

Notice of Meeting

Surrey Police and Crime Panel



Date & time
Friday, 5 February
2021
at **10.30 am**

Place
Remote via Microsoft
Teams

Contact
Amelia Christopher

0208 213 2838
amelia.christopher@surreycc.gov.uk



We're on Twitter:
[@SCCdemocracy](https://twitter.com/SCCdemocracy)

Please note that due to the COVID-19 situation this meeting will take place remotely.

Please be aware that a link to view a live recording of the meeting will be available on the Surrey Police and Crime Panel page on the Surrey County Council website. This page can be accessed by following the link below:

<https://mycouncil.surreycc.gov.uk/ieListMeetings.aspx?CId=250&Year=0>

If you have any queries relating to accessing this agenda please email amelia.christopher@surreycc.gov.uk

Members

Cllr David Reeve (Chairman)	Epsom & Ewell Borough Council
Cllr Hazel Watson (Vice-Chairman)	Mole Valley District Council
Cllr Victor Lewanski	Reigate & Banstead Borough Council
Cllr Christine Elmer	Elmbridge Borough Council
Cllr John Furey	Runnymede Borough Council
Cllr Fiona White	Guildford Borough Council
Cllr John Robini	Waverley Borough Council
Cllr Josephine Hawkins	Surrey Heath Borough Council
Cllr Will Forster	Woking Borough Council
Cllr Bernie Spoor	Spelthorne Borough Council
Cllr Andrew Povey	Surrey County Council
Cllr Bob Milton	Tandridge District Council
Mr Philip Walker	Independent Member
Mr Martin Stilwell	Independent Member

PART 1 **IN PUBLIC**

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES OF THE PREVIOUS MEETING

(Pages 1 -
24)

To approve the minutes of the meeting held on (24 November 2020) as a correct record.

3 DECLARATIONS OF INTEREST

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

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

NOTES:

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

4 PUBLIC QUESTIONS

To receive any public questions.

Note:

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

5 SURREY POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT 2021/22

(Pages 25 -
52)

The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's Proposed Precept for 2021/22. The purpose of this item is to allow the Commissioner to outline his proposals in more detail and to answer any questions that Panel Members might have.

Following consideration of the Commissioner's proposed precept, the Panel must either:

- a) agree the precept without qualification or comment;
- b) support the precept and make comments or recommendations concerning the application of the revenues generated; or
- c) veto the proposed precept.

Report to follow – due to the late Government announcement detailing the grant and precept cap level.

Note:

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

- (a) The Commissioner must notify the Panel of his proposed precept by *1 February 2021*;
- (b) The Panel must review and make a report to the Commissioner on the proposed precept (whether it vetoes the precept or not) by *8 February 2021*;
- (c) If the Panel vetoes the precept, the Commissioner must have regard to and respond to the Panel's report, and publish his response, including the revised precept, by *15 February 2021*;
- (d) The Panel, on receipt of a response from the Commissioner notifying it of his revised precept, must review the revised precept and make a second report to the Commissioner by *22 February 2021* (there is no second right of veto);
- (e) The Commissioner must have regard to and respond to the Panel's second report and publish his response by *1 March 2021*.

- 6 OFFICE OF THE POLICE & CRIME COMMISSIONER'S BUDGET FOR 2021/22** (Pages 53 - 60)

This paper is provided to the Police & Crime Panel for information only to give Panel Members oversight of the intended budget, to fund the Office of the Police & Crime Commissioner (OPCC) for the financial year 2021/22.

- 7 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH 8 FINANCIAL YEAR 2020/21** (Pages 61 - 70)

The purpose of this report is to inform the Police & Crime Panel of the Surrey Police Group (i.e. OPCC and Chief Constable combined) of the financial position as at the 30 November 2020 as well as a prediction for the situation at the end of the year.

- 8 OFFICE OF THE POLICE AND CRIME COMMISSIONER FINANCIAL REPORT FOR MONTH 8 FINANCIAL YEAR 2020/21** (Pages 71 - 74)

The purpose of this report is to inform the Police & Crime Panel of the OPCC's financial performance against budget up to the 30 November 2020. The report compares the budget for the year, as approved by the PCC in February 2020, against actual expenditure incurred.

- 9 PCC PUBLIC ENGAGEMENT** (Pages 75 - 80)
- The report details how the Police and Crime Commissioner has sought to engage with the Surrey public through face-to-face meetings and events, communications and consultation during the last year.
- 10 MAKING EVERY ADULT MATTER (MEAM)** (Pages 81 - 82)
- This report provides information on the projects funded to support those with multiple needs, as Surrey has become a “Making Every Adult Matter” (MEAM) area. MEAM in Surrey has become known as “Surrey Adults Matter” at the request of the MEAM coalition who wanted the Surrey scheme to have its own identity.
- 11 BUILDING THE FUTURE - UPDATE** (Pages 83 - 84)
- The purpose of this report is to update the Panel on key aspects of the strategic change programme ‘Building the Future’ (BTF) since the Panel’s last meeting in November 2020.
- 12 PCC DECISIONS AND FORWARD PLAN** (Pages 85 - 86)
- This report provides information on the formal decisions taken by the PCC between January and December 2020 and details of the Office’s ongoing Forward Plan for 2021.
- 13 FEEDBACK ON MANAGEMENT MEETINGS BETWEEN THE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE** (Pages 87 - 92)
- 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.
- 14 COMMISSIONER'S QUESTION TIME** (Pages 93 - 94)
- For the Panel to raise any issues or queries concerning crime and policing in Surrey with the Commissioner.
- Note:**
The deadline for Member’s questions is 12.00pm four working days before the meeting (1 February 2021).
- 15 COMPLAINTS RECEIVED SINCE THE LAST MEETING** (Pages 95 - 96)
- 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.

16 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages 97 - 136)

To review the Recommendations Tracker and Forward Work Programme.

17 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 12A of the Act.

PART 2
IN PRIVATE

18 EQUIP - UPDATE

The Police and Crime Commissioner to provide a verbal update.

19 PUBLICITY OF PART 2 ITEMS

To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

20 DATE OF NEXT MEETING

The next public meeting of the Police and Crime Panel will be held on 22 March 2021 (or if Precept vetoed - 19 February 2021).

Joanna Killian
Chief Executive

Published: Wednesday, 27 January 2021

Note: *This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.*

The images and sound recording may be used for training purposes within the Council. If you have any queries regarding this, please contact the representative of Legal and Democratic Services at the meeting.

This page is intentionally left blank

MINUTES of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 24 November 2020, remotely via Microsoft Teams.

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

Members:

(*Present)

- *Councillor Andrew Povey
- *Councillor David Reeve (Chairman)
- *Councillor Victor Lewanski
- *Councillor Hazel Watson (Vice-Chairman)
- *Councillor Fiona White
- *Councillor John Furey
- *Councillor John Robini
- *Councillor Will Forster
- *Councillor Josephine Hawkins
- *Councillor Christine Elmer
- *Councillor Bernie Spoor
- *Councillor Bob Milton
- *Mr Philip Walker
- *Mr Martin Stilwell

56/20 APOLOGIES FOR ABSENCE [Item 1]

No apologies had been received.

57/20 MINUTES OF THE PREVIOUS MEETING [Item 2]

The minutes of the meeting held on 15 September 2020 were agreed as a true record of that meeting.

58/20 DECLARATIONS OF INTEREST [Item 3]

There were none.

59/20 PUBLIC QUESTIONS [Item 4]

One question was received from Paul Kennedy (District Councillor - Mole Valley District Council). The response can be found attached to these minutes as Annex A.

A supplementary question was asked by Paul Kennedy and the response can be found below.

- *Supplementary question asked by Paul Kennedy:*

The questioner asked the Surrey Police and Crime Commissioner (PCC) if it was his policy during the pandemic to deter or at least discourage people from using the 101 service.

See Annex B – for full written supplementary question and additional information.

Response:

The PCC emphasised that it was neither the Office of the Police and Crime Commissioner's (OPCC) nor Surrey Police's policy to discourage people from using the 101 service, as members of the public are urged to get in touch with the OPCC and Surrey Police through any means which they felt comfortable.

He added that if residents chose to call the Contact Centre, the call operator would suggest at the beginning of call that the resident could submit their query online as that might be an easier method for the resident; especially as online chats could be recorded straight away as calls needed to be transcribed. He explained that the best way to contact Surrey Police was the best way for residents.

He echoed the fantastic job that staff in the Contact Centre were continuing to do, noting that at the start of the Covid-19 pandemic the Contact Centre had been split into six centres and at present that had reduced to two.

It was agreed that a written answer would be provided to the questioner, to answer the additional information provided (Annex B).

60/20 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH SIX FINANCIAL YEAR 2020/21 [Item 5]

Witnesses:

Kelvin Menon - Chief Finance Officer and Treasurer, Office of the Police and Crime Commissioner (OPCC)

Alison Bolton - Chief Executive and Monitoring Officer, Office of the Police and Crime Commissioner (OPCC)

David Munro - Surrey Police and Crime Commissioner

Key points raised in the discussion:

1. The Chief Finance Officer and Treasurer (OPCC) noted that the report covered the first six months of the financial year and a prediction of the outturn for the end of the year. At present the underspend was predicted at £0.7 million and that was after absorbing £2.3 million of Covid-19 costs.
2. He explained that the largest variances related to wages and salaries, with a predicted overspend at the end of the year of £3.1 million due to the phasing of police officer pay, officer and staff overtime and £1.8 million of that overspend was due to increased agency costs as for example thirty investigative assistants had been recruited.
3. He noted that recruitment in relation to the precept increase and uplift was on track.
4. He noted that Covid-19 costs totalled £5.8 million and of that, £3.5 million had been reimbursed; £3.1 million had been reimbursed for Personal Protective Equipment (PPE) and £400,000 reimbursed for Covid-19 Surge Funding and another £260,000 had been claimed for income loss for April-July - although that had not yet been received. He added that no money to cover additional staffing or overtime had been received from the government.
5. Regarding capital he noted the forecasted £2.5 million underspend, however only £3.5 million had been spent within the actual 2020/21

spend against the total budget of £17 million, so he expected that the underspend would be larger by the end of the year as some projects were scheduled to span over two years.

6. A Panel member noted that in the original costs there was reference to the STORM system and asked whether that was a replacement for the NICHE system or if it was an additional cost. In response, the Chief Executive and Monitoring Officer (OPCC) explained that STORM was a different system to both EQUIP and NICHE; as it related to call handling and the Contact Centre - a more detailed answer would be provided.
7. A Panel member understood that the data collecting system on rural crime via flagging on NICHE had not worked effectively and as a result there was a re-training programme so that officers understood what a rural crime was and when to flag it. He asked whether the new STORM system could integrate rural crime flagging. In response, the PCC explained that rural crime could be flagged on NICHE, Surrey Police's main crime recording system, he noted that police officers were encouraged to report rural crime but the problem was deciding when a rural crime was a rural crime or just a crime that happened in a rural setting. Flagging rural crimes was a matter of judgement for police officers on the ground and he noted that there had been specific training for police officers. A more detailed answer would be provided on the link between STORM and NICHE regarding rural crime flagging.

Councillor John Robini joined the meeting at 10.41 am

8. A Panel member sought clarification on the wages and salaries table which reported an £8 million overspend year-to-date which was to reduce to approximately £3.1 million by year-end and queried whether that reduction was a result of various grants. In response, the Chief Finance Officer and Treasurer (OPCC) explained that wages and salaries were overspent at present due to the timings of actual and forecasted expenditure, and that the reduction of the figure was covered by various grants and number of recharges and savings in other areas.

Mr Philip Walker joined the meeting at 10.44 am

9. A Panel member queried the larger percentage increase in overtime for police staff as opposed to police officers. In response, the Chief Finance Officer and Treasurer (OPCC) explained that police overtime was larger at £5 million compared to £1.5 million for police staff. He confirmed that the percentage increase was larger for police staff and suspected that it was as a result of staff covering certain tasks that police officers would normally do - to enable police officers to be out on the frontline and he would follow up on the matter.
 - The Panel member added that problem with bringing in temporary staff was that it was difficult to cut back on the accustomed workload.
 - In response, the PCC explained that the force had been watching overtime for the last few years in order to reduce the budget, some overtime was necessary to cover fluctuations in operational activity. He added that the force had a policy of having a vacancy rate, which meant that when staff left, they were not automatically replaced.
10. A Panel member queried the Covid-19 costs, particularly the figures in the table which showed that 'other local costs' at £2.6 million were

greater than 'national PPE' costs of £2.2 million which seemed odd. In response, the Chief Finance Officer and Treasurer (OPCC) explained that the 'national PPE' costs related to the PPE that Surrey Police purchased to help with the national effort which went into the national pool of PPE to be distributed amongst national forces and was reimbursed by the government. Whereas 'other local costs' included staffing, overtime and lost income as a result of Covid-19, whilst 'local PPE' was the cost in relation to the purchased PPE for Surrey's use.

- The Panel member queried if the 'other local costs' figure of £2.6 million was therefore double stated, as there was a separate table of police officer and staff overtime. In response, the Chief Finance Officer and Treasurer (OPCC) explained that the costs were not double stated, he had simply collated all the Covid-19 costs into one table which for 'other local costs' would include police officer and staff overtime specifically in relation to Covid-19, amongst other costs.

RESOLVED:

The Police and Crime Panel noted the report.

Actions/further information to be provided:

1. **R36/20** - A more detailed answer on what the STORM system will be provided as well as whether rural crime flagging in NICHE could be integrated into STORM.
2. **R37/20** - Further detail will be provided on the reasons for the larger percentage increase in staff overtime compared to that for police officers.

61/20 OFFICE OF THE POLICE AND CRIME COMMISSIONER MONTH SIX FINANCIAL UPDATE 2020/21 AND ESTIMATE FOR YEAR END OUTTURN [Item 6]

Witnesses:

Kelvin Menon - Chief Finance Officer & Treasurer, Office of the Police and Crime Commissioner (OPCC)

Key points raised in the discussion:

1. The Chief Finance Officer and Treasurer (OPCC) highlighted the estimated year end outturn with an underspend of just under £8,000, adding that the OPCC was on budget.

RESOLVED:

The Police and Crime Panel noted the financial performance of the Office of the Police & Crime Commissioner for Surrey for the nine-month period ending 30th September 2020.

Actions/further information to be provided:

None.

62/20 POLICE AND CRIME PLAN 2018-2021 - PROGRESS [Item 7]

Witnesses:

David Munro - Surrey Police and Crime Commissioner

Key points raised in the discussion:

1. The PCC noted that he was pleased with the Police and Crime Plan's progress, despite the disruption caused by Covid-19.
2. Panel members raised concerns on the Plan's performance measures:
 - A Panel member disagreed with the PCC's optimism as he highlighted that each of the Plan's performance measures for 2020/21 to date were worse than the baseline 2015/16 figures. For example, the 'Positive Outcome Rate for crimes against vulnerable people' had dropped by 50%. He queried why every single performance measure had worsened.
 - In response, the PCC noted that the statement that the performance measures had worsened was inaccurate, as for example the following performance measures: '% of public from survey believing that the police deal with antisocial behaviour and crimes that matter in their area', '% of victims of crime surveyed satisfied with police service' and '% people who feel confident in neighbourhood police' had all improved in 2020/21 to date compared to 2019/20 figures.
 - Regarding the 2015/16 baseline figures, the PCC noted that it had taken forces a long time to recover from successive budget cuts by the government and was pleased that since the baseline, increased government funding would hopefully lead to an increase in the performance measures.
 - A Panel member noted concern with the 50% drop regarding the 'Positive Outcome Rate for crimes against vulnerable people', particularly as Covid-19 had exacerbated crimes against vulnerable people and sought an explanation for the decrease. In response, the PCC stressed that he was unsatisfied with the positive outcome rate and efforts were being made to address that, for example through the Prevention and Problem Solving Team. He added that the country had been in turmoil as a result of Covid-19 and so to be cautious when drawing conclusions from the 2020/21 figures.
 - As a result of the decrease in percentages of the performance measures since the 2015/16 baseline, Panel members noted that they struggled with the recommendation to note the progress made against the Plan particularly as the 'Positive Outcome Rate for crimes against vulnerable people' had halved. In response to the recommendation, Panel members suggested that the Panel should express its concern on the lack of progress and ask the PCC to report back in more detail on the improvements and the Chief Constable's new plan to address the matter.
 - In response, the PCC agreed that the low 'Positive Outcome Rate for crimes against vulnerable people' was a concern and that the rate for all crimes needed improving. He explained that there had been steady progress on the performance measures since the restructuring of Surrey Police five years ago with the introduction of the Policing in Your Neighbourhood (PiYN) model.

3. A Panel member asked if there were examples of reviews being undertaken on the use of the Surrey Community Trigger by individuals who were not happy with the outcome, as well as the cause for that unhappiness. In response, the PCC noted that out of approximately thirty cases of the Community Trigger, only a few were referred to the OPCC. He added that he was pleased with the increased uptake since April 2019, as it had been under-utilised and under-publicised. He noted that even if cases did not meet the legal threshold for consideration, it was a useful mechanism to raise concerns.
4. Discussing Joint Enforcement Teams (JETs), a Panel member explained that after liaising with officers in Waverley Borough Council he noted that Waverley did in fact have a JET although no activity had happened in the last few years and he queried if other boroughs and districts were in the same position in that a JET had been established, then without further activity. In response, the PCC noted that initially Waverley was keen on establishing its JET and it had £50,000 as start-up costs but for some reason the JET did not proceed further.
 - The PCC added that following the Panel's informal meeting with the Chief Constable where JETs had been discussed, he had instigated a review of JETs and the powers granted through the Community Safety Accreditation Scheme (CSAS). The PCC had drafted a letter to the Chief Constable asking for Surrey Police to clarify and update its policy on JETs. The PCC noted that although he could not force councils to establish JETs, there would be a publicity drive to raise awareness of JETs.
5. A Panel member noted that although the Panel had not been in receipt of the number of 101 calls made to the Contact Centre which were not on matters for the police, he noted the importance of educating the public further on when to call the police as opposed to other agencies such as borough or district councils as that would streamline the 101 system. In response the PCC noted that although there were many calls which were not on police matters, that residents who made a call on 101 or online had genuine concerns and as a major public service, Surrey Police had a duty to respond and sign-post residents to the correct organisations. He noted that Surrey Police did run campaigns to publicise the use of 101 for police matters.
6. A Panel member asked if there was a breakdown of antisocial behaviour (ASB) offences during lockdown which distinguished between ASB offences as violations of the national Covid-19 restrictions as opposed to ASB offences as a result of increased community tensions during lockdown. In response, the PCC explained that distinguishing between Covid and non-Covid ASB offences was complicated, noting that there was an artificial spike at the beginning of lockdown relating to neighbourly disputes and the breaking of social-distancing rules. He emphasised that Surrey Police had been successful in policing Covid-19 through the 'four Es': Engage, Explain, Encourage and Enforce - enforcement had been the last resort as many in Surrey were compliant with the Covid-19 restrictions.
7. A Panel member asked what sort of initiatives had come from the newly created Prevention and Problem Solving Team and what the outcomes were. In response, the PCC noted that the new Team was a positive initiative which focussed on solving pre-crimes. The Team undertook statistical analysis on hotspots for ASB as one example which helped support local policing teams; he noted that it was difficult to judge the

success of the Team as it had been newly created but had received good feedback.

8. A Panel member agreed with the earlier comments from Panel members that the performance measures were not satisfactory. He was concerned with the decrease in the '% force budget spent on frontline policing' from the 2015/16 baseline of 71% to 65.8% in 2019/20 and requested that the latest figure for 2020/21 be provided - particularly as residents did not feel that Surrey Police was visible.
 - In response, the PCC explained that the reason for the decreasing percentage was that Surrey Police was a young force, pay increments increase the percentage.
9. The Panel member noted concern on the 'number of police officers on front-line' which had fluctuated since the 2015/16 baseline and had decreased in 2020/21 to date. He asked if that number could be broken up into mobile, beat and back office police officers. He also queried whether the data source which was taken from the Home Office Police Workforce statistics and Home Office definition of front-line reflected Surrey Police's position.
 - In response, the PCC explained that both performance measures noted above by the Panel member were national statistics and he agreed that they did not represent policing well; especially as it was difficult to categorise frontline policing. He contrasted the positive increase in police officers through the national uplift, with the possible issue of 'reverse civilianisation' which had affected other forces whereby less funding for support staff meant that police officers were asked to do support staff's jobs and so less police officers were on the frontline.

Councillor Christine Elmer joined at 11.20 am

RESOLVED:

The Police and Crime Panel noted the report and expressed its concern on the reduction in the Plan's performance measures since the 2015/16 baseline, particularly on the halving of the 'Positive Outcome Rate for crimes against vulnerable people' performance measure.

The Panel requested that the PCC provide more detail on the improvements made concerning the Plan's performance measures and will provide the Chief Constable's new plan to address the matter.

Actions/further information to be provided:

1. **R38/20** - The PCC will report back in more detail on the improvements made concerning the Plan's performance measures and will provide the Chief Constable's new plan to address the matter - including the nature of the restructuring in investigation structure that the Chief Constable had put in place to address the 7% decline in the reduction of positive outcomes (see item 11 - key point 3).
2. **R39/20** - The PCC will provide examples of reviews being undertaken on the use of the Surrey Community Trigger by individuals who were not happy with the outcome, as well as the cause for that unhappiness.

3. **R40/20** - The Panel will be kept informed on the review of JETs and the powers granted through the Community Safety Accreditation Scheme (CSAS).
4. **R41/20** - The Panel will be provided with latest 2020/21 figure for the following performance measure: ‘% force budget spent on frontline policing’.
5. **R42/20** - The Panel will be provided with the breakdown of the following performance measure: ‘number of police officers on front-line’, into mobile, beat and back office police officers.
6. **R43/20** - The PCC will review whether the national data sources for the following performance measures: ‘% of force budget spent on frontline policing’ and ‘Number of police officers on front-line’ reflected Surrey Police’s position.

63/20 HMICFRS INSPECTION REPORTS [Item 8]

Witnesses:

David Munro - Surrey Police and Crime Commissioner

Alison Bolton - Chief Executive and Monitoring Officer, Office of the Police and Crime Commissioner (OPCC)

Key points raised in the discussion:

1. The PCC explained that the table in the report outlining the annual PEEL (Police Effectiveness, Efficiency and Legitimacy) inspections reported in September 2019 - compared back to 2017 - by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) were outdated and force inspections for 2020 had been suspended due to Covid-19.
2. A Panel member asked the PCC how one of the Areas for Improvement identified in the 2019 PEEL inspection that ‘the force should ensure its aversion to risk is not constraining ideas and creating unnecessary bureaucracy and internal demand’ had been addressed. In response, the PCC stressed that Surrey Police was not pleased with the overall Requires Improvement rating for Efficiency as it did not believe that it aligned to the considerable improvements made since 2017. The PCC noted that HMICFRS had been consulted upon how to address the rating and that he would provide the Panel with more information on the matter as detailed in the original report.
3. Discussing the above point in more detail, the Vice-Chairman stressed that it was a concern to note that Efficiency had decreased from a Good rating in 2017 to Requires improvement in 2019 and asked what action had been taken to improve Efficiency in terms of meeting current demand and using resources as well as planning for the future.
 - In response the PCC reiterated that the force disagreed with that rating as a large amount of work had been undertaken in both the long term: such as the Building the Future project, improving the carbon efficiency of its fleet and the rollout of Body Worn Video technology; and in the immediate term: such as the newly formed Prevention and Problem Solving Team as well as the Surrey High Intensity Partnership Programme (SHIPP).
 - The PCC noted that there was not one action plan to address Efficiency as such, but he would provide his and the Chief Constable’s responses to the 2019 PEEL inspection report as

well as the progress made to date on addressing the Areas for Improvement.

4. A Panel member was concerned with the Areas for Improvement identified which suggested that Surrey Police could do more to support its staff, particularly concerning 'the review of its occupational health unit (OHU)'; that 'the force should improve how it records and monitors its 'Focus' discussions to [...] effectively capture issues such as wellbeing'; 'the force should ensure that it has a talent programme that is open to everyone and consistently applied'.
 - In response, the PCC agreed that ensuring there were good systems in place for the wellbeing and health of staff and officers was vital. He noted that Durham University which specialised in those fields were asked to hold a survey of staff and officers to assess what their concerns were - one problem was the lack of sleep as a result of shift work. The PCC commented that ensuring a happy and motivated workforce was a priority and he would provide the Panel with an update on the improvements made concerning wellbeing and the occupational health review.
 - The Chief Executive and Monitoring Officer (OPCC) explained that Surrey Police had recently launched a joint occupational health hub with Sussex Police to ensure that it was easier for officers and staff to get information from one place.
5. The Chairman noted that at the Panel's recent informal meeting, the Chief Constable highlighted a few statistics relating to Surrey Police's national ranking concerning the positive outcome rate of areas such as serious sexual offences. The Chairman queried whether the Panel could receive the rankings of all forces nationally on positive outcome rates to assess Surrey Police's position. In response, the PCC noted that he would look into whether those national statistics could be released.

RESOLVED:

The Police and Crime Panel noted the report and HMICFRS findings, and expressed its concerns on the Areas for Improvement as identified by HMICFRS.

Actions/further information to be provided:

1. **R44/20** - The PCC will provide more information on how the Areas for Improvement identified by HMICFRS had been addressed as detailed in the original 2019 PEEL inspection report; as well as providing his and the Chief Constable's responses to that inspection report.

Particularly focussing on the following points:

- 'the force should ensure its aversion to risk is not constraining ideas and creating unnecessary bureaucracy and internal demand'.
 - The Requires Improvement rating of 'Efficiency'.
 - 'the review of its occupational health unit (OHU)'; that 'the force should improve how it records and monitors its 'Focus' discussions to [...] effectively capture issues such as wellbeing'; 'the force should ensure that it has a talent programme that is open to everyone and consistently applied'.
2. **R45/20** - The PCC will look into whether the statistics relating to Surrey Police's national ranking concerning the positive outcome

rate of areas such as serious sexual offences compared to the rankings of all forces nationally could be provided to the Panel.

64/20 HOME OFFICE REVIEW OF POLICE & CRIME COMMISSIONERS - PART ONE [Item 9]

Witnesses:

None

Key points raised in the discussion:

1. A Panel member referred to the OPCC's response to Part One of the Home Office's PCC Review regarding preparation for Part Two and whether the levers currently available to PCCs were sufficient to allow them to cut crime effectively in their force areas. He noted he was satisfied with the first paragraph of the PCC's response regarding the benefits of PCC's acquiring a General Power of Competence, which acknowledged that PCCs had limited powers to enter into property transactions unless they could show there was a direct policing purpose that justified each specific transaction.
2. The Panel member explained that he had difficulty in agreeing with the second paragraph of the PCC's response as there was no mention of the governance issues within local government in relation to the selling, developing and buying of property. He emphasised that such business transactions needed to be profitable and advice on such matters needed to be scrutinised by the Panel as part of its governance oversight on the PCC's actions. In response, the Chairman noted that the responses on the PCC Review had been submitted but would request further detail and expansion as to how to manage the General Power of Competence in relation to local governance issues, in consultation for Part Two of the PCC Review.

RESOLVED:

The Police and Crime Panel noted the report and appendices.

Actions/further information to be provided:

1. **R46/20** - The Panel will request further detail and expansion on the possible acquisition of a PCC General Power of Competence in consultation for Part Two of the PCC Review; regarding local governance issues in relation to the selling, developing and buying of property as the Panel has a responsibility to scrutinise the PCC's actions and advice received on such matters.

65/20 BUILDING THE FUTURE - UPDATE [Item 10]

Witnesses:

David Munro - Surrey Police and Crime Commissioner

Key points raised in the discussion:

1. The PCC noted that the project which included the move to the new Surrey Police headquarters in Leatherhead along with other property moves, was progressing well and that an announcement would be made shortly on the chosen architect.
2. The PCC added that positive discussions were had with Guildford Borough Council and Mole Valley District Council on the move and noted there was a lot of planning to be done over the next five years. He was pleased that the force was looking to retain and relocate the renowned Police Dog Training School situated at Mount Browne.
3. A Panel member commented that he had had experience of office moves which were often traumatic for staff and queried if staff and officers were kept informed on the project. In response, the PCC reassured the Panel that staff and officers had been kept well informed throughout the project, the trade unions had been consulted as had the Police Federation of England and Wales. He recognised that the move would be a traumatic time and that it was paramount that staff and officers be supported.
4. The Vice-Chairman asked if the PCC could provide more detail on the work that had been initiated to assess the requirements for Neighbourhood bases for Mole Valley and Reigate.

Councillor Bob Milton left the meeting at 11.44 am

- In response, the PCC noted that the force wished to retain a base in Mole Valley which was currently located in the District Council's building - Pippbrook. He was not aware of any specific reasons why the base should need to relocate, but if it was to, it would be re-provided elsewhere in the district. Regarding Reigate's base, he noted that there were disposal plans for the existing police station once the Leatherhead site was operational; adding that it was his pledge as PCC to ensure a police base in each of Surrey's boroughs and districts.

RESOLVED:

The Police and Crime Panel noted the contents of the report.

Actions/further information to be provided:

None.

66/20 FEEDBACK ON PERFORMANCE MEETINGS BETWEEN THE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE [Item 11]

Witnesses:

David Munro - Surrey Police and Crime Commissioner

Key points raised in the discussion:

1. A Panel member noted that it was positive to see Black, Asian and Minority Ethnic (BAME) recruits up by 46% on last year's figures, however requested that the actual figures be provided. In response, the

PCC noted that just over 5% of police officers in Surrey Police identified as BAME. The force's aim was to represent its community and the influx of new recruits as a result of the precept rise and national uplift was helping increase BAME representation - 10% of Surrey's population were BAME at the last census.

2. The Panel member also asked if there were figures available on the eight other protected characteristics named under the Equality Act 2010. In response, the PCC explained that some of the other eight protected characteristics were simple to measure as for example 'sex' was measured through the number of women in the force, which was just under 50%. However, the PCC stressed that 'sexual orientation' and some other protected characteristics were difficult to measure as they were sensitive. He noted that none of the nine protected characteristics were any cause for concern regarding representation.
3. The Vice-Chairman asked as to the nature of the restructuring in investigation structure that the Chief Constable had put in place to address the 7% decline in the reduction of positive outcomes. In response, the PCC reiterated that he was unhappy with the positive outcome rates and that the detailed report would be brought back (see item 7 - R38/20).

RESOLVED:

The Surrey Police and Crime Panel noted the update on the PCC's Performance Meetings.

Actions/further information to be provided:

1. **R47/20** - The PCC will provide the latest figure on BAME recruits.
2. **R48/20** - The PCC will provide figures on the eight other protected characteristics named under the Equality Act 2010 - where possible i.e. 'sex' measured through the number of women in the force, acknowledging that some of the protected characteristics were sensitive.

67/20 COMMISSIONER'S QUESTION TIME [Item 12]

Witnesses:

David Munro - Surrey Police and Crime Commissioner

Key points raised in the discussion:

See Annex C - Submitted Questions and Responses

1. Councillor Will Forster (Woking Borough Council):

Thanked the PCC for his response and pursuance on the matter of looking into the possible reopening of Woking Magistrates' Court or using the Coroner's Court for magistrate cases and lobbying the government to address the backlogs in the Crown Court; as delays in the Criminal Justice System (CJS) have a large impact on the work of Police and Crime Panels and PCCs.

In response, the PCC noted that the delays in the CJS was a grave concern. He reported that Surrey's courts were back to where they were before Covid-19 regarding the throughput, however they had lost months and so had been consulted on regarding their plans to tackle the backlog. He had raised the suggestion of reopening the former Woking Magistrates' Court (now Surrey Coroner's Court) for magistrate cases with Her Majesty's Courts and Tribunals Service's (HMCT) Surrey & Sussex Cluster Manager. He added that the strategy in Surrey unlike in Sussex was to utilise existing courts more fully.

2. Councillor David Reeve (Epsom and Ewell Borough Council) - Chairman:

The Chairman asked for reassurance on whether the new recruits as a result of the precept rise and national uplift were included in the 177 current vetting cases.

In response, the PCC reassured the Panel that before new recruits joined Surrey Police they needed to be vetted through a systematic and thorough process.

RESOLVED:

The Police and Crime Panel raised any issues or queries concerning Crime and Policing in Surrey with the Commissioner.

Actions/further information to be provided:

None.

68/20 SURREY POLICE AND CRIME PANEL ANNUAL REPORT 2019-2020 [Item 13]

Witnesses:

Amelia Christopher - Committee Manager, Surrey County Council (SCC)

Key points raised in the discussion:

1. The Committee Manager (SCC) explained that the report had been newly introduced as it formed part of the in-year monitoring information requirements and Key Performance Indicators in accordance with best practice for scrutiny and transparency as noted in schedule 3 of the Panel's Home Office Grant Agreement.
2. She also highlighted that the report covered the Panel's activity between July 2019 and May 2020. It included key governance points such as the Panel's role as noted in its terms of reference, its membership, agenda items, key decisions made such as agreeing the precept and reviewing the PCC's annual report and plan, complaints considered by the complaints sub-committee, a summary of key points made by the finance sub-group, the end-year and mid-year claims and any visits or training Panel members undertook.
3. The Chairman thanked the Committee Manager (SCC) for compiling the report and noted that it would be put on the Panel's website.

RESOLVED:

The Police and Crime Panel noted the Surrey Police and Crime Panel's Annual Report 2019-2020.

Actions/further information to be provided:

1. **R49/20** - The Committee Manager (SCC) will put Surrey Police and Crime Panel's Annual Report 2019-2020 on the Panel's website.

69/20 SURREY PCP BUDGET MID-YEAR CLAIM 2020 [Item 14]**Witnesses:**

Amelia Christopher - Committee Manager, Surrey County Council (SCC)

Key points raised in the discussion:

1. The Committee Manager (SCC) explained that the report was newly introduced, thanking the Vice-Chairman for the suggestion in order to increase transparency. As although the mid-year claim was sent to the Home Office, it had not been published as a report to the Panel like the Panel's end-year claim.
2. She outlined that the expenditure included travel expenses, refreshments, printing and postage as well as webcasting, and that it was less than last year's mid-year claim due to Covid-19 and the Panel being held remotely.
3. She noted that the Home Office Grant was underutilised in key areas such as training and emphasised that full Panel training was a priority and would be arranged for early 2021.

RESOLVED:

The Surrey Police and Crime Panel noted the report.

Actions/further information to be provided:

1. **R50/20** – The Committee Manager (SCC) will arrange full Panel training for early 2021.

70/20 COMPLAINTS RECEIVED SINCE THE LAST MEETING [Item 15]**Witnesses:**

Amelia Christopher - Committee Manager, Surrey County Council (SCC)

Key points raised in the discussion:

1. The Committee Manager (SCC) explained that the Complaints Sub-Committee received one complaint since the last Panel meeting.
2. She summarised the handling of the complaint, noting that on receipt of the complaint the complainant and PCC were consulted upon to provide supporting information. On considering that information, the Director of

Law and Governance (SCC) and the Senior Principal Lawyer (SCC) were consulted and it was recommended to the Chairman that in accordance with section 3 of the Panel's agreed Complaints Protocol on the disapplication of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012; it was recommended that the complaint should not be subjected to resolution by the Panel's Complaints Sub-Committee with regard to Part 4 of the Regulations.

3. The Committee Manager (SCC) explained that the Regulations could only be disappplied if the complaint fell under certain categories, complaint PCP 0035 was disappplied and therefore required no further action as the complaint was both repetitious - it was deemed a reformulation of a complaint considered in 2017 - and it related to an incident that was more than 12 months old.

RESOLVED:

The Police and Crime Panel noted the content of the report and that the Complaints Sub-Committee had received one complaint since the last Panel meeting.

Actions/further information to be provided:

None.

71/20 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 16]

Witnesses:

Amelia Christopher - Committee Manager, Surrey County Council (SCC)
David Munro - Surrey Police and Crime Commissioner

Key points raised in the discussion:

1. The Committee Manager (SCC) and subsequently Chairman, thanked the PCC and OPCC for their comprehensive responses to the actions.
2. She noted that in relation to recommendation R30/20, a report had been annexed to the tracker noting the organisations being liaised with regarding the co-commissioning of enhanced substance misuse support and to consider both Alcoholics, and Narcotics Anonymous.
3. She reported that a few actions remained outstanding, highlighting that R22/20 regarding the Country Watch crime prevention initiative, was being followed up and R31/20 on the more detailed breakdown on the distribution of the newly recruited staff and officers by 2021/22 had been provided to Panel members.
4. She welcomed any comments on the draft Forward Work Programme for 2021.
5. She also noted that she had received expressions of interest from the Panel's co-opted independent members to join the Complaints Sub-Committee and the Finance Sub-Group.
6. The PCC reassured the Panel that he was aware of the complaint made against Surrey Police's Deputy Chief Constable, adding that the Chief Constable had asked another force's Professional Standards Department to investigate the matter.

RESOLVED:

The Panel noted the Actions & Recommendations Tracker and provided input into the Forward Work Programme.

That the independent members joined the following:

- Mr Philip Walker joined the Complaints Sub-committee.
- Mr Martin Stilwell joined the Finance Sub-Group.

Actions/further information to be provided:

1. **R51/20** - The Committee Manager (SCC) will update the membership list of the Complaints Sub-Committee and the Finance Sub-Group to include the independent members.

72/20 DATE OF NEXT MEETING [Item 17]

The next meeting of the Surrey Police and Crime Panel will be on 5 February 2021, the location is to be confirmed however this will most likely be remote via Microsoft Teams due to Covid-19.

Meeting ended at: 12.05 pm

Chairman

SURREY POLICE AND CRIME PANEL – 24 NOVEMBER 2020**PROCEDURAL MATTERS – PUBLIC QUESTIONS AND RESPONSES****1. Question submitted by Paul Kennedy**

The average waiting time for callers to Surrey Police's 101 service was 3 minutes 51 seconds in August, and 5% of callers who got through had to wait 20 minutes or more, according to Surrey Police's latest monthly performance report. The report does not disclose the presumably huge number of abandoned calls, representing thousands of missed reports a month about suspicious and antisocial behaviour, drug dealing, domestic abuse, thefts, assaults, vehicle and rural crime etc from victims of crime and other concerned members of the public, many of them without access to other forms of communication.

Do you agree that this level of delays and missed reporting is unacceptable and if so what are your plans to improve the 101 service for Surrey residents?

Response:

This is an area of concern for me as PCC. This is a performance measure I monitor closely and discuss regularly with the Chief Constable, including at our recent Performance Meeting last week.

As said in the question, the average answering time for 101 calls has increased from 1 min 24s in March to 3 min 51s in August. This has been due to Covid-19 and restrictions in place. Different working arrangements have had to be made in the Contact Centre - with less desk sharing for shifts and making use of different buildings to the usual Contact Centre facilities. This has made the logistics of answering calls and supervision difficult. In addition, there have been times of staff having to isolate and call taking is not a role that can be done from home. Covid restrictions have also affected the recruitment and training of staff. At the same time demand has increased.

I believe the Surrey Police Contact Centre has done their best to maintain public contact during these times. Answering of 999 calls, for people needing emergency assistance, is always prioritised over answering 101 calls, and this has remained very quick at an average of 4 seconds. During periods of very high demand (e.g. a road traffic incident) calls to the emergency number can spike and 101 calls can take 10 or 20 minutes to answer until that peak demand is passed.

In August 2020, Surrey Police answered 29,042 non-emergency 101 calls, as opposed to 21,960 in March 2020 and 13,143 emergency 999 calls as opposed to 10,652 in March 2020. The planned roll-out of the digital contact including Livechat and reporting via social media went ahead as planned, and many Surrey residents are making use of this new facility for contact.

My office is not currently picking up concerns from the public about waiting times. It may be that the public accept that during these difficult times non-emergency call answering may be a little longer.

Whilst people are waiting to be connected to an operator, they hear a recorded message signposting them to the Surrey Police website, including being able to make reports online or use the Livechat function. Many people abandon their call at this stage. It is not known how many go on to use other forms of contact, but it can be considered highly likely that many of

these abandoned calls are due to people choosing a different form of contact, once advised of that option.

In summary, I am concerned about 101 call answering times and look to see improvements as Covid-19 workplace restrictions are eased in the future and demand returns to near normal levels. But I do think Surrey Police are doing their best and that people are getting the help they need.

SURREY POLICE AND CRIME PANEL – 24 NOVEMBER 2020**PROCEDURAL MATTERS – SUPPLEMENTARY QUESTIONS AND RESPONSES****1. Supplementary question submitted by Paul Kennedy**

Thank you Chairman and thank you Commissioner for your response.

Like you, I would like to pay tribute to everyone who is working so hard to keep us all safe in these difficult times.

This morning, I sent you some evidence (see below) which appears to contradict your answer about the number of 101 calls actually answered, and also your suggestion that abandoned calls are due to the initial recorded message rather than waiting times.

However, my supplementary question relates more to the tone of your answer, which seems to be saying four minute waiting times are unfortunate but there is not a lot more we can do at the moment, and we are encouraging people to use other forms of communication instead.

So my supplementary question is: "Is it your policy during the pandemic to deter or at least discourage people from using the 101 service?"

Additional information provided:

I would like to alert the Police and Crime Commissioner for Surrey and the Surrey Police and Crime Panel to three apparent inaccuracies in his original response:

1. Numbers of 101 calls answered

The Commissioner stated:

"In August 2020, Surrey Police answered 29,042 non-emergency 101 calls, as opposed to 21,960 in March 2020 ..."

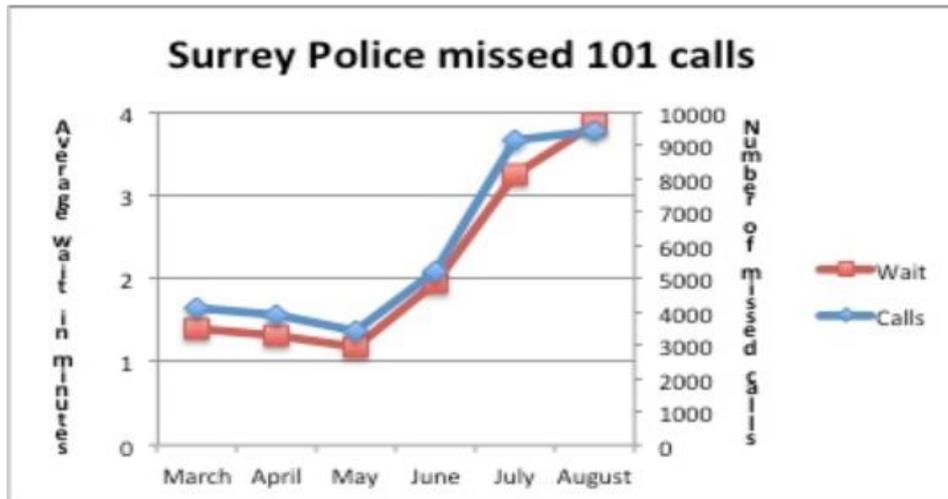
However, a Freedom of Information request (attached) has confirmed that these figures are the numbers of calls received rather than answered by an operator. The actual numbers of calls answered were 19,614 in August 2020 (just 68% of calls received), compared with 17,833 in March 2020.

2. Impact of Covid-19 on 101 performance

The Commissioner stated:

"This has been due to Covid-19 and restrictions in place."

However, the chart below suggests that performance actually improved during the first two months of lockdown when the Covid-19 risk to staff was at its highest. Performance only deteriorated later, particularly in July, when just 11,943 calls (57% of calls received) were answered.



3. Abandoned calls being due to initial recorded message

The Commissioner stated:

"Whilst people are waiting to be connected to an operator, they hear a recorded message signposting them to the Surrey Police website, including being able to make reports online or use the Livechat function. Many people abandon their call at this stage. It is not known how many of these abandoned calls are due to people choosing a different form of contact, but it can be considered highly likely that many of these abandoned calls are due to people choosing a different form of contact, once advised of that option."

However, the chart above suggests that the number of abandoned 101 calls in each month is closely correlated to the average waiting time to be answered. 9,428 calls were abandoned in August when the average waiting time was 3 minutes 51 seconds, but only 4,127 were abandoned in March when the waiting time was 1 minute 24 seconds.

The primary reason for abandoning a 101 call would appear to be frustration with the length of the call.

RESPONSE:

With regard to numbers of calls answered, Mr Kennedy is correct. Apologies that my office (OPCC) used the term 'calls answered' rather than 'calls received'.

With regard to the performance and months, Mr Kennedy is correct that call answering did not deteriorate in the first few months of restrictions and took until June to show a marked effect. The force reports in the 101 answering times that I have received and have informed me that the deterioration in answering calls was due to Covid and the changes in working practices required. The data shows that this took a few months to have an impact as Mr Kennedy has said.

I agree that increases in time taken to answer a 101 call lead to increased abandoned calls. But given that the recorded messaging continues to provide people with alternative options for contact, people may well have chosen to take up one of those alternative forms.

SURREY POLICE AND CRIME PANEL – 24 NOVEMBER 2020**PROCEDURAL MATTERS – PANEL MEMBER QUESTIONS AND RESPONSES****1. Question submitted by Councillor Will Forster (Woking Borough Council)**

Back in January, the Police and Crime Commissioner wrote to the Ministry of Justice with his concerns about the lack of capacity in the criminal justice system.

Please see the letter here: <https://surrey-pcc.gov.uk/wp-content/uploads/2020/02/2020-01-14-Ltr-to-MoJ-re-CJS-capacity.pdf>

Please can the Commissioner confirm what response, if any, he has had to this letter?

As the Commissioner is aware, the backlog of cases has notably increased due to coronavirus pandemic and that Woking's Magistrates Court was closed almost ten years ago. That building is now used as a Coroner's Court.

To help clear this backlog and get justice for victims of crime, please will the Commissioner agree to look at the merits of reopening the Woking Magistrates Court, or using the Coroner's Court for magistrate cases and lobby the Ministry of Justice and Surrey County Council accordingly?

Response:

A response to the PCC's January letter to the Ministry of Justice outlining concerns around court capacity was received on 12th February and a copy is appended.

As Cllr Forster asserts, since this correspondence, the problem of delays within the criminal justice system has been exacerbated considerably as a result of the Covid-19 pandemic. One of the solutions to addressing these delays has been HMCTS's plans to introduce 'Nightingale Courts'. Its 'Additional Courts and Tribunals Capacity' Programme team is identifying suitable properties in which to set up temporary court venues across the country. HMCTS will first consider whether there is sufficient capacity in its existing court estate, for example by providing temporary buildings or installing Perspex screens. Where this isn't possible, HMCTS will look at adjusting its workload (prioritising Crown Court cases) and then at the locality of any potential site to see whether it would prove suitable for staff, judiciary and justice partners. The suggestion of using the former Woking Magistrates Court building has been put to this team by the PCC, via HMCTS' Surrey & Sussex Cluster Manager, and we await their feedback.

In Surrey, the position in relation to restoring court capacity is better than in other parts of the country. In Surrey's Magistrates Court, all work that was halted in lockdown has been re-listed and HMCTS staff are working with Surrey Police to list any new work they have in the pipeline. They are tackling trial delay by opening up more trial slots within the existing courts. Guildford Crown Court is currently sitting two trials per week. A portacabin has been set up for jury use which will soon mean capacity increases to three trial courts per week. The rebuilding of one courtroom will allow further trials from early November and full court capacity (all 5 courtrooms hearing trials) will be established by January 2021.

HMCTS has published an overarching recovery plan in response to the pandemic. The plan's aim is firstly to return to pre-Covid disposal rates as soon as possible and then, to reduce the backlog to sustainable levels. Aside from increasing court capacity, HMCTS and partners are looking at other methods such as the use of audio and video technology and

'trial blitz' activities'. The plan is monitored at the PCC-chaired Local Criminal Justice Board.

In spite of assurances that court capacity back (or almost back) to pre-Covid levels, the backlog of cases prior to the lockdown and of course resulting from it, remains an issue. The PCC has raised concerns about the impact on victims and witnesses (and the resulting pressures on those staff and services who support them) and also on defendants who are denied a swift hearing. As such, a Surrey–Sussex Gold Group has recently been established with both PCCs and representatives from HMCTS, the Judiciary and the police to work together to review and improve the current situation and determine whether any further innovative solutions or best practice from other areas can be introduced.

2. Question submitted by Councillor David Reeve (Epsom and Ewell Borough Council)

Please may the Panel receive an update on vetting within Surrey Police and the OPCC; as a couple of years ago, the Panel was informed that they were well behind and then that they were making progress. How many employees in Surrey Police and the OPCC have not been vetted to date?

Response:

Provided by Surrey and Sussex Police Vetting Manager:

Post collaboration in 2018 a dedicated team was set up to review the vetting for all Surrey staff and officers to ensure compliancy with the 2017 HMIC recommendation that all forces should be compliant with national vetting policy and all personnel should be vetted to the appropriate level for the role they fulfil. This team achieved full compliancy with the HMIC recommendation by June 2019 and the Chief Constable subsequently removed this from the Force risk register.

The Joint Force Vetting Unit continues to keep the vetting levels under review to ensure compliancy with the Vetting Code of Practice and associated College of Policing APP (Authorised Professional Practice) which has superseded the National Vetting Policy. Regular updates on the status of force vetting are also provided to the HMIC such as their spring data collection back in July.

Currently there are 177 Surrey vetting cases in process the majority of which are renewals of existing clearances but also includes new applications such as 27 officers and 24 staff as part of the Operation Uplift programme.



17 FEB 2020

Chris Philp MP
Parliamentary Under-
Secretary of State for
Justice and Minister for
London

2

David Munro, Police and Crime Commissioner for Surrey
Office of the Police and Crime Commissioner for Surrey
PO Box 412
Guildford
Surrey
GU3 1YJ

MoJ ref: ADR74916

Dear David,

12/5 February 2020

PROTECTING CAPACITY WITHIN THE CRIMINAL JUSTICE SYSTEM

Thank you for your letter of 14th January 2020 highlighting your concerns about pressures facing the criminal justice system in Surrey.

I want to reassure you that this Government is working hard to address the concerns you raise and is committed to ensuring justice is served in a timely fashion. The allocation of sitting days is, as you say, based on forecasts carried out to determine the number of cases we expect the Crown Court to receive and this has been falling steadily in recent years. The number of cases at the Crown Court has decreased by almost 40% since 2014 and, despite an increasingly complex caseload, waiting times for the first three quarters of 2019, were their lowest in four years.

With fewer cases making it into the Crown Court and waiting times falling, the number of sitting days has been reduced in the past but we have been keeping this under constant review to ensure any changes in demand are met. We have responded to the recent rise in demand by increasing sitting days by 850 for the remainder of 2019/20, to ease immediate pressures on the Crown Court. We have also allocated a minimum of 87,000 Crown Court sitting days for 2020/21 which is an increase of at least 4,700 on last year's allocation.

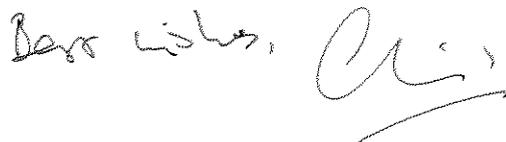
You are absolutely right to suggest the importance of looking longer term and in the context of overall efficiency of the criminal justice process. This is exactly what we are doing. We know, for example, that the majority of time for criminal cases completing at the Crown Court is currently spent prior to entering our court system. Our investment in 20,000 new police officers and £85m in the Crown Prosecution Service should help improve the time it takes to bring a prosecution to court. We are, of course, working closely with other departments to analyse how this investment will affect our courts so we can accurately assess future demand.

I share your concerns about the impact trial delays have on victims and witnesses and commend the work you are doing to provide appropriate support. Case progression is a key priority for this Government and the Criminal Justice Board is driving forward work to improve disclosure, witness engagement and case file quality. I also want to reassure you that we are determined to address the problems you raise about the increase in use of release under investigation (RUI) which is why we are undertaking a review of pre-charge legislation. Our plans for a Royal Commission on the criminal justice process provide a significant

opportunity which could deliver a fundamental review of some of the key issues affecting the system now, or that may do in the future.

2

We are determined to do all we can to create a more resilient and efficient criminal justice system which responds effectively to current demands and emerging pressures and inspires public confidence. I would welcome your continued support in helping us to achieve that aim.

A handwritten signature in black ink, appearing to read 'Chris Philp', with a long horizontal flourish extending to the right.

CHRIS PHILP MP

SURREY POLICE AND CRIME PANEL

SURREY POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT 2021/22

5 February 2021

RECOMMENDATION

I, the Police and Crime Commissioner for Surrey, recommend to the Surrey Police and Crime Panel that they endorse my proposal to increase the Band D Surrey Police and Crime Commissioner Precept by £15 for 2021/22 from £270.57 to £285.57.

INTRODUCTION

1. This year, the decision I am required to make with regard to the precept has been one of the most difficult in my years as PCC. The pandemic has led to unprecedented challenges both nationally and locally. I believe that the Force has coped well supporting the response to the pandemic with minimal additional resources but I also am conscious of the very real difficulties some residents are facing through no fault of their own.

Over my time as PCC I have worked hard to ensure that the Chief Constable provides the service that residents want and to do that I have enabled him to have, from residents, the resources he needs. Although the Force has come a long way, it is clear that there is still work to be done, particularly in areas such as rural crime and roads, to build on the investment already made.

The Government has provided no additional funding for the Police, apart from “Boris’ Bobbies”, and has specifically given PCCs the ability to increase their precept to fill this gap. Although the responsibility for setting the budget sits with me, I have worked closely with the Chief Constable and his senior team to submit to you what is in effect a joint proposal for the resourcing of Surrey Police in 2021/22. In May 2020 I asked the Chief Constable to give particular attention to the following three areas as part of my Police and Crime Plan. These were:

- a. **More Police Officers and Frontline Staff** – to have a continued focus on recruitment to ensure there are more officers on the streets and in communities both rural and urban
- a) **Better Crime Prevention** – through providing dedicated neighbourhood officers to prevent local crime, problem solving and preventing fraud and cyber-crime
- b) **More Crimes Solved** – to improve the rate as too many criminals currently aren’t being caught and held to account

My proposal I believe builds on the decisions I have made in previous years to supporting the objectives of my Police and Crime Plan in 3 crucial areas:

- a) by providing more police on the ground to prevent crime;
 - b) by providing more operational staff to improve the detection and solving of crime and free up police to be out on the streets;
 - c) by providing support for those who are the victims of crime.
2. As well as the budget for the coming year I also have a responsibility to ensure that the force is financially sustainable and resilient for the future despite the uncertain times that we live in. The Medium Term Financial Strategy (MTFS) – Appendix C– sets out the financial challenges the Force faces over the period to 2023/24. I believe that my proposals will not only deliver the investment that the Chief Constable has requested and the Force needs but also mitigate, but not eliminate, some of the impact of the challenges in the future.

WHERE HAVE WE COME FROM

3. In 2016/17, the year I was elected, the Force published its Medium Term Financial Strategy for the 4 years to 2020/21. This showed that in those next 5 years total savings of £24.7m would be required and that the gross budget at the end of 2021/22 would be to £216m. Officer numbers fell in 2016/17 and 2017/18 as a result of cuts in funding however following intensive lobbying by PCCs, including myself the Government allowed PCCs to increase the Band D precept above inflation in 2018/19, 2019/20 and 2020/21 and so the situation began to be reversed. This, coupled with the delivery of savings enabled the budget to rise to £250m and for there to be real investment in officers and staff. To put this in to perspective in March 2017 there were 1,944 officers on the establishment however by March 2019 this had fallen to 1,874. As a result of the investment I have made and Uplift funding we are now on track to have 2,022 by March 2021 and I am keen to see this increase still further. However whilst I welcome this rise in numbers I am also conscious that as a result of Surrey being one of the most poorly funded forces by Government in the country, residents bear a greater burden of the cost of policing than in most other areas.
4. In 2020/21, through the precept investment you approved last year, Uplift Funding and the £1.4m savings delivered I have:
- Enabled the Force to invest heavily in a preventative policing approach by recruiting an additional 105 Police officers and 87 specialist staff.
 - Secured a site for our new headquarters, with plans now underway to design and deliver a modern, purpose built facility which will enable greater productivity whilst at the same time delivering cost savings associated with maintenance and utilities and reducing significantly our Carbon Footprint.
 - Commenced the replacement of the command and control system with a new product, Smart STORM, which will allow greater collaboration and interoperability with Sussex police in terms of resilience and resource deployment.
5. The Force has also had to cope with the financial implications of Covid be that the cost of PPE and staff overtime as well as lost income from events and training. Whilst the

Government has reimbursed a significant proportion of these costs, around £2.9m so far, costs still fell on the Force budget which has had to be absorbed and these costs look set to continue.

WHERE ARE WE NOW

6. There is no doubt that the police service has faced extraordinary challenges and pressures in 2020 as a result of the Covid-19 pandemic; together with the majority of its partners. Surrey Police has worked closely with other forces and a range of local partners in response to the pandemic; with Sussex Police in a collaborated police response, and with local authority and health partners via the Local Resilience Forum. Indeed my own office has worked closely with partners delivering services to victims impacted by Covid. The relationships formed with partners – whether new partnerships forged as a result of Covid, or existing partnership working that has been strengthened and refined – provide significant opportunities for Surrey Police to collaborate in the future.
7. The effect of the pandemic has been to significantly change the balance of demand upon the service; reducing demand in some areas in the past year such as domestic burglary and serious violence, while increasing demand in others such as domestic abuse, and the police’s response to Covid-19 legislation. In addition to operational demand, the pandemic has necessitated a range of new ways of working; changing the use of our operational estate and fleet, using Covid-19 PPE, and increasing the amount of remote working wherever possible. The force has responded to these challenges, significantly increasing the pace of development and roll-out of remote working and collaborative technology, but this has led to a necessary reprioritisation of workload.
8. Notwithstanding the particular challenges of 2020, the issues Surrey Police and the rest of the service have to overcome in future years will continue to involve increases in demand and complexity across almost every area of our business. As public finances are squeezed as a result of the pandemic – affecting not only the police service but also our key partners – the service will be faced with difficult decisions concerning where to focus resource and attention; with increasing departure from traditional police activity towards ‘hidden’ crimes including modern slavery, domestic abuse and child sexual exploitation.
9. In order to address these issues, in 2020 Surrey Police launched “Our Commitments”, which sets out the force’s strategy to 2025 around 3 themes:
 - Commitments to our communities
 - Commitments to our force
 - Commitments to our people

I fully endorse these commitments, which complement my Police & Crime Plan priorities, and am working with the Chief Constable to make them a reality to build a force fit for the future. These are shown in more detail in Appendix A.

10. I was anticipating that a 3 year spending review would be announced this year which would have given some certainty for the Force to plan accordingly. However due to Covid the Chancellor took the decision to move to a single year settlement with the expectation that a 2 year settlement will follow next year.

11. Members will also be aware that I have been lobbying for a number of years for a review of the Police Funding Formula to more accurately reflect the demands of modern policing. Although both the National Audit Office and the Public Accounts Committee have criticised the Home Office for their lack of understanding of police demand and hence the inability of the formula to reflect policing needs no review has been undertaken. However whilst I support an updating of the formula I recognise that a fundamental redesign of the formula could have negative implications for Surrey Police depending on the methodology employed. At the moment there is no indication as to when this work may be done let alone started.

CURRENT FUNDING POSITION

12. Following representations from various bodies such as the Association of Police & Crime Commissioners (APACC), the National Police Chiefs' Council (NPCC) and I in to the Spending Review the Home Office published its financial settlement for the Police on the 17th December 2020. On its release the Home Secretary Priti Patel said:

“We have asked more of the police than ever before during the coronavirus pandemic – the British people and I are extremely grateful for their dedication. I am absolutely committed to giving the police the resources they need – this funding package delivers on that. It will allow us to continue to put more police on the streets, and reduce crime as we build back safer from the pandemic.”

13. In the settlement the Home Office announced that PCCs were to receive an additional £703m broken down as follows:

- £415m to fund the recruitment of the next 6,000 of the 20,000 new officers under the Police Uplift Program (commonly called Boris' Bobbies) of which £100m would be held back contingent on delivery of new officers;
- £288m from Council Tax Payers provided (and I quote the Home Office) *“if PCCs make full use of their flexibility to increase precept.”* to the £15 maximum.
- All other grants, such as the formula grant and pensions, whilst being maintained were not increased.

14. In addition nationally the settlement also included:

- £1.1 billion for national priorities, resource and capital funding, including funding the fight against serious and organised crime including drug trafficking and child sexual exploitation and abuse, which will protect National Crime Agency funding to ensure cohesive national, regional and local law enforcement response.
- Funding for counter-terrorism policing will total up to £914 million in 2021/22, as well as an additional £32 million for a new CT Operations Centre.

15. In return the Government expects the police to deliver:

- 6,000 further officers – on top of the first tranche of 6,000 to be recruited in 2020/21 – recruited by the end of March 2022 – this equates as 73 officers for Surrey. The ring fenced grant of £100m, will be paid to forces in line with their progress in recruitment.

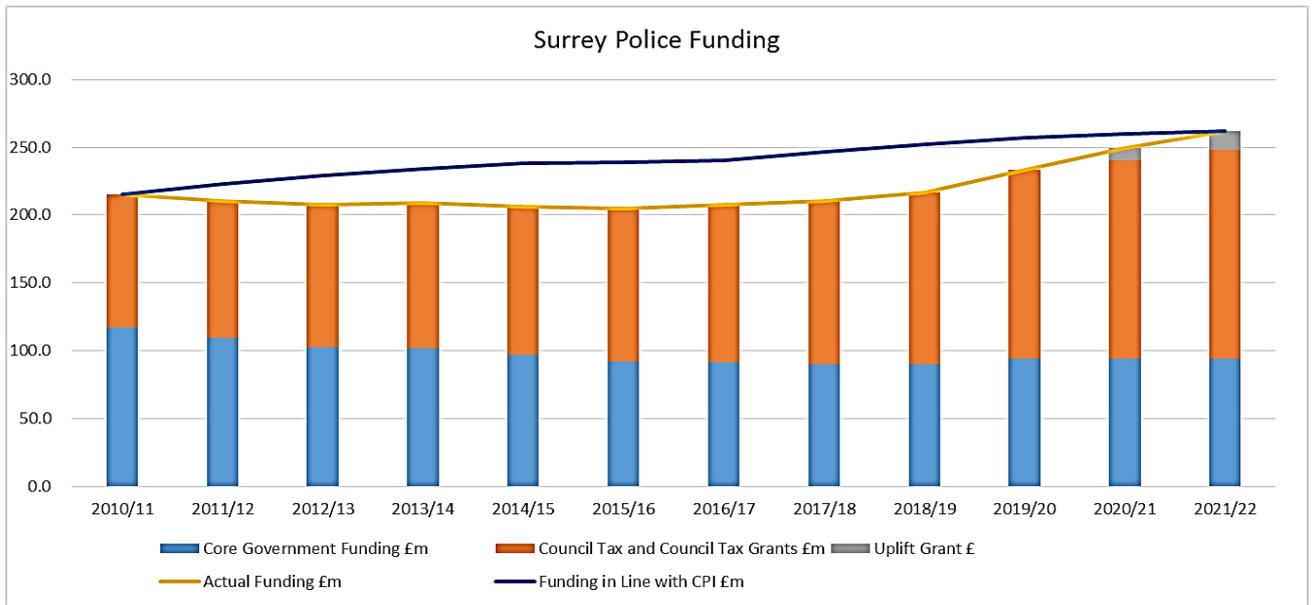
- £120m of efficiency savings from across the law enforcement sector – which are reflected in the funding set out as part of the settlement – delivered in 2021/22. These to be delivered through a combination of improved procurement practices (including the delivery of £20m of savings through BlueLight Commercial) as well as savings in areas such as estates, agile working and shared/enabling services. The policing sector to work with the Home Office in setting up and supporting a new Efficiency in Policing Board.
- High quality data to be utilised effectively to support local delivery, identify efficiencies and support the National Policing Board’s drive to deliver the best possible policing outcomes for the public. The Home Office & National Police Chiefs’ Council will bring together in one document their strategies, plans and initiatives for improving data collection and use across the sector and with key delivery partners such as criminal justice agencies.

16. For Surrey the actual settlement is shown in the table below:

Funding	2021/22 Final £m	2021/22 Provisional £m
Principal Funding	69.5	72.2
Revenue Support Grant	29.4	32.9
Legacy Council Tax Grants	9.2	9.2
Operation Uplift	2.2	1.3
Specific Grants	2.0	2.0
Total	112.2	117.6
Increase		5.4

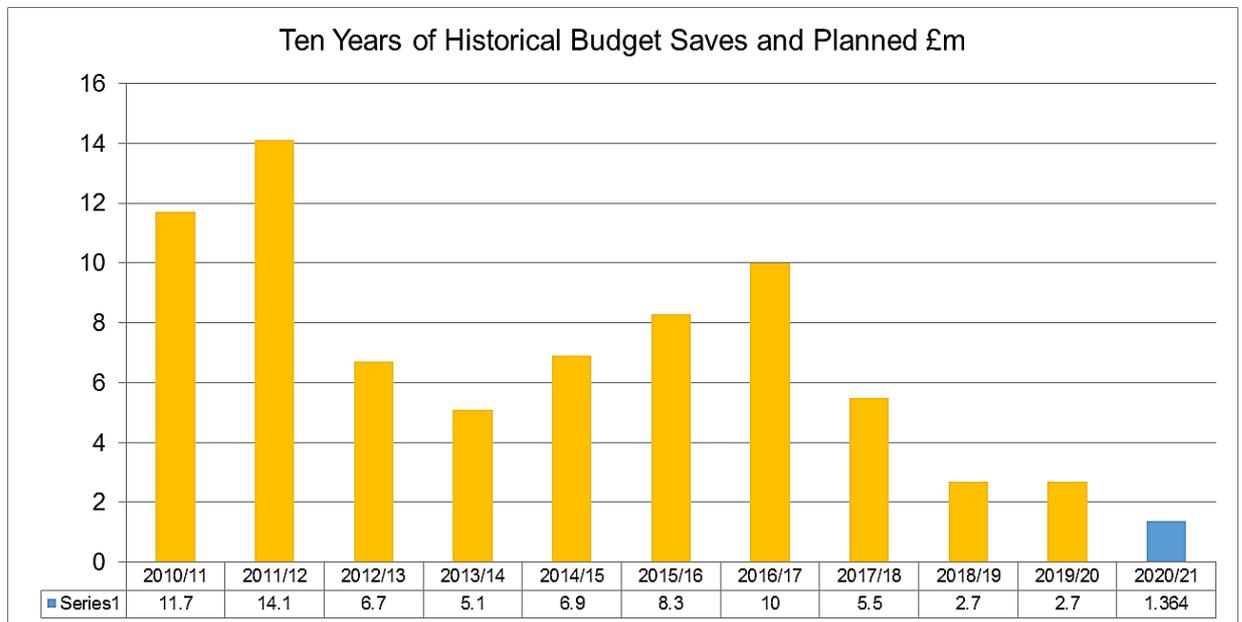
17. As per the Government announcement the £5.4m is all related to operational uplift although some of it has been incorporated in to other grants for the settlement. The £1.3m element of the grant is only paid upon successful delivery of new police officers.

18. It is interesting to note that even with the current increase in funding and the maximum precept flexibility total funding for Surrey Police will only be the equivalent in real terms to what it was ten year ago in 2010/11. However during that period as a result of Government Policy the burden for funding for the Police has shifted from Government to residents. This is illustrated in the graph below:



BUDGET SAVINGS

19. Over the years I have stressed to the Force the importance of continuing efficiency and the delivery of savings. Since 2010/11 over £75m has been delivered in savings which has been reinvested in to police services. This is shown in the graph below:



20. It is important to note that large savings were achieved in the years that the Force went through significant change i.e. PiYN and that to achieve that level of savings in the future further radical change will be required.

21. For 2021/22 in order to assist with identifying new savings the Force engaged CIPFA and from this work savings of £6.4m have been identified and incorporated in to the budget.

These are as follows:

Savings Proposals	£m
Reduce the level of revenue transferred to fund capital	2.60
Departmental efficiency savings	1.74
Absorb inflation	0.45
Reduction in agency and consultancy	0.34
Tighter control of vacancies	1.25
TOTAL	6.38

22. The Force have assured me that these savings are deliverable and they have been incorporated in to the budget. The delivery of these will be monitored by me closely throughout the year.

COVID-19 SPECIFIC SUPPORT FOR COUNCIL TAX

Covid 19 has not only created additional costs for the Force but has also impacted Council Tax receipts through an increase in the number of residents claiming Council Tax support as well as a fall in collections. This has resulted in the tax base falling by 0.8% - equivalent to about £1.1m – and there being a deficit on the collection fund of £1.4m. To put this in to context last year the tax base increased by 1% and there was almost an £800k surplus. In order to recognise this the Government are providing 2 levels of support, which whilst not covering the whole costs, goes some way to making up for these shortfalls. These are as follows:

Local tax income guarantee for 2020/21

23. The Government will pay 75% of irrecoverable losses in council tax income for 2020/21. This guarantee will cover council tax income anticipated in 2020/21 budgets for which no-one became liable, for example due to an increase in local council tax support costs or unachieved council tax base growth but not any actual or potential bad debts. As it is unclear what support can be expected no income has been included in the budget and instead the shortfall on the collection fund for 2020/21 is being partly charged to reserves.

Local Council Tax Support 2021/22

24. At the Spending Review £670 million of funding was given to compensate preceptors for the loss in Council Tax due to an increase in the number of claimants for Local Council Tax Support. The funding is un-ring-fenced and the PCC will receive £1.5m which will be used to cover the 0.8% reduction in the tax base as informed to the PCC by billing authorities. If the tax base does not recover during 21/22 this will be a pressure going forward.

Collection Fund Deficit Phasing

25. Shortfalls in anticipated tax receipts will generally lead to a deficit on the collection fund, which billing and major precepting authorities must usually meet their share of during the following financial year. In July 2020, MHCLG announced that the repayment of collection fund deficits arising in 2020/21 will be spread over the next three financial years rather

than the usual period of a year. This does not of course cover the loss but does allow the impact to be phased.

IMPLICATIONS FOR THE 2021/22 BUDGET

26. The Force has identified cost pressures of £8.9m and with the Uplift growth of £5.1m this comes to £14m. Against this savings of £6.4m have been identified leaving £7.6m to fund. Additional grants total £5.4m leaving a shortfall of £2.4m before considering any precept increase. In addition the fall in the tax base and the Collection fund deficit increases this shortfall to £3.4m
27. As stated earlier in this paper the Government has given PCCs the ability to increase their precept up to £15 and indeed have assumed as much in the funding allocations they have published. However this is not mandated and will depend on local circumstances. Given £1 on the precept generates about £0.5m an increase of £7 or 2.6% would balance the budget. However if the precept were increased by the maximum amount of £15 this would deliver a potential additional investment of £4.1m in Policing for the county.

CHIEF CONSTABLE'S INVESTMENT REQUIREMENT

28. In the context of the 2021/22 national policing settlement and the £15 precept increase, the Chief Constable has presented a compelling investment case for this additional £4.1m that will allow Surrey Police to meet more demand and accelerate their recruitment plans.
29. In my meetings with the Chief Constable I have discussed in detail his requirements over the next year to complement and support those officers and staff we've already recruited, using the precept increase from last year, and those who will be joining during 2021/22. In particular we have focussed on how this investment can support the delivery of my 3 priorities for Surrey Police that I believe meet residents' needs over the coming year. These are:
- a) More police officers and frontline staff
 - b) Better crime prevention
 - c) More crimes solved
30. To help meet these priorities, the Chief Constable has proposed a number of areas for investment if the precept can be increased to the maximum permitted. This investment would pay for an additional 10 police officers (above the 73 paid for by the Government) and 67 operational staff and allow the Force to invest in a number of areas set out below. These have been identified following a comprehensive process whereby business leads and subject matter experts proposed areas for investment in staffing, which were assessed by the Force's Strategic Planning Department against legislative requirements, demand profiles, savings, and fit with my priorities and the Force's Commitments, before being prioritised by the Chief Officer Group, and would not be possible without the proposed £15 precept increase.

a) A new team of officers focused on reducing the most serious accidents on our roads

One of the most common complaints I get from residents is to do with speeding, particularly in rural areas. I believe that this issue needs to be taken much more seriously and I am pleased that the Chief Constable has taken this on board.

In the 2020 HMICFRS inspection of roads policing (Roads Policing Not Optional) HMICFRS identified a clear need for police forces to improve. In 2018, 23,931 people in England and Wales suffered serious injury in traffic collisions. Often these injuries are life-changing and have profound implications for the people involved and their families. Since 2013, the number of deaths caused by road traffic collisions in England and Wales has gradually increased, rising from 1,541 fatalities in 2013 to 1,624 fatalities in 2018.

The “Fatal 5” team will be a dedicated enforcement team delivering additional intelligence-led policing through overt and covert activity on a daily basis with the primary aim of reducing collision casualties and associated anti-social behaviour through changing driver behaviour. Supported by a researcher, the team will target key road user groups and behaviours at identified times, locations and routes using problem solving methodology to resolve entrenched chronic and repeat issues. A communication strategy involving mass publicity and advertising will raise educational awareness and additional enforcement capability will positively influence attitudes and behaviour, raising the perception of the likelihood of being caught if committing motoring offences and anti-social use of the roads. The Fatal 5 team will work in close partnership, both with other Surrey Police teams including the problem solving team, existing Drive Smart partnerships and external partners, to implement road safety strategies to maximum effect.

I believe that this investment will mean that the Force can deploy more resources to prevent speeding which in turn should reduce accidents and distress for local residents.

b) A dedicated rural crime team to tackle and prevent issues in the county’s rural communities

Rural communities have particular concerns that impact them such as isolated premises, theft of machinery and livestock, fly tipping etc. and this new team will be looking to work with our local communities to address these and other specific rural concerns

Surrey Police currently has two PCs in unfunded posts as a rural crime team. Prior to the creation of this team, the cost of rural crime in Surrey had increased 101.7% (NFU reported cost of rural crime report 2018), but this only equated to a 44.7% increase in rural crime reported in Surrey (Niche flagged rural crime).

Since the current unfunded team has been in place, the Force has seen an increase in reporting, better flagging of crimes allowing more targeted response, and increased satisfaction (year-end figures 2019/20: 63.5% CSAT score). Solved outcomes rates also stabilised and have remained consistent since ranging from 17-22%. This investment will enable this team to be funded and set up permanently and hence carry on with this important work.

c) More police staff focused on assisting local investigations, such as interviewing suspects, to allow police officers to stay out visible in communities

When I speak to residents they always say that they want to see more uniformed officers in their communities. Whilst I am increasing numbers I believe it is also important to make sure that the officers we do have are able to spend as much time “on the beat” rather than being “in the station”. This investment in staff to fulfil roles that do not require the skills of a fully warranted officer will free up officer time to enable them to be “out on the street” where they need to be.

Neighbourhood Policing Team (NPT) resourcing has remained stable since the implementation of the “Policing in your neighbourhood” (PiYN) model in 2016 while demand has increased. The Investigation Improvement Project (IIP) includes the Volume Crime Improvement Plan 2 which has the objective -

“To significantly improve the quality of volume crime investigations in order to bring offenders to justice in a timelier manner and secure the most appropriate outcome for victims.”

The purpose of the Neighbourhood Policing Investigation Team (NPIT) is to deliver daily investigative capacity providing a dedicated resource that responds to divisional volume crime. It will deliver fast time prisoner handling, allowing NPT rota staff to better plan and progress their investigations.

NPT shift patterns can inhibit the progression of priority investigations with 4 days off following 2 night shifts. The NPIT will work 7 days a week covering early and late shifts which will allow priority investigative actions to be progressed even while the “Officer in Charge (OIC)” is on nights or rest days. This delivers speedier investigations providing better service to victims.

The NPIT will also assist “Degree Holder Entry Program” (DHEP) Detective entrants, Police Now candidates, standard DHEP entrants as well as new Investigative Officers to develop their core investigative skills.

NPITs will link in with the newly formed IRT team, which was established as part of the 2020/21 precept investment, to take enquiries that require some investigative action on the Borough Command Unit. This will further reduce the demand on NPT officers.

d) Trained intelligence gathering and research analysts to gather information on criminal gangs operating in Surrey and help target those causing the most harm in our communities

Like most communities a large proportion of crime in Surrey is committed by a relatively small minority of people. Organised gangs of criminals, often drug related, can blight many of our communities. This investment will increase the intelligence we can gather on the membership and operation of these gangs thereby enabling the Force to intervene sooner, get them off our streets and protect our residents.

Increases in demand for information is putting pressure on intelligence teams. Examples are:

- Increased proactivity of the Force, including investment in Divisional Proactive Teams.

- Increased size of the Force (Op Uplift etc.) leads to increase in intelligence submissions to be processed and analysed.
- Use of digital devices in crimes requiring additional analysis
- Responsibility for protest intelligence moved from Counter Terrorism without movement of resource
- Data capture requirements from the National Crime Agency (NCA) and other agencies

In order to meet these requests, specialist roles are required that fall outside the expertise of a usual warranted officer. These are:

Senior Analyst

To improve the quality assurance of products, working practices and development of staff directly in the 24/7 team and indirectly in the other teams due to freeing up capacity. It will also aid in furthering the 3-year strategic plan for analysis and research.

Intelligence Analysts

Force Intelligence Bureau - These provide holistic analysis of organised crime group data, county lines and Serious Organised Crime through big data analysis and improving our understanding of the threat, risk and harm posed by them and develop tactical options to bring about positive outcomes.

Divisional analysts – These are intended to increase the volume of operations which receive analytical support, reduce bottlenecks created by analyst capacity, and broaden our relationships with partnership agencies. It will also strengthen our understanding and progress with the control strategy areas.

Intelligence Researcher

This provides the necessary resilience and support which is afforded to the other divisions and in line with the demand experienced.

e) More police staff focused on engaging with the public and making it easier to contact Surrey Police

One of the areas I have been particularly concerned about and have discussed in detail with the Chief Constable at our Performance Meetings is the time it takes the Force to respond to the public, particularly the 101 service. We have both agreed that at times the service is just not good enough and so this investment will enable more resource to be deployed to improve on this as well as allowing other channels of communications, such as on line, to be expanded.

In order to provide more channels of communication for residents, the Digital 101 went live in Surrey on 22nd June 2020. This provides a full 101 service on digital platforms, facebook, twitter and live chat, and negates the need for any telephony. This has led to extra demand rather than channel shift as the force has engaged with people who would never have rung 101 – this recently included a sexual offence. This investment will also fund a drive to promote digital as a means to contact the police to try and reduce some of the 101 demand we are currently seeing and hence improve performance.

- f) Funding to provide key support for victims of crime - in particular services to prevent domestic violence, stalking and child abuse.

Whilst our main focus has to be on preventing crime and catching criminals I am keen that we do not lose sight of the impact crime has on victims, the importance of supporting witnesses and crime prevention. This investment will support a number of initiatives to reduce repeat domestic abuse offending, identify earlier those at risk of domestic abuse through working with GPs, support those suffering from Domestic Abuse through the justice system, work to prevent vulnerable children and adults being drawn in to crime and finally to support those who have been the target of stalkers. My own office has a statutory responsibility to provide services to support victims of crime and now has well-established processes to ensure funding is spent to the best effect. This element of the precept increase would be administered by my own office to bolster the services we already have in place and is fully supported by the Chief Constable. More details on this are included in the OPCC budget paper.

31. A split of the Chief Constable's proposed precept investment is shown in the table below:

Investment Area	Numbers	Cost £m
Officers	10	0.627
Police Staff (frontline or supporting frontline)	67	2.829
Commissioned Services for Victims		0.644
Total		4.100

32. I have made it clear to the Chief Constable that if this investment is agreed, I and residents will be expecting to see results. I intend to monitor this through regular reports at our joint Performance meetings which will demonstrate the impact that this investment has had.

THE 2021/22 REVENUE BUDGET WITH THE PRECEPT INVESTMENT

Last year this panel approved a total budget of £250m. This year the budget I intend to approve will have increased to £261.7m. However once the precept investment of £4.1m and the Uplift investment of £4.8m are removed the actual growth is £2.8m or just over 1%.

Category	£m
Pay Inflation and increments	1.8
Price Inflation	0.9
Capital Funding	1.0
Debt repayments	1.6
ICT investment	2.3
NPAS, SEROCU and Police Now detectives	0.6
Estates	1.7
Less: Savings	(6.4)

Less :Prior year transfer to Cost of change reserve	(0.8)
Total growth in budget	£2.7

33. A summary of the entire budget including the proposed precept investment in shown in Appendix B.

34. Although not required for the purposes of this report the Chief Financial Officer will be required to report on the robustness of the budget and precept calculations before I approve the budget and precept in accordance with section 25 of the Local Government Act 2003. I can report that my Chief Finance Officer has given me an assurance that the estimates used are robust as they are based on the same methodology used successfully in previous years when consistently expenditure has been kept within budget. A schedule of projected reserves is included as Appendix E.

THE 2021/22 CAPITAL BUDGET

35. Although there is no requirement for me to share the proposed Capital Budget with this Committee, in the interests of completeness and transparency I am including it for your information. The Government only provide a grant of £164k to fund capital expenditure – this is a reduction from £626k in 2019/20 - and so the remainder has to come from capital receipts, revenue contributions and borrowing. The force does not hold any Capital Receipts in reserves. Because capital schemes are managed over a longer period than one year, the capital budget for 2021/22 is set out within the context of a five year planning period, which governs the overall management of the capital programme and influences the construction of each individual year’s capital budget.

36. The table below outlines the proposed capital budget for next year (and an estimate of the 4 years beyond with totals given for each of the areas in which capital investments will be made:

2020/21 (including b/fwd)	Surrey Capital & Investment Programme	2021/22	2022/23	2023/24	2024/25	2025/26	Total
£m		£m	£m	£m	£m	£m	£m
4.8	Information Technology	2.0	2.0	2.0	2.0	2.0	10.1
0.5	Business Led IT Projects	0.7	0.6	-	-	-	1.3
3.9	Fleet Replacement and Equipment	3.7	3.7	3.9	4.3	3.9	19.5
4.6	Estate Strategy	12.6	2.7	1.4	-	-	16.7
1.5	Operational Equipment	0.3	-	-	-	-	0.3
15.3	Total	19.3	9.0	7.3	6.4	6.0	47.8

The main areas of spend are:

- ICT – Firewall renewal, new hardware and Niche records system
- Fleet – vehicles and associated equipment
- Estates - Initial stages of the Building the Future project, which provides for the development of a new state of the art Surrey Police Headquarters, together with a new Dog School and Firing range. It should be noted that the full cost of the BTF project over the 5 year period is not included as this will only be finalised once RIBA stage 2 is complete.
- Equipment – Includes Tasers and drones used by the Force

37. It is clear that the funding of capital will be a challenge in the future given the pressures on the revenue budget and the lack of any Government support (in 2021/22 the Government is providing £176,000 for capital expenditure by way of grant). More schemes will need to be funded by borrowing, but only if they generate sufficient returns to enable the borrowing to be financed, or from transfer from revenue. This will put significant pressure on the delivery of the capital program as outlined in future years. More details are shown in Appendix C.

MEDIUM TERM FINANCIAL PLAN

38. Although not required to be presented to this Committee, I think it is important that the Committee be aware of the potential financial challenges the force faces over the next 4 years. As I am sure members can appreciate it has been particularly difficult to make any predictions of the future given only 1 year of the settlement was released and we are in very uncertain times. However based on “best guess” assumptions the Force will need to find savings of £17.2m on top of the £6.4m planned savings for 2021/22 in the period to 2024/25 financial year. Whilst the exact figure may be difficult to predict with any certainty, what is clear is that the Force, and probably most of the public sector, are entering a period where savings will be the main driver rather than growth. I will be working closely with the Chief Constable to continue to drive savings and efficiencies so as to maintain the frontline services residents’ value. However given the Force has already made significant efficiency savings in the past this may not be enough by itself to plug any gap. Thus it is important that Council Tax is increased by the maximum permitted, however difficult this may be, if the Force is to remain financially sustainable and services preserved for the future.

39. A summary of the MTFP, risks and associated assumptions is shown in Appendix D

PUBLIC ENGAGEMENT AND CONSULTATION IN 2020/21

40. The PCC began a rolling programme of consultation from the start of the 2020-21 financial year to broaden engagement across the county and across different demographic groups.

41. This was particularly challenging given the Covid restrictions but included amongst other things online meetings with residents and partners and a programme of eleven engagement events during January and February 2021 - one for each borough and district in Surrey. A paper on my engagement with the public over the last year is included elsewhere on this agenda.

42. On the 12 January 2021 I launched my consultation on the Precept and the Chief Constables Investment plans. I consulted on my proposal for a £15 increase in the police precept and at the time of writing this paper the survey was still ongoing. The survey was kept open until the 4th February to allow those who attended engagement events to complete the survey and I will update the panel on the final result at the meeting. The survey was promoted through local media, In the Know, Next Door, Facebook and Twitter.

43. Once again, timescales for the precept consultation were challenging this year, with the Government announcements on the grant for Surrey Police and the rules around precept increases for PCCs being made in late December.
44. What was clear from these events and surveys is that residents support what have become the priorities I have put in place for the force. Namely:
- More police officers and frontline staff
 - Better crime prevention
 - More crimes solved

LEGAL CONSIDERATIONS

45. The Police Reform and Social Responsibility Act 2011 requires the Police & Crime Commissioner (PCC) to notify the Police & Crime Panel of the proposed precept for the coming financial year and it is this which is being done at this meeting. The Panel is required to respond with a report to the PCC by the 8th February 2021 either accepting the proposed precept, recommending an alternative or rejecting it altogether (for which a 2/3rds majority is required).
46. If the Panel accept my proposal or put forward an alternative I have to respond to their report and can then decide to issue a precept notice for my original proposal or the alternative recommended by the Committee.
47. If however the Panel has used its veto to reject my original precept proposal then I must advise the panel of my revised precept by 15th February 2021. The Panel has 7 days to report back to me on the proposed precept and then I need to consider a response. If the Panel does not accept the revised precept, I can still issue it despite the Panel recommendations, or I can issue a different precept, taking into account the Panel recommendations, provided that if the original precept was vetoed because it was considered to be too high, the revised precept is not higher and vice versa if the original precept was vetoed for being too low. I can only issue precept notices to the District and Borough Councils before 1st March 2021 if the Police & Crime Panel has completed its scrutiny process.
48. In addition it should be noted that the Government has set the “Referendum Limit” at £15 for 2021/22. Any increase in excess of this amount will be subject to a local referendum.

PRECEPT PROPOSAL

49. There is no doubt that we are all living through an incredibly difficult time so deciding what I think the public should pay for their policing in Surrey over the next year is one of the hardest tasks I have faced as Police and Crime Commissioner. Over the last year our police officers and staff have faced unprecedented challenges in dealing with the Covid-19 pandemic and I believe the role they play in our communities during these uncertain days is more important now than ever.
50. Residents across the county have consistently told me that they really value their police teams and would like to see more of them in our communities. This remains a key priority for me and after years of government cuts to our police service, we have a real opportunity

to continue the significant strides we have made in the last few years in recruiting those badly needed extra numbers to the Surrey Police frontline. By increasing the precept by £15 a year, the equivalent of £1.25 a month, would enable the Chief Constable to bolster officer and staff numbers in those crucial roles that are needed to increase visibility, improve our public contact and provide that essential operational support to our frontline officers.

51. Therefore, as PCC, I propose to increase the Band D Surrey Police and Crime Commissioner Precept by £15 for 2021/22 from £270.57 to £285.57 and I recommend that the Panel endorses this proposal.

52. The table below shows the effect of the proposed precept by Council tax band:

Band	2019/20	2020/21
	£	£
A	180.38	190.38
B	210.44	222.11
C	240.51	253.84
D	270.57	285.57
E	330.70	349.03
F	390.82	412.49
G	450.95	475.95
H	541.14	571.14

RECOMMENDATION:

That the Police and Crime Panel:

- i) Review the precept proposal; and**
- ii) Report to the Commissioner on the proposed precept**

Contact: Kelvin Menon - OPCC Treasurer & Chief Finance Officer

Telephone Number: 01483 630 200

E-mail: kelvin.menon@surrey.pnn.police.uk



Force Vision 2020/25

Be safe, feel safe.

To ensure Surrey is a county
that is safe, and feels safe.

Our Force



Prevention

- ☑ We will proactively tackle the causes of crime and disorder.
- ☑ We will spot problems early; acting promptly to make a difference, and avoiding quick fixes that don't last.
- ☑ All of our staff will use the same problem solving approach.

Partnership

- ☑ We will work with everyone who can help make our communities safer.
- ☑ We will continue to invest in the strength of our partnerships with Sussex Police and the region.
- ☑ Through trusted relationships, we will solve the problems that cause people most harm, and be judged on our outcomes.

Potential

- ☑ We will become a more diverse organisation in order to be better at what we do.
- ☑ We will invest in technology to get the very best out of our information.
- ☑ We will all take responsibility to protect the environment for future generations.

Our communities



Prevent crime

- ✔ We will be proactive in dealing with local issues.
- ✔ We will ensure every community has local officers tackling local problems.
- ✔ We will help communities protect themselves from harm.

Protect our communities

- ✔ We will work with others to help the vulnerable.
- ✔ We will respond effectively to help people in crisis.
- ✔ We will protect communities from crimes & incidents that cause the most harm.

Pursue offenders

- ✔ We will target serious, harmful and persistent offenders; particularly those who prey on the vulnerable.
- ✔ We will minimise the number of known offenders at large in our communities.
- ✔ We will put victims first, and complete high quality investigations.

Our people



Professional

- ✔ We will trust each other to do the right thing to give outstanding service.
- ✔ We will expect high standards and ethical behaviour.
- ✔ We will challenge each other to innovate, learn and improve.

Proud

- ✔ We will take pride in our service to the public.
- ✔ We will work as a team, making the most of people's talents.
- ✔ We will celebrate our achievements.

Inclusive

- ✔ We will be friendly, kind, inclusive, and support our police families.
- ✔ We will reflect the communities we serve.
- ✔ We will value different perspectives and experiences.

SURREY POLICE AND OPCC GROUP BUDGET FOR 2021/22

REVENUE BUDGET 2021/22

5

	2020/21	2021/22	Variation	
	£m	£m	£m	%
Office Of Police & Crime Commissioner	2.1	2.1	0.0	0%
Police Force				
North Division	26.5	27.0	0.6	2%
East Division	30.0	30.5	0.5	2%
West Division	32.8	33.4	0.7	2%
Specialist Crime	26.0	26.1	0.1	0%
Operations	19.2	19.7	0.5	3%
Public Protection	12.4	12.6	0.2	2%
Contact & Deployment	19.2	19.5	0.3	2%
Criminal Justice	12.3	12.5	0.2	2%
Volunteering	0.3	0.4	0.0	9%
sub total	178.5	181.7	3.2	2%
Chief Officers	1.3	1.0	(0.3)	(20%)
DCC	1.6	1.6	0.0	1%
PSD	2.9	3.1	0.2	7%
Corporate Communications	1.5	1.5	0.0	2%
Service Quality	2.5	2.5	0.0	1%
Change Programme	0.7	0.7	0.0	1%
sub total	10.4	10.4	0.0	0%
ICT	16.2	18.5	2.3	14%
Finance & Services	16.6	18.5	1.9	11%
People Services	12.5	12.1	(0.5)	(4%)
Operation Uplift	0.0	4.8	4.8	0%
Precept Uplift	0.0	4.1	4.1	0%
Corporate	13.7	16.1	2.4	17%
sub total	59.0	74.0	15.0	25%
Sub-Total Force	248.0	266.1	18.2	7%
Savings Plan		(6.4)		
GROSS BUDGET	250.0	261.7	11.7	5%
Grants				
Home Office Police Grant	(69.5)	(72.2)	(2.7)	4%
Formula Funding	(29.4)	(32.9)	(3.6)	12%
Legacy Council Tax Grant	(2.5)	(2.5)	0.0	0%
Council Tax Support Grant	(6.8)	(6.8)	0.0	0%
Police Officer Pension Grant	(2.0)	(2.0)	0.0	0%
Operation Uplift Performance Grant	(2.2)	(1.3)	0.9	0%
Total Grants	(112.2)	(117.6)	(5.4)	5%
Use of Reserves	0.0	0.0	0.0	
Local Council Tax Scheme Grant		(1.1)		
Collection Fund Surplus / Deficit	(0.8)	0.4	1.2	
NET PRECEPT REQUIREMENT	137.0	143.4	6.4	4.7%

* where figures are rounded to 1 decimal place they may not cast correctly

NB: The proposed Precept investment of £4.1m is all shown as one figure in the table above. It will be allocated amongst budgets, including £644k for the OPCC commissioned services, in due course.

CAPITAL BUDGET 2021/22 TO 2025/26 AND FUNDING

Surrey Capital Programme Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
DESCRIPTION	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000's	£'000's	£'000's	£'000's	£'000's
ICT Renewals	682	1,570	1,570	1,570	1,570
ICT New Schemes	1,330	450	450	450	450
Business Led IT Projects	692	600	-	-	-
Fleet Replacement and Equipment	3,651	3,651	3,897	4,340	3,936
Estate Strategy	12,627	2,700	1,350	-	-
Equipment	295	-	-	-	-
Total	19,277	8,971	7,267	6,360	5,956

Capital Programme Funding	Year 1	Year 2	Year 3	Year 4	Year 5
DESCRIPTION	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000's	£'000's	£'000's	£'000's	£'000's
Capital Income Surplus brought forward	-	-	-	-	-
Central Government Grant Received in-year	164	164	164	164	164
Other Capital Receipts	1,018	300	850	400	-
Estate Strategy Receipts	7,250	-	4,700	39,400	-
Estate Strategy Borrowing	8,027	2,700	(3,350)	(39,400)	-
Other Borrowing	-	-	-	-	-
Total Capital Resources	16,459	3,164	2,364	564	164
Capital Resources Applied	19,277	8,971	7,267	6,360	5,956
Capital Resources Carry Forward	(2,818)	(5,807)	(4,903)	(5,796)	(5,792)
Revenue Resources brought forward	218	-	-	-	-
Revenue Contributions Received in-year	2,600	3,600	4,600	5,600	6,600
Other External Grants / Conts Received in-year	-	-	-	-	-
Capital Grants & Contributions Unapplied	-	-	-	-	-
Total Revenue Resources	2,818	3,600	4,600	5,600	6,600
Revenue Resources Applied to Capital	2,818	5,807	4,903	5,796	5,792
Revenue Resources Applied to Revenue	-	-	-	-	-
Revenue Resources Carry Forward	(0)	(2,207)	(303)	(196)	808
Total Funding Applied	19,277	8,971	7,267	6,360	5,956

SURREY POLICE GROUP MEDIUM TERM FINANCIAL STRATEGY

Surrey - Medium Term Financial Forecast Q3		January -2021				
£15 Precept, pay freeze, non pay 2% inflation	2020/21	2021/22	2022/23	2023/24	2024/25	
REVENUE COST BASE	£m	£m	£m	£m	£m	
Base budget	235.1	250.0	261.7	270.5	276.3	
Pay Inflation	4.5	0.6	4.1	4.3	4.4	
Price Inflation	0.8	0.9	1.1	1.1	1.1	
Base Assumptions	2.5	4.3	2.3	1.9	2.1	
Unavoidable Costs	0.4	1.9	0.0	(0.0)	0.0	
Cost of Change net	(2.4)	(1.2)	(0.1)	(0.6)	0.0	
Service Growth	0.5	2.4	0.1	0.0	0.0	
Estate Strategy Net Impact	0.4	0.0	0.1	4.2	(0.8)	
Precept Investment	3.8	4.1	0.0	0.0	0.0	
Operation Uplift	5.7	5.1	6.9	0.0	0.0	
Total Cost Increases	16.3	18.1	14.6	10.9	6.7	
Gross Budget Requirement	251.4	268.1	276.3	281.4	283.0	
Annual Savings Requirement	(1.4)	(6.4)	(5.9)	(5.1)	(6.4)	
Total Gross Budget	250.0	261.7	270.5	276.3	276.6	
FUNDING	2020/21	2021/22	2022/23	2023/24	2024/25	
	£m	£m	£m	£m	£m	
Home Office Grant	69.5	72.2	79.1	79.1	79.1	
Revenue Support Grant	29.4	32.9	32.9	32.9	32.9	
Council Tax Support Grant	9.2	9.2	9.2	9.2	9.2	
Operation Uplift Performance	2.2	1.3	1.3	1.3	1.3	
Specific Grant	2.0	2.0	2.0	2.0	2.0	
Local Council Tax Scheme Grant		1.5				
General Reserves	0.0	0.0	0.0	0.0	0.0	
Specific Reserves -						
Covid19		0.4				
Local Council Tax Scheme		(0.4)				
Estate Strategy	0.0	0.0	0.1	3.0	0.0	
Cost of Change	0.0	0.0	0.0	0.0	0.0	
Surplus/(deficit) on Council Tax Collection Fund	0.8	(0.8)	(0.4)	(0.4)	0.0	
Base precept	130.5	137.0	143.4	146.3	149.2	
Taxbase Improvement	1.4	(1.1)	0.0	0.0	0.0	
Precept increase	5.1	7.5	2.9	2.9	3.0	
Total Funding	250.0	261.7	270.5	276.3	276.6	
Financial Indicators						
Funding Change	14.9	11.7	8.7	5.8	0.4	
Cost Increase as % of base	6.9%	7.2%	5.6%	4.0%	2.4%	
Total Budget Change	14.9	11.7	8.7	5.8	0.4	
Total Budget Change	6.3%	4.7%	3.3%	2.2%	0.1%	
Band D £	270.57	285.57	291.28	297.11	303.05	
Band D Net precept increase %	3.84%	5.54%	2.00%	2.00%	2.00%	
Precept Funding increase %	4.9%	4.7%	2.0%	2.0%	2.0%	
Total Precept Receipt	137.0	143.4	146.3	149.2	152.2	
Precept as % of Net Budget Requirement	55%	55%	54%	55%	55%	
Grant as % of budget	45%	45%	46%	45%	45%	
Net Budget Requirement	250.0	261.31	270.4	273.7	276.6	
Net budget requirement movement %	6.8%	4.5%	3.5%	1.2%	1.1%	
Efficiency Savings Plan	2020/21	2021/22	2022/23	2023/24	2024/25	
	£m	£m	£m	£m	£m	
Strategic Change Programmes:						
CIPFA Savings Proposals						
Red		0.0	0.0	0.0		
Amber		(2.1)	0.0	0.0		
Green		(4.3)	(0.1)	(0.1)		
Specialist Crime	(0.2)					
ICT	(0.5)					
Force	(0.7)					
Total of Strategic Change Programme Savings:	(1.4)	(6.4)	(0.1)	(0.1)	0.0	
Annual Savings Requirement	(1.4)	(6.4)	(5.9)	(5.1)	(6.4)	
In Year Surplus/Deficit	0.0	0.00	(5.8)	(5.0)	(6.4)	
Cumulative Surplus/Deficit	0.0	0.0	(5.8)	(10.8)	(17.2)	

4 Year Future Savings Target £23.8m

Planned savings £6.6m

Budget Deficit £17.2m

APPENDIX D2

SUMMARY OF ASSUMPTIONS FOR THE MEDIUM TERM FINANCIAL PLAN

Assumption		2021/22	2022/23	2023/24	2024/25
Capital Grant	£m	£0.20	£0.20	£0.20	£0.20
Main Policing Grant change		0.00%	0.00%	0.00%	0.00%
Revenue Support Policing Grant change		0.00%	0.00%	0.00%	0.00%
New Police Pension Grant		0.00%	0.00%	0.00%	0.00%
Council Tax Support Grant		0.00%	0.00%	0.00%	0.00%
Legacy Council Tax Freeze Grants		0.00%	0.00%	0.00%	0.00%
Operation Uplift Grant	£m	£5.10	£6.90	£	£
Precept (£15 one year increase)		5.54%			
Precept		5.00%			
Precept		2.00%	2.00%	2.00%	2.00%
Tax base increase		0.00%	0.00%	0.50%	0.50%
Local Council Tax Scheme	£m	£1.50			
Collection Surplus/(Deficit)	£m	-£0.40	-£0.40	-£0.40	£
Police Staff Pension Employer Contribution rate		16.50%	16.50%	16.50%	16.50%
Police Officer Pension Employer Contribution rate		31.00%	31.00%	31.00%	31.00%
Police Officer pay inflation		0%	2%	2%	2%
Police Staff pay inflation		0%	2%	2%	2%
Salary Increments	£m	£1.20	£1.20	£1.00	£1.10
South East Allowance	£m	£5.60			
General Price inflation		2%	2%	2%	2%
Investment Interest Returns		0.10%	0.10%	0.10%	0.10%
Income - Fees & Charges *1		No Change	No Change	No Change	No Change
Income - Specific Grants *2		No Change	No Change	No Change	No Change
General Reserve		3% NBR minimum	3% NBR minimum	3% NBR minimum	3% NBR minimum

RISKS WITH BUDGET AND MEDIUM TERM FINANCIAL PLAN

Issue	Assumption	Comment
Maintaining & improving service performance levels	Resources sufficient to meet targets and priorities in the Police and Crime Plan and Chief Constable Commitments	<p>The Chief Constable believes that there are sufficient resources to deliver future Police & Crime Plan priorities, Chief Constable Commitments and Strategic Policing Requirement. However there remains risk from the cost of major operations including counter-terrorism, major incidents including pandemics, particularly if these are not fully funded nationally.</p> <p>The PCC has resources available for any one-off cost pressures in the form of reserves to assist Operational Policing and has approved year on year increases to the policing precept.</p>
Pay and price budgets and establishment control	<p>Provision for national pay awards of 0% apart from employees on £24k or less.</p> <p>Staff turnover and increments based on detailed analysis of current staff profile and trends.</p> <p>General price inflation of 2%</p>	<p>Whilst the number of police officer leavers is difficult to predict, recruitment and promotions are managed during the year across Surrey Police to match staffing need and resources to budget.</p> <p>Detailed analysis of employee costs is carried out in setting the budget with close corporate monitoring of the overall budget and management action to maintain financial discipline is particularly important to ensure resources are deployed to achieve the most effective and efficient service delivery, as well as the PCC's approved investment in Police & Crime Plan and Surrey Police Commitments. The Force Organisation Board will monitor all aspects of the financial and human resources including the recruitment progress and report to the PCC.</p> <p>Pay and price contingency is available to meet unexpected increases in year.</p> <p>The risk that prices may rise is mitigated by budget monitoring arrangements, reserves and actively managing spend pressures.</p>
Limits to Precept Increases	£15 in 2021/22. Future precept planning assumption of a 2% increase.	<p>The ability to increase the precept complemented by Operation Uplift grant has enabled targeted and affordable investment in future years are planned at Band D increases of 2% subject to government policy and PCC annual decision.</p> <p>The Localism Act 2011 gives a statutory obligation for council tax referendums to be held should a precept higher than prescribed be approved by the PCC. The Secretary of State for Communities and Local Government set the level above which a referendum would be required.</p> <p>An increase in excess of the referendum level or precept 'cap' would result in the requirement to hold a referendum and the costs met by the OPCC.</p>
Grant Levels / Spending Review 2021	<p>Main police revenue grant increased by 4.8% for 2021/22.</p> <p>Capital grant flat cash for 2021/22.</p>	<p>The last 3 settlements have been one year only settlements. Future reductions in funding including unfavourable review of the funding formula is possible within the MTFs period starting in 2022/23, this will be monitored regularly with proactive input to the Spending Review and any funding formula reviews or consultations arising. The future assumption is that grant will be flat cash apart from the increase in police officers under the Operation Uplift, which will end in 2022/23.</p> <p>Capital Grant reduced to £0.200m in 2020/21 from £0.600m in 2019/20 and remains at £0.200m for 2021/22. This sum could reduce again in a future Spending Review.</p>
Council Tax	<p>Collection rates advised by individual billing authorities</p> <p>Tax Base</p>	<p>The risk of council tax collection rates being lower than expected could impact on the collection fund balances and any surpluses payable to the PCC as demonstrated with 2020/21 forecasts. Billing authorities' factor in prudent collection rates to mitigate this risk. The PCC works closely with billing authorities to monitor their key collection rates and contributes financially towards the costs of reviews of discounts, including the single person discount, and exemptions.</p>

		<p>The tax base is normally expected to increase during the MTFS period but the assumptions could be impacted by changes to the mix of dwellings, discounts and the impact of unemployment numbers within billing Authorities council tax reduction schemes.</p> <p>As a result of the COVID19 pandemic this risk has increased substantially and future estimates will be reduced and guided by the billing authority's data returns.</p> <p>There is support from government in 2 forms; reductions experienced from the tax base via the Local Council Tax Scheme grant amounts to £1.5m, a one off grant, which will be required to cover future years.</p> <p>Collection fund support in the form of a claim up to 75% of deficit and required to spread over 3 years.</p>
Pandemic	Risks	<p>The Force maintained a specific risk register in response to this public health emergency including the financial risks, which comprised of staffing, cash flow, in year direct financial costs to respond and the longer term economic impact. These risks are mitigated by the control measures the specific areas within this risk analysis document as the pandemic is ongoing risk into the new financial year.</p>
EU Exit	Risks	<p>As above the Force maintained a stand-alone risk register and even though the exit deal and the subsequent trade deal have lowered the risks, there are potential financial consequences that have not materialised as yet, price rises due to the additional burden from imports, currency weakness or supply issues. Pay and price contingency is available to meet unexpected increases in year.</p>
Budget Estimates (Expenditure)	Provision for specific on-going cost pressures	<p>The budget estimates including all identified additional costs for 2021/22, supported by input and review by the Chief Financial Officers.</p> <p>All cost pressures are scrutinised internally by the Chief Finance Officers and also the DCC chaired Force Organisation Board before inclusion in the financial plan.</p> <p>Third party assurance has been gained from engaging CIPFA to review the financial assumptions in the plan.</p> <p>Risks of budget overspend are mitigated by the monthly budget monitoring process and formal monitoring reports to the PCC.</p>
Budget Estimates (Expenditure)	Provision for Operation Uplift enablement costs	<p>The Operation Uplift increase in police officers apart from the salaries require additional vehicles plus running costs, IT equipment, uniform and kit. There are also costs in relation to estate provision plus running costs, recruitment, training costs, Occupational Health and associated costs of having more people in the organisation such as insurance, IT licences and other overheads. The budget estimates include the expected costs from this growth however there remains a risk that unidentified financial consequences were not catered for within the budget.</p> <p>All cost these pressures are scrutinised internally by the Chief Finance Officers and also the DCC Strategic Planning Board before inclusion in the financial plan.</p> <p>Risks of budget overspend are mitigated by the monthly budget monitoring process and formal monitoring reports to the PCC.</p>
Budget and financial reporting	<p>Additional Investment potential in 2021/22 from Operation Uplift Officers (73) and precept new investment of £4.1m.</p> <p>Savings plan £6m 2021/22</p>	<p>Action plans to deliver savings continue to be reviewed by Chief Officers and regular monitoring will be undertaken to track achievement of savings and ensure any additional action required is undertaken during the year.</p> <p>The achievement of savings developed with support from CIPFA have been scrutinised by Chief Officers as to the acceptability and achievability of the proposed savings.</p> <p>Financial monitoring is in place with a rigorous process of monthly review, including close scrutiny by the Chief Constable's Chief Finance Officer, the</p>

	Monthly 'Group' budget monitoring	<p>PCC's Chief Finance Officer and at the monthly DCC chaired Force Organisation Board, at which progress against the investment is reported.</p> <p>The PCC regularly receives a Financial Report which is on the agenda at the Chief Constable accountability meeting entitled the PCC Performance Meeting.</p>
Savings Plan	Budget includes £6m of savings	<p>The achievement of savings developed with support from CIPFA have been scrutinised by Chief Officers as to the acceptability and achievability of the proposed savings.</p> <p>Action plans to deliver savings continue to be reviewed by Chief Officers and regular monitoring will be undertaken to track achievement of savings and ensure any additional action required is undertaken during the year.</p> <p>The savings planned in the first year of the four year plan are within the reserves available but would be exceeded in subsequent years if not delivered.</p>
National IT Systems	Move to full cost charging without transfer of funding from Home Office.	<p>Further potential costs related to the national Home Office charges for IT systems from a grant ratio allocation basis to a Force budget ratio which may lead to additional costs for Surrey Police including changes to training and the creation of the national police college could continue in 2021/22 and beyond. A PCC and Police group has been established to scrutinise these cost before they are agreed.</p>
Levels of Reserves	Forecast to reduce over the term of the MTFS	<p>Currently used to finance the capital and investment programme and major change initiatives. It remains a risk that the level of reserves is adequate to meet unplanned demand and unexpected costs.</p> <p>To mitigate this risk, the General Reserve is kept at a minimum of 3% of revenue expenditure.</p> <p>An annual review of all reserves is undertaken at budget setting along with a post year-end review and update to the MTFS. Now that our budget is increasing further contributions are required to reserves in order to meet the stated limits over the period of the MTFS. Specific reserves are being employed to reduce the pressure on the revenue budget in the form of an Estate Strategy Reserve and a Cost of Change Reserve. A reserve by its nature can only be employed as a one off cash injection, the savings planned in the first year of the four year plan are within the reserves available but would be exceeded in subsequent years if not delivered.</p>
Interest rates, investment and borrowing	<p>Interest rates assumptions</p> <p>Borrowing at fixed rates.</p>	<p>Forecasts of investment income for 2021/22 onwards are based on estimated cash balances and interest rate forecasts as set out in the treasury management strategy. A prudent position has been adopted with regard to anticipating future increases in interest rates, to address the risk of interest rates being lower than expected, from a very low base.</p> <p>As economic activity has slowed markedly and interest rates reduced, in year and over the planning period estimates have been revised downwards.</p> <p>The risk of investment fund loss due to collapse of the financial institution with whom the deposit is placed, is limited by controls within the <u>Treasury Management Strategy</u> which focus on security rather than returns. Potential impact is mitigated by a diverse portfolio with top credit rated institutions.</p> <p>As part of the borrowing strategy in support of financing long term assets the ability to employ internal and external borrowing has been established which will be instigated by the Chief Finance Officer for the PCC. The Building the Future project is planned to be financed from borrowing.</p>
Income Assumptions	Income budgets reduced for specific items.	<p>Some risk of achieving on-going level of income targets included in Divisional and Department budgets. This will be monitored during the year and appropriate action or mitigation agreed as necessary. Additional income may be received in-year due to unforeseen events, additional grants from Home Office or other third parties. Budget adjustments will be requested where appropriate.</p>

Police Pension	Ruling from McCloud and Sergeant appeal	Police pensions along with many public sector pensions was reviewed to ensure a fairer balance between public purse and pensioners. The scheme was changed to a Career Average Revalued Earnings (CARE) scheme which included transitional arrangements. These arrangements were challenged and accepted by the tribunal. There is a possible risk that future employer contributions will have to increase as the cost of the scheme is expected to be higher. The risk is whether this higher employer contribution is met from government funding or rests with Forces.
LGPS Pension	LGPS reform changes	HMT Restriction of Public Sector Exit Payments Regulations 2020 restrict public sector bodies from making exit payments above £95,000 in connection with a person over the age of 55 leaving employment or vacating office. MHCLG proposes further limitations to LGPS and compensation regulations within a wider exit payment reform which includes pension strain costs and discretionary compensation amounts. There is also a risk of legal challenge to force payment decisions as LGPS regulations are not yet consistent with HMT regulations. Other challenges to LGPS funds and administration include the impacts of McCloud underpin implementation, SAB and HMT cost sharing schemes, Goodwin (survivor payment equality) remedy and the alignment of LGPS valuation cycles with other government schemes e.g. police officer schemes.
Reductions in security grants	Potential reductions in Airport and other security grants.	MTFS assumes that grants will continue at current level. If subsequently reduced, savings will be made to cover the reduction outside of core savings targets.
Public Order	Additional cost of overtime and associated costs	Whilst action will be taken to mitigate the overtime and other additional costs relating to policing public order operations, significant costs may be incurred on anticipated events in 2021/22. The Force is following nationally agreed guidelines on the policing of events. It is proposed that any in-year over-achieved savings will be used as a first source for funding, otherwise other revenue budget and operational reserve provides potential sources of funding if necessary.
Operational Demands	Public protection	Key operational pressures include continuing demand and complexity of public protection cases (domestic abuse and vulnerable children/adults) plus changes in nature/type of evidence collection, with a growing range of digital devices having to be examined requiring additional forensic time/resource and cost to process. The Forensic Capability Network a national group are overseeing developments in the Forensic market including digital forensics. https://recruitment-dcp-dp.org/dorset-police-staff/forensic-capability-network/
Capital Programme	Latest plans	There is a risk of the capital programme being understated, or that over spending occurs, resulting in insufficient funding being available as planned. Slippage may also impact on operational demands. The capital plan is reliant of several sources of funding including capital receipts which are at risk of not being achieved either in quantum or timing. These risks are mitigated by regular review of all major projects including the Estates Strategy and ICT projects, focus on key priorities agreed in advance, together with monthly budget monitoring and regular monitoring reports to the PCC.
Building the Future – New Headquarters	Major capital project	The scale of this project carries a number of risks including potential financial risks which are managed through a Building the Future Steering Group chaired by the Deputy Chief Constable which makes recommendations to the Building the Future Board chaired by the Police and Crime Commissioner for any decisions.
Capital Financing	MRP is calculated on an	This Capital Financing risk is of charges being greater than budgeted. This is mitigated by considering revenue and capital implications of major project spend within the capital and investment planning process and

	asset by asset basis	inclusion within the MTFF. The MRP debt repayment provision is calculated on individual assets and 100% of borrowing has fixed term rates, thus will not be impacted by changes in interest rates. Borrowing is planned to finance the capital programme within this MTFS.
Regional Partners	Investment plans	The risk is that all regional partners are not aware of each partner's investment plans, estate strategy etc. which can lead to un-planned expenditure within the year. A regional Police lead for SERIP has improved the communication to minimise this possibility, within their scope.
National ICT Programmes	Latest plans	There is a risk that delays to the implementation of national ICT schemes including ESMCP, NLEDS & HOB present significant risk. These risks will be managed by regular review of all these major projects at both the Strategic Change Board and the DCC Strategic Planning Board.
Local ICT Programmes	Project transition	Following the delays experienced by the ERP project it has now entered a transition phase to assess the direction the Force wishes to take to further develop the asset taking into account their priorities, risk appetite and affordability. There is a risk due the nature of it being a major IT project that costs maybe under estimated. The associated risk is the cost of maintaining legacy systems to ensure they remain fully operational.
Risk Management		Financial consequences could result if all major risks have not been identified when the budget has been set. This is mitigated by robust risk management arrangements in place with formal reporting to the Joint Audit Committee, Organisational Reassurance Board chaired by the Deputy Chief Constable; comprehensive insurance arrangements in place; and an adequate reserves policy and reserves (including the insurance and general reserve balances).
Climate Emergency - Carbon Neutral Pledge		Following Surrey County Council declaring a climate emergency the PCC and Chief Constable fully back the move and a strategy is now being developed through the joint Surrey and Sussex Environmental Board with the aim of making the organisation carbon-neutral by 2030. As the strategy is developed the financial implications will become apparent.

PROJECTED RESERVES

RESERVES	2020/21	2021/22	2022/23	2023/24	2024/25
estimated	£m	£m*	£m*	£m*	£m*
General Reserves	8.6	8.9	9.2	9.3	9.4
Earmarked Reserves					
PCC Estate Strategy Reserve	3.1	3.1	3.0	-	-
PCC Cost of Change Reserve	0.9	0.7	0.7	0.7	0.7
Covid19 Reserve	1.0	0.6	0.6	0.6	0.6
Local Council Tax Scheme Reserve		0.4			
Insurance reserve	3.4	3.4	3.4	3.4	3.4
Police pension reserve	1.4	1.4	1.4	1.4	1.4
Total Earmarked	9.8	9.6	9.1	6.1	6.1
TOTAL RESERVES	18.4	18.5	18.3	15.4	15.5

SURREY POLICE AND CRIME PANEL**OFFICE OF THE POLICE & CRIME COMMISSIONER'S BUDGET FOR
2021/22****5 February 2021**

6

1). Purpose of the report

This paper is provided to the Police & Crime Panel for information only to give Panel Members oversight of the budget that I intend to set, to fund the Office of the Police & Crime Commissioner (OPCC) for the financial year 2021/22.

My total OPCC budget proposals equates to around 1% of the total Surrey Police Group Budget and of that 60% is used to commission services. Many PCCs do not provide any details as to their own budgets preferring instead to have their costs buried in the overall police revenue budget. However I have instead taken the decision in the interests of complete transparency to present to the panel a detailed breakdown of the costs that I anticipate being directly incurred in the discharge of the functions of PCC during the forthcoming financial year.

2). Reasons for changes in the budget between 2020/21 and 2021/22

In order to assist with the Committee's understanding I have split the budget in to two parts although I have responsibility for both. The first section, the Operational Budget, relates to my own costs, the cost of staffing and running my office and the costs of Governance, such as Audit. The second section, the Commissioning Budget, relates to services that the OPCC commissions for victims and witnesses and the provision of grants for community safety and to reduce re-offending.

OPCC Operational Budget - OPCC Staff, Office and Governance Costs

Overall I am pleased to report that there has been a reduction in the Operational Budget of £35,620 compared to budget agreed by this committee last year and that

this money has been used to strengthen the Victims and Commissioning team. For 2021/22 the Government announced a pay freeze for public sector staff and the staff in my office and myself are no exception and so no allowance has been made for an inflationary pay increase. However allowances have been made for increments where due and also for increased pension costs as a result of an actuarial review. To offset these costs the staff training budget has been reduced as an allowance made last year to train our new Complaints Review Manager is no longer needed. In addition some of the funding I budgeted last year for the coordination of the Police cadets scheme, which I have supported from the outset and is now very successful, is not needed as the force has agreed to take on this responsibility. However £23,000 of this budget has been retained in order to pay Police Federation subscriptions for Special Constables. As the Committee is no doubt aware Special Constables are unpaid volunteers who provide a vital service supporting frontline officers. However if they want to join the Police federation to provide them with advice and support they need to fund the subscription out of their own money. Hence it was agreed that PCCs across the country would pick up this cost, following a change in legislation, and I am happy to support it.

Other budgets have increased slightly with inflation but where possible cost increases have been absorbed. I would like the committee to note that I have not included a budget to fund a Deputy PCC as I have not got one and I do not believe that one is required. Were this to become a requirement, say imposed by Government out of the PCC review, then funding that would normally go to the Force would need to be retained by me to fund it.

In conclusion I am pleased to report that as a result of these changes the OPCC operational budget has actually delivered a real terms reduction.

OPCC Commissioning Budget – Community Safety Grants and Victim Services

Whilst I am always seeking to put as much money in to the Force to enable them to catch as many criminals as possible we must not lose sight of the fact that crime prevention, tackling anti-social behaviour and support for victims and witnesses are also vitally important.

In terms of crime prevention I intend to continue to support the Community Safety Fund to provide resources which can be used on the ground to make a real impact in communities and their fear of crime. My staff over the last year have been very successful in attracting additional money from Government for crime prevention, for example Safer Streets Funding for North Surrey, and no doubt will continue to do this in 2021/22.

It always saddens me that despite living in one of the safest parts of the country there are still residents who become victims of crime. These residents require help not only to come to terms with the dreadful experience they have been through but also support to guide them through the criminal justice service to ensure that offenders are convicted and taken off our streets. My staff work closely with many voluntary and charitable organisations commissioning services for those affected by crimes, where the harm caused is often unimaginable – domestic abuse, rape and sexual assault, child abuse – to support victims and families, and offer advice and increase protection. The Victim and Witness Care unit is a dedicated unit I established and jointly fund and operate with Surrey Police to work alongside these specialist services and the team is working tirelessly to support all those affected by crime, regardless of whether it is reported to the police or not. They support victims and witnesses as they give evidence and deliver convictions and indeed beyond their journey through the criminal justice system. This service has recently experienced a significant increase in workload due to delays within the Criminal Justice system caused by Covid.

Over the last few years I have maintained funding for these services at around the same level allowing for inflation. However this year the better than expected Government Settlement coupled with the ability to raise the precept, if approved,

gives a unique opportunity to not only increase the resources available to catch criminals (I am proposing an increase of 150 officers/staff for the force) but also to expand the support I can give to victims and crime prevention. I have discussed this proposal with the Chief Constable and it comes with his full support.

I am therefore proposing an increase in funding for grants of £644,166 to come out of the precept increase to be used on the following initiatives:

a) Domestic Abuse (DA) Perpetrator intervention

This is a joint initiative with Surrey County Council to reduce repeat offending from Domestic Abuse Perpetrators. This initiative should not only decrease the incidents of DA but also reduce the number of victims. As this is a joint initiative there is the possibility it could attract Government funding in the future.

b) IRIS (DA identification, response and training scheme in GP surgeries)

This scheme seeks to better identify domestic abuse victims and enable survivors to keep safe with support from a specialist IRIS advocate, embedded within our locally commissioned specialist DA support services. It will fill the gap by reaching survivors presenting at GPs for health issues such as anxiety, depression, but for whom the root cause, DA, has not been addressed and therefore which continues to threaten their safety and ultimately cost to public services. This is a proven approach, nationally recognised as it reaches a wide proportion of residents, ensuring intervention can happen at an early stage.

c) Independent Domestic Abuse advocate in Safeguarding Investigation Units

I have funded one independent advocate already operating in North division and Surrey Police would like to expand this role across all three divisions to offer a consistent service. In divisions without an advocate it currently takes up to two days from the point that a survivor reports their crime to the police to them receiving support from specialist outreach services. Surrey Police data tells us that 20% of these survivors decide not to support police intervention within the first 2 days of reporting. The advocate has been able to bridge that gap by providing immediate crisis intervention to support the survivor as the cases are

reported and unfold. Furthermore, the project shows that immediate intervention is an opportunity to explore victims' needs and has seen an increase in referrals overall to outreach services in the North, with more of the highest repeat victims leaving the abusive relationship. In addition the advocate helps to improve knowledge and confidence in officers and staff investigating these complex cases and they report feeling more equipped to do so and having a greater understanding of needs.

d) Services for exploited children and adults

Recently I wrote to the Policing Minister to highlight that in Surrey we have a desperate need for a preventative programme and advocacy/support services for children and adults at risk of or being exploited. It is clear from some of the criminal investigations being undertaken at the moment that children and adults are being drawn in to criminal activity because of their vulnerability and are at risk of harm from the changing nature of serious and organised crime in our county. This service will seek to work with those vulnerable children and adults to prevent an escalation of harm, in the same way as the current WISE service supports those at risk of or experiencing sexual exploitation. Without the right early intervention the long-term impact can devastate lives of those involved and have a hugely negative impact on communities.

e) Stalking support service

Approximately 1.5 million people in England and Wales will be a victim of stalking every year and it is vital that early warning signs aren't ignored and victims feel able to ask for help at an early stage before risk escalates. The murders of Alice Ruggles and Shana Grice, killed by their stalkers, reminds us of the devastating consequences that stalking can have. Currently I am unable to offer dedicated specialist support to victims of stalking (beyond that for domestic related), unlike in many other areas, and so this funding will enable tailored support to be given in line with the recent HMICFRS recommendation.

I hope you will agree with me these initiatives will make a real difference to our residents in preventing and reducing crime, supporting those most in need and

preventing further victimisation, providing community reassurance and by extension reducing costs to the public sector in general. This additional funding will put Surrey at the forefront in these important areas and thus could also provide an opportunity to attract additional funding from Central Government amongst others.

3) Conclusion

I hope that in having set out my Office budget in considerable detail (Appendix A), members of the Panel will recognise that I have tried to keep the costs of running the OPCC to a minimum whilst supporting victims and crime prevention. This means that 99% of the overall budget can be passed to Surrey Police to support their work on the front line. Please note that the increase in funding for victims, crime reduction and supporting communities of £644,000, as set out in this paper, is contingent on the Panel approving the precept increase which is covered elsewhere on this agenda.

4) Recommendation

The Panel is asked to note and comment as appropriate on the report.

David Munro Police & Crime Commissioner

5 February 2021

Lead Officer: Kelvin Menon - OPCC Treasurer & Chief Finance Officer

Telephone Number: 01483 630200

E-mail: kelvin.menon@surrey.pnn.police.uk

Appendix A

Summary of Costs	2020/2021	2021/2022	Increase / Decrease	% Increase / Decrease
Police & Crime Commissioner				
Salary	71,400	71,400	0	0%
Employers National Insurance	7,930	8,650	720	9%
Employers Pension Contribution	9,420	11,780	2,360	25%
Conference fees	1,500	1,000	-500	-33%
Mobile phone/Blackberry	100	50	-50	-50%
Travel & Subsistence	5,850	4,500	-1,350	-23%
Training	500	500	0	0%
	96,700	97,880	1,180	1%
Staff Budget				
Staff Salaries	484,380	486,490	2,110	0%
Employers National Insurance	55,770	53,550	-2,220	-4%
Employers Pension Contribution	66,270	79,860	13,590	21%
Conference Fees	4,280	3,920	-360	-8%
Mobile phone	390	410	20	5%
Travel & Subsistence	6,030	5,540	-490	-8%
Training Costs	14,040	1,350	-12,690	-90%
	631,160	631,120	-40	0%
PCC Roles				
Communication	25,000	25,000	0	0%
Project Funding	30,000	30,300	300	1%
Special Constables Police Fed'n Subs	0	23,000	23,000	
Police Cadets	60,000	0	-60,000	
Independent Custody Visitor Scheme	8,200	8,200	0	0%
Consultancy	15,000	15,150	150	1%
Chief Officer Recruitment	2,000	2,000	0	0%
Hire of Rooms & Halls	4,000	1,000	-3,000	-75%
Legal Fees	30,000	30,300	300	1%
	174,200	134,950	-39,250	-23%
Subscriptions				
Association of Police & Crime Commissioners	28,000	28,300	300	1%
Association of PCC Chief Executives	1,330	1,270	-60	-5%
PCC Treasurers Association	2,800	2,830	30	1%
Other Memberships/Subscriptions	5,770	6,320	550	10%
	37,900	38,720	820	2%
Office Running Costs				
Rent	28,940	29,520	580	2%
Rates	6,320	6,450	130	2%
Gas	1,220	1,240	20	2%
Electricity	1,220	1,240	20	2%
Water & Sewage	200	200	0	0%
Property Maintenance	4,480	4,570	90	2%
Premises Cleaning & Materials	1,840	1,880	40	2%
Adaptations & Redecoration	3,270	3,340	70	2%
Furniture, Equipment & Repair	2,000	2,000	0	0%
Photocopying	3,400	3,400	0	0%
Postage	900	900	0	0%
Printing	200	200	0	0%
Stationery	700	500	-200	-29%
Books, Maps & Reading Materials	300	250	-50	-17%
Recruitment costs	1,530	1,500	-30	-2%
Catering	1,290	1,180	-110	-9%
Computer Equipment, Software & Consumables	1,450	1,350	-100	-7%
	59,260	59,720	460	1%
Audit/Independent Member Costs				
Internal Audit	80,000	80,800	800	1%
External Audit	40,000	40,400	400	1%
Audit Committee Members Costs	8,160	8,170	10	0%
Independent Member Costs	24,800	24,800	0	0%
	152,960	154,170	1,210	1%
OPCC Operational Costs				
	1,152,180	1,116,560	-35,620	-3%
Grants and Victim Services				
Community Safety Fund Grant	800,000	808,000	8,000	1%
Domestic Abuse Service	374,800	378,550	3,750	1%
Child Sexual Abuse Service	224,500	226,750	2,250	1%
Rape and Sexual Assault Service	155,640	157,200	1,560	1%
Victim & Witness Care Unit	465,090	479,037	13,947	3%
Unallocated	64,180	54,580	-9,600	-15%
Staff to support grants and victims services	281,810	324,270	42,460	15%
Less MOJ Funding for Victims	-1,369,137	-1,390,966	-21,829	0%
Additional precept funding for new services	0	644,166	644,166	
	996,883	1,681,587	684,704	69%
OPCC Commissioned Services				
	996,883	1,681,587	684,704	69%
TOTAL OPCC BUDGET				
	2,149,063	2,798,147	649,084	30%

This page is intentionally left blank

SURREY POLICE AND CRIME PANEL

SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH 8 FINANCIAL YEAR 2020/21

5 February 2021

1) Purpose of Report

The purpose of this report is to inform the Police & Crime Panel of the Surrey Police Group (i.e. OPCC and Chief Constable combined) of the financial position as at the 30 November 2020 as well as a prediction for the situation at the end of the year. This is to inform the panel in relation to setting the precept later on this agenda. A report on the OPCC financial performance is included elsewhere on this agenda.

2) Revenue Financial Performance as at the 30 November 2020

I am pleased to report that as at the 30 November 2020 the Surrey Police Group is predicted to have an underspend of £0.7m against a budget of £250.0m. This is after taking in to account unbudgeted net expenditure of £2.3m on Coronavirus costs, which are included within the total expenditure, and are explained in more detail later in this paper.

A detailed report of spending against individual budgets is included in Appendix A to this report. This shows actual and estimated expenditure against budget both by portfolio and cost centre. Further information is provided below to inform the panel on major cost centre variances:

a) Wages and Salaries

The variances for these areas have been summarised in the table below:

Nov-20	Year to Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Police Officer Pay	88,779,898	79,807,954	8,971,944	118,123,390	119,711,169	(1,587,779)
Police Officer Overtime	3,299,789	3,354,494	(54,705)	5,576,884	4,852,923	723,961
Police Staff Pay	48,801,653	49,751,780	(950,127)	74,766,943	74,898,340	(131,397)
Police Staff Overtime	1,088,976	690,196	398,780	1,647,419	1,126,571	520,848
Other Employee Expenses	3,173,373	2,600,954	572,419	4,390,094	3,901,334	488,760
Temporary or Agency Staff	2,216,612	797,301	1,419,311	2,906,502	1,195,669	1,710,833
Restructure, Training & Conference Costs	1,589,133	1,549,809	39,324	1,836,384	2,285,648	(449,264)
Total	148,949,434	138,552,488	10,396,946	209,247,615	207,971,654	1,275,961

The table above shows that Wages and Salaries are predicted to be overspent by £1.3m by the end of the year. This is due to a number of reasons:

Police Officer Pay

Due to the phasing of officer recruitment being mainly in the latter half of the year this has resulted in a predicted underspend of £1.6m after taking account of the 2% staff vacancy factor. The budget has been set on an monthly average officer number of 2,024 although the anticipated rolling average for the year based on number so far and anticipated growth for the remainder of the year is 1,979 resulting in the underspend. Despite this actual numbers in March 2021 are predicted to be 2,061 which is in excess of the budget. The pay rise of 2.5% has also been built in although only 2.0% was budgeted for.

Police Officer and Staff Overtime

Officer and Staff overtime continues to be above budget and the table below shows the expenditure per FTE over the last 5 years.

Police Overtime	Budget £'000	Actual £'000	Variance £'000	Variance %	Average per FTE
2020-21	4,853	5,577	724	15%	2,819
2019-20	3,554	4,826	1,272	36%	2,577
2018-19	4,030	4,270	240	6%	2,241
2017-18	4,232	6,688	2,456	58%	3,417
2016-17	3,839	6,568	2,729	71%	3,516

Staff Overtime	Budget £'000	Actual £'000	Variance £'000	Variance %	Average per FTE
2020/21	1,127	1,647	521	46%	916
2019/20 exc PCC	1,119	1,543	424	38%	912
2019/20 PCC	10	19	9	90%	11
2019/20	1,129	1,562	433	38%	945
2018/19	1,561	1,454	-107	-7%	882
2017/18	1,641	1,853	212	13%	1,101
2016/17	1,341	1,622	281	21%	

In terms of Police overtime Covid has accounted for over £200k of the overspend with a further £200k in specialist crime and the rest in divisions. For staff direct covid overtime and additional staffing driven by Covid in contact accounted for £330k of the increase with the remainder being custody, specialist crime, ICT and Ops command. Work is being done to try and minimise these overspends.

Police Staff Pay

Although Police staff numbers are under budget 148 FTE under budget this is only slightly more than the 6% vacancy margin required resulting in only a small underspend.

Other employee expenses

The predicted overspend here relates mainly to the costs for local PPE, which have been refunded by Government, with the income included in the grants and income line

Agency Costs

There is a forecast overspend of £1.7m of which £1m is for 30 investigative assistants across 3 division. Other costs relate to cover for contact etc. due to Covid and returning officers assisting with Covid.

Training Costs

These costs are showing a saving of £0.4m due to training being cancelled as a result of Covid.

Precept and Uplift Investment

I am pleased to report that we are on track to meet the targets for new staff funded by the precept investment and uplift grant by the end of the year.

Expected increase at March 2021	Investment provided	Forecast At 31/3/21
Employee Group	FTE	FTE
Police Officers – Uplift growth	78	78
Police Staff – Uplift growth	0	0
Police Officers – Precept growth	26	26
Police Staff – Precept growth	52.5	52.5
Total	156.5	156.5

b) Non-pay Budgets

The current variances and predictions for these budgets are summarised in the table below:

Nov-20	Year to Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Premises Related Expenditure	7,775,101	6,602,961	1,172,140	10,453,718	10,456,493	(2,775)
Transport Related Expenditure	3,603,172	3,550,145	53,027	4,311,770	5,308,038	(996,268)
Supplies & Services	21,641,814	24,003,215	(2,361,401)	38,019,145	34,327,654	3,691,491
Capital financing and Financial Reporting	537,510	4,103,040	(3,565,530)	6,127,565	6,154,565	(27,000)
Grants & Income	(22,841,758)	(10,557,283)	(12,284,475)	(18,788,560)	(14,234,360)	(4,554,200)
Total	10,715,839	27,702,078	(16,986,239)	40,123,638	42,012,390	(1,888,752)

The reasons for significant variances are as follows:

- Transport underspends are due to insurance costs being lower than predicted
- £0.7m of the overspend is on forensics from specialist crime due to rising costs and demand with a further £0.8m due to ICT. The rest is due to local and national PPE which has been offset by additional income in the form of a Government grant.
- Income is predicted to be above budget due to grants received for Covid reimbursement, additional income for Surrey officers seconded to regional units and income from tenants at the new HQ site in Leatherhead.

c) Delivery of Savings for 2020/21

All the savings were taken at the beginning of the financial year and deducted from budgets. Out of the total £1.4m savings £500k of ICT savings are still to be identified.

Based on assumptions in respect of income and costs it is estimated that £20m of savings will be needed over the next 4 years. Work is being done at the moment to identify these should they be required. This situation may change depending on the outcome of the Settlement later in the year.

d) ERP Project

In addition the Equip project is estimated to be £1.5m over budget by the end of the year due to additional staff and licenses – this has already been reflected in the costs described earlier in this report

3) Capital expenditure to the 30 November 2020

The capital budget for 2020/21 was approved by the PCC in February 2020 totalling £10.5m with an additional £7.5m capital slippage from 2019/20 and in year capital to revenue transfers for some software has resulted in a total budget for the year of £15.4m. This is shown in more detail in the table below:

Capital Summary	2019-20 Slippage Request £	2020/21 Budget Allocated £	Budget Virements	2020/21 Total Budget £	2020-21 Other changes £	2020-21 In- year Slippage £	2020/21 Total Budget £
IT Strategy	3,350,846	3,784,000	-1,020,916	6,113,930	-1,371,920	0	4,742,010
Enterprise Resource Planning	0	0	0	0	0	0	0
Fleet Strategy	117,280	3,761,000	0	3,878,280	0	0	3,878,280
Specialist Crime	326,336	0	0	326,336	0	0	326,336
Operations Command	473,893	150,000	0	623,893	200,000	0	823,893
Contact	845,000	0	0	845,000	0	0	845,000
Local Policing	0	0	0	0	0	0	0
SE Region Estates Strategy	0	0	0	0	0	0	0
Estates Strategy	2,451,004	2,785,000	-35,000	5,201,004	-200,000	-202,237	4,798,767
Unallocated Budget	0	0	1,055,916	1,055,916	-1,055,916	0	0
Total	7,564,359	10,480,000	0	18,044,359	-2,427,836	-202,237	15,414,286

Details of actual and estimated spend against budget are shown in the table below:

Capital Summary	2020/21 Total Budget £	2020/21 Actuals £	Forecast £	Forecast Variance £
ICT Strategy	4,742,010	2,394,805	4,355,551	(386,459)
Commercial and Finance Services	5,030,056	1,878,941	5,029,966	(90)
Specialist Crime	326,336	110,736	291,756	(34,580)
Operations	823,893	252,453	428,876	(395,017)
Corporate Services (Surrey)	3,646,991	999,530	2,797,046	(849,945)
Local Policing	845,000	655,092	1,237,268	392,268
Total	15,414,286	6,291,557	14,140,463	(1,273,823)

The Force runs a flexible programme managing schemes over a rolling 2 year period enabling schemes to be bought forward or deferred. Although an underspend of £1.3m is anticipated ICT has requested that a further £0.8m budget be moved in to 2021/22 for delays to the ESN budget which will then reduce the predicted underspend. However given there are only 3 months left and £6.3m has been spent the underspend it likely to be larger.

The Home Office only provides a grant of £0.2m for Police Capital Expenditure. Hence of the estimated £14.1m capital expenditure it is anticipated that £8.9m will be funded from borrowing, £4.2m from revenue with the remaining £1m from Capital Receipts and Government Grant.

4) Reserves and Treasury Investments

At the start of the year there were reserves totalling £19.5m of which £11.4m are earmarked and £8.1m non earmarked. During the year so far earmarked reserves have been used on insurance claims, ill health retirement and the PCC Covid grants for voluntary groups however this should be balanced out by the underspend for the year. This means that there should be no change in the overall level of reserves during the year. The non-earmarked reserves represent just over 3% of the net budget which puts them at the lower end of reserves required to deal with financial uncertainty.

At the end of November £28.8m was held for investment by Surrey County Council under the SLA on an overnight basis and on which interest is paid. In March 2019, the PCC also entered into an external loan with PWLB for £15.6m in order to purchase land for Building the Future.

5) Covid Costs

The operational response to the COVID 19 pandemic has resulted in additional unplanned costs which consist of the salary costs of police officers and staff, employee overtime, premises, lost income and supplies & services, the most significant cost for the Personal Protective Equipment (PPE). The Home Office has reimbursed all PPE costs and has paid £388k from the £30m Covid Surge Fund to cover some additional resourcing. In addition forces can claim for a proportion lost income on the same basis as local authorities.

An estimate of the total costs for the year of the COVID-19 pandemic together with any grants are shown in the table below. These costs are included within the overall financial forecast and are shown here together just for information.

	Surrey
Expenditure	£'000
National PPE	2,275
Local PPE	628
Other Local Costs	3,576
Total Forecast Costs	6,479
Forecast Income	-3,568
Net Forecast	2,910
Total PPE	2,902

6) Risks to the Forecast

There are a number of risks which may impact on the delivery of the forecast. These are:

- Covid costs may be higher than predicted due to the pandemic lasting longer or becoming more intense;
- Overtime costs may rise significantly due to sickness and operational pressures
- Capital receipts may not be achieved due to market conditions
- The Equip program is being reviewed and this may result in financial implications

- Forensics costs are rising due to an increase in the number of submissions caused by additional officer numbers and an increase in Intoximeter testing.
- Intelligence processing is not keeping pace with demand so additional resources may be required in this area

7) Equalities and Diversity Implications

There are none arising from this report

8) Summary

Despite the Force incurring additional unfunded costs as a result of Covid of £2.9m it is still predicting to come in under budget by £0.6m. This, coupled with the delivery of the precept and uplift posts, looks to be very positive for the rest of the year. However there are still a number of uncertainties which will need to be watched carefully to keep the finances on track.

Although there has been some slippage in Capital projects this has reduced the amount of money the force has to find or borrow to fund these projects. That said the largest project – Building the Future for the new HQ – is still proceeding to plan.

Looking forward in to the budget for next year I do not anticipate anything arising from this year, based on the predicted outturn, to impact 2021/22 which has not already been taken account of.

Finally based on the information I have received I am happy to approve the virements as set out in Appendix B to this report

David Munro
Police & Crime Commissioner

Lead Officer: Kelvin Menon, OPCC - Treasurer & CFO
Telephone Number: 07870 378553
E-mail: kelvin.menon@surrey.pnn.police.uk

Revenue Budget and Estimated Outturn for 2020/21 as at 30th November 2020

Surrey Corporate Report

Nov-20	Year to Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Portfolio						
Local Policing	26,497,177	25,016,344	1,480,833	40,269,495	38,148,664	2,120,831
Operations	4,074,753	3,574,149	500,604	4,764,214	5,588,497	(824,283)
Specialist Crime	11,317,283	13,552,717	(2,235,434)	19,015,808	21,015,827	(2,000,019)
Corporate Services	5,800,639	5,555,304	245,335	9,145,390	8,346,248	799,142
Information & Communication Technology	11,591,505	11,155,662	435,843	16,699,287	16,287,552	411,735
People Services	4,912,166	5,128,319	(216,153)	6,645,164	7,709,419	(1,064,255)
Equip	1,981,911	1,598,433	383,478	3,950,622	2,397,673	1,552,949
Commercial and Finance Services	3,065,752	19,432,900	(16,367,148)	28,658,343	28,629,932	28,411
<i>Non-Delegated</i>	<i>88,779,898</i>	<i>79,807,954</i>	<i>8,971,944</i>	<i>118,123,390</i>	<i>119,711,169</i>	<i>(1,587,779)</i>
Operational Policing Total	158,021,084	164,821,782	(6,800,698)	247,271,714	247,834,981	(563,267)
PCC for Surrey Police	1,644,189	1,432,784	211,405	2,099,539	2,149,063	(49,524)
Total Police Fund	159,665,273	166,254,566	(6,589,293)	249,371,252	249,984,044	(612,792)
Funding	(171,942,554)	(171,942,554)	-	(250,008,562)	(250,008,562)	-
Grand Total	(12,277,281)	(5,687,988)	(6,589,293)	(637,310)	(24,518)	(612,792)
Cost Type						
Police Officer Pay	88,779,898	79,807,954	8,971,944	118,123,390	119,711,169	(1,587,779)
Police Officer Overtime	3,299,789	3,354,494	(54,705)	5,576,884	4,852,923	723,961
Police Staff Pay	48,801,653	49,751,780	(950,127)	74,766,943	74,898,340	(131,397)
Police Staff Overtime	1,088,976	690,196	398,780	1,647,419	1,126,571	520,848
PO Injury, Ill Health & Death Pensions	1,589,967	1,415,144	174,823	2,122,727	2,122,727	(0)
Other Employee Expenses	1,583,406	1,185,810	397,596	2,267,367	1,778,607	488,760
Temporary or Agency Staff	2,216,612	797,301	1,419,311	2,906,502	1,195,669	1,710,833
Restructure, Training & Conference Costs	1,589,133	1,549,809	39,324	1,836,384	2,285,648	(449,264)
Premises Related Expenditure	7,775,101	6,602,961	1,172,140	10,453,718	10,456,493	(2,775)
Transport Related Expenditure	3,603,172	3,550,145	53,027	4,311,770	5,308,038	(996,268)
Supplies & Services	18,081,905	21,624,783	(3,542,878)	34,378,273	30,779,017	3,599,256
Third Party Payments	3,559,909	2,378,432	1,181,477	3,640,872	3,548,637	92,235
Capital financing and contributions	1,429,348	4,103,040	(2,673,692)	6,627,565	6,154,565	473,000
Transfers to Revenue and Capital Reserves	82,140	-	82,140	(500,000)	-	(500,000)
Reconciling Man. Accs & Stat. Financial Reporting.	(973,978)	-	(973,978)	-	-	-
Grants & Income	(22,841,758)	(10,557,283)	(12,284,475)	(18,788,560)	(14,234,360)	(4,554,200)
Sub Total	159,665,273	166,254,566	(6,589,293)	249,371,252	249,984,044	(612,791)
Funding	(171,942,554)	(171,942,554)	-	(250,008,562)	(250,008,562)	-
Grand Total	(12,277,281)	(5,687,988)	(6,589,293)	(637,309)	(24,518)	(612,791)

Between £0.1m and £0.5m

Month	Amount '£000	Perm/ Temp	From	To	Description
M8	324	Temp	ICT Joint	ICT Joint	DEMS Hardware transfer
M8	167	Perm	Surrey SE Resources	SC Joint Ops	Project Posts & FISU Restructure (JH)

Greater than £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M8	2,275	Temp	Operations	Operations	COVID & PPE Supplies & Services (PJ)

Capital Virements

Month	Amount	Perm/ Temp	From	To	Description
M8	NIL				

7

SURREY POLICE AND CRIME PANEL

OFFICE OF THE POLICE AND CRIME COMMISSIONER FINANCIAL REPORT FOR MONTH 8 FINANCIAL YEAR 2020/21

5 February 2021

SUMMARY:

The purpose of this report is to inform the Police & Crime Panel of the OPCC's financial performance against budget up to the 30 November 2020. The report compares the budget for the year, as approved by the PCC in February 2020, against actual expenditure incurred.

1. Introduction

At the moment, generally speaking, spend so far is in line with the budget. Although there are a number of variances, which are discussed below, it is anticipated that at the end of the year the OPCC will come in just under or very close to budget. I am therefore anticipating no implications arising from this year's budget impacting on the budget for 2021/22.

2. Comments on Individual Budget Variances

A). PCC and Staff Costs – Given November is 2/3rds of the year the expenditure for both these areas overall is on track. Savings have been achieved in travel, conferences and training due to most things taking place on line. However this has been offset by the need to provide staff with additional phones and higher than expected pension contributions.

B). PCC Roles – A number of areas here are likely to result in an underspend. The Cadet Force funding is now picked up by the force, although some of this may be needed to pay for Police Federation subscriptions for Special Constables. Due to Covid no halls have been hired and fortunately I have not had to spend anything on Chief Officer recruitment this year however consultancy, mainly for Building the Future, has not been billed yet. That said I am working with my staff to see whether there are other areas that a potential underspend could be used i.e. Further supporting victim services and ensuring our website is compliant with new accessibility legislation.

C). Memberships – Most membership payments have to be paid at the beginning of the financial-year, but by the end of the year this budget will be in balance.

D). Office Running Costs – Overall these are on budget. Whilst there have been savings in areas such as photocopying, due to staff being out of the office, this has been offset in part by the need to purchase additional IT equipment such as laptops.

F). Audit Costs – This has not all been billed yet but is expected to be on budget.

G). Victim Services and Community Safety– These costs relate to services commissioned by my office. Community Safety Grants are funded from the overall force resources whereas victim services are funded directly by the Ministry of Justice. In addition the MOJ gave an additional grant to provide bodies we work with access to additional funding to support them through Covid and I topped this up with up to £500k of my own funding from reserves. At the moment it appears that these budgets are overspent but this is mainly due to the fact that not all of the MOJ main grant has been received. I anticipate that expenditure will match the budget at the year end.

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

RECOMMENDATIONS

The Police & Crime Panel is invited to comment and note the financial performance of the Office of the Police & Crime Commissioner for Surrey for the eight-month period ending 30 November 2020.

David Munro Police & Crime Commissioner

5 February 2021

EQUALITIES & DIVERSITY IMPLICATIONS:

None arising.

Lead Officer: Kelvin Menon, OPCC - Treasurer & Chief Finance Officer

Telephone Number: 07870 378553

E-mail: Kelvin.menon@surrey.pnn.police.uk

APPENDIX A

OPCC EXPENDITURE AGAINST BUDGET AS AT 30 NOVEMBER 2020

	Budget	Actual Spend to	% of Budget
Police & Crime Commissioner			
Salary	71,400	47,600	67%
Employers National Insurance	7,930	5,766	73%
Employers Pension Contribution	9,420	7,854	83%
Conferences	1,500	0	0%
Mobile Telephones	100	18	18%
Travel & Subsistence	5,850	807	14%
Training	500	0	0%
	96,700	62,045	64%
Staff Budget			
Staff Salaries	617,000	410,154	66%
Employers National Insurance	70,490	44,105	63%
Employers Pension Contribution	83,760	68,659	82%
Conferences	5,260	263	5%
Mobile Telephones	500	1,848	370%
Travel & Subsistence	10,330	573	6%
Training	15,000	279	2%
	802,340	525,881	66%
PCC Roles			
Communications & Consultation	25,000	14,286	57%
Cadet Force funding	60,000		0%
Other Contributions	30,000	13,542	
Independent Custody Visitor Scheme	8,200	1,971	24%
Consultancy	15,000	0	0%
Chief Officer Recruitment	2,000	0	0%
Hire of Rooms & Halls	4,000	0	0%
Legal Fees	30,000	41,128	137%
	174,200	70,927	41%
Memberships			
Association of Police & Crime Commissioners	28,000	21,866	78%
Association of PCC Chief Executives	1,330	1,330	100%
PCC Treasurers Association	2,800	0	0%
Other Memberships/Subscriptions	5,770	10,619	184%
	37,900	33,815	89%
Office Running Costs			
Rents	28,940	21,705	75%
Rates	6,320	4,740	75%
Gas	1,220	915	75%
Electricity	1,220	915	75%
Water & Sewerage	200	150	75%
Property Maintenance	4,480	2,895	65%
Premises Cleaning	1,840	1,380	75%
Adaptations & Redoraction	3,270	2,918	89%
Furniture, Equipment & Repair	2,000	440	22%
Photocopying	3,400	1,950	57%
Postage & Courier Costs	900	304	34%
Printing	200	0	0%
Stationery & Office Consumables	700	57	8%
Books & Publications	300	126	42%
Recruitment Costs	1,530	0	0%
Catering	1,290	428	33%
Computer Equipment, Software & Consumables	1,450	1,748	121%
	59,260	40,670	69%
Audit Costs			
Internal Audit	80,000	0	0%
External Audit	40,000	22,353	56%
Independent Audit Committee	8,160	3,825	47%
Members Attendance Allowance	24,800	4,304	17%
	152,960	30,482	20%
OPCC Operational and Governance Costs	1,323,360	763,819	58%
Victim Services and Community Safety			
Domestic Abuse Service	374,800	441,509	118%
PCC Coronavirus Grants	0	252,301	
Community Safety Fund	800,000	666,265	83%
Child Sexual Abuse Service	224,500	232,186	103%
Rape and Sexual Assault Service	155,640	155,635	100%
Victim & Witness Care Unit	465,090	466,975	100%
MoJ Covid -19 Grant funding	0	337,493	
Uncommitted	64,180	15,000	23%
Staff Costs	110,630	72,538	66%
MoJ Victim Services Grant	-1,369,137	-695,484	51%
MoJ Covid 19 Grant Funding		-337,492	
Coronavirus grants from reserves		-252,301	
OPCC Commissioning services	825,703	1,354,624	164%
Total	2,149,063	2,118,444	99%

This page is intentionally left blank

SURREY POLICE AND CRIME PANEL

PCC PUBLIC ENGAGEMENT

5 February 2021

INTRODUCTION

The attached report details how the PCC has sought to engage with the Surrey public through face-to-face meetings and events, communications and consultation during the last year.

DETAILED REPORT

Meetings/Events

A key part of the PCC's day-to-day role is to get out and about in Surrey's communities to hear from those who work and live in the county and to listen to their opinions on policing. Over the last 12 months this has proved particularly difficult in light of the Covid-19 restrictions with many meetings and events having to be postponed, cancelled or where possible moved online.

However during 2020, the PCC attended over 100 different meetings, events or visits with local charities, residents groups, service providers and crime prevention organisations whether online or in person.

These have included meeting residents and residents groups from across the county including Reigate and Banstead, Weybridge, Woking, West Vale and Stanwell to discuss and help address local issues such as anti-social behaviour, bike theft, security concerns and rural crime.

Virtual meetings have included a Safer Streets webinar with Stanwell residents in September to discuss the plans for the project, a Facebook live meeting with Merstham residents in June and a joint meeting with Surrey Police and taxi drivers in Woking about Covid concerns.

In January and February last year, the Office of the Police and Crime Commissioner and Surrey Police teamed up to hold a second series of public engagement events in all 11 boroughs and districts across the county.

The 'Policing Your Community' events provided an opportunity for residents to hear from the PCC as well as Chief Constable Gavin Stephens and their local Borough Commander on policing priorities and community issues in their area and put any questions to them.

Nearly 500 residents attended the events across the county with positive feedback received from the majority of those who attended.

This year a similar series of events are currently taking place during January and February – but this time being held virtually due to the Covid-19 restrictions. The PCC's office and the Force have worked with an external production company to bring the events live to people's homes with presentations from the PCC, Chief Constable and the local Borough Commander recorded and played to the audience. That is followed by a live interactive question and answer session for residents to raise any issues or leave any comments.

It is the first time that the PCC's office or the Force have held such a series of events online and they are being recorded so that any residents who weren't able to attend can watch the proceedings retrospectively.

9

Social media/digital communications

The official Surrey OPCC Twitter account has reached over 6,000 followers, with the combined following on Twitter, Facebook, LinkedIn, Instagram and Nextdoor growing by an average of 58 new followers a month. Posts across these channels were clicked, liked, commented on or watched an average of 1,079 times per week during 2020.

In September, the PCC's office set up an account with new social media channel Nextdoor, allowing more direct communication to residents living in Surrey. The initial post on this account reached 116,000 people and received 97 comments. Since October, 13 posts have been shared to Nextdoor, representing approximately 5% of the total messages shared on the PCC's channels. These accounted for 16% of the total engagement over the same period.

Efforts have also been made to establish access to residents' groups on Facebook that are estimated to include more than 300,000 people. The PCC's office is currently approved to post to 50 out of 62 groups identified and approached across all 11 boroughs. The average membership of these groups is close to 20,000 residents, so has the potential to greatly increase the reach of local messaging.

Communication via these groups is more limited than regular posts, however the engagement with a small number of recent posts about the PCC's council tax consultation and the Policing Your Community events in 2021 have shown it to be effective, with over 200 further shares and comments received in one week.

It is worth noting that the combined use of Facebook groups and Nextdoor has coincided with a significant increase in the number of new followers over this time, compared to the previous six months.

Since October, posts via Nextdoor and Facebook groups have extended the average reach of the PCC's online channels by approximately 26,000 people (average reach 47,000 to 73,000). In addition, the PCC has continued to use his own personal Twitter and Facebook account on which he posts regular video updates and engages in conversations about various policing topics.

A range of videos have been hosted on the OPCC's social media channels during the year on topics such as anti-social driving, parking, unauthorised encampments, plans for the new HQ in Leatherhead, speeding and the use of the Community Trigger.

Regular press statements, updates and announcements on a number of issues and topics are issued by the PCC's office which have appeared in various local, and on occasion national, online and print media including Surrey Live, the print edition of the Surrey Advertiser, the Farnham and Haslemere Herald, the Daily Telegraph and The Times.

The PCC is regularly interviewed by regional and national television and radio media including recent appearances to talk about various policing topics and issues such as unauthorised encampments, road safety, delays in the criminal justice system and Covid-19. In 2020, the PCC was featured in the local press and radio 152 times. This included slots on BBC Surrey, Times Radio, Heart Radio and Radio Jackie. The PCC also has a monthly column in the Surrey Chamber of Commerce magazine to update the business community on policing issues relevant to them.

Engagement during the pandemic

During the Covid-19 pandemic, the PCC and his office have played an active part in the multi-agency effort across the county to warn and inform residents across Surrey.

The PCC is a member of the Surrey Local Outbreak Engagement Board (LOEB) which is made up of Surrey leaders who meets regularly to oversee the county's response to the coronavirus outbreak.

The PCC's office have also had representation on the multi-agency communications group of the Local Resilience Forum which has met weekly to plan direct communication to residents on all aspects related to the county's response to the pandemic. That communication has formed a key part of the OPCC communication and engagement strategy during 2020.

The OPCC social media accounts have been regularly updated with the latest advice for residents and has shared important content from government and our partner agencies. A dedicated Covid-19 page was set up on the OPCC website which is updated with the latest advice and signposts people to some of the vital services available for vulnerable people.

Since the end of March last year, the PCC'S office has issued 22 media releases related to Covid-19 which has covered topics including police enforcement,

overcrowding at beauty spots, the rule of six and the reopening of the hospitality trade last summer.

In addition, the Commissioner's views and updates have featured regularly in the local media, including regular interviews on BBC Surrey to discuss the police response.

The PCC has also publically supported calls for the self-employed to be included in the furlough scheme and more recently for first responders to be prioritised in the vaccination programme.

In the early stages of the pandemic, the PCC created a Coronavirus Fund making £500,000 available from the office's operational reserve, mainly to assist organisations providing support for those affected by issues such as domestic abuse, homelessness and substance misuse. The PCC has issued regular updates to the public as the fund has been distributed over time. Recently, the PCC has agreed to fund the use of vans displaying digital screens for a weekend during the current lockdown. The vans are being arranged by the LRF to be used at beauty spots and crowded places across the county to remind people of the Covid restrictions.

Consultation

The PCC's office carries out a public consultation every year on the proposed council tax precept to gather the Surrey public's opinions on what the level should be and wider views of policing in the county.

A survey is circulated as widely as possible via the PCC's and Surrey Police social media channels, local media and the Surrey Police community messaging service 'In the Know', which now has over 12,000 people registered.

The 2020/21 survey which ran for three weeks last January received a total of 3,112 responses. This year's survey which launched on January 13 has already surpassed that figure in terms of responses.

The survey also invites people to leave any comments about policing in their area and this year. The PCC undertakes to read every single comment that is left which can help inform his and the Force's priorities.

The responses are categorised into a number of themes and a report is produced which is shared with Surrey Police to assist in their policing plans and engagement.

In addition to views gathered from the consultation, the PCC's office also receives regular correspondence and respond to various letters and emails from members of the public. In 2020, the office recorded 1,771 contacts from the public about various different issues such as anti-social behaviour, rural crime, speeding and Covid restrictions.

RECOMMENDATION:

That the Police and Crime Panel note this report.

LEAD/ CONTACT OFFICER:

Nathan Rees

TELEPHONE NUMBER:

01483 630200

E-MAIL:

SurreyPCC@surrey.pnn.police.uk

This page is intentionally left blank

SURREY POLICE AND CRIME PANEL

MAKING EVERY ADULT MATTER

5 February 2021

SUMMARY

This report provides information on the projects funded to support those with multiple needs, as Surrey has become a “Making Every Adult Matter” (MEAM) area. MEAM in Surrey has become known as “Surrey Adults Matter” at the request of the MEAM coalition who wanted the Surrey scheme to have its own identity.

PROJECTS FUNDED BY THE OPCC

Checkpoint Plus – Women’s Navigator - £41,130

This funding is to retain one full-time county wide specialist Checkpoint worker to be based at the Women's Support centre to work with women experiencing multiple disadvantage. The aim will be to divert women out of the formal criminal justice system and into a holistic support package. The support provided includes sessions around key pathways to offending including mental health needs, substance misuse and domestic abuse. Women referred receive one to one support from a case worker who can refer on to specialist partner agencies and can provide advocacy around for example, accommodation and health issues.

York Road Project – Criminal Justice Homeless Outreach Worker - £40,000

The funding provides continuation to the Rough Sleeper Navigator service which was previously funded by the Ministry for Housing, Communities and Local Government (MHCLG) for 12 months. York Road Project has been using the funding to provide a high level of support to rough sleepers who have a history of offending and who are experiencing multiple disadvantage. This service is linked directly to Checkpoint Plus.

The service does not limit support to just securing accommodation but also focuses on the impact of the offending and restorative justice, where possible supporting the clients to make amends and understand how offences perceived as victimless can affect the wider community.

This service includes accessing accommodation, reducing offending behaviour, access to mental health and substance misuse services (if appropriate), re-

engaging with family, skills training, health and any other aspect which the client needs support with.

SCC Public Health – Surrey Adults Matter – Senior Partnerships Manager - £39,438

The SAM Senior Partnerships Manager is a strategic role, coordinating the service response to a maximum of thirty highly complex individuals experiencing severe multiple disadvantage and working with professionals to tailor existing services to their needs. The Senior Partnerships Manager will aim to challenge barriers to engagement of service users and service providers alike, will identify gaps in service delivery and be focussed on improving outcomes for clients.

RECOMMENDATIONS

The Panel is asked to note the report.

LEAD OFFICER: Craig Jones, Policy Officer
TELEPHONE NUMBER: 01483 630 200
E-MAIL: Craig.jones@surrey.pnn.police.uk

SURREY POLICE AND CRIME PANEL

BUILDING THE FUTURE – UPDATE

5 February 2021

1. INTRODUCTION

The purpose of this report is to update the Panel on key aspects of the strategic change programme 'Building the Future' (BTF) since the Panel's last meeting in November 2020.

The Building the Future Programme was initiated in August 2016 with an initial high level strategic business case prepared in April 2017 approving the overall financial envelope and the purchase of the 10 acre new HQ site in Leatherhead.

2. PROGRAMME PROGRESS

The PCC chaired a meeting of the BTF Board on 14th December. Key points arising at that meeting and since include:

- Overall, the project is progressing well. The current stage - Royal Institute of British Architects (RIBA) plan of work Stage 2 – Concept Design - is targeted to complete in February/March 2021
- Architects continue to work on the site masterplan and the detailed design is progressing, with meetings recently held with Contact & Deployment Command and Forensics
- An expression of interest has been issued to contractors for the build of the HQ and responses to the invitation to tender have now been received. Interviews will be held with potential contractors in mid-February, with the PCC chairing the interview panel
- Discussions between the BTF team and the highway authority have been ongoing, as have pre-application discussions with Mole Valley District Council.

Site Disposals

Significant progress has been made this reporting period with regards to site master-planning the disposal sites to maximise capital receipts. The team are planning to engage with borough and district planning offices early in the new-year to gauge appetite for the proposals on a site-by-site basis.

Engagement seminar with Mole Valley District Council

The PCC, Chief Constable, Programme Director and representatives from

architects Scott Brownrigg attended an online seminar with members of Mole Valley District Council on 12th January to bring them up to speed on progress with the HQ plans.

Financial Model:

This reporting period has seen positive progression of the project with regard to the overall project budget. The overall financial position is within the original funding envelope.

RECOMMENDATIONS

That the Panel note the contents of this report.

EQUALITIES AND DIVERSITY IMPLICATIONS

None arising

LEAD OFFICER: Alison Bolton, Chief Executive (OPCC)

TELEPHONE NUMBER: 01483 630 200

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

SURREY POLICE AND CRIME PANEL

PCC Decisions and Forward Plan

5 February 2021

SUMMARY

This report provides information on the formal decisions taken by the PCC between January and December 2020 and details of the Office's ongoing Forward Plan for 2021.

Decision Making and Accountability Framework

The Police & Crime Commissioner (PCC) has in place a framework of governance, underpinned by mechanisms for control and management of risk. This framework enables him to discharge his statutory responsibilities, take decisions and hold the Chief Constable to account. Since his election in May 2016, the PCC has kept this system under review to ensure it remains fit for purpose. It is reviewed on an annual basis.

Decisions: Making and Publicising Key Decisions

The PCC is required to publish his "key decisions" to the public and needs to be able to demonstrate what decisions he has taken in order that these can then be scrutinised by the Police and Crime Panel (PCP). The PCC publishes a decision log on his website (www.surrey-pcc.gov.uk).

Decision Log – 2020

The PCC has signed off 56 formal decisions between January and December 2020. A majority of the decisions relate to the PCC's funds, namely, the Community Safety Fund, the Reducing Reoffending Fund, and the Victims' Fund. The PCC also took the decision in April 2020 to make available an additional £500,000 to support existing providers with their additional costs caused as a direct result of the Covid-19 pandemic. Thirty-eight of the 56 decisions taken during the given time period related to funding inclusive of this additional fund.

Records of all decisions are published at the following link on the PCC's website (<https://www.surrey-pcc.gov.uk/transparency/archive/decisions/>) unless the information relating to the decision is sensitive and exempt from public consumption. In these cases the records are kept solely within the PCC's office. No such decisions were taken in 2020.

Forward Plan 2021

The PCC will give advance notice to the public of when certain decisions will be made through the publication of a forward plan. This plan is updated on a regular basis by all staff with the OPCC for their relevant areas of work. A copy of this plan can be found on the PCC's website <https://www.surrey-pcc.gov.uk/2021/01/pcc-forward-plan-2020-21/>

RECOMMENDATIONS

The Panel is asked to note the report.

LEAD OFFICER: Sarah Gordon, PA to the PCC

TELEPHONE NUMBER: 01483 630 200

E-MAIL: Sarah.gordon@surrey.pnn.police.uk

SURREY POLICE AND CRIME PANEL

FEEDBACK ON PERFORMANCE MEETINGS

5 February 2021

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, two Performance Meetings have been held – 16 November 2020 and 21 December 2020.

16 November 2020 - Private Meeting

Agenda items were:

- Force Commitments
- Workforce Planning
- Budget Development
- Finance Report
- Prudential Indicators
- Performance Report
- Environmental Strategy
- Fleet Management
- Suicide Prevention

13

The Chief Constable provided an update on how the new **Force Commitments** were being implemented. This included a board for governance and progress reports for staff and public.

A report was provided on progress being made to meeting the current year **workforce plans**. The force HR department has worked hard to keep recruitment on track and combined with slightly less leavers than would normally be expected, levels of police officers slightly exceeded the expected level in October 2020. Training was close to capacity. There were some concerns over 'reverse civilianisation' where there was potential for police officers to have to carry out operational staff roles, such as civilian investigators and more work will be done on this and brought back to the PCC. This then impacts on police officer visibility. Government Uplift funding is only for police officers, so where roles currently carried out by police staff are necessary (investigators, analysis, intelligence staff etc.) to support crime reduction and prevention, reverse civilianisation may occur. The PCC was not in support of this happening, considering that only roles that require a warrant card should be carried out by police officers.

The PCC and Chief Constable discussed the principles and initial assumptions for **budget development** 2021/22. There were many uncertainties with regard to the Government grant settlement level and timings so a number of scenarios were considered. There was an estimated £5m savings gap and the force was working with CIPFA to develop potential areas for savings.

The **Finance Report** was discussed. Headlines included an estimated year end revenue underspend of £0.7m and Capital underspend of £2.5m. Covid costs were discussed and it was reported that these are being monitored closely to ensure claims made to Government were correct.

The **Prudential Indicators** were presented to the PCC as required by statute and were approved, as was the Minimum Revenue Position (MRP) statement.

With regard to force **performance**, a new scorecard was presented as the force was using a new performance platform. There was still a high vacancy rate for detective constables but it is hoped that this will improve following the introduction of a new investigative structure. Confidence in Surrey Police had improved from 88% to 89.1%. Solve rates still remain a challenge for the force, including for high harm crimes and burglary. More effort was being placed into 'taken into consideration' for burglary offences to try and improve the solve rate. The 101 answering times were at 3 minutes and force meetings were looking at how this could be improved.

An update was provided on the force's **Environmental Strategy**. This strategy was being developed to meet the aim set out by the PCC and Chief Constable for the force to be carbon neutral by 2030. The strategy is currently being developed and is expected to be in place by February 2021. It will cover fuels, emissions and some purchased goods and services.

A recent audit report had flagged some issues in **Fleet Management** and the PCC had asked for a report on how these issues were being addressed. The Finance Director reported that the recommendations were being implemented. This included better telematics to look at vehicle usage and numbers required. From this the force can look at reducing the number of vehicles in the fleet due to current under-usage.

An update was provided on a new post for **Suicide Prevention**. There has been a significant increase in mental health demand and suicides, particularly during the pandemic and the force were looking at longer term funding for this post.

21 December 2020 - Webcast Meeting

Agenda items were:

- Public update on Covid and Brexit
- Performance Report
- Finance Report
- File Quality
- Retail Crime
- Community Resolutions

The Chief Constable provided a webcast public update on the new **Covid** tiers and regulations as well as **Brexit**. At the time of writing this report, most of Surrey had been recently put into Tier 4 and the Chief Constable outlined the rules in place. In relation to Brexit, the police were planning for all eventualities, particularly with regard to travel restrictions and mutual aid to Kent Police.

The **Performance Report** covered the range of police and crime plan issues, including reported crime levels, solve rates, problem solving, call handling and victim satisfaction. Surrey has the lowest reported crime levels and is the 5th safest place to live in England and Wales. Crime levels had fallen in most categories during the pandemic, with the exception of harassment crimes. Non-violence domestic abuse cases also continue to be a concern for police. The overall solve rate was at 14.3%, but the Chief Constable said he aspired for the force to do much better. In line with the vision to focus on crime prevention, the Force has set up a Problem Solving Team which is led by a Chief Inspector to improve the quality of problem solving investigations across the county. There are currently 385 problem-solving plans across the force. Surrey Police have been shortlisted for the national Tilley awards for their Problem Solving approach.

Emergency call (999) response times were relatively stable with very short average answering times, well within the 10 second target. 101 call answering performance had improved in November to an average of 1 minute 30 seconds, which the Chief Constable felt was satisfactory performance. The introduction of digital 101 means people can now communicate with Surrey Police via social

13

media. The Policing Minister Kit Malthouse recently gave positive feedback in saying that he was pleased with Surrey Police's social media presence. Victim satisfaction had recently improved, up 3% on previous levels. The Chief Constable was aware that the force needs to improve on keeping people informed and plans were in place to address this.

The Finance Director reported that the force were doing well in **managing finances**. The Government have assisted with grants for PPE and with surge funding for overtime. They have also given assistance with loss of income incurred. The force has achieved its savings plan, held back expenditure where possible and have a slight underspend on the revenue budget at this time. Current risks were around Police overtime in relation to Covid, capital receipts, and forensic costs emerging.

The Deputy Chief Constable (DCC) reported that there had been a particular focus within Surrey Police on **file quality** in recent months. Surrey are doing well at securing guilty pleas at first appearances at Crown Court and are just above the National average ranked at 19, which is in the top half of the country. A guilty plea at a first hearing saves a lot of time and money. The DCC said the force need to be better in raising their national standard for file quality, ensuring that efficient checks and balances are in place before files go to the CPS. There was an oversight board in place to keep a focus on improving this area.

The PCC expressed great concern that the pandemic had seen a delay in justice being provided through the court system. There is much work to be done to reduce the backlog in cases. The DCC noted that there had been a slight improvement in Magistrates Courts catching up with the backlog. The delays are still increasing in Crown Court, which places an additional strain on the Victims and Witness Care Unit in keeping people informed. The force are doing everything they can to tackle this.

The force launched a new commitment in September around **Retail Crime**, with Chief Inspector Offord leading in this area. 5% of all crime across the county has a business crime attached. The force look for solvability factors, threat, harm, risk and vulnerability. The message to all retail owners is to report, report, report to police. Shoplifting is a crime no matter how small it may seem. The force offer free crime prevention advice via their Designing Out Crime Officers who are specially trained to do so.

The DCC explained that Surrey has a high number of **community resolutions** compared to other forces by design. The force adopted Checkpoint, which manages out-of-court disposals. This saves money and helps keep Surrey safer and is a proven deterrent to suspects reoffending. Victims are also more satisfied with community resolutions than when the offender goes to court. The force are regularly auditing the Community Resolutions to ensure that correct process are being followed and that there is a rationale behind the decision-making.

The webcast and public papers for this meeting can be viewed at:
<https://www.surrey-pcc.gov.uk/2020/12/pcc-performance-meeting-with-the-chief-constable-21-december-2020/>

Planned meetings are:

- 1 February 2021 - private meeting
- 30 March 2021 - webcast meeting

The following dates are also currently planned, but dates to be confirmed and whether they are private or public following the PCC election:

- 7 June 2021
- 12 July 2021
- 6 September 2021
- 16 November 2021
- 20 December 2021

RECOMMENDATION

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

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

This page is intentionally left blank

SURREY POLICE AND CRIME PANEL**COMMISSIONER'S QUESTION TIME****5 FEBRUARY 2021**

14

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 be submitted in advance and must focus on strategic issues within the Commissioner's remit, questions regarding operational issues will be deemed inappropriate. There will be an opportunity for Panel Members to ask supplementary questions. Questions and responses will be appended to the minutes.

RECOMMENDATIONS

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

LEAD OFFICER: Amelia Christopher, Committee Manager, Surrey
County Council

**TELEPHONE
NUMBER:** 020 8213 2838

E-MAIL: amelia.christopher@surreycc.gov.uk

This page is intentionally left blank

**SURREY POLICE AND CRIME PANEL****COMPLAINTS RECEIVED SINCE THE LAST MEETING****5 FEBRUARY 2021**

15

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

3.0 COMPLAINTS RECEIVED SINCE THE LAST MEETING

3.1 The Complaints Sub-Committee has received no complaints since the last Panel meeting.

4.0 EQUALITIES AND DIVERSITY IMPLICATIONS

4.1 It is vital that any complaints process is accessible 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 (updated 28 June 2018) is designed to be an equitable process and will be monitored by the Panel's Support Officer to ensure that it is fit for purpose.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 The Panel is asked to note the report.

6.0 REASONS FOR RECOMMENDATIONS

6.1 To allow the Panel to have oversight of complaints made against the Police and Crime Commissioner.

7.0 WHAT HAPPENS NEXT

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

SUPPORT OFFICER: Amelia Christopher, Committee Manager - Surrey County Council

TELEPHONE NUMBER: 020 8213 2838

E-MAIL: amelia.christopher@surreycc.gov.uk

SURREY POLICE AND CRIME PANEL**RECOMMENDATIONS TRACKER AND FORWARD WORK
PROGRAMME****5 FEBRUARY 2021**

16

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. Substantial updates or reports relating to those actions are 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

LEAD OFFICER: Amelia Christopher, Committee Manager, Surrey
County Council

TELEPHONE NUMBER: 020 8213 2838

E-MAIL: amelia.christopher@surreycc.gov.uk

This page is intentionally left blank

**APPENDIX 1 - SURREY POLICE & CRIME PANEL
ACTIONS AND RECOMMENDATIONS TRACKER- 5 FEBRUARY 2021**

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
February 2020	Surrey Police Group Financial Report For Month 8 Financial Year 2019/20	R7/20 - The PCC was happy to provide the Panel with regular updates on the progress of the EQUIP project in Part 2.	PCC	<p>30/06/2020 - The PCC will provide a verbal update as required by the Panel, Part 2.</p> <p>An update on EQUIP would be provided in due course – kept live.</p> <p>15/09/2020 – The PCC provided an update on EQUIP to the Panel in Part 2.</p> <p>5/02/2021 – The PCC to provide a Part 2 update at the Panel meeting.</p>	Ongoing
June 2020	Police and Crime Plan 2018-2020 – Progress	R17/20 - The new long-term strategy for police housing will be provided to the Panel in due course.	OPCC	<p>The OPCC note that the strategy is still under development.</p> <p>10/11/2020 - Not yet finalised but an update will be provided to a future meeting.</p> <p>22/01/21 - The new long-term strategy for police housing is being worked up with a view to proposals coming to the March meeting of the Building the Future Board. After which it can be provided to the Panel.</p>	Mid 2021

June 2020	Building the Future Update	R20/20 - The Panel will receive a briefing note on the disposal strategy for Mount Browne, once there was more detail on the strategy.	OPCC	<p>The OPCC note that the briefing note has not yet been developed as more detail was needed on the strategy.</p> <p>10/11/2020 – 22/01/21 - Work is being developed on the disposal of the five sites, but not yet detailed for sharing with the Panel.</p>	Ongoing
June 2020	Tackling Rural Crime Strategy Update	R22/20 - An update on the Country Watch crime prevention initiative would be provided to the Panel with an indication of the time-scale for when it will be received, after discussing the initiative at the next Performance Meeting.	OPCC	<p>The OPCC note that the lead for this in Surrey Police has been on leave. An update will be provided as soon as they are able.</p> <p>27/10/2020 – Raised by the Vice-Chairman at the Panel’s informal meeting, in response the Chief Constable noted that he raised the idea of reviving the initiative at the recent annual NFU meeting and he would look into plans to revive it.</p> <p>22/01/21 - An update has been requested for the PCCs performance meeting on 1 February and will be provided to the Panel once received.</p>	Mid 2021

November 2020	Police and Crime Plan 2018-2021 – Progress	R40/20 - The Panel will be kept informed on the review of JETs and the powers granted through the Community Safety Accreditation Scheme (CSAS).	OPCC	<p>9/12/2020 - Since the meeting, the PCC has written to the CC to formally request his support for the future of JETs and consideration of CSAS powers as discussed at the informal panel. This support has been forthcoming and work is now underway to put in place a more robust process for assisting those Local Authorities who wish to make use of CSAS powers and those who wish to establish a JET.</p> <p>It should be noted that CSAS powers have to some degree been superseded by other powers available to local authorities, for instance Community Protection Notices and Public Spaces Protection Orders available under the ASB, Crime and Policing Act 2014. That does not mean, however, that CSAS has no place in the collective efforts to make Surrey safer. The PCC is considering hosting a forum in the new year where senior members and staff from D&Bs with JETs and those who would like to set one up can meet and share good practice. The panel will be kept updated.</p>	Ongoing
November 2020	Police and Crime Plan 2018-2021 – Progress	R41/20 - The Panel will be provided with latest 2020/21 figure for the following performance measure: ‘% force budget spent on frontline policing’.	OPCC	22/01/21 - The next figure for 2020/21 will be available in June 2021.	Mid 2021

<p>November 2020</p>	<p>HMICFRS Inspection Reports</p>	<p>R44/20 - The PCC will provide more information on how the Areas for Improvement identified by HMICFRS had been addressed as detailed in the original 2019 PEEL inspection report; as well as providing his and the Chief Constable's responses to that inspection report. <u>Particularly focussing on the following points:</u></p> <ul style="list-style-type: none"> - 'the force should ensure its aversion to risk is not constraining ideas and creating unnecessary bureaucracy and internal demand'. - The Requires Improvement rating of 'Efficiency'. - 'the review of its occupational health unit (OHU); that 'the force should improve how it records and monitors its 'Focus' discussions to [...] effectively capture issues such as wellbeing'; 'the force should ensure that it has a talent programme that is open to everyone and consistently applied'. 	<p>PCC/CC</p>	<p>22/01/21 - The response from the PCC and Chief Constable is annexed to the tracker.</p> <p>In terms of updating the AFIs a report has been requested for the February Performance Meeting. Once this has been received a copy will be provided to the panel.</p>	<p>Mid 2021</p>
----------------------	-----------------------------------	---	---------------	---	-----------------

November 2020	Home Office Review of Police & Crime Commissioners - Part One	R46/20 - The Panel will request further detail and expansion on the possible acquisition of a PCC General Power of Competence in consultation for Part Two of the PCC Review; regarding local governance issues in relation to the selling, developing and buying of property as the Panel has a responsibility to scrutinise the PCC's actions and advice received on such matters.	Panel/OPCC	9/12/20 - Part 2 of the Home Office's Review of the role of PCCs will not report until after the May elections. Should PCCs be afforded a General Power of Competence, relevant governance documents and procedures would need to be updated accordingly. In the meantime, the PCC's powers in respect of acquiring and disposing of property are clearly set out in the PCC's Financial Regulations.	Ongoing
November 2020	Surrey Police and Crime Panel Annual Report 2019-2020	R49/20 - The Committee Manager (SCC) will put Surrey Police and Crime Panel's Annual Report 2019-2020 on the Panel's website.	Committee Manager (SCC)	Web and Digital Services have been consulted on the matter as the document on the website must comply with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.	Ongoing

Completed Actions/To be Deleted

June 2020	Building the Future Update	R19/20 - The chosen architectural firm to lead on the design and building of the new Leatherhead headquarters will be announced in due course.	OPCC	<p>A verbal update was provided at the September Panel Meeting.</p> <p>10/11/2020 - The contract has yet to be signed.</p> <p>The PCC has now signed the contract confirming that architects Scott Brownrigg will lead the multi-disciplinary team working on the new Leatherhead HQ.</p>	January 2021
September 2020	Surrey Police Recruitment and Workforce Planning	R31/20 - The PCC will look into whether the more detailed breakdown on the distribution of the newly recruited staff and officers by 2021/22 could be shared with the Panel as Part 2 confidential information.	PCC	A briefing note on the breakdown was provided to Panel members.	November 2020
November 2020	Surrey Police Group Financial Report for Month Six Financial Year 2020/21	R36/20 - A more detailed answer on what the STORM system was will be provided as well as whether rural crime flagging in NICHE could be integrated into STORM.	OPCC	<p><u>Update from Surrey Police:</u> SmartSTORM is the replacement Command and Control System for the existing system known as ICAD. Upgrading to SmartSTORM brings a number of benefits to the force, including improved identification of warning markers, improved incident tagging, a reduction in double-keying and an overall enhanced user experience improving efficiency and effectiveness of operations, supporting a better service provision to the public.</p> <p>SmartSTORM is also a web/cloud based application which means it can be used on differing devices from desktops, laptops and potentially tablets giving greater flexibility compared to the current ICAD system.</p> <p>SmartSTORM will also assist with closer collaboration with Sussex police as it will allow each force to see each other's incidents and utilise each other's resources if required.</p> <p>Furthermore this will help enhance officer safety as should an</p>	January 2021

				<p>officer press their emergency button colleagues from either force could respond should they be the nearest unit.</p> <p>SmartSTORM has the capability to integrate/interface with NICHE, however will only initially be set up to create the front page of a NICHE occurrence. SmartSTORM can however provide better flagging than the current ICAD system utilising 'incident tagging' which will include rural flagging.</p>	
November 2020	Surrey Police Group Financial Report for Month Six Financial Year 2020/21	R37/20 - Further detail will be provided on the reasons for the larger percentage increase in staff overtime compared to that for police officers.	OPCC	Although both Officers and staff have had to cover for Covid, staff have been impacted in particular because of the cover required for contact (i.e. those staff who deal with 999 and 101 calls) which was particularly impacted by Covid. In addition the high vacancy level in staff and has also meant more overtime has had to be paid to cover gaps.	January 2021
November 2020	Police and Crime Plan 2018-2021 – Progress	R38/20 - The PCC will report back in more detail on the improvements made concerning the Plan's performance measures and will provide the Chief Constable's new plan to address the matter - including the nature of the restructuring in investigation structure that the Chief Constable had put in place to address the 7% decline in the reduction of positive outcomes (see item 11 - key point 3).	PCC/CC	<p>The latest report updating on how the Chief Constable is meeting the Police and Crime Plan is annexed to the tracker. There are no specific measures set in the plan but the report provides an update on relevant management information.</p> <p>In terms of the investigation structure, Surrey Police has provided the following update:</p> <p>The investigative Structure Review (ISR) seeks to change the current Force model in respect of how more serious crime is investigated – namely those crimes currently investigated by Safeguarding Investigation Units (and NPT) e.g. Adult Sexual Violence, Child Abuse, Domestic Abuse and Stalking. Through the creation of dedicated Child Abuse and Domestic Abuse Teams these specialist units will ensure that the most appropriate resource is used to investigate the right level of crime thereby ensuring victims are provided with the very best service. The plan is to have a Child Abuse Team (made up entirely of DCs and DSs) on each division along with a Domestic Abuse Team (a mix of DCs, PCs and Investigating Officers). Not only should this provide consistency in terms of safeguarding,</p>	January 2021

				<p>risk management and high levels of investigative capability it will reduce the workload of NPT (specifically DA) giving them additional capacity to focus on their volume crime investigations, thereby improving solved rates.</p> <p>The new ISR structure will be piloted on East Surrey from 22/2/2021 with a view to roll out force-wide as soon as the pilot has shown itself to be successful. No specific timescale has been set for this to ensure that there remains flexibility. If however, after 2 or 3 months, for example, the model is shown to be effective then work will commence immediately to roll it out across the other 2 divisions.</p> <p>The ISR forms part of the wider Investigative Improvement Programme which is overseen by T/ACC Local Policing as SRO.</p>	
November 2020	Police and Crime Plan 2018-2021 – Progress	R39/20 - The PCC will provide examples of reviews being undertaken on the use of the Surrey Community Trigger by individuals who were not happy with the outcome, as well as the cause for that unhappiness.	PCC	<p>There has been a rise in the activation of Community Triggers (CT) across the County. Since April 2019 there have been 30 CT activations, only 10 of those reached the threshold. The main reason that the others did not reach the threshold was due to the time period of the ASB happening and the short period of time for the agencies to act, which we consider may be due to lockdown issues. However even where the threshold was not met, victim support and advice was given whilst the issues were investigated. This has led to some positive outcomes with many agencies contributing virtually to CT panels to address ASB and the use of independent chairs.</p> <p>The trigger process is owned by councils and the local Community Safety Officers should be contacted for more details. The numbers for each borough with CTs are as follows: Waverley-6 Guildford-15 Woking-2 Elmbridge-3 Mole Valley – 4</p>	January 2021
November 2020	Police and Crime Plan	R42/20 - The Panel will be provided with the breakdown of the following performance	OPCC	This data is taken from a Home Office published data set. The breakdown is not provided in this way. There is a detailed	January 2021

	2018-2021 – Progress	measure: ‘number of police officers on front-line’, into mobile, beat and back office police officers.		breakdown in the data tables and the panel can see how the data is broken down at the following link: https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2020 See the Data Tables Link and then Table P1. Table F4 shows how the Home Office defines roles into visible front-line, non-visible front-line, front-line support and business support.	
November 2020	Police and Crime Plan 2018-2021 – Progress	R43/20 - The PCC will review whether the national data sources for the following performance measures: ‘% of force budget spent on frontline policing’ and ‘Number of police officers on front-line’ reflected Surrey Police’s position.	PCC	The national data sources are taken from local returns from forces, so will reflect the Surrey Police position according to the national definition of front-line, which is shown in the tables referenced in the response to R42/20.	January 2021
November 2020	HMICFRS Inspection Reports	R45/20 - The PCC will look into whether the statistics relating to Surrey Police’s national ranking concerning the positive outcome rate of areas such as serious sexual offences compared to the rankings of all forces nationally could be provided to the Panel.	PCC	‘Rankings’ of positive outcomes are not published so cannot be provided. However, data tables are published which shows the different crime outcomes for each crime and for each force. These can be viewed here: https://www.gov.uk/government/statistics/police-recorded-crime-open-data-tables For example, for year to end of March 2020, choose Outcomes Open Data Year End March 2020. From this, a table of Positive Outcomes (that is Home office outcomes 1 to 8) can be created. This is a time-consuming process and it is not for Surrey Police or OPCC to publish data on other forces. However, the panel could use this data to compare Surrey Police against other forces if they wished as the information is in the public domain. A non-public set of crime statistics is available to forces and OPCCs via a management information system called iQuanta. From this Surrey Police provides in its management information the positive relative to all 43 forces for positive outcomes. The latest data for Sexual Offences shows Surrey at 18 th highest out of 43 forces.	January 2021

November 2020	Feedback on Performance Meetings Between the Police and Crime Commissioner and Chief Constable	R47/20 - The PCC will provide the latest figure on BAME recruits.	PCC	The recruitment process consists of many streams which are ongoing, however, the latest round of applicants through the Degree Holder Entry Programme saw 91 BAME applicants, which was 12.6% of the total.	January 2021
November 2020	Feedback on Performance Meetings Between the Police and Crime Commissioner and Chief Constable	R48/20 - The PCC will provide figures on the eight other protected characteristics named under the Equality Act 2010 - where possible i.e. 'sex' measured through the number of women in the force, acknowledging that some of the protected characteristics were sensitive.	PCC	Briefing note circulated to Panel members only - official sensitive.	January 2021
November 2020	Surrey PCP Budget Mid-Year Claim 2020	R50/20 - The Committee Manager (SCC) will arrange full Panel training for early 2021.	Committee Manager (SCC)	The Committee Manager (SCC) has arranged a date in January 2021 for full Panel training.	December 2020
November 2020	Recommendations Tracker and Forward Work Programme	R51/20 - The Committee Manager (SCC) will update the membership list of the Complaints Sub-Committee and the Finance Sub-Group to include the independent members.	Committee Manager (SCC)	The Committee Manager (SCC) has updated the membership lists.	December 2020



*****Progress against the Police and Crime Plan*****

Required for:	OPCC Performance Meeting December 2020
Security Classification:	Official
Handling information if required:	Not applicable
Suitable for publication:	Yes
Title:	Progress against the Police and Crime Plan
Version:	1.1
Purpose:	OPCC Performance Meeting Paper
ACPO / Strategic Lead:	DCC Kemp
National Decision Model compliance:	Yes
Date created:	7 th December 2020
Date to be reviewed:	N/A

16

AUTHOR:	
Name:	CI 2125 Mason
Job Title:	Head of Strategic Planning
Telephone number:	01483 630129
Email address:	strategicplanning@surrey.pnn.police.uk



What are the Policing Principles?

- Accountability Fairness Honesty
- Integrity Leadership Objectivity
- Openness Respect Selflessness

To: Office of Police and Crime Commissioner
Performance Meeting

Date: 7th December 2020

By: Strategic Planning

Title: Progress against the Police and Crime Plan

Purpose of Report: The purpose of this paper is to provide an update for the Police and Crime Commissioner for Surrey regarding Surrey Police performance against the PCC's Police and Crime Plan.

1. Tackling Crime and Keeping Surrey Safe

Force Recorded Crime and Positive Outcomes:

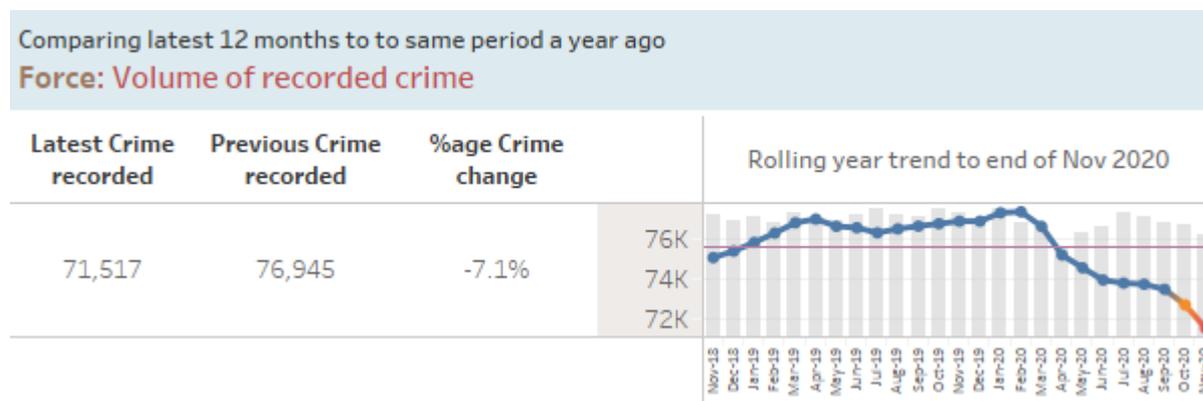
Force: Volume of Recorded Crime

The volume of recorded crime is defined as the number of total notifiable offences recorded within Surrey as defined by the Home Office Counting Rules (HOCR).

The latest ONS figures for the 12 months ending June 2020 show that total police recorded crime decreased by 4.9% in England and Wales. This decrease in crime was mainly driven by changes in society after coronavirus lockdown restrictions were put in place. Surrey reduction over the 12 months to June 2020 was 3.3%.

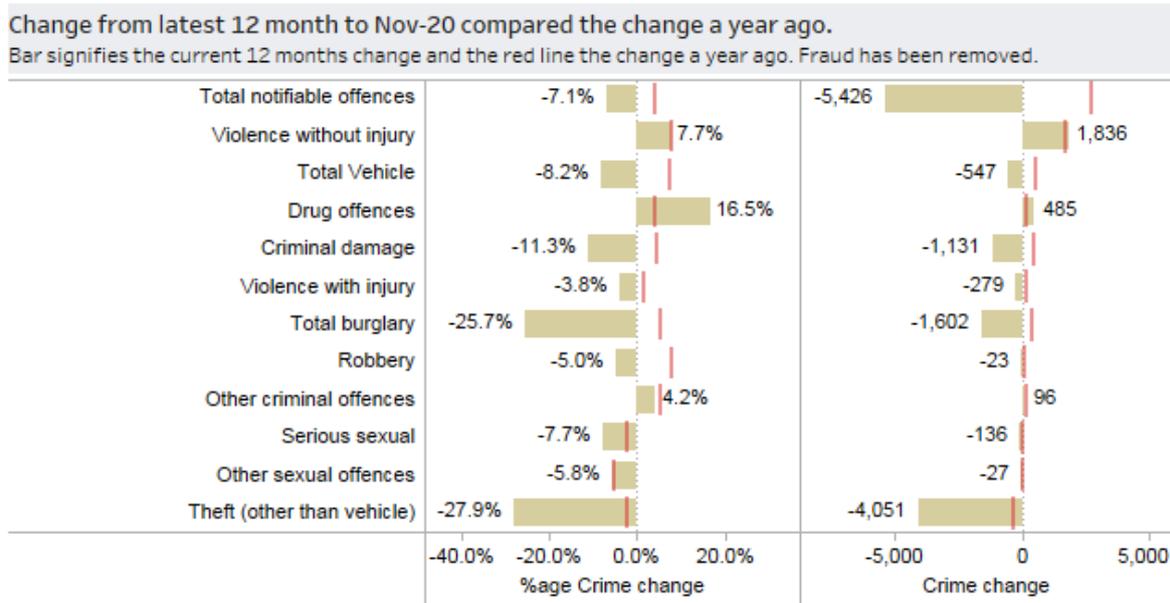
The ONS figures showed that in June 2020 Surrey had the 5th lowest crime rate (61.9 per 1000 population) across England and Wales, and Surrey continues to have the lowest crime rate in the south-east region. Considering how attractive Surrey is to travelling criminality; with the Metropolitan Police to the north, and excellent road links across the South East, the continuing position as having the lowest crime rate in the region is significant.

Latest Surrey Police data for the 12 months to November 2020 show that the year on year trend in recorded crime has continued to decline, down 7.1% to a significant low of 71,517 crimes recorded.



Lockdown restrictions throughout April and May saw some of the biggest reductions in crime. The second national lockdown during November also saw notable reductions. For the 12 months to November 2020 the biggest reductions have been within the theft, burglary and criminal damage crime categories. The only notable increases have been

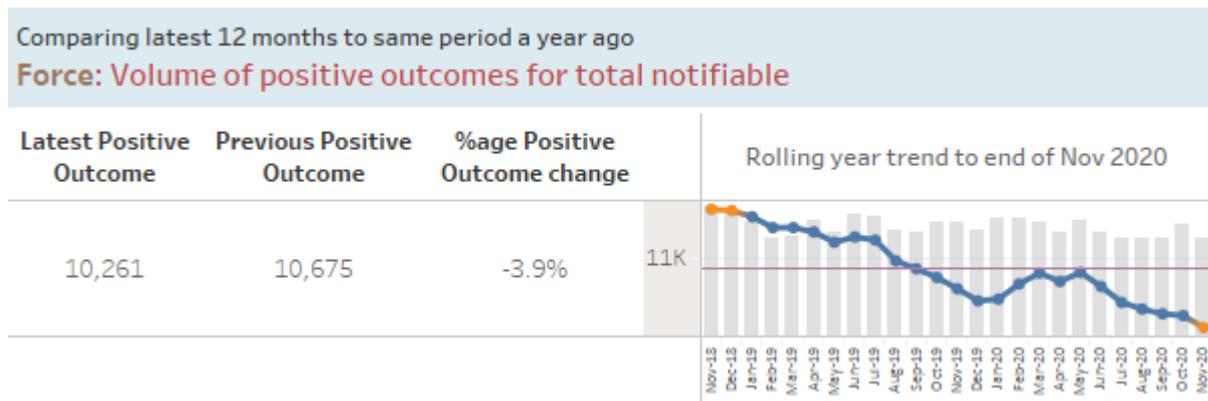
within Violence without injury (mainly relating to harassment where weekly values were above previous year from May to October) and also drug offence (mainly possession).



Force: Volume of Positive Outcomes

Home Office Counting Rules require all notifiable offences to have an outcome. For Surrey Police, a ‘positive’ outcome is a notifiable offence with either a charge; caution; penalty notice; drug warning; community resolution or TIC (taken into consideration).

For the 12 months to November 2020 the volume of positive outcomes for notifiable offences recorded was 10,261 which is down 3.9% compared to the 12 months to November 2019 (10,675). Performance in this measure over a rolling 12-month period had improved in the months February to May, but the latest 12 months to November 2020 represents a relative low.



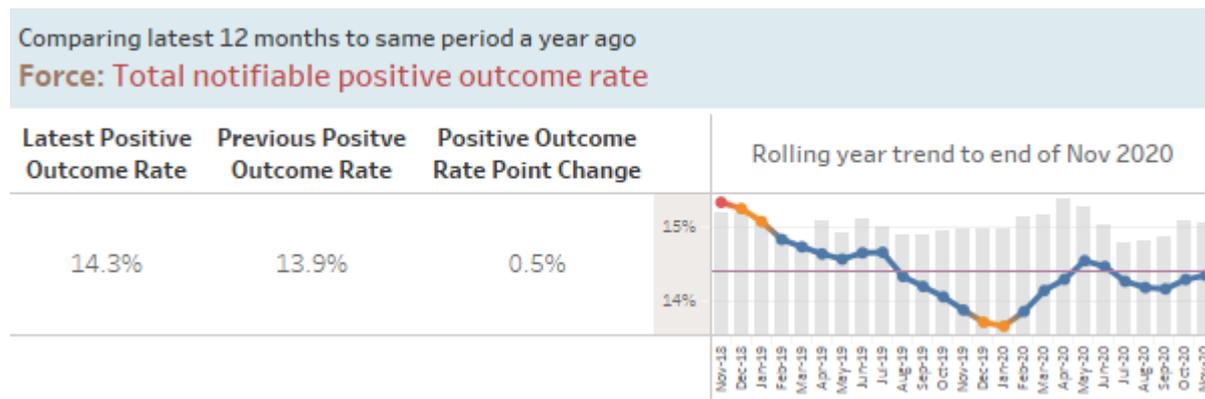
Force: Positive Outcome Rate

Positive outcome rates are calculated using the volume of positive outcomes in a given period divided by the volume of crimes in the same period.

For the 12 months to November 2020 the positive outcome rate for notifiable offences was 14.3% which is an increase of 0.5 percentage points compared to the 12 months to November 2019 (13.9%) (NB: percentage values have been rounded up and down to the first decimal place). Again, the chart below shows a noticeable up-tick in the positive

16

outcome rate since the beginning of the calendar year; reflective of the focus on this area. The rate now appears to have stabilised around the average.

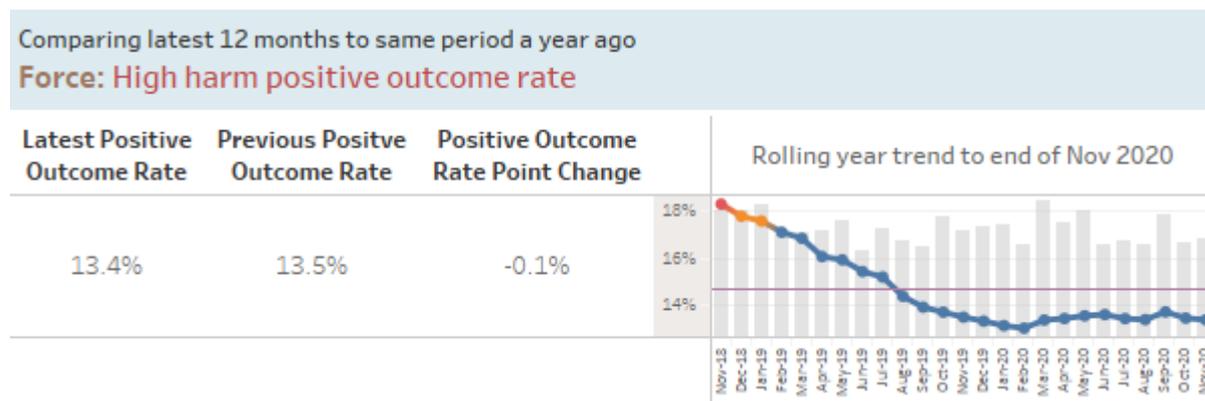


Force: High harm positive outcome rate

High harm offences comprise of the following types of crime: Serious Sexual Offences, domestic abuse related offences involving violence, child abuse offences and hate crime offences.

For the rolling 12 months to November 2020 the positive outcome rate for high harm offences was 13.4% which is down slightly -0.1 percentage points compared to the 12 months to November 2019 (13.5%).

The decline in positive outcome rate for domestic abuse (which is an element of high harm offences) has been the focus of several Force Performance Boards since October 2019, and the significant improvement in March and improvement in rolling 12-month data seen since the beginning of the year is indicative of the work in this area. The Force expects to see an increase in domestic abuse reports as Covid-19 restrictions are eased (reflecting trends seen internationally) and has prepared for this internally and with partners.

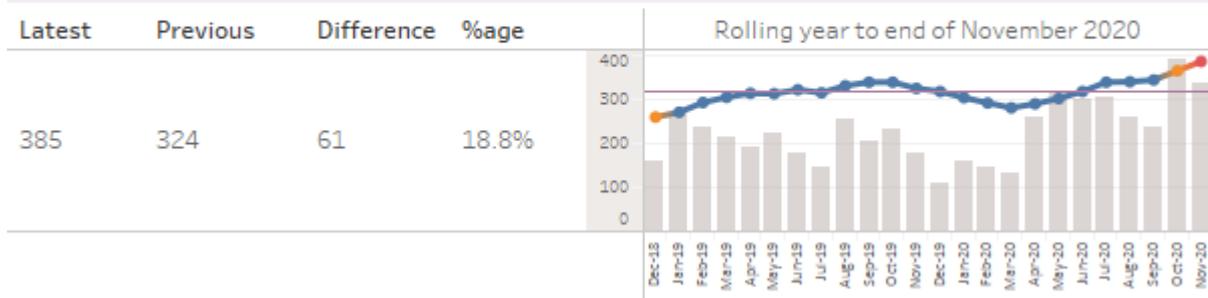


Problem Solving Occurrences

The 12 months to November 2020 show the volume of problem solving occurrences recorded as 385 which is an increase of 18.1% compared to the 12 months to November 2019 (324). Volumes over the last two months have been above the two year average.

The Force has created a central Prevention and Problem Solving Team from 2019/20 precept investment, led by a Chief Inspector, with two problem solving tactical advisors and two analysts who are assisting teams across the Force with detailed analytical support and research of national best practice.

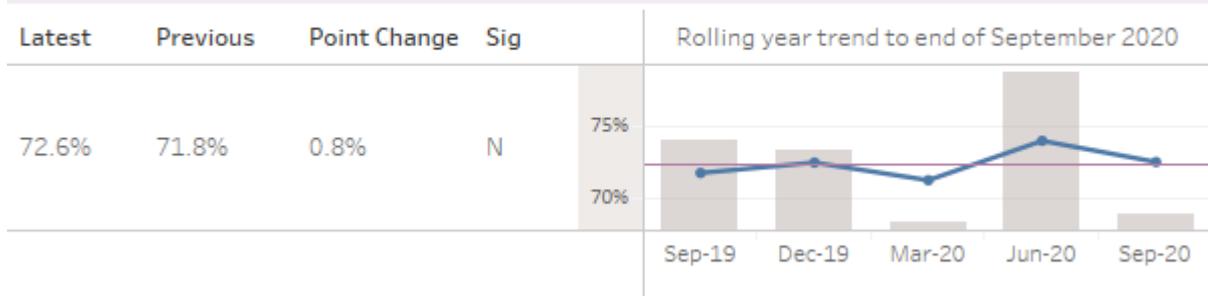
Comparing latest 12 months to same period a year ago
Force: "Problem solving" occurrences created



Dealing with ASB and Crime

Joint Neighbourhood Survey results for the 12 months to September 2020 show that 72.6% of respondents agree that Surrey Police are dealing with anti-social behaviour and crime issues that matter in their area. This represents an increase of 0.8%pts compared to last year. The latest quarter however (Jul-Sep 2020) shows a drop of 10.1%pts but this is against a significant high of 78.9% in the previous quarter (Apr-Jun 2020), latest quarter is also a decrease of 5.3%pts Jul-Sep 2019.

Joint Neighbourhood Survey - comparing latest 12 months against a year ago
Force: Q32B - The Police are dealing with ASB and Crime

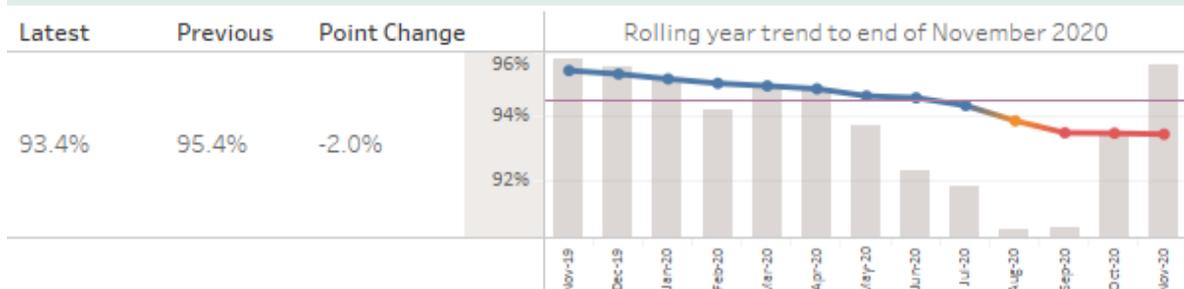


Call Handling and Deployment

Force: Calls for Service Performance

999 call handling performance remains strong and is always given priority. Data for the latest 12 months to November 2020 shows 93.4% of 999 calls are answered within CTC target of 10 seconds, which is a drop of -2.0%pts compared to the 12 months to November 2019. The Force Performance Board focused on contact centre performance during September 2020. 999 performance in August was impacted by high levels of contacts during the late turn in particular however throughout August 75% of 999 calls were answered within 2 seconds and 95% answered within 18 seconds. Latest performance for the months of October and November sees %age answered within target returning to normal levels.

Calculated from CC6 comparing latest 12 month to same period a year ago
Force: Calls for Service Performance



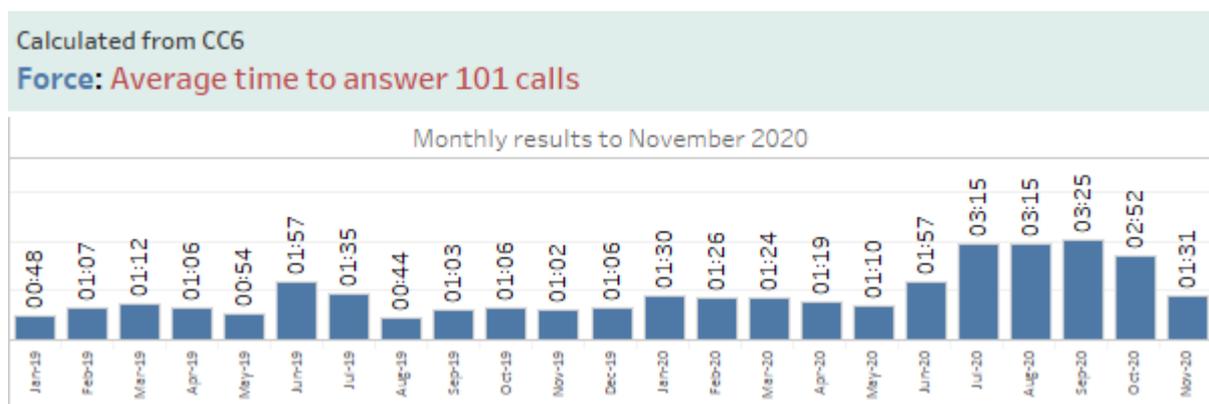
Force: Average time to answer 101 calls

101 call handling performance sees a greater degree of variation than 999 performance mainly due to a number of factors including continued prioritisation of 999 emergency calls over 101 calls, and the greater volume of calls experienced during the summer months or following a significant incident. The Force Performance Board focused on contact centre performance during September 2020.

The average time to answer 101 calls had seen increases over the summer months. However the latest month November 2020 saw the average time to answer 101 calls return to normal levels. The increases over the summer months are believed to be due to a combination of factors:

- Due to Covid-19 restrictions, the CTC has been working from five rooms rather than its normal one to ensure that staff members have sufficient space between desks, making communication between, and supervision of, staff more challenging.
- Demand for 101 calls is seasonal, with an increase in summer months. This year, the usual seasonal demand increase has coincided with easing of Covid-19 restrictions and a further increase in calls.
- In late June, the Digital 101 initiative was introduced, further increasing demand in the CTC.
- Covid-19 restrictions have affected the recruitment and training of staff.

Demand within the CTC, and the factors affecting performance, are constantly reviewed by the Contact and Deployment SMT, and work is ongoing to address these issues as Covid-19 restrictions ease.

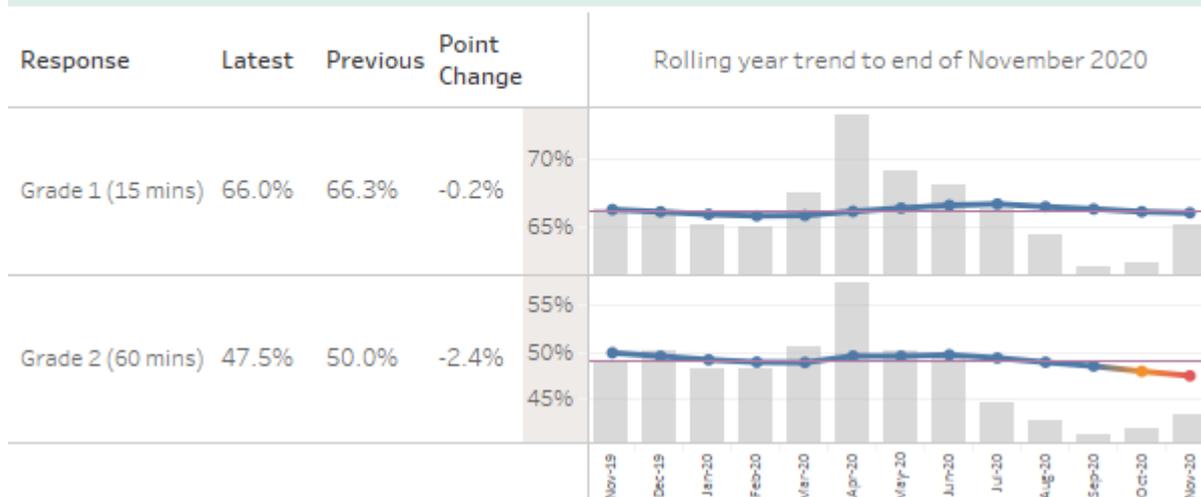


Force: Emergency Response Performance

Grade 1 & 2 response performance is measured as the percentage of incidents attended within 15 minutes and 60 minutes respectively. The latest 12 months to November 2020 shows Grade 1s attended in target has decreased slightly -0.2%pts compared to the 12 months to November 2019. Grade 2 is showing a reduction in the latest 12 months; down -2.4%pts compared to previous year. This is an issue experienced by many forces, as the actions required of officers at incidents become more complex, taking more time per incident.

Incident data - comparing the latest 12 month to same period a year ago

Force: Emergency Response Performance



16

Counter Terrorism (CT)

Due to Covid 19 the Surrey Prevent team and Counter Terrorism Policing South East have been making the best use of technology to ensure that they can continue to deliver a resilient service.

An impact of the pandemic is the number of Prevent referrals has decreased, in line with the national trend, as statutory agencies have less face to face contact time with their service users. This coupled with an escalation in the UK threat level to SEVERE has created a pressing operational need to raise public awareness to encourage early reporting in respect of radicalisation and community tension. To assist in addressing this CT Policing launched in November a new public facing website actearly.uk which urges anyone with concerns to seek help as soon as possible so that police and partners can help protect the person they care about from being groomed and exploited.

The new website has been developed by Counter Terrorism Policing, working closely with partners and other agencies. It will be supported by a new national police Prevent advice line where families and friends can seek help and support in confidence from specialist Counter Terrorism officers. The website will include signs to spot, case studies, other partner organisations who can offer support and how to share concerns with the police. Surrey Police are actively promoting this vital resource both internally and externally to ensure it has maximum impact.

Work is underway to review local intelligence, incidents of note and emerging community tensions at a Borough level to inform next year’s Counter Terrorism Local Profile. This is a significant undertaking and will assist CTPSE in identifying future priorities for action in the County.

The Force Prevent Team, working with the Mobile Data project, has launched a dedicated Prevent App for the Mobile Data Terminal (MDT) to allow front line officers and staff direct access, whilst policing within their communities, to the latest national guidance to assist in identifying the signs of radicalisation. This innovative use of technology will assist in raising awareness and driving Prevent referrals.

Surrey’s Channel Panel continues to operate effectively even in the face of social distancing limitations. The membership of the group has been bolstered, based on national guidance and now includes a DI Safeguarding Lead and Inspector Community Lead. This

continued investment in Channel reflects its pivotal position in our partnership centric approach to combating the threat of radicalisation.

2. Building Confident Communities

Force: Crime Survey for England and Wales (CSEW) Confidence

For the 12 months up to March 2020, Surrey Police has moved 3 places to 7th for the Crime Survey for England and Wales measure for public confidence. The latest results show an increase of 1.1 %pts over the last quarter to 78.7%. The national face-to-face Crime Survey for England and Wales (CSEW) was suspended on 17 March 2020 because of the coronavirus (COVID-19) pandemic. A telephone-operated version of the CSEW was used but did not include the questions on public perceptions by police force area.

Updated quarterley Crime Survey for England and Wales

Force: CSEW Confidence

Rolling year trend to end of March 2020

78.7% (Up: 1.1%)
National ranking: 7 (previous ranking : 10)

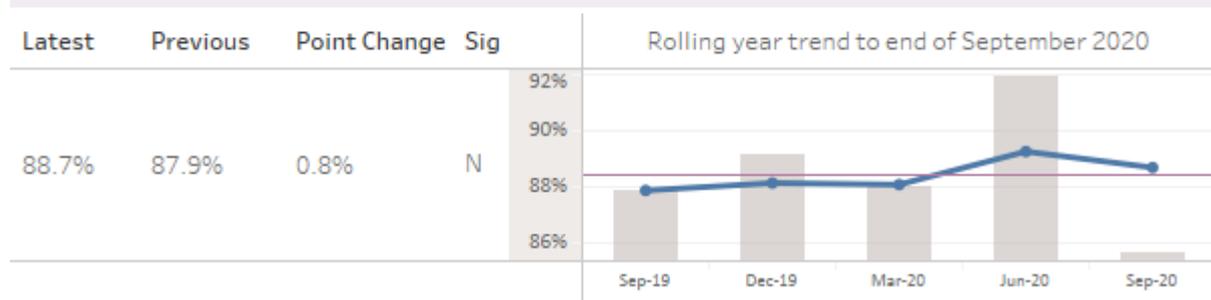
Force: Q19 – Confidence in Neighbourhood Police

Surrey County Council and Surrey Police survey over 6000 residents a year as part of the Joint Neighbourhood Survey (JNS).

In the 12 months to September 2020, of those asked, “taking everything into account, how confident are you in your neighbourhood police?” 88.1% said they were very or fairly confident. While a reduction of -1.2% points this quarter, this represents a small improvement from the 12 months to March 2019 and broadly mirrors the confidence results from the national crime survey for England and Wales highlighted above.

Joint Neighbourhood Survey - comparing latest 12 months against a year ago

Force: Q19 - Confidence in neighbourhood police



3. Supporting Victims

From April 2019 a new methodology was introduced to consult with victims of crime and ASB. Victims are now contacted via text message which brings benefits such as reaching more victims of different crimes, fewer questions resulting in an increased response, and greater insight through victims' comments. Results are now also received in real time as opposed to the previous lag of 2-3 months between incidents/crimes occurring and results being received.

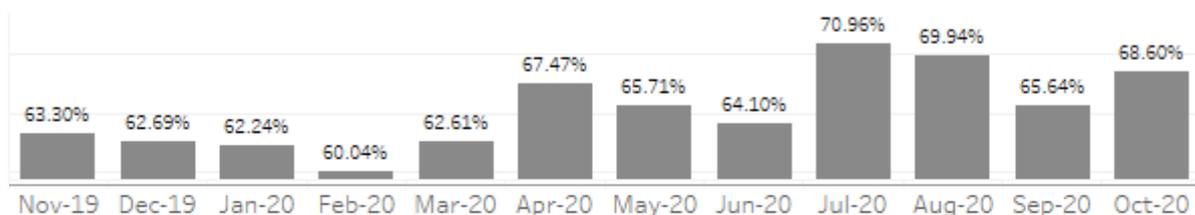
When presenting the results, although percentages will be shown, a customer satisfaction score (CSAT Score) is also provided. This is based on the satisfaction questions, where respondents are asked to provide a response between 1 - 5 (Dissatisfied to Satisfied) to the satisfaction question they are asked (Initial Contact, Kept Informed, Actions Taken or Treatment).

Overall satisfaction in October has seen an increase (3% points), and remains high at 68.6%. The CSAT score for October 2020 is 3.79.

For October, **kept Informed** was the only workflow to display a decrease (-5.3% points, 57.4%). **Initial Contact** (+5.7% points, 76.8%) continues to have the highest satisfaction result, with **treatment** (+5.9% points, 72.2%) and **actions Taken** (+3.8% points, 66.3%) also presenting relatively high results.

Comparing latest monthly data *(this is a new measure since April 2019)*

Force: Main overall satisfaction percentage



Comparing latest monthly data *(this is a new measure since April 2019)*

Force: Main overall satisfaction CSAT Score

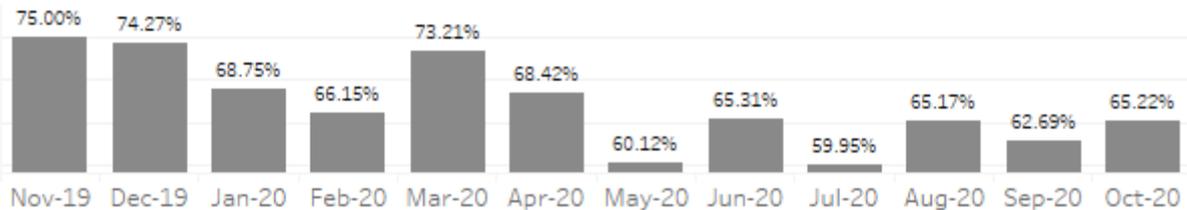


Force: Total ASB User satisfaction

ASB Overall satisfaction in October 2020 is 65.2%. The ASB CSAT score for October 2020 is 3.79.

Comparing latest monthly data *(this is a new measure since April 2019)*

Force: Anti-social behaviour satisfaction percentage



Comparing latest monthly data *(this is a new measure since April 2019)*

Force: Anti-social behaviour satisfaction CSAT Score



16

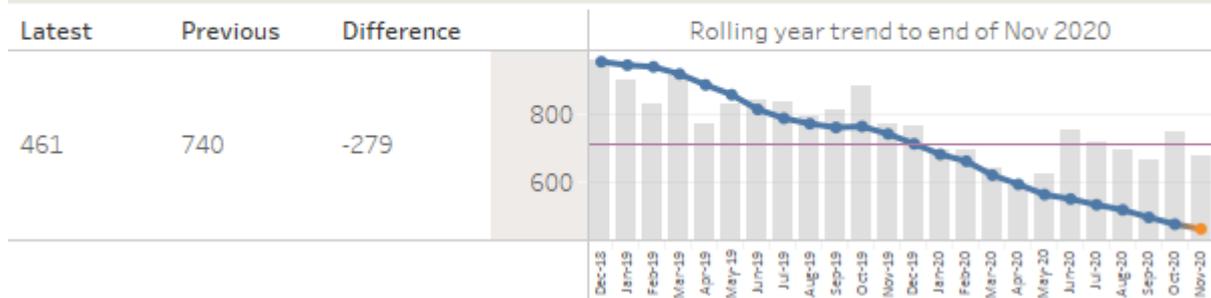
4. Preventing Harm

Force: Repeat Vulnerable Missing Individuals

The volume of vulnerable missing individuals over the last 12 months to November 2020 is 461, a decrease of 279 on the volume recorded in the 12 months to November 2019. As seen in the chart below, this continues the excellent downward trajectory of the last year; a result of greatly improved partnership working and the embedding of the Surrey High Intensity Partnership Programme (SHIPP).

NICHE missing person - comparing latest 12 months to same period a year ago

Force: Repeat Vulnerable missing individuals

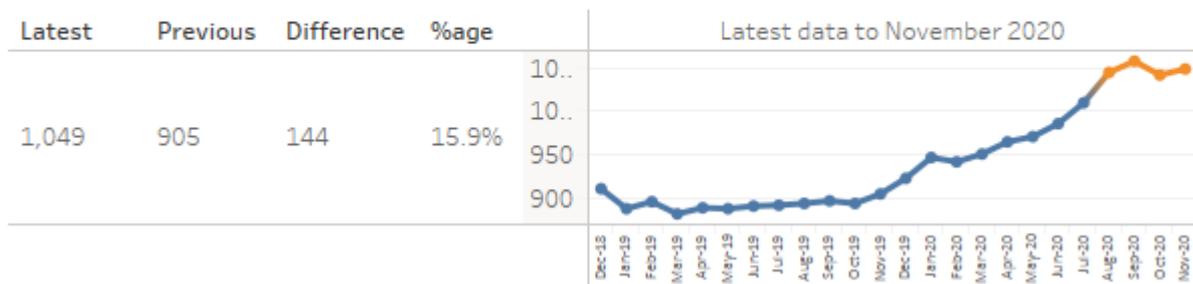


Force: Repeat Domestic Abuse (DA) offenders over the last three years

The 12 months to November 2020 shows the force has 1,049 repeat serial DA offenders which is up 15.9% compared to the 12 months to November 2019 (905).

NICHE offender - comparing latest 12 months to same period a year ago

Force: Repeat DA offenders over last three years with two or more victims



The correct identification and recording of repeat DA perpetrators / victims has been a focus for the force. The increase in repeat DA perpetrators can be associated to improved reporting, better understanding and identification by officers and improved data integrity and linking of crimes. Activity across the force to address DA offending includes the following.

Enhanced focus on DA investigations (ensuring raised quality to increase Criminal Justice outcomes); focus on outstanding DA suspects through daily management meetings (early arrest); focus on those serial perpetrators identified due to offending levels; use of the Multi Agency Referral Assessment Conference (MARAC) process to address repeats coming to notice to agencies; problem solving plans to address repeat offending and/or chronic problems where appropriate; new domestic abuse specialists employed in the quadrants within the new family safeguarding model in Police Single Point of Access (P-SPA) helping to identify and support those repeat callers/perpetrators with children; new Chula Vista style warning notices now served on all DA perpetrators issued with a Domestic Violence Protection Notice (unannounced visits introduced); focus on bail checks of DA perpetrators; use of the 'Respect' helpline/ website to help DA perpetrators address their behaviour/ repeat offending; use of the Domestic Violence Disclosure Scheme (DVDS) to manage disclosures; serving of Stalking Protection Notices/Orders (SPO's) to deal with those that present significant risk.

The High Harm Perpetrator Unit (HHPU) manages high-harm offenders, which includes known DA offenders who sit within the Integrated Offender Management (IOM) / High Harm Perpetrator (HHP) cohorts; some of these are IOM offenders adopted for serious crimes but also have DA offending history. A close working relationship has been built with outreach partners to share information and, where appropriate, the seven pathways, which include referrals to other agencies, is used to address DA re-offending. The Probation Service (KSSCRC) are also working with DA perpetrators convicted and sentenced to a post-conviction DA behaviour change programme by the courts. Face to face visits are still being carried out on those high risk DA perpetrators being managed by the National Probation Service (NPS).

The Force is also working with key partners (Surrey County Council, OPCC, SDAP Outreach Services) to review, research and identify a suitably evaluated pre-conviction DA behaviour change programme to address DA offending behaviour. This work is being delivered through a specific worksteam and under the governance of the new countywide DA Executive Group. In the short-term, Surrey Police has also managed to secure a number of free spaces on the KSSCRC "Building Better Relationships" (BBR) programme and HHPU will soon be using this service for those DA perpetrators deemed suitable to qualify pre-conviction.

To improve the way the Force identifies the most dangerous and serial DA perpetrators, it is working on identifying an algorithm that will help narrow down the cohort of DA perpetrators so that those of highest risk based on frequency, gravity and recency of offending are identified. This algorithm is being developed in line with the College of Policing's eight

principles of identification, assessment and management of serial or potentially dangerous DA and stalking perpetrators. It is being developed with academic support and is in early stages of development.

Mental Health

The below data has been taken from the force public protection performance report and includes data between April and October 2020.



- During the Covid-19 pandemic Surrey Police has seen significant increase in the number of mental health incidents reported via the force contact centre. This has continued on an upward trajectory since April 2019 however has seen a significant spike since May 2020 during the peak of the pandemic. This is also reflected in the number of calls reported to the Surrey and Borders Partnership NHS Foundation Trust who have seen record numbers of calls to their 24/7 mental health crisis line. Police deployment rates have started to reduce during this period suggesting a significant number of calls do not require a policing response. This increase in demand is reflected in other areas of the South East region including Sussex, Thames Valley and Metropolitan policing areas.
- Alongside the increasing mental health demand within the contact centre Surrey Police has also seen an increase in the use of s136 of the Mental Health Act within the county. During the rolling 12 month period this is a 27% increase with a 67% increase in the use of s136 to detain under 18's. All agencies are in agreement that Covid-19 is a contributing factor to this increase. Surrey Police are committed to supporting those

suffering mental health crisis in the most appropriate way and are working closely with the mental health trust, Surrey Clinical Commissioning Group and Surrey County Council to explore alternative, multi-agency options when police officers are faced with a person in crisis. A number of existing initiatives are in place to reduce this area of demand and others, such as the adoption of under 18's within the Surrey High Intensity Partnership Programme, are currently being proposed.

- It has been identified through engagement with partner agencies and other neighbouring police forces that there is an increase in officers attending to people suffering higher risk, more complex mental health crisis. It has also been identified that there is an increase in attending to people in mental health crisis who are not known to services.
- Custody has not been used as a place of safety since July 2015 however the above data identifies one case in September where custody was recorded as a place of safety. This has been reviewed and was recorded in error. A request has been submitted to remove this from the performance data.
- The use of police vehicles to convey a patient to a place of safety continues to decrease with a 27% reduction when compared with the rolling 12 month period. This reflects the ongoing engagement with SECamb from a strategic and operational perspective to manage mental health demand.

5. Making Every Pound Count

Financial Monitoring at 31st October 2020

1. Summary

- 1.1. The total budget for Surrey is £250.0m 2020/21, against this the forecast outturn position is £249.7m resulting in an underspend totalling £0.3m.

Surrey	2020/21 PCC Budget £m	2019/20 Operational Delivery Budget £m	Total 2020/21 Budget £m	2020/21 Total Forecast £m	Variance £m
Month 7	2.1	247.9	250.0	249.7	(0.3)

- 1.2. The operational response to the COVID 19 pandemic has resulted in additional unplanned costs which consist of the salary costs of police officers and staff, employee overtime, premises, lost income and supplies & services, the most significant cost for the Personal Protective Equipment (PPE). The notification from the Home Office is that Forces can recover the costs of medical grade PPE and the first four months of lost income, which together is currently £3.2m. The Home Office have announced that Surrey will receive £388k from the £30m Covid Surge Fund allocated to police forces. The Home Office has also announced that a further claim for non medical PPE can be made, along with the next four months of lost income.
- 1.3. The force has mitigated the additional costs with savings across the force, these include savings in training and staff travel where costs have been lower year to date.
- 1.4. There are variances within the budget, pay is forecasting an overspend overall with non-pay underspending to offset against this.

- 16
- 1.5. Police officer numbers are increasing as the recruitment plan delivers and police staff budget is forecast to underspend.
 - 1.6. For Police Officers the financial plan assumed an inflationary increase of 2% which was actually 2.5%, this additional cost pressure is included in the forecast.
 - 1.7. The non-pay costs including income are underspent in total with costs attributable to Op Apollo being offset by the assumed income.
 - 1.8. The precept & uplift investment was for an additional 156.5 posts, the current forecast is that Surrey Police will recruit to these posts by March 2021.
 - 1.9. The efficiency plan to save £1.4m has been removed from the budget, however there is a risk that savings within ICT will not be achieved.
 - 1.10. The Force has agreed to continue funding Investigative Assistant posts within Local Policing which is estimated to cost £0.5m, this cost pressure is included in the forecast.
 - 1.11. The capital plan is forecast to underspend by £1.2m. For the 2020/21 financial year a new capital & investment gateway to proceed process has been introduced for existing planned schemes. This step will firm up on the proposals put forward during the budget build and also allow the funding position to be checked prior to giving the go ahead.

Please see attached paper - Force Financial Report Month 7 2020/21.

6. A Force Fit for the Future

Estates Strategy

As the Building the Future Programme has gained pace it became clear that there were a number of interdependent strands of work that needed to be moved forward to ensure that the totality of the Estate supports the Building the Future Programme. The draft Estates Strategy was initially presented to Building the Future Steering Group on 10th August 2020 and was presented at Building the Future Project Board on 19th August 2020.

The BTF programme has already completed RIBA Stage 0 and Stage 1 of 8 Stages with Stage 2 due to be completed February 2021 and its approval targeted for March 2021. The programme and risks are being effectively managed and are being reported to the BTF Project Board in line with the approved Governance Structure.

The draft Estates Strategy which was presented to the BTF Project Board in August 2020, is being developed and consulted across the Surrey Police senior stakeholder groups. It is expected that the strategy will be completed in February 2021, in line with the BTF Stage 2 submission.

We are also completing a Housing Strategy to ensure Surrey Police have adequate levels of residential housing for rent across the County. This will part alleviate housing issues for new recruits and those who are in need of secure and fit for purpose housing accommodation.

Recommendation(s)/Future Activity: The Police and Crime Commissioner is asked to note the contents.

Risks: Performance risks are addressed through the Force Performance Board chaired by the Deputy Chief Constable.

Attachments/ Background Papers: Force Financial Report Month 7 2020/21

Contact details

Name: Strategic Planning Team

Job Title: Strategic Planning Team

Telephone number: 01483 630129

Email address: strategicplanning@surrey.pnn.police.uk

16

This page is intentionally left blank

Office of the Police and Crime
Commissioner for Surrey

PO Box 412
Guildford
Surrey
GU3 1BR

To: The Home Secretary
Her Majesty's Inspectorate of Constabulary
and Fire and Rescue Services

Tel: 01483 630200
Fax: 01483 634502

e-
mail: surreypcc@surrey.pnn.police.uk
Website: www.surrey-pcc.gov.uk

22 November 2019

16

Dear Home Secretary and HMICFRS

Response from David Munro, Police and Crime Commissioner for Surrey to the Publication of the HMICFRS PEEL Assessment for Surrey Police 2018/19

I was pleased to see the PEEL assessments published by HMICFRS and to see that Surrey Police has retained its overall good rating for Effectiveness and Legitimacy. I was particularly pleased to see a grade of "Outstanding" for preventing crime and tackling anti-social behaviour. This is my top priority set out in my Police and Crime Plan for Surrey and I know from regularly speaking to Surrey residents across the county that they really value their local officers and want to see an effective police force tackling those issues that matter to them. So I am delighted to see the HMICFRS recognise Surrey Police's overall approach to neighbourhood policing as Excellent in today's report which is a testament to the dedication of the officers and staff who work tirelessly in our communities to keep people safe.

I was also pleased to see that HMICFRS have highlighted that the Force works effectively with partners to identify and protect vulnerable people and upholds an ethical culture, promotes standards of professional behaviour well and treats its workforce fairly.

There is always more to do and I was disappointed to see the HMICFRS grade the Force as requiring improvement for efficiency. I believe the assessment of demand in policing and understanding capacity and capability is a national issue for all forces; however I will be working with the Chief Constable to see how improvements can be made in Surrey.

We are already striving hard to make efficiencies and put as many resources as possible on the front-line and earlier in the year I instigated an efficiency review in both Surrey Police and my own office.

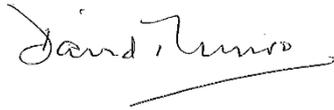
I have asked Chief Constable Gavin Stephens for his views on the report. He has said:

"I welcome the HMICFRS's 2018/19 Police Effectiveness, Efficiency and Legitimacy report on Surrey Police and am very pleased that the HMICFRS has acknowledged the significant achievements the force has made in preventing crime and tackling anti-social behaviour by awarding the force a grading of Outstanding. Notwithstanding this recognition of good

practice, the force recognises the challenges highlighted by the HMICFRS in respect of understanding and meeting demand. The force is focused on addressing these concerns and learning from the feedback within the report in order to develop the force's working practices and deliver the best possible service to the public. The areas for improvements will be recorded and monitored through our existing governance structures and strategic leads will oversee their implementation."

I will continue to regularly scrutinise the Chief Constable on how the Force is making improvements and I have requested reports on detailed workforce planning and have asked for a report to my December Performance Scrutiny Meeting on efficiency. Overall I think this is a really positive assessment of the Force's performance which has been achieved at a time when police resources have been stretched to the limit.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'David Munro', with a long horizontal flourish underneath.

David Munro
Police and Crime Commissioner

Surrey Police and Crime Panel - Forward Work Programme 2021

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.

DATE	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
Feb 2021	The Police and Crime Commissioner's Proposed Precept 2021/22	Making Every Pound Count	The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's proposed precept for 2021/22.	Chief Finance Officer
	Office of the Police & Crime Commissioner's Budget for 2021/22	Making Every Pound Count	This paper is provided to the Police & Crime Panel for information only to give Panel Members oversight of the intended budget, to fund the Office of the Police & Crime Commissioner (OPCC) for the financial year 2021/22.	Chief Finance Officer
	Budget Update (Twice per year – Feb & Nov) <ul style="list-style-type: none"> • Surrey Police Group Financial Report for Month Eight Financial Year 2020/21 • Office of the Police and Crime Commissioner Financial Report for Month Eight Financial Year 2020/21 	Making Every Pound Count	As agreed at the precept setting meeting on 6 February 2013, to allow the Panel to have oversight of the latest financial position in line with the following priority in the PCC's Plan: Making Every Pound Count.	Chief Finance Officer

Appendix 2

<p>Delayed until the publication of the White Paper</p>	<p>Local Recovery & Devolution White Paper</p>	<p>N/A</p>	<p>To consider the implications of the White Paper detailing the review to:</p> <ul style="list-style-type: none"> • Mayoral PCC model - learning from the transfer of PCC and Fire & Rescue Authority (FRA) functions to mayors. This will lay the foundations for the longer-term ambition to increase the number of mayors with responsibility for public safety - outlined in the forthcoming White Paper. • Detailing the changing governance structure in response to unitary authority bids. 	<p>OPCC / Committee Manager / Panel</p>
	<p>PCC Public Engagement</p>	<p>Building Confident Communities</p>	<p>To review how the PCC has undertaken community and partnership engagement with residents in line with the following priority in the PCC’s Plan: Building Confident Communities (noting changes due to COVID-19).</p>	<p>OPCC</p>
	<p>Making Every Adult Matter (MEAM)</p>	<p>Preventing Harm</p>	<p>To report on the projects funded to support those with multiple needs, as Surrey has become a “Making Every Adult Matter” (MEAM) area.</p>	<p>OPCC</p>
	<p>Standing Items – see list below</p>			

Appendix 2

DATE	ITEM	Police and Crime Panel Priority	PURPOSE	OFFICER
March 2021	Police and Crime Plan Update (Twice yearly – April (March)/Nov)	All	To consider progress made against the agreed Police and Crime Plan.	OPCC
	Rural Crime Strategy - Update	Tackling Crime and Keeping Surrey Safe	The PCC to provide an update on the strategy's results.	OPCC
Action R8/20: The Committee Manager will liaise with Members to consider how they wished to scrutinise the OPCC in fulfilling the new duties as a result of the complaints reform (OPCC internal complaints reform).	Police Complaints Reform	N/A	The Panel to receive a 1 year review report from the OPCC on its fulfilment of the new duties as a result of the complaints reform and adoption of 'Model 1'.	OPCC
Action R3/20: The PCC to provide an update report every three months detailing the allocation of newly recruited officers as a result of the 20,000 uplift, how many officers were in training and how many were on patrol.	Surrey Police Recruitment and Workforce Planning	A Force Fit for the Future	The PCC to provide an update report every three months detailing the allocation of newly recruited officers as a result of the 20,000 uplift, how many officers were in training and how many were on patrol.	OPCC
	Victim and Witness Care Unit - Update	Supporting Victims	The PCC to provide an update on the Unit line with the following priority in the PCC's Plan: Supporting Victims.	OPCC
	Hate Crime	Tackling Crime and Keeping Surrey Safe	To note the work of the PCC in tackling Hate Crime ensuring that none of Surrey's communities are subjected to discrimination.	OPCC
	Standing Items – see list below			

Appendix 2

DATE	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
June 2021 – AGM	Introduction from the Surrey Police and Crime Commissioner 2021-2024 following the election	N/A	In light of Covid-19, elections for a Police and Crime Commissioner for Surrey had been postponed by a year until May 2021. The PCC to provide an introduction.	OPCC
	Governance Items 2021/22: <ul style="list-style-type: none"> • Election of Chairman • Election of Vice Chairman • Re-establish Complaints SC • Re-establish Finance SC 	N/A	Panel to agree memberships and Terms of Reference.	Committee Manager
	PCC Annual Report	All	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
	Police and Crime Plan 2020-21	All	To provide an update on the report.	OPCC
	Surrey Police Group End of Year Financial Report for 2020/21	Making Every Pound Count	To provide the report, in line with the following priority in the PCC's Plan: Making Every Pound Count.	OPCC – Chief Finance Officer
	Office of the Police and Crime Commissioner End of Year Financial Report for 2020/21	Making Every Pound Count	To provide the report, in line with the following priority in the PCC's Plan: Making Every Pound Count.	OPCC – Chief Finance Officer
	PCP Annual Report 2020-2021	N/A	A summary of the PCP's activity over the last year.	Committee Manager
	Standing Items – see list below			

Appendix 2

DATE	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
September 2021	Police and Crime Plan - 2020-2025	All	The PCC to bring a new Police and Crime Plan 2020-2025 for the Panel to comment on.	OPCC
	Medium Term Financial Plan	Making Every Pound Count	To note the MTFP.	Treasurer/CFO
Action R3/20: The PCC to provide an update report every three months detailing the allocation of newly recruited officers as a result of the 20,000 uplift, how many officers were in training and how many were on patrol.	Surrey Police Recruitment and Workforce Planning	A Force Fit for the Future	The PCC to provide an update report on recruitment and workforce planning - to include the retention rate and strategy.	OPCC
	Surrey and Sussex Cyber Crime Unit	Tackling Crime and Keeping Surrey Safe	Report/presentation from a member of the unit.	OPCC/Committee Manager
	Surrey PCP Budget 2020-21	N/A	End of year report detailing the Panel's expenditure of the Home Office Grant.	Committee Manager
	Standing Items – see list below			

Appendix 2

DATE	ITEM	PURPOSE	OFFICER
October 2021	Informal Meeting	Private informal meeting of the Panel with the Chief Constable of Surrey Police – Panel members to suggest items and Committee Manager to liaise with OPCC.	Committee Manager/OPCC

DATE	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
November 2021	Budget Update (Twice per year – Feb & Nov) <ul style="list-style-type: none"> Surrey Police Group Financial Report for Month Six Financial Year 2021/22 Office of the Police and Crime Commissioner Financial Report for Month Six Financial Year 2021/22 	Making Every Pound Count	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 / Chief Finance Officer
	Police and Crime Plan Update (Twice yearly – June/Nov)	All	To consider progress made against the agreed Police and Crime Plan.	OPCC
	Performance Review: HMICFRS Inspection Results	All	To receive an update on what the force is doing to address key areas highlighted in the HMICFRS inspections reports. <ul style="list-style-type: none"> How effective is the force at investigating crime? How well does the force understand the current and likely future demand? Summary of Legitimacy, Effectiveness and Efficiency. Summary of PCC’s responses to reports published by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) about Surrey Police.	OPCC

Appendix 2

	Surrey PCP Budget Mid-Year Claim 2021	N/A	Mid-year report detailing the Panel's expenditure of the Home Office Grant.	Committee Manager
	Standing Items – see list below			

Appendix 2

STANDING ITEMS: these will appear on every agenda

Subject/Title	Dates	Police and Crime Plan Priority	Purpose	Contact Officer
PCC Decisions and Forward Plan	All	All	To review the key decisions made by the PCC in line with the Police Reform and Social Responsibility Act 2011, Section 28(6). Decisions – Office of the Police and Crime Commissioner for Surrey (surrey-pcc.gov.uk) To review the PCC's forward plan.	OPCC
Feedback on Performance Meetings	All	N/A	To consider issues raised during monthly discussions between the PCC and the Chief Constable. Includes the website link and notice of upcoming public meetings.	Johanna Burne - OPCC
Building the Future Update	All	A Force Fit for the Future	A standing item to update the Panel on the future of police estates.	Johanna Burne - OPCC
Surrey Police Recruitment and Workforce Planning	Twice a Year	A Force Fit for the Future	The PCC to provide an update report every three months detailing the allocation of newly recruited officers as a result of the 20,000 uplift, how many officers were in training and how many were on patrol.	Johanna Burne - OPCC
Recommendations Tracker and Forward Work Programme	All	N/A	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.	Committee Manager
Commissioners Question Time	All	N/A	For the Panel to raise any issues or queries concerning crime and policing in Surrey with the Commissioner – questions to be provided four working days in advance.	Committee Manager
Complaints	All	N/A	To monitor complaints received against the PCC and / or the DPCC	Committee Manager

Appendix 2

Working Groups – re-established June 2020:

Group	Membership	Purpose	Reporting Dates
Complaints Sub-Committee	<ul style="list-style-type: none"> • Panel Chairman - Councillor David Reeve • Panel Vice-Chairman - Councillor Hazel Watson • Councillor John Robini • Councillor John Furey • Mr Philip Walker (agreed - 24 November 2020) • Councillor Christine Elmer • Councillor Josephine Hawkins 	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"> • Panel Chairman - Councillor David Reeve • Panel Vice-Chairman - Councillor Hazel Watson • Councillor John Furey • Mr Martin Stilwell (agreed - 24 November 2020) • Councillor Andrew Povey • Councillor Fiona White 	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.

This page is intentionally left blank