on progress against that plan. The DCC believes that there is strong governance in place for the overall plan. The DCC updated on partnership activity with the MASH (Multi-agency Safeguarding Hub) now being in place. With regards to missing children, Surrey Police are putting in significant amounts of work with the Council and other agencies. With regards to the vulnerable missing people, some progress has been made through the Health and Wellbeing Board with regards to acute hospital trusts, where individuals were going missing from A&E.

The DCC highlighted the new **engagement strategy** which has been put in place to help communities understand that the Force cannot do everything they are asked and when and how they can expect engagement. The strategy also gives advice to local teams with regards to how to engage e.g. using online forums such as social media. Surrey Police have also successfully launched Volunteer Police Cadets.

The DCC explained that in the 12 months leading to July 2017, Surrey Police received over 400 calls relating to **traveller encampments**. Police have a duty to all sections of society and it is important to understand the different

communities involved and the drivers behind an encampment. Surrey is a welcoming and tolerant county on the whole. However, Surrey Police will deal with criminality associated with encampments with the powers available to them. There are around 10-12,000 Gypsy and Roma Travellers Surrey, and only a very small minority of individuals resort to criminality. A review of coordination and communication with local authorities is being carried out which the PCC looked forward to receiving. The issue of transit site provision was discussed and this is something that the senior officers in Surrey Police supported.

RECOMMENDATION

That the Police and Crime Panel note the update on the PCC's Performance Meetings.

LEAD/ CONTACT OFFICER: Johanna Burne
TELEPHONE NUMBER: 01483 630200
E-MAIL: Johanna.burne@surrey.pnn.police.uk

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SURREY POLICE AND CRIME PANEL

UPDATE ON THE WORK OF THE ASSISTANT POLICE AND CRIME COMMISSIONER (VICTIMS) 7 DECEMBER 2017

INTRODUCTION

Jane Anderson was appointed by the previous Police & Crime Commissioner to the role of Assistant Police & Crime Commissioner (Victims) in April 2013. Mrs Anderson's appointment to the PCC's staff followed a recruitment process initiated through the Local Criminal Justice Partnership Board. PCC David Munro renewed Mrs Anderson's short term contract in April 2017 for a further financial year. The role sees the Assistant PCC advise the PCC and partners on how services for victims could be improved and support the PCC in the allocation of grant funding for victims services. The report below sets out the objectives set for Mrs Anderson and the work she has undertaken to deliver them.

DETAIL

Outcome 1: The voice of the victim is championed and listened to at the highest level, within police and partner agencies

Working closely with voluntary service partners such as RASASC (Rape and Sexual Abuse Support Centre), Domestic Abuse Outreach and the Witness Service, and with specialist units in Surrey Police, I meet some of the most vulnerable victims of crime. It is only possible for me to do this because the agencies trust the OPCC to listen sensitively and to use what is said carefully. I turn these experiences, along with a commentary of what needs to change into succinct and frank reports that are used throughout the force and by partners. For example, since my report in December 2016:

- I have written a second (and critical) report on how young people experience the Criminal Justice System, based on interviews with them and/or their parents. This has been widely circulated amongst partner agencies and the police, and has been of particular interest to HM Courts Service
- I have reported on the experiences of victims of domestic slavery and honour based violence, based on interviews with members of the BME community
- I have been invited to three further group sessions run by RASASC for rape victims and heard the stories of 10 women which I have written up and circulated.

- I have completed a series of interviews with male victims of rape which is now the focus of a report. Its purpose is to ensure that an effective service is being delivered to both men and women and to the LGBT community.
- I have continued to talk to victims on my unannounced visits to court. I have visited Staines Magistrates Courts five times during the summer and autumn to see at first hand the effect of court closures on witnesses.

Outcome 2: Services across the Criminal Justice System (CJS) are informed about what needs to be improved on both practical and strategic level for both offender and victim

I attend the quarterly Victim and Witness Group, which gathers together police, Crown Prosecution Service (CPS), Her Majesty's Courts and Tribunal Service (HMCTS) and others to look at experiences and where improvement is needed. I also attend the Out of Court Disposal meeting in order to ensure that the victim perspective is represented; and the Sexual Assault Management Board and Public Protection Executive Board to raise points of general concern and spread understanding of good practice. In addition:

- I have written to the presiding judge at Guildford about young and vulnerable witnesses and received a very constructive reply setting out plans for ensuring these victims are prioritised when cases are listed
- I have helped Surrey Police to understand better the importance of keeping victims informed and drawn their attention to cases where this has been a problem
- I have spoken at three conferences in London and Manchester, organised by Westminster Briefing and the Public Policy Exchange to look at whether victims of crime are effectively supported: I also subsequently spoke to OPCC officials from South Wales and Gloucestershire who attended the events and wanted to hear more about what we in Surrey are doing to ensure victims' voices are heard
- Prior to her recent visit to Surrey, I have twice shared a platform with the National Commissioner for Victims, Baroness Newlove. I also met separately with her Chief Executive to discuss the national agenda for victims and share ideas for improvement.

Outcome 3: The PCC is supported to influence, shape and drive positive change

I draw on my past experience, learning and current knowledge to inform new developments e.g.

- I have facilitated an all-day Surrey seminar to develop understanding of Coercive Control, introduced by the PCC and attended by over 400 from the police, other public and voluntary sectors

- Both in attendance at the Transforming Women's Justice programme board and outside it, I contribute to policy, scrutinise progress and value for money and ensure a victim focus in this project. I will apply the same scrutiny to new proposals on out of court disposals as these are developed by Surrey Police
- I have been asked by Surrey Police and Surrey CC to undertake a piece of work with missing children, to ensure their voices are heard, as this is an important objective in the CSE strategy
- I selectively read and assess Government policy papers or reports to see what is of relevance for our work

Outcome 4: Quality, value for money services are accessible for all victims to provide the support needed to prevent harm, intervene early and respond effectively

My principal concerns are that the PCC's Victims Fund is as well targeted as we can make it, that we are prioritising correctly, and that we see value for money. Most recently

- Having introduced an event for stakeholders interested in bidding for a service to support victims of anti-social behaviour, I helped to develop the specification for this service and sat on the panel which assessed bids
- I take soundings from those I meet at court to find out how and whether the Victim Support services we fund are being accessed
- I have regular discussions with OPCC officers on the relative benefit of the services we fund and, in particular their cost effectiveness. I am particularly interested in how low cost services with an element of self-support can complement more costly one to one professional support.

RECOMMENDATION

That the Panel notes this report.

LEAD/ CONTACT OFFICER: Jane Anderson, Assistant PCC (Victims)

TELEPHONE NUMBER: 01483 630200

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SURREY POLICE AND CRIME PANEL

COLLABORATION UPDATE

7 December 2017

INTRODUCTION

To provide an update on collaboration with other Police Forces (specifically Sussex, Hampshire and Thames Valley) and the Police & Crime Commissioner's role in collaboration.

Introduction/Background:

Surrey Police works closely with Sussex Police and the two forces have established a number of joint services: Operations Command, Specialist Crime Command, Vetting, Finance & Services (including Joint Transport, Procurement and Insurance Services), People Services (including Learning & Development and Occupational Health) and Information, Communications & Technology (ICT).

Within the South East Region, work is underway to explore opportunities for wider collaboration with Hampshire and Thames Valley Police, with two regional services already in place: South East Regional Organised Crime Unit (SEROUCU) and Counter Terrorism Policing South East (CT PSE).

The Duty to Collaborate

The Police Reform & Social Responsibility Act 2011 placed new duties on Chief Constables and PCCs to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas. Previously, police authorities were only required to support collaboration by their own forces. Chief Officers and PCCs must work together to review opportunities to collaborate and where this is the best option, they must collaborate – even where they do not expect their own force to benefit directly. This is designed to ensure collaboration takes place when it is in the wider public's best interest.

The Policing & Crime Act 2017 brought new statutory duties for police, fire and ambulance services in respect of blue-light collaboration. The three emergency services must now keep under review whether a collaboration would be in the interests of efficiency and effectiveness; notify the other services of any collaboration opportunities; and enter into an agreement where any proposed collaboration is in the interests of efficiency or effectiveness.

Collaboration Successes and Challenges

There have been many successes throughout Surrey's collaborative work with Sussex and the wider region and of course no programme of change of this magnitude comes without a number of challenges. Chief Officers regularly come together to consider these and look at how they can further build on the successes and learn lessons for the future. PCCs keep collaboration opportunities and projects under review at regular oversight meetings.

The most obvious success has been the delivery of financial savings to both forces which has enabled Surrey Police to meet the financial challenges of the last few years. Between April 2011 and March 2017, Surrey saved £7.3M¹ through collaboration with Sussex, and a further £900k¹ through regional collaboration and the National Air Service. A further £5.3M¹ of Surrey savings is anticipated to be delivered through collaborated Policing Together between April 2017 and March 2019, the majority of which will be delivered by Support Services, Specialist Crime and Operations. It is worth noting that most Surrey-Sussex collaborated services will have delivered savings of approximately 20% against the original base budgets for those services for Surrey and Sussex Police pre-collaboration.

Collaborations have also provided more efficient and effective service delivery in many areas. Notably this has resulted in increased interoperability and resilience which has been clearly seen during major incidents and large scale policing operations, with the two forces able to draw upon each other's resources seamlessly for both pre-planned and fast-time operations. This is increasingly part of our operational planning and has allowed us to better meet our national policing requirements. There are numerous examples of resource sharing but these include some of particular note such as the Surrey flooding in 2013/14, the Shoreham air crash, and support for high-profile, pre-planned events such as the Epsom Derby and the recent cycling events.

Within the Force's support service functions, areas such as procurement and fleet have aligned their policies and governance processes, which works well. However overall policy alignment has been quite slow and challenging in some other areas, largely as a result of the forces having slightly different local policing models, using different IT platforms, and having different employment terms and conditions. This does however impact on the officers and staff working in collaborated functions, and both Chief Constables have recently expressed a strong commitment to focus on the alignment of policies and procedures across the two forces.

The Force's ability to fully analyse demand at the beginning of collaborative work, and then to subsequently align working practices and assess the non-cashable benefits of collaboration, have also been hindered by the different IT platforms and data warehouses used by the two forces. However IT alignment and integration has been a key focus, with the priorities being to get the forces

¹ Please note that the savings figures represent in-year budget reductions, which once delivered, recur year-on-year.

on to the same core platforms, which is a key component of the two-force and indeed regional and national IT strategies and capability work; this is being supported by the South East Regional Integrated Policing (SERIP) programme.

- Currently all four forces use Niche RMS for crime & intelligence, and work is underway to deliver a single instance of Niche across the four forces.
- A new Enterprise Resource Planning (ERP) solution is under development and should be implemented in Surrey, Sussex and TVP within the next 18 months or so.
- Hampshire and TVP are in the process of implementing a new command and control platform, and subject to commercial negotiations, Surrey and Sussex would look to adopt this new system as soon as practicable.

The final challenge has been that, in bringing two different organisations/business areas together, cultural change takes time to implement and take effect. As a result, the collaborations that are perceived as having been the most successful within the two forces, are also those that have been in place longer and are therefore more mature; it is important that we recognise this in our organisational communications and encourage ourselves and our teams to be patient and to support the ongoing change effort.

Future Collaborative Opportunities

Work is underway, supported by the SERIP programme, to consider further opportunities to bring our policing services together and/or to align policies, procedures and working practices, and build upon the existing collaborative relationships with Sussex Police, the other forces in the South East region and our other partnership organisations.

Further collaboration and joint working will be undertaken in line with the National Police Chiefs' Council Policing 2025 Vision, so that:

- Local Policing will be delivered according to local need, but with sharing of best practice and alignment, or where appropriate integration, with other forces and partners
- Specialist Capabilities will be delivered in the most effective way possible to deliver an appropriate response to new and complex threats, through bilateral, regional and national arrangements
- Surrey will work with Sussex and wherever possible the other forces in the region, to develop its workforce as a profession, to be more representative and with the right skills, powers and experience, according to national best practice
- Surrey will develop its digital policing solutions as a region where possible to facilitate information sharing and joint working with partners
- Surrey will deliver our enabling/business support functions bilaterally with Sussex, and develop plans to move towards regional delivery in order to be more efficient and enhance interoperability.

In undertaking this work the forces are cognisant of the large number of significant national programmes (such as Specialist Capabilities, Digital Policing and the Emergency Services Mobile Communications Programme) all of which will place technology and business change demands upon the forces, but will also provide significant opportunities for alignment and greater collaboration in the future.

Blue-light Collaboration

Surrey Police will continue to look at how it can work more effectively with Surrey Fire and Rescue and South East Coast Ambulance in order to deliver an efficient and cost-effective service for the public of Surrey. Some work is already underway to bring together services such as Fleet/Transport, Recruitment, Learning and Development, Occupational Health Services and future use of drones.

The PCC is a member of the Emergency Services Collaboration Partnership Board which oversees blue-light collaboration. Following the recent decisions of both Surrey and Sussex's PCCs not to pursue a change in governance for fire, the focus of this partnership has shifted towards those opportunities that will enable closer working between the fire services of Surrey and Sussex. Police and Ambulance remain key members of the board.

RECOMMENDATION

That the Panel notes this report.

LEAD OFFICER: Alison Bolton, Chief Executive

TELEPHONE NUMBER: 01483 630200

E-MAIL: Alison.bolton@surrey.pnn.police.uk

SURREY POLICE AND CRIME PANEL

POLICE AND CRIME COMMISSIONER FOR SURREY

ROAD SAFETY AND PARKING

7th December 2017

INTRODUCTION

This paper provides the Police and Crime Panel with an update on issues relating to road safety in Surrey and parking issues. The paper covers three key areas;

- Key statistical information based on a full year, verified data for 2016 in both narrative and infographic form and also compares performance over the past 5 years.
- Work in progress to redefine Drive SMART, develop the desired structures and focus, and also highlights the key role Surrey Safety Camera Partnership plays in enabling this.
- The report details which powers are available to Civil Enforcement Officers and which can only be enforced by the Police. However, there is not always absolute delineation and some offences, such as parking on zigzags outside schools or obstructing a dropped curb could be dealt with by either party.

CURRENT STATISTICAL INFORMATION

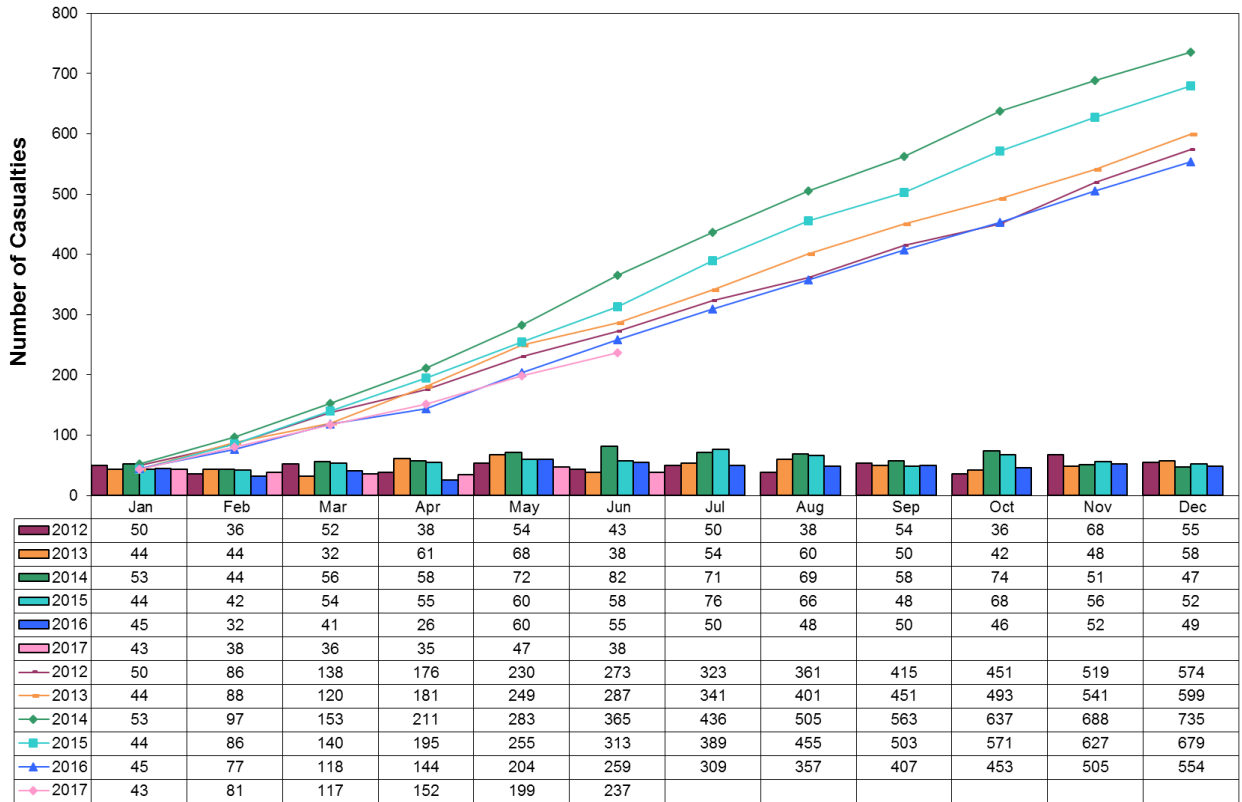
Statistics for those killed or seriously injured on Surrey's roads are based on the calendar year and are collated from data submitted to the Department for Transport (DfT) by officers or Police Process Units. This data is then passed to Surrey County Council by DfT having been verified, and then to police and other partners.

Consequently there is a delay in producing official statistics, which is common across the country.

Below in table 1 is a summary showing killed and seriously injured (KSI) statistics over the past 5 years with the most recent data being to the end of August 2017 for fatalities and June for serious injury. This shows a marked reduction of 8% in the overall number of KSIs in 2016 when compared to the baseline average for 2010-2014. Fatalities on Surrey roads are mainly in line with previous years.

Table 1

Killed or Seriously Injured Casualties



This bucks the national trend, where there is an average 5% increase in fatalities and an 8% increase in KSIs across England which includes a 12% increase in the South East.

Surrey is one of a very small number of areas experiencing a decrease in casualties. The increase in KSIs nationally may be affected by a change in reporting processes by some forces and use of the CRASH system, which Surrey adopted in 2012. ¹

As of 13th October 2017 the unverified data has recorded 25 fatalities and 378 KSIs but this may include instances of death being due to a medical episode rather than a collision and consequently these numbers cannot be relied upon as accurate.

The location of KSIs is generally consistent with built-up areas or main arterial routes. The main causation factors continue to be excess speed and lack of attention and higher risk groups are motorcyclists and pedestrians.

The table 2 below shows the frequency of KSI's per Surrey district over three years

¹ Current performance for 2017 is based on both verified and unverified data, therefore there may be a slight change when figures are formally published.

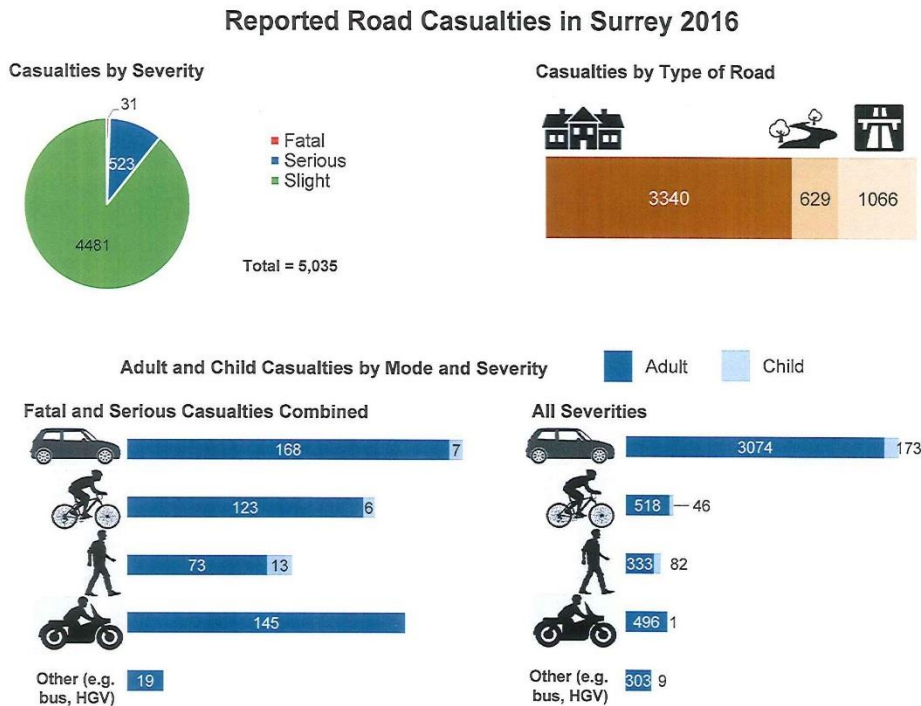
Table 2

KSIs 2014-2016

Guildford	292
Tandridge	185
Mole Valley	183
Waverley	182
Reigate & Banstead	177
Elmbridge	163
Runnymede	126
Spelthorne	122
Woking	114
Surrey Heath	112
Epsom & Ewell	82

Infographic 1 below summaries the data by type of road, differential between adults and children and the severity.

Infographic 1



Reports concerning poor driver behaviour are categorised by the Surrey Police contact centre under the heading ASB15 Vehicle nuisance/inappropriate use. This can range from complaints of speeding to dangerous driving or cycling, parking to noisy vehicles. Below is the number of such reports broken down by Borough or District.

As table 3 shows there has been a significant increase in reports of anti-social driving. In particular, Surrey Heath has seen a 90% increase in driver-related ASB. Work is underway with partners to fully understand the reasons behind the rise.

Table 3

BOROUGH	2016 TOTAL	2016 YTD (30- SEP-16)	2017 YTD (30- SEP-17)	+/- Y TD	% +/- YTD
Epsom & Ewell	356	261	333	72	28%
Mole Valley	295	224	296	72	32%
Reigate & Banstead	701	511	647	136	27%
Tandridge	397	294	367	73	25%
Elmbridge	445	349	380	31	9%
Runnymede	369	285	346	61	21%
Spelthorne	535	422	465	43	10%
Guildford	644	453	492	39	9%
Surrey Heath	293	190	361	171	90%
Waverley	412	314	292	-22	-7%
Woking	408	316	387	71	22%

ROAD SAFETY**Surrey Safety Camera Partnership (SSCP)**

SURREY SAFETY CAMERA PARTNERSHIP

SSCP was established in 2004 to manage investment in safety cameras and, latterly, income from NDORS (the National Driver Offender Retraining Scheme - an alternative to drivers attending court). It is a very mature and successful partnership between Surrey Police, SCC and Highways England and has recently published its 2017/18 business plan which includes a capital programme for digitalisation of safety cameras. The remit of the partnership explicitly includes the relationship to Drive SMART, the wider road safety tasking and coordination function and core operational police resources and the intention is that it will become the framework around which the Drive SMART partnership is developed.

SSCP is largely self-funded from NDORS income and receives a management fee from Highways England for managing the safety cameras on the strategic roads network. Around 35,000 people attended courses in Surrey last year. Up to £100,000 is allocated from SSCP income to the Drive SMART Board each year for use on initiatives at the discretion of the Board and several posts linked to Drive SMART are fully or partly funded.

Drive SMART



Drive SMART is the road safety initiative between Surrey County Council, Surrey Police and other partners, including Surrey Fire and Rescue, which has been in operation since 2009. This built on the framework of the long-standing Surrey Safety Camera Partnership, formed in 2004, and at its inception managed a £1m investment by Surrey County Council in order to reduce those killed or seriously injured on Surrey's roads and reduce anti-social driving.

The main focus of Drive SMART has been to determine road safety priorities for the coming year, allocate funding to operational and communication initiatives and campaigns, and monitor performance. Strategic priorities and funding allocation has been the responsibility of the Drive SMART board, chaired by the SCC portfolio lead, while tactical delivery against agreed priorities has been co-ordinated by the Operational Group, chaired by the Head of Roads Policing.

Surrey Safer Roads Partnership

There have been some notable successes, primarily the outcome of reduced numbers of people killed or seriously injured on Surrey's roads under the current format of Drive Smart and SSCP. However, there is a jointly held desire to develop the partnership into a more structured road safety partnership, including establishing appropriate governance arrangements, objectives and business planning, and a stronger analytical and tasking function linked to partners' core resources. The aim is to develop an effective road safety partnership which will reduce road casualties, tackle anti-social driving and make Surrey's roads safer.

A project board has been convened to lead the work to establish a more formalised partnership with the following objectives:

- To develop a structure for delivering effective and efficient partnership working to reduce KSIs and anti-social driving within Surrey
- To ensure governance arrangements for Drive SMART are robust and effective
- To recommend terms of reference for the differing levels of governance within the partnership
- To develop a model to improve partnership working between SCC, Surrey Police and other partners
- Ensure a strategic overview and direction of all road safety responsibilities and activities completed within Surrey

- Maximise the effectiveness of funding streams to address road safety
- Achieve the overall aim of reducing KSIs and incidents of anti-social driving and ensure Surrey's roads are safer through effective partnership working

The project will consider membership, functions, roles and responsibilities, decision-making powers, business planning and support required. A meeting will be convened in December 2017 to brief key stakeholders on the work and progress to date. The project will be informed by a similar review of Sussex Safer Roads Partnership which has already developed role descriptors and governance structures.

The intention is to complete the review and implement changes by April 2018. Until this time, the formal Drive SMART board has been placed in abeyance, though tactical delivery and partnership working continues as part of daily business and working to the priorities already agreed for 2017/18. Funding requests are being progressed on an individual basis with Board members being consulted and asked for views outside of calling a formal meeting. For example, £10,000 has just been allocated to support Safe Drive Stay Alive following a business case from Surrey Fire and Rescue.

HIGHWAYS ENFORCEMENT

In the 12 years since decriminalisation of parking, the rationale for transferring powers from police to local authorities remain valid. Furthermore, since 2004, the demand profile of Surrey Police has changed with a greater emphasis on vulnerability than was the case in 2005. The nature of the work facing officers on the Area Policing Teams (APT) is far more complex and unpredictable than it has been in the past.

However, while the current arrangements have been in place for 12 years there remains some confusion amongst the public and indeed between police and local authority contact functions as to where responsibility lies in the event of parking issues.

Contravention of the majority of parking regulations in Surrey has been decriminalised and, in the main, is the responsibility of Local Authorities who have created Civil Enforcement Areas.

Local Authority powers within Civil Enforcement Areas are limited to offences of:

- causing a vehicle to stop on part of a road appointed, or deemed to have been appointed, as a hackney carriage stand;
- contravening a prohibition or restriction on waiting, or loading or unloading, of vehicles
- prohibition on stopping vehicles on or near pedestrian crossings
- other offences in connection with parking places
- parking in loading areas
- prohibition of parking vehicles on verges, central reservations and footways
- parking of HGVs on verges, central reservations or footways
- parking a vehicle wholly or partly on a cycle track

- Bus lane contraventions
- failing to comply with the indication given by a traffic sign that is subject to civil enforcement
- Certain contravention of road traffic signs subject to a traffic regulation order such as yellow Zig Zag Lines
- prohibition of double parking or vehicles parked in excess of 50mm from a kerb.
- parking a vehicle either adjacent to a dropped footway, cycle track or verge, or where there is a raised carriageway (in order to assist pedestrians, cyclists or vehicles) within a special enforcement area.

Obstruction of the Highway offences were not decriminalised, since they are used by the police in many circumstances. In addition, simply to create a decriminalised equivalent for civilian enforcement officers was thought to give too much discretion, potentially leading to lengthy arguments and appeals. The primary Police powers in respect of vehicles causing an obstruction fall under three areas of legislation:

- **Unnecessary Obstruction** *Reg 103 of the Road Vehicles (Construction & Use) Regs 1986.*
This would be the primary offence police would utilise to deal with normal 'parking' type obstructions on the road such as blocking of footpaths, access points etc.
- **Wilful Obstruction of the Highway** [Section 137 Highways Act 1980](#)
This would be considered if the driver was committing an obstruction on purpose, deliberately or intentionally.
- **Leaving Vehicles in Dangerous Position** *Section 22 Road Traffic Act 1988*
If the parking / obstruction was deemed to be such that its presence or condition would involve a danger or injury to others then this greater, endorsable offence would be considered

There are a number of instances where situations could be dealt with by either CEOs or Police. For example;

Yellow zig zag lines outside of a school.

Would be subject to Civil Enforcement however they must be subject to a Traffic Regulation order and signs placed near the yellow zig zag lines. Police action could be considered if the parking obstructed the passage of vehicles along that section of highway.

A vehicle parked blocking a driveway or dropped kerb Council enforcement

Under the Traffic Management Act 2004, councils which operate Special Enforcement Areas (SPA) are granted the power to enforce contravention code 27: Vehicles Parked adjacent to a dropped footway.

Police

Could enforce utilising Unnecessary Obstruction especially where it relates to pedestrians crossing or cyclists leaving or entering the carriageway.

Vehicles Parked on Footways causing pedestrians to walk into the road.

This could be dealt with by way of penalty charge notice issued by a Civil Enforcement Officer; however, while there is a power to immobilise an offending vehicle, the effective resolution would naturally be to get the vehicle removed. This would require powers under reg 4 of the Removal and Disposal of vehicle regs 1986 which is a Police power coupled with the Obstruction offences.

It should be stressed that, in all cases where there is an expectation of a Police resource attendance there must be an awareness that such deployment requests will be assessed around threat, harm or risk and in accordance with the Force's deployment policy and such incidents cannot routinely demand a deployment.

There are opportunities to improve the information provided to residents as much of the customer confusion and dissatisfaction comes from confusing messages at the outset when reporting situations to the respective Police or Council contact centres. Misunderstanding of powers and responsibilities are frequently resulting in complainants being directed between both Police and Local Authority.

Much of this could be addressed through adequate training or briefings at a call taker level. Surrey Police's contact centre staff are due to receive training from Spelthorne Borough Council's Community Safety Team on the role local District and Boroughs can take in a number of anti-social behaviour areas (including anti-social parking).

Further opportunities could be to further utilise Joint Enforcement Teams where they exist to address some of the issues. There may be some scope for police to support JET teams in this area where parking features as part of an identified and agreed problem.

However this would require further discussion and careful management to effectively manage both public and partner expectations.

Conclusions

Based on verified figures, there has been a reduction in those killed or seriously injured on Surrey's roads. However, casualty figures can change dramatically if, for instance, there is a period of poor weather and we cannot be complacent; every serious casualty or fatality is one too many.

Work is currently ongoing to understand the detail behind the significant rise in reports of anti-social driving.

A more formalised road safety partnership, based on the framework of the Surrey Safety Camera Partnership and drawing on lessons learned in the review of SSRP, remains desirable and is being implemented.

There is no appetite by Surrey Police to extend its responsibility for parking enforcement as the increased demand would not be manageable. However, there remains opportunities in providing better information to the public, joint training and using the Joint Enforcement Teams, where they exist to provide a better service to Surrey's Residents.

RECOMMENDATIONS

That the panel note the report.

LEAD OFFICER: Sarah Haywood, OPCC,
TELEPHONE: 01483 630 200
E-MAIL: Sarah.haywood@surrey.pnn.police.uk

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SURREY POLICE AND CRIME PANEL

COMPLAINTS RECEIVED SINCE THE LAST MEETING

12 September 2017

SUMMARY

This report sets out all complaints against the Police and Crime Commissioner 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

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.

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 have received one complaint since the last Panel meeting.

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.

6.0 REASONS FOR RECOMMENDATIONS

- 6.1 To allow the Panel to have oversight of complaints made against the Commissioner.

7.0 WHAT HAPPENS NEXT

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

SUPPORT OFFICER: Angela Guest, Democratic Services Officer, Surrey County Council

TELEPHONE NUMBER: 020 8541 9075

E-MAIL: angela.guest@surreycc.gov.uk

Complaints Received Since the Last PCP Meeting (12 September 2017)

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
4 October 2017	A complaint relating to the Commissioners conduct was received.	Yes	No	<p>The complaint was considered on 2 November and further information was sought from the PCC. The sub-committee reconvened on 15 November 2017 to consider the further information requested. There were two elements to the complaint and after serious and careful consideration the Sub-Committee found there were no grounds to uphold complaint 2. However, the Sub Committee did not agree that the matter subject of Complaint 1 was already the subject of a complaint. It was concluded that the matter should not have been disapplied.</p> <p>The outcome of the complaint was sent to both the complainant and PCC. Recommendations as a result of the complaint were also made to the PCC and his office.</p>

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**SURREY POLICE & CRIME PANEL
ACTIONS AND RECOMMENDATIONS TRACKER- 7 December 2017**

The actions and 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 Panel meeting.

Date of meeting	Item	Recommendations/Actions	Responsible Officer/ Member	Comments	Suggested Date of Completion
13 July 2017	FINANCE UPDATE [Item 7]	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.	OPCC	Achieved - On the agenda for the December Panel meeting.	7 December 2017
12 Sept 2017	GOVERNANCE OF FIRE AND RESCUE IN SURREY [Item 7]	R9/17- For the PCC to provide the Panel with results of the options analysis carried out by KMPG once completed.	PCC	Achieved – emailed to Panel members on 8 November 2017	15 November 2017
12 Sept 2017	COMMISSIONER'S QUESTION TIME [Item 11]	R10/17- For the OPCC to provide the Panel with details regarding the current contract in place for the provision of healthcare in custody. To also include an update on the effectiveness of the current contract.	OPCC	Achieved – emailed to Panel members on 22 November 2017	15 November 2017
12 Sept 2017		R11/17 – For the PCC to provide the Panel with a report on highway enforcement.	OPCC	Achieved – on the agenda for 7 December Panel meeting.	15 November 2017

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Surrey Police and Crime Panel- Forward Work Programme 2017/18

The purpose of this document is to provide a summary of work due to be undertaken by the Surrey Police and Crime Panel. 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 the Panel Support Officer.

<i>Date</i>	<i>Item</i>	<i>Purpose</i>	<i>Contact Officer</i>
	The Police and Crime Commissioner's Proposed Precept for 2017/18	The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's proposed precept for 2017/18.	Ian Perkin
	+ standing items	Standing items are considered at every meeting of the PCP. These are listed later on in the document.	Johanna Burne/ Scrutiny Officer

<i>Future Items for PCP Meetings</i>	<i>Purpose</i>
Surrey Police Estates Strategy (Spring/Summer 2017)	To consider and review Surrey Police's estate strategy.
Commissioning Arrangements (Spring 2018)	For the Panel to receive a report on the future provision of services to victims and allocation of the Community Safety Fund.

Working Groups

Group	Membership	Purpose	Reporting Dates
Complaints Sub-Committee	<ul style="list-style-type: none">• IM Bryan Cross• IM David Fitzpatrick -Grime• Cllr David Reeve• Cllr Margaret Cooksey• Vice-Chairman• Chairman	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 Josephine Hawkins• IM Bryan Cross• Cllr Chris Sadler• Chairman (ex-officio)• Vice-Chairman (ex-officio)	To provide expert advice to the PCP on financial matters that falls within its remit.	Reports verbally to the formal precept setting meeting of the Panel in February.

Standing Items

Standing Items	Purpose	Contact Officer
Complaints	To monitor complaints received against the PCC and / or the DPCC	Scrutiny Officer
Performance Monitoring of the APCC for Victims	The PCC has agreed to provide the Panel with progress made by his APCC.	Johanna Burne
Police and Crime Plan Update	To consider progress made against the agreed Police and Crime Plan.	Johanna Burne
Budget 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
Feedback on Performance Meetings	To consider issues raised during monthly discussions between the PCC and the Chief Constable.	Johanna Burne
Actions and Recommendations Tracker	To monitor responses, actions and outcomes against recommendations or requests for further actions.	Scrutiny Officer
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
Commissioners Question Time	For the Panel to raise any issues or queries concerning crime and policing in Surrey with the Commissioner.	Scrutiny Officer