


## Notice of Meeting

# Surrey Police and Crime Panel



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**Date & time**  
**Friday, 4 February**  
**2022**  
at **10.30 am**

**Place**  
Council Chamber,  
Woodhatch Place,  
Reigate, Surrey

**Contact**  
Benjamin Awkal  
  
Tel: 07816 091463  
[benjamin.awkal@surreycc.gov.uk](mailto:benjamin.awkal@surreycc.gov.uk)

**If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please either call Democratic Services on 020 8541 9122, or write to Democratic Services, Surrey County Council at Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF, Minicom 020 8541 9698, fax 020 8541 9009, or email [benjamin.awkal@surreycc.gov.uk](mailto:benjamin.awkal@surreycc.gov.uk).**

**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Benjamin Awkal on 07816 091463.**

**Please note that the meeting will also be webcast live, which can be accessed via 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>**

### Members

Cllr David Reeve ( <b>Chairman</b> )	Epsom & Ewell Borough Council
Cllr Paul Kennedy	Mole Valley District Council
Cllr Victor Lewanski	Reigate & Banstead Borough Council
Cllr Bruce McDonald ( <b>Vice-Chairman</b> )	Elmbridge Borough Council
Cllr John Furey	Runnymede Borough Council
Cllr Fiona White	Guildford Borough Council
Cllr John Robini	Waverley Borough Council
Cllr Valerie White	Surrey Heath Borough Council
Cllr Will Forster	Woking Borough Council
Cllr Bernie Spoor	Spelthorne Borough Council
Cllr Keith Witham	Surrey County Council
Cllr Mick Gillman	Tandridge District Council
Mr Philip Walker	Independent Member
Mr Martin Stilwell	Independent Member

## 1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

## 2 MINUTES OF THE PREVIOUS MEETING: 24 NOVEMBER 2021

(Pages 1 -  
48)

To approve the minutes of the meeting held on 24 November 2021 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

The deadline for public questions is seven days before the meeting (28 January 2022).

### **Note:**

*A written response will be circulated to Panel Members and the questioner.*

## 5 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH 8 FINANCIAL YEAR 2021/22

(Pages 49 -  
56)

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 30 November 2021, as well as a prediction for the situation at the end of the year.

## 6 OFFICE OF THE POLICE AND CRIME COMMISSIONER FINANCIAL UPDATE FOR MONTH 9 FINANCIAL YEAR 2021/22 AND ESTIMATE FOR YEAR END OUTTURN

(Pages 57 -  
60)

The purpose of this report is to inform the Police & Crime Panel of the OPCC's financial performance at Month 9 for the 2021/22

financial year together with an estimate of the year end outturn against budget.

**7 OFFICE OF THE POLICE AND CRIME COMMISSIONER'S BUDGET FOR 2022/23** (Pages 61 - 74)

This paper is provided to the Police & Crime Panel for information only to give Panel Members information on the budget to fund the Office of the Police & Crime Commissioner (OPCC) for the financial year 2022/23.

**8 SURREY POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT 2022/23** (Pages 75 - 104)

The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's Proposed Precept for 2022/23. The purpose of this item is to allow the Commissioner to outline her 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.

**Note:**

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

- (a) The Commissioner must notify the Panel of her proposed precept by *1 February 2022*;
- (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 2022*;
- (c) If the Panel vetoes the precept, the Commissioner must have regard to and respond to the Panel's report, and publish her response, including the revised precept, by *15 February 2022*;
- (d) The Panel, on receipt of a response from the Commissioner notifying it of her revised precept, must review the revised precept and make a second report to the Commissioner by *22 February 2022* (there is no second right of veto);
- (e) The Commissioner must have regard to and respond to the Panel's second report and publish her response by *1 March 2022*.

**9 PERFORMANCE MEETINGS** (Pages 105 - 108)

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

**10 PCC FORWARD PLAN AND KEY DECISIONS** (Pages 109 - 114)

This report provides information on the key decisions taken by the

PCC from November 2021 to present and sets out details of the Office's ongoing Forward Plan for 2021/2022.

**11 COMMISSIONER'S QUESTION TIME**

(Pages 115 -  
116)

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 (31 January 2022).*

**12 COMPLAINTS RECEIVED SINCE THE LAST MEETING**

(Pages 117 -  
118)

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

**13 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME**

(Pages 119 -  
148)

To review the Recommendations Tracker and Forward Work Programme.

**14 DATE OF NEXT MEETING**

The next public meeting of the Police and Crime Panel will be held on 21 April 2022 (or if Precept vetoed – 21 February 2022).

**Joanna Killian  
Chief Executive**

Published: Tuesday, 25 January 2022

## MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, Woodhatch Place has wifi available for visitors – please ask at reception for details.

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

*Thank you for your co-operation*

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*Generally the public seating areas are not filmed. However by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.*

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

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**MINUTES** of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 24 November 2021, at Council Chamber, Millmead House, Millmead, Guildford, Surrey, GU2 4BB.

*The Chairman thanked Guildford Borough Council for hosting the meeting as a result of a water leak at Woodhatch Place - Surrey County Council headquarters.*

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

**Members:**

(\*Present)

- \*Councillor David Reeve (Chairman)
- \*Councillor Bruce McDonald (Vice-Chairman)
- \*Councillor Paul Kennedy
- \*Councillor Victor Lewanski
- \*Councillor John Furey
- \*Councillor Fiona White
- Councillor John Robini
- Councillor Valerie White
- \*Councillor Will Forster
- \*Councillor Bernie Spoor
- \*Councillor Keith Witham
- \*Councillor Mick Gillman
- Mr Philip Walker
- \*Mr Martin Stilwell

**80/21 APOLOGIES FOR ABSENCE [Item 1]**

Apologies were received from Mr Philip Walker, Councillor Valerie White and Councillor John Robini.

**81/21 MINUTES OF THE PREVIOUS MEETING: 15 SEPTEMBER 2021 [Item 2]**

The minutes of the meeting held on 15 September 2021 were agreed as a true record of that meeting.

**82/21 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**83/21 PUBLIC QUESTIONS [Item 4]**

**Witnesses:**

Amelia Christopher - Committee Manager, Surrey County Council (SCC)  
Lisa Townsend - Police and Crime Commissioner for Surrey

Lisa Herrington - Head of Policy and Commissioning, Office of the Police and Crime Commissioner for Surrey (OPCC)

**Key points raised in the discussion:**

One question was received from Zöe Franklin. The question and response can be found attached to these minutes as Annex A.

A supplementary question was asked by the Committee Manager (SCC) on behalf of Zöe Franklin who was unable to attend and the response can be found below.

- *Supplementary question asked on behalf of Zöe Franklin:*

While I thank the Police and Crime Commissioner for her response and the detail she has provided on local service uplifts in 2020/21 I am disappointed that she has not pressed the Government further on the delay to the information campaign. While I agree that it is important that any campaign gets the tone and content right, there are many excellent organisations that I'm sure would be willing to work with the Government to deliver the campaign given the clear urgency of it.

In terms of a supplementary question, I note that the PCC has not indicated whether the new trauma informed training will be inclusive of the trans community – despite my specific reference in the question. I would be grateful if she could outline how inclusivity of trans people, and other members of the LGBTQI+ community, is being ensured and who are the external experts providing the training?

*Response:*

The PCC noted that she had been liaising with the Home Secretary, the Minister for Crime and Policing and the Association of Police and Crime Commissioners' (APCC) National lead for Victims and Serious Organised Crime; there was an enormous amount of work going on to address Violence Against Women and Girls (VAWG).

The Head of Policy and Commissioning (OPCC) explained that:

- Surrey Police (the Force) had a rolling programme of Equality, Diversity and Inclusion (EDI) training to raise awareness and improve responses for all minority communities including the trans community. There was regular input from those communities in delivering the training, consisting of both formal and informal sessions and it was important to build a culture in an organisation fostering a greater understanding of the needs of all communities.
- The Force was innovative in terms of trauma-informed practice having invited Dr Kristine Hickie from the University of Sussex to help them be a trauma informed force; through working with staff and officers who have



experienced trauma in their role, then through delivering trauma-informed services.

The Chairman asked for a written response to be provided by the PCC.

**Actions/further information to be provided:**

1. **R36/21** - The PCC will provide a written response to the supplementary question.

*The Chairman noted that the Panel meeting would not be going into Part 2 for item 17 as the PCC would be providing a public statement; the Panel agreed that approach.*

**84/21 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH SIX  
FINANCIAL**

**YEAR 2021/22 [Item 5]**

**Witnesses:**

Kelvin Menon - Chief Finance Officer (OPCC)

Lisa Townsend - Police and Crime Commissioner for Surrey

**Key points raised in the discussion:**

1. The Chief Finance Officer (OPCC) introduced the report and noted:
  - revenue: that the predicted £300,000 underspend was primarily due to an underspend on payroll.
  - capital: that the £5.6 million underspend was due to the phasing of capital expenditure with investment pushed back to later in the year, for example around the Building the Future programme and ICT.
  - borrowing: that the Force had not entered into any additional borrowing other than that in relation to the borrowing for the purchase of the Leatherhead site several years ago.
2. The Chief Finance Officer (OPCC) explained that a number of questions from Councillor Kennedy and one question from Mr Stilwell had been sent to him in advance of the meeting along with the Panel's key lines of enquiry; the Chairman and Panel were in agreement that those be included in the minutes along with the written responses at Annex B - verbal responses to some are noted below.
3. The Chief Finance Officer (OPCC) responded to Mr Stilwell's question sent in advance around the expenditure on the Surrey Safety Camera Partnership (SSCP), noting that the budget will be increased to reflect the additional income raised from the SSCP so it would not be over budget going forward.
4. The Chief Finance Officer (OPCC) responded to the Panel's key lines of enquiry concerning: overtime, borrowing capital investment, delayed capital investments and efficiencies. Regarding efficiencies, he noted that the largest cost to the Force was people and hence wages. As police officer numbers were ringfenced, due to the Government uplift programme, any

reduction in costs would affect police staff in back office roles, the Contact Centre, forensics and custody. The Force was working on minimising the impact of those reductions and more would be known with the upcoming financial settlement from the Government. The Finance Sub-Group will be updated on the matter.

5. Councillor Kennedy thanked the Chief Finance Officer (OPCC) for providing written responses to his questions in due course; of the questions he submitted he asked:
  - why police officer pay for the first six months was more than 50% of the budget/forecast, yet for the full year there would be an underspend?
  - In response, the Chief Finance Officer (OPCC) explained that in the first half of the year a police pension top up payment was made distorting the figures. This was underwritten by the Government and matched by a grant hence should not have a bearing on the outturn at year end.
  - why transport costs for the first six months were less than 50% of the budget/forecast, yet for the full year there would be an overspend?
  - In response, the Chief Finance Officer (OPCC) explained that in the first six months the Force benefited from free fuel from BP and due to Covid-19 there was less travelling. That said, costs were forecasted to increase in the second half of the year.
  - why has agency/temporary spend on ICT been reduced? The SIAP internal audit reports that go to the Joint Audit Committee (JAC) had indicated limited assurance reports for ICT despite one expecting a greater need for ICT during lockdown.
  - In response, the Chief Finance Officer (OPCC) explained that the reduction in expenditure related to the staff working on the Force's Enterprise Resource Planning (ERP) system which had been put on hold.
  - The Chief Finance Officer (OPCC) recognised that a number of internal audit reports received by the JAC had shown weaknesses in some ICT areas and a new Chief Data and Information Officer had been appointed in order to address these issues.
6. Referring to the comment made by the Chief Finance Officer (OPCC) around the efficiencies that would need to be made through a reduction in police staff, a Panel member noted concern as police staff such as in forensics helped the Force carry out its duty and asked how the implications of that would be managed.
  - In response, the PCC noted that police staff were vital and 82% of the policing budget was spent on wages and that due to the Government uplift programme the number of police officers was ringfenced. The Force did not want to see any redundancies however she also noted the tight financial situation faced by the Force and many local authorities. Discussions were ongoing with the Chief Constable on resourcing going forward and the proposed precept 2022/23.

**RESOLVED:**

The Panel noted and commented on the report.

**Actions/further information to be provided:**

1. **R37/21** - The Chief Finance Officer (OPCC) will update the Finance SubGroup on the potential reductions around police staff, once the Government's financial settlement for the upcoming year is confirmed.

**85/21 OFFICE OF THE POLICE AND CRIME COMMISSIONER FINANCIAL UPDATE FOR MONTH SIX FINANCIAL YEAR 2021/22 AND ESTIMATE FOR YEAR END OUTTURN [Item 6]**

**Witnesses:**

Kelvin Menon - Chief Finance Officer (OPCC)  
Alison Bolton - Chief Executive (OPCC)

**Key points raised in the discussion:**

1. The Chief Finance Officer (OPCC) introduced the report, highlighting a slight underspend at the end of the year which reflected the £150,000 virement from reserves made earlier in the year.
2. The Chief Finance Officer (OPCC) explained that a number of questions from Councillor Kennedy along with the Panel's key lines of enquiry had been sent to him in advance of the meeting; the Chairman and Panel were in agreement that those be included in the minutes along with the written responses at Annex B - verbal responses to some are noted below.
3. Councillor Kennedy highlighted the £6,000 underspend in the budget which was as a result of the £150,000 virement reserves, seeking clarification that without that there would be a deficit of £143,817.
  - The Chief Finance Officer (OPCC) responded that there would have been a deficit had there not been that £150,000 virement, noting that the OPCC would not have made that expenditure had it not been able to fund it from reserves.
4. Councillor Kennedy noted that it was apparent from the figures that the Deputy PCC (DPCC) costs to date and forecast were much higher than one might expect on a pro rata basis, given a reported appointment in early July; he asked whether the pay had been backdated, and if so, from when and on what legal authority.
  - In response, the Chief Executive (OPCC) explained that the DPCC's pay was backdated on a part-time basis for the hours put in prior to the confirmation hearing.
  - The Chief Executive explained that the DPCC had a contract with the OPCC which was finalised following the confirmation hearing, the PCC was in agreement that because Ellie Vesey-Thompson undertook considerable work prior to the confirmation hearing, it was fair and reasonable to backdate her pay.
5. Mr Stilwell asked why there was a large difference between the budget and the forecast for the grants of commissioned Victim Services.

- In response, the Chief Finance Officer (OPCC) explained that when the budget was set the OPCC had to estimate what the Government grant amount would be, however it had come in higher than expected. In addition, during the year the OPCC was successful in applying and being awarded a number of grants hence increasing the level of spend significantly higher than originally budgeted.

**RESOLVED:**

The Panel noted and commented on the report.

**Actions/further information to be provided:**

None.

**86/21 DRAFT POLICE AND CRIME PLAN 2021-2025 [Item 7]**

**Witnesses:**

Lisa Townsend - Police and Crime Commissioner for Surrey  
 Johanna Burne - Head of Performance and Governance (OPCC)  
 Ellie Vesey-Thompson - Deputy Police and Crime Commissioner for Surrey  
 Lisa Herrington - Head of Policy and Commissioning (OPCC)

**Key points raised in the discussion:**

1. The PCC noted that an enormous amount of work went into producing the detailed draft Police and Crime Plan 2021-2025 (the draft Plan), following a series of consultations by the OPCC with members of the public, and community groups - of which there had been over thirty meetings.
2. The PCC explained that the draft Plan was worked on in consultation with the Chief Constable of Surrey Police and his office, it is a draft Plan that the Force felt it could deliver and the PCC noted that she was aiming to publish the draft Plan in the coming weeks.
3. The Chairman was disappointed that the Chief Constable's foreword was not included in the draft Plan as that would have reassured the Panel that he supported the draft Plan.
  - In response, the PCC explained that the decision was taken not to include the Chief Constable's foreword within the draft Plan as it would be included in the final published Plan pending the Panel's comments, but that he has been engaged in the Plan's development throughout and was supportive of this draft.
4. A Panel member noted that the draft Plan and priorities chosen broadly seemed reasonable as it was difficult not to disagree with the content as the draft Plan omitted measurables in which to assess the draft Plan's successes or failures.
  - The Head of Performance and Governance (OPCC) responded to the comment on not including measurables in the draft Plan noting that a Force balanced scorecard would be developed which would include a joint set of measurables for the Force and PCC.

- The Head of Performance and Governance (OPCC) responded that there were no targets on crime recording set in the draft Plan as these could result in perverse incentives. For example, in some crimes there was historically underreporting, for example in areas such as domestic violence, rape and anti-social behaviour. The aim was to increase reporting in these areas which may in turn lead to increased numbers of crimes. The Force balanced scorecard would show the direction the Force was going in in terms of crime recording and would be provided at the next Panel meeting.
5. The Panel member commented that comparing the draft Plan with the previous Plan 2016-2021, Violence Against Women and Girls (VAWG) was a good addition, however noted absences of previous priorities concerning rural crime and value for money - he queried why those areas were no longer priorities.
- In response, the PCC noted that she had considered a sixth priority regarding value for money but it was not included as a separate priority as ensuring value for money was an important tenet that ran throughout the draft Plan and the five priorities.
  - The PCC explained that rural crime was covered in the draft Plan but it was not one of the five priorities as rural crime is not a separate crime category and she highlighted the work of the rural crime team.
  - The PCC explained that similarly, there was not a priority on young people as rather than singling out demographic groups or geographies, the draft Plan would tackle issues that affected all in Surrey.
  - The DPCC explained that the concerns raised by rural communities were similar to those raised by the wider community, speaking with the National Farmer's Union (NFU) yesterday she highlighted that rural crime was not a separate priority as it ran throughout the draft Plan, segregating it would be detrimental to rural communities.
  - The DPCC explained that the draft Plan was an evolving document and rural communities would provide feedback on any gaps. She highlighted that there was a rural Police Community Support Officer (PCSO) in place in every borough which would provide a single point of contact and facilitate greater communication between rural communities and the police. The OPCC was continuing to work with the rural crime team to understand where improvements can be made and to take on board national best practice.
6. The Panel member whilst not requesting for climate change be a specific priority within the draft Plan, commented that including no mention of climate change in the draft Plan was odd in light of the Force's notable carbon footprint.
- The PCC noted that whilst climate change was not a specific priority in the draft Plan it was a large priority within the Building the Future programme and there were exciting initiatives in relation to the redevelopment of Mount Browne which she would include in future updates on the Building the Future programme.
7. The Panel member highlighted that incursions by the travelling community was flagged as major issue in the draft Plan's consultation, he noted that the plan in Tandridge was to have a transit site and asked whether the PCC was doing enough to promote that site publicly.

- The PCC explained that lots of work was underway by the Force and Surrey County Council around traveller incursions, she was in discussions with several of Surrey's MPs regarding fostering better relations with travelling communities; she would take the point away.
8. The Panel member noted the reference in the draft Plan of working with the Criminal Justice System (CJS) to remove the case backlogs and wondered whether the draft Plan should more strongly reference the PCC's role and work in terms of lobbying the Government and CJS.
- The PCC explained that whilst she was chair of the Criminal Justice Board in Surrey, members of that Board had no direct accountability to the PCC. She had spoken with the Secretary of State for Justice, and noted frustration in relation to Insulate Britain where the police were criticised for not doing their job despite making arrests, when the issue was the Crown Prosecution Service (CPS) not charging - she had raised the issue with the head of the CPS for the region.
  - The PCC emphasised that addressing the court backlogs was a multiagency approach that the OPCC were working on to ensure the right outcomes were had for victims.
9. A Panel member referring to the fourth priority to 'strengthen relationships between Surrey Police and Surrey residents', noted that until three years ago there was a fairly regular attendance by a local police officer at parish council meetings and Residents' Association meetings, that had been beneficial and he had raised the matter with the previous PCC. He asked the PCC to look into the Force encouraging the return of local police officers speaking at parish council meetings, subject to operational requirements.
- The PCC recognised the need to balance local police officer attendance at parish council meetings with operational requirements, she had been to a number of meetings at parish councils alongside the DPCC and local police officers.
10. The Panel member highlighted that more should be done to publicise the benefits of Neighbourhood Watch schemes as active schemes worked well.
- The PCC noted that she was supporter of Neighbourhood Watch schemes and recognised that more needed to be done to promote them, noting an example of a local Neighbourhood Watch coordinator who could not find a replacement to her role and accepted a further year, making it her eighteenth year.
  - In a later comment, a Panel member noted that the Neighbourhood Watch schemes were a good tool and they should be encouraged and promoted.
11. The Panel member referring to the fifth priority 'Ensuring safer Surrey roads', highlighted the policy undertaken by Kent Police to deal with anti-social drivers through powers to confiscate their vehicles and asked why Surrey did not have such a policy.
- The PCC responded that anti-social driving was an operational issue. Highlighting the issue around E(electric)-scooters, there was some discretion for Force Borough Commanders to address this issue locally, for example Surrey Heath had a list where the approach was to educate those caught first time on e-scooters and afterwards to enforce as they were currently illegal. She needed to get a steer from

- each Borough Commander on what was happening in each area to understand the overall force view.
12. The Panel member noted that tackling speeding was referred to as one of the ways to reduce serious road collisions, he highlighted that more effort was needed on speeding enforcement.
    - The PCC noted the importance of supporting the Safe Drive Stay Alive workshops run by the Surrey Fire and Rescue Service (SFRS) and Surrey County Council, alongside the DPCC she was excited to support those workshops more.
    - The PCC noted that she regularly speaks with Surrey County Council on speeding, noting that it required a multi-agency approach, speed cameras were not always the answer as in some cases road furniture was a solution.
  13. The Panel member noted that at the last informal Panel meeting, the Chief Constable had promised more information on the Force's Roads Policing Unit (RPU) and was keen to get that response.
  14. The Chairman noted with concern that in sharing the RPU with Sussex Police, Surrey Police would not be able to honour the objective to reduce deaths on roads and serious collisions contained in the fifth priority.
    - The PCC recognised the issues raised around roads policing and noted that the head of the RPU was keen to present to the Panel in the future.
    - A Panel member in a later comment noted that Brighton was a road incident hotspot in Sussex, he queried how much time Surrey's police officers spent in assisting road incidents in Sussex.
  15. A Panel member recognised that preventing VAWG in Surrey was a priority and welcomed the PCC's offer to speak at the upcoming Zonta Guildford rally; however she noted a concern over the layout within the first priority 'Preventing violence against women and girls in Surrey' where 'To support men and boys' is a sub-section suggesting that violence against men and boys were not as important. The Panel member asked the PCC to explain how the priority as written, the Force supported non-binary individuals as the Force's attention should be spread equally across all parts of community.
    - The PCC stressed that sexual violence was a gendered crime, tackling VAWG would be possibly included in the upcoming Strategic Policing Review, it was a Government priority and had not been taken seriously for a long time. The first priority on preventing VAWG did not mean that the Force would not work hard to ensure that crime against any group was not taken seriously, the services commissioned by the OPCC were open to all.
    - The Head of Policy and Commissioning (OPCC) explained that all commissioned services were open, free and accessible to all victims of crime irrespective of gender. Staff delivering the commissioned services were trained in gendered and trauma informed practice. Identifying as non-binary was self-defined and as with all victims of crime, the approach of staff was to listen to victims and respond to their needs.
    - A Panel member in a later comment sought to understand the numbers involved concerning preventing VAWG, asking how many incidences

of violence are experienced by women and girls compared to men and boys, as it was vital to ensure that all feel safer.

16. A Panel member welcomed the inclusion of the first priority on 'Preventing violence against women and girls in Surrey', however noted overlaps between that priority and the second priority 'Protecting people from harm in Surrey' - where the second priority could include the first - equally the third priority 'Working with Surrey Communities so that they feel safe' and fourth priority 'Strengthen relationships between Surrey Police and Surrey residents' looked similar; although he recognised that it was more beneficial to have overlaps than gaps.
17. The Panel member referring to the first priority, queried why there was a particular reference to working with the CJS to tackle the backlog in court cases, expecting that objective should apply to all five priorities.
18. The Panel member noted that professionalism was mentioned in some areas, but it was not clear that it applied to all objectives in the draft Plan.
19. The Panel member noted that in representing a rural area he welcomed the inclusion of the objective within priority three, 'To tackle rural crime'.
20. The Panel member noticed that there was a difference in the language in the objectives within the five priorities: 'ensure', 'support', 'reduce' and 'tackle'; for example the wording was to 'reduce' acquisitive crime in comparison to 'tackle' rural crime.
  - The PCC noted the comment on the difference in wording used.
  - The Chairman highlighted that the draft Plan contained many verbs, omitting outcomes in relation to arresting or prosecuting, there is no mention of the Chief Constable's focus on improving positive outcomes; the PCC noted the comment.
21. The Panel member noted that whilst it was a four-year plan, within priority one the objective to 'review and understand the current provision of services to male victims' was only the first step in the four-year plan.
22. The Panel member noted the difficult work undertaken by the Probation Service, he assumed that the objective 'to reduce reoffending' in priority two does include support for the Probation Service as it played a key role.
23. The Panel member referring to priority four and the objective 'to give communities a visible police presence' through directing increased resources to areas of greatest need; sought assurance that Mole Valley would not miss out.
  - The PCC provided assurance that Mole Valley would not lose out.
  - The Chairman noted that a possible future question to be raised by the Panel would concern the resource allocation for each borough and district in Surrey.
24. The Panel member noted that within priority four the objective 'to ensure that all communities in Surrey feel safe' did not specifically reference the concerns of the BAME and LGBTQ+ communities in terms of the outcomes for them.
25. Under the 'Arrangements for holding the Chief Constable to account', the Panel member in noting the focus on 'Equality and Diversity', suggested a change to the PCC's statement from 'I am committed to seeing how workforce diversity in Surrey Police can be improved' to 'I am committed to improve workforce diversity in Surrey Police'.



26. A Panel member welcomed the overall draft Plan but noted the light approach taken with some areas requiring deeper thought. Referring to priority three and the objective 'To reduce anti-social behaviour', with the OPCC to 'Ensure victims and the community have easy access to the Community Trigger process', the Panel member highlighted that even within the Panel many Panel members did not know what the process was. Having been involved in five Community Trigger processes in the last few years he noted disappointment that the process was not open to the resident concerned nor their ward councillor. He questioned how the PCC would increase accessibility to the Community Trigger process if it was not well known. One should start with evaluating why it was not well known, how many Community Trigger processes had been undertaken and that resident and ward councillor representation should be allowed where necessary.
- The PCC recognised that the importance of the Community Trigger process, noting that she has signed the ASB (Anti-Social Behaviour) Pledge committing to putting victims first. It was noted however, that Community Triggers were the responsibility of the district and borough councils.
  - A Panel member in a later comment welcomed any simplification of the Community Trigger process; to which the PCC agreed.
27. The Panel member referring to priority four and the objective 'To ensure that all communities in Surrey feel safe' and concerning accessible communications to Surrey's residents, noted that holding meetings on Facebook was a powerful tool and if used by all boroughs and districts would boost engagement - noting a recent example of the Runnymede Joint Committee Q&A session which had over one thousand views, over one hundred watching the whole meeting and eight questions.
- The PCC recognised that Facebook was a powerful tool, the OPCC's communications team were in discussion with the Force about using Facebook for Performance Meetings between the PCC and the Chief Constable.
28. A Panel member referring to the third priority, noting that an extension to feeling safe was to improve wellbeing, the majority of improving wellbeing was not the police's responsibility but that of the local council.
- The PCC recognised that and noted the work of the Surrey-wide Health and Wellbeing Board, improving wellbeing was a joint responsibility between Surrey County Council, the eleven borough and district councils and the health services.
29. The Panel member highlighted that from page 47 onwards, the word partner only appeared three times. He noted that too much reliance was placed on the Joint Enforcement Teams (JETs) and pseudo-JETs. The draft Plan should emphasise working more with local authorities particularly on anti-social behaviour on areas outside of the police's remit.
30. A Panel member noted a concern around the upcoming Council Tax bill as councillors face critiques from residents, residents' views must be taken on board and noted that the priorities resulting from the PCC's surveys of interested partners and residents were anti-social behaviour and a greater visibility of the police which were not any of the five priorities.

- The PCC responded that police visibility worked throughout the draft Plan and it was important as was anti-social behaviour - however anti-social behaviour was not solely a matter for the police, tackling it required a multi-agency approach.
31. A Panel member referring to priority four, noted interest in the objective to engage with children and young people, having held school debates and youth councillor surgeries, he welcomed the youth engagement officers and asked to liaise with the OPCC on youth engagement and the work of those officers.
- The DPCC explained that there had been a reassessment of how the Force engages with schools in relation to the Force's leads for school liaison. Once that reassessment process had concluded, the OPCC and force would have a greater understanding of how officers worked across the county, the intention was to move away from youth engagement officers delivering presentations during assemblies, to engaging with pupils informally during lunch time; she was happy to liaise with the Panel member outside of the meeting.
32. Regarding priority four and the objective 'To give communities a visible police presence', A Panel member referred to previous Surrey police panel meetings which had stopped because of cuts despite being well attended. He asked whether the PCC in discussion with the Chief Constable had sought to reintroduce such meetings in order to gather greater resident feedback.
- The PCC explained that force had been using Facebook Live more with meetings well attended, she was not sure on those previous Surrey police panel meetings and would look into the matter, noting that resourcing was an important consideration.
33. The Chairman highlighted the key areas raised by Panel members and noted that a letter summarising the Panel's comments on the draft Plan would be sent to the PCC; he thanked the PCC for producing the draft Plan noting its different style to the previous Plan.
34. The PCC thanked the Head of Performance and Governance (OPCC) and the OPCC for working on the draft Plan; she thanked the DPCC for her work on leading the large amount of focus groups gathering views on the priorities to be included in the draft Plan.

#### **RESOLVED:**

1. The Police and Crime Panel reviewed and commented on the Draft Plan.
2. Panel members' comments on the draft Police and Crime Plan 2021-2025 would be captured in a letter of response to the Police and Crime Commissioner for Surrey for her to have regard to in preparing the Police and Crime Plan 2021-2025 (see Annexes C and D).

#### **Actions/further information to be provided:**

1. **R38/21** - Following its development, the new Force balanced scorecard will be provided at the next Panel meeting.
2. **R39/21** - The Panel to consider the PCC's offer for the head of the Roads Policing Unit (RPU) to present to the Panel.

3. **R40/21** - The PCC to look into the previous Surrey police panel meetings.
4. **R41/21** - The letter of response collating Panel members' comments will be drafted and sent to the Police and Crime Commissioner for Surrey to have regard to.

## **87/21 ANTI-SOCIAL BEHAVIOUR [Item 8]**

### **Witnesses:**

Alison Bolton - Chief Executive (OPCC)

Lisa Townsend - Police and Crime Commissioner for Surrey

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

1. A Panel member referred to page 66 noting the report: Anti-Social Behaviour – Living a Nightmare, published in 2019 by the then Victim Commissioner, asking whether the twelve recommendations in that report were being followed up nationally and whether the PCC supported those.
  - In response, the Chief Executive (OPCC) noted that the OPCC was aware of that report and those twelve recommendations were for a multitude of different agencies to pursue.
  - The Chief Executive (OPCC) added that the OPCC had actively promoted the Community Trigger and reviewed its role in the process, a colleague sat on the Home Office Working Group where the Community Trigger and best practice was reviewed; the OPCC would provide a future update on the support of those recommendations and whether they were being taken forward nationally.
2. Having raised the comment under the item on the draft Plan, the Panel member re-emphasised the importance of having an independent person at the Community Trigger meetings, many ASB and residential inquiries do involve police presence and the repetition of calls to 101 or 999 does not help the victim who must be given a fair chance to represent their concerns through the Community Trigger process; he highlighted an example of a family affected by ASB incidents. He asked how many Community Trigger meetings had taken place in Surrey, how many of those had the PCC attended and what were the outcomes.
  - In response the PCC noted the example provided by the Panel member, recognising the importance of a multi-agency approach including the involvement from borough and district councils around housing. She explained that the Community Trigger process was also the responsibility of the Community Safety Partnerships; Surrey did more on addressing ASB than other areas which would be highlighted in a national directive next year from the Home Office.
  - The PCC further noted that victims involved in the Community Trigger process were allowed a victim's advocate and should complete an impact statement, the details of cases remained private and the process was victim focused; the statistics requested would be followed up.
3. The Panel member referred to the eighth recommendation from the report on Anti-Social Behaviour – Living a Nightmare, whereby if the victim does

not agree with the Community Trigger outcome the PCC can act as an arbitrator and the sentence on page 71 which states that nationally few OPCC's carry out the role in the review process around victim dissatisfaction on when the threshold was met or the way the Community Trigger process was carried out. He highlighted the sentence on the OPCC's monitoring of reviews across the county and was sceptical that the OPCC only received two escalation requests since 2014.

- In response, the Chief Executive (OPCC) noted that she had no reason to dispute that number, noting that the Community Trigger process was not well known and many parts of Surrey handled the review process well so as a result the OPCC's role as arbitrator had not been called upon more than twice.
4. A Panel member welcomed the report as ASB was a concern to residents having been raised at a local Residents' Association meeting and he highlighted a concern around overloading the work of a local Joint Enforcement Team (JET).
  5. The Panel member had raised the Community Trigger process to reach a resolution on a number of occasions to residents, many of whom were sceptical that it would work; he queried whether there were national statistics on whether the Community Trigger process was effective.
    - The PCC would look into the national statistics around the effectiveness of the Community Trigger process.
  6. The Chairman highlighted the chart on page 66 which showed the overall satisfaction of the Force and across the District and Boroughs over the past year, noting that Epsom and Ewell, Spelthorne, and Woking featured poorly, and he requested background information on the statistics.
  7. A Panel member asked which borough and district councils in Surrey had not signed up to the ASB Pledge as it would signal those local authorities actively involved and the Panel could contact those not signed up.
    - The PCC responded that she would look into which borough and district councils in Surrey had signed up to the ASB Pledge and would email the Panel.
  8. A Panel member referred back to the draft Plan around strengthening the relationships with communities, emphasising that the PCC should not feel as though she must pass judgement over local authorities nor for the OPCC to take sole responsibility; councillors should enable local accountability to be strengthened, noting that it was important for local councillors to have oversight of the Community Trigger process.

#### **RESOLVED:**

That the Panel noted the report.

#### **Actions/further information to be provided:**

1. **R42/21** - The OPCC will look to provide updates concerning queries raised around the Community Trigger process:
  - Whether the PCC supports the twelve recommendations within the report on Anti-Social Behaviour – Living a Nightmare and whether those recommendations are being followed up nationally.

- How many Community Trigger meetings have taken place in Surrey, how many of those has the PCC attended and what were the outcomes.
  - Whether there are national statistics on whether the Community Trigger process is effective.
2. **R43/21** - The OPCC will look to provide background information on the statistics presented in the chart which showed the overall satisfaction of the Force and across the District and Boroughs over the past year.
  3. **R44/21** - The PCC will look into which borough and district councils in Surrey had signed up to the ASB Pledge and will email the Panel accordingly.

## **88/21 PERFORMANCE MEETINGS [Item 9]**

### **Witnesses:**

Lisa Townsend - Police and Crime Commissioner for Surrey

Alison Bolton - Chief Executive (OPCC)

Johanna Burne - Head of Performance and Governance (OPCC)

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

1. The PCC noted that for the six months that she had been in the role, she continued the format of the meetings set out by her predecessor and the OPCC was reviewing the process; she noted the importance of communicating with the public.
2. A Panel member noted that since asking a public question to the Panel a year ago about the unacceptable delays in answering 101 calls, he noted disappointment that the delays had worsened and recognised that the PCC was looking to address that.
3. The Chairman noted that improving the current waiting times for answering 101 calls was included in the draft Plan, he noted that during Covid-19 the Contact Centre had been split into six centres and reduced to two, an increase in 999 calls would affect the 101 waiting times. He noted that it would be useful in the future for the Panel to review the Force balanced scorecard which would include the average waiting times.
  - In response, the PCC explained that she was addressing the matter, she had a recent meeting with the Head of Contact, Surrey Police, and noted that the DPCC spoke regularly with the Deputy Chief Constable on the matter.
  - The PCC noted the frustrations that the 101 service was never intended to be solely a policing line, the Force sought to get users to use different modes of communication, noting the difficulty in the 101 service of not being able to triage.
4. The Chairman asked whether the Panel would benefit from a presentation on the 101 service - including the digital 101 service - or a visit to the Contact Centre, having had previous visits.
  - The Chief Executive (OPCC) noted the previous visits to the Contact Centre, she would look into possible future visits - taking into account the Covid-19 situation.
5. A Panel member referred to the impressive digital 101 service, however noted that the figures provided by the Chief Constable did not include every

route of communication as Facebook Messenger was omitted, he asked for all the routes to be included in the statistics for the 101 service.

- The Head of Performance and Governance (OPCC) responded that the Force and the Deputy Chief Constable were keen to get those figures, work on collating the statistics on the routes of communications for the 101 service was underway.

#### **RESOLVED:**

That the Panel noted the update on the Performance Meetings.

#### **Actions/further information to be provided:**

1. **R45/21** - The Chief Executive (OPCC) will look into possible future visits for the Panel to the Contact Centre - taking into account the Covid-19 situation.
2. **R46/21** - All the routes of communication will be collated and included in the statistics for the 101 service, particularly the statistics around Facebook Messenger within the digital 101 service.

#### **89/21 PCC FORWARD PLAN AND KEY DECISIONS [Item 10]**

*See Annex B for two Panel member questions sent in advance of the meeting*

#### **Witnesses:**

Kelvin Menon - Chief Finance Officer (OPCC)

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

1. A Panel member thanked the OPCC for including the extra column clarifying what would require a decision notice.
2. Referring to reports received by the JAC in the last few months, the Panel member highlighted the limited assurance reports on ICT and risk management which related to a previous report by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) whereby limited assurance was given to efficiency concerning the extent to which the Force understood the demand for its services. He asked whether the PCC was satisfied with the Force's responses to the limited assurance report on risk management.
  - In response, the Chief Finance Officer (OPCC) noted that there were several ICT reports which had received limited assurance, the Force had invested in a new Chief Data and Information Officer to address the SIAP audit recommendations which were being monitored at the JAC meetings, there was still work to be done.
  - Regarding the report on risk management which had received limited assurance, the Chief Finance Officer (OPCC) noted that the risk management system was old and cumbersome involving individual data entry, the Force was investing in a new system - which was used by Sussex Police - and had employed a new manager to look

into risk management; the JAC was keen for the Force to understand its risks.

**RESOLVED:**

That the Panel noted the report.

**Actions/further information to be provided:**

None.

**90/21 OPCC COMMISSIONING UPDATE [Item 11]**

**Witnesses:**

Lisa Herrington - Head of Policy and Commissioning (OPCC)

Johanna Burne - Head of Performance and Governance (OPCC)

**Key points raised in the discussion:**

1. The Head of Policy and Commissioning (OPCC) provided an overview of the OPCC's approach to commissioning through a presentation at Annex E, key areas covered were:
  - Commissioning Strategy;
  - Technology;
  - OPCC Commissioning Budgets 2021/22;
  - Responding to a crisis;
  - From December 2020, new money and new PCC;
  - A summer of bids;
  - Perpetrator Programmes;
  - Victim & Witness Care Unit (WVCU) including testimonies from: victims of crime, outreach clients, mediation clients and a support coaching client, and Amber users (which provided support to young users away from risky behaviours);
  - The WVCU's Mission to change futures.
2. The Chairman thanked the Head of Policy and Commissioning (OPCC) for the informative presentation.
3. A Panel member highlighted the support given to the East Surrey Domestic Abuse Services (ESDAS) by borough and district councils in the east of the county and it was good to see that ESDAS was receiving funding through other means.
4. The Panel member noted the difficulty for borough and district councils in Surrey in bidding for funding due to the effort involved in bidding without a guarantee of funding, he noted that the borough and district councils were looking at joint bids between them and with Surrey County Council. He asked to what extent the OPCC sought to bid jointly and whether there was a separate bidding process from the Force.
  - The Head of Policy and Commissioning (OPCC) responded in relation to Victim Services and bidding, she recognised the effort involved in

bidding without a guarantee of success. The OPCC bids for grants when those meet its objectives and would always seek to work with partners including the borough and district councils in Surrey, noting the successful bid for the Safer Streets Fund.

5. The Panel member noted that Mole Valley District Council received local funding to meet its climate change strategy, given that the Force was aiming to be carbon neutral by 2030 he asked whether the OPCC would look to bid for funding in support of that.
  - The Head of Performance and Governance (OPCC) explained that the Force has bid for climate change funding and had been successful, with funding for operational needs around fleets and estates and had bid for funding to develop strategies to address climate change and the Force worked with national climate change leads.

#### **RESOLVED:**

That the Panel noted the presentation.

#### **Actions/further information to be provided:**

1. **R47/21** - The Panel will receive the OPCC's new commissioning strategy in due course.

#### **91/21 COMMISSIONER'S QUESTION TIME [Item 12]**

##### **Witnesses:**

Lisa Townsend - Police and Crime Commissioner for Surrey

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

One question was received from Councillor Paul Kennedy. The question and response can be found attached to these minutes as Annex F.

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

##### *1. Councillor Paul Kennedy (Mole Valley District Council):*

Highlighted that it was the same question which he asked the previous PCC in March 2021 under the item on Public Questions.

He thanked the PCC for the answer provided and noted that she was not as expansive in terms of her response compare to that provided by the previous PCC, asking whether that was because the PCC took a narrower view of her remit in the area or whether she was sceptical of 20 mph speed limit areas.

In response, the PCC noted that:



- She was sceptical of speed limits that could not be policed and believed that it was for residents and Surrey County Council to review the current policy on Setting Local Speed Limits and would take their lead first before coming to any conclusion.

**RESOLVED:**

That the Panel raised issues and queries concerning Crime and Policing in Surrey with the Commissioner.

**Actions/further information to be provided:**

None.

**92/21 COMPLAINTS RECEIVED SINCE THE LAST MEETING [Item 13]**

**Witnesses:**

Amelia Christopher - Committee Manager (SCC)

**Key points raised in the discussion:**

1. The Committee Manager (SCC) noted that Appendix A detailed the outcome of the Complaints Sub-Committee which met on 5 November 2021; whilst not the usual practice to publish the outcome letter, having invited representations from the complainants and the person complained against (PCC), the Complaints Sub-Committee had considered such representations and was of the opinion that it was in the public interest to append a redacted version of the outcome letter to complainants as at Appendix 1.
2. The Chairman highlighted that one new complaint had been received and noted that legal advice had been sought. He thanked the Committee Manager (SCC) for her work in preparing the agenda for the Complaints Sub-Committee and the Director of Law and Governance (SCC) for providing legal support.

**RESOLVED:**

That the Panel noted the report and Appendix A (including Appendix 1).

**Actions/further information to be provided:**

None.

**93/21 SURREY PCP BUDGET MID-YEAR CLAIM 2021 [Item 14]**

**Witnesses:**

Amelia Christopher - Committee Manager (SCC)

**Key points raised in the discussion:**

1. The Committee Manager (SCC) highlighted that the report detailed the Panel's mid-year claim for April 2021 - September 2021 which was £19,506, compared to £18,243 for the previous year.
2. The Committee Manager (SCC) explained that every year the Panel receives a grant from the Home Office of £66,180 and half that amount was for the mid-year claim to cover travel expenses, staff overheads, administration and webcasting. The Panel's end of year claim would be provided to the Panel in either June or September 2022 for noting.

**RESOLVED:**

That the Panel noted the report.

**Actions/further information to be provided:**

None.

**94/21 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME  
[Item 15]**

**Witnesses:**

Amelia Christopher - Committee Manager (SCC)  
Johanna Burne - Head of Performance and Governance (OPCC)

**Key points raised in the discussion:**

1. The Committee Manager (SCC) noted that in addition to the Recommendations Tracker - Appendix 1 - three annexes provided detailed updates completing actions R27/21, R29/21 and R31/21.
2. The Committee Manager (SCC) asked for an update on action R8/21 as the initiative around reporting hate crimes at designated fire stations and extending that initiative to borough and district councils had been put on hold.
  - In response, the Head of Performance and Governance (OPCC) noted that due to the Covid-19 pandemic the initiative was on hold so suggested that the item be closed until a future update could be provided.
  - The Chairman requested that the item remain ongoing so it could be followed up.
3. The Chairman reminded Panel members to contact the Committee Manager (SCC) on adding potential items to the Forward Work Programme.

**RESOLVED:**

That the Panel noted the Recommendations Tracker and the Forward Work Programme.

**Actions/further information to be provided:**

None.

**95/21 EXCLUSION OF THE PUBLIC [Item 16]****RESOLVED:**

That the Panel agreed to remain in Part 1 - in public - to consider item 17, therefore the Panel did not move into Part 2 - in private - the public were not excluded.

**96/21 BUILDING THE FUTURE UPDATE [Item 17]****Witnesses:**

Lisa Townsend - Police and Crime Commissioner for Surrey

**Key points raised in the discussion:**

1. The PCC read out a statement as at Annex G.
2. The Chairman reminded the OPCC of action R23/21 concerning the detailed report on the Building the Future Programme to be provided to the Panel in due course, which should now reflect the decision for the Surrey Police headquarters to remain at Mount Browne, Guildford. He asked that an update on the Programme be provided at the February Panel meeting as per the Panel's standing item: Building the Future Update and noted that Panel members could follow up with any questions to the Committee Manager (SCC).
  - The PCC noted that a more detailed update would be provided to the Panel at its next meeting in February, as per the Panel's standing item: Building the Future Update.
3. Noting that his ward was next to Leatherhead, a Panel member expressed disappointment in the outcome as local residents expected to see more visible policing. As part of the intended move to Leatherhead, he hoped that the planned change of culture and transformation of the Force in relation to its climate change commitments for example, would continue with the redevelopment of Mount Browne.
4. A Panel member noted thanks to the PCC for getting things done and providing clarity on the Programme in a short time period as little had been achieved since 2014.

- The Chairman did not share the Panel member's optimism and awaited the next stages of the Programme.
5. A Panel member asked for a reminder on how much was spent on purchasing the Leatherhead site; the Chairman noted that question should be asked in due course.
  6. The Panel member noted that the residents of Woking and Reigate were assured that the Woking Police Station and the Eastern Operating Base in Reigate would remain operational until the opening of the Leatherhead site; he sought reassurance that the sites would remain operational until full completion of the Programme in 2029.
    - The PCC responded that the Eastern Operating Base in Reigate and other police stations such as that in Woking would remain open - affecting the current disposal strategy - she reassured Panel members and residents that there would not be a loss to those sites in operation.

**RESOLVED:**

That the Panel noted the verbal update.

**Actions/further information to be provided:**

None.

**97/21 PUBLICITY OF PART 2 ITEMS [Item 18]**

**RESOLVED:**

As agreed under item 16, the Panel did not move into Part 2 and therefore the consideration of item 17 should be made available to the Press and public.

**98/21 DATE OF NEXT MEETING [Item 19]**

The Panel noted that its next public meeting would be held on 4 February 2022 at Woodhatch Place, Reigate - the Chairman highlighted the importance of Panel members' attendance in order to exercise its power of veto if chosen.

*Vote of thanks:*

- On behalf of the Panel the Chairman thanked the Panel's Committee Manager (SCC) for her support provided over the past two years or so, noting that the Panel would be served by the Scrutiny Officer (SCC) going forward.
- The PCC thanked the Committee Manager (SCC) for her assistance to the OPCC and welcomed the Scrutiny Officer (SCC).
  - In response, the Committee Manager (SCC) thanked the Panel and the OPCC.

Meeting ended at: 13.16 pm

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**Chairman**

## SURREY POLICE AND CRIME PANEL – 24 NOVEMBER 2021

## PROCEDURAL MATTERS – PUBLIC QUESTIONS AND RESPONSES

**1. Question submitted by Zöe Franklin**

*Violence against women and girls is a deeply serious and pressing issue that has no place in our society. Sadly we have seen a significant increase in incidents of domestic violence during the Covid lockdowns and it is also a reality that violence against women in general increases during the Christmas period.*

*Can the Police and Crime Commissioner advise whether she has contacted the Government, and in particular the Home Secretary, in relation to their proposed information campaign targeting the perpetrators of violence against women which has now been delayed to press them to act more swiftly as per my letter of 9th November? Furthermore, can she also advise what plans she has alongside Surrey Police to ensure that police staff receive training in understanding the impact of trauma on victims, including members of the trans community so that outcomes for victims of sexual violence and domestic abuse across Surrey are improved?*

**Response:**

With regards to the delay in the Government's proposed information campaign, I recognise the concern but would highlight that there has been significant investment in domestic abuse and sexual assault related services in recent years, both nationally and locally.

The Ministry of Justice has provided Police and Crime Commissioners with significant uplifts in funding to support delivery of such services during 2021/22, and were proactive in making money available during 2020/21 to support COVID-19 mitigation.

In Surrey this additional funding has allowed us to significantly increase our IDVA and ISVA capacity, counselling provision and general support to victims of domestic abuse, rape and sexual assault.

**A summary of local services funded with the Ministry of QR  
Link: Justice Domestic Abuse and Sexual Violence Uplift  
during 2021/22:**

<https://sums.org/app/shared.php?function=contracts&expset=365&budget=99&approved=yes&account=1&key=2453a247b8970b32d16005cc08662f922356ef72&expire=1668772407>



**A summary of additional IDVA and ISVA posts funded with the Ministry of Justice dedicated IDVA/ISVA Fund during 2021/22:**



<https://sums.org/app/shared.php?function=contracts&expset=365&budget=103&approved=yes&account=1&key=56f1231d1fe5e060dff8bbb2da2c5a7a9d53fd4d&expire=1668775643>

My office has also successfully bid for Home Office funding to support the rollout of a new Domestic Abuse and Stalking Perpetrator programme – directly targeting perpetrators and placing responsibility firmly at their feet. We have also been proactive in using locally derived funding to increase our support for Violence Against Women and Girls (VAWG) related services, including the rollout of embedded stalking and domestic abuse advocates within police teams, helping to better meet the needs of victims whilst also supporting the development of understanding amongst officers and staff.

Importantly, our key services (whilst cognisant of the gendered nature of rape and sexual assault) are open to all individuals, regardless of sex or whether the crime has been reported to the police.

As Surrey's Police and Crime Commissioner, I am in regular contact with the Home Secretary and she is aware of my firm commitment to urgently tackle violence against women and improve protection for children. However, I also believe that any government information campaign requires careful planning to ensure it has a meaningful and long-lasting impact, and I wouldn't want to see a rushed product that might ultimately hit a deadline but miss the point.

In relation to training, Surrey Police has already commenced the rollout of trauma informed training, using external experts. Furthermore, in April 2021 Surrey Police launched their VAWG strategy, which places prevention and support at the centre of policing in Surrey. In line with the strategy, Surrey Police are engaging directly with survivors and women with lived experience of VAWG, to deliver a modern, traumainformed service in line with the National Vulnerability Action Plan. This includes a significant focus on redesigning training and improving the understanding of officers and staff.

As Police and Crime Commissioner I will continue to oversee progress against the plan through my annual scrutiny programme.

**Lisa Townsend, Police and Crime Commissioner for Surrey (PCC)**

**Panel member questions/key lines of enquiry submitted in advance of the Panel meeting on 24 November 2021 and responses provided by the OPCC**

**Item 5 - SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH SIX FINANCIAL YEAR 2021/22**

*Councillor Paul Kennedy*

1. Why is police officer pay for the first 6 months more than 50% of the budget/forecast, but police staff pay is less? How much of this is bonuses?

*Response*

*The actuals for this year include a payment to balance the pension fund account – this is balanced by a grant received which is in income. As this is a one off payment causes the distortion. The Force has also confirmed that no bonuses have been paid to staff or officers.*

*Councillor Paul Kennedy*

2. Why has agency/temporary spend on ICT been reduced? The SIAP internal audit reports have consistently given limited assurance reports for ICT, and one might have expected a greater need for ICT during lockdown with more remote working.

*Response Biggest reduction is agency staff for ERP project as that is on hold. ICT agency forecast to be £133k over budget due to a number of projects being worked on. New CDIO Antony Croxford appointed this year and he is working through SIAP audit recommendations*

*Councillor Paul Kennedy*

3. Why is there a reduced need for investigative staff, especially with current low solved rates? Is it simply the reduced level of crimes such as burglaries?

*Response*

*This says that “the largest element (of agency costs) of goes on employing investigative staff in Operations”. This is forecast to be £398k.*

*Councillor Paul Kennedy*

4. How is cross-border staff support e.g. Sussex/Met treated in the accounts?



*Response*

*Surrey/Sussex collaborated services are charged based on 45/55. Surrey staff are recharged both to Sussex and the Met for mutual aid operations at standard rates*

*Councillor Paul Kennedy*

5. Premises costs for the first 6 months are almost exactly 50% of the budget. Why do you say these are underspent, especially with higher expected heating costs?

*Response*

*Premises was running an underspend of £0.5m earlier in the year due to reduced utility costs because of lower consumption and deferred maintenance. However, it is predicted that this will be eaten up by increased charges as for the rest of the year.*

*Councillor Paul Kennedy*

6. Transport costs for the first 6 months are significantly less than 50% of budget. Why is this? If there is less usage, and the size of the fleet has been reduced (see Savings), why is a substantial increase still forecast for the full year? Has consideration been given to reducing the forecast for the full year, notwithstanding the higher fuel costs?

*Response*

*Transport costs were below budget due to free fuel for some of the year. However, the increase in fuel costs in the second half of the year is predicted to result in an overspend*

*Councillor Paul Kennedy*

7. Savings: does the £2.6m reduction in funding capital expenditure reflect a reduced transfer to reserves? What does "managing vacancies and pay growth" mean in practice?

*Response*

*Rather than funding £2.6m of the capital program from revenue it will now be funded from Capital receipts and borrowing. "managing vacancies" means delaying recruitment to deliver a saving.*

*Councillor Paul Kennedy*

8. Has not a significant part of the spending review been announced e.g. maximum £10 Band D precept increase?

*Response*

*The Government has announced a lot of big numbers and the £10 but what this means for individual forces has not been released yet. This is expected in the run up to Christmas*

Mr Martin Stilwell

9. Section 8 “Capital expenditure....” there is an “Operations” budget of £0.892m but a forecast of £1.378m. A bullet point below the table states that “this overspend is due to additional investment in the Surrey Camera Partnership equipment funded by contributions”. A reply to Action R6/20 on 27<sup>th</sup> May 2020 (re: 30 June 2020 Panel meeting) explained the funding of the camera partnership and a resulting budget of £0.895m. Why is there now a forecast of a shortfall of £0.486m?

*Response*

*There is no shortfall. The budget needs to be adjusted to reflect the increased income from the SCP.*

*Panel key lines of enquiry*

10. Addressing budget pressures arising from overtime

*Response*

*Overtime costs have been offset against projected underspend in Police Pay. There is an overtime working group that is looking to reduce overtime costs*

11. Revenue impact of borrowing for capital investment

*Response*

*No borrowing has been undertaken to date except for the purchase of the Leatherhead site. Any future borrowing will where possible be restricted to longer life estates projects. The cost of borrowing as required will be reflected in the budget and medium term financial forecast.*

12. Potential impact on Force effectiveness and efficiency of delayed capital investments

*Response*

*There is a balance to be struck between investment and available resources. Projects are prioritised to ensure that firstly operations are maintained and secondly to improve efficiency.*

13. Where efficiencies might fall and their likely impact on Force and its capabilities

*Response*

*Given that the largest cost for the Force is for people any efficiencies required will mean a reduction in Police Staff. This could impact many areas of the Force as staff fulfil many diverse functions such as contact, forensics, custody etc as well as more back office type rolls thereby freeing up officer to do more front-line work. Given officer numbers are ringfenced it is likely that some roles currently undertaken by staff may*

have to be done by officers. The force is in the process of looking to see what impact the projected savings could have on staff posts. The precept, if increased to £10, will go some way to addressing the estimated £6m gap. However 1% on wages is equivalent to £2.50 on the precept so whatever the final settlement is for pay will have a big bearing on the level of savings required.

## **Item 6 - OFFICE OF THE POLICE AND CRIME COMMISSIONER FINANCIAL UPDATE FOR MONTH SIX FINANCIAL YEAR 2021/22 AND ESTIMATE FOR YEAR END OUTTURN**

*Councillor Paul Kennedy*

1. I see the £150k transfer from reserves (which I assume is described in decision log 31) seems to be included in the full year budget but was not budgeted for the first six months of the year. Was it included in the original full year budget (and if so for what?), or has the budget simply been altered? Without the transfer from reserves, would it be right to say there would be a deficit of £143,817?

*Response*

*No, it was not included in the original full year budget as the decision to incur these costs was taken after the budget was set. The transfer from reserves is there to fund these costs and so I have built it in to the full year budget now. If the OPCC incurred these costs without transferring the funding, then there would be an overspend as you describe – hence the transfer.*

*Councillor Paul Kennedy*

2. The Deputy PCC costs to date and forecast are much higher than one might expect on a pro rata basis, given a reported appointment date on 8 July. Has the pay been backdated, and if so, from when and on what legal authority?

*Response*

*The Deputy PCC pay was backdated, to cover hours worked, after the PCC decision to overrule the panel, to cover hours worked on a part time basis from May onwards.*

*Councillor Paul Kennedy*

3. The Victim Services forecast is the precisely the same as forecast. I imagine a lot of this is funds coming and going out. How much uncertainty is there about these figures, particularly the net impact? Do we receive an annual report on how this has been spent?

*Response*

*The OPCC team budget to spend all the resources available by the end of the year. Most of the net position is funded from historic precept and therefore should be ongoing. The reason for the big difference between the budget and the actual is firstly we do not know what actual grant funding will be until after the budget is set and secondly the OPCC was successful, in applying for and being awarded additional grants during the year. In addition to the original £1.390m in the budget the OPCC*

*has had £605k IDVA/ISVA funding, £225k uplift in DA and SV funding, £17k Critical Support fund and £503k for Domestic Abuse Perpetrator program. An update is being provided at the November meeting on some of the services the OPCC commissions*

*Panel key lines of enquiry*

4. Additional £1.3m spend on Victims Services

*Response*

*Mainly through increased grants awarded during the year.*

## **Item 10 - PCC FORWARD PLAN AND KEY DECISIONS**

*Councillor Paul Kennedy*

1. Thank you for including the extra column. Are JAC meetings open to the public? Is there an annual report to the Panel on its work? Over the last few months there have been limited assurance reports on ICT and risk management. What action is being taken in response?

*Response*

*JAC meetings are open to the public. There is no annual report at the moment although the "new" Chairman intends to do one once he has been in office for a year. The force has been tasked with addressing the recommendations made by Internal Audit and progress on these are reported to Jac at their meetings.*

*Councillor Paul Kennedy*

2. I cannot find the reported decision numbers 39 (Transit Site) and 40 (Western Hub) on the OPCC website. 41 is actually 39 and 42 is actually 40. I assume the transit site and Western hub come out of the Surrey Police budget rather than the OPCC budget?

*Response*

*The website has now been updated. The transit site funding is coming out of the OPCC Operational reserves and the Serocu western hub is from a SEROCU reserve.*

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Contact: Benjamin Awkal  
Tel: 07816 091463  
E-mail: [benjamin.awkal@surreycc.gov.uk](mailto:benjamin.awkal@surreycc.gov.uk)



Surrey County Council  
Woodhatch Place  
11 Cockshot Hill  
Reigate  
Surrey  
RH2 8EF

3 December 2021

Lisa Townsend  
Surrey Police and Crime Commissioner  
Office of the Police and Crime Commissioner for Surrey  
PO Box 412  
Guildford  
Surrey  
GU3 1YJ

*Sent via Email*

Dear Commissioner,

### **Draft Police and Crime Plan 2021-25**

Thank you for attending the meeting of the Surrey Police and Crime Panel on Wednesday, 24 November, at which we discussed the content of your draft Police and Crime Plan 2021-2025 and the Panel agreed to write to you with our feedback, set out below, for you to have regard to in preparing the Police and Crime Plan 2021-2025, pursuant to section 28(3) of the Police Reform and Social Responsibility Act 2011.

Although they are not summarised in this letter, I would like to thank you for the considered responses you, your deputy and staff provided to the Panel's questions and comments at the meeting.

### **Feedback in respect of the content of the draft Police and Crime Plan 2021-2025**

The draft Plan and its priorities are reasonable and generally supported by the Panel. However, the language used is of concern, as the content of the draft is presented primarily in terms of providing assurance and support to residents and victims of crime, rather than reducing and responding more effectively to crime and disorder.

The use of varying terms, including 'ensure, support, reduce and tackle', in priorities and actions could lead to confusion; and whether there is a practical distinction between reducing and tackling matters is of concern.

The focus on preventing violence against women and girls is welcome. However, it is unclear why the title of the priority refers only to women and girls when a sub-heading and actions refer to men and boys; and it is also unclear whether the priority as drafted promotes

protecting and supporting non-binary people. It is therefore suggested that the priority be redrafted to clearly encompass all people.

There are apparent overlaps between the priorities of 'preventing violence against women and girls' and 'protecting people from harm in Surrey' and between 'working with Surrey communities so they feel safe' and 'strengthen relationships between Surrey Police and Surrey residents'. Therefore, the inclusion of actions under certain priorities but not others creates ambiguity in respect of whether those actions will also be undertaken in relation to other apparently relevant priorities.

The sole action for your Office under the heading 'to support men and boys' – for your Office to 'review and understand the current provision of services to male victims, including the police response, victim support services and the effectiveness of safety planning for male victims' – will in all probability be fully discharged early in the life of the Plan, after which your Office will be subject to no further Plan obligations regarding supporting male victims of violence and sexual assault.

The draft Plan does not sufficiently address two key priorities of your residents and partners as reported in the findings of your consultative surveys: tackling anti-social behaviour; and increasing visible local policing. Those priorities should be accorded greater weight in the Plan.

The reference to directing increased resources to areas of greatest need could be detrimental to increasing visible local policing in other areas.

The focus on ensuring safer roads is welcome. However, more visible enforcement is desirable.

The commitment to 'seeing how workforce diversity in Surrey Police can be improved' should be updated to a commitment to improving the diversity of Surrey Police's workforce, as the Chief Constable has accepted such change is needed.

Text in respect of working with partners, including government, to reduce backlogs in the criminal justice system and increase its efficiency should be strengthened.

The following should be considered for inclusion as priorities in the Plan:

- providing value for money; and
- tackling rural crime.

Please also number the priorities in the Plan for ease of reference.

Reference to the following should be considered for inclusion in the Plan:

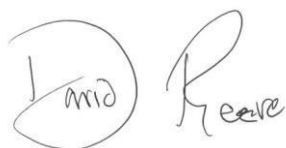
- increasing positive outcomes for all offence types;
- tackling climate change;
- engaging with and improving outcomes for BAME and LGBTQ+ communities specifically;
- promoting understanding and awareness of the community trigger process;
- in-person and online engagement with local communities by Surrey Police;
- tackling traveller incursions;
- the professionalism and training of Police officers;
- supporting the wellbeing of residents through close collaboration with partners, particularly in respect of addressing anti-social behaviour and its effects; and
- publicising neighbourhood watch groups, although it is not suggested that any of these points should individually constitute a priority.

## Performance and accountability

So that we and the public can hold you to account for the implementation of your Police and Crime Plan 2021-2025, it should include measures linked with its priorities and, where appropriate, associated targets.

Thank you for your engagement with, and forthcoming approach to, the Panel's scrutiny of your draft Plan. We look forward to monitoring the implementation of your Plan and providing you with constructive support and challenge over the coming years.

Yours sincerely,

A handwritten signature in black ink. The first part is a circle containing the word 'David' written in a cursive style. To the right of the circle is the word 'Reeve' written in a similar cursive style.

**Councillor David Reeve**

Chairman of the Surrey Police and Crime Panel



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Tel: 01483 630200  
Fax: 01483 634502

Councillor David Reeve

Chairman of the Surrey Police and Crime Panel

Via Benjamin Awkal

Committee Manager – Police & Crime Panel

e-mail: [surreypcc@surrey.pnn.police.uk](mailto:surreypcc@surrey.pnn.police.uk)

Website: [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk)

Sent via email

6<sup>th</sup> December 2021

Dear David,

#### **Draft Police and Crime Plan 2021-2025**

Thank you for your letter and for all the comments made by the panel. These have really helped me shape the final plan and I have provided a response to each point, with the panel comment in italics and my response below.

***The draft Plan and its priorities are reasonable and generally supported by the Panel. However, the language used is of concern, as the content of the draft is presented primarily in terms of providing assurance and support to residents and victims of crime, rather than reducing and responding more effectively to crime and disorder.***

Thank you for this comment, I do wish to make sure the plan reflects the aims to reduce crime and disorder. I have been through the plan and am satisfied that there are references throughout the plan on reducing crime types and anti-social behaviour.

***The use of varying terms, including 'ensure, support, reduce and tackle', in priorities and actions could lead to confusion; and whether there is a practical distinction between reducing and tackling matters is of concern.***

I note that there is varying language in the plan, and we have reviewed this. In part, this is for ease of reading rather than using repetitive language. However, many of the terms used are purposefully describing the intention. For example, the OPCC cannot 'tackle' or 'reduce' crime being non-operational but can 'ensure' a focus through scrutiny and accountability. Victims need to be 'supported' when crimes happen, which is important alongside aims to reduce crimes. And in many cases, we are aware that whilst the outcome is to 'reduce' crime and ASB, the likely effect in terms of measurement of increased action will be to increase reporting in many cases, hence preferring the terminology of 'tackle'. We will review the plan to make sure each term best describes the action but will still have varying language.

***The focus on preventing violence against women and girls is welcome. However, it is unclear why the title of the priority refers only to women and girls when a sub-heading and actions refer to men and boys; and it is also unclear whether the priority as drafted promotes protecting and supporting non-binary people. It is therefore suggested that the***

**priority be redrafted to clearly encompass all people.**

This was a good debate at the panel, reflecting national debates. Of course, I wish to reduce violence for all, but make no apology that for the next few years the focus needs to be on VAWG. It is part of the national Governments Strategic Policing Requirement and is recognised as a national threat to safety. Therefore, I won't be changing the heading. However, I have asked my office to amend the section on men and boys to better reflect the panel's views.

***There are apparent overlaps between the priorities of 'preventing violence against women and girls' and 'protecting people from harm in Surrey' and between 'working with Surrey communities so they feel safe' and 'strengthen relationships between Surrey Police and Surrey residents'. Therefore, the inclusion of actions under certain priorities but not others creates ambiguity in respect of whether those actions will also be undertaken in relation to other apparently relevant priorities.***

I note the panel comments and agree to an extent. There are always going to be overlaps in a Plan, no matter how you cut the priorities. The overarching priorities set the direction of what policing and community safety partners should achieve and the actions provide focus. I recognise that actions in one area may also achieve improvements in other priorities.

***The sole action for your Office under the heading 'to support men and boys' – for your Office to 'review and understand the current provision of services to male victims, including the police response, victim support services and the effectiveness of safety planning for male victims' – will in all probability be fully discharged early in the life of the Plan, after which your Office will be subject to no further Plan obligations regarding supporting male victims of violence and sexual assault.***

As above, we have amended the section on men and boys to reflect the panel comments.

***The draft Plan does not sufficiently address two key priorities of your residents and partners as reported in the findings of your consultative surveys: tackling anti-social behaviour; and increasing visible local policing. Those priorities should be accorded greater weight in the Plan.***

Tackling ASB and improving visibility, in its widest sense, is included in the plan. Tackling ASB is the top action in keeping communities safe. Visibility is the top action in strengthening relationships. I believe that the overarching aims of safe communities and good relationships are the right ones, with the actions underneath being an integral part of achieving those aims. Visibility, for example, in itself isn't an outcome. The outcome is a good relationship so that communities feel safe, feel confident to report crime and support the police.

***The reference to directing increased resources to areas of greatest need could be detrimental to increasing visible local policing in other areas.***

Thank you for this comment. The greatest need referred to in the plan is around crime types, rather than geographical area. For example, we know that crimes committed in homes (domestic abuse, online abuse and child abuse) continue to increase. 'Visibility' needs to be in ways which impact on those crimes – schools, community groups and online presence, not just street presence. I will make sure this comment is amended to reflect that, rather than implying geographical need.

***The focus on ensuring safer roads is welcome. However, more visible enforcement is desirable.***

The Road Policing Unit (RPU) and Fatal Five Team do carry out enforcement as well as reduction activity. We have suggested that the head of RPU speak to the panel at a later date. But I have asked my office to add the word 'enforcement' to this section.

***The commitment to ‘seeing how workforce diversity in Surrey Police can be improved’ should be updated to a commitment to improving the diversity of Surrey Police’s workforce, as the Chief Constable has accepted such change is needed.***

The wording of this commitment has been changed to “improving” rather than “seeing how... can be improved”.

***Text in respect of working with partners, including government, to reduce backlogs in the criminal justice system and increase its efficiency should be strengthened.***

Under current accountability and governance, I can do no more than ‘work’ with others to reduce backlogs. But I will continue to campaign for improvement.

***The following should be considered for inclusion as priorities in the Plan:***

- ***providing value for money; and***
- ***tackling rural crime.***

A section of resources was initially included as a priority in the plan. However, after much discussion we decided to move this to a section within the plan, rather than a separate priority. However, the text originally included in that 6<sup>th</sup> priority remains, as does the focus – we need to achieve best use of resources to meet the priorities.

As said at the panel, I don’t agree that tackling rural crime should be a separate priority. ‘Rural’ crime isn’t a distinct crime category – theft, wildlife crime, domestic abuse, anti-social behaviour happens across our communities in urban, semi-rural and rural settings. However, there is a separate action in plan, reflecting the need to have dedicated staff for some types of ‘rural crime’ such as plant theft and wildlife crime, and my team have added some actions under this section to further bolster support for our rural communities.

***Please also number the priorities in the Plan for ease of reference.***

I have considered this and decided against numbering. The priorities aren’t in order of focus and I don’t want to suggest they are. In the word version of the plan it would aid reference, but I hope the panel will see that in the designed version the priorities are quite easy to read without numbering.

***Reference to the following should be considered for inclusion in the Plan:***

- ***increasing positive outcomes for all offence types;***

I don’t want to include this for all offence types, as we have prioritised areas in the plan. There is reference to solving crime in the plan, which I consider a more reader friendly term. But I have added the word ‘arrest’ to make this clearer.

- ***tackling climate change;***

This has been added in the resources section.

- ***engaging with and improving outcomes for BAME and LGBTQ+ communities specifically;***

We have purposefully used the wording of ‘all’ and ‘diverse’ communities under engagement and other sections. We don’t wish to pick out two communities, or risk exclusion of any one community by providing a list of all communities.

- ***promoting understanding and awareness of the community trigger process;***

This is something we can discuss with the panel and their Districts and Boroughs outside the plan. It is the responsibility of the Districts and Boroughs to promote and lead on the community trigger process and I don't wish to cause confusion by implying that the OPCC leads on this process.

- ***in-person and online engagement with local communities by Surrey Police;***

In person engagement is already reflected in the plan. I have added in online engagement.

- ***tackling traveller incursions;***

This is already reflected in the plan, using the term 'unauthorised encampments'.

- ***the professionalism and training of Police officers;***

This has been added to the plan.

- ***supporting the wellbeing of residents through close collaboration with partners, particularly in respect of addressing anti-social behaviour and its effects;***

Wording with regard to wellbeing has been added to the section on partnership.

- ***publicising neighbourhood watch groups,***

I consider this too tactical for the plan, but I will ask my office to speak to the police on how this can be better done through means such as "In the Know".

***So that we and the public can hold you to account for the implementation of your Police and Crime Plan 2021-2025, it should include measures linked with its priorities and, where appropriate, associated targets.***

As said at the meeting, we have not included measures and targets within the plan. We will use a set of measures for monitoring progress against the plan, although not targets which are considered inappropriate for most policing measures.

I wish to thank the panel for their support in the development of the plan. This is the first time that a Surrey PCC has carried out such extensive consultation and engagement before issuing a Police and Crime Plan. I am grateful for the involvement of the panel members in the consultation process which helped shape the draft plan. I very much welcome these comments, showing support for the plan but also giving some really good suggestions to ensure the final product is right for Surrey. We aim to publish the plan later this week, in advance of the budget consultation.

Please also pass over my thanks to Benjamin and Amelia for prioritising the Panel's response to the plan.

Yours sincerely,

Lisa Townsend

**Lisa Townsend**  
Police and Crime Commissioner

Annex E

Office of the Police and Crime Commissioner for Surrey



**Surrey OPCC funding in action...**


1

**Our Commissioning Strategy**

Based upon identified need and aligned to Police & Crime Plan

Our Principles: We focus on service user; we work in partnership; we innovate whilst respecting and building on good practice; we ensure value for money.

Fair & transparent management of over £4.7M (2021/22)



*"New research shows small and local charities' distinctiveness in who they support, how they carry out their work, and the role they play in their communities makes them best placed to respond to this crisis."*


2

**Our Technology**

The team makes use of Sums.org to administer all our funding and to run the online application process.

The cloud based platform allows for easy and secure sharing of data with staff members, service providers, stakeholders and residents, greatly improving our funding transparency and the team's overall efficiency.

The platform works on any internet enabled device, including smartphones and tablets – allowing access from anywhere.



3

**OPCC Commissioning Budgets**

Fund Name	Total Budget	Remaining Budget	Budget Utilisation
Victim's Fund 2021/22	£3,960,668.00	£24,240.95	99.4%
Community Safety Fund 2021/22	£700,000.00	£200,000.00	71%
Reducing Reoffending Fund 2021/22	£100,000.00	£82,013.08	18%

4

**OPCC Commissioning Budgets continued...**

<b>Coronavirus Support Fund 2021/22</b>	TOTAL BUDGET: £500,000.00	REMAINING BUDGET: £72,895.34	BUDGET UTILISATION: 85%
<b>IDVA/SVA Funding 2021/22</b>	TOTAL BUDGET: £605,008.00	SUM APPROVED: £605,008.00	BUDGET UTILISATION: 100%
<b>DA &amp; SV Uplift 2021/22</b>	TOTAL BUDGET: £226,352.00	SUM PENDING: £168,774.00	PENDING BIDS: 7
<b>Precept Uplift 2021/22</b>	TOTAL BUDGET: £644,000.00	ACCEPTED BIDS: 1	PENDING BIDS: 6

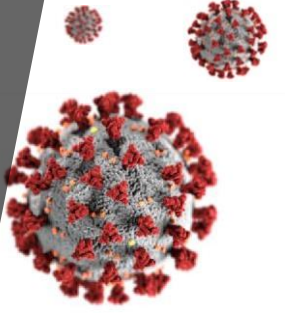
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**Responding to a crisis**

Between Mar-Dec 2020 we delivered an extra £850,000 in emergency funding into Surrey

First local funder to award emergency funds through £500k Support fund, 43 projects funded from the very small (£54 for telephony) to supporting opening of a brand new refuge.

Worked closely with local services/partners to maximise two MOJ emergency funding rounds (June and December) – 124 projects funded



6



### From December 2020, new money and new PCC...

- Bid to secure additional funding for new services - £644k
- Stalking service – working in partnership with outreach, V&WCU and Suzy Tamplugh Trust.
- Child Criminal Exploitation service – open process with new DRCC as public face to promote opportunity.
- IRIS – securing the sustainability of IRIS on East and working with SCC and CCG to roll out wider
- Perpetrator Intervention – working in partnership with police, SCC and outreach, then Home Office funding arrives in July 2021!

7



### And a summer of bids, bids, bids...

- MOJ DA & SV uplift - £225,000 awarded – 10 projects, including SMEF Trust project and homicide/suicide research of national significance.
- MOJ IDVA & ISVA Fund - £1.1M awarded
- Home Office Perpetrator Fund - £502k award
- Safer Streets 3 – £174k awarded for Basingstoke Canal
- Safety of Women at Night Fund - awareness campaign - £134k bid
- Modern Slavery – expression of interest for £350k MOJ fund and bid in progress
- Changing Futures – working in partnership, with £2.8m award to SCC

8

### Perpetrator Programmes


£502,000 in funding has been acquired from the Home Office to support delivery of the following two programmes:

**Compulsive and Obsession Behaviour Intervention (COBI) programme:** The service will allow Surrey Police to respond to an increase in reported stalking offences and to fulfil some of the positive intervention requirements set out in the Stalking Protection Act 2019.

**Intensive DA One-To-One Programme:** Surrey Police has recently undertaken extensive work to develop and rationalise its referrals routes for DA perpetrators, ensuring that individuals are appropriately identified, assessed, triaged and managed. Where appropriate, some perpetrators will be offered access to this intensive DA One-to-One Programme, to combat their behaviour.



9




### Victim & Witness Care Unit

2021	Enhanced	SMS	Letter/Email	Total
April	1477	1728	545	3750
May	1503	1728	539	3770
June	1841	1827	453	4121
<b>Qtr. 1 21/22</b>	<b>4821</b>	<b>5283</b>	<b>1537</b>	<b>11641</b>
July	1864	1725	523	4112
August	1461	1644	456	3561
September	1380	2501	636	4517
<b>Qtr. 2 21/22</b>	<b>4705</b>	<b>5870</b>	<b>1615</b>	<b>12190</b>
<b>FYTD 21/22</b>	<b>9526</b>	<b>11153</b>	<b>3152</b>	<b>23831</b>


In Qtr. 1 and 2 of 2021/2022 the VWCU has made contact with 23, 831 victims of crime. Of these, 9526 received a phone call from the unit as they are in the enhanced category. In addition, 11,153 were sent a text message and 3152 received a letter or email from the unit.

10


“ I would never have come this far without the tremendous support you have given me. People like you are crucial to victims of crime. Trauma of this kind is a very alien thing to process, and it requires professional help.

  
Victim of Domestic Abuse

“ You have been nothing short of instrumental to my recovery and wellbeing. I have come from a very dark place and subject to blackmail and coercive behaviour. You were there and helped me and in doing so helped my beautiful little boy.


  
Victim of Romance Fraud

“ You are just listening to me and letting me speak, just as all this morning made me feel that there is someone out there, it's given me a feeling that there is someone on my side.


  
Victim of Burglary

11


“ It is difficult to explain my gratitude without sounding overly emotional and cloying. The relief of feeling believed and the support, empathy and professionalism that I was provided with through this testimony to the Tribunal and very much hoped will be able to support the charity in the future, is huge. Something back in return for the freedom they have given me.

  
Outreach Client

“ At times, I was pulled back in by the manipulation but thanks to the supportive charity of friends, my sales re-group and continue to find the strength to remove myself from the relationship and rebuild myself, it's worth and easier.

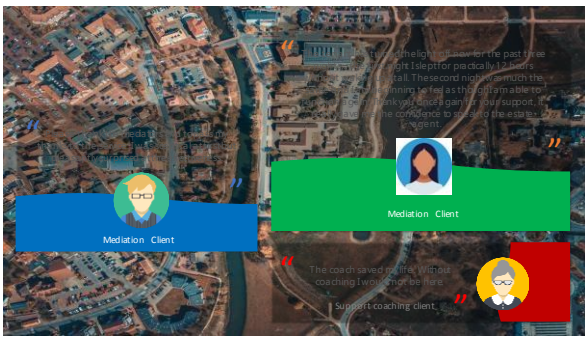
  
Outreach Client

“ From the moment I spoke to the support worker in that bar to the day between the support worker and I.

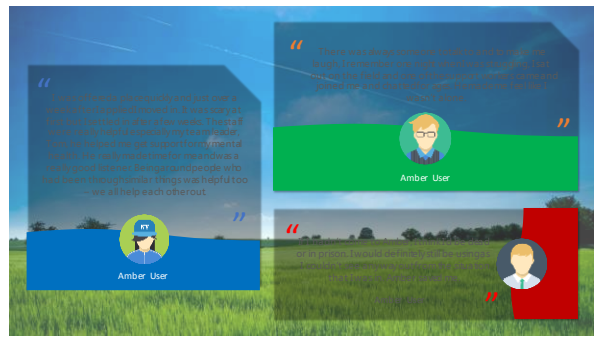
  
Outreach Client

12





13



14

2

**A mission to change futures ...**

**Our mission:**

- To improve people's health and wellbeing, prevent crime and protect most vulnerable.

**How we will achieve this:**

- Respect and build on good practice and increase sustainability of services.
- Create real and lasting change through partnership working and funding opportunities.
- Use our expertise and effort to ensure those we serve are heard and listened to.

15

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**SURREY POLICE AND CRIME PANEL – 24 NOVEMBER 2021****PROCEDURAL MATTERS – PANEL MEMBER QUESTIONS AND RESPONSES****1. Question submitted by Councillor Paul Kennedy (Mole Valley District Council)**

*A growing number of communities across Surrey are showing interest in introducing wider 20mph speed limit areas, which rely on alternatives to expensive traffic calming, and which aim to promote wider objectives beyond road safety such as promoting active travel and increased community engagement and wellbeing. However, such schemes may not fully meet the enforcement-led criteria for police support set out in Surrey County Council's guidance on Setting Local Speed Limits (2014 - [Setting local speed limits policy - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)).*

*What is your approach to such schemes, and do you agree with me that this guidance needs updating?*

**Response:**

Road Safety is one of my key Police and Crime Plan priorities. I welcome any measures which promote road safety and if SCC feel an update to the local speed limits policy would improve road safety I would welcome the update, in consultation with Surrey Police.

**Lisa Townsend, Police and Crime Commissioner for Surrey (PCC)**

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**Item 17 - Building the Future Update, 24 November 2021 – PCC's Statement**

- On Monday, at the conclusion of the recent Strategic Assessment process, a decision was made to progress with an HQ re-development at the Force's current HQ site at Mount Browne in Guildford, home of Surrey Police for the past 70 years.
- This means that previous plans to build a new HQ and Eastern operating base in Leatherhead have been halted. The former Electrical Research Association (ERA) and Cobham Industries site was purchased in March 2019, with the intention of replacing a number of existing police locations in the county, including the current HQ in Guildford. This site will now be sold.
- The strategic assessment, initiated in June of this year, looked at 3 options for the future: (1) deliver the HQ and operating base at the ERA site in Leatherhead (2) deliver a new HQ at an alternative site or (3) deliver a new HQ at Mount Browne.
- The outcome of the assessment, which was presented in detail to a Board meeting on Monday, was heavily in favour - both in qualitative and quantitative terms, of developing the site at Mount Browne.
- This marks the start of a hugely exciting project for Surrey Police, which brings both great opportunities, but also challenges, given the nature of the site.
- Plans for the new HQ are very much in the early stages, but will be undertaken in phases including a new joint Contact Centre and Force Control Room, a better location for the internationally renowned Surrey Police Dog School, a new forensics hub and improved facilities for training and accommodation.
- The programme vision remains unchanged – providing modern, efficient, flexible working environments, that will reduce overall costs, enhance working conditions, enable more agile and collaborative ways of working.
- Due to the phased nature of the project, we would anticipate full completion by October 2029.
- The Programme will now restart at RIBA Stage 1. An initial funding envelope for the delivery through to RIBA Stage 2 has been agreed, together with an overall funding envelope for the new HQ. This information is currently commercially sensitive.
- Next month, the PCC is set to receive further details with regards to current contractual links; a strategy for putting together a team to take forward the project; updates to the existing estates and housing strategies to reflect the

MB decision; and further work to define the overall disposal strategy. We will share as much of this information as we are able to with the Panel.

## SURREY POLICE AND CRIME PANEL 4 February 2022

### SURREY POLICE GROUP FINANCIAL REPORT FOR THE 8 MONTHS ENDED 30 NOVEMBER 2021

#### 1. SUMMARY

The purpose of this report is to inform the Police & Crime Panel of the Surrey Police Group (i.e. OPCC and Chief Constable combined) financial position as at 30th November 2021 as well as a prediction for the situation at the end of the year. A report on the OPCC financial performance is included elsewhere on this agenda.

#### 2. RECOMMENDATIONS

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

#### 3. REASONS FOR RECOMMENDATIONS

Not applicable as no decision is required

#### 4. INTRODUCTION

The 30<sup>th</sup> November 2021 period covers more than half of the year and therefore represents a reasonable indicator as to the performance for the year. The revenue budget is predicted to be £1.9m underspent, which whilst representing less than 1% of the budget, is an increase of £1.6m on what was reported to the Panel for Month 6. This is virtually all due to savings in staffing costs which are gone into more detail in the paper. Regarding Capital the predicted underspend is £5m which is a slight decrease on the Month 6 £5.6m reported at the last panel. This is due to the timing of capital projects. In addition, all the £6.4m of savings required for 2021/22 have been identified and removed from budgets. Furthermore, precept and uplift recruitment is projected to meet its target of 150.4 FTE by the end of the financial year.

## 5. REVENUE FINANCIAL PERFORMANCE AS AT 30<sup>TH</sup> NOVEMBER 2021

Actual costs against revenue are summarised in the table below

	2021/22 PCC Budget £m	2021/22 Force Budget £m	2021/22 Total Budget £m	2021/22 Projected Outturn £m	Projected Variance £m
<b>Month 6</b>	2.8	258.9	261.7	261.4	(0.3)
<b>Month 8</b>	2.8	258.9	261.7	259.8	(1.9)
<b>Change</b>					(1.6)

### Explanation for Movement in the Variance between Month 6 and Month 8

As the variance has changed significantly between Month 6 and Month 8 it was considered that some additional information would be useful for the panel. As can be seen in the table below Police and Staff pay are the biggest contributors to the variance:

	Police Officer Pay £000	Police Staff Pay £000	Total
<b>Month 6 Variance</b>	(1,648)	(183)	(1,831)
<b>Month 8 Variance</b>	(2,890)	(644)	(3,534)
<b>Movement</b>	1,242	461	(1,703)

The variance improvement in Police Officer pay is mainly due to the way that the new Uplift intake had been forecast. The forecast budget included the new starters being paid at a Police Constable rate of pay whereas they are paid a lower probationary rate. In additional recruitment was skewed to the later part of the year thereby increasing the budget saving. However, in time these recruits will become Police Constables and so the saving is only one off.

Regarding staff the variance is being driven by a larger than expected volume of vacancies however, these posts will be filled in time making the saving one off.

### Further detail on the Month 8 revenue budget

The table below sets out a breakdown of the estimated year end variance as at Month 8



Nov-21	Year to Date		Full Year	
	Actual £'000	Forecast £'000	Budget £'000	Variance £'000
Payroll	153,551	216,728	218,938	(2,210)
Premises Related Expenditure	7,258	11,542	11,819	(271)
Transport Related Expenditure	3,842	5,569	4,948	622
Supplies & Services	24,135	36,459	33,527	2,932
Capital financing and Financial Reporting	128	6,804	5,857	947
Grants & Income	(19,381)	(17,318)	(13,363)	(3,955)
<b>Total</b>	<b>169,532</b>	<b>259,784</b>	<b>261,726</b>	<b>(1,942)</b>

a) Wages and Salaries

Payroll is the largest expense incurred by the Force and is broken down in the table below:

Nov-21	Year to Date		Full Year	
	Actual £'000	Forecast £'000	Budget £'000	Variance £'000
Police Officer Pay	92,405	123,714	126,604	(2,890)
Police Officer Overtime	3,611	5,953	4,890	1,063
Police Staff Pay	51,454	77,970	78,614	(644)
Police Staff Overtime	967	1,485	1,160	325
Other Employee Expenses	3,012	4,410	4,313	98
Temporary or Agency Staff	808	1,028	605	423
Restructure, Training & Conference Costs	1,294	2,169	2,753	(584)
<b>Total</b>	<b>153,551</b>	<b>216,727</b>	<b>218,938</b>	<b>(2,211)</b>

Police Officer and Staff pay variance have already been explained in the section above. Total overtime is still predicted to be £1.4m above budget although the situation has not worsened since Month 6. This has been driven in the mainly by staff sickness, requirements to assist and vacancies. It is unlikely that the situation will improve for the rest of the year – particularly given the Covid pressures at the moment.

Agency and temporary staff costs although forecast to be above budget are still £1.4m lower than they were last year. Almost all the overspend for the year is in Operations Protective Services.

The underspend in Training & Restructuring costs is almost wholly down to Police Now and DHEP university fees being less than anticipated which is linked to timing of recruitment and courses.

b) Non-Pay Budgets

The current actuals and projected outturn for these budgets are summarised in the table below:

Nov-21	Year to Date		Full Year	
	Actual £'000	Forecast £'000	Budget £'000	Variance £'000
Premises Related Expenditure	7,258	11,542	11,819	(277)
Transport Related Expenditure	3,842	5,569	4,948	622
Supplies & Services	24,135	36,459	33,527	2,932
Capital Financing and Financial Reporting	128	6,804	5,857	947
Grants & Income	(19,381)	(17,318)	(13,363)	(3,955)
<b>Total</b>	<b>15,981</b>	<b>43,057</b>	<b>42,788</b>	<b>269</b>

The reasons for significant variances are as follows:

- £200k of the underspend on premises is because of a refund on rates for Staines Police station.
- Transport is projecting an overspend relating to increasing fuel costs
- Supplies and services expenditure appears to have increased although a lot of this is offset by additional grants and income. That said there are overspends in legal costs both for claims and advice as well as consultant costs for the BTF review.
- Income is above budget due to additional grants received for areas such as victim services and there has also been income from secondments and officers posted to regional units

## 6. DELIVERY OF SAVINGS FOR 2021/22

Savings of £6.4m were required for 2021/22 and all of these have now been identified and removed from budgets. These have been achieved in the following areas:

- £2.6m capital expenditure to be funded by revenue now funded through borrowing or deferred
- £1.7m savings from individual areas such as reduction in insurance and storage costs, reducing the size of the fleet etc
- £2.1m from managing vacancies, pay growth and tighter budgetary control

Further savings will be required for future years and this is explored in more detail in the Precept paper.

## 7. PRECEPT AND UPLIFT INVESTMENT

The precept & uplift investment approved for 2021/22 allowed for the increase in police officers and police staff. The following tables represent the forecast position against the Op Uplift and precept investment.

Op Uplift Precept Investment 2021/22	Year to Date	Investment provided	Forecast
	M8		At 31/3/22
Employee Group	FTE	FTE	FTE
Police Officers – Uplift growth *	73.4	73.4	73.4
Police Officers – Precept growth	10.0	10.0	10.0
Police Staff – Precept growth	55.0	67.0	67.0
<b>Total</b>	<b>138.4</b>	<b>150.4</b>	<b>150.4</b>

\*Note the police officer figure represents the May to October intakes and the Uplift target will be met first, followed by precept.

Op Uplift Precept Investment 2021/22	Investment provided	Forecast	Variance
		At 31/3/22	M8
Employee Group	£m	£	£
Police Officers – Uplift growth	4.1	4.1	0.0
Police Officers – Precept growth	0.5	0.5	0.0
Police Staff – Precept growth	2.6	1.8	(0.8)
Non Pay	0.9	0.9	0.0
Associated Costs	0.8	0.8	0.0
<b>Total</b>	<b>9.0</b>	<b>8.2</b>	<b>(0.8)</b>

Virtually all of the Investment will be delivered in year.

## 8. CAPITAL EXPENDITURE TO 30TH NOVEMBER 2021

The capital budget for 2021/22 was approved by the PCC in February 2021 totalling £19.3m, with an additional £6.7m capital slippage from 2020/21 and SEROCU deferred contribution of £1.0m making £27m in total. Subsequent to that projects totalling £1.8m are unlikely to take place this financial year and will move in to 2022/23 and the ICT capital program has reduced by £0.4m leading to a Capital Budget for 21/22 of a £24.8m.

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

Capital Summary	2021/22 Total Budget £000	2021/22 Forecast £000	Forecast Variance £000
DDaT Strategy	4,346	3,777	(570)
ERP	-	15	15
Commercial and Finance Services	4,994	4,657	(337)
Specialist Crime	1,624	1,411	(213)
Operations	892	1,125	233
Corporate Services	12,532	8,859	(3,673)
Local Policing	438	-	(438)
<b>Total</b>	<b>24,827</b>	<b>19,844</b>	<b>(4,983)</b>

The Force runs a flexible programme managing schemes over a rolling 2-year period enabling schemes to be bought forward or deferred.

The main variances are as follows:

- ICT - Underspends in Service Management platform, Firewall, and server replacement.
- Commercial Services – Most of the underspend relates to the Caterham roof replacement as not all the works have been started. This is offset in part by additional works required for custody.
- Specialist Crime – The underspend is due to a revision of capital plans which may result in a request for the budget to be moved into the following year.
- Operations - The estimated overspend is mainly due to additional investment in SCP camera partnership which is funded by additional income received.
- Corporate Services – Review of BTF has delayed the original plan resulting in an underspend. This will slip into next year.
- Local Policing - The estimated underspend relates to Storm. Although these costs have been incurred, they have not been capitalised yet

The Home Office only provides a grant of £0.2m for Police Capital Expenditure. Hence of the budgeted £24.8m of capital expenditure, it is anticipated that £17.2m will be funded from borrowing, £3.1m from revenue with the remaining £4.3m from Capital Receipts and £200k from Government Grant. If projects are deferred into the following year, then the level of potential borrowing will fall. No external borrowing has been taken out so far in this financial year.

## 9. CONCLUSION AND CHALLENGES

As can be seen from the report, based on the predictions made, the Force should end the year with an underspend representing 0.7% of the overall budget. This has been driven by prudent budgeting which has resulted in one off savings mainly from pay.

Assuming this continues to end of the year this will be used to replenish the “Cost of Change” reserve of which £2m is being used to fund one off organisation improvements to drive further longer-term efficiencies and savings in 2022/23. These are attached as to this report as Appendix A.

In addition, all the savings for 21/22 have been identified and removed from budgets and the Uplift and Precept investment is proceeding to plan.

The underspend on capital has increased mainly through slippage in the rather than savings – however this does mean that additional borrowing can be deferred into the future.

That said there are still a number of risks which need to be monitored closely as they could impact the final outturn for this year. The main ones are as follows:

- Covid 19 is still having an impact and pressures may get worse. There has been no word on additional funding for this from Government
- Forensics costs continue to rise due to increased use and price. So far this is £173k over budget and may rise further
- Inflation and particularly increases in costs for fuel and energy may have a bigger impact than anticipated

The biggest challenge however remains the need to identify savings to deal with budget pressures from 2022/23 onwards driven primarily by increasing staff costs, demand, and inflation.

## 10. PROPOSAL

It is proposed that the Police and Crime Panel note and comment on the report as appropriate.

## 11. CONTACT INFORMATION

**Lead Officer:** Kelvin Menon, OPCC Treasurer

**Telephone Number:** 07870 378553

**E-mail:** [kelvin.menon@surrey.pnn.police.uk](mailto:kelvin.menon@surrey.pnn.police.uk)

Change Proposals for 2022/23 to be funded from potential 2021/22 underspend

5

Change Projects for Delivery 2022-23				BUDGET REQUIREMENT - 2022/23												
Bid Reference	Name of Initiative	Force	Reporting Area	Sussex			Surrey			Total (One-Off)						
				Capital	Revenue	DDaT	Capital	Revenue	DDaT	Capital	Revenue	DDaT				
n/a	CHANGE RESERVE	Sussex	Change Delivery / Finance		£500,000											
n/a	CHANGE RESERVE	Surrey	Change Delivery / Finance					£450,000								
					£500,000			£450,000								
<b>Obligated</b>																
CS/04/2223	LEDS (Law Enforcement)	National	Corporate Services	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	
CS/09/2223	Data Retention and System Changes	joint	Corporate Services	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	
CS/11/2223	NODS - Oak and Small Abuse in Children	joint	Corporate Services		£5,700			£4,747							£10,447	
DDaT/05/2223	PIRG Optimisation	joint	DDaT			£291,490				£242,095					£533,585	
DDaT/05/2223	Niche RMS additional user licenses	Sussex	DDaT		£210,000							£210,000			£420,000	
DDaT/05/2223	Niche RMS additional user licenses	Surrey	DDaT										£132,000		£132,000	
DDaT/16/2223	ICAM - enhance & optimise	joint	DDaT		£27,280		£18,550	£70,928	£22,720	£15,450	£9,072	£30,000	£34,000		£130,950	
DDaT/16/2223	ICAM - enhance & optimise	Surrey	DDaT												£13,000	
SC/04/2223	Altra Upgrade - DDaT budget	joint	Specialist Crime			£5,456	£11,438			£4,544	£9,542				£21,000	
SC/05/2223	Quality Standards Project	joint	Specialist Crime		£9,821	£14,106	£9,843	£8,179	£138,144	£78,157	£18,000	£26,000			£172,000	
OC/09/2223	PCU ISO Accreditation	joint	Operations Command		£12,000	£546	£5,729	£9,997		£454	£4,771	£22,000			£35,500	
DDaT/09/2223	Windows 10 CSP Firmware Deployment continuation	joint	DDaT				£238,373				£398,527				£636,900	
C/09/2223	DCS Upgrade Project (part of ESM CP/ESN)	Sussex	Operations		£105,000							£105,000			£210,000	
C/09/2223	DCS Upgrade Project (part of ESM CP/ESN)	Surrey	Operations					£821,000				£821,000			£1,642,000	
C/09/2223	DCS Upgrade Project (part of ESM CP/ESN)	joint	Operations		£21,824	£22,370	£55,699	£18,176	£18,630	£46,388	£40,000	£41,000			£302,987	
C/09/2223	ESMCP (Emergency Services Mobile Communication Programme)	Sussex	Operations			£211,000									£211,000	
C/09/2223	ESMCP (Emergency Services Mobile Communication Programme)	Surrey	Operations							£163,000					£163,000	
				£385,928	£437,578	£773,134		£1,012,072	£356,922	£643,900	£1,398,000	£794,500			£1,417,035	
				£385,928	£437,122	£765,978		£1,012,072	£352,378	£587,970	£1,398,000	£794,500			£1,293,948	
<b>Operational Necessity</b>																
DDaT/06/2223	Niche RMS upgrade 2022	joint	DDaT				£59,933			£49,933					£109,866	
DDaT/10/2223	Digital Asset Management System (DAMS)	joint	TBC				£27,826			£27,826					£55,652	
ES/01/2223	Access Consolidation	Sussex	Enabling Services		£34,247			£3,437				£34,247			£37,684	
ES/01/2223	Access Consolidation	Surrey	Enabling Services						£2,232		£2,863				£5,095	
ES/02/2223	Network CCTV Replacement	Sussex	Enabling Services		£300,000	£40,000		£83,200			£300,000				£723,200	
ES/04/2223	Vehicle Telematics Project (Veritas)	joint	Enabling Services (TS)		£13,640		£24,532	£11,360			£20,448	£25,000			£64,980	
ES/05/2223	Op Capelin - MTS & Lenses HQ	Sussex	Enabling Services		£250,000		£98,108					£250,000			£598,108	
ES/05/2223	Op Capelin - MTS & Lenses HQ	Surrey	Enabling Services								£73,381	£30,000			£103,381	
ES/07/2223	Communications Hub - Redundant	Sussex	Enabling Services		£2,880,000	£100,000	£49,000				£2,980,000				£3,129,000	
SC/01/2223	Communications Data - Exploration and Analysis	joint	Specialist Crime		£13,326		£48,594			£130,874	£40,442				£234,000	
SC/01/2223	Digital Forensics (DFT) Programme	joint	Specialist Crime		£109,120	£25,523	£70,228	£90,880	£214,477	£9,072	£200,000				£620,000	
SC/02/2223	Passenger Intelligence Notification Systems (PINS) upgrade - DDaT Budget	joint	Specialist Crime			£3,819	£2,728			£3,181	£2,272				£8,900	
SC/07/2223	i-CMS - electronic Quality Management System	joint	Specialist Crime			£11,408	£58,821			£5,540	£13,677				£74,906	
SP/02/2223	Digital Interview Recording (DIR) Phase 3	joint	Criminal Justice & Custody		£262,825	£205,828	£107,154	£218,975		£87,972	£98,244	£481,922			£1,066,400	
ERP/01/2223	ERP Programme	joint	ERP			£778,571				£548,429					£1,327,000	
OC/04/2223	Taser Asset Cabinets (Chronicle)	joint	Operations Command		£43,102	£14,386	£20,624	£35,898	£11,716		£79,000	£26,000			£178,000	
OC/07/2223	Clearstone System Upgrade	joint	Operations Command		£163,880		£7,966	£116,320			£16,634	£300,000			£588,700	
ES/06/2223	Corporate Finance Management Tool (Planful)	joint	Commercial & Financial Services			£9,773	£42,878			£8,138	£35,537				£97,293	
C/04/2223	Joint Smart Storm	joint	Contact		£70,382	£259,100			£58,618	£215,840		£129,000			£473,000	
C/11/2223	Smart Storm - decommissioning	joint	IT Infrastructure				£7,638				£6,362				£14,000	
C/05/2223	Joint Contact & Unfired Telephony (JCUT) (Unified Comms)	joint	DDaT			£66,830	£16,318			£56,640	£11,632				£94,390	
C/10/2223	Armed Resilience & Continuity Programme	Sussex	Operations		£1,520,471		£42,696					£1,520,471			£1,563,167	
C/10/2223	Armed Resilience & Continuity Programme	Surrey	Operations							£35,334		£35,334			£70,668	
				£5,047,567	£2,381,603	£7,222,203		£949,647	£1,866,907	£491,381	£5,997,114	£4,248,510			£11,215,944	
				£4,027,800	£774,858	£2,413,323		£528,454	£562,052	£200,984	£4,556,314	£1,331,630			£6,442,307	
				Sussex			Surrey			Combined Force Total						
				Capital	Revenue	DDaT	Capital	Revenue	DDaT	Capital	Revenue	DDaT				
				£7,040,475	£4,084,229	£1,840,871	£3,316,789	£3,930,008	£1,447,310	£10,377,214	£7,114,237			£3,308,181		
					£493,495			£411,000			£904,500					
				£7,040,475	£3,590,724	£1,840,871	£3,316,789	£2,819,008	£1,447,310	£10,377,214	£6,209,737			£3,308,181		
				Sussex			Surrey			Combined Force Total						
				Capital	Revenue	DDaT	Capital	Revenue	DDaT	Capital	Revenue	DDaT				
				£2,466,886	£1,833,385	£688,238	£1,776,214	£1,538,337	£470,888	£4,422,900	£3,372,222			£1,158,926		
				£4,579,589	£1,756,940	£1,152,633	£1,540,575	£1,090,666	£976,622	£5,954,314	£2,837,515			£2,149,255		
				£4,579,589	£2,925,482		£1,540,575	£2,057,288		£5,954,314	£4,986,769					

NOTE 1: all totals EXCLUDE re-serves

NOTE 2: all sub-totals INCLUDE relevant savings

## SURREY POLICE AND CRIME PANEL

### 4 February 2022

# OFFICE OF THE POLICE AND CRIME COMMISSIONER MONTH 9 FINANCIAL UPDATE AND ESTIMATE FOR YEAR END OUTTURN

## 1. SUMMARY

The purpose of this report is to inform the Police & Crime Panel of the OPCC's financial performance at Month 9 for the 2021/22 financial year together with an estimate of the year end outturn against budget.

The budget for the OPCC of £2.8m was agreed in February 2021. As at 31st December 2021, it is estimated that the OPCC will be underspent by £26,348.

## 2. RECOMMENDATION

It is recommended that the Police and Crime Panel note and comment on the report as appropriate.

## 3. FURTHER DETAILS

A more detailed breakdown is attached as Appendix A. There are several variances due to timing and assumptions which are reflected in the report. The report includes a transfer of £150,000 from reserves made in the period.

## 4. CONCLUSIONS

Based on the assumptions made, the OPCC should finish slightly under budget. This assumes that grant payments and commissioned services are implemented by the end of the year. If this does not happen then any unspent amounts will be carried forward into the following year.

## 5. BACKGROUND INFORMATION/PAPERS/ANNEXES

Appendix 1 – Detailed OPCC Financial report as at the 31<sup>st</sup> December 2021

## 9 CONTACT INFORMATION

**Lead Officer:** Kelvin Menon, OPCC Treasurer

**Telephone Number:** 07870 378553

**E-mail:** [kelvin.menon@surrey.pnn.police.uk](mailto:kelvin.menon@surrey.pnn.police.uk)

6



## APPENDIX A – Budget and Costs to 31st December 2021

	Budget 2021/2022	Actual Spend to date	Estimated Outturn	Variance
<b>Police &amp; Crime Commissioner</b>				
Pay, NI and Pensions	91,830	68,762	91,713	-117
Other costs	6,050	1,774	3,500	-2,550
	<b>97,880</b>	<b>70,536</b>	<b>95,213</b>	<b>-2,667</b>
<b>Deputy Police &amp; Crime Commissioner</b>				
Pay, NI and Pensions	70,000	41,252	63,000	-7,000
Other Costs	0	578	1,000	1,000
	<b>70,000</b>	<b>41,830</b>	<b>64,000</b>	<b>-6,000</b>
<b>Staff</b>				
Pay, NI and Pensions	644,900	491,471	644,900	0
Conferences	3,920	753	1,500	-2,420
Mobile phones	410	433	700	290
Travel & Subsistence	5,540	1,637	2,500	-3,040
Training	1,350	863	1,500	150
	<b>656,120</b>	<b>495,157</b>	<b>651,100</b>	<b>-5,020</b>
<b>OPCC Other Costs</b>				
Communications & Consultation	55,000	34,562	55,000	0
Project Funding	55,300	0	15,000	-40,300
Specials Federation Subs	23,000	0	23,000	0
Other Contributions	0	46,724	46,800	46,800
Independent Custody Visitor Scheme	8,200	719	8,200	0
Consultancy	15,150	765	15,000	-150
Chief Officer Recruitment	2,000	0	0	-2,000
Hire of Rooms & Halls	1,000	1,020	1,020	20
Legal Fees	30,300	1,566	30,300	0
	<b>189,950</b>	<b>85,356</b>	<b>194,320</b>	<b>4,370</b>
<b>Memberships</b>				
Association of Police & Crime Commissioners	28,300	30,000	30,000	1,700
Association of PCC Chief Execs	1,270	1,130	1,130	-140
PCC Treasurers Association	2,830	0	0	-2,830
Other Subscriptions	6,320	936	2,500	-3,820
	<b>38,720</b>	<b>32,065</b>	<b>33,630</b>	<b>-5,090</b>
<b>Office Running Costs</b>				
Rents	29,520	22,140	29,520	0
Rates	6,450	4,838	6,450	0
Gas	1,240	930	1,240	0
Electricity	1,240	930	1,240	0
Water & Sewerage	200	150	200	0
Property Maintenance	4,570	2,955	4,570	0
Premises Cleaning	1,880	1,410	1,880	0
Adaptations & Redecoration	3,340	2,978	3,340	0
Furniture, Equipment & Repair	2,000	38	2,000	0
Photocopying	3,400	0	3,000	-400
Postage & Courier Costs	900	270	900	0
Printing	200	0	200	0
Stationery & Office Consumables	500	672	800	300
Books & Publications	250	0	250	0
Recruitment Costs	1,500	0	0	-1,500
Catering	1,180	435	600	-580
Computer Equipment, Software & Consumables	2,350	3,982	5,000	2,650
	<b>60,720</b>	<b>41,727</b>	<b>61,190</b>	<b>470</b>
<b>Audit Costs</b>				
Internal Audit	80,800	60,206	80,800	0
External Audit	40,400	16,471	48,000	7,600
Independent Audit Committee	8,170	4,835	9,670	1,500
Members Attendance Allowance	24,800	13,093	24,800	0
	<b>154,170</b>	<b>94,604</b>	<b>163,270</b>	<b>9,100</b>
OPCC Operational Costs	<b>1,267,560</b>	<b>861,274</b>	<b>1,262,723</b>	<b>-4,837</b>
<b>Grants and Victim Services</b>				
Community Safety Fund	808,000	759,008	808,000	0
Victim Services	817,080	1,280,877	2,144,914	1,327,834
Victim & Witness Care Unit	479,037	479,037	479,037	0
Staff to support grants and victim services	324,270	212,049	324,270	0
Additional Precept funding for new services	650,000	405,491	650,000	0
	<b>3,078,387</b>	<b>3,136,461</b>	<b>4,406,221</b>	<b>1,327,834</b>
Total Expenditure	<b>4,345,947</b>	<b>3,997,735</b>	<b>5,668,944</b>	<b>1,322,997</b>
<b>Income</b>				
Government Grants	<b>-1,390,966</b>	<b>-1,119,697</b>	<b>-2,740,811</b>	<b>-1,349,845</b>
<b>Less: Funding from Reserves</b>	<b>-150,000</b>	<b>-150,000</b>	<b>-150,000</b>	<b>0</b>
<b>Total less Grant</b>	<b>2,804,981</b>	<b>2,728,038</b>	<b>2,778,133</b>	<b>-26,848</b>





## SURREY POLICE AND CRIME PANEL

4 February 2022

### Office of the Police & Crime Commissioner's Budget for 2022/23

#### SUMMARY

1. This paper is provided to the Police & Crime Panel for information only to give Panel Members information on the budget to fund the Office of the Police & Crime Commissioner (OPCC) for the financial year 2022/23.

#### RECOMMENDATION

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

#### REASON FOR RECOMMENDATION

3. The PCC has the responsibility to set the budget for the combined OPCC and Force. Hence the Panel can only comment on the proposed budget to the PCC.

#### OPCC BUDGET 2022/23

4. As members are no doubt aware, as PCC I have responsibility for the entire policing budget which includes not only the Force but also my own office. Although all the resources come to me, I retain only a very small element to fulfil my responsibilities around commissioning services to support victims of crime; make grant awards to improve community safety and reduce re-offending; discharge my various statutory responsibilities and to support the running of my office.

5. My PCC budget is in two parts. Firstly, there is the Operational Budget which consists of OPCC staffing, office and governance costs. Secondly there is the Commissioning Budget which pays for those support services that the OPCC commissions for victims and witnesses and for the provision of grants.

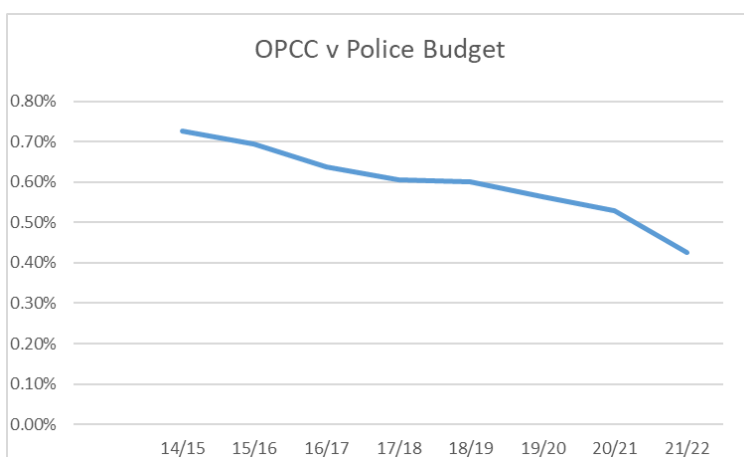
### **The work of the Office of the PCC**

6. As PCC, my responsibilities both statutory and non-statutory are wide and far-reaching. I have responsibility for overall governance and scrutiny of the Force and for holding the Chief Constable to account for the delivery of efficient and effective policing. I must also run a Joint Audit Committee to provide assurance to me and the Chief Constable and engage Internal and External Auditors and other professionals as required. My office also has responsibility for handling certain complaints and for undertaking appeals in respect of complaints made against the Force.
7. I am obliged to work cooperatively with partners across the criminal justice and community safety landscape. My office manages a team of volunteers who go into police custody and check on the welfare of detainees. Finally, it is also important that residents can not only contact me if they have concerns, but also that they are informed of the work that I am doing on their behalf.
8. In addition to this, a significant proportion of my office budget is set aside for commissioning services for victims of crime to help them cope and recover and to make awards of grants in the areas of community safety and reducing reoffending. Members may recall the presentation given at the panel meeting in November 2021 which set out some of the services that my office commissions and the impact these services have on residents. In the past year, services have been commissioned in the following areas:
  - Community Safety Fund Grants and Reducing Reoffending Fund
  - Domestic Abuse Services
  - Rape and Sexual Assault Services
  - Victim and Witness Care Unit

- Precept commissioned services relating to domestic abuse, stalking and child criminal exploitation

### The cost of the Office of the PCC

9. In order to provide the functions described above, I maintain a relatively small office which is funded out of the overall Police budget. Over the last 8 years the operational costs of the office - which includes staffing – has not only fallen in cash terms but also as a proportion of the total Police budget which is shown in the graph below:



10. Over this time, the demands on Policing and from the public and indeed the remit of Police & Crime Commissioners, have increased substantially. Although the Policing Budget has increased by 27% over this period to take account of this, my own office budget (excluding grants and staff to commission them) has fallen by 25%.

11. Since my election as PCC, I have seen first hand the excellent work my office does but am also acutely aware of the impact that this relative reduction in resources is having on its ability to not only do more but also keep pace with the growth of the Force, the expansion of the role of PCCs and residents' expectations. In addition, speaking to other PCCs, it is also clear to me that my office is under-resourced relative to other PCC areas.

12. For these reasons, I have taken the difficult decision to invest in my own office in the areas which have been under the most strain. These are detailed in section 5

## OFFICIAL

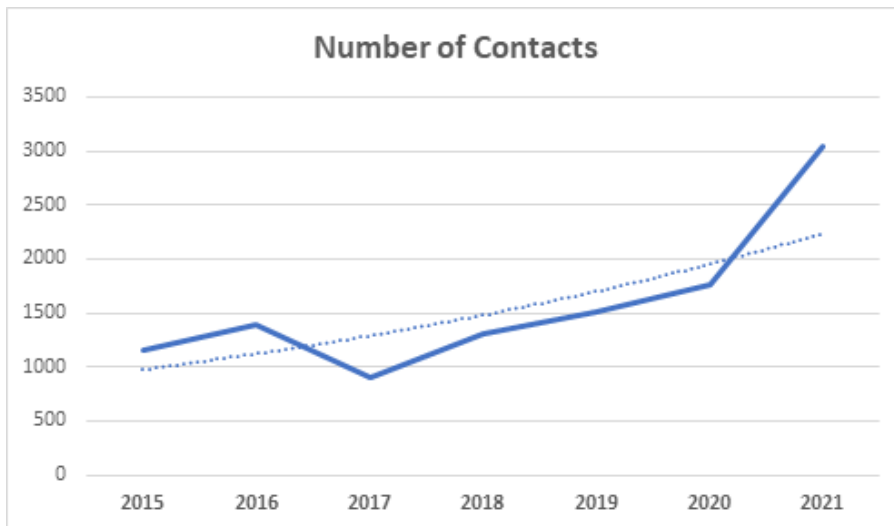
below. I have not made this decision lightly but feel that I have little option if my office is to remain effective and support me in my work. Even with this additional expenditure, it is worth stating that the OPCC office will still be less, as a proportion of the overall Force budget, than it was in 2014/15

### **INFORMATION ON CHANGES IN BUDGET BETWEEN 2021/22 & 2022/23**

#### **OPCC Operational Budget - OPCC Staff, Office, and Governance Costs**

13. As I explained above, I have taken the difficult decision to increase the Operational Budget of my office after 9 years of reductions. This has resulted in changes in the following areas:

- Deputy PCC – My predecessor did not appoint a Deputy PCC, however I have taken the decision to appoint one. This not only provides resilience but also supports me in my work with residents and the Force as well as bringing a different perspective to issues and concerns. The Home Office's recent review of PCCs and subsequent correspondence from the Policing Minister makes clear that the role of Deputy PCC will be mandated in future and that all PCCs must have a proper succession plan in the event that they cannot discharge their role.
- Staffing – My office currently comprises 13.7 FTE staff. When compared to other OPCCs in the region, we have the lowest FTE by some considerable margin. But I plan to increase this establishment with the following posts:
  - Contact and Correspondence Officer: to have responsibility for the case management of all correspondence and queries that come into the office and ensure they are answered in an efficient and timely way. This function is currently shared among several staff on top of their existing roles yet contact and complaints into the office have increased significantly over the last few years as is shown in the graph below:



- Partnership and Criminal Justice Officers: I am planning to reconfigure this small team, bolstering its capacity and increasing resilience. The team deals with all our commissioning activity, manages the award of grants, applies for additional funding on behalf of the office and coordinates activity with our partners in the criminal justice and community safety arenas. I will employ two officers to support the team and they will perform day-to-day management of funding streams and support all commissioning and partnership activity, under the strategic leadership of the portfolio leads.
- Head of Communications & Engagement: this role will ensure that we are more able to effectively communicate with the public and engage on key issues, making the role of the PCC and the work of this office more visible and accountable. The current Communications Team in the OPCC is very small compared to other OPCCs, with two members of staff dealing with strategic communications issues, publications such as the Plan, surveys, face to face engagement, media enquiries and social media. Councillors, the Panel, and others have asked for more regular engagement from the OPCC using a variety of methods and this role will be able to lead that activity.

14. I have also allocated some resource towards policy support to me in my role as national lead on mental health issues.

15. Additionally, Police Officers and staff had their pay frozen last year. The Government has said that this is not the expectation this year and so an anticipated increase in pay is included. I have also set aside some budget to

## OFFICIAL

enable the upgrading of the outdated OPCC website and have increased the budget for OPCC subscriptions, audit and governance and office costs in line with inflation or contractual obligations.

### **OPCC Commissioning Budget – Community Safety Grants and Victim Services**

- 7
16. A significant part of the work of my office relates to the commissioning of services in relation to crime prevention, tackling anti-social behaviour and support for victims and witnesses. The latter is a statutory responsibility for all PCCs.
17. With respect to crime prevention, I intend to continue to maintain a Community Safety Fund (which includes funding for Reducing Reoffending) to provide resources which can be used on the ground to make a real impact in communities and their fear of crime or anti-social behaviour.
18. Although Surrey is a relatively safe area there are still residents who become victims of crime. These need support not only to cope with the experience they have suffered but also to guide them through the criminal justice system to ensure that offenders are convicted and taken off our streets. My staff also work closely with many voluntary and charitable organisations commissioning services for those affected by crimes, where the harm caused is often unimaginable – including domestic abuse, rape and sexual assault, child abuse, stalking, child criminal exploitation – to support victims and families, and offer advice and increase protection.
19. The Victim and Witness Care unit is a dedicated unit I 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.
20. The staffing team that supports these services is relatively small and yet the demands, for example from in-year grant applications for Government through to



## OFFICIAL

implementation of the commissioned service/project, robust monitoring requirements and reporting back on progress to Government, has increased. I have therefore decided to increase staffing resource in this area to assist with commissioning and to support our work with partners.

21. As well as managing grant funding received from Government for support services, in 2021/22, my team has been successful in securing an additional £1.5m in central government funds. This requires work to engage with other organisations in order to research and submit successful bids which can fund services to support victims of high harm crime, improve community safety and change perpetrator behaviour.

22. In order to give members an appreciation of type of services my office commissions I have provided a list of initial commissioning intentions in 2022/23 as Appendix B. This is only indicative and does not cover all the services my office will commission in the year. I will be happy to update Members on these services as the year progresses.

### **FUNDING OF BUDGET**

23. My budget is being funded by a combination of Government Grant, Precept and Reserves. Some grants, such as those for victims, come directly from the Ministry of Justice and are ringfenced. In the last year my office has been particularly successful in one-off grant applications to Government for areas such as Safer Streets and I anticipate that this will continue in 2022/23.

### **CONCLUSIONS**

24. I hope that in having set out my Office budget in considerable detail (Appendix A) I have tried to be as transparent as possible in respect of the costs of the OPCC and the services it provides. Even with the increase in budget as outlined, 99.5% of the overall budget is used on Policing and services to support victims and witnesses. Whilst I accept that these are challenging times for the Force financially, I am only putting back in place resources that have been run down

OFFICIAL

over many years. I firmly believe that will then enable my office and I to have greater engagement with residents and therefore be more responsive to their needs and concerns.

**Lisa Townsend Police & Crime Commissioner**

**4<sup>th</sup> February 2022**

7

**1) CONTACT DETAILS**

**Lead Officer:** Kelvin Menon, Treasurer & Chief Finance Officer

**Telephone Number:** 01483 630200 and 07870 378553

**E-mail:** [kelvin.menon@surrey.pnn.police.uk](mailto:kelvin.menon@surrey.pnn.police.uk)

## OPCC Budget 2022/23

	2021/2022	2022/2023
	£	£
<b>Police &amp; Crime Commissioner</b>		
Salary	71,400	71,400
National Insurance and Pensions	20,430	20,410
Conference fees	1,000	1,000
Mobile phone/Blackberry	50	50
Travel & Subsistance	4,500	5,200
Training	500	500
	<b>97,880</b>	<b>98,560</b>
<b>Deputy Police &amp; Crime Commissioner</b>		
Salary	0	54,620
National Insurance and Pensions	0	15,300
Conference fees	0	800
Mobile phone/Blackberry	0	50
Travel & Subsistance	0	5,200
Training	0	500
	<b>0</b>	<b>76,470</b>
<b>Staff Budget</b>		
Staff Salaries	486,490	633,150
Employers National Insurance	53,550	69,139
Employers Pension Contribution	79,860	102,625
Conference Fees	3,920	4,570
Mobile phone	410	410
Travel & Subsistance	5,540	6,880
Training Costs	1,350	1,800
	<b>631,120</b>	<b>818,574</b>
<b>PCC Engagement and Scrutiny</b>		
Communications and Public Engagement	25,000	55,980
Website Development and Upgrade		30,000
Building the Future Project Costs	30,300	30,300
Independent Custody Visitor Scheme	8,200	8,440
Consultancy	15,150	15,600
Chief Officer Recruitment	2,000	2,060
Hire of Rooms & Halls	1,000	1,030
Legal Advice	30,300	31,200
	<b>111,950</b>	<b>174,610</b>
<b>Subscriptions</b>		
Association of Police & Crime Commissioners	28,300	30,900
Police Federation Subs for Special Constables	23,000	23,000
Association of PCC Chief Executives	1,270	1,310
PCC Treasurers Associations	2,830	2,910
Other Memberships/Subscriptions	6,320	6,500
	<b>61,720</b>	<b>64,620</b>

## OPCC Budget 2022/23 - continued

	2021/2022	2022/2023
	£	£
<b>OPCC Office costs</b>		
Rent and Rates	35,970	37,040
Utilities	2,680	2,770
Property Maintenance and Repair	7,910	8,150
Furniture and Equipment	2,000	2,060
Premises Cleaning & Materials	1,880	1,940
Photocopying	3,400	3,490
Postage, Printing and Stationery	1,600	1,650
Publications	250	250
Recruitment costs	1,500	1,550
Catering	1,180	1,220
IT Costs	1,350	3,100
	<b>59,720</b>	<b>63,220</b>
<b>Audit and Governance</b>		
Internal Audit	80,800	83,200
External Audit	40,400	40,400
Audit Committee Members Costs	8,170	8,330
Independent Member Costs	24,800	25,500
	<b>154,170</b>	<b>157,430</b>
<b>OPCC Operational Costs</b>	<b>1,116,560</b>	<b>1,453,484</b>
<b>OPCC Commissioned Services</b>		
Community Safety Fund Grant	808,000	808,000
Staff to support Commissioning	324,270	434,846
Externally commissioned services	1,946,117	1,949,870
<b>Total for Commissioned Services</b>	<b>3,078,387</b>	<b>3,192,716</b>
<b>Total Expenditure</b>	<b>4,194,947</b>	<b>4,646,200</b>
<b>Income</b>		
Government Grants	-1,390,966	-1,390,966
OPCC Reserve	0	-250,000
<b>Total Income</b>	<b>-1,390,966</b>	<b>-1,640,966</b>
<b>Total charged to Overall Budget</b>	<b>2,803,981</b>	<b>3,005,234</b>

## Commissioned Services planned for 2022/23 Financial Year

### 1. Introduction

PCC funding is used to commission a range of projects and services across three main areas to support the delivery of Police and Crime Plan priorities:

- Support victims to cope and recover and services to reduce risk of future victimisation
- Reduce/prevent re-offending behaviour and rebuild lives
- Increase safety within communities

The PCC's budget for commissioning comprises funding from central Government grants, as well as funding from the OPCC's overall budget. This enables us to commission a range of services dedicated towards increasing community safety and reducing re-offending, as well as enhancing support provided for victims.

Funding directed towards community safety is intentionally less committed at the start of the financial year. This is so the PCC can invite grant applications from charities and local community organisations to address identified needs. For 2022/23, a proportion of the fund will be ring-fenced to support activity dedicated to keeping children and young people safe, building on a range of community services which are already established through this fund.

The OPCC will often collaborate with partners to co-commission services and the commissioning budget can be increased in year through the OPCC team successfully making bids to central government. This enables the PCC to enhance services targeted towards addressing needs across the above areas (during 2020/21 the total funding managed by the OPCC team was over £4m).

### 2. Services

The below table presents services which are expected to be commissioned in 2022/23, subject to a final assessment and decision by the PCC. The table is not complete in that the OPCC will work with other organisations during the year to develop and commission new services

Policy Area	Recipient	Service description
<b>Funding directed towards supporting victims to cope and recover and reduce risk of future victimisation:</b>		
Child Sexual Exploitation	YMCA Downslink Group	Project workers to support children and young people sexually exploited (or at risk of)
Domestic Abuse	Surrey County	Surrey Domestic Abuse Services (co-

OFFICIAL

	Council	commissioned with SCC and Surrey Police)
Domestic Abuse	Surrey Domestic Abuse Services	Independent DA Outreach Advocate embedded into three Surrey Police divisions
Domestic Abuse	Surrey Domestic Abuse Services	Independent Referral and Intervention Service (IRIS) - enables GPs to proactively identify and refer patients affected by DA to independent support
Rape and Sexual Assault	Rape and Sexual Assault Support Centre (RASASC)	Helpline, Independent Sexual Violence Advisors and counselling services
Rape and Sexual Assault	Surrey and Borders Partnership NHS Trust	Child Independent Sexual Violence Advisors
Stalking	East Surrey Domestic Abuse Service (ESDAS) (and Surrey Police)	Stalking advocates and support provision embedded within Surrey Police Victim and Witness Care Unit and ESDAS
Stalking and Domestic Abuse	Interventions Alliance	Intervention to change behaviour of DA and stalking perpetrators
Victim and Witness Care (Fraud)	Surrey Police	Tailored one to-one support to vulnerable victims of fraud
Victim and Witness Care	Surrey Police	Victim referral, assessment and support service provided by Surrey Police
<b>Funding directed towards provision of support to prevent/reduce re-offending behaviour and rebuild lives:</b>		
Housing/Homelessness	Transform Housing	Two 4 bed houses in Surrey for IOM clients and people involved in the CJS
Housing/Homelessness	York Road Project	Homelessness Navigator for Checkpoint Plus
Housing/Homelessness	The Amber Foundation	Supported housing for young people aged 17 to 30 years
Housing/Homelessness	The Forward Trust	Stable housing for newly released vulnerable prisoners, including those with drug, alcohol and mental health needs
Reducing reoffending	Circles South East	Reducing sexual harm through work with sex offenders to prevent reoffending and create safer communities
Substance Misuse	Surrey County Council - Catalyst High Impact	Assertive outreach service for street drinkers

OFFICIAL

	Service	
Supporting Women in CJS	Streetlight UK	Engagement and support for women in the sex industry
Supporting Women in CJS	Woking Borough Council – Women’s Support Centre	Checkpoint Plus Women’s Navigator providing specialist support to vulnerable women to reduce reoffending and criminalisation
<b>Funding directed towards increasing safety in communities:</b>		
ASB	Mediation Surrey	Mediation service to help resolve and prevent dispute in the community
ASB	TBC - in progress	Provision of secure Case Management System for partnership collaboration
Community Support	Surrey County Council	Central support for domestic homicide review process
Community Support	Surrey Police	Cadet Leadership Training
Community Support	Woking Borough Council – Women’s Support Centre	Counselling service that provides specialist, trauma informed, gender specific intervention for women
Children and Young People	High Sherriff	Support for the High Sherriff’s Youth Awards
Children and Young People	GASP	A service for young people that focuses on motor skills for those who have left mainstream education
Community Support	Crime stoppers	Service to report crime anonymously, detect and prevent crime through provision of information and tools to act against crime
Children and Young People	Crime stoppers / Fearless	A dedicated service, like Crime stoppers for children and young people to anonymously report crime. The service also does outreach to schools and youth centre to educate young people on crime
Children and Young People	Matrix Trust	Funding to support the establishment and development of a youth café in the centre of Guildford
Criminal Exploitation	Catch 22	Support service for child and young people at risk of, or being, criminally exploited.

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## SURREY POLICE AND CRIME PANEL

### PROPOSED PRECEPT 2022/23 4 February 2022

#### SUMMARY

1. Following my election in May 2021, this will be the first time that I have had to set the budget and precept for Surrey Police. The impact of the pandemic is still with us and has led to challenges both nationally and locally which the Force has coped with well.
2. Whilst the economy generally has improved over the year, the national finances are still in a precarious position. Last year many public sector workers, including the Police, were asked to accept a pay freeze to assist the national finances, despite them working extremely hard over the pandemic. This was generally accepted as part of the national effort, but this position clearly cannot continue. Recent months have seen inflation and energy costs reach record highs, increasing the pressure on both personal and police budgets.
3. In past years the Chief Constable (CC) has made the case to the PCC that an increased precept would deliver additional officers, staff, and resources to address areas of concern to residents. This year, the state of the finances are such that I am unable to do this. Apart from the additional 98 new officers being recruited to work in Surrey in the year through the Government's uplift programme, the precept will be needed to sustain the services that we already have. Even with the full precept, a further £3m of savings will need to be found to ensure that cost pressures can be covered and the budget balanced. In addition further savings will be needed in future years.
4. I support the Government's initiative to put an additional 20,000 Police on the streets by the end of 2022/23. So far in Surrey, 156 additional Officers have been funded by Government and a further 104 are being recruited this year taking the total to 260. Of these, 249 will work in Surrey and 11 will work regionally on serious and organised crime. Whilst the Government has increased Police funding by £550m for 2022/23 to cover this, there is virtually no additional money being provided for additional pressures such as the Social Care Levy and Pay. The Government has assumed that these will be paid for by increasing the precept and indeed this precept funding, raised by PCCs, has been included in the Government's published total funding for Forces.
5. It is my responsibility to ensure that the Chief Constable has the resources he needs to continue to keep the residents of Surrey as safe as possible and to deliver the requirements of my Police and Crime Plan and the Strategic Policing Requirement. Even with a maximum precept increase there will need to be reductions in Police Staff. These are staff, such as those in Forensics and Contact, that support frontline officers in their work. The Chief Constable has made it clear that a smaller Council Tax increase would

result in even more staff losses, putting at risk the operational gains that have been made in the last year and impact the service to the public. As PCC, I don't believe I was elected to preside over a decline in Surrey Police and hence, given this stark choice, I have no alternative other than to recommend an increase of £10 per year – the maximum permitted without a referendum.

6. I have also carried out a public consultation and this indicated that over 60% of residents who responded were in favour of an increase in the precept of at least £10 a year.
7. As well as setting the budget and precept 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 2024/25. Even with a £10 increase, the Force will still need to make savings. However, the increase does go some way to mitigating, but not eliminating, some of the impact of these challenges in the future.

## RECOMMENDATION

8. **I, the Police and Crime Commissioner for Surrey, recommend to the Surrey Police and Crime Panel that they endorse/report on my proposal to increase the Band D Surrey Police and Crime Commissioner Precept by £10 for 2022/23 from £285.57 to £295.57.**

## SUPPORTING INFORMATION FOR RECOMMENDATION

### WHERE HAVE WE COME FROM

9. In 2016/17, the year my predecessor 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 at the time, 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.
10. To put this into 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 precept investment and Government Uplift funding, we are now on track to have 2,194 by March 2022 and with the last year of Uplift this will increase by a further 98 in 2022/23. This is against a background of Surrey being one of the most poorly funded forces by Government per head in the country meaning that residents bear a greater burden of the cost of policing than in most other areas.
11. Residents have also contributed by funding an additional 36 Officers through the precept in 2020/21 and 2021/22 as shown in the table below:

OFFICIAL

Police Officers Increase	2020/21	2021/22	2022/23	Total
Op Uplift - Local	78	73	98	<b>249</b>
Op Uplift - Region		5	6	<b>11</b>
Precept	26	10	0	<b>36</b>
<b>Total</b>	<b>104</b>	<b>88</b>	<b>104</b>	<b>296</b>

12. In the last 3 years, because of both Precept and Uplift investment, the Force has increased its resources by 380 people. This has had a real impact in the areas set out below by providing not only more officers on the ground but also the staff to support them in their work.

Commitment	Team	2019/20		2020/21		2021/22		Total	Commitment Total	
		Officers	Staff	Officers	Staff	Officers	Staff			
Prevent Crime	Specialist Neighbourhood Teams	33		8	4			45	107	
	Intelligence	2				5	13	20		
	Divisional Proactive Teams			27		6		33		
	Problem Solving Team	3	3					6		
	Rural Crime Team					3		3		
Protect Our Communities	Safeguarding Teams	3		37	14	19.5	10	83.5	138.5	
	Central Public Protection	1	10	1	2	1	5	20		
	Roads Policing					12		12		
	Operational Dogs			4				4		
	Volunteer Team			2	2			4		
	Contact & Deployment					6	2	4		12
	Corporate Communications							3		3
Pursue Offenders	Divisional Investigations	17		21	9	18	18	83	123.5	
	Specialist Crime	7				8.5	12	5		32.5
	Custody & Criminal Justice			1	5	1	1	8		
Organisational Effectiveness	Professional Standards Dept			1				4	5	
	Corporate Development					3		3	6	

13. These extra officers and staff have been essential in meeting the increased demands on the Force, in particular focussing on violence against women and girls and providing more local policing resources as well as improving its diversity.

## WHERE ARE WE NOW

14. The police service has faced extraordinary challenges and pressures over the past two years 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 and other partnership arrangements. While the types of demand from the pandemic have changed over this period, the recent identification of the Omicron variant, and the ensuing increase in cases as a result, has led to the LRF partnership arrangements standing up once more, and the police role in responding to the pandemic is clearly not yet over, almost two years after the start of the crisis. The relationships formed with partners – whether new partnerships forged as a result of Covid, or existing partnership working that has been strengthened and refined – continue to provide significant opportunities and benefits for Surrey Police. In addition, the continuation of Covid has put strain on the Force finances as staff isolating need to be covered through overtime and agency staff.

15. The effect of the pandemic has been to significantly change the balance of demand upon the service. While some changes have been relatively short-lived, others are forecast to continue in the medium to long term. Domestic burglary, for example, reduced significantly during lockdowns and has maintained a relatively low level as more people continue to work from home. Public violence, on the other hand, has returned to pre-Covid levels as lockdowns have eased, and domestic abuse has increased slightly on pre-Covid levels. The pandemic has also led to a significant increase in some emerging crime types such as online fraud.
16. In addition to operational demand, the pandemic has necessitated a range of new ways of working; changing the Force's use of its operational estate and fleet, the continued use of Covid-19 PPE, and increasing the amount of remote working wherever possible. The force has responded to these challenges flexibly as distancing measures have eased and tightened; significantly increasing the pace of development and roll-out of remote working and collaborative technology, and responding to changes in the profile of the pandemic, but this has led to a necessary reprioritisation of workload in departments such as DDAT and Estates.
17. Notwithstanding the particular challenges of the pandemic, 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. Demand continues to increase in areas of digital contact with the public, new communications channels via emerging social media platforms, and analysis of digital data. High profile incidents such as the killing of George Floyd in the US, and the murder of Sarah Everard by a serving MPS officer have had a significant impact on public trust in the police service, which all forces are working hard to rebuild.
18. As public finances are squeezed as a result of the pandemic – affecting not only the police service but also key partners – the service will be faced with difficult decisions concerning where to focus resources and attention; with increasing departure from traditional police activity towards 'hidden' crimes including modern slavery and child sexual exploitation.
19. However, despite everything, victim satisfaction with the Police remains high. Though confidence in the Police has fallen slightly in the last year it is still at 86.1% - far higher than many other Forces. However, it does illustrate that there is no room for complacency, and I have made it a priority for me to meet as many residents as possible so I can understand their concerns and issues. Recorded crime continues to increase and is becoming ever more complex and complicated for which new skills are required. Resources have continued to be tight and so the Force has had to try and balance the public's expectation around traditional police activity against 'hidden' crimes such as modern slavery, cyber, domestic abuse, and child sexual exploitation.
20. In 2020 the Force 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 ensure that they become embedded in a Force fit for the future. These are shown in more detail in Appendix A.

21. In the autumn of 2021, the Government announced a 3-year spending review for the Police. This stated that direct Police Funding would rise by £550m in 2022/23, £650m in 2023/24 and £800m in 2024/25. However, the detailed Force by Force settlement released in December 2021 only included information for 22/23. Hence whilst there is some certainty that funding will increase over the 3 years how this will be shared out has not been provided.
22. The Government has also commenced a review of the Police Funding Formula to more accurately reflect the demands of modern policing. After several years of inactivity, the timescale for this is particularly short with a report for Ministers in the autumn of 2022. A working group is looking at the parameters that should be included in the formula, currently they are considering over 80, to ensure that it reflects resource need. Although no implementation date has been announced it is unlikely that it would be within this spending review period since additional funding would be required, at least for a while, to phase in the adjustments required. Whilst I support an updating of the formula, I recognise that a fundamental redesign could have negative implications for Surrey Police depending on the methodology employed. I will certainly be working hard with local MPs and Ministers to ensure that Surrey is not disadvantaged, given we already have the lowest level of funding per head in the country, when the final formula is revealed and decisions are being made.

## CURRENT FUNDING POSITION

23. Following representations from various bodies such as the Association of Police & Crime Commissioners (APACC) and the National Police Chiefs' Council (NPCC) into the Spending Review, the Home Office published its financial settlement for the Police on the 16<sup>th</sup> December 2021. On its release the Home Secretary Priti Patel said:

*“This Government is absolutely committed to keeping the public safe; the police have a critical role to play in this, and in reducing crime. We are determined to strengthen our police service and, by providing a three-year Spending Review settlement, we are giving the police the financial certainty and stability needed for longer-term, strategic reforms”*

*“This Government has once again set out its commitment to giving the police the resources they need to cut crime and keep the public safe – setting out today how up to an additional £1.1 billion will be invested in the policing system in 2022/23. I would like to pay tribute and express my sincere gratitude to our police officers and police staff for the extraordinary bravery and dedication they display each day, to keep us all safe from harm.”*

24. Of the £1.1bn which was announced in the settlement, the Home Office announced that PCCs were to receive an additional £796m broken down as follows:
- £550m to fund the recruitment of the last 8,000 of the 20,000 new officers under the Police Uplift Programme (commonly called Boris's Bobbies) of which £135m would be held back contingent on delivery of new officers;
  - £246m from Council Taxpayers (and I quote the Home Office) “*assuming all PCCs maximise their precept flexibility*”.

- All other grants, such as the formula grant and pensions, whilst being maintained were not increased.

25. Overall expenditure on the Police was forecast to increase to £16.9bn broken down as follows:

- £9.6bn in grants for PCCs and hence Forces to provide services.
- £4.9bn from Council Taxpayers, assuming a precept increase of £10 by all PCCs.
- £1.0bn on Counter Terrorism
- £0.6bn for Police technology programs.
- £0.2bn for national capital programs such as NPAS, serious crime and technology.
- £0.2bn on National and Regional Crime.
- £0.4bn on Crime prevention, Serious Violence, and several other initiatives

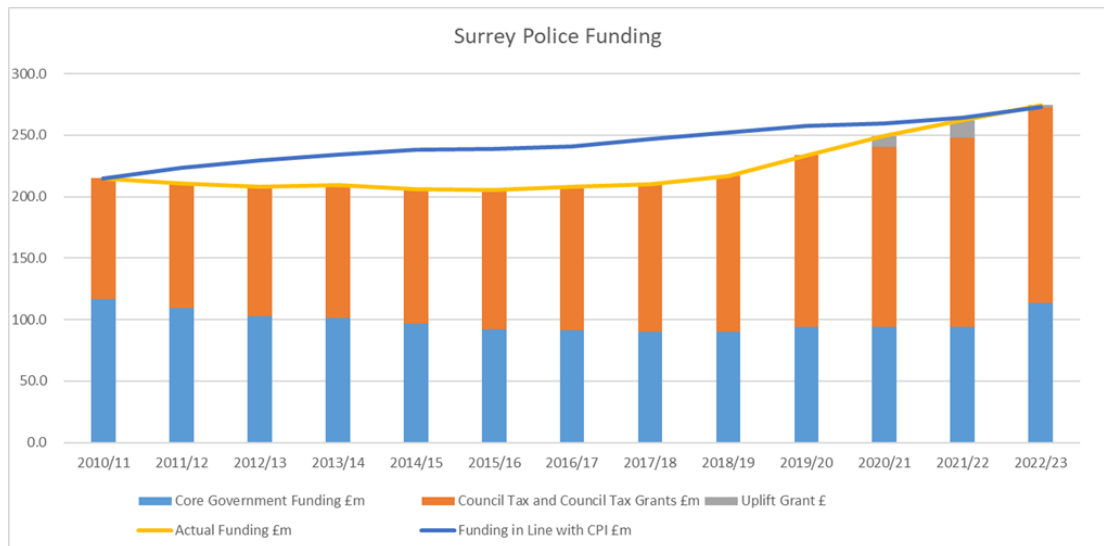
26. In return the Government expects the police to deliver:

- 8,000 further officers on top of the 12,000 already recruited. This equates as 104 officers for Surrey of which 98 will join the Force and 6 will join the regional Serious Organised Crime Unit. The ring-fenced grant of £100m, will be paid to forces in line with their progress in recruitment.
- £100m of cashable efficiency savings delivered from force budgets by 2024-25. For 2022-23, the government is expecting to see £80m of efficiency savings (which has been reflected as part of the settlement). Furthermore, the Government also want to see improvements in productivity through the use of modern technology infrastructure and interoperable systems. Productivity improvements will be measured through the existing Efficiency in Policing Board.
- The Government also expects PCCs to continue to take responsibility for crime outcomes both locally and nationally. An additional £150m of government funding for crime reduction funding over the next three years will be provided to allow the continuation of the existing programmes in each area, as well as some new investments to prevent crime and keep communities safe

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

<b>Funding</b>	<b>2021/22 - Final £m</b>	<b>2022/23 - Provisional £m</b>
Principal Funding	72.2	78.6
Revenue Support Grant	32.9	32.9
Legacy Council Tax Grants	9.2	9.2
Operation Uplift	1.3	1.7
Pension Grants	2.0	2.0
<b>Total</b>	<b>117.6</b>	<b>124.4</b>
<b>Increase</b>		<b>6.8</b>

28. As in previous years, £1.7m of the grant is only paid upon successful delivery of new uplift police officers.



29. The Graph above shows the total funding for Surrey Police broken down between Council Tax and Government Grant and compares this with what funding should be, had it increased in line with CPI since 2010/11. At first sight it looks as though Government Funding has increased substantially this year. However, this is only because of previous grants for uplift now being placed within base funding. This does mean that these new officers will be permanently funded in the base, although no additional funding is provided to cover increased costs as they progress through the Force up the pay scales.
30. This year's total estimated resources (Government Grants and Council Tax with £10 increase) are almost equal to what the Force received in 2010/11 increased for inflation (to Nov 2021) - there has been no actual real terms growth in the whole 12 years. However, in that period the Force has not only had to fund an additional 260 "Boris's Bobbies" but the demands on it and nature of crime have increased and changed substantially. The figures above are also based on the inflation measure for November 2021, however by March 2022 this is likely to be even higher. Finally, the graph also shows that since 2010/11 the burden of funding the Police in Surrey has shifted by some measure from the Government to residents.
31. Unlike last year, no capital funding is being provided to individual Forces. All capital expenditure has to be funded from revenue, asset sales and borrowing. £188.1m has been provided for national programs as follows:

Police Capital	2022/23
	£m
National Police Air Service	12.0
Arm's Length Bodies	4.0
Police Technology Programmes	154.7
Counter Terrorism	1.6
Crime Reduction Programmes and Capabilities	15.8
<b>Total</b>	<b>188.1</b>

32. Following widespread consultation with residents, on 13<sup>th</sup> December 2021 I launched my Police and Crime Plan for Surrey. This sets out the priorities I wish the Chief Constable to concentrate on from 2021 to 2025 and the full plan is available on the OPCC website or by following this link: [Police-and-Crime-Plan-2021-25-1.pdf \(surrey-pcc.gov.uk\)](https://www.surrey-pcc.gov.uk/Police-and-Crime-Plan-2021-25-1.pdf). The key priorities are:

- Preventing violence against women and girls in Surrey;
- Protecting people from harm in Surrey;
- Working with Surrey Communities so they feel safe;
- Strengthening relationships between Surrey Police and Surrey residents;
- Ensuring safer Surrey roads

33. The Force has an obligation to prepare a Strategic Policing Requirement which sets out the strategic priorities and threats that need to be addressed in the coming year. The Force has also set out its Force Vision which is attached as Appendix A.

34. In preparing the 2022/23 budget for the Force, the Chief Constable has taken account of the priorities within my plan and operational requirements and the resources that are required to deliver them. This is reflected in his budget requirement for 2022/23 and the resulting precept increase this requires.

35. Last year my predecessor approved a total budget of £261.7m for Surrey Police and the OPCC. This year, in order to meet his operational requirements, the Chief Constable has proposed a budget of £279.1m, representing a net increase of £17.4m as follows:

Category	£m	£m
<b>2021/22 Revenue budget</b>		<b>£261.7</b>
Adjustments:		
Pay Inflation - 3%	6.3	
Price Inflation	0.8	
Operation Uplift	5.6	
Pay increments	1.3	
Additional Bank Holiday	0.2	
Increase in NI for social care	1.5	
Capital funding and debt repayment	1.3	
OPCC investment	0.5	
ICT and cost of change revenue costs	1.3	
Police Now detectives and local policing	0.7	
Insurance and Estates	0.8	
<b>Total Cost Increases</b>	<b>20.3</b>	
Less: Savings	(2.9)	
<b>Total growth in budget</b>		<b>17.4</b>
<b>2022/23 Revenue Budget Proposed</b>		<b>£279.1</b>

36. The largest cost increase, after Uplift, relates to pay. Last year Police pay was frozen and the Government has indicated that this year no pay cap will be in place but that any rise must be “affordable”, unhelpfully neglecting to define what “affordable” means. The increase in pay is determined nationally by the Police Pay Review Body and the outcome



of this is binding on all Forces. 3% is thought the most likely outcome and this has therefore been built into the budget. A 1% increase costs around £2.1m or about £4 on the precept hence any increase of 3% would use all the precept increase and more. If the pay negotiations result in a larger pay rise, then the Force would need to find savings to cover this. Most of these savings would come from reducing Police staff since after Police Officers, who cannot be made redundant and whose number are ringfenced as a result of Uplift, they form the largest single cost. This would ultimately result in Police Officers doing more work which could be done by civilians, thereby reducing the number of officers on the street.

37. Information on the OPCC budget, which is included in the figures above, is dealt with in a separate paper on this agenda.

38. It is proposed that the police budget will be funded as follows:

<b>Category</b>	<b>£m</b>
Government Grants	124.4
Use of Reserves	3.7
Collection Fund	0.3
Council Tax	150.7
<b>Total Funding</b>	<b>£279.1</b>

39. This funding (and the budget) is based on the assumption that I take full advantage of the Council tax flexibility given to me by Government.

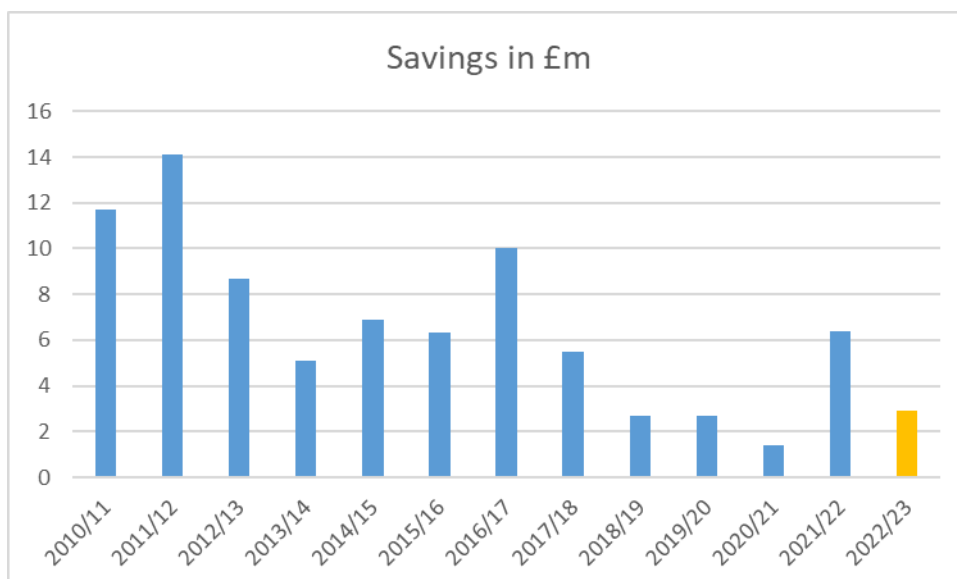
40. In the context of the 2022/23 national policing settlement, my Police and Crime Plan and the Operational requirements of the Force, I believe that the Chief Constable has presented a compelling case for taking advantage of the full precept flexibility i.e. an increase of £10 a year.

41. 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

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

## **BUDGET SAVINGS AND USE OF RESERVES**

43. One of the ways the Force has continued to deliver growth to the front line has been through the delivery of savings and efficiencies. Whilst many efficiencies have been achieved, I believe that there is more that can be done as the Chief and I have a responsibility to ensure that residents' money is spent wisely. Since 2010/11, over £81.5m has been delivered in savings which has been reinvested into police services. This is shown in the graph below



44. The 2022/23 budget includes a further £2.9m of savings even with the maximum precept increase. These are summarised in the table below:

Savings Proposals	£m
Increased Vacancy Management (8% vacancy factor)	0.3
Departmental efficiency savings	2.0
Staffing changes	0.6
<b>TOTAL</b>	<b>2.9</b>

45. The Chief Constable has assured me that these savings are deliverable and hence they have been incorporated into the budget. The achievement of these will be monitored throughout the year in my regular performance meetings with the Chief Constable.
46. In addition to the proposed savings, a further £3.7m is being taken out of reserves. This includes £2m from the “Cost of Change” Reserve to fund the revenue costs of the 22/23 change programme. These Projects are listed in Appendix E. It is anticipated that the underspend on the revenue budget for 21/22, currently predicted to be £1.9m, will replenish this although this is not reflected in the table below. The remaining £1.7m has been taken from a number of other reserves, following a review, in order to give the Force time to deliver more transformational change for the 23/24 budget.

47. The table below shows the movement in reserves as a result of this:

RESERVES	2021/22	Used in 2022/23 Budget	2022/23	2023/24	2024/25	2025/26
*estimated	£m*	£m*	£m*	£m*	£m*	£m*
General Reserve	8.0		8.5	8.6	8.7	8.7
<b>Total General Reserves</b>	<b>8.0</b>	<b>0.0</b>	<b>8.5</b>	<b>8.6</b>	<b>8.7</b>	<b>8.7</b>
OPCC Operational Reserve	1.2		1.2	1.2	1.2	1.2
PCC Estate Strategy Reserve	3.2	-1.2	2	2	2	0.8
PCC Cost of Change Reserve	2.7	-2.0	0.6	0.6	0.6	0.6
Chief Constable Operational Reserve	1.1		1.1	1.1	1.1	1.1
Covid19 Reserve	1.2	-0.5	0.7	0.3	0.3	0.3
Local Council Tax Scheme Reserve	0.4		0.4	0.4	0.4	0.4
Insurance reserve	1.6		1.6	1.6	1.6	1.6
Police pension reserve	1.1		1.1	1.1	1.1	1.1
<b>Total Earmarked</b>	<b>12.5</b>	<b>-3.7</b>	<b>8.7</b>	<b>8.3</b>	<b>8.3</b>	<b>7.1</b>
<b>TOTAL RESERVES</b>	<b>20.5</b>	<b>-3.7</b>	<b>17.2</b>	<b>16.9</b>	<b>17.0</b>	<b>15.8</b>

48. Reserves are divided between earmarked, which are set aside for a particular purpose, and general which are available for any unforeseen circumstances. It is recommended that Forces have as a minimum general reserves equivalent to 3% of their net budget. Surrey just fulfils this requirement.

## IMPACT OF A REDUCED PRECEPT INCREASE

49. As PCC, I have a responsibility to residents as well as the Force when considering an increase in the precept. In my meetings with the Chief Constable I have discussed in detail his requirements over the next year and in particular I have asked him to set out the impact that a reduced precept increase of 1.99% or £5.80 per year would have on the Force. A reduced precept increase of 1.99% would put the Force on par with the increases permitted to Local Councils excluding the additional 1% social care precept.

50. Each £1 on the precept generates approximately £0.5m so if the precept increase is set at 1.99% (or £5.80) this would mean that an additional £2.1m of savings would be required to be found from 1st April 2022. This is in addition to the £2.9m already in the budget and the £3.9m being taken out of reserves. The Force is of the view that all the quick savings have been taken and that only significant transformational change can deliver the savings required.

51. This level of change, such as the wholesale restructuring of departments, will take time and resources to deliver and cannot be in place by 1st April 2022. Indeed if they are rushed this could result in an adverse impact on performance thereby reducing the benefit of the change. It is this level of transformation that is being explored to deliver savings for

2023/24 onwards. It is also worth remembering that even if savings are required, the Force must also continue to recruit additional officers for Op Uplift.

52. Hence the Force is of the view that only short-term measures could be implemented in time for the 2022/23 budget year. Many of these have already been taken and so the only option left is a total recruitment freeze. This would only apply to Police staff, as officer numbers are protected by Uplift, but it would still have a devastating impact on operational delivery.
53. The Director of People Services has undertaken an analysis of staff turnover over the last year to identify those areas with the highest turnover and which are therefore able to deliver savings from a vacancy freeze as quickly as possible. The 6 areas with the highest staff turnover have a combined turnover rate of 21.6% which by the end of the year could realise savings of £4.2m from staff costs. However as this would take all year to realise, this is equivalent to £2.1m in actual savings.
54. Whilst this would balance the budget with a reduced precept, the impact on Operations by the reductions in staffing would be significant. These have been set out by the Force below:

Team	Impact on Operations
<b>Digital Forensics</b>	This team analyses computers, phones, tablets etc to support Criminal investigations. Reducing staff numbers will mean investigations take longer and could fail due to victims withdrawing support
<b>Contact Centre and Control room</b>	This is the Force's initial point of contact with the public for the provision of emergency and other response. Fewer staff will mean far longer waiting times from non-urgent calls as emergency calls are prioritised.
<b>Corporate Communications</b>	This will limit capacity for community engagement and information in respect of crime prevention
<b>Victim and Witness Care Unit</b>	Volume is rising as more trials are delayed and so Victims and Witnesses need support for longer. Fewer resources could mean some Witnesses and Victims withdraw from cases thereby reducing the number of convictions
<b>PCSOs</b>	The officers provide a visible reassurance to the public. Their loss will be missed in communities and engagement would reduce
<b>Investigating Officers</b>	These officers are used to investigate crimes thereby freeing up officers for visible duties. Losing these officers will mean Neighbourhood Policing Teams will need to spend more time investigating incidents and less actually on the streets

55. It is worth stating that even if these savings are delivered in 2022/23 through a vacancy freeze these may become permanent cuts if a more permanent solution cannot be worked out.
56. As a result of the work done on the impact on the Force of a reduced precept, the Chief Constable remains of the view that in order to fulfil his operational requirements, the budget needs to include the benefit of a full precept increase of £10.

57. Having considered the implications of adopting a reduced precept increase of 1.99% I am of the same view that, whilst recognising the impact this has on residents, in order to sustain our operational capability and deliver my Police and Crime Plan the full increase of £10 needs to be applied. This also aligns with the assumptions made by Government in the funding they have announced for Forces across the country.

58. That said, I have made it clear to the Chief Constable that residents do expect to get value for the money from the resources they give the Force. Although savings have already been achieved, I am expecting the Force to continue eliminating waste and driving efficiency in order to put more resources in to the front line. This is something that I will be monitoring during the year in my Performance meetings with the Chief Constable.

**THE 2022/23 CAPITAL BUDGET**

8

59. Although there is no requirement for me to share the proposed Capital Budget with this Panel, in the interests of completeness and transparency I am including it for your information. Last year the Government provided a small grant of £164k to fund capital expenditure, a reduction on the £626k in 2019/20, however this was removed in the recent financial settlement. This means that all capital expenditure must be funded from a combination of 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 2022/23 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.

60. 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).

Surrey Capital Programme Summary	Year 1	Year 2	Year 3	Year 4	Year 5
DESCRIPTION	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
DDaT Renewals	1.1	1.6	1.6	1.6	1.6
DDaT New Schemes	0.0	1.2	3.2	0.2	0.2
Fleet Replacement and Equipment	3.8	4.7	5.5	5.6	3.6
Estate Strategy	2.1	22.3	33.7	9.1	10.9
Equipment	0.4	0.1	0.1	0.1	0.1
<b>Total</b>	<b>7.4</b>	<b>29.9</b>	<b>44.1</b>	<b>16.6</b>	<b>16.4</b>

61. The main areas of spend proposed for 2022/23 are:

**ICT – in accordance with the DDaT Strategy**

- Hardware Refresh
- Infrastructure and Networks
- Network Monitoring Tool

**Fleet – in accordance with the Fleet Strategy**

- Provision of replacement vehicles including adaptation for ANPR and telemetry. This includes some the initial costs of transitioning to net zero vehicles

**Specific Capital Schemes – Operations**

- SE Regional Organised Crime Unit hub
- Operations Command Equipment
- Drone Replacement
- ANPR

**Estate Strategy**

- Building the Future programme
- Vehicle maintenance facilities

62. 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. 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.

63. The Force has an ambitious “Change” program which is tasked with delivering operation and financial efficiencies. Based on the bids recommended by the Change Delivery Board additional capital resources of £1.5m would be required. Projects will only be included in the capital program once they have gone through a gateway process and funding has been identified. The Revenue costs associated with these projects have already been reflected in the budget are being paid for with £2m taken from the “Cost of Change” reserve. It is anticipated that this reserve will be replenished with the any underspend arising in 2021/22. A list of projects is attached as Appendix E.

64. Copies of the PCC’s Capital Strategy and Treasury Strategy are available on the OPCC website by following this link [Surrey Police Finances – Office of the Police and Crime Commissioner for Surrey \(surrey-pcc.gov.uk\)](https://www.surrey-pcc.gov.uk/finance)

**MEDIUM TERM FINANCIAL PLAN**

65. Although not required to be presented to this Panel, I think it is important that Members are aware of the potential financial challenges the force faces over the next 4 years. As I am sure members can appreciate, it continues to be difficult to make any predictions of the future given that although we have a 3-year spending review, detailed figures have only been released for one year. However, based on “best guess” assumptions the

Force will need to find savings of £13.8m on top of the £2.9m planned savings for 2022/23 in the period to 2025/26 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 to maintain the frontline services residents' value.

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

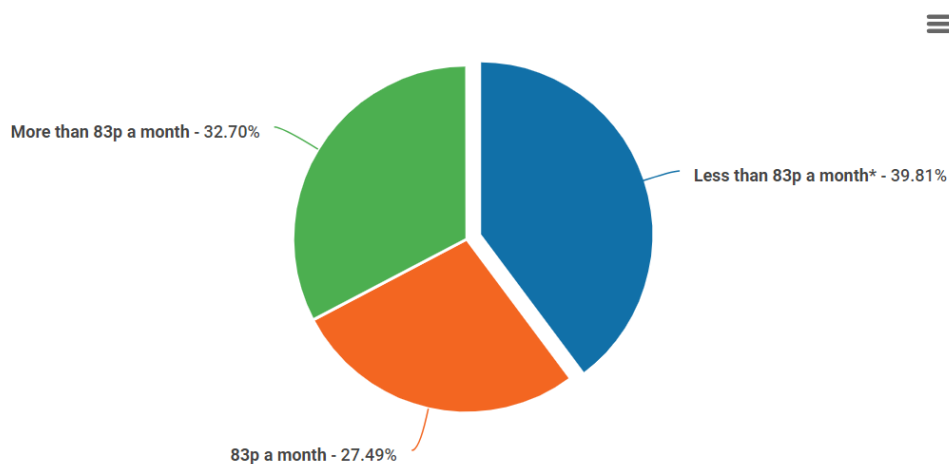
## PUBLIC ENGAGEMENT AND PRECEPT CONSULTATION

67. With my office, I began a rolling programme of consultation as soon as I was elected to broaden engagement across the County and to reach different demographic groups. This was assisted by the appointment of a Deputy PCC shortly after the election.

68. Despite Covid restrictions applying for some of the year, various events were held with many interested groups – in particular with regard to the Police and Crime Plan which was published in December 2021.

69. Following the publication of the Plan, I launched my consultation on the Precept. This asked residents the question whether they would support an increase of 83p a month (equivalent to £10 a year for a Band D property) or prefer it to be lower or higher. Residents were also able to leave free text comments of they wished. The survey was promoted as widely as possible through local media such as In the Know, Next Door, Facebook, Twitter, Force and OPCC contacts etc.

70. In all 2,645 responses were received of which 1,420 left comments. The results were as follows:



71. What the survey shows is that a clear majority, 60.19%, were in favour of an increase in the precept of at least £10.

72. In respect of the comments the top five areas mentioned were:

- 19% commented on the lack of visibility of policing;
- 18% supported an increase to increase policing;

## OFFICIAL

- 17% expressed concerns around the affordability of a Council Tax increase in the light of Covid and other pressures
- 10% felt the Police should be more efficient and reduce waste
- 10% did not support any increase

73. I would like to thank those residents that took the time to complete the survey and comment. Both myself and the Chief Constable have read all the individual comments from residents so that we can take their concerns on board over the coming year.

## LEGAL CONSIDERATIONS

74. 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 7<sup>th</sup> February 2022 either accepting the proposed precept, recommending an alternative or rejecting it altogether (for which a 2/3rds majority of the Panel's total membership is required).

75. If the Panel accept my proposal or put forward an alternative I must respond to their report and can then decide to issue a precept notice for my original proposal, or the alternative recommended by the Panel.

76. 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 14<sup>th</sup> February 2022. The Panel has 7 days to report back to me on the proposed precept and indeed a meeting has been scheduled in for 21<sup>st</sup> February 2022 to enable this to happen. I then need to consider a further response and 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. If the original precept was vetoed because it was too high, the revised precept cannot be higher and if the original precept was vetoed for being too low it cannot be any lower. I can then issue precept notices to the District and Borough Councils in time for the deadline of 1<sup>st</sup> March 2022. However, even this date will put pressure on Districts and Boroughs to print and issue bills in time for the new financial year hence I would hope that the panel will come to an agreement before that stage.

77. In addition, it should be noted that the Government has set the "Referendum Limit" at £10 for 2022/23 and indeed for the 2 years after that. Any increase above this amount will be subject to a local referendum. The level of precept increase will still be determined annually despite the limit being announced for 3 years. Furthermore it is not permitted to carry forward "unused" precept flexibility from one year to another.

## CONCLUSIONS AND PRECEPT PROPOSAL

78. There is no doubt that we are all living through an incredibly difficult time with increased costs and inflation and so asking residents of Surrey to pay more for their Policing over the next year is incredibly difficult. Over the last couple of years 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. They accepted, in the national interest, a pay freeze in 2021/22



and kept supporting the public however in return it is not unreasonable for them to expect a pay increase in 2022/23 – and the precept is needed to provide this.

79. Residents across the county have consistently told me that they really value their police teams and feel reassured seeing them in our communities. Following consultation with residents, I have just approved an ambitious Police and Crime Plan and the Chief Constable is confident that this can be delivered if current services are maintained. My consultation with the public has shown that 60% of respondents are in favour of an increase of at least an 83p a month equivalent to £10 a year.

80. I have asked the Chief Constable what the impact of a 1.99% increase in precept would be on the Force. He has set out clearly the operational impact this would have on the Force, the service provided to residents, the Strategic Policing Requirement and the delivery of my Police and Crime Plan. He remains of the view that only a £10 increase in precept will sustain the services currently provided and that is his recommendation to me.

81. The Force has set out in the Medium Term Financial Forecast the ongoing requirement for Surrey Police to continue to make additional savings. My Treasurer and the Force Chief Financial Officer are both of the view that given these financial challenges it is vital that Council Tax is increased by the maximum permitted this year, however difficult this may be, to enable the Force to remain financially sustainable for the future.

**82. Therefore, having considered all of the evidence presented to me I, as PCC, propose to increase the Band D Surrey Police and Crime Commissioner Precept by £10 for 2022/23 from £285.57 to £295.57 and I recommend that the Panel endorses this proposal.**

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

Band	2021/22	2022/23
A	190.38	197.05
B	222.11	229.89
C	253.84	262.73
D	285.57	295.57
E	349.03	361.25
F	412.49	426.93
G	475.95	492.62
H	571.14	591.14

## RISKS

84. If the precept is not increased to the maximum permitted there is a risk to the delivery of the Police and Crime Plan and Strategic Policing Requirements. Further staffing reductions will be required which will impact the Force operationally and make the challenge in respect of future financial sustainability that much harder.

85. Other risks are set out in Appendix D3

**Contact: Kelvin Menon OPCC Treasurer**

**Telephone Number: 01483 630 200**

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E-mail:

[kelvin.menon@surrey.pnn.police.uk](mailto: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.

8

### 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 2022/23

## REVENUE BUDGET 2022/23

	2021/22	2022/23	Variation	
	£m	£m	£m	%
<b>Office Of Police &amp; Crime Commissioner</b>	2.8	3.3	0.5	17%
<b>Police Force</b>				
North Division	28.1	29.8	1.8	6%
East Division	31.7	33.6	1.9	6%
West Division	33.9	36.0	2.1	6%
Specialist Crime	39.7	41.4	1.7	4%
Operations	19.4	20.5	1.0	5%
Contact & Deployment	20.1	20.6	0.5	2%
Criminal Justice	12.8	13.1	0.4	3%
Volunteering	1.4	1.4	0.0	3%
sub total	187.1	196.5	9.4	5%
Chief Officers	1.6	1.8	0.1	9%
DCC	1.3	1.3	0.0	2%
PSD	3.2	3.3	0.1	3%
Corporate Communications	1.5	1.5	0.0	2%
Corporate Development	3.5	3.5	(0.0)	(0%)
Change Delivery	0.8	0.8	0.0	2%
sub total	11.9	12.1	0.3	2%
ICT	18.7	18.0	(0.7)	(4%)
Finance & Services	18.3	19.3	1.1	6%
People Services	12.7	13.6	0.9	7%
*Operation Uplift	0.0	5.6	5.6	0%
*Precept Uplift	0.0	0.0	0.0	0%
Corporate	10.4	13.8	3.4	33%
sub total	60.1	70.3	10.2	17%
<b>Sub-Total Force</b>	<b>259.0</b>	<b>278.9</b>	<b>19.9</b>	<b>8%</b>
<b>*Savings Plan</b>		<b>(2.9)</b>		
<b>GROSS BUDGET</b>	<b>261.7</b>	<b>279.1</b>	<b>17.4</b>	<b>7%</b>
<b>Grants</b>				
Home Office Police Grant	(72.2)	(78.5)	(6.4)	9%
Formula Funding	(32.9)	(32.9)	0.0	0%
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	(1.3)	(1.7)	(0.5)	35%
<b>Total Grants</b>	<b>(117.6)</b>	<b>(124.4)</b>	<b>(6.8)</b>	<b>6%</b>
<b>Use of Reserves</b>	<b>(0.3)</b>	<b>(3.7)</b>	<b>(3.4)</b>	
<b>Local Council Tax Scheme Grant</b>	<b>(1.5)</b>	<b>0.0</b>	<b>1.5</b>	
<b>Collection Fund (Surplus) / Deficit</b>	<b>1.0</b>	<b>(0.3)</b>	<b>(1.3)</b>	
<b>NET PRECEPT REQUIREMENT</b>	<b>143.3</b>	<b>150.8</b>	<b>7.4</b>	<b>5.2%</b>

NB: Some figures are subject to rounding for presentational purposes.

## CAPITAL BUDGET 2022/23 TO 2026/27 AND FUNDING

Surrey Capital Programme Summary	Year 1	Year 2	Year 3	Year 4	Year 5
DESCRIPTION	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
DDaT Renewals	1.1	1.6	1.6	1.6	1.6
DDaT New Schemes	0.0	1.2	3.2	0.2	0.2
Fleet Replacement and Equipment	3.8	4.7	5.5	5.6	3.6
Estate Strategy	2.1	22.3	33.7	9.1	10.9
Equipment	0.4	0.1	0.1	0.1	0.1
<b>Total</b>	<b>7.4</b>	<b>29.9</b>	<b>44.1</b>	<b>16.6</b>	<b>16.4</b>

Surrey Capital Programme Funding	Year 1	Year 2	Year 3	Year 4	Year 5
DESCRIPTION	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
Capital Income Surplus brought forward	-	20.6	1.1	-	-
Central Government Grant Received in-year	-	-	-	-	-
Other Capital Receipts	0.3	0.9	0.4	-	-
Estate Strategy Receipts	21.8	-	-	-	10.0
Estate Strategy Borrowing - BTF	-	-	32.3	7.7	-
Estate Strategy Borrowing - NON BTF	-	1.9	1.0	1.4	1.4
Other Borrowing	2.3	3.0	5.1	2.4	-
<b>Total Capital Resources</b>	<b>24.4</b>	<b>26.4</b>	<b>40.0</b>	<b>11.5</b>	<b>11.4</b>
Capital Resources Applied - BTF	1.2	19.5	32.3	7.7	9.5
Capital Resources Applied - NON BTF	6.2	10.4	11.8	9.0	6.9
Capital Resources Carry Forward - BTF	20.6	1.1	-	-	-
Capital Resources Carry Forward	-	-	-	-	-
Revenue Resources brought forward	-	-	-	-	-
Revenue Contributions Received in-year	3.6	4.6	5.6	6.6	7.6
Other External Grants / Conts Received in-year	-	-	-	-	-
Capital & Investment Reserve	-	-	-	-	-
<b>Total Revenue Resources</b>	<b>3.6</b>	<b>4.6</b>	<b>5.6</b>	<b>6.6</b>	<b>7.6</b>
Revenue Resources Applied to Capital	3.6	4.6	5.6	6.6	5.5
Revenue Resources Applied to Revenue	-	-	-	-	-
Revenue Resources Carry Forward	-	-	-	-	2.1
<b>Total Funding Applied</b>	<b>7.4</b>	<b>29.9</b>	<b>44.1</b>	<b>16.6</b>	<b>16.4</b>

## SURREY POLICE GROUP MEDIUM TERM FINANCIAL STRATEGY

## Surrey - Medium Term Financial Forecast Q5

Precept £10 for 1yr then 2.0% with a 0% grant increase, pay inflation at 3%, non pay 2%, tax base 1.6% yr 1 nil in yrs 2-4	2021/22	2022/23	2023/24	2024/25	2025/26
<b>REVENUE COST BASE</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Base budget	250.0	261.7	279.1	278.2	281.4
Pay Inflation	0.6	6.3	4.4	4.4	4.5
Price Inflation	0.9	0.8	1.0	1.0	1.1
Base Assumptions	4.3	4.0	2.0	2.1	2.1
Unavoidable Costs	1.9	1.4	(0.6)	0.0	-
Cost of Change net	(1.2)	0.5	(0.5)	-	-
Service Growth	2.4	1.0	(0.4)	-	-
Estate Strategy Project Expenditure	-	0.6	(0.4)	(1.0)	1.2
Precept Investment	4.1	-	-	-	-
Operation Uplift	5.1	5.7	-	-	-
<b>Total Cost Increases</b>	<b>18.1</b>	<b>20.3</b>	<b>5.6</b>	<b>6.6</b>	<b>8.8</b>
<b>Gross Budget Requirement</b>	<b>268.1</b>	<b>282.0</b>	<b>284.7</b>	<b>284.8</b>	<b>290.2</b>
<b>Annual Savings Requirement</b>	<b>(6.4)</b>	<b>(2.9)</b>	<b>(6.5)</b>	<b>(3.4)</b>	<b>(4.4)</b>
<b>Total Gross Budget</b>	<b>261.7</b>	<b>279.1</b>	<b>278.2</b>	<b>281.4</b>	<b>285.8</b>
<b>FUNDING</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Home Office Grant	72.2	78.5	80.3	80.3	80.3
Revenue Support Grant	32.9	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	1.3	1.7	-	-	-
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)	-	-	-
Specific Reserves -					
Covid19	0.6	0.4	0.4	-	-
Local Council Tax Scheme	(0.4)	-	-	-	-
Estate Strategy	-	1.2	-	-	1.2
Cost of Change	-	2.1	-	-	-
Surplus/(deficit) on Council Tax Collection Fund	(1.0)	0.3	(0.4)	-	-
Base precept	137.0	143.3	150.8	153.8	157.0
Taxbase Improvement	(1.2)	2.3	-	-	-
Precept increase	7.5	5.1	3.0	3.1	3.3
<b>Total Funding</b>	<b>261.7</b>	<b>279.1</b>	<b>278.2</b>	<b>281.4</b>	<b>285.8</b>

## SUMMARY OF ASSUMPTIONS FOR THE MEDIUM-TERM FINANCIAL PLAN

Assumption		2022/23	2023/24	2024/25	2025/26
Capital Grant	£m	£0.00	£0.00	£0.00	£0.00
Main Policing Grant change		0.0%	0.0%	0.0%	0.0%
Revenue Support Policing Grant change		0.0%	0.0%	0.0%	0.0%
New Police Pension Grant		0.0%	0.0%	0.0%	0.0%
Council Tax Support Grant		0.0%	0.0%	0.0%	0.0%
Legacy Council Tax Freeze Grants		0.0%	0.0%	0.0%	0.0%
Operation Uplift Grant	£m	£6.8	£ -	£ -	£ -
Precept		£10	2%	2%	2%
Tax base increase		1.6%	0.00%	0.00%	0.00%
Collection Surplus/(Deficit)	£m	-£0.4	-£0.4	£ -	£ -
Police Staff Pension Employer Contribution rate		16.5%	16.5%	16.5%	16.5%
Police Officer Pension Employer Contribution rate		31%	31%	31%	31%
Police Officer pay inflation		3%	2%	2%	2%
Police Staff pay inflation		3%	2%	2%	2%
Salary Increments	£m	£1.20	£1.00	£1.10	£1.10
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
<b>Maintaining &amp; improving service performance levels</b>	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 &amp; 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>
<b>Pay and price budgets and establishment control</b>	Provision for national pay awards of 3%  Staff turnover and increments based on detailed analysis of current staff profile and trends.  General price inflation of 2%	<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 &amp; Crime Plan and Surrey Police Commitments. The DCC Force Organisational Board will monitor all aspects of the financial and human resources including the recruitment progress and report to the PCC.</p> <p>The risk that prices may rise is mitigated by budget monitoring arrangements, reserves and actively managing spend pressures.</p>
<b>Limits to Precept Increases</b>	£10 for 22/23. With a planning assumption of 2% for future years.	<p>The ability to increase the precept complimented by Operation Uplift Grant has enabled targeted and affordable investment, along with sustaining current services. Although increases of up to £10 are permitted for the next 2 years after 2022/23 for planning purposes an increase of 2% has been assumed subject to PCC approval.</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>
<b>Grant Levels / Spending Review 2021</b>	Government funding for Force increased by 5.7% for 2022/23.  No Capital grant for 2022/23 and beyond.	<p>The Government announced a 3 year spending review in 2021 with the first year being 2022/23 announced in December. This included an increase which was primarily needed to cover the costs of the last year of Uplift and apparently funding for NI.NHS levy. Although the DEL for the Home Office in the spending review does increase there is no confirmation that this increase will filter down to individual Forces. Hence in the absence of any further information it has been assumed that the grant will not increase in future years, especially as Uplift ends in 2022/23.</p> <p>Capital Grant, which was £0.200m in 2021/22, has been reduced to zero in 2022/23 and directed towards national projects. The assumption is that it will not be reinstated.</p>
<b>Funding Formula Review</b>	Change will be phased in to minimise financial impact	<p>The Government has commenced a review of the Funding Formula which is due to report in the autumn of 2022. The Government has committed to review the formula in this parliament but has not committed to implementing it – although they could. Although Surrey currently has the lowest level of funding per head in the country the review it is uncertain whether the review will result in an increase of a decrease in funding as this depends on the parameters used. It has been assumed that any change will be phased in to minimise financial turbulence but there is a risk it could be implemented directly.</p>

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8

<p><b>Council Tax</b></p>	<p>Collection rates advised by individual billing authorities</p> <p>Tax Base – zero growth 22/23 and beyond</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. 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>In 2020/21 due to Covid the Tax Base fell and there appears to have been a recovery in 2021/22. However given the pressures in the economy and Covid it is not certain that this growth will continue and hence zero growth has been assumed for future years.</p> <p>There was support received from Government last year in 2 forms for Covid. The first was specific one off grant of £1.5m to cover reductions in the tax base which may run over several years. £0.4m of this is being used in 2022/23. There was also Collection Fund support which enabled 75% of a deficit (as defined by Government) arising in 2020/21 to be claimed with the ability to spread the remaining loss over 3 years</p>
<p><b>Pandemic</b></p>	<p>Costs – not covered by Government in 2022/23 and beyond</p>	<p>The Force incurred significant costs in 2020/21 for Covid which were covered by Government. Although the impact of the pandemic has reduced costs are still being incurred – however it has been assumed that these will not be covered by the Government. The PCC holds reserves to cover unexpected additional costs should the pandemic return to historic levels.</p>
<p><b>Budget Estimates (Expenditure)</b></p>	<p>Provision for specific on-going cost pressures</p>	<p>The budget estimates including all identified additional costs for 2022/23, 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 Organisational 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> <p>Third party assurance has been gained from engaging CIPFA to review the financial assumptions in the plan</p>
<p><b>Budget Estimates (Expenditure)</b></p>	<p>Provision for Operation Uplift enablement costs</p>	<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 Force Organisational 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>
<p><b>Budget and financial reporting</b></p>	<p>Savings plan £2.9m 2022/23</p> <p>Additional Investment in 2022/23 from Operational Uplift officers</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>Financial monitoring is in place with a rigorous process of monthly review, including close scrutiny by the Chief Constable's Chief Finance Officer, the PCC's Chief Finance Officer and at the monthly DCC chaired Force Organisation Board, at which progress against the investment is reported.</p>

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	Monthly 'Group' budget monitoring	The PCC regularly receives a Financial Report which is on the agenda at the Chief Constable accountability meeting entitled the PCC Performance Meeting.
<b>Future Savings Plan</b>	MTFS includes £14.6m of savings for 2023/24 to 2025/26	<p>Chief officers have commenced on the transformational change required to deliver these savings.</p> <p>Action plans to deliver savings will be developed and 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 required in the first year of the four year plan are within the reserves available but these would be exceeded in subsequent years if not delivered.</p>
<b>National IT Systems</b>	Move to full cost charging without transfer of funding from Home Office	Further potential costs related to the national Home Office charges for IT systems being changed from a grant ratio allowance basis to a Force budget ratio may lead to additional costs for Surrey Police. This could also include charges for training and a new National Police College as well as IT. A PCC and Police group has been established to scrutinise these costs before they are agreed.
<b>Levels of Reserves</b>	Adequate to meet future risks over the MTFS term	<p>Currently used to finance the capital and investment programme and major change initiatives.</p> <p>General Reserve is kept at a minimum of 3% of revenue expenditure in order to mitigate the risk of unplanned demand and unexpected costs. 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 and are inadequate to cover the future savings requirements.</p>
<b>Interest rates, investment and borrowing</b>	<p>Interest rates assumptions</p> <p>Borrowing at fixed rates.</p>	<p>Forecasts of investment income for 2022/23 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>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 <a href="#">Treasury Management Strategy</a> 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>
<b>Income Assumptions</b>	Income budgets reduced for specific items.	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.
<b>Police Pension</b>	Mc Cloud and Sergeant Implementation	<p>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. The assumption is that no further costs will fall on the police fund following the statement below:</p> <p>James Cartlidge MP, Hansard, Second Bill Reading HoC 5 January 2022</p> <p>"The cost of the remedy is estimated to increase pension scheme liabilities by £17 billion, so it is the scheme liabilities that increase. However, that liability will be realised over many decades. It also represents a small</p>

8

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	Pension Scheme valuation – cost neutral	<p>proportion of the total savings of around £400 billion that will arise from the wider reforms to public service pensions. To be absolutely clear, the liability will fall on the Exchequer. I hope that offers clarification.</p> <p>The Police Pension Scheme was last valued in 2016 and resulted in a 10% increase in employer pension contributions to 31.0% from the financial year 2019/20. The additional cost was met by a £2.0m government grant. It is anticipated that the next valuation will result in a reduction in the employer contribution and that any cost reduction up to 10% would be netted off the current grant payment.</p>
<b>LGPS Pension</b>	LGPS reform changes	<p>The recent increase in inflation (CPI) could lead to future actuarial valuations increasing the employer contribution rate.</p> <p>Exit payment restrictions are under consideration by the government to include special severance payments and a £95k cap replacement scheme.</p> <p>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.</p>
<b>Reductions in security grants</b>	Potential reductions in security grants.	MTFP assumes that grants will continue at current level. If subsequently reduced, savings will be made to cover the reduction outside of core savings targets.
<b>Public Order</b>	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 in 2022/23. 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.
<b>Operational Demands</b>	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. <a href="https://recruitment-dcp-dp.org/dorset-police-staff/forensic-capability-network/">https://recruitment-dcp-dp.org/dorset-police-staff/forensic-capability-network/</a>
<b>Capital Programme</b>	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.
<b>Building the Future – New Headquarters</b>	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.
<b>Climate Emergency - Carbon Neutral Pledge</b>		The Force has committed to being carbon-neutral by 2030. This could result in additional costs as the plan to achieve this is developed.
<b>Capital Financing</b>	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

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	asset by asset basis	project spend within the capital and investment planning process and 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.
<b>Regional Partners</b>	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.
<b>National ICT Programmes</b>	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 Force Organisational Board.
<b>Local ICT Programmes</b>	ERP	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 underestimated. The associated risk is the cost of maintaining legacy systems to ensure they remain fully operational.
<b>Risk Management</b>		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).
<b>Non-Pay Inflation</b>		Current inflation planning is at 2% but Bank of England is forecasting inflation to soar above 5% in the Spring 2022. The Force will monitor this through the monthly forecasting process.

8

PROPOSED CHANGE PROGRAM FOR 2022/23

Change Projects for Delivery 2022-23				BUDGET REQUIREMENT - 2022/23										
Bid Reference	Name of Initiative	Force	Reporting Area	Sussex			Surrey			Total (One-Off)				
				Capital	Revenue	DDaT	Capital	Revenue	DDaT	Capital	Revenue	DDaT		
n/a	CHANGE RESERVE	Sussex	Change Delivery / Finance		£500,000				£450,000					
n/a	CHANGE RESERVE	Surrey	Change Delivery / Finance						£450,000					
<b>Obligated</b>														
CS/04/2223	LEDS (Law Enforcement)	National	Corporate Services	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	
CS/09/2223	Data Retention and System Changes	Joint	Corporate Services	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	
CS/11/2223	NDQIS - DA and Sexual Abuse in Children	Joint	Corporate Services			£5,700			£4,747	£0	£0	£0	£10,448	
DDaT/01/2223	P365 Optimisation	Joint	DDaT			£291,405				£242,695	£0	£0	£534,100	
DDaT/05/2223	Niche RMS - additional user licenses	Sussex	DDaT		£210,000	£37,800					£210,000	£37,800	£0	
DDaT/05/2223	Niche RMS - additional user licenses	Surrey	DDaT				£132,000	£37,700			£132,000	£37,700	£0	
DDaT/16/2223	DAM - enhance & optimise	Joint	DDaT		£27,280	£18,550	£70,928	£22,720	£15,450	£58,072	£50,000	£34,000	£130,000	
DDaT/16/2223	DAM - enhance & optimise	Surrey	DDaT						£15,000		£0	£15,000	£0	
SC/04/2223	Altria Upgrade - DDaT budget	Joint	Specialist Crime		£5,456	£11,458			£4,544	£9,542	£0	£10,000	£21,000	
SC/05/2223	Quality Standards Project	Joint	Specialist Crime		£9,821	£14,186	£93,843	£8,179	£1,184	£78,157	£18,000	£26,000	£172,000	
OC/03/2223	PCU ISO Accreditation	Joint	Operations Command		£12,008	£546	£5,728	£9,987	£454		£4,771	£22,000	£1,000	£10,500
DDaT/03/2223	Windows 10 CEP Forward Deployment continuation	Joint	DDaT			£238,378					£198,527	£0	£0	£436,905
C/09/2223	DCS Upgrade Project (part of ESM CP/ESN)	Sussex	Operations		£105,000						£105,000	£0	£0	
C/09/2223	DCS Upgrade Project (part of ESM CP/ESN)	Surrey	Operations					£821,000			£821,000	£0	£0	
C/09/2223	DCS Upgrade Project (part of ESM CP/ESN)	Joint	Operations		£21,824	£21,370	£35,699	£18,176	£18,830	£46,388	£40,000	£41,000	£102,087	
C/08/2223	ESMCP (Emergency Services Mobile Communication Programme)	Sussex	Operations			£21,000					£0	£21,000	£0	
C/08/2223	ESMCP (Emergency Services Mobile Communication Programme)	Surrey	Operations						£1,610,000		£0	£1,610,000	£0	
				£85,928	£43,578	£773,134	£1,012,072	£356,922	£643,900	£1,398,000	£794,500	£1,417,350	£1,417,350	
				£85,928	£43,212	£705,978	£1,012,072	£352,378	£587,970	£1,398,000	£784,500	£1,293,948	£1,293,948	
<b>Operational Necessity</b>														
DDaT/06/2223	Niche RMS - upgrade 2022	Joint	DDaT			£59,955				£49,933	£0	£0	£109,888	
DDaT/10/2223	Digital Asset Management System (DAMS)	Joint	TBC			£27,828				£23,274	£0	£0	£51,102	
ES/01/2223	Access Consolidation	Sussex	Enabling Services		£34,247		£14,317				£34,247	£0	£4,437	
ES/01/2223	Access Consolidation	Surrey	Enabling Services					£22,212		£2,863	£22,212	£0	£2,863	
ES/02/2223	Forcible CCTV Replacement	Sussex	Enabling Services		£300,000	£40,000	£83,200				£300,000	£40,000	£83,200	
ES/04/2223	Vehicle Telematics (Project Veritas)	Joint	Enabling Services (ITS)		£13,640		£24,552	£11,360		£20,448	£25,000	£0	£45,000	
ES/05/2223	Dp Capelin - MTB & Lewes HQ	Sussex	Enabling Services		£50,000		£88,108				£50,000	£0	£88,108	
ES/05/2223	Dp Capelin - MTB & Lewes HQ	Surrey	Enabling Services					£30,000			£30,000	£0	£73,381	
ES/07/2223	Cambury House Redevelopment	Sussex	Enabling Services		£2,280,000	£100,000	£49,000				£2,280,000	£100,000	£49,000	
SC/03/2223	Communications Data - Exploitation and Analysis	Joint	Specialist Crime		£13,126	£48,558			£1,108,74	£40,442	£0	£244,000	£89,000	
SC/01/2223	Digital Forensics (DFT) Programme	Joint	Specialist Crime		£109,120	£25,752	£70,228	£90,880	£2,14,777	£59,072	£200,000	£47,200	£130,000	
SC/02/2223	Prisoner Intelligence Notification Systems (PINS) upgrade - DDaT Budget	Joint	Specialist Crime		£1,819	£7,298			£3,181	£2,272	£0	£7,000	£5,000	
SC/07/2223	eCMS - electronic Quality Management System	Joint	Specialist Crime		£1,458	£18,923			£5,542	£15,977	£0	£21,000	£34,500	
IP/02/2223	Digital Interview Recording (DIR) Phase 3	Joint	Criminal Justice & Custody		£262,923	£105,628	£107,156	£218,975	£87,972	£89,244	£481,908	£193,800	£196,400	
ERP/01/2223	ERP Programme	Joint	ERP			£775,571			£6,48,229			£1,42,700	£0	
OC/04/2223	Taser Asset Cabinets (Chronicle)	Joint	Operations Command		£43,102	£14,186	£20,624	£35,898	£11,814	£1,716	£75,000	£25,000	£37,800	
OC/07/2223	Clearance System Upgrade	Joint	Operations Command		£163,680		£7,966	£136,320		£6,634	£300,000	£0	£14,600	
ES/06/2223	Corporate Finance Management Tool (Planful)	Joint	Commercial & Financial Services			£9,772	£42,670			£8,138	£35,527	£0	£78,207	
C/04/2223	Joint Smart Storm	Joint	Contact		£70,383	£59,360		£38,618	£2,15,840		£129,000	£475,000	£0	
C/11/2223	Smart Storm - decommissioning	Joint	IT Infrastructure				£7,638			£6,562	£0	£0	£14,000	
C/05/2223	Joint Contact & Unified Telephony (JCUT) (Unified Contact)	Joint	DDaT			£66,360	£16,388		£5,56,640	£1,632	£0	£1,225,000	£30,000	
C/10/2223	Airwave Resilience & Continuity Programme	Sussex	Operations		£1,200,471		£42,696				£1,520,471	£0	£42,666	
C/10/2223	Airwave Resilience & Continuity Programme	Surrey	Operations						£345,384		£35,534	£0	£35,534	
				£5,047,567	£2,381,603	£7,22,203	£949,647	£1,866,907	£491,381	£5,997,214	£4,248,510	£1,213,584	£1,213,584	
				£4,027,860	£774,858	£2,413,233	£528,454	£5,62,052	£200,584	£4,556,314	£1,336,910	£442,307	£442,307	
				Sussex			Surrey			Combined Force Total				
				Capital	Revenue	DDaT	Capital	Revenue	DDaT	Capital	Revenue	DDaT		
				£7,060,475	£4,084,229	£1,860,871	£3,316,739	£3,030,008	£1,447,310	£10,377,214	£7,114,237	£3,308,181		
					£493,495			£411,005			£904,500			
<b>NOTE 1: all totals INCLUDE Reserve</b>				£7,060,475	£3,590,734	£1,860,871	£3,316,739	£2,619,003	£1,447,310	£10,377,214	£6,209,737	£3,308,181		
<b>NOTE 2: all sub-totals INCLUDE relevant Savings</b>				£2,846,686	£1,833,885	£688,238	£1,776,214	£1,538,337	£470,688	£4,422,900	£3,372,222	£1,158,926		
				£4,413,788	£1,756,848	£1,172,633	£1,540,526	£1,080,666	£976,622	£5,954,314	£2,837,515	£2,149,255		
				£4,413,788	£2,929,482		£1,540,526	£2,057,288		£5,954,314	£4,986,769			

## SURREY POLICE AND CRIME PANEL

### 4 February 2022

# PERFORMANCE AND ACCOUNTABILITY MEETINGS

## 1 SUMMARY

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. Lisa Townsend has set up a governance framework to discharge this duty. The main part of this framework is to hold six-weekly meetings where the Chief Constable formally 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 meeting is a private meeting to allow detailed scrutiny of resources and efficiency plans as well as sensitive performance issues. This is called a Resources and Efficiency Meeting.

Every other meeting is normally webcast for the public and partners to view and is focussed on performance and areas of particular public interest – called Accountability and Performance Meetings. The PCC chairs the meetings which are 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 to demonstrate that arrangements for good governance and scrutiny are in place.

## 2 RECOMMENDATIONS

The Police and Crime Panel note the update on the Accountability Meetings.

## 3 DETAIL

Since the last report on performance meetings to the panel, two meetings have been held on 16 November 2021 and 4 January 2022.

## 16 November 2021 – Private Resources and Efficiency Meeting

Agenda items were:

- Performance Report
- Finance Report 2021/22
- Budget and Workforce Planning 2022/23
- Occupational Health
- Environmental Strategy
- Prudential Indicators
- Smartstorm
- Change Governance Structure
- Enterprise Resource Planning

Under the **performance report** a decline in confidence in some categories was discussed. Some boroughs have been impacted more than others and the force has been extremely busy over the summer/ autumn which has impacted response times.

In the Contact Centre, the average response to 101 was reported to be 3 mins, with longer wait times at peak demand times. Response times to digital 101 contact will be added to the scorecard and data can also be found on callers who ring off once they have heard the digital signpost. Digital call handlers are redeployed onto telephone calls at busy times to reduce waiting times. Surrey still performs better than other forces and the response to 999 calls is consistently good. Use of the digital service, or 999 if appropriate, continues to be promoted.

The latest **finance** position was presented and noted with no significant changes to previous reports. Workforce plans for 2021/22 were on track with planned growth expecting to be achieved by the end of March 2022.

The initial report to discuss the **budget and workforce plans** for 2022/23 was presented by the force Finance Director. Continued pressure is linked to the budget and savings over the coming years will be made through reduction in police staff, although frontline services must be maintained. Remuneration is such that the force may struggle to recruit and retain staff.

Clarity is required around where savings will be made and what services to Surrey residents will be reduced. The need to link back to, and fund, the aspirations included in Police and Crime Plan framework and to maintain levels of service was highlighted. The funding gap may be addressed by increasing the vacancy rate, transformational change in areas such as People Services, uplifting resource, and precept. Expectations on finances will be realised mid-December and it was agreed that a pay increase of 3% be built into the budget.

The PCC asked the force to be clear about the financial and operational impact of a £10 band D precept increase and a £5 increase.

A report was presented on the **Occupation Health** team and current demand. There is currently a long wait for services of 7 weeks, but it was hoped new recruits to the team will address the wait. National Police Wellbeing Service Oscar Kilo evaluation continues to benefit colleagues by identifying successful services, such as early intervention and the broader work through the wellbeing board.



An update was received on the force **Environmental Strategy**. The strategy is built into the works being undertaken in Building the Future programme and the governance and reporting will be in place once an environmental manager is recruited.

The latest **Prudential Indicators** were noted and agreed.

**Smartstorm** is a Command and Control system that is being brought into Surrey Police. It is already used by Sussex Police and Surrey bringing it in at the same system will facilitate more collaborative working. In addition, the current Surrey Police system is outdated and Smartstorm will reduce re-keying requirements. A report was provided on progress and predicted go live dates. It was agreed that caution be taken over go live timings as the complexity of the four testing scenarios may have been underestimated. Functionality has been well received.

The force structures for **governing change programmes** are being changed and a report was provided on the changes. Surrey OPCC requires an update from a financial standpoint and on the priority levels for the change programme cycle, and it was agreed that OPCC for both forces should have input.

A presentation was provided on the progress on the development of a new **Enterprise Resources Planning** system. This included 3 options for the future of ERP. Financial decisions will be made around March 2022. Regular data will be provided to OPCCs of both forces. It was agreed that the correct solution must be found in this rapidly revolving market.

Under AOB, the development of the new **Police Funding Formula** was discussed and the need for both the Chief Constable and PCC to be taking part on national discussions and providing an input on the Surrey Position was underlined.

#### ***4 January 2022 – Private Resources and Efficiency Meeting***

Agenda items were:

- Performance Report
- Disproportionality
- Value for Money
- Budget and Precept 2022/23

The Chief Constable (CC) presented the **Performance Report** and noted that the current biggest risk to the force is the reduction in clear-up rates. It is anticipated that the new investigation teams set up in November 21 and further training for the workforce should go some way to addressing this. Victim satisfaction may also be improved by focussing on prevention of crime and increasing the number of Out of Court Disposals.

The DCC confirmed Surrey Police is currently mid table for clear-up rates but the aim is to be in the top quartile. Complexity and timescales for file building is a contributing factor and there are two pieces of work underway in this regard: an investigative structure review and a back to basics approach for file quality.

The PCC asked why satisfaction levels of Domestic Abuse (DA) victims have reduced. The CC advised this may be based on the change in public opinion toward Policing, how victims are kept informed and whether practical actions are made in domestic abuse situations. This is to be reviewed. The DCC commented that over the last quarter, victim

satisfaction has increased. There was an action for the force to carry out deep dive into DA victim satisfaction, particularly around initial contact.

The rate of vehicle crimes solved at 1.4% was discussed. The CC confirmed that the focus in this category is on prevention, but this type of volume crime is often due to lack of owner security. The focus remains on vehicle crime carried out by organised crime groups.

A report on **disproportionality** was presented- particularly focussing on stop and search, use of force and workforce representation. Reported figures currently use Census data, which may not be representative of the population. Internal checks are in place in Surrey which have led to improvements – there is real energy, passion and optimism for a change in 2022. The report presented was generally good news as Surrey is outperforming in the recruitment and retention of female officers and those from Black, Asian and Minority Ethnic groups. Work is continuing around attrition rates for Black and Ethnic Minority officers. The force is now more representative of Surrey's demographic.

**Value for Money** analysis presented was based on HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) value for money data and used to identify areas that are cost outliers. Reviews have been commissioned from flagged areas to identify potential savings. The Finance Director is working with others to collect further data on the costs of the Surrey/Sussex collaborative services. The PCC asked about particular spend areas, including Communications, Custody and Training. It was pointed out it is difficult to get an accurate comparison of average spend as Surrey is a small force and therefore doesn't benefit from the economies of scale that other forces do. The PCC asked to see the outcomes of the further reviews.

The main item of the meeting was to discuss **the Budget and Precept proposals for 2022/23**. The results of those discussions are presented in a separate report to the panel. There was an action to have a wider conversation in early 2022/23 to review potential longer-term savings to meet the future financial challenges.

Under AOB, the current impact on force resources from Covid was discussed and was not as bad as anticipated.

Planned future meetings are:

- 31 January 2022 – Public Accountability and Performance Meeting
- 28 March 2022 - Private Resources and Efficiency Meeting
- 16 May 2022 - Public Accountability and Performance Meeting
- 7 July 2022 - Private Resources and Efficiency Meeting
- 19 September 2022 - Public Accountability and Performance Meeting
- 8 November 2022 - Private Resources and Efficiency Meeting
- 20 December 2022 - Public Accountability and Performance Meeting

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

**SURREY POLICE AND CRIME PANEL****PCC Forward Plan and Key Decisions****4 February 2022****SUMMARY**

This report provides information on the key decisions taken by the PCC from November 2021 to present and sets out details of the Office's ongoing Forward Plan for 2021/2022.

**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 her to discharge her statutory responsibilities, take decisions and hold the Chief Constable to account. The PCC will keep this system under review to ensure it remains fit for purpose. It is reviewed on an annual basis.

**Forward Plan 2021/2022**

The PCC gives advance notice to the public of when certain decisions will be taken or key pieces of work undertaken through the publication of a forward plan. This plan is updated on a regular basis by all staff within the OPCC for their relevant areas of work. A copy of this plan can be found on the PCC's website and is shown at Appendix A. Some, but not all items on the forward plan will result in the publication of a 'key decision'.

**Decisions: Making and Publicising Key Decisions**

The PCC is required by the Elected Local Policing Bodies (Specified Information) Order 2011 (as amended), to publish a '*record of each decision of significant public interest arising from the exercise of the (the PCC's) functions*'. We refer to these as "key decisions" and these are published on our website so they can then be scrutinised by the public and the Police and Crime Panel (PCP).

Detailed information on each key decision is 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.

All key decisions are recorded on our decision log. The PCC has signed off eight key decisions since the last Panel meeting in November 2021 (see Appendix B). The table now includes a column on spend as requested by the Panel at their June meeting.

**RECOMMENDATIONS**

The Panel is asked to note the report.

**LEAD OFFICER:** Sarah Gordon, PA to the PCC

**TELEPHONE NUMBER:** 01483 630 200

## Appendix A - OPCC FORWARD PLAN

DATE	TITLE	KEY DECISION/ ACTION	LEAD OFFICER	DECISION NOTICE?
May 2021	Contacts Update	To update contact lists following elections (MPs/council leaders etc.)	PA	N
May 2021	PCC Elections			N
May 2021	PCC to Approve Expenses schemes	Decision Published	RL	Y
May 2021	Community Safety Fund Grants	Decisions published on grants	SH	Y
May 2021	Input to GDPR audit	For consideration by Audit Cttee	JB/ RL	N
June 2021	Deputy PCC if required, or set out alternative cover arrangements	To June panel for confirmation hearing	AB	Y
May - July	Procurement to design phase new website	PCC appraised, considerations logo, branding, accessibility	NR/JS	N
June 2021	Code of Conduct	PCC and DPCC to sign up	AB/ JB	N
July 2021	Pension Board – 22/07/2021	Agenda and Papers	RL/KM	N
July 2021	Annual Report	Published	JB/ NR	N
July 2021	Draft Financial Statements for 2020/21	CFO to approve	KM	N
July 2021	Joint Audit Committee – 28 <sup>th</sup> July 2021	Agenda and Papers	SG	N
July 2021	CIPFA Return		RL/KM	

DATE	TITLE	KEY DECISION/ ACTION	LEAD OFFICER	
Autumn 2021	Police and Crime Plan 2021-2025	Developed and to panel before publication	JB/AB/ PCC	Y
September 2021	GDPR Annual Refresher Training		JB/ RL	N
September 2021	End of term of office for 2x independent members of misconduct hearings		SM	N
September 2021	Extraordinary Joint Audit Committee	Sign off of Statement of Accounts 2020/2021	SG	Y
September 2021	Review Contract Standing Orders (not reviewed as part of Scheme of Governance)		KM	Y
October 2021	OPCC Budget Setting to begin	Paper for PCC approval	RL/KM	Y
October 2021	Joint Audit Committee – 20 <sup>th</sup> October 2021	Agenda and Papers	SG	N
October 2021 – February 2022	Data Cleansing Exercise re Data Migration to SharePoint	Review all data stored and delete items not current or required to keep under Retention Schedule	ALL STAFF	N
November 2021	Annual Equity Loan Letter		RL	N
November 2021	Pension Board 10/11/2021	Agenda and Papers	RL	N
December 2021	Agree process for appointing JAC Deputy	In agreement with JAC chairman	AB/KM	Y
January 2022	Joint Audit Committee – 26/01/2022	Agenda and Papers	SG	N
January 2022	ICV Annual Training	Training Day	ED	N
January 2022	Pension Board 02/02/2022	Agenda and Papers	RL	N
Feb/March 2022	Related Party Disclosures and Interests	Annual update	SG	N
January 2022	ICV Annual Training	Training Day	ED	N

DATE	TITLE	KEY DECISION/ ACTION	LEAD OFFICER	
March 2022	End of Year processing		RL/KM	N
<b>Key</b>	<b>Shaded Decision/Action indicates complete</b>			

## Appendix B - OPCC Decision Log 2021

Decision no.	Title	Date Submitted to PCC	Lead officer	Agreed by PCC	Date Agreed	Protective marking (OFFICIAL/OFFICIAL SENSITIVE)	Published on website?	Spend/Amount
45	IRIS Clinical Lead Funding	10/11/2021	Damian Markland	Yes	10/11/2021	Official	Yes	£8,840.00
46	Collaboration Agreement for the procurement and delivery of forensic and analytical services to the West and Southern Coast Consortium (WSCC)	22/11/2021	Alison Bolton	Yes	22/11/2021	Official	Yes	N/A
47	Community Safety Fund Applications – September 2021	25/11/2021	Sarah Haywood	Yes	25/11/2021	Official	Yes	£44,800.00
48	Community Safety Fund Applications – November 2021	25/11/2021	Sarah Haywood	Yes	25/11/2021	Official	Yes	£48,368.97
49	Community Safety Fund Applications - December 2021	13/12/2021	Sarah Haywood	Yes	15/12/2021	Official	Yes	£4,000.00
50	Community Safety Fund Applications - December 2021 2	14/12/2021	Sarah Haywood	Yes	14/12/2021	Official	Yes	£20,000.00
51	Community Safety Fund Application DHRs	16/12/2021	Sarah Haywood	Yes	14/12/2021	Official	Yes	£10,100.00
52	Vehicle Donation - Brooklands Museum, volunteer Firefighters/Ambulance crew	16/12/2021	Rachel Lupanko	Yes	16/12/2021	Official	Yes	£2,883.05

**Total: £138,992.02**



## SURREY POLICE AND CRIME PANEL 4 FEBRUARY 2022

### COMMISSIONER'S QUESTION TIME

#### 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:** Benjamin Awkal – Scrutiny Officer, Surrey County Council

**TELEPHONE NUMBER:** 07816 091463

**E-MAIL:** [benjamin.awkal@surreycc.gov.uk](mailto:benjamin.awkal@surreycc.gov.uk)

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## SURREY POLICE AND CRIME PANEL 4 FEBRUARY 2022

### COMPLAINTS RECEIVED SINCE THE LAST MEETING

#### SUMMARY

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

#### RECOMMENDATIONS

The Police and Crime Panel is asked to:

- (i) Note the content of the report.

#### 1.0 INTRODUCTION AND BACKGROUND

- 1.1 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 make Surrey's Police and Crime Panel responsible for overseeing complaints made about the conduct of the Police and Crime Commissioner.
- 1.2 Where a complaint is received by the Panel<sup>1</sup>, 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.

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

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

### **3.0 COMPLAINTS RECEIVED SINCE THE LAST MEETING**

- 3.1 Since the last Panel meeting, four complaints relating to the conduct of the Police and Crime Commissioner for Surrey have been received – three of which relate to the same conduct. Supporting comments have been invited from the three people who have made complaints regarding the same conduct. The other complaint was subsequently discontinued by the complainant.

### **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 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:** Benjamin Awkal, Scrutiny Officer - Surrey County Council

**TELEPHONE NUMBER:** 07816 091463

**E-MAIL:** [benjamin.awkal@surreycc.gov.uk](mailto:benjamin.awkal@surreycc.gov.uk)

## SURREY POLICE AND CRIME PANEL 4 FEBRUARY 2022

### RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

#### 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 Forward 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 Recommendations Tracker and to discuss the Work Programme to ensure the timeliness of reports to future meetings.

#### APPENDICES

Appendix 1: Recommendations Tracker  
Appendix 2: Forward Work Programme

**LEAD OFFICER:** Benjamin Awkal – Scrutiny Officer, Surrey County Council

**TELEPHONE NUMBER:** 07816 091463

**E-MAIL:** [benjamin.awkal@surreycc.gov.uk](mailto:benjamin.awkal@surreycc.gov.uk)

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**APPENDIX 1 - SURREY POLICE & CRIME PANEL  
RECOMMENDATIONS TRACKER - 4 FEBRUARY 2022**

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
June 2020	Police and Crime Plan 2018-2020 – Progress	<b>R17/20</b> - 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 - 01/09/21 - 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 once finalised.</p> <p>10/11/21 - This remains work in progress and is being considered alongside the ongoing work to determine the future location of the Force's HQ.</p>	Ongoing

November 2020	Home Office Review of Police & Crime Commissioners - Part One	<b>R46/20</b> - 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	<p>9/12/20 - 05/03/21 - 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.</p> <p>16/06/21 - Part 1 of the PCC review has been published and made a commitment that, as part of the second half of the PCC review, the Government will consult on giving a General Power of Competence (as afforded to Local Authorities) to all PCCs, to potentially help PCCs with the role they play in the wider crime and criminal justice landscape.</p> <p>01/09/21 - Part Two of the PCC review has started (27 July 2021).</p> <p>10/11/21 - The Home Office is currently consulting on the possibility of giving PCCs a GPC and it would seem sensible to explore this issue once the consultation has concluded.</p>	Ongoing
March 2021	Hate Crime	<b>R8/21</b> - The PCC will look into the results of Surrey Fire and Rescue Services' joint initiative in which residents could walk into designated fire stations to report hate crimes and look at extending that initiative to Borough and District Councils who he worked closely with.	OPCC	<p>16/06/21 - Response from Surrey Police:</p> <p>The initiative stalled due to the Covid pandemic, and will be looked at again to progress once the Force is able to.</p> <p>01/09/21 and 10/11/21 - This project is still on hold.</p>	Ongoing



June 2021	Surrey Police Group Unaudited Financial Report for 2020/21	<b>R11/21</b> - The CIPFA report concerning the review of Surrey Police's Capital projects, particularly ICT projects as well as the static acoustic cameras - see item 43/21, third paragraph - will be provided and the PCC would consider ways of moving the previous PCC's commitment along regarding the static acoustic cameras.	OPCC	01/09/21 - CIPFA has been engaged to do a review of all Force's projects not just ICT. The work is still ongoing  10/11/21 - The CFO has looked into this and there is no CIPFA report on ICT projects to share.	Ongoing
June 2021	Surrey Police and Crime Panel Annual Report 2020-2021	<b>R14/21</b> - Panel members will look at using the Panel's Annual Report 2020-21 the report to publicise the work of the Panel to their respective Borough and District Councils, and local areas; and look to publicise the work of the Panel further.	Panel Members	Panel members to provide an update.  15/09/21 – Panel members were reminded of this action at the Panel meeting.	Ongoing
June 2021	Re-establishment of the Complaints Sub-Committee 2021/22	<b>R16/21</b> - A review of the Complaints Protocol will be undertaken.	Committee Manager (SCC)/Complaints Sub-Committee	03/09/21 and 10/11/21 - OPCC to provide changes and to liaise with Committee Manager (SCC), Director of Law and Governance (SCC) and Complaints Sub-Committee.	Ongoing

<p>September 2021</p>	<p>Building the Future Update</p>	<p><b>R23/21</b> - An in-depth report will be provided to the Panel in due course following the Strategic Estates Assessment on what RIBA Stages 4-8 would entail including:</p> <ul style="list-style-type: none"> <li>- the aligning of the Surrey Police Estates Strategy and the Surrey Police Housing Strategy: including decisions around the Eastern Operating Base in Reigate/Reigate Police Station, Woking Police Station, the Dog School, covert operations, agile working.</li> <li>- the timescales between the Stages.</li> <li>- how the financing of the Programme would be reviewed and the impact of the Medium Term Financial Plan 2021/22 to 2025/26, the overall costs and budget so far (see action 2), including for each of the two options for the new headquarters - to remain at and redevelop Mount Browne or to carry on with delivering the new</li> </ul>	<p>OPCC</p>	<p>10/11/21 - The OPCC Chief Executive will liaise with the Committee Manager (SCC) to establish an appropriate date for this information.</p> <p>24/11/21 - The detailed report on the Building the Future Programme should now reflect the decision for the Surrey Police headquarters to remain at Mount Browne, Guildford.</p> <p>An update on the Programme will be provided at the April Panel meeting as there will be more to update Panel Members on.</p> <p>17/1/22 – A site visit to Mount Browne has been organised for Panel Members on Wednesday, 23 March 2022.</p>	<p>Ongoing</p>
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		headquarters at the Leatherhead site.			
September 2021	Commissioner's Question Time	<b>R32/21</b> - The PCC will look into whether there is a specific timeline of the review of the Surrey Police CCTV Strategy, so Panel members could share the outcome with Surrey's Districts and Borough Councils.	PCC	10/11/21 - The PCC is aware of the concerns and frustrations relating to CCTV. The OPCC have requested a full update at a performance meeting with the Chief Constable in January and are working in the interim to get answers to some of the questions asked by District and Boroughs. We hope to provide a full update in the new year.	Ongoing
September 2021	Commissioner's Question Time	<b>R34/21</b> - The Panel will consider scrutinising how CCTV could be used effectively in Surrey.	Panel members/Scrutiny Officer (SCC)	10/11/21 - A research briefing is being prepared, looking at: <ul style="list-style-type: none"> <li>- Different approaches to CCTV across Surrey's Boroughs and Districts.</li> <li>- Approaches to CCTV nationally by other counties.</li> </ul>	Ongoing
November 2021	Surrey Police Group Financial Report for Month Six Financial Year 2021/22	<b>R37/21</b> - The Chief Finance Officer (OPCC) will update the Finance Sub-Group on the potential reductions around police staff, once the Government's financial settlement for the upcoming year is confirmed.	Chief Finance Officer (OPCC)		

November 2021	Draft Police and Crime Plan 2021-2025	<b>R38/21</b> - Following its development, the new Force balanced scorecard will be provided at the next Panel meeting.	OPCC		February 2022
November 2021	Draft Police and Crime Plan 2021-2025	<b>R39/21</b> - The Panel to consider the PCC's offer for the head of the Roads Policing Unit (RPU) to present to the Panel.	Panel		
November 2021	Anti-Social Behaviour	<b>R43/21</b> - The OPCC will look to provide background information on the statistics presented in the chart which showed the overall satisfaction of the Force and across the District and Boroughs over the past year.	OPCC		
November 2021	Anti-Social Behaviour	<b>R44/21</b> - The PCC will look into which borough and district councils in Surrey had signed up to the ASB Pledge and will email the Panel accordingly.	PCC		
November 2021	Performance Meetings	<b>R45/21</b> - The Chief Executive (OPCC) will look into possible future visits for the Panel to the Contact Centre - taking into account the Covid-19 situation. -	CEX (OPCC)		

November 2021	Performance Meetings	<b>R46/21</b> - All the routes of communication will be collated and included in the statistics for the 101 service, particularly the statistics around Facebook Messenger within the digital 101 service.	OPCC		
November 2021	OPCC Commissioning Update	<b>R47/21</b> - The Panel will receive the OPCC's new commissioning strategy in due course.	Head of Policy and Commissioning (OPCC)		

## Completed Actions/To be Deleted

September 2021	Surrey Police Recruitment and Workforce Planning Update	<p><b>R26/21</b> - The PCC will consider the Panel member comment around providing a breakdown of the police officer allocation to each of Surrey's Districts and Boroughs, noting the difficulty as the allocation was not uniform nor static.</p> <p>- Panel members will consider raising the operational issue at the informal Panel meeting with the Chief Constable in October.</p>	PCC/OPCC  Panel members/Committee Manager (SCC)	<p>10/11/21 - The PCC has asked Surrey Police for this information which is being worked on and will be provided to members once available.</p> <p>25/11/21 - See Annex 1 which was circulated to the Panel.</p> <p>27/10/21 – Panel members considered this.</p>	November 2021  October 2021
November 2021	Public Questions	<b>R36/21</b> - The PCC will provide a written response to the supplementary question.	PCC	20/01/22 – A written response has been provided and is attached as Annex 2.	January 2022
November 2021	Draft Police and Crime Plan 2021-2025	<b>R41/21</b> - The letter of response collating Panel members' comments will be drafted and sent to the Police and Crime Commissioner for Surrey to have regard to.	Committee Manager (SCC) / Scrutiny Officer (SCC)	<p>3/12/21 - The Panel's letter of response was sent to the PCC.</p> <p>6/12/21 - The PCC's letter of response was sent to the Panel.</p>	December 2021
November 2021	Draft Police and Crime Plan 2021-2025	<b>R40/21</b> - The PCC to look into the previous Surrey police panel meetings.	PCC	5/01/21 – See Annex 3 for the response.	January 2022
November 2021	Anti-Social Behaviour	<b>R42/21</b> - The OPCC will look to provide updates concerning	OPCC	20/01/22 – The OPCC has provided responses to the queries raised and they are attached as Annex 4.	January 2022

		<p>queries raised around the Community Trigger process:</p> <ul style="list-style-type: none"><li>- Whether the PCC supports the twelve recommendations within the report on Anti-Social Behaviour – Living a Nightmare and whether those recommendations are being followed up nationally.</li><li>- How many Community Trigger meetings have taken place in Surrey, how many of those has the PCC attended and what were the outcomes.</li></ul> <p>Whether there are national statistics on whether the Community Trigger process is effective.</p>			

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**Police & Crime Panel Briefing Note**

<b>Required for:</b>	Surrey Police & Crime Panel
<b>Security Classification:</b>	<b>Official</b>
<b>Handling information if required:</b>	
<b>Suitable for publication:</b>	Yes
<b>Title:</b>	Action R26/21 Update
<b>Version:</b>	1
<b>Purpose:</b>	To provide the Police and Crime Panel with an update regarding action R26/21 “The PCC will consider the Panel member comment around providing a breakdown of the police officer allocation to each of Surrey’s Districts and Boroughs, noting the difficulty as the allocation was not uniform nor static.”
<b>ACPO / Strategic Lead:</b>	DCC
<b>NDM / OSARA compliance:</b>	Yes
<b>Date created:</b>	9 <sup>th</sup> November 2021
<b>Date to be reviewed:</b>	

<b>AUTHOR:</b>	
<b>Name:</b>	Dave Mason
<b>Job Title:</b>	Head of Service Improvement
<b>Telephone number:</b>	01483 630129
<b>Email address:</b>	strategic.planning@surrey.pnn.police.uk



**What are the Policing Principles?**

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

## Introduction

At the September 2021 meeting of the Police and Crime Panel, an action was taken, as noted below. This paper seeks to answer that action, and provide some context around the allocation of resources.

*R26/21 - The PCC will consider the Panel member comment around providing a breakdown of the police officer allocation to each of Surrey's Districts and Boroughs, noting the difficulty as the allocation was not uniform nor static.*

## Operational Context

When considering the allocation of resources across Surrey Police, it is worth noting the three levels at which officers and staff are deployed. Some officers and staff will be based at a borough and district (B&D) level, working just within that locality on local issues. Some teams will be organised at a divisional level (the divisions and their constituent Bs&Ds are set out in the tables overleaf) to give greater resilience and flexibility in what would otherwise be very small teams at a B&D level. Finally, some teams are organised at a forcewide level, where the degree of specialism is such that a forcewide response is appropriate; often in terms of resilience, and developing and maintaining expertise.

Examples of the teams and roles at each level include:

- Boroughs and Districts
  - Safer Neighbourhood Teams (Neighbourhood Specialist Officers (NSOs), PCSOs etc.)
  - Neighbourhood Policing Teams (incident response and volume crime investigation)
- Divisions
  - Criminal Investigation Department (more complex crime investigation)
  - Domestic Abuse Team
  - Child Abuse Team
  - High Harm Perpetrators Units (focused on more serious offenders)
- Forcewide / Collaborated
  - Major Crime Team (homicides, kidnaps etc.)
  - Serious and Organised Crime Team (organised criminality, e.g. drugs, modern slavery etc.)
  - Sexual Offences Investigation Team (primarily investigating rapes)
  - Forensics
  - Intelligence
  - Firearms, Roads Policing, Dogs
  - Contact & Deployment (Contact Centre and Force Control Room)

Examples of operational police staff roles critical to supporting their warranted colleagues can be found at each of these levels; including PCSOs at a borough and district level, police staff investigators based at a divisional level to free up officers to be visible to public, and police staff in specialist forcewide or collaborated teams who analyse complex data or carry out forensic analysis of computers and telephones.

Therefore, while every crime will take place on a particular district or borough, the response to that crime will come from a range of teams operating at all three levels. For example, a burglary committed in Woking will receive a response from the borough-based Neighbourhood Policing Team (NPT), and the area may well receive increased patrols and crime prevention advice from the local Safer Neighbourhood Team. The burglary itself, however, may be investigated by a divisional CID officer, supported by operational police staff from forcewide teams such as Forensics and Intelligence. In exactly the same way, if a person is arrested for an offence of domestic abuse in Reigate, they will likely be arrested by a borough-based officer from R&B NPT, interviewed by a divisional officer from the Domestic Abuse Team, and managed in custody by Sergeants and police staff Detention Officers from the forcewide Criminal Justice department.

### Allocation of Staff

Bearing in mind the three levels discussed above, and the way in which officers and staff from each work together to respond to crimes, the number of officers and staff allocated to each borough or district provides only a limited view of the resources available to the public, and it is impossible to give an accurate assessment of the numbers of officers and staff serving the public for each borough or district.

The tables below, however, show the numbers of officers and staff directly aligned to each borough, district and division at the current time.

	<b>Officers</b>
<b>Locally based (Divisions)<sup>1</sup></b>	<b>1,400</b>
<b>Force-wide teams<sup>2</sup></b>	<b>703</b>
<b>Total</b>	<b>2,103</b>

<b>Borough/District &amp; Division</b>		<b>Officers</b>	<b>PCSOs</b>
Epsom and Ewell	Safer Neighbourhood Teams and Neighbourhood Policing Teams	53	10
Mole Valley		53	6
Reigate and Banstead		118	17
Tandridge		69	7
Divisionally based	CID, Domestic Abuse & Child Abuse	161	
<b>Total East Division</b>		<b>454</b>	<b>40</b>
Elmbridge	Safer Neighbourhood Teams and Neighbourhood Policing Teams	88	12
Runnymede		78	11
Spelthorne		84	10
Divisionally based		CID, Domestic Abuse & Child Abuse	142
<b>Total North Division</b>		<b>392</b>	<b>33</b>
Guildford	Safer Neighbourhood Teams and Neighbourhood Policing Teams	127	16
Surrey Heath		59	10
Waverley		60	10
Woking		79	10
Divisionally based	CID, Domestic Abuse & Child Abuse	170	
<b>Total West Division</b>		<b>495</b>	<b>46</b>
<b>Total Local Resources</b>		<b>1,341</b>	<b>120</b>

<sup>1</sup> The number of officers assigned to divisions is 1,400. Approximately twenty on each division are in roles such as senior management teams and very small specialist teams not counted within the second table, but operating at a divisional level.

<sup>2</sup> These officers include roles in teams mentioned on page 1, such as specialist detectives, firearms and roads policing officers etc.

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## SURREY POLICE AND CRIME PANEL – 24 NOVEMBER 2021

## PROCEDURAL MATTERS – PUBLIC QUESTIONS AND RESPONSES

**1. Supplementary question submitted by Zöe Franklin**

A supplementary question was asked by the Committee Manager (SCC) on behalf of Zöe Franklin who was unable to attend and the response can be found below.

- *Supplementary question asked on behalf of Zöe Franklin:*

While I thank the Police and Crime Commissioner for her response and the detail she has provided on local service uplifts in 2020/21 I am disappointed that she has not pressed the Government further on the delay to the information campaign. While I agree that it is important that any campaign gets the tone and content right, there are many excellent organisations that I'm sure would be willing to work with the Government to deliver the campaign given the clear urgency of it.

In terms of a supplementary question, I note that the PCC has not indicated whether the new trauma informed training will be inclusive of the trans community – despite my specific reference in the question. I would be grateful if she could outline how inclusivity of trans people, and other members of the LGBTQI+ community, is being ensured and who are the external experts providing the training?

*Response:*

The PCC noted that she had been liaising with the Home Secretary, the Minister for Crime and Policing and the Association of Police and Crime Commissioners' (APCC) National lead for Victims and Serious Organised Crime; there was an enormous amount of work going on to address Violence Against Women and Girls (VAWG).

The Head of Policy and Commissioning (OPCC) explained that:

- Surrey Police (the Force) has a rolling programme of Equality, Diversity and Inclusion (EDI) professional development and training which contributes to creating a culture where inclusivity is embedded into all aspects of its operations. This consists of a range of mandatory online training programmes accessible through College of Policing, as well as both formal and informal face to face training and learning opportunities within force with input from people in the organisation (including staff networks) and in our communities with cultural competence. The force also engages with other specialist organisations for further independent assessment and advice to inform its approach for all communities. The Inclusion team regularly publish articles on the homepage on the force Intranet to coincide with celebration events to fostering a greater understanding of the needs of all communities, for example Disability History month, Intersex Awareness Day and Black History month.

- The Force is innovative in terms of trauma-informed practice having invited Dr Kristine Hickle from the University of Sussex to train officers and staff in understanding the impact of traumatic experiences on people's daily lives alongside their capacity for growth, healing and resilience. For professionals, working with traumatised individuals and families can be very challenging, particularly in the context of organisations and wider systems that leave them feeling ill-equipped and under-resourced to meet the needs of people in their care. As a result, professionals may experience vicarious trauma. Through a framework of trauma-informed practice, Dr Hickle is developing capability within Surrey Police through explaining techniques for improving safety, stability, resilience, and well-being for the officers/staff themselves, as well as colleagues, and the individuals and communities they will encounter in their work.

**R40/21** - The PCC to look into the previous Surrey police panel meetings.

*Response:*

Surrey Neighbourhood Policing Meetings replaced the previous Police Community Partnership Group (PCPG) meetings in 2007. When the local policing model changed several years ago, and in recognition of changing public preferences for engagement, these meetings moved to need and issue based. Surrey Police now holds panels when there is a community issue or request. They also hold Beat Meetings or Street Meetings as well as Facebook engagement.

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## Police and Crime Panel Action Update

**R42/21 - The OPCC will look to provide updates concerning queries raised around the Community Trigger process:**

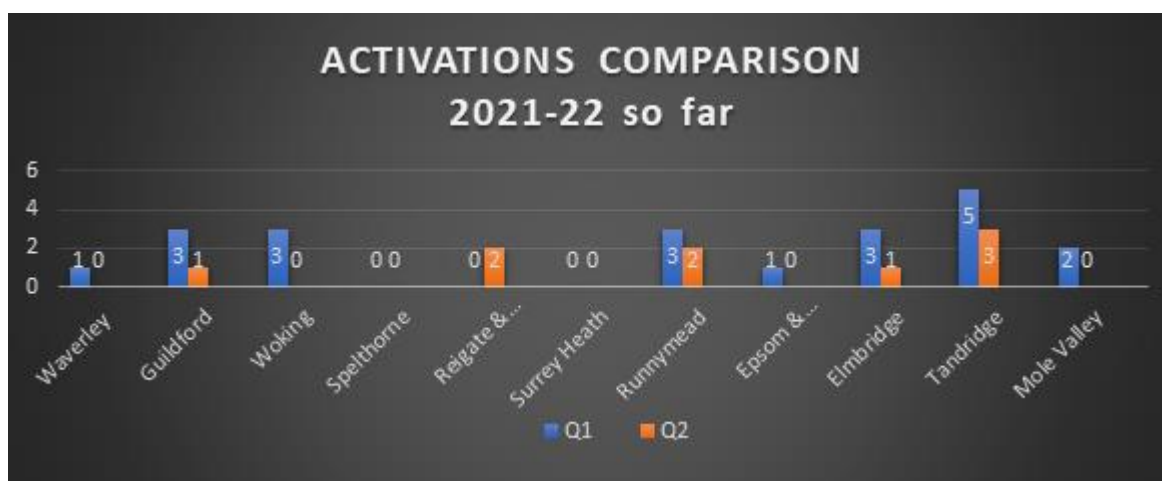
***Whether the PCC supports the twelve recommendations within the report on Anti-Social Behaviour – Living a Nightmare and whether those recommendations are being followed up nationally.***

The PCC is supportive of any action that improves the outcomes for Victims of ASB. The 12 recommendations cover local and national organisations and where local changes can be implemented to create safer communities the PCC is very supportive. Surrey is one of the only areas nationally to have a standard approach to the Community Trigger, an approach that encourages expert and where possible independent chairs, a process that allows victims to address the Panel and provide feedback on the action plans and a process that includes an opportunity to review the process via the OPCC. Locally the OPCC has commissioned the ASB support service and Surrey Mediation which supports and guides victims through the system.

The PCC has also pushed Surrey Police to improve call handling times and its response to 101 calls. However, ASB is not solely a policing response and working through the Community Harm Reduction Group changes have been made to ensure all partners respond to reports of ASB.

***How many Community Trigger meetings have taken place in Surrey, how many of those has the PCC attended and what were the outcomes.***

The data relating to Community Triggers is owned by each District and Brough and the responsibility is for each District and Borough to respond when a Trigger request is received. In Surrey the data we have available is for quarters 1 and 2 for 2021/22. This shows us that there have been 30 activations. Of the 30 activations 15 met the threshold required to call a Panel meeting. The table below shows the spilt across the District and Boroughs.



The Panel meetings are held in each District and Borough and managed by the Community Safety Officer/Manager. The Panel consists of key partners depending on the case, police, social care, housing authority for example. Each Panel meeting will have an expert chair who is independent to the case; they are not independent to Surrey but are not actively involved in the case. Chairs have

been the Head of Partnerships and ASB for Surrey Police and the Community Safety Officer for Surrey County Council.

The Office of the Police and Crime Commissioner does not attend Panel meetings as they only become involved when a case is referred to them for review. The OPCC will review a case when the victim is unhappy as to how the processes has been followed, not the outcome. It is not the role of the OPCC Officer to conduct another Panel meeting as they are not ASB practitioners. Since the ASB legislation was introduced the OPCC has reviewed three cases.

***Whether there are national statistics on whether the Community Trigger process is effective.***

The OPCC has not been provided with national statistics on Community Triggers. However, there are a number of national working groups looking at the effectiveness of the process. The Home Office is currently undertaking a review of all ASB practises and ASB Help, a national ASB charity is carrying out its own review to develop best practise. Surrey Police and the OPCC are represented at these meetings. The APCC is supporting both working groups and looking at how the PCCs and the OPCC can support the Community Trigger so there are better outcomes for Victims of ASB.

## Surrey Police and Crime Panel - Forward Work Programme 2022

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.

### 2022

DATE	ITEM	Police and Crime Plan Priority <b>TBC (wait for Final Plan)</b>	PURPOSE	OFFICER
Feb 2022	<b>The Police and Crime Commissioner's Proposed Precept</b>		The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's proposed precept for 2022/23.	Chief Finance Officer
	<b>Budget Update</b> (Twice per year – Feb & Nov) <ul style="list-style-type: none"> <li>• Surrey Police Group Financial Report for Month <b>Eight</b> Financial Year 2022/23</li> <li>• Office of the Police and Crime Commissioner Financial Report for Month <b>Eight</b> Financial Year 2022/23</li> </ul>		As agreed at the precept setting meeting on 6 February 2013, to allow the Panel to have oversight of the latest financial position.	Chief Finance Officer
<b>TBC – delayed since November 2021 Panel</b>	<b>HO PCC Review Part 2 and General Power of Competence</b>		The Panel to receive a report on the Part 2 review from the OPCC and to include the Panel's submitted responses to the Home Office/LGA.	OPCC / Scrutiny Officer and Democratic Services Assistant
	<b>Standing Items – see list below</b>			

## Appendix 2

DATE	ITEM	Police and Crime Plan Priority <b>TBC</b>	PURPOSE	OFFICER
April 2022	Police and Crime Plan Update (Twice yearly – April/Nov)		To consider progress made against the agreed Police and Crime Plan.	OPCC
<b>TBC – delayed since February 2021 Panel</b>	<b>Levelling Up (Local Recovery &amp; Devolution) White Paper</b>		To consider the implications of the White Paper detailing the review to: <ul style="list-style-type: none"> <li>• Mayoral PCC model - learning from the transfer of PCC and Fire &amp; 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.</li> <li>• Detailing the changing governance structure in response to unitary authority bids</li> </ul>	OPCC / Scrutiny Officer and Democratic Services Assistant / Panel
	<b>Police Complaints Reform</b>		The Panel to receive a 2 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
Twice a Year (April/Sept)	<b>Surrey Police Recruitment and Workforce Planning</b>		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
	<b>Standing Items – see list below</b>			

Appendix 2

Page 143

DATE	ITEM	Police and Crime Plan Priority <b>TBC</b>	PURPOSE	OFFICER
<b>June 2022 – AGM</b>	<b>Governance Items 2022/23:</b> <ul style="list-style-type: none"> <li>• Election of Chairman</li> <li>• Election of Vice Chairman</li> <li>• Re-establish Complaints SC</li> <li>• Re-establish Finance SC</li> </ul>		Panel to agree memberships and Terms of Reference.	Scrutiny Officer/Democratic Services Assistant
	<b>PCC Annual Report</b>		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
	<b>Surrey Police Group End of Year Financial Report for 2021/22</b>		To provide the report.	OPCC – Chief Finance Officer
	<b>Office of the Police and Crime Commissioner End of Year Financial Report for 2021/22</b>		To provide the report.	OPCC – Chief Finance Officer
	<b>PCP Annual Report 2021-2022</b>		A summary of the PCP’s activity over the last year.	Scrutiny Officer/Democratic Services Assistant
<b>Or in September</b>	<b>Surrey PCP Budget 2021-22</b>		End of year report detailing the Panel’s expenditure of the Home Office Grant.	Scrutiny Officer/Democratic Services Assistant
	<b>Standing Items – see list below</b>			

## Appendix 2

DATE	ITEM	Police and Crime Plan Priority <b>TBC</b>	PURPOSE	OFFICER
September 2022	Medium Term Financial Plan		To note the MTFP.	Treasurer/CFO
Twice a Year (April/Sept)	Surrey Police Recruitment and Workforce Planning		The PCC to provide an update report on recruitment and workforce planning - to include the retention rate and strategy.	OPCC
<b>TBC – delayed since November 2021 Panel</b>  (There has not been an updated PEEL inspection with gradings since the last report to the panel in November 2020, next report expected in summer 2022)	Performance Review: HMICFRS Inspection Results		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"> <li>• How effective is the force at investigating crime?</li> <li>• How well does the force understand the current and likely future demand?</li> <li>• Summary of Legitimacy, Effectiveness and Efficiency.</li> </ul> <p>Summary of PCC's responses to reports published by Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services (HMICFRS) about Surrey Police.</p>	OPCC
	Standing Items – see list below			

DATE	ITEM	PURPOSE	OFFICER
October 2022	Informal Meeting	Private informal meeting of the Panel with the Chief Constable of Surrey Police – Panel members to suggest	Scrutiny Officer and Democratic Services Assistant /OPCC

Appendix 2

		items and Scrutiny Officer/Democratic Services Assistant to liaise with OPCC.	
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DATE	ITEM	Police and Crime Plan Priority <b>TBC</b>	PURPOSE	OFFICER
November 2022	<b>Budget Update</b> (Twice per year – Feb & Nov) <ul style="list-style-type: none"> <li>Surrey Police Group Financial Report for Month Six Financial Year 2022/23</li> <li>Office of the Police and Crime Commissioner Financial Report for Month Six Financial Year 2022/23</li> </ul>		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
	<b>Police and Crime Plan Update</b> (Twice yearly – April/Nov)		To consider progress made against the agreed Police and Crime Plan.	OPCC
	<b>Performance Review:                      HMICFRS Inspection Results</b>		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"> <li>How effective is the force at investigating crime?</li> <li>How well does the force understand the current and likely future demand?</li> <li>Summary of Legitimacy, Effectiveness and Efficiency.</li> </ul> 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

	<b>Surrey PCP Budget Mid-Year Claim 2022</b>		Mid-year report detailing the Panel's expenditure of the Home Office Grant.	Scrutiny Officer/Democratic Services Assistant
	<b>Standing Items – see list below</b>			

<b>STANDING ITEMS: these will appear on every agenda</b>				
<b>Subject/Title</b>	<b>Dates</b>	<b>Police and Crime Plan Priority</b>	<b>Purpose</b>	<b>Contact Officer</b>
<b>PCC Forward Plan and Key Decisions</b>	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). <a href="https://www.surrey-pcc.gov.uk/decisions">Decisions – Office of the Police and Crime Commissioner for Surrey (surrey-pcc.gov.uk)</a>  To review the PCC's forward plan.	OPCC
<b>Performance Meetings</b>	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
<b>Building the Future Update</b>	All	A Force Fit for the Future	A standing item to update the Panel on the future of police estates.	Johanna Burne - OPCC
<b>Surrey Police Recruitment and Workforce Planning Update</b>	Twice a Year  (April/Sept)	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



**Appendix 2**

<b>Recommendations Tracker and Forward Work Programme</b>	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.	Scrutiny Officer/Democratic Services Assistant
<b>Commissioners Question Time</b>	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.	Scrutiny Officer/Democratic Services Assistant
<b>Complaints</b>	All	N/A	To monitor complaints received against the PCC and / or the DPCC	Scrutiny Officer/Democratic Services Assistant

<b>ITEMS KEPT UNDER REVIEW</b>				
<b>ERP (Equip) Programme</b>	Part 2	Part 2	Updates under Part 2 to be provided where appropriate.	OPCC

## Appendix 2

**Working Groups – re-established June 2021:**

Group	Membership	Purpose	Reporting Dates
<b>Complaints Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Councillor David Reeve - Chairman</li> <li>• Councillor Bruce McDonald - Vice-Chairman</li> <li>• Councillor John Furey</li> <li>• Councillor Valerie White</li> <li>• Councillor John Robini</li> <li>• Councillor Bernie Spoor</li> <li>• Independent Member - Mr Philip Walker</li> <li>• Councillor Paul Kennedy (<i>substitute</i>)</li> </ul>	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.
<b>Finance Sub-Group</b>	<ul style="list-style-type: none"> <li>• Councillor David Reeve - Chairman (ex-officio)</li> <li>• Councillor Bruce McDonald - Vice-Chairman (ex-officio)</li> <li>• Councillor Paul Kennedy</li> <li>• Councillor Mick Gillman</li> <li>• Councillor Valerie White (agreed at Panel meeting: 15/09/21)</li> <li>• Independent Member - Mr Martin Stilwell</li> </ul>	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.