

Notice of Meeting

Surrey Police and Crime Panel



Date & time	Place	Contact
Thursday, 27 June 2019 at 10.30 am	Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN	Vickie Neal Room 122, County Hall Tel vickie.neal@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email vickie.neal@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Vickie Neal on 0208541 7609.

Members

Cllr Ken Harwood	Tandridge District Council
Mr Bryan Cross	Independent Member
Cllr Victor Lewanski	Reigate & Banstead Borough Council
Cllr Christine Elmer	Elmbridge Borough Council
Cllr Hazel Watson	Mole Valley District Council
Cllr Fiona White	Guildford Borough Council
Mr David Fitzpatrick-Grimes	Independent Member
Vacancy	Waverley Borough Council
Cllr Josephine Hawkins	Surrey Heath Borough Council
Cllr Will Forster	Woking Borough Council
Cllr Richard Barratt	Spelthorne Borough Council
Cllr Andrew Povey	Surrey County Council
Cllr David Reeve	Epsom & Ewell Borough Council
Cllr John Furey	Runnymede Borough Council

PART 1 **IN PUBLIC**

1 ELECTION OF CHAIRMAN

Panel to elect a Chairman for year 2019/20.

2 ELECTION OF VICE-CHAIRMAN

Panel to elect a Vice Chairman for year 2019/20.

3 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

4 MINUTES OF THE PREVIOUS MEETING

(Pages 1 -
12)

To approve the minutes of the meeting held on 5 April 2019 as a correct record.

5 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.

6 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 a written response will be circulated to Panel Members and the questioner.

7 POLICE & CRIME COMMISSIONER'S ANNUAL REPORT

(Pages 13 -
36)

The Police Reform and Social Responsibility Act (2011) places a duty on Police and Crime Commissioners to produce an Annual Report. Members of the Panel are asked to comment on the attached annual report prior to its formal publication.

**8 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH 12
FINANCIAL YEAR 2018/19** (Pages 37 - 42)

The purpose of this report is to inform the Police & Crime Panel of the Surrey Police Group (i.e. Finances of both the PCC and Chief Constable) financial position as at the year-end 31 March 2019, comparing the expenditure and income incurred by both Surrey Police and the Office of the Surrey Police & Crime Commissioner, with the revenue and capital budgets approved by the Police & Crime Commissioner in January 2018 for the financial year 2018/19.

**9 OFFICE OF THE POLICE AND CRIME COMMISSIONER 2018/19
END OF YEAR FINANCIAL REPORT** (Pages 43 - 46)

The purpose of this report is to inform the Police & Crime Panel of the OPCC's year-end financial out-turn for the 2018/19 financial year.

**10 FEEDBACK ON MANAGEMENT MEETINGS BETWEEN THE
POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE** (Pages 47 - 52)

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.

11 RECRUITMENT AND WORKFORCE PLANNING (Pages 53 - 56)

For the Panel to receive details of recruitment and workforce planning.

12 UPDATE ON FUTURE POLICE ESTATES (Pages 57 - 60)

This paper provides a progress update in relation to the future estate, following the purchase of a site in Leatherhead for the new Surrey Police Headquarters.

13 COMMISSIONER'S QUESTION TIME (Pages 61 - 62)

The Panel is asked to raise any issues or queries concerning crime and policing in Surrey with the Commissioner.

14 COMPLAINTS RECEIVED SINCE THE LAST MEETING (Pages 63 - 64)

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.

**15 RECOMMENDATIONS TRACKER AND FORWARD WORK
PROGRAMME** (Pages 65 - 74)

The updated Recommendations Tracker and Forward Work Programme are presented at each meeting of the Police and

Crime Panel. The Recommendations Tracker lists all the information requested by the Panel at previous meetings. That information is contained in the annex to the tracker. The Work Programme is for Panel Members to discuss the details of items they wish to see at future meetings and the most relevant time to receive the reports.

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|-----------|---|---------------------|
| 16 | RE-ESTABLISHMENT OF THE COMPLAINTS SUB COMMITTEE | (Pages 75 -
86) |
| | To agree the membership and terms of reference for the Complaints Sub-Committee for 2019/20. | |
| 17 | RE-ESTABLISHMENT OF THE FINANCE SUB GROUP | (Pages 87 -
92) |
| | To agree the membership and terms of reference for the Finance Sub-Group for 2019/20. | |
| 18 | EXCLUSION OF THE PUBLIC | |
| | Recommendation: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for 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 12 A of the Act. | |
| 19 | COLLABORATION UPDATE | (Pages 93 -
110) |
| | Surrey Police continues to undertake significant change activity through the 'Policing Together' programme with Sussex, and with other forces in the South-East region, in order to meet the financial challenges, increase resilience and improve service delivery. This paper describes the current status and recent progress in collaboration activities. | |
| | Confidential: Not for publication under Paragraph 3 | |
| 20 | DATE OF NEXT MEETING | |
| | Panel to note that the next meeting is scheduled for Wednesday 18 September 2019. | |

Published: Wednesday, 19 June 2019

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

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

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If you have any queries regarding this, please contact the representative of Legal and Democratic Services at the meeting.

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MINUTES of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 5 April 2019 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

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

Members:

(*Present)

- *Cllr Andrew Povey
- *Cllr Ken Harwood
- *Cllr Josephine Hawkins
- *Cllr David Reeve
- *Cllr Graham Ellwood
- *Cllr Margaret Cooksey
- *Cllr Beryl Hunwicks
- *Mr Bryan Cross
- *Mr David Fitzpatrick-Grimes

Apologies:

- Cllr Andrew Burley
- Cllr Victor Broad
- Cllr Peter Waddell
- Cllr Pat Frost

Absent:

- Cllr Daxa Patel

Attendees:

- Mr David Munro, Police & Crime Commissioner
- Mr Gavin Stephens, Temporary Chief Constable
- Alison Bolton, Chief Executive, Office of the Police & Crime Commissioner
- Lisa Herrington, Interim Chief Executive

14/19 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Councillors Pat Frost, Victor Broad, Andrew Burley and Peter Waddell.

15/19 MINUTES OF THE PREVIOUS MEETING [Item 2]

The Minutes of the meeting held on 4 February 2019 were approved as a correct record and signed by the Chairman.

16/19 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest.

17/19 PUBLIC QUESTIONS [Item 4]

Two questions were submitted by Mr Jonathan King for the Panel's response. These and the responses are attached as Annex A.

18/19 CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF SURREY POLICE [Item 5]

The Chairman welcomed Mr Gavin Stephens to the meeting and stated that this was the formal confirmation hearing for the proposed appointment of Chief Constable of Surrey Police.

He informed the Panel that on 18 March he had received formal notification that the Police and Crime Commissioner wanted to appoint Mr Gavin Stephens as Chief Constable of Surrey Police and that in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011, the public confirmation hearing had been convened in order for Panel Members to consider the proposed appointment of Chief Constable.

He explained that the Panel was invited to question the candidate on whether he had the professional competence and personal independence to exercise the role. He said that following the question and answer session, the Panel would go into a private session to decide upon the recommendation to the Commissioner and that following this he would write to the Commissioner with the Panel's recommendation.

The Police and Crime Commissioner stated Mr Stephens had undergone a thorough selection process. He paid tribute to all those involved in the process and thanked them for the advice that they had provided him with. He said that he firmly recommended that Mr Stephens be appointed to the Chief Constable role.

Panel Members were invited to question Mr Stephens and a summary of the questions and responses can be found below.

- Mr Stephens was asked to elaborate on his role of preventative policing and he explained that part of his national role with the Police Chiefs Council was community policing. They had produced guidelines for neighbourhood policing which was evidence based. Studies had shown that one of the key things for preventative policing was problem solving with communities and local partners; to identify and understand the problem and cause and finding sustainable solutions together. He went on to say that it was important for communities to feel safe and visible/engaged policing was a part of that.
- A Member asked how Mr Stephens would deal with the conflict between provision of visible policing and the changing nature of crime. Mr Stephens explained there had been research into reassurance versus crime reduction, which showed visible policing to be effective when using data to inform targeted activity, that was sustained.
- In response to a question regarding communicating with staff regarding the new headquarters Mr Stephens explained the approach to modern agile working and stated that he was realistic that not all

staff would want, or could, move to a different location. He explained that communication with staff had been taking place for 18 months now and included regular written material, short videos produced with Commissioner and had been on BBC radio Surrey.

- Mr Stephens was asked what strategies he would use to ensure a diverse workforce to replicate the diverse communities of Surrey. He replied that he was on the Equalities Board and had developed a mentoring scheme, encouraged flexible working and had invested in staff to recruit directly from underrepresented communities. He also said that he could not do this alone and that Members also had a role to play.
- In response to a question about how he would stop the spread of knife crime he explained that violent crime as a whole was on a long term downward trend but knife crime was on the rise. He went on to speak of a seminar arranged with partners including education and health partners to look at this issue. He went on to say that he was working with schools in east Surrey with the St Giles Trust to educate young people and that there would be one strategy covering the whole county for all agency partners and they would also pool data to better understand the full nature of problem. He stated that it was important to reassure young people that never go anywhere near knives that Surrey was a safe place to live and explained that there were no pictures posted of seized knives on the police social media. Mr Stephens went on to explain work undertaken with gangs and the need for robust enforcement and rehabilitation.
- When asked about his work experience outside of Surrey Mr Stephens explained that he was at Cambridge for three years at the start of his career before moving to Surrey. He acknowledged that it was unusual for someone to have gone through the ranks in their own force and to compensate for that he had been and was very engaged in national work which had taken him to all of the forces in the country.
- In response to a question regarding crime statistics going down i.e. anti-social behaviour and positive outcomes and improving public confidence Mr Stephens stated that Surrey had performed well nationally and that he recognised the police had to maintain the confidence of the public. He went on to say that a recent survey had shown a downward trend on what was provided for example with anti-social behaviour and that the police needed to work with local authorities to combat this. The increased precept would also mean more investment in neighbourhood officers which he hoped would have an impact on the figures.
- Mr Stephens was asked how he would balance the future of partnership working and various collaborations with Surrey Police also remaining its own entity. Mr Stephens highlighted some of the many partnerships available and said that his role was to choose which would be more successful in partnership than going it alone. He also explained about co-location of police with teams and partners and sometimes when partnerships were needed for short sharp interventions.
- In response to a question regarding 101 calls and responses to them Mr Stephens explained how the call handler assessed risk and found resources to deal with that call. He acknowledged that the police needed to improve at telling the public what had happened to reported information when cars were not sent out.

- A Member raised an issue about the Mole Valley JET team who were co-located with officers but did not have close collaborative working. Mr Stephens would raise this issue with the borough commander.
- Mr Stephens was asked if he saw the good collaborative work undertaken in Sussex i.e. County Lines, percolating to other counties e.g. Kent and Hampshire in order to control Child Sex Exploitation and Slavery which was a rising problem in Guildford. Mr Stephens spoke of pooling data and information on regional and national levels. He also spoke of Lead officers for particular issues. Surrey also had a partnership with the Metropolitan Police and gave examples of good working.

The Chairman brought the discussion to a close by thanking Mr Stephens for attending and answering the questions put to him.

RESOLVED:

That the Panel noted the responses provided to their questions by Mr Gavin Stephens as the Police and Crime Commissioner's candidate for the role of Chief Constable of Surrey Police.

19/19 POLICE AND CRIME PLAN UPDATE [Item 6]

Key points raised during discussion:

In response to Member queries the Commissioner explained that:

1. Borough Commander's had increased responsibilities and he was not against calling them district commanders in the districts.
2. With regards to keeping children safe the Commissioner explained that there were over 300 schools in the county and was quite a task to visit them all. There was much work being done but it was acknowledged that there was more to do.
3. The report talked about SE Regional integrated policing and the Commissioner stated that there was an emphasis on regional collaborative working and that a Memorandum of Understanding was to be signed by four county forces and that he would be happy to bring a report back to a future meeting.
4. The Commissioner agreed that the number crimes solved was of personal concern to him but that he was encouraged by the temporary Chief Constable's response and explanation as to why the numbers had gone down.
5. The Police Women's Network was a group open to all women who worked for police including the Commissioner's Office. The Vice Chair of the network was a police officer.
6. The Interim Chief Executive explained the term Street Homeless Navigator which was a project that involved wrap-around care for vulnerable people and to make everyone count and to prevent crime. Homelessness was a big issue in crime and Navigators help with that project.

RESOLVED:

That the report be noted.

Actions/Further information to be provided:

That a report on regional collaborative working as well as the Memorandum of Understanding be put on the Work Plan.

20/19 POLICING RESOURCES [Item 7]

Key points raised during discussion:

1. The Commissioner explained that he had so far held engagement meetings at three boroughs which had had good attendance and received feedback from them. A Member asked if the Commissioner would check with the districts/borough councils to see what was going on before the Commission confirmed dates of engagement events.
2. In response to a Panel query the Commissioner confirmed that there were no savings to be made from CCTV monitoring following the rise in the precept. He also explained that to improve the CCTV offer a pan-county partnership was needed.
3. The Panel asked if there was a strategy on how CCTV was monitored and used across the county as it was noted there was no overall strategy on what systems were used across the county which may have a detrimental effect when needed to provide evidence. The Commissioner explained that he was to attend a meeting that afternoon to discuss this topic. He stressed that a wider partnership working was needed to move this forward and he hoped to bring a strategy to the Panel in the future.
4. A Member praised the improvement of the 101 service but expressed concern about the number of civilian people leaving the police service and that it was not stabilised. The Commissioner said that he was not happy with the figures but they were better than a few years ago and continued to monitor the situation.
5. A Member gave good account of the engagement event he had attended but asked that this be broadened to include all public rather than just neighbourhood watch. The Commissioner explained that public engagement was at the fore of police work and that there were some hard to reach groups and a cost involved but would seek to be as inclusive as possible.
6. One Member asked that a recommendation be made, as a Panel, to district and borough councils to encourage collaborative working on CCTV which each Panel Member could take back to their respective councils.

RESOLVED:

1. That the report be noted.
2. That all Members of the Panel will take back to their respective districts/councils this Panel's request that collaborative working on CCTV be taken forward.

Actions/Further information to be provided:

That all Members of the Panel will take back to their respective districts/councils the need for collaborative working on CCTV.

21/19 HMICFRS INSPECTION REPORTS [Item 8]

Key points raised during discussion:

1. The Commissioner stated that the national report on fraud contained hard hitting criticisms on a national basis. The Commissioner would take these on board but was of the belief that the problem was a national one and therefore should be dealt with on a national basis and not locally.

RESOLVED:

The Panel noted the report.

Actions/Further information to be provided:

None.

22/19 VIDEO ENABLED JUSTICE [Item 9]

Key points raised during discussion:

1. The Panel discussed the complexities around the provision of this service in terms of availability and national linkage. The Commissioner explained that issues were recognised nationally and that a lead was looked for from central government on improving the situation.
2. The Chairman offered to write a letter to Government, on behalf of the Panel, in support of the need to improve the service nationally. The Commissioner thanked the Chairman and would contact the Chairman further on this.

RESOLVED:

The Panel noted the report.

Actions/Further information to be provided:

The Commissioner to contact the Chairman further with regards to writing a letter to Government on this service.

Cllr Graham Ellwood left the meeting for the next three items and returned to the room at the start of the Forward Plan item.

23/19 FEEDBACK ON PERFORMANCE MEETINGS [Item 10]

Key points raised during discussion:

1. The Panel received a report on management meetings between the Commissioner and Chief Constable.
2. A Member asked what resources had been put into rural crime to which the Commissioner responded that there was a new person in the post of rural crime liaison officer. He also said that some of the extra 100 police to be taken on with the increased precept would be directed to deal with rural crime.
3. The Commissioner was asked what was meant by 'commercial robbery' to which he replied that this was crimes against businesses but would provide more information to the Panel.

4. The Panel asked if the rise in the number of times the custody suite was closed had a direct link on the drop of number arrested and detained? The Commissioner stated that the two were not related but a fuller explanation would be given to the Panel.

RESOLVED:

To note the report.

Actions/Further information to be provided:

That the Commissioner would provide fuller responses to the questions relating to commercial robbery and the link between closure of the custody suite vs drops in numbers arrested.

24/19 COMMISSIONER'S QUESTION TIME [Item 11]

Key points raised during discussion:

1. There were no questions put to the Commissioner.
2. The Commissioner stated that there would be a Part 2 update on the new police headquarters to the next meeting.

RESOLVED:

That the Forward Plan and Tracker be noted.

Actions/Further information to be provided:

To add a Part 2 item on the Forward Plan for an update on the new police headquarters.

25/19 COMPLAINTS RECEIVED SINCE THE LAST MEETING [Item 12]

Key points raised during discussion:

The Complaints Sub-Committee has not received any new complaints since the last Panel meeting but there was one outstanding from September 2018 which had now been resolved.

RESOLVED:

The Panel noted the report.

26/19 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 13]

Key points raised during discussion:

1. The Panel noted that all tracker items were now completed.
2. The Vice Chairman requested a future item on police recruiting and more on the process of recruitment. The Commissioner asked for this to be broadened as he had recently asked the police for a report on workforce planning. Another Member asked for this to include joint recruiting. The Commissioner and Chairman agreed.

RESOLVED:

That the Forward Plan and Tracker be noted.

Actions/Further information to be provided:

That an agenda item on police recruitment/work planning be added to the Forward Plan.

27/19 VOTE OF THANKS [Item]**Key points raised during discussion:**

The Chairman explained that the next meeting of the Panel was the AGM and that following local elections there may be a change of membership and therefore thanked Members of the Panel for their conduct stating that it had been a pleasure to Chair the Panel.

The Panel wished Alison Bolton good luck with her impending birth and welcomed Lisa Herrington as the temporary Chief Executive.

RESOLVED:

1. That the Panel extended good luck to Alison Bolton with her impending birth.
2. That thanks to the Panel Members from the Chairman be noted.

28/19 DATE OF NEXT MEETING [Item 14]**RESOLVED:**

That the next meeting would be held on 27 June 2019 was noted.

29/19 EXCLUSION OF THE PRESS AND PUBLIC [Item 15]

RESOLVED 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 paragraph 1 of Part 1 of Schedule 12A of the Act.

30/19 CLOSED SESSION TO DISCUSS PROPOSED APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF SURREY POLICE [Item 16]

The Panel deliberated over the questions and responses provided and then voted, to recommend that Mr Gavin Stephens be appointed to the position of Chief Constable of Surrey Police.

RESOLVED:

That the proposed candidate, Mr Gavin Stephens, be recommended to be appointed to the position of Chief Constable of Surrey Police.

Meeting ended at: 12.45 pm

Chairman

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Police & Crime Panel**5 April 2019****Item 4: Public Questions to the Panel****1. Question from Mr King**

Why did the Police and Crime Panel refuse to record or investigate and not decide to refer complaints about PCC Munro to the IOPC as legislated in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012... when the complaints may appear to involve crimes, not least Misconduct In Public Office - as defined: *Public officers carry out their duties for the benefit of the public as a whole. If they neglect or misconduct themselves in the course of those duties this may lead to a breach or abuse of the public's trust?*

Response:

I would refer you to the complaints outcome responses you have received.

2. Question from Mr King

Since PCC Munro has now been deselected as Conservative candidate for the position, would the panel please urge him to continue Gavin Stephen's position only as Temporary CC, until the next elected PCC either confirms his permanent appointment to the post or decides to interview other candidates?

Response:

Your question has been noted.

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SURREY POLICE AND CRIME PANEL

POLICE AND CRIME COMMISSIONER FOR SURREY ANNUAL REPORT

27 June 2019

SUMMARY

The Police Reform and Social Responsibility Act (2011) places a duty on Police and Crime Commissioners to produce an Annual Report. The report should cover the exercise of the PCC's functions in the financial year and the progress made in meeting the Police and Crime Plan. The report should be presented to the Police and Crime Panel for comment and recommendations, and then a published version with pictures will be produced.

The attached Annual Report covers the period April 2018 to March 2019 and is submitted to the Police and Crime Panel for comment.

RECOMMENDATIONS

Members of the Police and Crime Panel are asked to comment on the attached annual report prior to its formal publication.

LEAD OFFICER: Nathan Rees, Communications Manager, OPCC

TELEPHONE NUMBER: 01483 630 200

E-MAIL: Nathan.rees@surrey.pnn.police.uk

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Office of the Police and Crime Commissioner for Surrey

Police and Crime Commissioner for Surrey

ANNUAL REPORT 2018-19

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Introduction

Message from David Munro, Police and Crime Commissioner for Surrey

One of the key things I have learnt in my time as your elected Police and Crime Commissioner is that policing never stands still for a moment and that has certainly proved to be the case in 2018/19.

It has felt very much like a year of change but one that I believe has provided a really solid base for a bright future ahead for Surrey Police.

This Annual Report will take a look back at some of the achievements from the last year, highlight some areas where improvements can be made and take a look at some of the exciting announcements which will shape policing in this county for years to come.

One of the big announcements from my office this year was of course employing a new Chief Constable of the Force following the departure of Nick Ephgrave to a senior position at the Metropolitan Police.

Nick left behind him big shoes to fill so I was delighted to appoint his successor Gavin Stephens to the post. Gavin has wealth of experience from a career policing at all levels with a real passion for local policing and is already proving to be an inspirational leader. We have built up a good working relationship and I look forward to continuing that as we move forward.

There was further big news in March when following a detailed search, we secured a new site for a Surrey Police headquarters and operational base which will be created in Leatherhead following the successful purchase of a site in the town. You can read more about our exciting plans for the future further on in this report.

The year had begun with another a new start when I published my refreshed Police and Crime Plan which contained my six priorities for policing in the county for 2018-2020.

Tackling crime and keeping people safe, building confident communities, combatting terrorism and supporting victims remain at the heart of what the plan has set out to achieve and this report will look at how Surrey Police have performed against it.

My office has been instrumental over the last year in helping set up the new in-house Victim and Witness Care Unit which launched on April 1 this year. Supporting victims should always be at the heart of policing and I want to make sure they have a more positive experience of the criminal justice system – from point of reporting through to resolution.

I hope this unit will signal a new era of victim care with Surrey Police now delivering a complete wraparound service which will allow far closer working between the new team and those responsible for response and investigation.

The government settlement for policing this year provided a unique opportunity to invest in frontline policing and my council tax precept which as agreed by the county's Police and Crime Panel has allowed the Force to bring in an extra 100 officers and operational staff. This is made up of 75 new posts and 25 posts that would have been lost over the year. This is the first time in over a decade that the Force has been able to add extra numbers to the establishment.

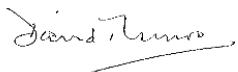
At the time of writing this report, we are nearing the end of a series of community engagement events in all 11 boroughs of the county where the Chief Constable, local Borough Commander and I have met with residents from across the county to hear their concerns.

I am well aware that issues such as anti-social behaviour, drugs, bad driving or parking and the impact of unauthorised traveller encampments, which featured heavily last summer, are on the minds of many residents.

In the next year I am keen to see Surrey Police maintaining a focus on those areas which impact our local communities whilst also tackling the growing threat of county lines gangs and organised criminality.

These meetings reinforced to me how much our communities value their local police and all they do to keep everyone safe. My continued thanks go to all those who work for Surrey Police for their professionalism and dedication in often challenging circumstances. I would also like to thank the residents of Surrey for their views and suggestions, all the volunteers, charities and organisations we have worked with over the last year and my staff in the Office of the Police and Crime Commissioner for their efforts.

I look forward to working with you all again over the next year to continue providing a policing service the people of Surrey can continue to be proud of.



David Munro

Police and Crime Commissioner for Surrey

PCC's year at a glance

This year has seen a number of important announcements from the PCC's office including the appointment of a new Chief Constable in Gavin Stephens and the purchase of a site for a brand new headquarters in Leatherhead.

Here is a month-by-month guide to some of the key events the PCC and his office have been involved in over the last year:

April 2018

- The PCC welcomes a government consultation on unauthorised encampment that includes the widening of police powers and provision of transit sites
- Two teenage students visit Surrey Police HQ to present to the PCC on whether officers should be routinely armed as part of their GCSE coursework

May 2018

- The PCC backs Finns Law as legislation is sought to change provide longer punishments for those who attack service animals
- A new Police and Crime Plan is launched as the PCC announces his priorities and strategic planning up until April 2020

June 2018

- The PCC leads a team from his office on the 'Light the Lakes' challenge to scale a peak in the Lake District to raise money for the COPS charity for fallen police officers
- A new strategy from the Ministry of Justice to divert women offenders away from prison is welcomed by the PCC

July 2018

- A new pilot project named Clean Sheet, to help ex-offenders find employment in Surrey, is launched thanks to funding from the PCC's office
- The Surrey Chamber of Commerce and OPCC team up to organise the first ever Modern Slavery Business Event in the county in Guildford

August 2018

- The PCC joins a call for the drug known as 'Spice' to be reclassified as a Class A drug
- A brand new fleet of 30 electric cars are unveiled as Surrey and Sussex Police look to move to a more greener and efficient fleet

September 2018

- The PCC announces that he will not be seeking changes of governance to the Surrey Fire and Rescue Service
- Surrey Police and the PCC support the 'Save a life, Surrender your Knife' campaign in a week of action against knife crime.

October 2018

- The PCC calls for a national licencing scheme for car washes and nail bars to combat modern slavery in Surrey
- Following the publication of a HMIC (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) report, the PCC commends Surrey Police's crime recording accuracy following a 'good' grading.

November 2018

- The PCC gives support to the NSPCC new safeguarding service that teaches children across Surrey to stay safe from abuse
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) publish a report raising concerns about the mental health of officers, which is welcomed by the PCC

December 2018

- Chief Constable Nick Ephgrave announces he will be leaving Surrey Police to take up a senior role with The Met. The PCC thanks the Chief Constable for his 'outstanding leadership' over the last two years
- The PCC welcomes the financial boost for police forces after the government announces increased funding will be available to support frontline policing

January 2019

- Surrey Search and Rescue unveil their new emergency vehicle, part funded by the PCC's office
- The Council Tax Precept survey launched by the PCC finishes with 75% of Surrey tax payers stating they were happy to pay extra for an additional 100 officers and operational policing staff around the county.

February 2019

- The Police and Crime Panel unanimously votes in favour of the increased Council Tax Precept
- The PCC welcomes further government plans on unauthorised encampments in addition to those announced in April 2018

March 2019

- After nearly 70 years at Mount Browne in Guildford, the PCC announces that Surrey Police will be moving to a new headquarters in Leatherhead following the successful purchase of a site in the town
- Gavin Stephens is announced as the new Chief Constable of Surrey Police. The PCC says that he will bring his 'unmistakable brand of energy and passion to the role'

Progress made against the Police and Crime Plan

I believe the best plans are ones that continue to evolve over time so the half-way point of my current four year term of office felt like a good time to refresh my Police and Crime Plan.

It was launched last May with the six priorities I believe Surrey Police needed to focus on in the next two years and was designed to ensure Surrey Police stay ahead of new crimes, crack down on emerging trends such as the recent rise in burglary and ensure victims of crime are properly supported.

A key part of my role is to monitor the Force's performance and scrutinise progress against my Plan through regular performance meetings with the Chief Constable. Every other one webcast live so we can be open and transparent with the public about what is happening in policing in Surrey.

The first priority in my new plan was ***Tackling Crime and Keeping Surrey Safe*** and there has been both positive progress in a number of areas but equally some areas where improvements are still needed.

Crime has continued to rise nationally and whilst Surrey has followed that trend, total recorded crime in the county has slowed in comparison to previous years, with a 5% increase in 2018/19, compared to a 14% increase the previous year.

One area that I highlighted in last year's report that was causing concern amongst residents was a spike in burglary and I am pleased to say that the tide has turned over the last year there has been 419 fewer offences across the county which equates to a 6.5% reduction.

This has been the result of some really hard work by Surrey Police in targeting and disrupting criminal gangs and offenders who were responsible and I hope to see the momentum continue over the coming year.

One issue which has dominated the national headlines in 2018/19 was the rise in knife crime which thankfully remains low in Surrey. Much of what does take place is related to drugs and gang activity, some of which spills over the border from London and the Force is working hard to tackle and prevent the threat of 'county lines' gangs who are using young people in local towns to spread their supply network.

A couple of high profile incidents in Surrey during the last year has brought the issue sharply into focus and the Force is working with a number of key partners to implement a joint strategy to tackle all types of knife crime. Statistics show although figures have risen slightly - Surrey has the lowest number of offences involving a knife in serious crime of any county in the country.

Another area where progress has continued has been the response to the 101 non-emergency number with waiting times now an average of 1 min 5 seconds, down from 1 min 51 seconds last year, whilst over 95% of 999 calls are answered with 10 seconds.

The percentage of the public asked in the Force's Joint Neighbourhood Survey (JNS) whether they agree Surrey Police deal with anti-social behaviour and crimes that matter in their area has slipped from around 77% to 71.6%. Analysis has cited local issues such as rowdy behaviour, noisy neighbours and speeding and inconsiderate driving as reasons why and this needs to be addressed as we move forward.

One of the ways the Force is seeking to ***Build Confident Communities***, the second priority in my plan, is by having local neighbourhood teams work on problem solving to address these issues. A system has been set up to capture where local officers have identified a problem and set in place a plan for solving and in the last year there have been 298 recorded.

Overall confidence in Surrey Police remains very high at around 88% which is one of the best in the country while the percentage of residents who say they feel safe walking alone after dark has remained consistently high at around 85%.

Surrey Police has continued the progress made over recent years in how it is ***Supporting Victims*** - particularly in how it protects vulnerable people. At the time of writing this report, we are awaiting the annual assessment from HMICFRS which I hope will be another milestone in the improvements made since I became PCC in 2016.

As previously mentioned, our new in-house Victim and Witness Care Unit was launched on April 1 this year which I believe will really help put victims at the heart of policing and I am really looking forward to see how it develops over the coming year.

Victim satisfaction levels have continued to remain stable at just under 80% and my office continues to be involved in commissioning a number of services and projects which help support victims in Surrey through our Victims Fund which you can read more about later in this report.

Preventing Harm is my next priority and one area which needs attention is the disappointing drop from 20% to 17% in the positive outcome rate for crimes against vulnerable people, known as 'high harm' offences, such as sexual offences, domestic abuse, child abuse and hate crime.

Whilst numbers of positive outcomes have remained stable, the number of reported offences have increased over the last few years, meaning the rate of positive outcomes has fallen. This is an area I will be looking for improvements in as the next year progresses.

Over the last 12 months, Surrey Police has been working with partner agencies to reduce the number of repeat missing people which have seen some recent progress. We have continued to see growing demand relating to mental health incidents with the number of calls to police increasing during 2018/19. Despite this, the number of those detained under Section 136 of the Mental Health Act in Surrey continues to decline thanks in part to closer multi-agency working.

In December 2018, Surrey Police launched a Joint Response Unit (JRU) together with the Ambulance service which aims to provide a more effective emergency response to those with multiple disadvantages and vulnerabilities. In its first three months, 40% of the incidents the unit responded to related to mental health crisis and is providing better outcomes for those people in accessing more appropriate health based support services.

I am determined to make Surrey Police as efficient as possible by ***Making Every Pound Count*** which is another key priority in my plan. Over the last year 67.5% of the Force budget was spent on front-line policing which was a very slight decrease on last year and I am really keen to see that figure rise going forward. The Force has been increasing front-line staff over the last few years, however as many staff are new in service, and therefore are the lower end of the pay scale, the percentage of budget spent has reduced slightly.

The Force's significant savings programme has continued with the planned target of £5.3m in savings being met over the last year and there are more to be made over the coming years.

In my Police and Crime Plan I make clear my determination to target resources at the front line. As previously mentioned, the Police and Crime Panel approved my proposed 10% increase in the policing part of the Council Tax for 2018/19 which has meant Surrey Police can add an extra 100 officers and operational staff to its establishment over previous plans.

I have also instigated an efficiency review within the Force, including my own office, which will look at ensuring we are providing the very best value for money we can for the residents of this county.

At the same time, Surrey Police is continuing with its plans to build ***A Force fit for the Future*** which is equipped to meet the challenges of modern policing. You can read more about our big announcement this year on the purchase of a site in Leatherhead for a new headquarters and operational base further on in this report.

Police and Crime Plan Performance

Key Performance Measures	2017/2018 Performance	2018/19 Performance
% of public from survey believing that the police deal with anti-social behaviour and crimes that matter in their area	77.7%	71.6%
Recorded Burglary Offences	6472	6053
Positive Outcome Rate for crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	19.6%	17%
% of people who feel confident in neighbourhood police	89.6%	87.9%
% of Force budget spent on front-line policing (Source: HMICFRS)	69.9%	67.5%
Average time taken to answer 101 call	1 min 51 secs	1 min 05 secs
% of 999 calls answered within 10 seconds	93.7%	95.5%
Problem solving occurrences (where Surrey Police have identified and actioned a local problem)	120	298
% residents who say they feel safe walking alone after dark	84.3%	85%
HMIC grade for protecting vulnerable people (from PEEL Effectiveness Inspection)	Good (PEEL inspection report published March 2018)	Expected August 2019
% of victims of crime surveyed satisfied with police service	79.4%	78.9%
Savings achieved	£5.39m	£5.3m

PCC Funding, Grant Giving and Commissioning

Since I came into post in May 2016, my office has issued grants totalling over £6million to services and projects across Surrey that help support victims of crime, improve community safety and help reduce reoffending.

This is one of the key functions of my office and we have a dedicated team that manage our two funding streams – the Victims Fund and the Community Safety Fund.

The Victims Fund is made up of a grant of around £1.4m from the Ministry of Justice and a large proportion of this money is used to provide an initial referral and support service for victims of crime. The national charity Victim Support had been acting as the provider during 2018/9 however from April 1 this year our new in-house Victim and Witness Care Unit will be carrying out this important function.

The remaining budget of around £1m was this year split through the award of grants to specialist victims services in the particular 'high harm' areas of domestic abuse, child sexual exploitation and rape and serious sexual offences.

These services provide that crucial support to often vulnerable victims in trying to piece their lives back together from the effect of these damaging and complex crimes. During 2018/19, the Victims Fund has continued to commission some really vital projects such as outreach services, support in women's refuges and services for victims of child abuse and serious sexual offences.

Around £500,000 from our Community Safety Fund (CSF) this year also helped finance projects big and small across Surrey in areas such supporting those affected by anti-social behaviour and increasing safety for children and families.

My office has continued to invest in the establishment of Joint Enforcement Teams, a partnership initiative between Surrey Police and local councils to tackle a range of issues including anti-social behaviour, parking, fly-tipping and other community safety issues.

This year also saw the launch of the innovative Crimestoppers Fearless project in Surrey for which my office has funded Fearless worker for the county. They work with young people aged 11 -16 to empower them against child sexual exploitation and abuse, modern slavery and County Lines.

In Reigate and Banstead we have helped fund a project called Street Talk which will deliver preventative and diversionary projects for young people at risk of getting into trouble. We have also funded a mentoring project for children and young people through Surrey County Council to support the St Giles Trust in engaging with a number of very difficult to reach young people who are at the highest risk of exploitation.

The remaining £250,000 in the CSF is used to fund projects aimed at reducing reoffending. This has continued to be a really important focus for my office during 2018/19 and I believe we are making progress through the schemes we are helping fund in Surrey.

In January – the deferred prosecution scheme for low-level offending called Checkpoint which my office has been heavily involved in went live in the county. The process means that at the point of caution, charge, or summons - those eligible for the scheme will be

invited to join the scheme as an alternative to prosecution. If they fail the scheme the prosecution will continue.

The case is handed to a trained Navigator who may be a police officer, police staff or specialist worker who will work with the offender through the contract and speak to the victim to assess what their needs may be. A Checkpoint Plus element has also been added to the scheme to include offenders with multiple disadvantage, initially women offenders, women domestic abuse offenders and care leavers.

Whilst it must be used in appropriate circumstances of course, the scheme will offer a positive alternative to entering the criminal justice system for those who have committed low-level offending and I am really interested to see how it progresses over the coming year.

One of the biggest problems faced by those released from prison is that they often have nowhere to live and analysis has shown that this is the case for around one in five in Surrey. We have continued over the last year to work with organisations such as the Amber Foundation and Transform to provide funding for accommodation in the county.

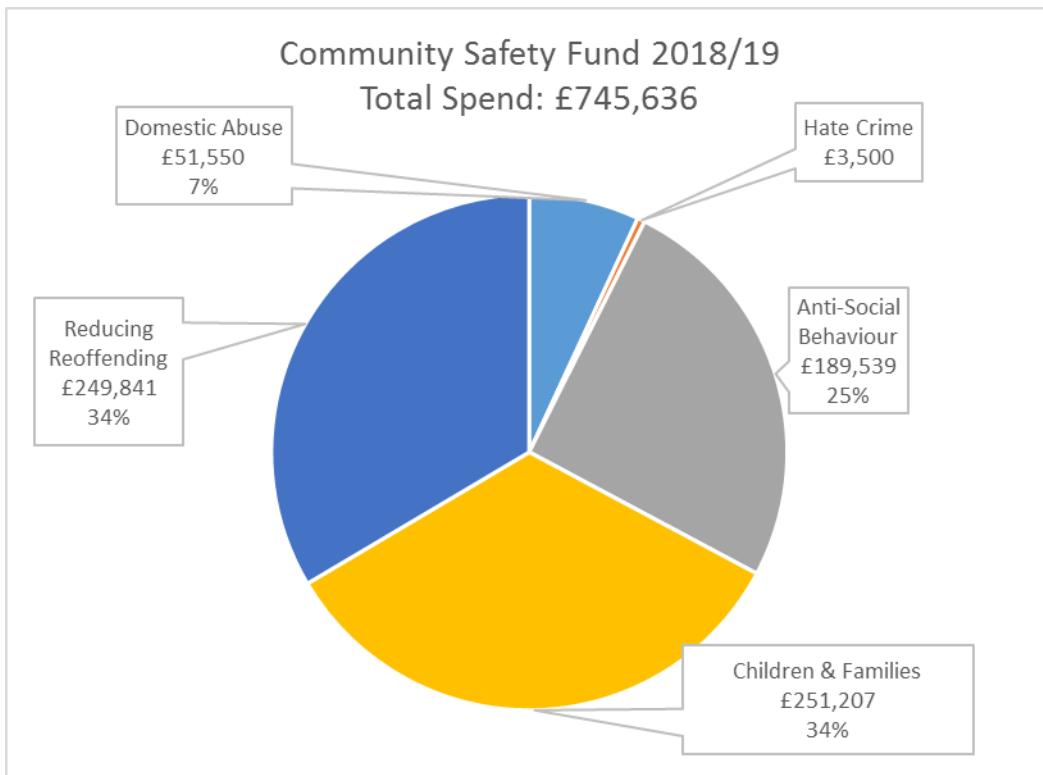
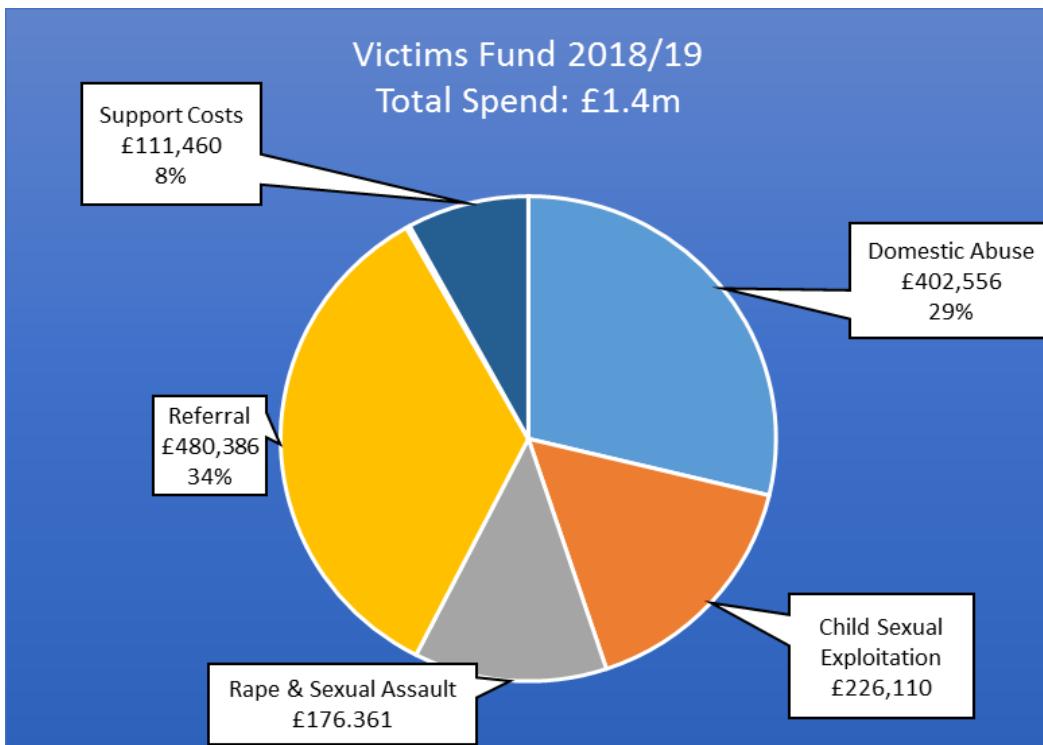
I believe this is having a positive impact and I was really pleased to see that a Ministry of Justice report on Amber, where we fund three beds, highlighted that the one-year reoffending rate has shown a significant reduction for those that have used their service in Surrey.

My office was also successful in a bid to the Ministry of Housing, Communities and Local Government for funding for a rough sleepers Navigator post which will be managed by the brilliant York Road Project in Woking.

We have continued to support 'Through the Gate' services where prisoners are supported in the final stages of their sentence through projects which continue following their release. This includes the mentoring service based at Hightown Prison near Banstead delivered by The Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC) and a new pilot scheme in Surrey to help ex-offenders find employment called Clean Sheet.

I strongly believe if the right services are offered to offenders who have found themselves in the criminal justice system then we can help steer them away from returning to a life of crime meaning the communities in which they live will also benefit.

This is just snapshot of the great work our funding streams support in Surrey. If you want to learn more about how we are helping organisations across the county or if you want to know how to apply for a grant for a community safety or victim based project – then visit our dedicated Funding Hub here: <http://funding.surrey-pcc.gov.uk>



Engaging with the Community

I am always eager to hear from those who work and live in Surrey and to listen to their opinions on policing within the county.

At the time of writing this report, we are coming to the end of our 'Policing Your Community' events, a joint venture with Surrey Police that has taken us around all eleven boroughs and districts in the county in order to talk to residents about policing in their local area.

These events allowed for the public to ask questions of myself, the Chief Constable and Local Borough Commanders about what policing priorities are important to them and how we plan to use the extra 100 officers and operational staff that will be added following the increase in the council tax precept. We are gathering feedback from those who attended those events which has so far been really positive and there are plans to do a further round of events later in the year so watch this space!

In addition, over the last 12 months I've had around 150 different meetings, events or visits with local charities, residents groups, service providers and crime prevention organisations. I have had the pleasure of meeting faith leaders including those from the Muslim and Jewish communities, as well as visiting youth groups and local schools. My office has also received over 1,200 letters and emails from members of the public who have contacted us about various different issues.

Our Twitter account has nearly reached 6,000 followers, with our tweets having made over 550,000 impressions. We have recently re-launched our LinkedIn channel to further our online presence and our Facebook page had a reach of over 282,000 people through our regular updates.

Alongside a host of videos that can be found on our social media channels on topics such as rural crime, County Lines and Anti-Social Behaviour, I have been interviewed by regional television and radio media while my office has issued regular press statements and updates throughout the year which have appeared in the local online and print media.

Twelve months ago, I urged everyone to sign up to the Surrey Police community messaging service 'In the Know', which now has over 12,000 people registered. The service provides key information via email messages to those signed up to the scheme that could include details about crimes, witness appeals or a policing event in the local area. I would encourage any Surrey resident not already signed up to get involved – it's a great service.

Over the last year I have continued to play an active role in a number of boards set up to co-ordinate partnership activity across Surrey on community safety. This includes being the chairman of the Criminal Justice Board and the Community Safety Board as well as being a member of the Health and Wellbeing Board.

Having now been in post for two years as Association of Police and Crime Commissioners (APCC) lead for Equalities, Diversity and Human Rights (EDHR), I have continued working with partner organisations and colleagues on various different issues at a national level such as Stop and Search and the issues around Unauthorised Encampments (UEs) which you can read more about later in this report.

Volunteering

ICVs

Our Independent Custody Visitors (ICVs) have continued to provide an essential service in the county over the last year by giving up their time to check on the welfare and treatment of people held in custody. ICVs are volunteers who visit police stations at random, in pairs, and speak to detainees in Surrey's three custody suites in Guildford, Staines and Salfords to ensure police processes are open to independent scrutiny.

Volunteers must be over the age of 18 and live, study or work within the Surrey policing borders. Although the management and oversight of the scheme is a statutory responsibility of the PCC's office, our ICVs are entirely independent from the police and come from a variety of backgrounds and sections of the community. By the end of 2018/19, there were 39 volunteers in Surrey which included 14 new volunteers who had completed their training.

They carried out 187 unannounced visits spending a total of over 286 hours in custody which given they always visit in pairs or groups of three amounted to 622 volunteered hours. I would personally like to thank them all for their continued service in this vital role.

Volunteer Police Cadets

I am particularly proud of the Volunteer Police Cadet scheme which my office helps fund and continues to go from strength to strength since its introduction in Surrey in 2016/17. The numbers of cadets in the county has risen to 211 and are attached to schools in Elmbridge, Guildford, Reigate and Banstead, Epsom and Ewell, Runnymede and Woking. There are currently 50 adult leaders made up of officers, staff and police support volunteers who continue to give up their time to allow the scheme to thrive.

Cadets have continued to volunteer hundreds of hours supporting charities both in and outside of the county from the likes of Cancer Research and the Children's Trust through to local hospices. They have also supported policing operations by delivering key messages out to our communities and taken part in workshops to mark occasions such as the inaugural Stephen Lawrence Day.

The scheme is open for young people aged between 13 and 17 who can gain knowledge and experience in policing and develop their own skills. There are two new units coming in the next year which will help further the aspiration of having one in every borough in the county and you can keep up date with what the Cadets are up to by following their recently launched Twitter account.

Special Constabulary

The Special Constabulary provide crucial support to our policing teams across Surrey and this year my office continued to support a dedicated Police Officer post to coordinate and facilitate its growth. In 2018/19, our Specials made a significant contribution to the Force's aerial policing support by operating their own dedicated drone which has been deployed over 100 times. They have joined policing teams at Gatwick and have also

crewed the Joint Response Unit working alongside the South East Coast Ambulance Service.

The Special Constabulary has grown by a third over the past three years to its current establishment of 148. The Force is working to a target of 200 Special Constables and I remain committed to helping them achieve that goal.

Police Support Volunteers

Surrey Police has 130 Police Support Volunteers whose different roles include community engagement, role players, kennel attendants, Independent Advisory Group Members, Chaplains and Victim and Witness Support Volunteers. The Force has recently developed specialist Police Consultant Volunteer roles in cyber and economic crime investigation which is an area I hope will continue to grow in the future.

It was evident from our recent roadshows that there are many individuals across Surrey's communities that want to support policing. By creating a range of different volunteering opportunities the Force hopes to encourage more residents to join their volunteering family – an ambition I fully support.

Looking ahead to the future

New Force Headquarters and Operational Base

In March this year we had big news to share – following a detailed search for a location in a more central part of Surrey we have successfully purchased a site in Leatherhead to develop a new Force Headquarters.

The new site will become an operational hub housing specialist teams as well as chief officers and senior leadership team, support, corporate functions and training facilities. It will replace the existing Mount Browne HQ and Woking Police Station in addition to replacing Reigate Police Station as the main Eastern divisional base.

Further sites at Burpham and Godstone where the Roads Policing Team and Tactical Firearms Unit are based will also be moved to the new location. Guildford and Staines police stations will be retained, accommodating Western and Northern divisional teams.

The sale of those five sites will fund a significant proportion of the cost of buying and developing the new Leatherhead base and the Force hopes the new building will be fully operational in around four to five years' time.

The most important factor for me is that we provide value for money and deliver an even better service to the public. We have looked carefully at the budget for the project and even taking into account the inevitable relocation costs involved, I am satisfied this investment will provide savings in the long-term.

A police force's most valuable asset is of course the officers and staff that work around the clock to keep our county safe and this move will provide them with a much better working environment and support.

Our Mount Browne HQ has been at the heart of policing in this county for almost 70 years but it was no secret the buildings were outdated and poor quality. We must now look to the future and have a unique opportunity to design a new policing base fit for a modern day police force.

I am well aware of the value Surrey residents place on local policing and I want to reassure people living in Woking and Reigate that our local neighbourhood presence in those communities will not be affected by these plans. I believe this heralds the start of a new chapter in the proud history of Surrey Police but whilst the announcement of this deal marks an important milestone, the real hard work is ahead of us. There is much to do but we can now make detailed plans that will shape the future of policing in this county.

Unauthorised Traveller Encampments

It is fair to say the summer of 2018 was a difficult one in Surrey in terms of responding to Unauthorised Traveller Encampments (UEs) following an unprecedented number across the county.

Between 1 April 2018 and 23 November 2018 there were a total of 187 UEs recorded and whilst it is important to stress that the majority of the Traveller population are law abiding – there were undoubtedly a number of issues.

The police and local councils greatly improved their response in dealing with these encampments and taking swifter action to move them on where required. However we increasingly found that those encampments are moving to on to other nearby locations and the process starts again.

Equally, I know from the numerous correspondence my office received that residents from settled communities in different areas of Surrey are concerned about the impact of UEs and associated criminality.

With this in mind, Surrey Police have reviewed and refined the plans for their response to achieve consistency and refreshed relationships with our local authorities.

There is a delivery plan and joint working protocol now in place together with a quarterly regional UE meeting between the police and all local authorities to share information and tackle any issues that arise.

I remain committed both in my national APCC role and as the Commissioner for Surrey to help find a longer term solution. I have been clear with senior officers that I expect any criminality associated with unauthorised Traveller encampments to be dealt with swiftly but fairly and will be closely monitoring the situation in Surrey.

I have continued to lobby nationally and locally for the provision of transit sites providing temporary stopping places with proper facilities in the county. I am pleased to say that progress is being made in identifying potential sites but it is a difficult process that will take time.

Such sites have proved successful in other areas of the country and I have been to visit one in Sussex to see for myself how they are set up. Whilst it may not be a complete solution – I believe it would do much to provide that careful balance between meeting the needs of the Traveller communities and easing the impact on settled communities. It would also give the police extra powers to direct those in unauthorised encampments to a designated place. I hope to see further progress made on this during the coming year.

2019/20

In the three years I have been in post, I believe real progress has been made in how this county is policed and there are solid foundations in place for a bright future. This has been achieved at a time when budgets have been stretched to the limit.

However there is still much hard work to be done and a number of things I want to see prioritised for the rest of 2019/20. Emerging trends such as county lines, serious organised crime and exploitation needs to be an important focus for policing going forward. I am also keen the Force continue to tackle issues that concern local residents such as anti-social behaviour (ASB), drugs and driving offences.

In the next year – I want to see a focus on police use of powers to deal with UEs, further engagement with young people and schools across Surrey and a relaunch of the county's DriveSmart strategy.

I also want to see a continued commitment to the county's Joint Enforcement Teams (JETs) which see the police and local councils working together to tackle local issues such as ASB, noise and fly-tipping.

I have spoken to thousands of residents during my time in this role and I know how much the Surrey public value the continued hard work and dedication that our officers and staff put in every day. I would like to thank each and every one of them for their continued commitment to keeping our county safe.

CONTACT US

To find out more about PCC David Munro's Police and Crime Plan and the work of the Office of the Police and Crime Commissioner (OPCC) - please visit our website:



<http://www.surrey-pcc.gov.uk>

For the latest news from the OPCC - follow us on:



www.twitter.com/SurreyPCC



www.facebook.com/SurreyPCC



www.linkedin.com/office-of-the-pcc-for-surrey

If you want to know what's happening in Surrey - you can also sign up to the In The Know community messaging system at: www.intheknow.community

You will receive email updates about your community including witness appeals, crime updates, crime prevention advice and news and can control how often you are contacted and by whom.

For more details about the Surrey Police budget from the year 2018/19 or to obtain a copy of our most recent statement of accounts, please call our office on **01483 630200** or email **SurreyPCC@surrey.police.uk** or write to us at: **PO Box 412, Guildford, Surrey, GU3 1YJ**

Always call **999** if you have a genuine emergency requiring the attendance of the police or if a crime is in progress. Call Surrey Police on **101** or use the online reporting system at www.surrey.police.uk/contact-us for non-emergency matters only.

If you are hard of hearing or speech impaired, you can textphone Surrey Police on **18001 101** (non-emergency) or **18000** (emergency) or text on **07967 987249** or **999** (register at www.emergencysms.org.uk). To report crime anonymously - call Crimestoppers on **0800 555 111**

SURREY POLICE AND CRIME PANEL

SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH 12 FINANCIAL YEAR 2018/19 27 June 2019

SUMMARY

The purpose of this report is to inform the Police & Crime Panel of the Surrey Police Group (i.e. Finances of both the PCC and Chief Constable) financial position as at the year-end 31st March 2019, comparing the expenditure and income incurred by both Surrey Police and the Office of the Surrey Police & Crime Commissioner, with the revenue and capital budgets approved by the Police & Crime Commissioner in January 2018 for the financial year 2018/19.

1) Introduction

The gross revenue budget for the year 2019/20 was £214.6 million (£212.6 million Surrey Police & £2.0 million OPCC) an increase of £1.6 million compared to the previous year's gross revenue budget of £213 million.

At the year end, the variance of total expenditure and income against budget was an under spend of £664 thousand (PCC £50 thousand underspent, Police Force £614 thousand underspent). These figures are subject to final ratification by the external auditors who have to sign off the accounts by the 31st July 2019. No alteration to the figures is expected, but should the auditors require any changes to the reported figures as a result of their audit these will then be reported to Panel members.

2). Significant Revenue Budget Variances

A Financial Overview statement is provided at Appendix A to this report, which shows individual business unit financial variances. The reasons for any significant variances are given below:-

2.1 North, East & West Division, Specialist Crime, Operations, Public Protection & Criminal Justice, Probationers and Contact Management: These budgets are collectively under spent by £1.83 million at the year-end, chiefly as a result of police staff vacancies.

2.2 PSD (Professional Standards Department): Finished the year with an overspend of £513 thousand, primarily because of the need to take specialist legal advice on a number of cases and because of a number of salary increases within the Vetting Department.

2.3 Service Quality: This area of activity comprises a number of teams who support the organisation on matters such as the review and audit of processes, systems and information; management of policies and procedures; information management; records management and archive functions. As a result of increases in Criminal Records Bureau income and staff vacancies, this budget ended the financial year with an under spend of £500 thousand.

2.4 Change Programme: This budget has achieved a saving of £956 thousand at the year end, as a direct result of the years Strategic Savings Target being fully achieved, with redundancy costs being less than were expected and additional savings being made in Digital Forensics and on the Specialist Crime Capability Programme.

2.5 IT: Ended the year with an underspend of £2.7 million, due to slippage across a range of projects, which included Body Worn Video, Niche, ARK and Office 365. The new Head of IT is currently carrying out a review across Surrey & Sussex of all applications to maximise the benefits that new technology can bring to the police service.

2.6 People Services: Underspent by £548 thousand at the year-end, predominantly due to income for staff seconded to other organisations being higher than budgeted.

2.7 Insurance Services: A year end overspend of £600 thousand on this budget, resulted from the collapse of the insurance market in providing motor insurance to police forces. The full annual increase in premium amounted to £1 million, which has been fully budgeted in 2019/20, but the part year charge of £600 thousand in 2018/19 was unbudgeted and this gave rise to the overspend on this budget.

2.8 Central: Underspent by £833 thousand, approximately half of this saving arises from collaboration income and the remainder derives from holding back spending on centrally held budgets, such as Shared Services and ICT Telephony, to offset overspends in other Force functions.

2.9 Police Payroll: This budget has charged to it the payroll costs of employing all Surrey Police Officers, with the exception of overtime costs which are charged to the individual divisions and departments. This budget ended the year with an overspend of £5.1 million, due to the fact that the Police Officer budgeted establishment at the commencement of

the year was 1,872 posts, when the actual number of Officers actually in post was 1,952. Police Officers cannot be made redundant so a reduction in numbers can only be achieved through natural wastage. The natural rate at which police officers left the force was lower than expected during the year, so that the actual number of police officers in post did not reach the budgeted establishment until March, which gave rise to this significant overspend. In addition the average cost of employing a police officer in Surrey increased due to salary drift during the year and this also increased the overspend on this budget.

3). Capital Position

A detailed Capital Report can be found at Appendix B to this report.

The PCC approved Capital Budget for 2018/19 was £10 million, with £8.4 million being carried forward from 2017/18, making a total Capital Budget of £18.4 million. Recent reviews of the capital programme resulted in schemes totalling £3 million being deferred to next year. In addition the 2018/19 Capital Budget has been increased by £18.9 million, brought forward from the 2019/20 capital budget to facilitate the Commissioners decision to approve the purchase of a site in Leatherhead, allowing Surrey Police to in due course build a new Headquarters to replace the current out dated HQ at Mount Browne Guildford. The total Capital Budget for 2018/19 therefore amounted to £34.4 million.

The cost of the purchase, which amounted to £21.6 million was funded by a loan from the Public Works Loans Board £15.6 million, a revenue contribution of £0.6 million and internal borrowing of £5.4 million.

Total Capital Expenditure for the year amounted to £30.1 million well within the revised budget of £34.4 million.

4). Summary

The year-end revenue underspend of £664 thousand, represents a good financial result given it was achieved in a difficult year, where to balance the revenue budget, an in year savings target of £5.3 million had to be achieved and a significant unexpected increase in motor insurance costs for the vehicle fleet was experienced. While there are several budget headings that have overspends recorded against them and the Police Officer Budget was overspent by £5.1 million, these problems were recognised early in the year and were compensated for by controlling non-pay budgets more effectively and putting strict controls in place on the recruitment to police staff posts, allowing a good net financial outcome to be achieved.

David Munro

EQUALITIES & DIVERSITY IMPLICATIONS:

None arising.

Lead Officer: Ian Perkin, Treasurer & CFO

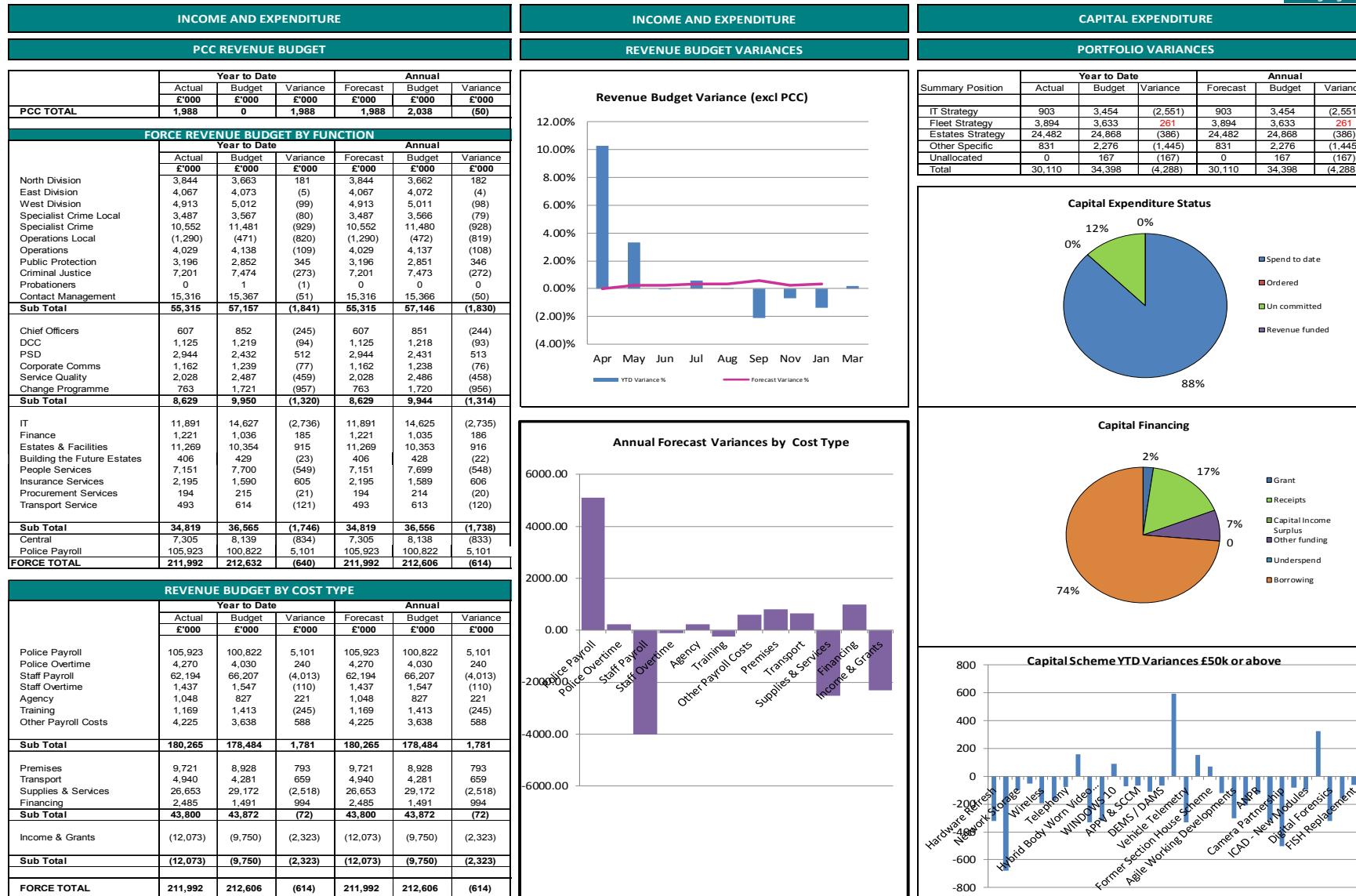
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Appendix A



FINANCIAL OVERVIEW AS AT MARCH 2019



APPENDIX B

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C3 - Capital Report 2018/19
Month 12
March



Scheme	Chief Officer	Total 18-19 Budget	Actual Spend YTD Apr-18-Mar-19	Full Year Budget YTD Variance	O/S Orders	Actual Spend YTD plus O/S Orders	Full Year Forecast	Forecast to Budget Variance	Total Budget for 2019/20	Total 2 Year Budget
ICT Infrastructure Renewal / Business Continuity										
Hardware Refresh	CIO	550,000	230,569	(319,431)		230,569	230,569	(319,431)	0	550,000
Laptop Replacement Programme	CIO	0	33,589	33,589		33,589	33,589	33,589	0	0
Networks / Cabling	CIO	887,071	207,735	(679,336)	5,178	212,913	207,735	(679,336)	0	887,071
Network Storage	CIO	100,000	0	(100,000)		0	0	(100,000)	0	100,000
Access Identity Management	CIO	50,000	0	(50,000)		0	0	(50,000)	0	50,000
Infrastructure & Networks	CIO	100,000	45,847	(54,153)		45,847	45,847	(54,153)	0	100,000
Wireless	CIO	215,000	23,089	(191,911)	12,000	35,089	23,089	(191,911)	0	215,000
Sub-Total		1,902,071	540,829	(1,361,242)	17,178	558,007	540,829	(1,361,242)	0	1,902,071
Specific ICT Capital Schemes										
Firewall and Security Devices	CIO	175,000	0	(175,000)		0	0	(175,000)	0	175,000
Telephony	CIO	125,000	49,129	(75,871)	50,477	99,606	49,129	(75,871)	0	125,000
IL4 Remediation (Collaboration)	CIO	0	0	0		0	0	0	68,000	68,000
Lync Federation and Edge Services	CIO	34,000	0	(34,000)		0	0	(34,000)	0	34,000
Mobile Data Terminals - Refresh	CIO	0	157,676	157,676	166,448	324,124	157,676	157,676	0	0
Hybrid Body Worn Video Infrastructure	CIO	331,000	0	(331,000)		0	0	(331,000)	0	331,000
Digital Enablement 2	CIO	321,000	0	(321,000)		0	0	(321,000)	0	321,000
WINDOWS 10	CIO	0	91,097	91,097		91,097	91,097	91,097	0	0
Confidential Environment	CIO	32,000	0	(32,000)		0	0	(32,000)	0	32,000
Protective Monitoring	CIO	45,000	0	(45,000)		0	0	(45,000)	0	45,000
Planned Server Replacement	CIO	75,000	3,520	(71,480)		3,520	3,520	(71,480)	0	75,000
ARK Infrastructure	CIO	25,000	0	(25,000)		0	0	(25,000)	0	25,000
APPV & SCCM	CIO	68,000	0	(68,000)		0	0	(68,000)	0	68,000
Private & Public Cloud	CIO	113,000	0	(113,000)		0	0	(113,000)	0	113,000
Enterprise Vault	CIO	80,000	49,328	(30,672)		49,328	49,328	(30,672)	0	80,000
Avtec Climate Monitoring	CIO	10,000	0	(10,000)		0	0	(10,000)	0	10,000
Exchange Backup (Altavault)	CIO	50,000	11,759	(38,241)		11,759	11,759	(38,241)	0	50,000
DEMS / DAMS	CIO	68,662	0	(68,662)		0	0	(68,662)	525,338	594,000
Sub-Total		1,552,662	362,508	(1,190,154)	216,924	579,433	362,508	(1,190,154)	593,338	2,146,000
Fleet Annual Replacement Schemes										
Vehicle Replacement	CFO	3,082,912	3,676,549	593,638	1,407,153	5,083,702	3,676,549	593,638	0	3,082,912
Fleet Equipment	CFO	0	0	0		0	0	0	0	0
Vehicle Telemetry	CFO	550,000	217,435	(332,565)		217,435	217,435	(332,565)	0	550,000
Sub-Total		3,632,912	3,893,984	261,073	1,407,153	5,301,137	3,893,984	261,073	0	3,632,912
Specific Capital Schemes - Estates Strategy										
Building the Future	CFO	21,589,769	21,589,769	0		21,589,769	21,589,769	0	0	21,589,769
Divisional Estates' Strategy	CFO	389,420	542,857	153,437		542,857	542,857	153,437	0	389,420
Air Conditioning	CFO	6,730	23,472	16,742		23,472	23,472	16,742	0	6,730
Former Section House Scheme	CFO	382,720	450,882	68,162	830	451,713	450,882	68,162	0	382,720
Estates' Strategy - Environmental	CFO	170,000	48,480	(121,520)		48,480	48,480	(121,520)	0	170,000
Estates' Strategy - Guildford and Staines Custody	CFO	471,908	483,838	11,930		483,838	483,838	11,930	0	471,908
Agile Working Developments	CFO	1,555,642	1,253,674	(301,968)	40,096	1,293,770	1,253,674	(301,968)	0	1,555,642
Electric Vehicle Infrastructure	CFO	95,000	89,007	(5,993)		89,007	89,007	(5,993)	0	95,000
Niche Evidential Property	CFO	206,338	0	(206,338)		0	0	(206,338)	0	206,338
Sub-Total		24,867,527	24,481,979	(385,548)	40,926	24,522,905	24,481,979	(385,548)	0	24,867,527
Specific Capital Schemes - Operations										
ANPR	ACC Op	368,666	243,287	(125,379)	51,365	294,652	243,287	(125,379)	0	368,666
Taser Replacement and Uplift	ACC Op	316,761	0	(316,761)		0	0	(316,761)	0	316,761
Drone Replacement	ACC Op	29,000	31,149	2,149		31,149	31,149	2,149	0	29,000
Camera Partnership	ACC Op	500,000	0	(500,000)		0	0	(500,000)	0	500,000
Sub-Total		1,214,427	274,436	(939,991)	51,365	325,801	274,436	(939,991)	0	1,214,427
Specific Capital Schemes - Local Policing										
ICCS	ACC Op	161,000	120,050	(40,950)	74,817	194,867	120,050	(40,950)	0	161,000
Digital Interview Recording Phase 1&2	ACC LP	50,000	0	(50,000)	40,628	40,628	0	(50,000)	0	50,000
ESN-Hardware & Infrastructure	ACC Op	0	0	0		0	0	0	500,000	500,000
ESN-Devices	ACC Op	0	0	0		0	0	0	500,000	500,000
CC6 Soft Vacate	ACC LP	81,000	0	(81,000)		0	0	(81,000)	0	81,000
Queue Buster 101	ACC LP	60,000	35,145	(24,855)	29,176	64,321	35,145	(24,855)	0	60,000
ICAD - New Modules	ACC LP	95,000	0	(95,000)		0	0	(95,000)	0	95,000
Storm-Surrey Contact Centre	ACC LP	0	6,943	6,943	244,175	251,118	6,943	6,943	0	0
Sub-Total		447,000	162,138	(284,862)	388,796	550,934	162,138	(284,862)	1,000,000	1,447,000
Specific Capital Schemes - Specialist Crime										
HTCU & POLIT Infrastructure Remediation	ACC SC	63,204	390,108	326,904	71,029	461,137	390,108	326,904	20,000	83,204
Digital Forensics	ACC SC	322,000	0	(322,000)		0	0	(322,000)	200,000	522,000
Specialist Crime Capabilities Programme	ACC SC	166,000	4,112	(161,888)		4,112	4,112	(161,888)	0	166,000
FISH Replacement	ACC SC	64,000	0	(64,000)		0	0	(64,000)	0	64,000
Sub-Total		615,204	394,220	(220,984)	71,029	465,249	394,220	(220,984)	220,000	835,204
Total Schemes		34,231,802	30,110,094	(4,121,708)	2,193,372	32,303,465	30,110,094	(4,121,708)	1,813,338	36,045,140
Unallocated - Budget Only	CFO	167,239		(167,239)		0	0	(167,239)	1,847,300	2,014,539
Overall Total		34,399,041	30,110,094	(4,288,947)	2,193,372	32,303,465	30,110,094	(4,288,947)	3,660,638	38,059,679

SURREY POLICE AND CRIME PANEL

OFFICE OF THE POLICE AND CRIME COMMISSIONER 2018/19 END OF YEAR FINANCIAL REPORT

27 June 2019

SUMMARY:

The purpose of this report is to inform the Police & Crime Panel of the OPCC's year-end financial out-turn for the 2018/19 financial year. The report compares the expenditure incurred and income received by the Office of the Police & Crime Commissioner, against the financial budget that I approved in January 2018.

1. Introduction

I am pleased to record that careful management of the OPCC 2018/19 revenue budget of £2.037 million resulted in a year-end underspend of £50 thousand against the budget that was set in January 2018.

2, Individual Significant Budget Variances

A). Police & Crime Commissioner – Underspent by £3.9 thousand primarily from a savings on conference fees, training costs, plus travel and subsistence.

B). Staff Budget – A saving of £44.6 thousand has been made on the Staff Budget from a combination of employer pension contributions savings, vacant post savings, travel and subsistence savings and a small saving on training costs.

C). PCC Roles – Overspent by £26.7 thousand, arising from increased expenditure on legal representation for police officers at inquests £14 thousand, additional PCC grant awards £11 thousand, Building the Future costs £4 thousand and additional Consultancy spend £2.6 thousand. These overspends were partly offset by a £17.5 thousand underspend on the Communications and Consultation budget.

D). Memberships – An underspend of just over £2 thousand pounds arose on this budget as a result of Association of Police & Crime Commissioners making a reduced charge for the year.

E). Office Running Costs – This budget has a slight overspend of £2.3 thousand due principally to the need to advertise for an acting Chief Executive to cover a period of maternity leave.

F). Audit Costs – A significant saving of £56.2 arose on this budget. £20.2 thousand of this underspend arose from the move to have the external audit contract provided under the Public Sector Audit Appointments arrangements and a £13 thousand saving arose from ending of the contract with our previous internal auditors at the end of the year.

G). Victim Services – Is grant funded by the Ministry of Justice and expenditure usually matches the level of income received each year. However, as a result of efficiencies achieved elsewhere within the OPCC budget I authorised this budget to overspend by £27.8 thousand, so that additional support could be provided to Surrey victims.

The detail of spending against individual budgets is shown at Appendix A to this report.

RECOMMENDATIONS

The Police & Crime Panel is invited to note and comment on the financial performance of the Office of the Police & Crime Commissioner for Surrey for the 2018/19 financial year.

David Munro Police & Crime Commissioner

12th June 2019

EQUALITIES & DIVERSITY IMPLICATIONS:

None arising.

Lead Officer: Ian Perkin, Treasurer & Chief Finance Officer

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Appendix A

OPCC Budget	2018/19 Budget	2018/19 Spend	% Spend against Budget
Police & Crime Commissioner			
Salary	70,000	70,933	101%
NI - Actual	8,500	8,655	102%
Superann - Civilian Workers	12,400	10,285	83%
Conferences	2,500	441	18%
Mobile Telephones	100	24	24%
Travel & Subsistence	5,750	5,503	96%
Training	500	0	0%
	99,750	95,841	96%
Staff Budget (10.93 FTE)			
Staff Salaries	529,130	521,357	99%
Employers National Insurance	57,460	55,423	96%
Employers Pension Contribution	92,060	66,607	72%
Conferences fees	5,300	4,014	76%
Mobile Telephones	500	190	38%
Travel & Subsistence	10,790	8,621	80%
Training	6,000	395	7%
	701,240	656,607	94%
PCC Roles			
Communication & Consultation	34,600	17,140	50%
Community Safety Fund	750,000	742,737	99%
Cadet Force Funding	60,000	60,000	100%
Community Safety Board Project Fund	50,000	70,000	140%
Project Funding	30,000	34,270	114%
Independent Custody Visitor Scheme	8,200	7,578	92%
Other contributions	0	11,344	
Consultancy	15,000	17,688	118%
ACPO Recruitment	0	1,342	
Hire of Rooms & Halls	3,000	1,328	44%
Legal Fees	30,000	44,041	147%
	980,800	1,007,469	103%
Memberships			
Association of Police & Crime Commissioners	25,000	21,950	88%
Association of PCC Chief Executives	1,200	1,246	104%
PCC Treasurers Association	2,610	2,908	111%
Other Memberships/Subscriptions	4,970	5,510	111%
	33,780	31,614	94%
Office Running Costs			
Rents	28,400	28,400	100%
Rates	6,200	6,200	100%
Gas	1,200	1,200	100%
Electricity	1,200	1,200	100%
Water & Sewerage	200	200	100%
Property Maintenance	4,400	4,400	100%
Premises Cleaning	1,800	1,800	100%
Building Improvements	3,200	3,200	100%
Furniture, Equipment & Repair	2,730	861	32%
Photocopying	3,400	3,664	108%
Postage & Courier Costs	900	986	110%
Printing	200	271	136%
Stationery & Office Consumables	1,000	569	57%
Books & Publications	500	184	37%
Staff Advertising	1,500	3,937	262%
Catering	1,050	887	84%
Computer Equipment, Software & Consumables	1,100	3,342	304%
	58,980	61,301	104%
Audit Costs			
Internal Audit	80,000	66,939	84%
External Audit	50,000	29,805	60%
Independent Audit Committee	8,900	5,576	63%
Members Attendance Allowance	24,350	4,752	20%
	163,250	107,072	66%
Victim Services & Restorative Justice			
Assistant PCC Salary (0.2 FTE)	18,250	16,348	90%
Victims Specialist Support Service Grant & RJ	736,064	609,070	83%
Victim Child Sexual Abuse Services	94,810	226,110	238%
Victim Support Services Contract	408,000	446,990	110%
Victim Employee Costs (1.33 FTE)	86,780	85,896	99%
Victim Support Contract Manager (0.5 FTE)	20,000	9,434	47%
Victims Staff Travel & Subsistence Expenses	1,810	916	51%
Supplies & Services	1,750	548	31%
Total Victims' Budget	1,367,464	1,395,312	102%
Gross total for OPCC	3,405,264	3,355,216	99%
MoJ income for Victim Services	-1,367,464	-1,367,464	
Total Income	-1,367,464	-1,367,464	
Net total for OPCC	2,037,800	1,987,752	98%

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SURREY POLICE AND CRIME PANEL**FEEDBACK ON PERFORMANCE MEETINGS****27 JUNE 2019****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, and other senior officers, when required.

Every other 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, three Performance Meetings have been held – February 2019, April 2019 and May 2019.

27 February 2019 – Webcast Meeting

Agenda items were:

- 2019/2020 Budget Plans and Finance Report
- Performance Report
- Unauthorised Encampments
- Rural Crime Strategy
- Brexit Implications

Following the panel's decision to approve the precept increase, the Head of Finance outlined the **budget plans** for 2019/20. The force would be working towards a balanced budget for the next two years and would continue to make savings over a four year period. The Force remained committed to delivering

efficiency where possible and continued to look at best operating models. Reserves would be maintained at a level of 3%. The Temporary Chief Constable (T/CC) said that the increase in precept would enable the Force to put an extra 100 frontline officers and staff in place. All additional posts would be directed at frontline operations and problem solving. Some areas do require investment such as safeguarding vulnerable persons and high harm crimes such as county lines drug dealing. The Temporary Deputy Chief Constable had been tasked with looking at efficiencies within current programmes and ICT were also looking at their efficiencies and environmental responsibilities. The PCC asked for the Force to provide him with a workforce development plan to show that the Force was fit for the future.

Under the performance report, the T/CC advised that overall recorded crime had matched the national increase, although this had started to tail off. Some categories were still seeing increases such as incidents involving vulnerable people. There had been a slight downward trend in positive outcomes which was down from the previous rolling year. Much more thorough assessments were being made regarding vulnerability and this was affecting numbers of positive outcomes. The increase in some crimes, such as sexual offences, was due to the higher level of productivity and level of investigations and could be considered a positive thing. A better outcome was needed for the victims involved.

The T/CC suggested that ASB would be an issue that would probably be raised by residents at the upcoming community engagement events. ASB was an issue that affected peoples' quality of life and there was more that the police could do to tackle it. The PCC recognised the eagerness of the officers on the ground to get involved in resolving ASB. Extra investment would add to the resources. The T/CC agreed with the level of positivity on the ground. A number of premises closures had happened really quickly and joint working with local authorities was going well.

The T/CC stated that 999 performance was of a high standard. With regards to the 101 number the team was working exceptionally hard to get the speed of calls answered improved. The detail involved in the risk assessment of each call did take time to complete. It was a tough challenge to maintain times but the Force was meeting targets. There was a big improvement in waiting times and were currently at a level of less than one minute. Some people were waiting longer but the times in the report were averages. The PCC felt that this was a real success story as some other forces were really struggling.

A report was presented on **Unauthorised Encampments** in Surrey between April and November 2018 when there was a high number of encampments across the county that had a significant impact on local communities. The total number of encampments for that period was 187 with the north of the county being most affected with 86 encampments. Elmbridge was the most affected area with 42 encampments. Most land affected was owned by Boroughs and Districts and included recreation grounds and open spaces. Counties, such as Sussex, who have a designated transit site had less unauthorised encampments.

A similar solution would be welcomed in Surrey to help deal with the issue in the future. The PCC said that it was important to note that not all travellers caused trouble and he wanted to be careful not to demonise the whole community. Plans were being refined with local authorities for summer 2019/20 including initial assessments and to grade each encampment on a risk basis. Teams were being trained so that they knew which legislation to use if required.

A paper was presented giving a summary of the **rural crime** delivery plan across Surrey and Sussex. Surrey's plan would mirror the Sussex plan with regards to strategic aims and would help to improve confidence and satisfaction among communities. A rural crime flag had been introduced in the Force's recording system. Guidance and advice had been given to teams and there was an officer in Force that was dedicated to this area of work. The Force was planning a Day of Action dedicated to rural crime later in the year along with a wide range of other activities and work with rural communities.

A report was presented in Part Two to update the PCC on operational plans to deal with any implications for policing following Brexit.

10 April 2019 – Private Meeting

Agenda items were:

- Performance Scorecard
- Domestic Abuse
- Forensic Provision
- Serious Violence and Organised Crime
- ICT Strategy
- Capital Budget
- Prudential Indicators

The performance scorecard was discussed including a number of staffing indicators. The force had improved the number of detectives including the recruitment of transferees from other forces. Referrals to Occupational Health were rising which was felt to be positive as staff were making more self-referrals to seek help, but this does show the pressures staff in the police service are under and was putting pressure on the unit. On organisational indicators, the savings target was being met and a reduction had been seen in the organisations level of CO₂ emissions.

In terms of customer service, levels of public satisfaction with dealing with crime had reduced particularly in Elmbridge and plans were in place to understand and tackle the local issues. There had been some negative feedback about the 101 recorded message and the Chief Constable took away an action to look into this.

The T/DCC provided an update on the progress against the force's **Domestic Abuse** plan. Since October 2018 the outstanding actions had been reduced from 28 to 15 and all were in progress.

The national provision of **Forensic Services** was discussed. There have been some difficulties in the ability for national forensic labs to provide forensic services at current costs and a request was made for forces to help fund the services. This would have an impact on the force budget.

A paper was presented on tackling **Serious Violence and Organised Crime**. The PCC said that the recent Serious Violence Seminar had been a successful event and some actions had come out of it that were being taken forward. Carl Bussey (from Surrey County Council) had been actioned to draw up the partnership plan, including developing a better data set and problem profile. The Serious Violence Strategy will be going to the Community Safety Board in June. It was also reported that the Serious and Organised Crime Partnership Board is working well.

The current **ICT strategy** was presented. The new head of ICT was invited to a future meeting to go through the strategy in detail, including the financial profile.

The **Capital Strategy** was presented which brought all parts of the financial plan together into one concise document. This also linked to the **Prudential Indicators**. Borrowing would be used for the first time in relation to the estates programme. An update was also provided on the Equip project (the new Enterprise Resource Planning system being brought in for Surrey, Sussex and Thames Valley Police).

20 May 2019 – Webcast Meeting

Agenda items were:

- Chief Constable's Vision
- Performance Report
- Finance Report
- Workforce Planning
- Force Efficiency Strategy
- Retail Crime
- Untaxed Vehicles
- Fraud and Cyber Update

This was the first webcast performance meeting since Gavin Stephens was appointed the Chief Constable (CC) of Surrey. CC Stephens outlined his **vision** for Surrey Police. He wished to continue from the good work of Nick Ephgrave and continue the vision to make Surrey the safest county it can be, with the 3 core missions of prevention, protecting vulnerable people and pursuing

offenders. There were 3 areas within that vision that CC Stephens wished to focus on over the coming years:

- To use the precept uplift to focus on prevention, which should then assist with tackling the increase in demands on police
- To work with local partners on joint prevention work
- To release potential by investing in staff development and new technology and by using intelligence from communities to understand trends and direct resources

The PCC was pleased to see that this all will contribute towards meeting the Police and Crime Plan.

The PCC and CC discussed current force **performance** against the Police and Crime Plan. Total notifiable offences continued to show an increasing trend – still a combination of better recording, increased confidence to report and increases in some crime types. But the Surrey increase was lower than the national average and lowest in the South East Region. Positive outcomes remain stable, leading to a reducing positive outcome rate. Improving this rate, particularly for high harm offences such as rape and sexual abuse, is a focus for the CC. The PCC asked to see the detailed plans for improvement when available.

Problem solving and measures to tackle ASB were increasing, including joint working with local councils. Call handling performance remained good and emergency response performance was showing a slight improvement. The CC reported that the community events had highlighted a need to improve feedback to the public when reporting crimes. This was also shown by a reduction in compliance with the victim code and actions were being put in place to improve feedback.

The force's Chief Finance Officer (CFO) presented the end of year **finance report** which in general was a positive picture. The end of year position was balanced, with £212m spend against a budget of £212.6m. The savings plan had been delivered and was slightly over achieved. Capital spend was under budget due to some projects being underspent. The main change to the capital spend was the purchase of the new HQ site. The PCC was pleased to see that overtime spend was more in control.

The PCC has specifically requested a report on **workforce planning** as residents had been asking how big Surrey Police should be. A report was presented on the planning for the uplift in front-line staff following precept increase, but the PCC would like to see this developed into a longer term and wider staffing. The Chief Constable agreed to take this away and develop with the Chief Officer Group. The CC said that the force was also developing an Attraction Strategy, to show people what Surrey Police offer as an employer.

The CFO presented the **Force Efficiency Strategy**. This was being led by the Deputy Chief Constable and is looking at the top down big savings as well as bottom up small savings.

The CC talked about 3 key categories of **retail crime** - shoplifting, robbery of commercial premises and making off without payment. The paper provides information about the forces response to these crimes. The PCC highlighted that sometimes crimes such as shoplifting can be a gateway to other crimes or a cry for help. The CC agreed and said that is why they assess vulnerability in their response. Also, some retail crime is linked to organised crime gangs and drugs. The CC also said that making off without payment of petrol was an entirely preventable crime but relied on the fuel industry taking preventative measures.

A paper was presented on police response to **untaxed vehicles**. The CC advised that the lead agency for untaxed vehicles is the DVLA and it is suspected that around 2% of vehicles are incorrectly taxed. Whilst the police have some devolved powers to deal with this, the DVLA take primacy for the management and prosecution of untaxed vehicles. The paper set out the different types of action that can be taken for no tax or no mot, no licence and no insurance - depending on whether the vehicle is in a public place or on a road. There has to be a policing purpose for police to carry out an insurance check against the Police National Computer (PNC).

The PCC asked what Surrey Police's future plans are for dealing with **Fraud and Cyber enabled crime**. The CC advised that on the prevention side there are clear recommendations from the national inspection report on how the force should respond and they will be acting on those. There have been good results, but the problem is of such a scale that a shift to a national response is needed to tackle the problem. The PCC is taking this up with his nationally PCC colleagues. The PCC encouraged the public to take precautions and make life difficult for fraudsters. The CC added that people should be neighbourly and check that elderly neighbours aren't being targeted by post of phone scammers.

RECOMMENDATION

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

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SURREY POLICE AND CRIME PANEL**RECRUITMENT AND WORKFORCE PLANNING****27 JUNE 2019****INTRODUCTION**

The increase in the police precept for 2019/2020 meant that the police establishment will be increased by 100 police officers and operational staff. The panel have asked for details of recruitment and workforce planning. A paper on workforce planning was presented to the May Performance Meeting at which the PCC scrutinises the Chief Constable.

RECRUITMENT

Surrey Police have plans in place for recruitment to meet the new posts of 64 new police officers and 15 front-line police staff. To meet these new posts and predicted wastage, 163 police constables will be recruited over 5 cohorts. The first 64 of these will join in summer 2019. Further cohorts will come on board later in the year. A further 15 officers will be joining via the Police Now (the national graduate leadership programme) entry route. The force is also actively encouraging transferees with 12 detective constables having already joined in April 2019.

It will take the force some time to fully recruit to meet the new posts due to capacity and practicability of recruitment and training. To support the neighbourhood teams whilst police constable recruitment and training takes place, options regarding the recruitment of additional PCSOs are being considered.

WORKFORCE PLANNING

The 'Policing Your Community' engagement events have now taken place and Surrey Police have also carried out a more detailed analysis of demand. Once all officers and staff have been recruited, the additional planned capacity will be as follows:

Role	Remit	Number
<i>Problem solving (total 27)</i>		
Increase Neighbourhood Support Officers by 2 per borough	To drive local problem solving and reduce harm and repeat demand	22
Introduce problem solving advisors	To support neighbourhood support teams in problem solving analysis and techniques	6
<i>Protecting Vulnerable People (total 14)</i>		
Introduce Youth Intervention Officers - 1 per borough	To tackle the increasing threat of knife crime, county lines, being drawn into criminal exploitation in partnership with existing plans and Community Safety/Public Health partnership to tackle knife crime.	11
High intensity officers	Working with those individuals who take up the most time for police and partners	3
<i>High Harm Investigation (total 38)</i>		
Increase the divisional safeguarding detective constables and Sergeants	To focus on tackling exploitation, missing people and reactive investigation.	17
Increase Serious Organised Crime/ Economic Crime Unit by 7 DCs and 2 police staff specialist intelligence officers	To focus on county lines and Organised Crime Group activity	9
Introduce Sexual Offence Liaison Officers within the Rape and Serious Sexual Offences investigation team investigators	To support victims and the investigation process for the domestic abuse and the Rape and Serious Sexual Offences (RASSO) area	10
Embedded CPS detective inspector	To act as CPS (Crown Prosecution Service) liaison officer – to date this has been a temporary role that has been bringing benefits.	1
Total		79

Over the course of the 2019/20 financial period, without the precept increase Surrey Police wouldn't have filled 25 officer posts from the Neighbourhood Policing teams across Surrey due to financial constraints. The PCC's precept

increase will allow the force to recruit to those posts in addition to the investment above to meet the demands of making Surrey the safest county it can be.

Now that the additional investment has been planned, the PCC has asked Surrey Police to focus on the next 5 to 10 years and look at what the optimal size is for Surrey Police budget and workforce, as well as the mix of skills required to meet current and future demands. The Chief Constable has taken this away to develop with the Chief Officer group.

RECOMMENDATION

That the Police and Crime Panel note the Surrey Police plans for recruitment and workforce planning.

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SURREY POLICE AND CRIME PANEL**UPDATE ON FUTURE POLICE ESTATE****27 June 2019****1. SUMMARY**

This paper provides a progress update in relation to the future estate, following the purchase of a site in Leatherhead for the new Surrey Police headquarters.

2. BACKGROUND

A strategic business case for major change to support the PCC's 'force fit for the future' agenda, was supported by the PCC in April 2017. A business change programme was established to take forward the following key elements:

- A radical re-structure of the force estate, to include provision of a new operational HQ and east division hub
- Provision of modern, efficient working environments that support staff wellbeing and engagement
- Widespread introduction of modern, agile working practices supported by appropriate technology
- Associated culture change, promoting a positive culture of trust, empowerment and collaborative working.

A full appraisal of estate model options was conducted, involving consultation with partners, leading to a decision to pursue a model which would replace a number of existing sites, including the Mount Browne HQ in Guildford, with a single new purpose-built facility in the Leatherhead/ Dorking area.

Following an extensive search and the completion of due diligence, a preferred site on Cleeve Road, Leatherhead was acquired by the Police and Crime Commissioner at a total cost of £21,589,769 on 15 March 2019.

The new site will become an operational hub housing specialist teams as well as chief officers and senior leadership team, support, corporate functions and training facilities. It will replace the existing Mount Browne HQ and Woking Police Station in addition to replacing Reigate Police Station as the main Eastern divisional base. Neighbourhood Policing Teams will continue to operate from all eleven boroughs, including Woking and Reigate.

Further sites at Burpham and Godstone where the Roads Policing Team and Tactical Firearms Unit are based will also be moved to the new location.

3. Progress update

The first Building the Future project board following the site acquisition was chaired by Senior Responsible Officer DCC Jeremy Burton, on 4 April 2019. The Police and Crime Commissioner is represented by his Chief Executive at this meeting.

A high level indicative timeline is in place, with completion of the build project estimated for 2024.

Before moving to the design phase, the PCC has given his approval for without prejudice commercial negotiations with an existing tenant, and these remain ongoing.

A key next step in the timeline is to determine the desired approach to delivery of the design and build project. This will dictate the type of project management and supply-side skills and experience required, as well as influencing the internal, client-side resource requirements.

An independent consultancy has been appointed to research options for the delivery approach, which will inform the next project board on 1 August 2019, before presentation and recommendations made to the PCC.

A disposal strategy for sites within the project scope is being developed by advisors. Early engagement is underway with key partners regarding both the disposal and planning for the future, including by their invitation the attendance of BTF programme director at the Mole Valley Joint Infrastructure Group on 6 June 2019.

The PCC is working with legal advisors and Surrey Police to finalise the formal governance arrangements for the Building the Future Programme. These will establish a formal link with the existing Scheme of Governance and set out specific arrangements appropriate for a programme of this scale and complexity. These will include an overarching executive board chaired by the PCC, with the first meeting scheduled to take place on 8 August 2019, as well as regular accountability meetings with the force to discuss progress against the timeline.

The PCC continues to retain his own, independent professional assurance in respect of this project, which will be utilised throughout the project and included within formal governance arrangements.

RECOMMENDATIONS

That the Police and Crime Panel note the progress in relation to the new estates model.

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SURREY POLICE AND CRIME PANEL

Commissioner's Question Time

27 June 2019

SUMMARY

At the 8 December 2016 Police and Crime Panel meeting it was unanimously agreed for an item called '*Commissioners Question Time*' to be included as a standing item to each Panel meeting agenda. The purpose of this item is for Police and Crime Panel Members to raise any issues or queries concerning crime and policing in Surrey with the Commissioner and also to provide an opportunity to ask further questions (for example questions relating to previous agenda items or urgent matters not included on the agenda). Questions must focus on strategic issues within the Commissioner's remit, questions regarding operational issues will be deemed inappropriate.

RECOMMENDATIONS

For the Police and Crime Panel to raise any issues or queries concerning Crime and Policing in Surrey with the Commissioner.

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SURREY POLICE AND CRIME PANEL

27 June 2019

COMPLAINTS RECEIVED SINCE THE LAST MEETING

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 Office for Police Conduct (IOPC).
- 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.

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.

- 2.3 However, in accordance with the Regulations, complaints received by the Panel that do not relate to the conduct of the PCC or DPCC (such as operational concerns and policy disputes) are referred to the most appropriate body for resolution instead of the Complaints Sub-Committee.

3.0 COMPLAINTS RECEIVED SINCE THE LAST MEETING

- 3.1 The Complaints Sub-Committee have received no complaints 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 that there have been no complaints considered since its last meeting.

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.

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SURREY POLICE AND CRIME PANEL

Recommendations Tracker and Forward Work Programme

27 June 2019

SUMMARY

The updated Recommendations Tracker and Forward Work Programme are presented at each meeting of the Police and Crime Panel. The Recommendations Tracker lists all the information requested by the Panel at previous meetings. That information is contained in the annex to the tracker. The Work Programme is for Panel Members to discuss the details of items they wish to see at future meetings and the most relevant time to receive the reports.

RECOMMENDATIONS

For the Police and Crime Panel to raise any issues or queries concerning the information received on the Tracker and to discuss the Work Programme to ensure timeliness of reports to future meetings.

APPENDICES

Appendix 1: Recommendations Tracker
Appendix 2: Forward Work Programme

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**APPENDIX 1 - SURREY POLICE & CRIME PANEL
ACTIONS AND RECOMMENDATIONS TRACKER- 27 June 2019**

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
April 2019	Police & Crime Plan	R19/19 That a report on regional collaborative working as well as the Memorandum of Understanding be put on the Work Plan	OPCC	Part 2 Item on Collaborative Working to be presented at meeting of PCP on 27 June 2019.	June 2019
	Policing Resources	R20/19 That all Members of the Panel will take back to their respective districts/councils this Panel's request that collaborative working on CCTV be taken forward.	PCP		
	Video Enable Justice	R22/19 The Commissioner to contact the Chairman further with regards to writing a letter to Government on this service.	PCC	OPCC is bringing key stakeholders together to discuss the use of video links, opportunities for efficiencies and how to overcome current barriers locally. A letter to government from the Police and Crime Panel will be informed by this group and will be drafted for the Chairman.	

	Feedback on Performance Meetings	R23/19 That the Commissioner would provide fuller responses to the questions relating to commercial robbery and the link between closure of the custody suite vs drops in numbers arrested.	PCC	Responses received – see annex attached	May 2019
	Commissioner's Question Time	R24/19 To add a Part 2 item on the Forward Plan for an update on the new police headquarters.	PCC	A Part 1 Item on Future Police Estates to be presented at PCP meeting on 27 June 2019.	
	Tracker/Work Plan	R26/19 That an agenda item on police recruitment/work planning be added to the Forward Plan.		Item to be presented at PCP Meeting on 27 June 2019.	

Recommendation R23/19 – Feedback on Performance Meetings

Minutes for R23/19

1. The Commissioner was asked what was meant by ‘commercial robbery’ to which he replied that this was crimes against businesses but would provide more information to the Panel.
2. The Panel asked if the rise in the number of times the custody suite was closed had a direct link on the drop of number arrested and detained. The Commissioner stated that the two were not related but a fuller explanation would be given to the Panel.

Actions/Further information to be provided:

That the Commissioner would provide fuller responses to the questions relating to commercial robbery and the link between closure of the custody suite vs. drops in numbers arrested.

Response received to R23/19

1. Commercial robbery is essentially stealing business property with the use of force or fear of use of force. The legal definition is below:

DEFINITION – LEGAL: ROBBERY
THEFT ACT 1968 SEC 8(1)

“A person is guilty of robbery if he steals, and immediately before or at the time of doing so, and in order to do so, he uses force on any person or puts or seeks to put any person in fear of being then and there subjected to force.”

DEFINITION- RECORDED CRIME: ROBBERY OF BUSINESS PROPERTY

Any robbery where the good stolen belong to a business or other corporate body, regardless of the location of the robbery.

Goods that are the property of the business, but would generally be regarded as personal property, should be treated as personal property if robbed from the person. Examples of such items are mobile phones, laptop computers and pagers.

If a person is robbed of both personal and business property, then the decision whether to classify under robbery of business property (class 34A) or robbery of personal property (class 34B) depends on the respective values of the goods stolen.

2. Although there had been a long-term decrease in arrests, in the last year arrests have increased. The Superintendent in charge of custody has looked into the arrests data compared with arrests in the last year and has found no obvious reduction in arrests due to custody suites being closed. For example, when Staines had a long-term closure (with the back-up custody facility at Woking open) the average daily arrests were 34 per day (over a 170 day period). This compares with an average daily arrest level of 33 per day when Staines re-opened and Woking then closed (again over a 170 day period). This was a planned closure. He also looked at spontaneous closures, which are often just for a few hours e.g. for a deep clean or incident. In these cases

dettainees are diverted to a different custody suite. There is no indication that these closures have caused a drop in arrests on these days. For the 6 spontaneous closures in 2019 in general the number of arrests have generally been slightly higher. A similar trend is seen for the previous financial year. In summary, no link has been found between custody closures and levels of arrests.

Appendix 2

Surrey Police and Crime Panel- Forward Work Programme 2019/20

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.

2019/20

DATE	ITEM	PURPOSE	OFFICER
June 2019 – AGM	Governance Items 2018/19: <ul style="list-style-type: none">• Election of Chairman• Election of Vice Chairman• Re-establish Complaints SC• Re-establish Finance SC	Panel to agree memberships and Terms of Reference	DSO
	PCC Annual Report	The Police Reform and Social Responsibility Act (2011) places a duty on Police and Crime Commissioners to produce an Annual Report. Members of the Panel are asked to comment on the report prior to its formal publication.	OPCC
	PCP Budget – Actual Expenditure 2018/19	End of year report – will include webcast stats	DSO
	Medium Term Financial Plan		OPCC
	Standing Items – see list below		

DATE	ITEM	PURPOSE	OFFICER
Sept 2019	Police and Crime Plan Update (Twice yearly – April/Sept)	To consider progress made against the agreed Police and Crime Plan.	OPCC

Appendix 2

	Medium Term Financial Plan		OPCC
	Standing Items – see list below		

DATE	ITEM	PURPOSE	OFFICER
Nov 2019	Budget Update (Twice per year – Nov & Jan/Feb)	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
	Performance Monitoring of the APCC for Victims (annually Nov/Dec)	The PCC has agreed to provide the Panel with progress made by his APCC.	Johanna Burne
	Standing Items – see list below		

DATE	ITEM	PURPOSE	OFFICER
Feb 2020	The Police and Crime Commissioner's Proposed Precept	The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's proposed precept for 2020/21.	Ian Perkin
	Budget Update (Twice per year – Nov & Jan/Feb)	As agreed at the precept setting meeting on 6 February 2013, to allow the Panel to have oversight of the latest financial position.	Johanna Burne / Ian Perkin
	Standing Items – see list below		

Appendix 2

STANDING ITEMS: these will appear on every agenda			
Subject/Title	Dates	Purpose	Contact Officer
Feedback on Performance Meetings	All	To consider issues raised during monthly discussions between the PCC and the Chief Constable.	Johanna Burne
Recommendations Tracker and Forward Work Programme	All	To monitor responses, actions and outcomes against recommendations or requests for further actions. To provide a summary of work due to be undertaken by the Surrey Police and Crime Panel and work that has recently been completed.	Democratic Services Officer
Commissioners Question Time	All	For the Panel to raise any issues or queries concerning crime and policing in Surrey with the Commissioner.	Democratic Services Officer
Complaints	All	To monitor complaints received against the PCC and / or the DPCC	Scrutiny Officer

Appendix 2

Working Groups

Group	Membership	Purpose	Reporting Dates
Complaints Sub-Committee	<ul style="list-style-type: none"> • IM Bryan Cross • IM David Fitzpatrick -Grimes • Cllr David Reeve • Cllr Margaret Cooksey • Cllr Victor Broad • 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 Daxa Patel • Cllr Victor Broad • 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.



SURREY POLICE AND CRIME PANEL

27 June 2019

Re-establishment of the Complaints Sub-Committee

SUMMARY

This report sets out the terms of reference and membership for the Complaints Sub-Committee. The Police and Crime Panel Complaints Protocol and Complaints handling flowchart are attached as annexes to this report.

The Panel is asked to reconstitute the Complaints Sub-Committee for 2019/20.

RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Agree the terms of reference for the Complaints Sub-Committee attached at Annex A
- (ii) Appoint the following members to the Complaints Sub-Committee for the remainder of the 2019/20 Council year
 - Cllr Ken Harwood
 - Cllr David Reeve
 - Independent Member David Fitzpatrick-Grimes
 - Independent Member Bryan Cross
 - vacancy
 - vacancy
 - vacancy
- (iii) Agree the Police and Crime Panel Complaints Protocol, attached at Annex B.

1 INTRODUCTION

- 1.1 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 make Surrey's Police and Crime Panel (hereby referred to as "PCP") responsible for overseeing complaints made about the

conduct of the Police and Crime Commissioner (PCC) and the Deputy Police and Crime Commissioner (DPCC).

- 1.2 This report sets out the proposed terms of reference and membership for the Complaints Sub-Committee, set up in line with the agreed complaints protocol.
- 1.3 The Panel is requested to reconstitute the Sub-Committee for 2019/20 municipal year.
- 1.4 The Police and Crime Panel Complaints Protocol was last refreshed and adopted in July 2018.

2 CONTEXT

- 2.1 One of the functions of the Surrey Police and Crime Panel is to oversee complaints made about the conduct of the PCC and the DPCC. As part of this, the Panel also has a responsibility to informally resolve noncriminal complaints about the conduct of the PCC and DPCC, as well as criminal complaints or conduct matters that are referred back to it by the Independent Office for Police Conduct (IOPC).
- 2.2 Under the regulations, the Panel can delegate the initial receipt of complaints to the Chief Executive of the PCC's Office. The Surrey Police and Crime Panel has agreed to do this (as covered under the agreed Complaints Protocol).
- 2.3 Similarly, the Panel can delegate the informal resolution of complaints falling within its remit to:
 - A sub-committee of the Panel
 - A single member of the Panel
 - Another person appointed by the Panel (e.g. A Monitoring Officer or PCC Chief Exec)
- 2.4 Following informal consultation with the Panel, it was agreed that to ensure flexibility to respond to complaints quickly and avoid unnecessary delay, whilst still ensuring accountability is retained by the Panel, this role would be delegated to a sub-committee of the panel. Terms of reference for the sub-group are included at Annex A.

3 MEMBERSHIP

- 3.1 To deal with any complaint effectively, it was felt that at least three members must be available and that, where possible, the pool of members drawn from for the meeting should include one of the independent members of the Panel.
- 3.2 To ensure that at least three members would be available at relatively short notice, it is proposed that both Chairman and Vice-Chairman will be

included in the membership of the group. All members would have voting rights.

4 CONCLUSION AND RECOMMENDATIONS

- 4.1 The Panel is asked to agree the recommendations set out in the first page of this report.

5 REASONS FOR RECOMMENDATIONS

- 5.1 The Surrey Police and Crime Panel has a duty to informally resolve noncriminal complaints about the conduct of the PCC and DPCC, as well as criminal complaints or conduct matters that are referred back to it by the Independent Office for Police Conduct (IPCC). The recommendations contained in this report will help to ensure that this responsibility is fulfilled.

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Surrey Police and Crime Panel

Complaints Protocol

1 Background

- 1.1 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 make Surrey's Police and Crime Panel (hereby referred to as "PCP") responsible for overseeing complaints made about the conduct of the Police and Crime Commissioner (PCC) and the Deputy Police and Crime Commissioner(DPCC), where appointed.
- 1.2 The PCP also has a responsibility to informally resolve noncriminal complaints about the conduct of the PCC and DPCC, as well as criminal complaints or conduct matters that are referred back to it by the Independent Police Complaints Commission (IPCC). Issues raised about local crime or neighbourhood concerns rather than about the conduct of the PCC or DPCC will be dealt with by the police force through normal channels of feedback rather than under the Regulations.
- 1.3 This document sets out how the PCP will manage the complaints process.

2 Initial Complaint Handling

- 2.1 In accordance with Regulation 7, the PCP has agreed to delegate initial receipt of complaints to the Chief Executive of the PCC's Office (hereby referred to as "Chief Executive").
- 2.2 Where a complaint is sent directly to the PCP, the PCP's Support Officer will refer the matter to the Chief Executive for initial consideration within 5 working days.
- 2.3 Upon receipt of a complaint, the Chief Executive will record the complaint, except in cases where he/she is satisfied that the subject-matter of the complaint is being/has been dealt with by means of criminal proceedings against the PCC/DPCC, or the complaint has subsequently been withdrawn in accordance with the Regulations.
 - 2.3.1 Where the Chief Executive decides not to take action to notify the appropriate panel or record all or any part of the complaint, he/she will notify the complainant of this decision and the grounds on which it was made.
- 2.4 Once recorded, the Chief Executive will determine whether the PCP is the appropriate body to deal with the complaint. If it is not, the Chief Executive will notify the appropriate body. If it is, he/she will refer the matter in the manner outlined in Section 3.
 - 2.4.1 The Chief Executive will refer non-criminal Complaints that are 'out-of-scope' of the PCP on to the most appropriate body.
- 2.5 Where the Chief Executive becomes aware of a Conduct Matter, except where the matter has been recorded as a Complaint or is being/has been dealt with by means of criminal proceedings against the PCC/DPCC, he/she will refer the matter to the most appropriate body.

Annex A

criminal proceedings, he/she will determine whether the PCP is the appropriate body to deal with it. If it is not, the Chief Executive will notify the appropriate body. If it is, he/she will record the Conduct Matter.

- 2.6 In the event that it becomes clear to the Chief Executive that a complaint or Conduct Matter involves any degree of criminality, he/she will refer (in such manner as the IPCC specifies) a Serious Complaint or Conduct Matter to the IPCC. This referral will occur no later than the end of the day when it first became clear that the matter constitutes a Serious Complaint or Conduct Matter.
 - 2.6.1 Where the IPCC notifies the Chief Executive that it requires a Complaint or Conduct Matter to be referred to it, the Chief Executive will comply as soon as possible and in any event no later than the end of the day after such notification was made.
 - 2.6.2 The Chief Executive of the PCC will notify the complainant (where applicable), and the person to whose conduct the matter relates (unless a decision has been taken that it might prejudice a possible future investigation) of the referral.
 - 2.6.3 Where the IPCC refers a criminal or conduct complaint back to the PCP, the Chief Executive will refer the matter in the manner outlined in Section 3.

3 Disapplication of the Regulations

- 3.1 Having decided that a complaint does not need to be referred to the IPCC or having referred a complaint to the IPCC and had it referred back, the PCP Complaints Sub-Committee may decide that a complaint should not be subjected to resolution in accordance with Part 4 of the regulations or that no action should be taken in relation to it at all. The Complaints Sub-Committee must notify the complainant and the person being complained about if they decide to handle the complaint in this manner. The Complaints Sub-Committee may only do this if the complaint falls into any one of the following specified categories:
 - 3.1.1 A complaint by a member of the relevant office holder's staff, arising from the staff member's work;
 - 3.1.2 A complaint that is more than 12 months old, where there is no good reason for the delay or the delay would be likely to cause injustice;
 - 3.1.3 A complaint about conduct that is already the subject of another complaint;
 - 3.1.4 An anonymous complaint that discloses neither the name nor address of the complainant;
 - 3.1.5 A complaint which is vexatious, oppressive or otherwise an abuse of process for dealing with complaints;
 - 3.1.6 A complaint that is repetitious.
- 3.2 If the Chief Executive of the PCC considers that either there is an actual, or there could be a perceived, conflict of interest in respect of them taking any of the decisions detailed in Section 2, he/she shall refer the matter to the PCP's Complaints Sub-

Committee for it to take the decision. Such referral will be made no later than **2 working days** after identifying the actual or perceived conflict of interest.

4 Referral of Complaint to the PCP

- 4.1 When the decision has been made to record a complaint that does not need to be referred to the IPCC, or a Serious Complaint or Conduct Matter that has been referred back by the IPCC, and falls under the responsibility of the PCP, the Chief Executive will:
 - 4.1.1 Send a record of the complaint to the complainant and to the person complained about. In the latter case, the Chief Executive may decide to provide the complaint in a form which protects the identity of the complainant. The Chief Executive will also provide the complainant and the person complained about the contact details of the Panel's Support Officer;
 - 4.1.2 Refer the record, and copies of all the associated paperwork, to the Panel's Support Officer within **5 working days** of the complaint being recorded.
- 4.2 On receipt of the complaint, the Panel's Support Officer will:
 - 4.2.1 Assess the complaint to ensure that it clearly identifies the alleged conduct matter.
 - 4.2.2 Refer unclear complaints back to the Chief Executive of the Office of the PCC seeking further information.
 - 4.2.3 Consider whether the complaint has been satisfactorily dealt with and if so, consult with the complainant to treat the complaint as withdrawn.
 - 4.2.4 In appropriate cases, consider in consultation with the Chair of the Panel the suitability of the complaint for disapplication of part 4 of the regulations (see section 3).
 - 4.2.5 In the event that a matter is considered suitable for a disapplication of Part 4 of the Regulations, to consult the complainant and the PCC, before determining whether a disapplication is appropriate, whereupon the complaint will be recorded as complete.
 - 4.2.6 Share details of the complaint with the membership of the Complaints Sub-Committee. The Sub-Committee is a working group made of six members of the Police and Crime Panel. Three members of the Sub-Committee must be present to consider a complaint.
 - 4.2.7 Convene a meeting of the Complaints Sub-Committee, normally to be held within **4 weeks** of the referral of the complaint.
 - 4.2.8 Write to the complainant, setting out timescales and providing details about the informal resolution procedure, and giving the complainant **2 weeks** to make further comments in support of his/her complaint. Where the Panel's Support Officer believes that the circumstances of the case are such that the Complaints Sub-Committee may decide to treat the complaint as having been

- resolved, he/she will ask the complainant to provide his/her representations in this regard for the Complaints Sub-Committee to take into account; and
- 4.2.9 Write to the person complained about, setting out timescales and providing details about the informal resolution procedure; and giving him/her **2 weeks** to make comments in response to the complaint.

5 Considering the Complaint

- 5.1 The Panel's Support Officer will compile a brief report for the Complaints Sub-Committee, setting out the pertinent details of the complaint, recording any failure by the person complained about to comment on the complaint and making suggestions for the next steps.
- 5.2 Upon meeting, the Complaints Sub-Committee will first consider whether the complaint has been satisfactorily dealt with and, subject to any representations by the complainant, may decide to treat the complaint as having been resolved. In such a case, the Complaints Sub-Committee's reasons will be recorded and notified to the parties.
- 5.3 The complaints Sub-Committee shall have regard to:
- 5.3.1 The Code of Conduct of the Police and Crime Commissioner;
 - 5.3.2 Whether the complaint discloses a specific conduct failure identifiable within the Code of Conduct of the Police and Crime Commissioner;
 - 5.3.3 Whether the complaint related to operational policing matters which the Police and Crime Commissioner has no authority over;
 - 5.3.4 The remedies available to it.
- 5.4 If the Complaints Sub-Committee believes that the matter has not yet been satisfactorily dealt with, it will determine the most suitable course of action to assist informal resolution. The Panel will take into account any applicable guidance issued by the Secretary of State and may also consider any guidance issued by the IPCC pursuant to section 22 of the Police Reform Act 2002 on local resolution. Any such action plan will include an indicative timeframe. Any action plan may include the following:
- 5.4.1 Asking the Panel's Support Officer to write an explanatory letter to the complainant on behalf of the Complaints Sub-Committee;
 - 5.4.2 Requesting that an officer of the PCC's Office write an explanatory letter to the complainant;
 - 5.4.3 Suggesting a change to the Office of the PCC policy;
 - 5.4.4 Requesting that an apology be tendered by the person complained about (no apology may be tendered on behalf of the person complained against unless that person has admitted the alleged conduct and agreed to the apology).

- 5.5 In accordance with Regulations, the Complaints Sub-Committee will not conduct an investigation¹. The Complaints Sub-Committee may exercise its delegated powers to require the person complained against to provide information or documents or attend before it to answer questions or give evidence, as this will not be regarded as an investigation. However, any other step intended to gather information about the complaint, other than inviting the comments of the complainant and the person complained against, will not be permitted.
- 5.6 If, at any stage, the IPCC informs the PCP that it requires the complaint to be referred to it, or if the Complaints Sub-Committee decides that the matter has a criminal element and therefore needs to be referred to the IPCC, the informal resolution process will be discontinued.
- 5.7 The Panel's Support Officer will make a record of any informal resolution and will, usually within **5 working days**, provide copies to the complainant and the person complained about.
- 5.8 The PCP shall not publish any part of any such record unless the Panel:
 - 5.8.1 has given the complainant and the person complained against the opportunity to make representations in relation to the proposed publication; and
 - 5.8.2 having considered any such representations, is of the opinion that publication is in the public interest.
- 5.9 As a working group of the PCP, the Complaints Sub-Committee will meet in private and will report to each quarterly scheduled meeting of the PCP summarising any complaints that have been considered since the last meeting, including the outcome.
- 5.10 If agreed by the full membership of the Sub-Committee, the informal resolution of a complaint can be considered through 'electronic' means, including email and teleconferencing, depending upon the evidence provided and complexity of the complaint.

6 Complaints about the PCP

- 6.1 A complainant who is not satisfied with the outcomes of the Complaints Sub-Committee may make a complaint to the LGO (Local Government Ombudsman) who will consider the case- <http://www.lgo.org.uk/make-a-complaint>.
- 6.2 Any complaints about the Surrey Police and Crime Panel or a Panel Member will need to be directed to the Monitoring Officer of the host authority.

¹ The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012

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Annex B - SURREY POLICE AND CRIME PANEL COMPLAINT HANDLING FLOWCHART



Complaint regarding alleged conduct matter by PCC/DPCC
(Including alleged criminal conduct)

Information regarding alleged criminal conduct by PCC/DPCC comes to light ('conduct matter')

Assessed by **Chief Executive of the Office of the PCC** who assesses the matter and unless specified circumstances apply **records** it and in most cases sends copies to relevant parties (where there is an actual or perceived conflict of interest, matter is referred to the PCP Complaints Sub-Committee for recording/referral).

After recording-

If criminal conduct alleged, matter is referred to the **IOPC** and parties are notified of this in most cases

In all other cases, matter referred to **PCP Complaints Sub-Committee** (convened by Panels Support Officer) - complaint takes one of the following routes-

Sub-Committee to handle complaint (including complaints referred back by IPCC) in accordance with **informal resolution process** (*see complaints protocol*) – it has powers to require person complained against to provide info/docs or attend before it. No powers to investigate. Various options for informal resolution. Can refer to IOPC.

If complaint falls within specified categories, sub-committee can **disapply** informal resolution process and handle as it sees fit or take no further action

Where conduct matter is referred back by IOPC, Sub-Committee can handle as it sees fit

End of process, **parties notified**, decision whether to publish outcome following parties' representations to Sub-Committee

Glossary

PCC- Police and Crime Commissioner

DPCC- Deputy Police and Crime Commissioner

IOPC- Independent Office for Police Conduct

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SURREY POLICE AND CRIME PANEL

27 June 2018

Re-establishment of the Finance Sub-Group

SUMMARY

This report sets out the terms of reference and suggested membership for the Police and Crime Panel Finance Sub-Group.

The Panel is asked to reconstitute the Finance Sub-Group for 2019/20. There are two vacancies to which the Panel should nominate and appoint a member.

RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Agree the terms of reference for the Finance Sub-Group attached at Annex A
- (ii) Appoint the following members to the Finance Sub-group for the remainder of the 2019/20 Council year:

- Chairman
- Vice-Chairman
- Cllr Josephine Hawkins
- Vacancy
- Vacancy

1 INTRODUCTION

- 1.1 The Police Reform & Social Responsibility Act 2011 gives the Police and Crime Panel the responsibility to review the Police and Crime Commissioner's precept.
- 1.2 This report sets out the proposed terms of reference and membership for a Finance Sub-group to support the Panel in fulfilling its functions in relation to the budget and precept.

- 1.3 The Panel is requested to reconstitute the Sub-Group for the 2019/20 municipal year.
- 1.4 The report does not propose any changes to the terms of reference of the Sub-Group, although the Panel may make any changes it considers appropriate.

2 CONTEXT

- 2.1 One of the functions of the Surrey Police and Crime Panel is to review the Police and Crime Commissioner's annual precept and, having considered the proposed precept, together with any supporting documentation:
 - a) agree the precept without qualification or comment;
 - b) support the precept and make comments or recommendations concerning the application of the revenues generated;
 - c) veto the proposed precept.
- 2.2 This is one of only two areas where the Panel has a power of veto (with a two-thirds majority) and therefore is a significant responsibility for the Panel.
- 2.3 There is a strict timetable laid down within the regulations dictating the respective roles of the Commissioner and the Panel.
- 2.4 Whilst the timescales for next year's precept setting process have not yet been confirmed, it is likely that the Panel will likely only have limited time to consider the Commissioner's precept proposals.
- 2.5 In order to ensure that this does not impact on the Panel's ability to scrutinise the budget in the necessary level of detail, it is recommended that a sub-group of members again be constituted to lead on the financial aspects of the Panel's role. Terms of reference for the sub-group are included at Annex A and are unchanged from when they were first agreed in 2012/13.

3 MEMBERSHIP

- 3.1 Given the terms of reference and to draw on the expertise of the Panel, it is recommended that members of this Sub-Group have the relevant financial skills and/or experience.
- 3.2 The Chairman and Vice-Chairman will be ex-officio members of this sub-group providing additional support and capacity as necessary.

4 CONCLUSION AND RECOMMENDATIONS

- 4.1 The Panel is asked to agree the terms of reference (attached at Annex A) and membership as set out on the first page of this report.

5 REASONS FOR RECOMMENDATIONS

- 5.1 The Surrey Police and Crime Panel has a duty to ensure they hold the Police and crime Commissioner to account and review the Precept. The recommendations contained in this report will help to ensure that this responsibility is fulfilled.

6 WHAT HAPPENS NEXT

- 6.1 The Sub-Group will meet with the Office of the PCC to better understand the full detail of the Surrey Police Budget and agree the format and content of sub-group meetings for 2019/20.

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ANNEX A

SURREY POLICE AND CRIME PANEL FINANCE SUB-GROUP

TERMS OF REFERENCE

Purpose

To monitor and review the Surrey Police and Crime Commissioner's budget proposals (including the proposed precept) and make recommendations to the Panel as appropriate.

Membership of the Group

3-6 members of the Surrey Police and Crime Panel.

Chairman and Vice-Chairman of the Panel will be ex-officio members of the Sub-Group.

Roles/Functions

- To develop a good understanding of the Surrey Police budget.
- To question/challenge the Commissioner about the financial information provided in support of the precept and identify any further information which might be required, so that any issues can be addressed at an early stage.
- To carry out detailed scrutiny of specific budget issues as necessary.
- To provide a steer to the Commissioner and/or the Surrey Police and Crime Panel on action to be taken to address any budget issues identified.
- To lead the discussion when budget issues are discussed by the full Panel, ensuring that other members of the Panel have a good understanding and can make informed decisions.

ANNEX 1

SURREY POLICE AND CRIME PANEL FINANCE SUB-GROUP

TERMS OF REFERENCE

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