

Notice of Meeting

Surrey Police and Crime Panel



 We're on Twitter:
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Date & time
Thursday, 21 April
2022
at **10.30 am**

Place
Council Chamber,
Woodhatch Place,
Reigate, Surrey

Contact
Scrutiny Officer: Benjamin Awkal /
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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 07816 091463 or email 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.

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Members

Cllr David Reeve (Chairman)	Epsom & Ewell Borough Council
Cllr Paul Kennedy	Mole Valley District Council
Cllr Victor Lewanski	Reigate & Banstead Borough Council
Cllr Bruce McDonald (Vice-Chairman)	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

AGENDA

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES OF THE PREVIOUS MEETING: 4 FEBRUARY 2022

(Pages 1 -
20)

To approve the minutes of the meeting held on 4 February 2022 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 (12 April 2022).

Note:

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

5 POLICE AND CRIME PLAN 2021-2025 - PROGRESS

(Pages 21 -
30)

This report sets out the progress made towards achieving the 2021-2025 Police and Crime Plan.

6 POLICE COMPLAINTS REFORM

(Pages 31 -
38)

This report informs the panel of the review role of the Police & Crime Commissioner in the police complaints process.

- 7 SURREY POLICE RECRUITMENT AND WORKFORCE PLANNING** (Pages 39 - 44)
- An update report detailing the Force’s recruitment and retention strategy including the allocation of officers by district, borough, county-wide and other teams; the allocation of newly recruited officers as a result of the national uplift programme to recruit 20,000 officers; details of how many officers are in training and how many are on patrol.
- 8 FORCE CULTURE AND CONDUCT** (Pages 45 - 50)
- This report updates the Panel on the steps taken by the Commissioner to hold the Chief Constable to account regarding Surrey Police’s culture and conduct and the steps taken by the Force to address cultural and conduct issues.
- 9 POLICE AND CRIME COMMISSIONER'S SUCCESSION PLAN** (Pages 51 - 58)
- This report sets out the Commissioner’s draft Succession Plan, to be followed in the event of a vacancy in the role of PCC or the PCC’s incapacitation.
- 10 PANEL UPDATE ON FUTURE DEVELOPMENT OF ERP SYSTEM** (Pages 59 - 62)
- This report updates the Panel on the work being undertaken to determine the next steps in the development of an ERP solution for both Surrey and Sussex Police.
- 11 PERFORMANCE AND ACCOUNTABILITY MEETINGS** (Pages 63 - 66)
- 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.
- 12 PCC FORWARD PLAN AND KEY DECISIONS** (Pages 67 - 72)
- This report provides information on the key decisions taken by the PCC from February 2022 to present and sets out details of the Office’s ongoing Forward Plan for 2022/2023.
- 13 COMMISSIONER'S QUESTION TIME** (Pages 73 - 74)
- 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 (13 April 2022).
- 14 COMPLAINTS RECEIVED SINCE THE LAST MEETING** (Pages 75 - 82)
- To note complaints against the Police and Crime Commissioner and the Deputy Police and Crime Commissioner received since the last meeting of the Police and Crime Panel.

15 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages 83 - 124)

To review the Recommendations Tracker and Forward Work Programme.

16 DATE OF NEXT MEETING

The next public meeting of the Police and Crime Panel will be held on 30 June 2022.

**Joanna Killian
Chief Executive**

Published: Monday, 11 April 2022

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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MINUTES of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 4 February 2022 at Woodhatch Place, Reigate, Surrey.

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 Keith Witham
- *Councillor Mick Gillman
- *Councillor Fiona White
- *Councillor Paul Kennedy
- *Councillor Victor Lewanski
- *Councillor Bernie Spoor
- *Councillor Valerie White
- *Councillor John Furey
- *Councillor John Robini
- *Councillor Will Forster
- *Mr Philip Walker
- *Mr Martin Stilwell

1/22 APOLOGIES FOR ABSENCE [Item 1]

None received.

2/22 MINUTES OF THE PREVIOUS MEETING: 24 NOVEMBER 2021 [Item 2]

The minutes of the meeting held on 24 November 2021 were agreed as a true record of the meeting.

3/22 DECLARATIONS OF INTEREST [Item 3]

None received.

4/22 PUBLIC QUESTIONS [Item 4]

None received.

5/22 PERFORMANCE MEETINGS [Item 9]

Witness:

Lisa Townsend, Police and Crime Commissioner for Surrey

Key points raised in the discussion:

1. The Police and Crime Commissioner (PCC) noted that the first public and live broadcast performance and accountability meeting with the Chief Constable was held on 31 January 2022, and was available to watch online. The next public, likely to be scheduled in May, would be held during the evening to try and generate greater public engagement. The PCC encouraged Panel Members to watch the meeting and welcomed any feedback. Private performance meetings would continue, considering matters including Force finances, savings, and IT.
2. A Panel Member highlighted the low crime clear-up rate and asked what was preventing its improvement, and noted a lack of detail in the report. The PCC explained that the performance meetings were held to challenge and she would look into adding more detail to future reports. The Panel Member asked what rate would meet the Force's ambition of a top-quartile clear-up rate. The PCC agreed to provide a response from the Chief Constable following the meeting. The Chairman noted that the Panel were looking forward to receiving a refreshed performance dashboard and requested that the response from the Chief Constable included the steps to be taken to achieve the target clear-up rate.
3. A Panel Member asked about the Force's commitment to be carbon-neutral by 2030 and the likelihood of achieving this. The PCC explained that the Force had assured her that it could meet this target and brought attention to the ability to redevelop the Mount Browne site in a sustainable and carbon-neutral way. The Panel Member queried the amount of money required to redevelop the site and highlighted that police stations would need to be evaluated in the same manner and against the same target. The PCC agreed and explained that the Building the Future Board and Estates Board oversaw this work.
4. A Panel Member asked for a timescale for the Force's planned deep dive into domestic abuse victim satisfaction and improvement of those levels. The PCC noted that the topic was covered in the recent performance and accountability meeting. The PCC did not have a timescale for the project. A Panel Member shared his concern regarding domestic abuse victim satisfaction and requested relevant data on the satisfaction levels in the next performance and accountability report to the

Panel and explanatory wording if the levels did not improve. The PCC explained that this information was included in the Force performance report and would be shared with Panel Members.

RESOLVED:

The Panel noted and commented on the report.

Actions/further information requested:

1. **R1/22** – The OPCC to provide a response from the Chief Constable regarding the target set for the clear-up rate in percentage terms and actions to be taken to achieve the target.
2. **R2/22** – The PCC to write to the Panel with further information on the Force’s deep dive into domestic abuse victim satisfaction levels.
3. **R3/22** – The OPCC to share the January 2022 Performance report with the Panel.

6/22 PCC FORWARD PLAN AND KEY DECISIONS [Item 10]

Key points raised in the discussion:

None.

RESOLVED:

The Panel noted the report.

7/22 COMMISSIONER'S QUESTION TIME [Item 11]

Witnesses:

Lisa Townsend, Police and Crime Commissioner for Surrey

Kelvin Menon, Chief Finance Officer – OPCC

Alison Bolton, Chief Executive – OPCC

Ellie Vesey-Thompson, Deputy Police and Crime Commissioner for Surrey

Key points raised in the discussion:

1. A Panel Member asked for the total costs incurred by the abandoned project to move the Force's headquarters to Leatherhead and whether any value could be retrieved for the benefit of the Force or the Leatherhead community. The Chief Finance Officer (CFO) explained that the responses to the Member's questions were under question 46 and 47 of the supplementary agenda. The CFO explained that the total spend on the project so far was £1.5 million, which had been charged as revenue over a number of years. The senior responsible officer had provided a list of areas where the consultancy work could be reused. The Chairman noted the upcoming visit to Mount Browne for Panel Members to receive an informal briefing on the project.
2. A Panel Member asked about the review of Surrey Police's CCTV strategy, as well as the revenue and capital expenditure included in the proposed budget for CCTV monitoring and infrastructure. The CFO responded that there was £800,000 in the revenue budget for CCTV for the whole of the county and there was nothing in the capital budget for CCTV. Funding was not allocated on a district and borough basis and the OPCC was working with district and borough councils to secured funding for CCTV, such as from the Community Infrastructure Levy. The PCC added that this topic was covered in the recent performance and accountability meeting.
3. A Panel Member requested information on the use of CCTV by Surrey Police and expressed his view that the Force's contributions were not proportionate to the investment of district and borough councils. The PCC responded that there had been conversations at the Surrey councils Leader's Group around CCTV, where it was a standing agenda item. The PCC explained that the provision and funding of CCTV was not a cost to be borne by the Police alone and a county-wide approach was required, with the Districts and Boroughs leading it. The Vice-Chairman raised that this was a burden which had been increasingly shifted onto the Districts and Boroughs and there would be an advantage to having a clear policy across Surrey between the Police and Districts and Boroughs.
4. A Panel Member highlighted that other Police Forces around the country held a register of residents who had 'Ring Video

Doorbells' and personal CCTV. The PCC shared that Surrey Police did not maintain such a register but frequently used both personal and commercial CCTV footage and agreed with the usefulness of Ring doorbell footage. A Panel Member asked whether there would be a CCTV register, as he was aware of local issues around accessing CCTV from different sources. The Chairman suggested that this point could be raised at the Leader's Group.

5. A Panel Member asked whether Surrey Police would operate a similar system to Kent Police whereby vehicles could be confiscated as a result of unsafe driving by young people. The Deputy Police and Crime Commissioner (DPCC) explained that Surrey Police had a different process in place whereby there were attempts to resolve issues by other means prior to confiscation. The DPCC would provide further information following the meeting.
6. A Panel Member sought assurance that the PCC and Chief Constable had discussed police culture in light of reports of inappropriate behaviour by Met Police officers and that a zero-tolerance approach was adopted within Surrey Police. The PCC replied that this was discussed with both the Chief Constable and Deputy Chief Constable at the recent performance and accountability meeting, and it was taken seriously. Work had been undertaken with Surrey Police around workplace culture and the PCC assured the Panel that she had not witnessed anything troubling by a police officer or staff member of Surrey Police.

Actions/requests for further information:

1. **R4/22** – The OPCC to provide information on the Force's use of CCTV in the county.
2. **R5/22** – The DPCC to provide further information, including data, on Surrey Police's approach to tackling unsafe driving by young people.

8/22 COMPLAINTS RECEIVED SINCE THE LAST MEETING [Item 12]

Key points raised in the discussion:

None.

RESOLVED:

The Panel noted the report.

9/22 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 13]**Key points raised in the discussion:**

1. A Panel Member thanked Surrey Police for their breakdown of police officer allocation by District and Borough and requested for the report to be repeated to track progress.

RESOLVED:

The Panel noted the report.

10/22 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH 8 FINANCIAL YEAR 2021/22 [Item 5]**Witnesses:**

Kelvin Menon, Chief Finance Officer – OPCC

Alison Bolton, Chief Executive – OPCC

Key points raised in the discussion:

1. The CFO introduced the report and highlighted that the revenue budget was predicted to be underspent by £1.9 million (0.7%) by the end of the year. This was largely due to police officer salaries being lower than budgeted, due to the new recruits starting at the bottom end of salary bands and the phasing of recruitment. If the underspend was as predicted, it would be used to fund a number of one-off change projects. The Force had predicted that it would meet the target for uplift investment officer numbers by the end of the year. The CFO noted that uplift was worked out by the increase in headcount against a baseline set two years ago. Gross recruitment was higher than it appeared in the report as the Police had to replace those retiring as well as the uplift numbers. The capital budget was forecast to be underspent largely due to the phasing of the Building the Future and ICT projects.
2. A Panel Member queried the variance for Corporate Services capital expenditure. The CFO explained that included within

Corporate Services were Building the Future project, estates, and vehicles. The majority of the underspend in this area was due to the rephrasing of the Building the Future project. The Panel Member highlighted that leasing would need to be recorded as a debt on balance sheets in the future and queried the impact this would have on Surrey Police. The CFO explained that this was to be introduced from the end of this financial year and stated that the Police had few leases and thus, this change would have a minimal impact.

3. In response to a question on other sites included in the Building the Future project, the CFO explained that work on the other sites was paused whilst deciding a strategic direction to prevent the incurring of unnecessary costs.

RESOLVED:

The Panel noted and commented on the report.

11/22 OFFICE OF THE POLICE AND CRIME COMMISSIONER FINANCIAL UPDATE FOR MONTH 9 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 CFO introduced the report and explained that the OPCC's budget was split into operational costs and monies allocated for commissioning and grants. The CFO highlighted that many Panels do not receive such detailed information on their respective OPCC's expenditure, and this was provided to maintain transparency as established by the former PCC. The CFO explained that there was an overprediction in expenditure for the year end outturn, especially for the DPCC's salary.
2. A Panel Member queried what was meant by the 'Member's Attendance Allowance' as included in the report. The CEX explained that was likely for the OPCC's independent members or legally qualified chairs, as the OPCC had a role in recruiting those individuals.

3. The Chairman queried why the cost of 'other contributions' was at £46,724 when it had a budget of zero. The CFO could not recall what made up this cost so would report back to the Panel in due course.

Actions/requests for further information:

1. **R6/22** – The Chief Finance Officer to provide further information on 'other contributions' of the OPCC for the 2021/22 financial year.

RESOLVED:

The Panel noted and commented on the report.

12/22 OFFICE OF THE POLICE AND CRIME COMMISSIONER'S BUDGET FOR 2022/23 [Item 7]

Witnesses:

Lisa Townsend, Police and Crime Commissioner for Surrey

Kelvin Menon, Chief Finance Officer – OPCC

Alison Bolton, Chief Executive – OPCC

Key points raised in the discussion:

1. The PCC acknowledged that any increase in any budget was not taken lightly but she needed to ensure that the OPCC as an organisation was suitably equipped to meet increased demand and deliver her and the Office's statutory functions. The increase in operational budget would fund new posts where the OPCC was currently at its weakest. Investment would mean those contacting the Office would have their case dealt with in a timely manner, which was not always the case currently. The PCC believed that greater work could be undertaken with Criminal Justice System (CJS) partners, and this would require a new role within the Office. Increasing the visibility of the PCC and OPCC to the public was necessary to further transparency and public understanding of their work and thus, investment in a communications role was also proposed. Commissioning services and giving grants to support victims required additional resource to secure funding and achieve value for money. The PCC highlighted that Surrey's OPCC was considerably smaller

than other OPCCs in the region, with only three being smaller within England and Wales.

2. It was raised by the PCC that the Office owed considerable amounts of overtime to almost all staff members and the PCC shared her concern that this could result in a loss of staff members. The PCC assured Panel Members that the proposed increase in the operational budget for the OPCC was to the benefit of both Surrey Police and residents and following the increase would account for 0.5% of the total Police budget. It was noted that £270,000 of the increase was to fund new posts and the remainder was to meet other costs including cost of living and pay increases for existing staff. The PCC provided Panel Members with an overview of the work of the OPCC, including new initiatives since her election. The services that the OPCC commissioned were said to directly support vulnerable residents within the community. The OPCC had successfully bid for over £2.3 million of government funding, which included £1.1 million for domestic abuse and sexual violence support and had worked with partners to secure £2.8 million from the Changing Futures funding.
3. A Panel Member recognised that there was a lack of understanding by the public regarding the role and functions of the PCC and her Office. The Panel Member disagreed with the idea that an increased budget for the OPCC would take away from front-line policing services, when rather, their work supported that of front-line services. The Panel Member highlighted the importance of understanding where to go with a concern about policing and receiving a response in a timely manner. The Panel Member expressed his support for the OPCC budget proposal. The PCC shared that since May 2021, the OPCC had received 2,222 contacts from residents and the average number of complaints per month had increased to 169, from 45 when PCCs were first introduced.
4. A Panel Member congratulated the OPCC for successfully bidding for a number of government grants, acknowledging the requisite time and effort. The PCC agreed and informed the Panel that her Office had begun work to bid for part of the government funding that had been made available for 'Safer Streets' as part of the 'Levelling Up agenda'.

5. A Panel Member noted that every £1 increase of the precept equated to a £500,000 increase in the budget and the increase the OPCC had proposed was £500,000, with half funded by reserves and half by the precept increase. It was highlighted that it would be difficult to 'sell' to residents that equivalent to 1/10th of the precept increase would be funding the OPCC. The Panel Member questioned whether the proposed balance of funding between the OPCC and the Police was correct. The PCC explained that although it was a substantial increase, this was due to a historic lack of investment despite increased demand. The PCC recognised that the commissioning work undertaken by the OPCC was crucial in supporting residents and delivering the Police and Crime Plan. The CFO noted that the Panel Member made the distinction between the PCC and the Police as two separate entities, when in reality they worked together for the same cause.
6. A Panel Member raised concern over justifying an increase in the precept to fund a service which residents may consider to be administrative and thus, he could not fully support the proposal. The Panel Member felt that the OPCC should be aiming to maximise the efficiency of its resources rather than increase its budget.
7. The Vice-Chairman emphasised that the only decision the Panel had was regarding the precept and it was the PCC's decision to allocate the funding from the precept and remained her decision to justify. The Vice-Chairman shared that the discussions held at the Finance Sub-group focussed on proportionality and prioritisation of resource allocation. It was understood by the Vice-Chairman that the PCC was trying to address the lack of resources of the OPCC as a result of former decisions, but acknowledged that all Panel Members were part of organisations which reflected historical funding decisions. The Vice-Chairman stated that the current balance of funding proposed was not right. He noted that the ringfencing of police officer numbers also had an impact on budgetary decisions which then impacted Police Staff. The PCC responded that it was through prioritisation that she had decided to increase the size of the Office by three posts.
8. A Panel Member noted that he was shocked at the amount of overtime the OPCC owed its staff members, as this would not be tolerated at his Borough Council. The Panel Member

acknowledged that the size of communications departments in many Councils had risen over the recent years and were now a crucial part of an organisation and so required investment. The Panel Member expressed his support for the budget proposal.

9. A Panel Member explained that he could not accept the proposal on behalf of his community, as his residents wanted more police officers on the streets and thus, all additional funding should go towards front-line policing. The PCC understood the desire for more front-line policing but also explained that one of the most important roles of the OPCC was working with partners to reduce reoffending and prevent crime.
10. A Panel Member noted that the work of the PCC and OPCC was complementary to that of the Police. The understaffing of the OPCC needed to be rectified and the amount of overtime owed to staff was not acceptable. The Panel Member expressed his support for the proposal, despite going into the meeting unsupportive, as it would improve outcomes for residents; although, it was acknowledged that the proposed increased precept would place financial pressure on some residents. The CEX explained that her staff were passionate about their role in policing and that was why they had worked so many additional hours. This was the third PCC that the CEX had worked for and over the years she had witnessed a growth in the role and responsibilities of the PCC, whilst the OPCC had remained small. The OPCC's resourcing was such that it was now increasingly difficult to effectively fulfil its role.
11. A Panel Member shared that she had previously been sceptical of the proposal but felt that the PCC had adequately justified the budget increase. The Panel Member sought assurance that the posts the PCC planned to introduce would help support front-line policing.
12. A Panel Member raised concern over the unsustainability of drawing from reserves and queried how the new staff members would be funded in future years; and noted that an increase of £10 a year would add to the strain on some residents' budgets. An increase of £10 a year could only be justified by the Panel Member if it ensured that fewer police staff would be lost. The CFO confirmed that if the precept was increased by £10, no significant reductions in police staff would be required for 2022/23. The Panel Member acknowledged the hard work of the

OPCC staff and the pressures they faced but she could not support an increase in their budget in conjunction with a precept increase in the current financial climate. The CFO clarified that the actual increase in the OPCC budget from the precept was £200,000, which was the equivalent to a 40p a year increase for a resident. The use of funding from reserves was designed to phase the increase of the budget over a number of years.

13. A Panel Member thanked the OPCC for their answers to his questions submitted in advance. The Panel Member queried the proposed 33% increase in OPCC staffing and suggested that some pressures on staff members would ease in the short term as there would not be a new Police and Crime Plan to develop and the PCC and DPCC were now familiar with their roles. The Panel Member asked whether the OPCC had any externally funded staff members and it was confirmed that there were none. The CEX acknowledged that there was always more work prior to and following an election. The PCC had been highly visible since being elected which resulted in an increased workload for the Office. The CEX did not agree with the Panel Member's assertion that the OPCC's workload would stabilise, rather she expected demands on PCCs to continue to increase. It was noted that not all OPCCs were completely transparent regarding the staffing numbers shared. The number of staff on the website of Surrey's OPCC was accurate and they did not have any externally funded posts. The CFO contextualised the OPCC staffing percentage increase quoted, explaining that it appeared large due to the small size of the Office.

RESOLVED:

The Panel noted and commented on the report.

13/22 SURREY POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT 2022/23 [Item 8]

Witnesses:

Lisa Townsend, Police and Crime Commissioner for Surrey

Kelvin Menon, Chief Finance Officer – OPCC

Key points raised in the discussion:

1. The PCC explained that since being elected she had spent a significant amount of time talking to police officers and staff to understand the pressures they were under, as well as speaking to residents to understand their priorities. The police officer uplift had been an enormous success and Surrey were to recruit 249 of the 2,000 police offers under the government initiative. The PCC noted that government funding for policing had been increased for 2022/23; however, it did not cover the total cost of increases in National Insurance contributions and pay. Surrey Police received the lowest amount of funding per head from government and as a result, funding from council tax was extremely important. The government had also assumed in its funding announcements that all PCCs would utilise the maximum £10 increase in precept. The Chief Constable supported an increase of £10 which was needed to sustain current Police services, improve performance and deliver the Police and Crime Plan. The impact on the Force of a lower precept was discussed at the most recent performance and accountability meeting. The PCC noted that there was a clear majority of responses to the public consultation in support of increasing the precept by at least £10. After consideration of the Chief Constable's comments, the result of the consultation, the government funding assumption, and the need to sustain Police services, the PCC believed there was no alternative but to increase the precept by £10.
2. A Panel Member queried why the line on the OPCC's reserves remained unchanged in the proposal for 2022/23, despite stating that £250,000 would be taken out of the reserves to fund the budget increase. The CFO replied that it should have come out of that line of the budget and that was the intention.
3. A Panel Member stated that he would support the full £10 increase of the precept in order to sustain Police services that Surrey residents deserved. The Panel Member noted the intention for transformational savings in the medium and long term and hoped this would continue. The PCC explained to the Panel that despite a government assumption that the precept would be increased to £10 for the next three years, she had made clear to the Force that it should not rely on that assumption and that she expected to see significant transformational savings. The Panel Member stated that he

expected to see more regular reporting on the Building the Future project, as a significant amount of money was lost on the Leatherhead site. The PCC agreed with the Panel Member and requested for an item on the next agenda to include an update on estates.

4. A Panel Member noted that any local authority that was required to precept against the council tax had difficult conversations regarding any increase, whilst acknowledging that it was a fundamental source of income. The Panel Member expressed that he did not believe that any resident would oppose paying an extra 40p per year for the OPCC.
5. A Panel Member expressed that she found it difficult that the government assumed that the increase in precept would cover additional pressures, such as pay. The Panel Member would support the full £10 increase, as to veto it would not result in the entire increase going to the Police. In other financial circumstances, the Panel Member would not have had an issue with the increase. The Panel Member recommended the PCC reconsider the allocation of additional funding to the OPCC and provide it to the Police instead to minimise any reduction in police staff. The CFO clarified that the Chief Constable was to maintain the existing vacancy margin of 8% if the precept was increased as proposed.
6. The Vice-Chairman provided a summary of the view of the Panel. It was acknowledged that there was a strong view in support of the PCC's precept proposal. The Panel Member highlighted the unique disadvantage of Surrey in terms of police funding, whereby the council tax funding exceeded that of central government. The Panel's concern over the consequences of the ringfencing of police officers was emphasised. The Panel Member highlighted that Force finances not entirely sustainable as significant savings were required in the medium term. The Panel Member stated that some Panel Members felt strongly that they would favour the maximum amount of resource going directly to the Force. The Chairman invited Panel Members to comment on the summary provided. A number of Panel Members expressed that they disagreed with recommending that the Commissioner not increase her Office's budget.

7. The Chairman put the recommendations to a vote. Recommendation one was carried unanimously and recommendation two was carried by a majority of one.

8. The PCC noted all of the Panel Members comments on the precept proposal.

RESOLVED:

The Surrey Police and Crime Panel recommends that –

1. The Surrey Police and Crime Commissioner Precept for a Band D property be increased by £10 to £295.57 in 2022/23.

2. The Police and Crime Commissioner should not increase the budget of her Office using funds which could instead be provided to Surrey Police, as the Panel is of the view that such funds would be better used to support the Force's operations.

Actions/requests for further information:

1. **R7/22** – An item on wider estates planning to be added to the agenda of the next Panel meeting in April.

14/22 DATE OF NEXT MEETING [Item 14]

The Panel noted that its next public meeting would be held on Thursday, 21 April 2022.

Meeting ended at: 1.01 pm

Chairman

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Democratic Services
 Woodhatch Place
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 Reigate
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 RH2 8EF

7 February 2022

Sent via Email.

Dear Commissioner,

Surrey Police and Crime Commissioner Precept for 2022/23

Pursuant to Schedule 5 of the Police Reform and Social Responsibility Act 2011 and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012, I am writing to you to formally notify you of the decision of the Surrey Police and Crime Panel regarding your proposed precept for 2022/23.

At its public meeting of 4 February 2022, the Panel agreed the following recommendations:

1. *The Surrey Police and Crime Commissioner Precept for a Band D property be increased by £10 to £295.57 in 2022/23.*
2. *The Police and Crime Commissioner should not increase the budget of her Office using funds which could instead be provided to Surrey Police, as the Panel is of the view that such funds would be better used to support the Force's operations.*

In reaching this decision, the Panel noted:

- The compelling case made for increasing the precept to sustain the police service in Surrey.
- Your view that your Office is under resourced relative to other police and crime commissioner's offices as a result of historic decisions during a period when the role of Police and Crime Commissioner has grown and the demands on the Office have increased.
- The assumption made by the Home Office that all police and crime commissioners maximise their precept flexibility.
- The extent to which Surrey Police is uniquely disadvantaged by the current funding formula, being the only force in England where the contribution from ratepayers exceeds that from Government.
- The limitations placed upon the deployment of resources by the ringfencing of police officer numbers.
- That a £1 increase in the precept equates to approximately a £500,000 increase in the overall police group budget.
- That an amount approximately equal to that generated by a precept increase of 40pence is proposed for allocation to the Office of the Police and Crime Commissioner

at the expense of the Force, with the remaining proposed budget increase for the Office to be met from reserves in 2022/23.

2

Some Members supported your well-reasoned proposal to increase the operational budget of the Office of the Police and Crime Commissioner to an amount equivalent to 0.5% of the Surrey police group budget. However, in light of Surrey Police's financial challenges, the majority of the Panel were unconvinced that increasing the budget of the Office at the expense of the Force reflects an appropriate balance of resources relative to the needs of Surrey Police, which is faced with maintaining a staff vacancy rate of at least 8% in 2022/23 due to the limited funding available to it. The Panel arrived at its decision in the context of increasingly strained household finances, considering that increasing residents' council tax burden can only be justified if it is to directly support the Force's operations, which is known to be a priority for residents.

The Panel considered the tension between the ongoing demands upon police staff – such as digital forensics, police community support officers, investigating officers, and contact centre staff – coupled with the consequences of ringfencing, and the demands upon the staff of your Office, and recognises the value of the Office's work, including the services it commissions and grants it gives.

The Panel's majority view, which we encourage you to consider most seriously, is that you should not increase your Office's budget by the amount proposed because of the impact that will have on the Force's ability to deliver to our residents and deliver against the priorities articulated in the Police and Crime Plan 2021-25, including in relation to safeguarding women and girls.

Thank you for your engagement with the precept scrutiny process and for the clear and insightful briefings which staff from your Office and Surrey Police provided to the Police and Crime Panel's Finance Sub-Group.

Yours sincerely,

A handwritten signature in black ink, consisting of a stylized 'D' followed by 'avid' and 'Reeve' written in a cursive script.

Councillor David Reeve
Chairman, Surrey Police and Crime Panel

Office of the Police and Crime
Commissioner for Surrey

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Cllr David Reeve
Chairman, Surrey Police & Crime Panel

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Sent via email

9th February 2022

Dear Cllr Reeve,

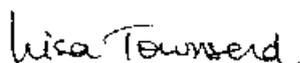
Re: Surrey Police and Crime Commissioner Precept for 2022/23

In accordance with Schedule 5 of the Police Reform and Social Responsibility Act and having had regard to your report of 7th February, I am writing to set out my formal response to the Panel's recommendations. I am very pleased that the Panel unanimously accepted my proposed increase to the precept for a Band D property by £10 and am grateful for Members' time and engagement on this issue, both at the meeting and at the finance sub-committee meetings. This increase will help to sustain the policing service for Surrey that residents expect and deserve.

I note the Panel's second recommendation concerning the budget for the Office of the Police & Crime Commissioner (OPCC). This subject was discussed exhaustively at the meeting last Friday, with the debate and resulting vote split almost evenly between those who supported my position and those who did not. I was heartened however, to see support across the board for the hard work of those staff currently in the OPCC and an understanding of the pressures currently placed on them. I do not propose to rehearse again my rationale for increasing my operational budget, as the report and debate will be matters of public record. Whilst I note the concerns of some members, I will not be making changes to my budget and strongly maintain that this small increase in staffing will bring benefits to Surrey Police, to victims of crime and to Surrey residents.

Thank you once again for the contribution of the Panel on this matter.

Yours sincerely,



Lisa Townsend
Police and Crime Commissioner

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SURREY POLICE AND CRIME PANEL
21 April 2022

POLICE AND CRIME PLAN 2021-2025 – PROGRESS

1 SUMMARY

This report sets out the progress made towards achieving the 2021-2025 Police and Crime Plan. This is the first progress report that the Commissioner has provided to the Panel since the publication of her Plan in December last year. We have structured the report into two distinct parts – firstly, a qualitative description of some of the work being undertaken by the Office of the PCC, Surrey Police and partners to deliver against the Plan. Secondly, we have provided the Panel with data on Surrey Police's performance against a set of indicators which are aligned to the priorities within the plan.

2 RECOMMENDATIONS

The Police and Crime Panel is asked to note the progress being made towards the achievement of the Plan.

3. INTRODUCTION

The PCC published a refreshed Police and Crime Plan in December 2021 covering the period 2021 to 2025.

The five priorities set out in the 2021-25 plan are as follows:

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

The plan is available on the website of the Office of the Police and Crime Commissioner (OPCC) or in paper copy on request. This report provides an update on how the plan has been met to date.

4. MAIN DETAIL

Information is provided below on progress against each of the priority areas set out in the report. We also provide a summary of performance indicators that are used to assess the direction of performance towards achieving the plan. The Panel should note that the plan has only been published in the last four months so it is early days in setting out actions and expecting to see results against the plan.

4.1 Reducing violence against women and girls in Surrey

Surrey has a network of expert community-based specialist services, working alongside police and public services, including the Surrey Police Victim and Witness Care Unit. The PCC has recently finalised a **new commissioning strategy, with a focus on building capacity and capability of specialist services for women from diverse backgrounds**. The Office of the Police and Crime Commissioner (OPCC) has commissioned specialist Independent Domestic Violence Advisors for ethnic minority and LGBTQ+ women and men, which are embedded in local communities.

The OPCC is leading a multi-agency domestic abuse workstream with a mission to tackle the harm caused by perpetrators of coercive and controlling behaviour (CCB). The workstream is recommending the adoption of a **Surrey Gold Standard CCB Framework** with consistent principles and critical components for practitioners to use whenever there is an allegation or suspicion of CCB encountered as part of their duties. This aims to effectively address the behaviour of the abuser and ensure the safety and freedom of abused adults/children experiencing CCB.

The Deputy PCC (DPCC) has recently taken on the co-chairmanship of the **Surrey Female Strategy Group** which held its inaugural meeting in December 2021. Surrey is the first area to bring partners together to improve outcomes for female offenders and make society safer by tackling the underlying causes of offending behaviour. This group will be looking at the research work of the Centre for Women's Justice (CWJ), a lawyer-led legal charity working to change the legal system so that it responds better to the needs and experiences of women.

The OPCC, Surrey Police, SCC and specialist services are working together to deliver **interventions for young people demonstrating violent behaviours in their relationships**. SCC has now commissioned a programme with Richmond Fellowship to deliver against Surrey's ambition to prevent violence and abuse.

Surrey's DA Services provide regular monitoring information to OPCC, Surrey Police and SCC as part of contract arrangements. This includes rich information through studies of survivors' real life stories, which contain common issues/barriers within the system. This learning is being collated to be examined by partners in the Domestic Abuse Management Board (where the OPCC is represented) to help jointly problem-solve.

The OPCC has been working with those involved in **Domestic Homicide Reviews (DHRs)** and **Safeguarding Adult Reviews (SARs)** to ensure the learning is embedded, particularly where we commission and design new services. The Commissioning and Policy Lead for Community Safety Co-Chairs the DHR Oversight Group and in recent months has presented the latest update report to the DA Management Board, highlighting some early learning from the DHRs taking place. This early learning includes a focused piece of work on older victims, training around identifying escalating risk, the role of the faith sector and support for our unseen communities. There has also been a concerted effort to ensure there are regular and timely discussions with colleagues from safeguarding and the coroner's office to ensure there is ongoing and constructive discussion around new cases.

The OPCC has commissioned the **Surrey Minority Ethnic Forum (SMEF)** to deliver the 'Trust Project' which has worked with 55 women (and 68 children in these families), helping to build their confidence and sense of empowerment through practical and emotional support. SMEF are also commissioned to raise awareness of issues which are known to marginalise victims such as mental health and hate crime.

Views from women in Surrey on their safety are now being captured using the Surrey Police **Call It Out survey** and the national **Streetsafe tool**. Streetsafe has been promoted

throughout Surrey and the OPCC has recently carried out analysis showing areas where there could be intervention and bids for national Safer Streets investment to help women to feel safer. Progress on any bids for investment will be reported back to the Panel.

Surrey Police has provided the OPCC with a full update on how it is meeting the actions contained within the **National Violence Against Women and Girls (VAWG) strategy**. It was one of the first forces to develop its own VAWG Strategy, informed by survivors, those with lived experience, the wider partnership and specialist services. The final Surrey Police VAWG Strategy and Action Plan is shortly due for publication.

The force is carrying out more actions to spot and tackle domestic abuse, stalking and harassment, in particular learning from a recent case which led to a tragic murder. The DCC has set the clear expectation of recording and assessing the risk in these cases from the very first contact.

Surrey Police monitors the volume of **serial domestic abuse (DA) perpetrators**. This has been defined as the volume of repeat offenders that have two or more victims over the last three years. Currently this volume of perpetrators has reduced by 126 over the last year; a reduction of 12.1%. Since March 2021, Surrey has embedded a Multi-Agency Testing and Coordination (MATAC) meeting each month on every Division. This is a partnership meeting focused on the highest harm perpetrators including serial and repeat. The Prevent plan for VAWG is owned by a Divisional DCI and they are reviewing how the Force problem solves serial perpetrators and has problem profiles in place.

The Deputy Chief Constable has recently set out “supporting victims of crime”, in particular keeping victims informed, as one of the three key performance delivery areas for the force over the next few months.

4.2 Protecting people from harm in Surrey

The OPCC has commissioned **more specialist workers for children experiencing domestic abuse and sexual violence**, which help them to understand their experiences and develop coping strategies, as well as supporting them through the criminal justice process when needed. **A specialist service for children and young people being exploited** (or at risk of) has been commissioned by OPCC. It is delivered by Catch 22 and implementation is underway, with referrals received from Western division through the Risk Management Meeting process. It is expected to be fully live across the county from April 22.

Surrey’s system-wide partners were one of fifteen areas nationally to be awarded a grant by the Department of Levelling Up, Housing and Communities (DLUHC) and the Lottery Fund under the Changing Futures Programme. The award was £2.8M over a period of three years. The aim of the programme is to put in place initiatives and to monitor and evaluate **progress towards improved outcomes for individuals with multiple disadvantages**, and to improve services and system for them. The OPCC is one of 27 partners involved in the governance of this programme. Since the grant was awarded in August 2021, progress has included new clinical posts, greater training for staff and the funding of local voluntary and community homeless, mental health and domestic abuse charities, to provide coordinated, specialist Trauma Informed Outreach Support Services across Surrey.

The OPCC is supporting the High Sheriff’s work around **school exclusions**. On 2nd March, the Office attend the launch of the research into school exclusions undertaken by Royal Holloway University. The evidence of harm exclusions can cause will be used when we commission service for young people. The OPCC are also supporting the work of the Health

and Wellbeing Board and the Key Localities Project which looks at those areas at the top of the Indices of Multiple Deprivation to offer targeted support from a range of partners.

The OPCC and Surrey Police together regularly review the performance of the **Surrey Police Victim and Witness Care Unit (VWCU)**. In quarter 3 of 2021/22 the VWCU contacted 12,696 victims of crime, with 3786 victims falling into the enhanced category and receiving a phone call. New referrals for generalist support increased again to 202 cases, 23 more than in Qtr. 2 and includes a high number of self-referrals (73). The **fraud caseworkers** received a total of 231 new cases – it should be noted the demand for this service supporting those affected by fraud is higher than the combined caseload for all crime. The unit also supports around 16,000 witnesses (civilian and non-civilian) to attend court every month and continues to maintain a high attendance rate in comparison with national rate.

To support the growing numbers of Fraud victims, Surrey Police has also invested in a resource uplift in the Victim and Witness Care Unit to provide a **bespoke emotional and practical support service for victims of fraud**, tailored to each victims' needs. The caseworkers are supported by volunteers who send all victims of Fraud an information pack which aims to equip victims with knowledge and information in order to help protect themselves and prevent re-victimisation and signpost to further support agencies.

Surrey Police has a sustained approach to **raise Hate Crime awareness** both internally and externally with the full support from the Corporate Communications department, with a plan being developed to ensure Hate Crime is always in the public eye of the communities in Surrey. This will build in momentum near to Hate Crime Awareness week in October. This drive has seen an increase in Hate Crime posts on the force's social media platforms and lead to better communications.

4.3 Working with Surrey communities so that they feel safe

The OPCC successfully bid for **Safer Streets funding** in the last two years and is currently looking at a bid for the 2022/23 round of funding. The office has begun early conversations with partners to scope initial ideas. The areas of focus for the next round of funding are:

- neighbourhood crimes like burglary, robbery and vehicle theft
- anti-social behaviour (new area of focus)
- violence against women and girls (e.g. harassment, rape, sexual assault and stalking)

The PCC has recently approved funding to sustain a service to **protect people against 'cuckooing'**. This is when criminals target the home of a person in order to use it as a base for county lines drug trafficking. Specialist support and advocacy can help with prevention, rehabilitation and recovery. Commissioning projects that prevent harm to those who are at more risk of experiencing crime, equipping them to stay safe and have positive futures is a priority of the PCC's new commissioning strategy.

Surrey Police have recently invested more in tackling **rural crime**, in particular current increases in theft of GPS systems from tractors, livestock worrying and poaching. Investment has included setting up a specific operation around the GPS thefts which has led to a key arrest and a reduction in reported crime and training for call handlers around dealing with reports of poaching. In addition, there are now 2 full-time PCs dedicated to rural crime (increasing to 3 in the summer) and a specialist PCSO for each borough. The force has reported that the extra investment has received positive comments from stakeholders.

The Deputy Chief Constable has recently set out **achieving better outcomes for burglary offences** as one of the three key performance delivery areas for the force over the next few months, in recognition of the recent drop in the outcome rate. The Chief Constable reported to the PCC during the January Accountability meeting that there was the potential for burglaries to increase following people being at home less, now Covid restrictions have eased. He also reported that officers continue to work extremely hard to target and arrest offenders and have seen a number of arrests recently following a joint effort with surrounding forces. Practical steps residents can take to reduce their chances of becoming a victim of burglary include having a bin buddy, having a fully functioning burglar alarm and using automated home lighting when their home is empty. More information on this topic can be found on the Surrey Police website.

To improve successful crime outcomes, work is ongoing to target local offenders living within Surrey to maximise opportunities to secure convictions and disrupt offending. Dedicated resources on each division are now allocated to **review all residential burglary reports to maximise investigative opportunities** and secure evidence at the earliest opportunity to assist with securing more convictions. Surrey Police have a Force Burglary lead providing oversight to ensure any identified learning/good practice is disseminated through coordinated burglary meetings across force departments and divisions to ensure local series, trends are identified and targeted appropriately.

Violence with injury offences, whilst increasing overall on last year, have not returned to pre-pandemic levels in Surrey. **Robbery offences are down** from 460 pre pandemic to 423 year to February 21 and 390 in the year to February 22. Partners in Health, Adult Social Care and Education sectors all continue to face challenges with their opportunities to intervene early; and the Force continues to explore opportunities to improve information and intelligence sharing. Public place hotspots include Woking, Guildford, Staines and Redhill and local officers are well informed and continue to problem solve issues in these areas, as well as focusing on prolific individuals coming to notice.

4.4 Strengthening relationships between Surrey Police and Surrey residents

The OPCC has recently recruited to a new role of **Contact & Correspondence Officer**, which is designed to ensure that complaints are directed to the right organisation or responded to in a more efficient and timely way. They should be in place over the next couple of months.

The PCC has reviewed her arrangements for accountability meetings and **holding the Chief Constable to account**. Plans are in place to hold some of these meetings using Facebook Live and asking residents to submit topics of interest they wish to see the PCC ask the Chief Constable about. These meetings will be held at different times of the day moving forward to encourage more engagement.

The Communications Team at the OPCC has recently **launched a competition for 15 to 25 year olds** to design a new logo for the office and PCC and DPCC. Launching the competition the DPCC said: "We are really excited to see the valuable contribution that young people in Surrey will bring to this project as we develop our new visual identity. Ahead of the publication of the Commissioner's Police and Crime Plan, we heard from residents, including young people, who said they wanted us to engage better and more widely."

Surrey residents are contacting Surrey Police in increasing numbers. The force reported that the **volume of 999 calls in June, July and October are the highest months Surrey has ever had**. This is mirrored in June/July nationally and the Force were requested on several

occasions in those months to assist other forces, in particular the Metropolitan Police. This meant that contact centre had to move call handlers away from answering the 101 channels. The **percentage of 999 calls answered within 10 seconds remains high at 91.4%** in the year to December 2021.

101 call answering times remain a challenge for the force. Surrey Police have reported that staffing resilience has been tested as call handlers have been spread through different locations throughout the pandemic, but that they are seeing a return to business as usual. Vacancies for Contact handlers are currently being advertised. Over 2021, the average was 3 minutes 26 seconds which is up 1 minute 21 seconds from the 12 months to December 2020. The volume of 101 calls have reduced by 10% in the last year with large increases seen in digital means of contact, such as Live Chat and social media.

4.5 Ensuring safer Surrey roads

Recent data on killed and seriously injured (KSI) show that the **number of collisions for KSIs is down 0.5%** compared to last year and the number of casualties is down 2.2%. However, some of this reduction is felt likely to be due to pandemic restrictions and a rise may be seen in future years. Surrey Roads Policing unit is due to be strengthened once new neighbourhood officers are embedded in divisions and experienced officers can be released to join the unit.

In conjunction with Surrey Fire and Rescue Service, the OPCC and Surrey Police promote **“Safe Drive Stay Alive”** and would encourage all residents, particularly new drivers to follow this educational campaign.

Surrey’s extensive Safety Camera partnership network assists with and supports driving prosecutions and during the recent PCC’s Accountability meeting, the Chief Constable encouraged all road users to take note of signs on the motorway warning of danger.

The **Surrey Safer Roads Partnership** work towards the objective of reducing KSI using the established approach of education, engineering, and enforcement to make the roads safer and positively influence road user behaviour. Looking ahead to 2022/2023 the partnership will continue to direct resources to areas of high risk. Data will be gained from the partnership and the Speed Management Plan will inform the deployment of resources. The Roads Policing Unit (RPU) will focus on the strategic roads; with a wraparound approach for our communities utilising the Casualty Reduction Officers (CRO), Community Speed Watch volunteers, Local Policing Teams and later this year the new Vanguard Road Safety Team.

Each Division has a **Road Safety Champion** and a single point of contact with RPU to dovetail their KSI reduction plan to the overarching RPU KSI reduction plan (Operation Mainstay). These plans are formed from the National Roads Policing Strategy and the Roads Policing Strategic Threat and Risk Assessment (STRA) which is currently being finalised. Divisions are the owners of issues on their local roads and responding to their communities and they use RPU as experts within their problem-solving plan. RPU can utilise specific skills such as the power of PG9 (the prohibition of vehicles on the road), the use of Tintman (calibrated equipment to check tinted windows), and sound monitoring equipment (to add evidence for illegal exhausts).

4.6 Performance Indicators

Performance against the Police & Crime Panel is reviewed in a number of different forums, including oversight by the PCC, Surrey Police and the Panel. The PCC's aim is for all these forums to use the same information in order to keep scrutiny of the plan consistent. Surrey Police have developed a scorecard to provide performance indicators for the Plan, with the indicators summarised in the table over.

The PCC recognises that police performance information is not always easy to interpret in terms of desired direction or cause of changes. The PCC therefore also asks Surrey Police to provide a narrative against the indicators for her accountability meetings with the Chief Constable.

The performance indicators to be used to monitor the plan are summarised in the table over. It should be noted that:

- To provide comparison, data to February 2022 compared to previous year has been given in most cases. As the end of financial year data becomes available that will be used as the baseline for future reports
- Crime numbers have been affected by the pandemic, with in many cases much lower than average recorded crime during 2020/21 in particular
- Crime numbers reflect police recorded crime and not necessarily actual crime trends and for some crime areas, such as domestic abuse, the PCC, Surrey Police and partners are active in encouraging reporting
- Where data differs from the February end of year time period it is stated in brackets
- There are still some indicators being developed, particularly in the Protecting People from Harm priority
- The Police and Crime Plan has only been set for four months and some indicators will take time to show changes following actions being put in place.

Performance Indicator	Year to February 2021*	Year to February 2022*	Change
Reducing VAWG			
% of people feeling safe after dark	79.3% (to Dec 20)	72.8% (to Dec 21)	Down 6.5%
Recorded violent domestic abuse offences	8275	7877	Down 398, 4.8%
Outcome rates for violent DA	13.7%	11.4%	Down 2.3% points
Serial DA perpetrators	1039	913	Down 126, 12.1%
DA victim satisfaction	92.2% (2020/21)	87.8% (Apr to Dec 21)	Down 4.4% points
Recorded serious sexual offences	1581	2047	Up 466, 29.5%
Outcome rate serious sexual offences	7.0%	6.8%	Down 0.2% points
Recorded child abuse offences	1336	1502	Up 166, 5.4%
Outcome rate child abuse offences	18.3%	13.0%	Down 5.3% points
Recorded stalking/ coercive control offences	1042	1078	Up 36, 3.5%
Outcome rate stalking/ coercive control offences	12.3%	10.9%	Down 1.4% points
Protecting People from Harm			
Overall victim of crime satisfaction	66.4%	60.4%	Down 6% points
Recorded hate crime	2130	2571	Up 444, 20.7%
Outcome for recorded hate crime	16.4%	15.6%	Down 1.3% points
Working with Surrey Communities			
Recorded burglaries	2841	2741	Down 100, 3.5%
Outcome rate burglaries	5.4%	4.0%	Down 1.4% points
Recorded serious violence with injury	6574	7033	Up 459, 7%
Outcome rate serious violence with injury	19.9%	15.5%	Down 4.4% points
Recorded knife crime	1263	1272	Up 9, 0.7%
Outcome rate knife crime	23.6%	19.9%	Down 4.5% points
Recorded vehicle crime	4694	4816	Up 120, 2.6%
Outcome rate vehicle crime	2.5%	1.2%	Down 1.3% points
Satisfaction for victims of anti-social behaviour	64.9%	63.4%	Down 1.5%
Strengthening Relationships			
% confident in Surrey Police	87.9% (to Dec 2020)	85.8% (to Dec 2021)	Down 2.1%
% 999 calls answered within 10 secs	93.2%	91.0%	Down 2.2%
Average time to answer 101 calls	137 secs (Feb 21)	266 secs (Feb 22)	Up 94.2%
% Grade 1 emergency incidents responded to within 15 minutes	66.0%	60.6%	Down 5.4%
Road Safety			
Killed or Seriously Injured (KSI) collisions	586 (to Nov 20)	589 (to Nov 21)	Up 3, 0.5%
KSI casualties	626 (to Nov 20)	640 (to Nov 21)	Up 14, 2.2%

*unless stated otherwise

5. CONCLUSION

It is early days in the implementation of the plan, although the OPCC, Surrey Police and partners have been making progress. Performance indicators give an indication of direction at this early stage.

6. CONTACT DETAILS

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SURREY POLICE AND CRIME PANEL

21 April 2022

Police Complaints Reform

SUMMARY

This report informs the panel of the review role of the Police & Crime Commissioner in the police complaints process.

BACKGROUND

The Policing & Crime Act 2017 introduced a significant change to the Police Complaints system, building on the previous years' reforms both of the complaints/conduct system, and of police governance in the form of PCCs. The reforms were intended to improve public confidence in the police complaints process.

Each police force continued to be the body to which people made their complaint or expression of dissatisfaction. The OPCC has no role in this initial stage of complaint. For Surrey Police, the Professional Standards Department (PSD) is the 'Appropriate Authority' (AA) as set out in the legislation for receiving complaints.

The main impact for PCCs and their offices was in regard to public complaints. The new legislation required PCCs to take over the appellate function previously carried out by Forces' PSDs (Professional Standards Departments) for what used to be termed 'Local Resolution' level complaints.

In Surrey, the PCC employed a Complaints Review Manager (CRM) on a part-time basis to discharge this appeal (known as 'review') function. Current staff within the OPCC did not have the capacity to absorb the review work but would support the new CRM. Surrey's CRM is a retired senior police officer from a neighbouring force's PSD who has the relevant experience of complaint handling.

THE PROCESS OF COMPLAINT RESOLUTION

The new legislation came into place on 1st February 2020 and applied to all complaint cases coming to the attention of Surrey Police PSD from that date.

Under the terms of the Police Reform Act (PRA), the AA makes an assessment of each new complaint by placing it in one of the following categories:

- Non schedule 3 – These represent low level dissatisfaction with police actions. They are recorded as complaints and forwarded to local supervision to address by way of SR (service recovery). There is no right to review at the conclusion of the process.
- Schedule 3 - Otherwise by Investigation. These relate to complaints which are still assessed as 'low level' in that they are not so serious that the officer/staff would be subject to criminal or misconduct proceedings, however there is a need to determine whether the service provided by police was acceptable or not, therefore a more formal response is required. In effect, this is the 'old style' Local Resolution. This category also applies to Non-Schedule 3 cases (above) where the complainant is not willing to be involved with Service Recovery. The complaint is resolved by PSD who provide an outcome letter to the complainant. There is a right to review the outcome by way of the OPCC.
- Schedule 3 - Subject to Special Procedures. These are the more serious matters where it is alleged that an officer/staff may have committed a criminal offence or misconduct so serious that, if proven, would justify formal misconduct proceedings (i.e. a hearing or meeting.) These matters are subject to a formal investigation by PSD or, where applicable, the Independent Office for Police Conduct (IOPC). There is a right to review the outcome of PSD investigations by way of the IOPC.

The OPCC therefore has a responsibility to review complaint outcomes relating to the middle category only.

'Schedule 3 - Otherwise by Investigation' complaints in Surrey are handled solely by the PSD. As the name suggests, they are not subject to a formal investigation and the subject officer is not served any Regulation 17 (disciplinary) notice. PSD are, however, expected to gather all available relevant evidence and address each allegation by determining whether the service provided was acceptable and whether or not there are areas for individual or organisational learning. At the conclusion, a final outcome letter is provided to the complainant explaining its findings. Contained within this letter is a paragraph explaining the right to request a review and the means of how to do so.

THE ROLE OF THE COMPLAINTS REVIEW MANAGER

The role of the Complaints Review Manager (CRM) is to conduct such reviews on behalf of the Surrey PCC.

Requests for reviews are received either by:

- Online submission via a link on the OPCC website
- Email or letter sent direct to the OPCC
- Email or letter sent (mistakenly) to PSD or IOPC and forwarded by them to the OPCC.

Only written requests are considered and any complainant making a request over the phone is advised accordingly.

Under the terms of the IOPC Statutory Guidance, there is no requirement for a complainant to state any grounds for their appeal.

The CRM must first decide whether such a request is applicable. Grounds for rejection at this stage include:

- The OPCC is not the correct appeal body, i.e. it should be the IOPC instead
- The request is out of time – there is a 28-day limit in which to register a request for review
- The PSD have not yet completed their enquiries. A request for review only becomes valid once a final outcome letter has been submitted by PSD.

PROCESS USED BY THE COMPLAINTS REVIEW MANAGER (CRM)

On accepting a valid request for review, the CRM sends a formal letter to the complainant introducing himself and identifying his role. A target date is set by which time the complainant will receive a report detailing the CRM's review. This target date was initially 8 weeks, however, as of March 2022, it has been increased to 10 weeks. While the 8 week target had a compliance rate over 95%, due to a sudden rise in requests for review from January 2022 onwards, together with the size of some of the individual reviews requested, it was determined that an extended timeframe would be more accurate and would more realistically manage complainants' expectations.

The new 10 week target is still considered to be reasonable. In any case, there is no time for completion date specified within the IOPC Statutory Guidance.

The CRM also notifies the AA that a review has been requested and they inform the subject officer/staff.

In conducting a review, the CRM reviews all available evidence which typically could include:

- Initial complaint form
- Decision to Log and Record (DTLR) form of PSD
- CAD records relating to the incident
- Niche records including occurrence logs, crime reports, custody records
- Body Worn Video (BWV)
- CCTV
- Officers' written accounts
- Witness statements
- Correspondence between the complainant and PSD
- Attempts made at Service Recovery
- Force Policies and Legislation
- Final Outcome Letter by a D.I. of PSD
- Request for Review and representations made by the complainant

This review is a remote process and once all relevant evidence has been established, together with any representations made by the complainant, there is no further physical or phone contact with either the AA or the complainant.

The purpose of the review is to determine whether the handling of the complaint by PSD was reasonable and proportionate. This incorporates whether sufficient enquiries were conducted in resolving the complaint and whether the outcome was a fair one.

It is not the role of the CRM to re-investigate the complaint.

At the conclusion of the review, the CRM provides a detailed report explaining his findings. A copy of the report is submitted to both the AA and the complainant. The decision of the CRM is final and there is no right to appeal this decision. If still dissatisfied, the complainant's only recourse is to request a judicial review.

If the CRM finds that the outcome is not reasonable or proportionate, he may make a *recommendation* to the AA to remedy the dissatisfaction of the complainant. There is no power to make any *direction* to the AA.

Where a recommendation is made to the AA, the AA must consider that recommendation and respond in writing within 28 days stating whether they accept that recommendation and, if they do, the steps they will take to comply. If they do not accept it, they must state the reasons why. A discussion may take place between the AA and the CRM prior to any decision being made by the AA.

STATISTICS

Year	Total review requests	Review Not Accepted	Review Accepted	Review Not Upheld	Review Upheld	Review Yet To Be Completed
2020	117	21	96	90	6	0
2021	133	24	109	99	9	1
01/01/22-23/03/22	45	11	34	6	0	28

OBERVATIONS

(i) Total Requests Received.

For the first two years of operating under the new regulations, the amount of applications for reviews received by the OPCC has remained relatively constant at a rate of around 2.5 requests per week. Throughout this two year period, the rate of applications received has also been constant with little sign of any peaks and troughs.

There has been no single policing event that has prompted any sudden rise in complaints requiring review to distort the figures, nor was there any particular impact caused by the Covid-19 pandemic.

The first two years have seen an average of around 130 new review requests per year.

Although any comparison with past years cannot be exact due to this being a new procedure under new legislation, it is fair to accept the new review process for the OPCC has replaced the former Local Resolution (LR). In the 12 month period 01/04/18 to 31/03/19, there were 50 LR appeals considered by the then appeal body, the Head of PSD.

There has therefore been a substantial increase in the number of appeals/reviews in the first two years of the task being conducted by the CRM on behalf of the PCC. The OPCC has reacted to this rise by increasing the hours worked by the CRM. Initially his terms of employment were for 14 hrs per week. From April 2021, this was increased to 22.5 hrs per week.

Since 1st January 2022, there has been a sudden steep rise in the number of review applications received which, at the time of writing, are approaching 50 in the first three months of the year. If this figure were to continue at the same rate throughout the year, the projected number of reviews for 2022 would be approaching 200.

(ii) Reviews not accepted/ not completed

Over the course of the two year period 1st Feb 2020 – 31st Dec 2021, a steady 18% of all requests for review were rejected by the Complaints Review Manager.

The reasons for this all fall within the following categories:

- The request was submitted out of time. - Under the Police Reform Act, the complainant must submit any request for a review within 28 days of receiving their final outcome letter from the complaint handler. If such a request is submitted outside this time deadline, the CRM may ask if there are any valid reasons for the late submission and may show discretion by accepting late requests. If this is not the case, the request will be regarded as invalid.
- The request was submitted to the wrong appeal body (ie it should have been made to the IOPC). On such occasions, the requests are forwarded to the IOPC.
- The complainant has submitted requests or sufficient correspondence requiring a response from the CRM, however has then decided to withdraw from the process or has simply not engaged any further.
- The request is made too early. The complainant must allow the complaint handler to complete their investigation before requesting any review, therefore no request is accepted before the complainant has received the PSD's final outcome letter.

There has been a steady 18% rejection rate for two years, however, since January 2022, this too has increased sharply to 24%. The overwhelming reason for this particular rise has been due to late requests for reviews.

(iii) Review Accepted

Over the course of the two year period 1st Feb 2020 – 31st Dec 2021, a steady 82% of all requests for review have been accepted as meeting the criteria requiring a formal review.

Of these requests that have been accepted for review, the nature of the complaint can be generally be divided into two broad categories:

(a) Complaints regarding a poor investigation by Surrey Police.

The main subjects involving alleged poor investigations or poor service tend to relate to the following:

- Neighbourhood disputes
- Domestic abuse
- Criminal investigations
- Child/vulnerable adult protection

(b) Overbearing conduct by Surrey Police. This relates to:

- Wrongful arrest and conviction
- Illegal searches
- Breaches of PACE

(iv) Review Not Upheld

The vast majority of reviews are not upheld because the CRM has decided that the service provided to the complainant was reasonable and proportionate.

This high figure is not surprising because all complaints are initially handled by the Professional Standards Department who are trained, experienced and accustomed to dealing with such complaints, therefore there is a good level of competence in complaint handling at source in Surrey.

This differs from some other police forces where complaints of this level are forwarded to supervisors on local divisions and departments for them to resolve with the complainant. This 'widened pool' of complaint handlers can result in some complaints being handled by supervisors without the necessary skills or experience.

(v) Upheld reviews

In the first year (1st Feb 2020 – 31st Dec 2020) the CRM upheld 6.25% of all reviews (6 out of 96)

In year 2 (1st Jan 2021 -31st Dec 2021) this figure rose to 8.25% (9 out of 109)

(Only 6 reviews have been conducted for reviews received after 1st January 2022, therefore the recent figures are too low to consider.)

By way of comparison with other police forces, the IOPC Police Information Bulletin (Q4 2021) reported that in the year ending 31/03/21, our Most Similar Forces had an Upheld Rate of 9%, while the National Average was 14%.

The reasons for upholding reviews are generally because:

- The complaint allegation has not been properly addressed
- Insufficient enquiries were carried out to resolve the complaint.

On such occurrences, the CRM makes separate contact with PSD to advise as to his decision and recommendation on the further action required.

A copy of the final review report is then submitted to both PSD and the complainant outlining the position. On one occasion only, there has been an initial disagreement by the AA with the CRM's decision, however this resulted in a meeting which successfully resolved any dispute.

(vi) Review Yet To Be Completed.

There are currently 29 cases awaiting consideration. Given the CRM works part-time on a 22.5 hours/week basis, this represents approximately 10 weeks' worth of work.

In terms of timeliness, the IOPC Police Complaints Information Bulletin (Q4 2021) reported that for the year ending 31/03/21, the average number of days to complete a review were as follows:

Surrey OPCC – 27 days
Most Similar Forces – 42 days
National – 36 days

RECOMMENDATION:

That the Police and Crime Panel notes the update to the management of the new complaints regulations within the OPCC.

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SURREY POLICE AND CRIME PANEL

21 April 2022

Recruitment and Workforce Planning

7

INTRODUCTION

The panel has asked for an update report detailing the Force's recruitment and retention strategy including the allocation of officers by district, borough, county-wide and other teams; the allocation of newly recruited officers as a result of the national uplift programme to recruit 20,000 officers; details of how many officers are in training and how many are on patrol.

OVERALL WORKFORCE DATA

When taking into account the planned intake of officers and the expected levels of leavers, Surrey Police is predicted to meet the **budgeted** target of 2,107 officers, as shown in the table below. As at end of February 2022, actual Police Officer **strength** in Surrey Police was at 2085.13 officers. This number will vary on a daily basis with probationer intakes and officers retiring and leaving and includes probationers and learner detectives who won't be fully operational. The current number has reduced on the end of year data due to officers leaving and intakes yet to take place.

	2018/19	2019/20	2020/21	2021/22
Budgeted Officers	1,874	1,917	2,022	2,107
Actual numbers as at 31st March	1,882	1,928	2,086	Available Late April 2022

The current force intake plans and projected wastage mean that the force will meet the end of financial year officer target. The table below shows a total intake of 49 officers in March which, when combined with some wastage, will allow the force to meet their target.

The latest recruitment table for the last year, as requested by the panel, is shown overleaf:

Key:

IPS – Independent Patrol Status

PCDA – Police Constable Degree Apprenticeship

DHEP – Degree Holder Entry Programme

PIP 1/PIP 2 – “Professionalising Investigation Programme”, accredited qualifications for detectives

DDHEP- Detective Degree Holder Entry Programme

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Entry Route	Date Recruited (Started Training Phase at HQ)	Total Number in Cohort	Stage of Process as of April 2022.	Commencement of Next Stage
DHEP	29/03/2021	13	IPS status received for this cohort as of w/c 24/10/2021. All officers are now working on an NPT borough and rota within their division.	This cohort will be starting their 2-4 week operational attachments as of 04/04/2022. This consists of short, staggered attachments to teams such as CID, SNT, NPIT and DA.
PCDA	31/05/2021	9	IPS status received for this cohort as of w/c 27/12/2021. All officers are now working on an NPT borough and rota within their division.	This cohort will be starting their 2-4 week operational attachments as of 06/06/2022. This consists of short, staggered attachments to teams such as CID, SNT, NPIT and DA.
DHEP	02/08/2021	12	IPS status received for this cohort as of w/c 28/02/2022. All officers are now working on an NPT borough and rota within their division.	This cohort will be starting their 2-4 week operational attachments as of 01/08/2022. This consists of short, staggered attachments to teams such as CID, SNT, NPIT and DA.
PCDA	02/08/2021	12	IPS status received for this cohort as of w/c 28/02/2022. All officers are now working on an NPT borough and rota within their division.	This cohort will be starting their 2-4 week operational attachments as of 01/08/2022. This consists of short, staggered attachments to teams such as CID, SNT, NPIT and DA.
DHEP	11/10/2021	23	This cohort are currently at the divisional coaching stage on division.	IPS status received for this cohort as of w/c 09/05/2022. As of this date, all officers will be working on an NPT borough and rota within their division.

PCDA	11/10/2021	32	This cohort are currently at the divisional coaching stage on division.	IPS status received for this cohort as of w/c 09/05/2022. As of this date, all officers will be working on an NPT borough and rota within their division
DDHEP	11/10/2021	11	This cohort are currently at the divisional coaching stage on division.	IPS status received for this cohort as of w/c 09/05/2022. As of this date, all officers will be working on an NPT and SNT borough within their division for 6 weeks. This cohort will then start their PIP 1 Investigative attachment following this.
DHEP	10/01/2022	10	This cohort are currently at HQ carrying out their initial training phase. The duration of this training is 15 weeks.	This cohort will move into the divisional coaching stage on division as of 25/04/2022. They are then expected to gain IPS as of 08/08/2022.
PCDA	10/01/2022	33	This cohort are currently at HQ carrying out their initial training phase. The duration of this training is 15 weeks.	This cohort will move into the divisional coaching stage on division as of 25/04/2022. They are then expected to gain IPS as of 08/08/2022.
DHEP	28/03/2022	12	This cohort will be starting their HQ training phase as of 28/03/2022. The duration of this training is 15 weeks.	The divisional coaching stage will start on 11/07/2022 for this cohort. They are then expected to gain IPS as of 08/08/2022.
PCDA	28/03/2022	25	This cohort will be starting their HQ training phase as of 28/03/2022. The duration of this training is 15 weeks.	The divisional coaching stage will start on 11/07/2022 for this cohort. They are then expected to gain IPS as of 08/08/2022.
DDHEP	28/03/2022	12	This cohort will be starting their HQ training phase as of 28/03/2022. The duration of this training is 15 weeks.	The divisional coaching stage will start on 11/07/2022 for this cohort. They are then expected to gain IPS as of 08/08/2022.

In terms of postings, all new officers get posted to local neighbourhood teams. However, there will only be small increases in neighbourhood team numbers over time as existing, more experienced officers then get moved on to other areas where investment has been decided as being operationally required by the Chief Constable. An update on staffing distribution was provided to the last Panel meeting, which covers allocations for 2021/22. An update for 2022/23 can be provided at a future panel meeting.

RECRUITMENT

In terms of recruitment in 2021/22, Surrey Police will carry on with the continuous recruitment campaign for new police officers, with two entry routes:

- Police Constable Degree Apprenticeship (PCDA) for those who don't have a degree and wish to study for one whilst undertaking police officer training
- Degree Holder Entry Programme (DHEP) for those who hold a degree

Direct entry routes for existing detectives also continues.

In addition to Police Officer roles, the establishment for operational Police Staff will increase in 2021/22 by 67. Operational Staff are preferable in a number of policing areas, rather than using police officers. This is for a number of reasons; most often because staff bring specialist skills and their roles do not require a warrant card. Examples include investigation officers, intelligence and research analysts. Areas of business with growth in operational staff include:

- Investigators - to interview suspects and carry out local investigations allowing local Neighbourhood Policing Teams to remain visible and 'on the beat'
- Intelligence gathering and research analysts particularly targeted towards identifying criminal gangs
- Contact centre staff - particular for the growing contact from residents by digital means
- Police Community Support Officers to supplement the rural crime team

Recruitment will take place throughout the year for these roles.

PLANS FOR 2022/23

Plans for 2022/23 workforce were provided to the panel as part of the precept proposal paper. Officer budgeted establishment will increase from 2,107 by the end of 2021/22 to 2,205 by the end of 2022/23. This is due to national uplift funding. Intakes of recruits will take place over the year to bring these extra officers in and to replace officers who retire or leave the force.

All officers will initially join local neighbourhood teams. Once probationers are trained and working independently, the force will consider where extra resources are required to meet the Police and Crime Plan and policing demands. More information can be provided to the panel on where posts will be invested once the Chief Constable has made this decision.

Staff establishment numbers will reduce slightly from 1,978 in 2021/21 to 1,961 in 2022/23. Precept investment has meant that operational staff posts remain protected.

RECOMMENDATION

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

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SURREY POLICE AND CRIME PANEL

21 April 2022

Force Culture and Conduct

8

1 SUMMARY

This report updates the Panel on the steps taken by the Commissioner to hold the Chief Constable to account regarding Surrey Police's culture and conduct and the steps taken by the Force to address cultural and conduct issues.

2 RECOMMENDATIONS

The Police and Crime Panel is asked to note the content of the report.

3 INTRODUCTION

Under the Police Act 1996 and the Police Reform & Social Responsibility Act 2011, the Office for the Police and Crime Commissioner's for Surrey (OPCC) has a number of specific duties in relation to the handling of complaints. The OPCC has a responsibility to manage complaints it may receive against the Chief Constable of the Force, its own members of staff, contractors, and the Commissioner itself. The OPCC also has a duty to keep itself informed about complaint and discipline matters within Surrey Police Force (as set out in section 15 of the Police Reform Act 2002). Also, as of 1 February 2020, Police and Crime Commissioners (PCCs) have taken on reviews of police complaints, where the Force would have previously been the appeal body. The reason for this change was to ensure the reviews are impartial and independent, providing greater assurance to the public.

4 SURREY POLICE CULTURE

The Chief Constable has set out expectations for the way people work in Surrey Police, which include:

- We will trust each other to do the right thing to give outstanding service
- We will expect high standards and ethical behaviour
- We will be kind, friendly, inclusive, and support our police families.
- We will respect, and reflect, the differences in communities we serve.
- We will value, and learn from, the different perspectives and experiences of others.

This is supported by a number of campaigns and training programmes in Surrey Police, including training sessions to tackle racism, taking part in pride events, the White Ribbon campaign and training on neurodiversity.

Recently, Surrey Police launched the #NotInMyForce campaign which is about removing sexism and misogyny from Surrey Police, and links into the work promoted by the Commissioner around VAWG. Additionally, Surrey Police’s Professional Standards Department (PSD) have conducted mandatory remote briefings to all supervisors in the force towards the end of last year around Abuse of Position for a Sexual Purpose (APSP), Sexual Misconduct and Sexism, which included a push that supervisors need to supervise and know what their teams are up to and to challenge and report improper behaviours etc.

Further work is also being done along similar lines to try and reduce conduct failings and influence higher standards – there have been face to face meetings with every Sergeant and Inspector on North Surrey and with all Sergeants on East Surrey already. Work is ongoing to meet with the remaining Sergeants and Inspectors in the remaining divisions and departments over the coming months. These are delivered by the Head or Deputy Head of PSD and focus on PSDs expectation that supervisors challenge inappropriate behaviour.

5 COMPLAINTS RECORDED BETWEEN 1 APRIL 2021 AND 6 MARCH 2022

The simplest way to monitor how Surrey Police is performing in terms of its conduct is by looking at the complaints received by PSD.

Each complaint case recorded has one or more allegations linked to it and each allegation is categorised in line with the IOPC’s guidance on capturing data about police complaints. This number will include any complaint cases that have met the threshold for special procedures (i.e. conduct), they remain as a complaint case and are not counted in the conduct case figures. After the changes to the Police Complaint and Misconduct Regulations in 2020, more conduct matters are now dealt with under complaints cases as members of the public can now make a complaint about the off duty behaviour of an officer or police staff member, and so for example, incidents where an officer or staff member are subject to a criminal allegation which also amounts to conduct might now be dealt with under a complaint case rather than a conduct case.

Table 1 shows the number of complaint cases (blue) and complaint allegations (purple) recorded by month. On average this equates to **204** cases per month (an increase from **185** in 2020/21 and **33** in 2019/20).

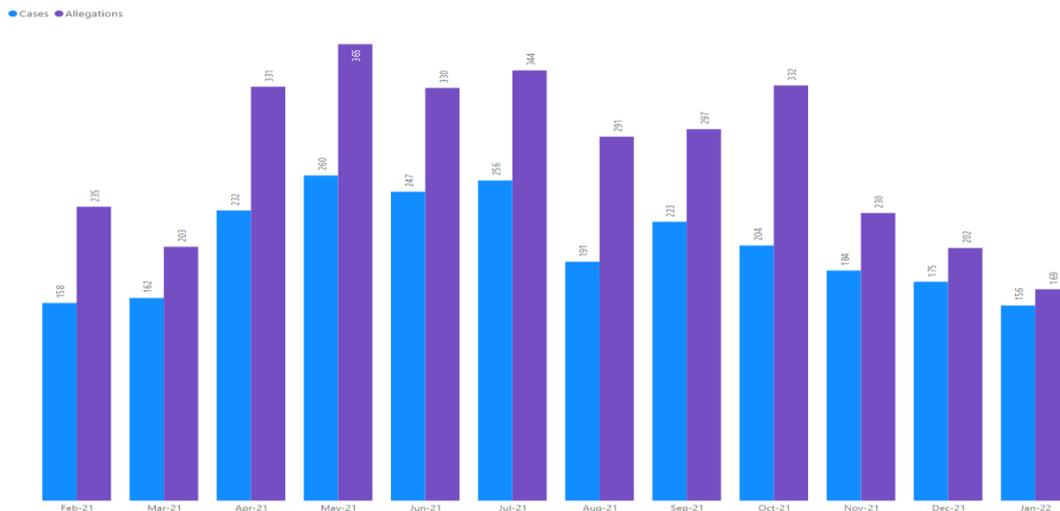


Table 2 shows the number of complaint cases and allegations recorded and a breakdown of the allegation types recorded.

Case Type	Cases	Allegations
Complaint	2,342	3,208
Delivery of duties and service	1,712	2,175
General level of service	1,506	1,857
Police action following contact	158	177
Decisions	85	92
Information	40	49
Police powers, policies and procedures	337	461
Searches of premises and seizure of property	98	104
Use of force	89	103
Power to arrest and detain	81	89
Stops, and stop and search	43	56
Detention in police custody	34	49
Other policies and procedures	17	18
Evidential procedures	12	16
Out of court disposals	14	14
Bail, identification and interview procedures	10	12
Individual behaviours	173	205
Impolite language/tone	100	108
Impolite and intolerant actions	28	30
Unprofessional attitude and disrespect	21	28
Overbearing or harassing behaviours	21	24
Lack of fairness and impartiality	13	15
Handling of or damage to property/premises	104	112
Handling of or damage to property/premises	104	112
Discriminatory behaviour	58	64
Race	40	42
Disability	10	14
Sex	4	4
Gender reassignment	1	1
Other	1	1
Religion or belief	1	1
Sexual Orientation	1	1
Access and/or disclosure of information	55	61
Disclosure of information	49	54
Handling of information	5	5
Accessing and handling of information from other sources	1	1
Use of police systems	1	1
Use of police vehicles	60	61
Use of police vehicles	60	61
Discreditable conduct	13	25
Discreditable conduct	13	25
Other	14	22
Other	14	22
Abuse of position/corruption	10	13
Abuse of position for other purpose	5	5
Abuse of position for the purpose of pursuing an inappropriate emotional relationship	2	5
Abuse of position for financial purpose	1	1
Abuse of position for sexual purpose	1	1
Organisational corruption	1	1
Sexual conduct	9	9
Sexual assault	7	7
Other sexual conduct	2	2
	47	
	47	
Total	2,342	3,208

Table 3 shows the outcome of complaint cases and allegations recorded (where they have been finalised).

Result	Cases	Allegations
Resolved	1,362	1,442
The service provided was acceptable	400	977
Not Resolved - NFA	268	292
No further action required	101	159
The service provided was not acceptable	97	129
Not determined if the service acceptable	61	80
De Recorded	28	29
No Case to Answer	4	13
Withdrawn	5	9
Case to Answer	1	3
Total	2,265	3,133

6 CONDUCT (CASES AND ALLEGATIONS) RECORDED BETWEEN 1 APRIL 2021 AND 6 MARCH 2022

Each conduct case recorded has one or more allegations linked to it and each allegation is categorised in line with the standards of professional behaviour.

Table 4 shows the number of conduct cases and allegations recorded and a breakdown of the allegation types recorded.

Case Type	Cases	Allegations
Conduct	82	214
Discreditable conduct	61	126
Discreditable conduct	61	126
Access and/or disclosure of information	11	20
Use of police systems	9	13
Disclosure of information	3	5
Handling of information	2	2
Other	11	19
Other	11	19
Discriminatory behaviour	8	16
Race	5	8
Disability	3	3
Religion or belief	1	3
Sex	1	1
Sexual Orientation	1	1
Delivery of duties and service	5	9
General level of service	3	5
Information	2	2
Decisions	1	1
Police action following contact	1	1
Individual behaviours	7	9
Overbearing or harassing behaviours	3	4
Impolite language/tone	3	3
Impolite and intolerant actions	1	2
Abuse of position/corruption	3	6
Abuse of position for sexual purpose	1	4
Abuse of position for other purpose	2	2
Police powers, policies and procedures	3	4
Use of force	2	3
Other policies and procedures	1	1
Sexual conduct	1	2
Other sexual conduct	1	2
Use of police vehicles	2	2
Use of police vehicles	2	2
Handling of or damage to property/premises	1	1
Handling of or damage to property/premises	1	1
Total	82	214

Table 5 shows the outcome of conduct cases and allegations recorded (where they have been finalised).

Result	Cases	Allegations
No Case to Answer	52	101
Case to Answer	16	70
De Recorded	3	13
Discontinuance	1	2
Total	69	186

7 MISCONDUCT PROCEEDINGS

Table 6 shows the misconduct hearings and meetings held by Surrey Police over the last year. Misconduct hearings are, in the main, held in public, and carries the potential sanction for the officer involved to be dismissed. Misconduct meetings are held in private and are for low level offences focused more on learning.

Hearing/ Meeting	Officer/ Staff	Number	Outcome
Hearing	Officer	5	Dismissed without notice = 2 Final written warning = 2 Reflective practice = 1
Hearing	Retired Officer	4	Would have been dismissed if still service = 4
Hearing	Staff	2	Dismissed without notice = 2
Hearing	Retired staff	1	Would have been dismissed if still service = 1
Meeting	Officer	3	Written Warning = 1 Reflective Practice = 2
Meeting	Staff	2	Final Written Warning = 1 Written warning

8 SCRUTINY BY OPCC

The Commissioner works very closely with PSD, meeting regularly with its Head and Deputy to scrutinise the Department's performance and discuss challenges and cases, and the pressures it faces. Additional resource is also currently being made available to the Commissioner's Office, to enable better scrutiny of PSD, by dip-checking and reviewing PSD files more regularly.

9 CONCLUSION AND CHALLENGES

This remains an integral part of the Commissioner's work, with 361 complaints being received by the OPCC in January and February this year alone, and over 3,000 contacts in 2021. In the majority of cases these relate to the work done by PSD. Most contacts are followed up with PSD, and, in the main, the work done by PSD is shown to be of a high standard. This is evidenced by the complaints review function carried out by the OPCC, which, despite increasing significantly in recent times, find that the number of cases being identified as requiring further work by PSD remains low, at approximately 5%. A separate report is provided to the panel on the Complaints Review process.

10 NEXT STEPS

The Commissioner will continue to monitor the performance of PSD and support Surrey Police in the work it does to improve the culture within the Force.

11 CONTACT INFORMATION

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SURREY POLICE AND CRIME PANEL

21 APRIL 2022

POLICE & CRIME COMMISSIONER'S SUCCESSION PLAN

1 SUMMARY

This report sets out the Commissioner's draft Succession Plan, to be followed in the event of a vacancy in the role of PCC or the PCC's incapacitation. In such a situation, the Panel has a statutory role to appoint an Acting Commissioner, to discharge the functions of Commissioner.

2 RECOMMENDATIONS

The Police and Crime Panel is asked to review and endorse the proposed Succession Plan.

3 INTRODUCTION

In July 2020, the Home Office announced a two-part review of the role of PCCs in order to deliver on a manifesto commitment to strengthen accountability of PCCs and to expand their role. Recommendations from part 1 of the review were published in March 2021, including the following statement to address resilience in the PCC role:

"To enhance resilience and capacity of PCCs, given our intention to expand the role into fire, the Home Office will bring forward legislation to mandate that each PCC must appoint a Deputy (of the same political party where the PCC represents a political party). In the interim, we will issue guidance to PCCs' offices requesting that a formal succession plan is put into place to deal with vacancy and incapacitation, involving the Police and Crime Panel in those discussions as necessary."

Guidance on succession plans has not yet been forthcoming, but the Policing Minister wrote to PCCs in July 2021 (annexed to this report), further underlining the Government's intention to mandate Deputy PCCs and to set out an expectation that all PCCs put in place a formal succession plan. PCCs are asked to "involve your police and crime panel in those discussions as necessary, given their statutory role in this process".

When would a Succession Plan need to be followed?

A PCC's succession plan would be triggered by a vacancy in the role of PCC due to resignation, death, disqualification or suspension, or where a PCC is 'incapacitated'. The arrangements would stay in place until the return of the PCC, or until a bi-election is held.

The role of the Police & Crime Panel

There is no formal remit for a Panel to approve a Succession Plan. However, the Panel has a statutory role to determine whether a PCC is incapacitated and as such, is unable to exercise their functions (*Police Reform & Social Responsibility Act 2011, Section 62(8)*). In the event of a vacancy or incapacitation, the Panel also has a statutory role to appoint somebody to be 'Acting Commissioner' until either the return of the PCC or a by-election can be held (*PRERA Section 62*).

In appointing a person as Acting Commissioner in a case where the PCC is incapacitated, the Panel must have regard to any representations made by the PCC in relation to the appointment. The Acting Commissioner must be a member of the PCC's staff (which includes the Deputy PCC) and can discharge all the functions of a PCC, apart from issuing or varying a police and crime plan.

The PCC's Draft Succession Plan

The PCC's draft Succession Plan addresses two potential scenarios. Firstly, in the event of any extended period of absence or partial incapacitation, the PCC would delegate to the Chief Executive (in consultation with the Deputy PCC) those decisions that she was unable to make but which, in such circumstances, the Chief Executive could take on the PCC's behalf. This reflects the arrangements already in place within the PCC's Scheme of Governance, including the Scheme of Delegation, and the OPCC's business continuity arrangements.

Secondly, in the event of a vacancy in the role of PCC or if the PCC is deemed 'incapacitated' by the Panel, it is proposed that the Deputy Police & Crime Commissioner will exercise the functions of the PCC until the Police & Crime Panel approves the appointment of an Acting Commissioner. For the avoidance of doubt, it would be the recommendation of the PCC that the Deputy Police & Crime Commissioner be appointed to this role by the Panel.

The alternative would be to appoint a member of politically restricted staff (most likely the Chief Executive) to the role of Acting Commissioner. The PCC's proposals avoid this situation and also echo the Government's intentions around the future mandation of Deputy PCCs.

It should be noted that the Panel has previously raised concerns in writing about the Deputy PCC's inclusion in any future succession plan and her leadership experience. This followed on from the Deputy PCC confirmation hearing in June 2021. The PCC is of the view however, that 11 months into her tenure, and having worked very closely with Ms Vesey-Thompson over this time, that she would be more than capable of stepping into the Acting Commissioner role and would be well supported by the team of staff in the OPCC. Ms Vesey-Thompson currently has no desire to pursue the role of PCC at future elections (a point she made at the confirmation hearing), but would be content to fulfil the role of Acting Commissioner should this be required.

It is suggested that the Succession Plan should be reviewed on an annual basis.

4 CONCLUSION AND CHALLENGES

In the event of a vacancy or incapacitation, it is prudent to have a clear succession plan which meets with the approval of the Police & Crime Panel and which reflects the representations of the PCC in respect of any Acting Commissioner appointment. A mutually agreeable succession plan would ensure that business can continue in an efficient way, until such time as the Commissioner returns or a bi-election is held.

5 BACKGROUND INFORMATION/PAPERS/ANNEXES

- The PCC's draft Succession Plan
- Letter from Policing Minister to PCCs dated July 2021

6 CONTACT INFORMATION

LEAD OFFICER: Alison Bolton, Chief Executive, Office of the PCC

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**Surrey Police & Crime Commissioner Succession Plan:
Contingency Arrangements**

In the event of the extended absence or a vacancy in the role of Police & Crime Commissioner for Surrey, this document sets out succession and contingency arrangements to ensure that business can continue until such time as the Commissioner returns or a by-election is held.

This plan should be considered alongside current governance arrangements, which are set out in the Police & Crime Commissioner and Chief Constable's joint Scheme of Governance (which includes the Scheme of Delegation, Financial Regulations and Contract Standing Orders) and the OPCC's business continuity plans.

In the event of any extended period of absence or partial incapacitation, the Commissioner would delegate to the Chief Executive (in consultation with the Deputy Police & Crime Commissioner) those decisions that she was unable to make but which, in such circumstances, the Chief Executive could take on the Commissioner's behalf.

In the event of a vacancy in the role of Commissioner (be that due to resignation, death, disqualification, suspension or if the Commissioner is 'incapacitated'), the Deputy Police & Crime Commissioner will exercise the functions of the Commissioner until the Police & Crime Panel approves the appointment of an Acting Commissioner. For the avoidance of doubt, it would be the recommendation of the Commissioner that the Deputy Police & Crime Commissioner be appointed to this role by the Panel. The Acting Police & Crime Commissioner would remain in post until either the return of the Commissioner, or until a by-election is held.

Annex 1

Approved by:

..... Police & Crime Commissioner for Surrey

.....Deputy Police & Crime Commissioner for Surrey

.....Chief Executive, Office of the PCC for Surrey

Date:



Home Office

Kit Malthouse MP
Minister of State for Crime and Policing
2 Marsham Street
London SW1P 4DF
www.gov.uk/home-office

9th July 2021

Dear Police and Crime Commissioners,

Police and Crime Commissioner Review: deputies and succession planning

Congratulations again on your successful election to the Office of Police and Crime Commissioner (PCC). I am looking forward to working with you we deliver on the people's priorities to cut crime and make our streets and communities safer.

On 16 March 2021, the Home Secretary announced the recommendations from Part One of the Review into the role of PCCs. In those recommendations we committed to legislating, when Parliamentary time allows, to mandate that all PCCs must appoint a deputy.

The necessity for a deputy has been brought into sharp focus by the Covid-19 pandemic, which led to an enforced delay to the PCC elections in 2020. The Home Secretary's statement also highlighted our plans to look at expanding the role of PCCs. Selecting a deputy not only provides the local accountability model with greater resilience in the event of incapacity, for example, but also the ability to effectively carry out the duties and responsibilities of the role by increasing the capacity of the model. Ahead of this requirement coming into force, we will engage with the APCC and APACE on how this will work in practice.

In the meantime, I expect all PCCs to work with their office to put in place a formal succession plan to be followed in case of vacancy or incapacitation, where one does not already exist. I would also ask that you involve your police and crime panel in those discussions as necessary, given their statutory role in this process. My officials will liaise with the APCC in six months' time, to review progress and offer any assistance, where necessary.

I hope you agree that the reforms I have outlined above are important to increasing the resilience of the model and to ensure that we can continue to cut crime and deliver the safer streets the public expect.

Kit Malthouse MP
Minister of State for Crime and Policing

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SURREY POLICE AND CRIME PANEL

21 April 2022

PANEL UPDATE ON FUTURE DEVELOPMENT OF ERP SYSTEM

1 SUMMARY

This report seeks to update the Panel on the work being undertaken to determine the next steps in the development of an ERP solution for both Surrey and Sussex. Several options were considered by each Force and these are set out later in this paper. Following consideration of the operational and other risks the Chief Constables have decided to upgrade the systems in Surrey and Sussex concurrently. In addition, internal processes will be rationalised so as to require minimal customisation of the systems.

This option will be presented in a business case to the PCC shortly to secure the required funding.

2 RECOMMENDATIONS

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

3 REASONS FOR RECOMMENDATIONS

The report is only for information

4 INTRODUCTION

Since the decision was taken last year to halt the Equip project work has been undertaken to re-set the ambition and vision for Surrey and Sussex with a focus primarily on critical operational and organisational risks.

This involves taking an incremental and pragmatic approach to deliver in line with a wider strategic vision and ambition. Several options were considered, and they needed to be achievable and realistic against the current, medium, and long-term financial plans of each force as well as against the available capacity and capability of the Digital, Data and Technology department (DDaT).

Furthermore, it was agreed that an 'adopt not adapt' approach was needed for any solution since as had been seen bespoke customisations of off-the-shelf solutions quickly became

complex and costly to not only develop but also to maintain over time This principle of “no customisations” was recently approved in the new Digital Technology strategy

It was also vital that the option chosen had to address the urgent requirement to upgrade and stabilise the existing legacy solutions. It also was also important that, whether it was a new system or an upgrade it delivered the business and cultural change required to support an ‘out-of-the-box’ solution

The vision for the ERP system remains unchanged and ultimately it should include HR, Finance, Duties, Payroll and Fleet. Ideally it should be able to deliver the following outcomes:

- Key operational and organisational system risks are mitigated
- Tools that are easy to find and easy to follow with self-service at their heart
- Automated processes and workflows that reduce the administrative burden on front line staff and support functions alike
- A single version of the truth for reporting and performance management, that supports timely organisational and operational decision making
- A reduction in the need to re-key the same data into numerous systems, ultimately improving data quality, integrity, timeliness, and consistency

To realise the entire vision will take some time and considerable investment and to the emphasis has been look at those systems which present the highest level of risk of failure.

5 OPTIONS CONSIDERED

In terms of current ERP systems Surrey uses what is now known as SSS Public Safety and Sussex SAP. The updating of both systems in 2016/7 was put on hold due to their impending replacement through the Equip programme. However, it is now critical that steps are taken to support these legacy systems firstly to ensure that they continue to function for both Forces and secondly to potentially use them as a platform for a new ERP system going forward.

As a result of this the following options were considered:

Option 1 – Upgrade both legacy systems and maintain. This is the baseline. There is no ‘do nothing’ option however due to the age of the legacy systems there is an increasing operational risk of failure if nothing is done

Option 2a – Upgrade both legacy systems and on-board Sussex onto upgraded Surrey solution. This would bring additional functionality out of the box meaning existing customisations would not be required in areas such as Duties

Option 2b – Upgrade both legacy systems and on-board Surrey onto upgraded Sussex solution. This does not deliver the same degree of functionality as option 2a as existing customisations in Surrey could not be used.

Option 3 – Upgrade Surrey legacy solution and on-board Sussex with minimal upgrade work carried out on Sussex. Work is required to ascertain whether this is feasible and whether Sussex system can be kept running whilst Surrey is upgraded.

Option 4 – Upgrade both legacy systems before proceeding to procure new solution. This significantly reduces the operational risks of doing nothing on a particular system.

Option 5 – Outsource ERP completely to a complexly new system. This would take some time to deliver, leaving the existing systems at risk of failure, and would require wholesale changes to processes and procedures in both Forces. Consequently, this option was dismissed quite quickly

Initial discussions were held with the potential suppliers to explore the costings and deliverability of each option. Although there will be a particular emphasis on costs any solution has to primarily address the operational and security risks posed by the current legacy systems.

6. CONCLUSIONS

After a great deal of careful consideration of all the options the Chef Constables have agreed on the following way forward:

- a) To reduce operational risk inherent in both legacy systems it suggested that they are both upgraded concurrently. This will need to be managed carefully in respect of resourcing but given the current risks, this is the optimal solution at the current time.
- b) As well as the upgrades there will be a revised approach to processes and a real emphasis on data quality.
- c) Surrey's existing system has many customisations which will NOT be carried forward into the upgrade as they are expensive to replicate and maintain. Instead Surrey processes will need to match the 'out of the box' functionality in the upgraded system. This approach to standardisation is totally in line with the recently approved DDaT technology strategy and applies to all systems.

6 NEXT STEPS

The cost and timetable for this option is now being firmed up for presentation to the CC and DCC in April. They will then make a recommendation to the PCC who will have to approve any additional funding required.

If funding is approved it is hoped that implementation will begin in the Autumn of 2022, following a procurement exercise. Current estimates suggest that the upgrade will be completed within 2 years.

9 CONTACT INFORMATION

Name: Kelvin Menon, Treasurer OPCC
Contact: kelvin.menon@surrey.police.uk

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SURREY POLICE AND CRIME PANEL

21 April 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, one meeting has been held on 31 January 2022. As this latter meeting needed to be deferred due to staff absences, we are unable to report on outcomes to this panel meeting.

31 January 2022 – Public Accountability and Performance Meeting

This was the first meeting held by the PCC in the new style of accountability meetings. The meeting was shown live and available for viewing afterwards from the PCC's website. Shorter Youtube clips of the meeting covering specific topics were also made available for the public to view. The PCC focussed the meeting on asking questions of the Chief Constable of public interest, including some areas of scrutiny by residents in advance of the meetings.

The PCC is looking to continue this approach for public Accountability & Performance meetings, but make them more interactive (with the ability for the public to submit live questions) and with meetings being held during the evening when members of the public may be more likely to participate.

Agenda items were:

- Rural Crime
- Performance Report
- CCTV
- Surrey Police Budget
- Reducing Violence Against Women and Girls Strategy

The Deputy Chief Constable (DCC) provided an update on **rural crime** and the extra investment in policing resources. He highlighted three current trends of concern: theft of GPS systems from tractors by organised crime groups; livestock worrying; and poaching. Extra training has been given to call handlers to help with the response to these issues. There is also now a specialist rural Police and Crime Support Officer (PCSO) in each borough, who has enhanced training and works closely with local networks to tackle rural crime. They can be recognised by their green epaulettes. There are currently 2 specialist full time PCs, to be increased to 3 by Summer 2022, who are dedicated to rural crime in Surrey.

Under the item on **Performance**, the PCC asked about burglary detections as this was a concern raised in the media and by residents. The Chief Constable (CC) reported that Surrey continues to be the 4th safest county in England and Wales in terms of reported burglaries, and the safest county in the South East. There has been a marked decrease in reported incidents of burglary during the pandemic. However, work is underway to raise the current solve rate of 3.5%, through improving forensic and digital evidence gathering.

A new digital investigation support unit has been created to support officers in recovering digital evidence supporting investigative opportunities. The crime solved rate reflects the reduced opportunity during the pandemic for officers to visit and speak with perpetrators already in prison regarding further offences to be taken into consideration. Another factor is the low number of incidents making it more difficult to spot series and trends, which can lead to identification offenders. A force wide operation, Operation Falcon, is ongoing and it ensures closer scrutiny into investigative standards and principals, to constantly improve outcomes.

The PCC asked if an increase in residential burglary is expected as Covid restrictions reduce. The CC confirmed this is potentially the case, but officers continue to work extremely hard to target and arrest offenders and have seen a number of arrests

recently following a joint effort with surrounding forces. Practical steps residents can take to reduce their chances of becoming a victim of burglary include having a bin buddy, having a fully functioning burglar alarm and using automated home lighting when their home is empty. More information on this topic can be found on the Surrey Police website.

The PCC asked about **solve rates in knife crime** and the CC confirmed Surrey has the lowest rate of knife crime within the category of serious violent crimes in the South East, and that it is important to note that not every report of knife crime involves injury to the victim. The solve rate for knife crime is currently 1 in 5. Some knife crime is drug and County Lines related and Surrey Police specialist teams work with the Metropolitan Police to identify and arrest offenders. Surrey Police also works with Surrey County Council to reduce knife crime rates through preventative work in schools, to influence offenders and their peers.

In relation to **road casualties**, numbers were significantly reduced during the pandemic. However, the M25 remains one of Europe's most dangerous and busiest stretches of road and Surrey Police is working with the Highways Agency to tackle driving offences. Rural roads can also be extremely dangerous. In conjunction with Surrey Fire and Rescue Service, the Surrey Police promotes "Safe Drive Stay Alive" and would encourage all residents, particularly new drivers, to follow this educational campaign.

The Surrey Police 5-year **CCTV strategy** will shortly be coming to an end and the PCC asked what will happen going forwards. The CC explained that CCTV was widely introduced in the 1990s and the level of system sophistication varies greatly throughout the County, as does the distribution of cameras. Town centre CCTV assists with the policing of events and the night-time economy as it allows resources to be directed to hotspots of crime quickly and provides critical evidence. Huge leaps in the technical range of CCTV makes this a good time to review and refresh the strategy to 2028 and beyond as next generation cameras will be able to carry out reactive and proactive facial recognition, and this is currently under discussion.

The CC presented the proposed **Surrey Police budget for 2022/23** and advised the last 10 years had seen significant financial pressure on police forces and levels of central government funding had not increased in that time scale. A recent survey conducted by the office of PCC showed that Surrey residents are broadly in favour of an increase in Council Tax for police to strengthen investigative resources and maintain neighbourhood and community policing teams. Over 50% of income Surrey Police currently receives comes from Council Tax and if the amount is not increased, Surrey residents may see a significant impact on service provided. The budget proposals formed part of the precept proposal which was going the Panel for its consideration.

The PCC asked about the force plans for **Reducing Violence Against Women and Girls** – an important part of the Police and Crime Plan. The CC confirmed Surrey Police is dedicated to delivering the 2-fold promise - to keep the county safe, and for it to feel safe. There are tools being introduced to help improve safety such as Safestreeets, a pilot service for the public to report areas in which they have felt unsafe due to a number of factors including environmental issues such as inadequate lighting, or physical issues such as being verbally abused.

Surrey Police has a unit dedicated to dealing with **high harm perpetrators** to reduce repeat offending, which has seen some success. A recent survey of survivors of domestic abuse shows confidence is currently at 89% satisfaction in police action.

Surrey is the **2nd safest county with regards to serious sexual offences**. Numbers of reported cases of coercive controlling behaviour and stalking are rising but this may in part be attributed to a new screening protocol for contact officers to more easily identify behaviour categorised as unwanted, fixated, escalating and repeated, and record it correctly.

The DCC reported that Surrey is one of the first forces to put in place a strategy around Violence against Women and Girls to try to address the wider loss of public confidence and put the victim at the centre of everything they do. Surrey Police have invested heavily in a specialist team of officers dealing with domestic abuse and team sizes will increase to keep pace with growing numbers of reports. The internal culture of Surrey Police is under constant scrutiny as Surrey Police recognises how officers and staff suspected of, or involved in, perpetrating crime are treated can be a barometer for the public. Investigation into any incidents involving Surrey officers or staff are robust and are all carried out and reviewed by independent teams.

Future meetings are in the diary as follows:

- 7th April 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

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01483 630200

E-MAIL:

SurreyPCC@surrey.pnn.police.uk

SURREY POLICE AND CRIME PANEL**PCC Forward Plan and Key Decisions****21 April 2022****SUMMARY**

This report provides information on the key decisions taken by the PCC from February 2022 to present and sets out details of the Office's ongoing Forward Plan for 2022/2023.

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 2022/202

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 February 2022 (see Appendix B).

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
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
January 2022	ICV Annual Training	Training Day	ED	N
Feb/March 2022	Related Party Disclosures and Interests	Annual update	SG	N
March 2022	End of Year processing		RL/KM	N
April 2022	Joint Audit Committee Meeting	Agenda and Papers	SG	N
May 2022	Community Safety Fund Grants	Decisions published on grants	SH	Y
May 2022	Contacts Update	To update contact lists following elections (MPs/council leaders etc.)	PA	N
July 2022	Annual Report	To be written and published	JB/ NR	N
July 2022	Draft Financial Statements for 2021/22	CFO to approve	KM	N
July 2022	Joint Audit Committee	Agenda and Papers	SG	N
May – July 2022	Procurement to design phase new website	PCC appraised, considerations logo, branding, accessibility	NR/JS	N
July 2022	Pension Board	Agenda and Papers	RL/KM	N
October 2022	Joint Audit Committee	Agenda and Papers	SG	N

OFFICIAL

January 2023	Joint Audit Committee	Agenda and Papers	SG	N
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Appendix B - OPCC Decision Log 2022

Decision no.	Title	Date Submitted to PCC	Lead officer	Agreed by PCC	Date Agreed	Protective marking (OFFICIAL/OFFICIAL SENSITIVE)	Published on website?	Spend/Amount
1	Treasury and Capital Strategies	27/01/2022	Kelvin Menon	Yes	27/01/2022	Official	Yes	NA
2	External Auditor Appointment	27/01/2022	Kelvin Menon	Yes	27/01/2022	Official	Yes	NA
3	Mid Year Prudential Indicators	27/01/2022	Kelvin Menon	Yes	27/01/2022	Official	Yes	NA
4	Precept and Budget for 2022/23	09/02/2022	Kelvin Menon	Yes	09/02/2022	Official	Yes	NA
5	Community Safety Fund February	24/02/2022	Sarah Haywood	Yes	24/02/2022	Official	Yes	£49,727.35
6	Precept Funding Agreements	25/02/2022	Damian Markland	Yes	25/02/2022	Official	Yes	£485,727.00
7	3rd Qtr financial performance and virements	08/03/2022	Kelvin Menon	Yes	11/03/2022	Official	Yes	See decision paper
8	Reducing Reoffending Fund March	14/03/2022	Craig Jones	Yes	14/03/2022	Official	Yes	£2,500

Total: £537,954.35

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SURREY POLICE AND CRIME PANEL

21 April 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

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SURREY POLICE AND CRIME PANEL 21 APRIL 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 and Deputy Police and Crime Commissioner.
- 1.2 Where a complaint is received by the Panel¹, a report is produced for the next available meeting, setting out the nature of the complaint(s) received and details of any action taken.

2.0 ANALYSIS AND PROGRESS

- 2.1 The Panel has a responsibility to informally resolve non-criminal complaints about the conduct of the PCC, as well as criminal complaints or conduct matters that are referred back to it by the Independent Office for Police Conduct.
- 2.2 For the above, the Panel agreed at its meeting on 13 December 2012 to delegate informal resolution of complaints to a Complaints Sub-Committee.

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

- 2.3 However, in accordance with the Regulations, complaints received by the Panel that do not relate to the conduct of the PCC (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 meeting of the Panel, the Sub-Committee considered three complaints (PCP 0039) against the Police and Crime Commissioner; the Sub-Committee's letter to the Commissioner in respect of the complaints is annexed to this report.
- 3.2 Since the last meeting of the Panel, two complaints against the Police and Crime Commissioner have been received – they relate to different conduct. Supporting information has been sought from both complainants. One complainant provided supporting information, and they and the Police and Crime Commissioner are being consulted in respect of disapplication of the informal resolution process.

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. At the request of the Chairman, the Panel's Support Officer is drafting a new protocol, to provide a clear guide to the local complaints process which reflects learning from previous complaints and incorporates new operational guidance from the Independent Office for Police Conduct.

5.0 CONCLUSION AND RECOMMENDATIONS

- 5.1 The Panel is asked to note the report.

6.0 WHAT HAPPENS NEXT

- 6.1 Any future complaints will be reported to the next available meeting of the Panel.
- 6.2 Panel to agree a new complaints protocol at a future meeting.

SUPPORT OFFICER: Benjamin Awkal, Scrutiny Officer - Surrey County Council

TELEPHONE NUMBER: 07816 091463

E-MAIL: benjamin.awkal@surreycc.gov.uk



Contact: Benjamin Awkal
Tel: 07816 091463
E-mail: benjamin.awkal@surreycc.gov.uk
Ref: PCP 0039

14

Police and Crime Commissioner for Surrey

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

8 March 2022

Sent via email

Outcome of Complaint – Reference: PCP 0039

Dear Commissioner,

Three complaints against the Surrey Police and Crime Commissioner (PCC) were referred by the Office of the Police and Crime Commissioner for Surrey (OPCC) to the supporting officer of the Surrey Police and Crime Panel between 16th and 20th December 2021.

In accordance with its established practice for multiple complaints regarding the same conduct, the Panel's Complaints Sub-Committee progressed the three complaints collectively.

The Complaints Sub-Committee met on 24th February 2022 to consider the complaints. Whilst the Complaints Sub-Committee normally aims to consider a complaint within four weeks, allowances were made as a result of further legal advice being sought in advance of the Complaints Sub-Committee and due to the administrative complexity of handling multiple complaints.

Remit of a Police and Crime Panel

The Police Reform and Social Responsibility Act 2011 sets out that a Police and Crime Panel is restricted to informal resolution of any non-criminal complaint made against a PCC.

The Police and Crime Panel is responsible for overseeing complaints made about the conduct of the PCC. The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 defines "conduct" as including "acts, omissions, statements and decisions (whether actual, alleged or inferred)". The role of the Police and Crime Panel is to consider the information submitted and determine the most suitable course of action to assist with

informal resolution of the complaint, such as through convening a Complaints Sub-Committee.

The Complaints Sub-Committee has a non-investigatory role and only has the power to consider complaints about the conduct of the Police and Crime Commissioner (and Deputy Police and Crime Commissioner). It may request written comments from complainants and the person complained about and invite the person complained about to make oral representations at its consideration of complaints.

In accordance with the Complaints Protocol in considering the complaint before it the Complaints Sub-Committee shall have regard to:

- The Code of Conduct of the Police and Crime Commissioner;
- Whether the complaint discloses a specific conduct failure identifiable within the Code of Conduct of the Police and Crime Commissioner;
- Whether the complaint related to operational policing matters which the Police and Crime Commissioner has no authority over; and
- The remedies available to it.

The remedies available

In accordance with the Complaints Protocol, the Complaints Sub-Committee is to determine the most suitable course of action to assist informal resolution, which may include:

- Asking the Panel's Support Officer to write an explanatory letter to the complainant on behalf of the Complaints Sub-Committee;
- Requesting that an officer of the PCC's Office write an explanatory letter to the complainant;
- Suggesting a change to the Office of the PCC policy;
- Requesting that an apology be tendered by the person complained about (no apology may be tendered on behalf of the person complained against unless that person has admitted the alleged conduct and agreed to the apology).

Guidance issued by the Home Office explains that "informal resolution is a way of dealing with a complaint by solving, explaining, clearing up or settling the matter directly with the complainant, without an investigation or formal proceedings. It is not a disciplinary process, and does not involve the imposition of any sanction. It is a flexible process that may be adapted to the needs of the complainant and the individual complaint. It may involve the person complained against explaining their conduct and, if appropriate, apologising for it. This could be done by correspondence or in a face to face meeting. The method of informal

resolution is left up to the individual PCP, provided that it is in accordance with the Regulations and guidance issued by the Secretary of State.”¹

Regarding Police and Crime Panels, there exist no legal powers to apply formal sanctions other than to provide an opinion on the conduct of the officeholder concerned and the remedies set out above; the PCC is held accountable by the ballot box.

The Complaints Sub-Committee’s Considerations

The Complaints Sub-Committee was required to consider three complaints following a tweet made by the PCC on 12th December 2021. The comments made were in the course of an ongoing public debate, which has been referred to elsewhere as the “transgender debate”, with differing views being expressed which have been broadly described as being from a gender critical or gender identification stance.

The debate generates strong feelings and the Complaints Sub-Committee wished to make clear that its role was not to consider or reach any view on the merits of any side of this debate. Its sole responsibility was to consider the conduct raised in the complaints concerning the PCC, the Code of Conduct and other obligations which apply to the office, and if any remedy it was able to recommend could help the informal resolution of the complaints before it.

Any conclusions reached on these questions should not be read as providing support or diminishing the views of either side in that debate. Neither should they be read as categorising the PCC’s views as being on any side of the debate.

The substance of the complaints

The conduct complained about was a tweet published by the Commissioner on 12th December 2021 while ‘quote tweeting’ a tweet by another person.

The Commissioner wrote:

It’s not a niche issue, it’s not ‘hysterical’ of women to be taking to the streets about it. We will not accept this gaslighting from men who keep telling us they are women, or those who enable it. #IStandWithJKRowling.

The tweet the Commissioner was ‘quote tweeting’ read:

War is Peace.

Freedom is Slavery.

Ignorance is Strength.

The Penis Individual Who Raped You Is a Woman.

[link to Sunday Times article]

The article to which the tweets relate (a copy of which was supplied to the Sub-Committee by the Commissioner) was published by *The Sunday Times* on 12th December 2021 and titled ‘Absurdity’ of police logging rapists as women.

¹ Home Office, *Guidance: Police and crime panel handling of complaints and conduct matters about the PCC* (November 2012)

In summary, the three complaints collectively alleged that in publishing her tweet the Commissioner:

- was transphobic and gratuitously offensive;
- undermined trust in policing;
- breached section 149 (the public sector equality duty) of the Equality Act 2010; and
- breached the General Obligations contained in her Code of Conduct.

Having regard to the PCC's Code of Conduct:

The Complaints Sub-Committee focused on the following provisions of the Code of Conduct:

“This code does not apply when I am acting in a purely private capacity.”

“Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.”

“Selflessness - Holders of public office should act solely in terms of the public interest.”

“Leadership - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.”

2. General Obligations: “I agree:-

- a. To treat others with dignity and respect
- b. Not to use bullying behaviour or harass any person
- c. Not to conduct myself in a manner which:
 - i. Is contrary to the policing protocol and/ or
 - ii. Could reasonably be regarded as bringing my office into disrepute”.

Legal advice to the Complaints Sub-Committee

The Complaints Sub-Committee has been advised:

Whether any particular expression of beliefs on either side of a debate amounts to unlawful discrimination or harassment in any given situation will always be a highly fact-sensitive question. But, in general, expressing beliefs as part of a respectful discussion or where relevant to the circumstances, or outside work as part of the public debate about these issues, is likely not to be discriminatory.

That holding and expressing gender critical beliefs does not inherently interfere with the rights of trans people, even though some people may find such beliefs offensive or distressing. This does not mean that people with gender critical views can ‘indiscriminately’ or ‘gratuitously’ refuse to use a trans colleague’s preferred pronouns. To do so may constitute unlawful harassment of that person. But expressing gender critical views, including referring to a trans person’s biological sex, will not necessarily constitute harassment, and whether it does in any given situation is a highly fact-sensitive question.

In the application of these principles to the consideration of the complaints before it, the Complaints Sub-Committee was advised that the PCC is entitled to express her beliefs and views, whatever side they may be on, in the course of public debate, even though some

people might find the views offensive or distressing. The Complaints Sub-Committee needed to consider whether the way in which the views were expressed by the PCC, was indiscriminate, gratuitous, disrespectful or without showing dignity to others, which could be considered a breach of the Code of Conduct.

Regarding the Public Sector Equality Duty (PSED) raised in the complaints, the role of the PCC is subject to the PSED, and the PCC must have due regard to the duties when discharging the functions of the office. The Complaints Sub-Committee has a role to seek to informally resolve complaints concerning conduct, and it is beyond the Committee's remit and procedure to determine whether the PCC had breached statutory duties in the discharge of functions; such findings are made in the courts.

The Complaints Sub-Committee's Findings

The Complaints Sub-Committee carefully considered all the material before it, being the complaints, the representations made by the PCC on the complaints, extracts from Twitter and screenshots, and the Sunday Times article referred to above.

The Sub Committee found as follows:

- The complaints concerned new and different conduct (the tweet) from those previously considered by the Sub-Committee. They were not repeat complaints.
- That the Police and Crime Commissioner was acting in her capacity as Police and Crime Commissioner for Surrey when she published the tweet as her twitter account clearly identified her as the Police and Crime Commissioner for Surrey.
- The Complaints Sub-Committee had a remit to consider the informal resolution of complaints in relation to a breach of the Police and Crime Commissioner's (PCC) Code of Conduct. One complaint referenced discrimination in the context of the PSED. The Sub-Committee was not tasked with, or equipped, to determine if a statutory duty of the PSED had been adhered to; this was a matter for judicial determination.
- The PCC is entitled to express her views on transgender issues in the course of public debate, and the views she expressed did not inherently interfere with the rights of trans people and could not be said to be discriminatory in themselves. This was the case even though the views may cause offence to some.
- In expressing her views, the PCC was subject to an obligation under the Code of Conduct to express those views using language which treated others with dignity and respect.
- The Panel were agreed that the transgender debate was highly sensitive, and if the PCC chose to take part in the debate, she must choose her language carefully if she was to serve the whole community of Surrey.
- The Complaints Sub-Committee was split on whether the section of the tweet "*We will not accept this gaslighting from men who keep telling us they are women, or those who enable it*" failed to treat others with dignity or respect. When read in the context of the Sunday Times article and with the PCC's explanation of her views, some members considered the tweet was not disrespectful. Other members

considered reading the tweet as it appeared, specifically using the words “gaslighting” and “keep”, was disrespectful. Members considered that twitter was not a platform that lent itself to clarity or nuance on complex issues.

- By a majority decision, the Complaints Sub Committee found that the *language* in which the Commissioner chose to communicate her views in the second sentence of her tweet – “We will not accept this gaslighting from men who keep telling us they are women, or those who enable it” – was not dignified or respectful, and thus constitutes a breach of General Obligation 2 (a) contained in the Police and Crime Commissioner’s Code of Conduct: “To treat others with dignity and respect”.

Outcome of the Complaints Sub-Committee

The Panel’s Support Officer will make a record of any informal resolution and will, usually within 5 working days, provide copies to the complainant and the person complained about. (Allowances have been made due to the complexity of handling multiple complaints).

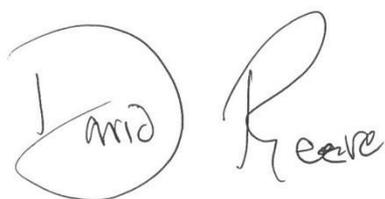
The Complaints Sub-Committee of the Surrey Police and Crime Panel agreed that in publishing your tweet of 12th December 2021, you breached General Obligation 2 (a) of your Code of Conduct, “to treat others with dignity and respect”, through the language you used to express your views.

The Complaints Sub Committee, by a majority decision, agreed to request that you write an explanatory letter to the three complainants to informally resolve the complaints.

If you are not satisfied with the outcome of the Complaints Sub-Committee you can make a complaint to the Local Government and Social Care Ombudsman who will consider the case. Please see the following link to the website: <https://www.lgo.org.uk/make-a-complaint>

The Panel is to consider publishing this letter and invites your views in respect of it doing so. In reaching a decision, the Panel will consider whether publication is in the public interest.

Yours sincerely,

A handwritten signature in black ink that reads "David Reeve". The signature is written in a cursive style, with the first name "David" and the last name "Reeve" clearly legible.

Councillor David Reeve
Chairman of the Complaints Sub-Committee

SURREY POLICE AND CRIME PANEL
21 APRIL 2022

**RECOMMENDATIONS TRACKER AND FORWARD WORK
PROGRAMME**

15

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

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**APPENDIX 1 - SURREY POLICE & CRIME PANEL
RECOMMENDATIONS TRACKER - 21 APRIL 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	R17/20 - The new long-term strategy for police housing will be provided to the Panel in due course.	OPCC	<p>The OPCC note that the strategy is still under development.</p> <p>10/11/2020 - Not yet finalised but an update will be provided to a future meeting.</p> <p>22/01/21 - 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	R46/20 - The Panel will request further detail and expansion on the possible acquisition of a PCC General Power of Competence in consultation for Part Two of the PCC Review; regarding local governance issues in relation to the selling, developing and buying of property as the Panel has a responsibility to scrutinise the PCC's actions and advice received on such matters.	Panel/OPCC	<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> <p>18/02/22 – To be included in the April report.</p> <p>05/04/22 - 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>	April 2022
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March 2021	Hate Crime	R8/21 - 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	16/06/21 - Response from Surrey Police: The initiative stalled due to the Covid pandemic, and will be looked at again to progress once the Force is able to. 01/09/21 and 10/11/21 and 18/02/22 - This project is still on hold.	Ongoing
June 2021	Surrey Police and Crime Panel Annual Report 2020-2021	R14/21 - 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	R16/21 - 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

September 2021	Building the Future Update	<p>R23/21 - 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"> - 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. - the timescales between the Stages. - 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 	OPCC	<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>11/01/22 - 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>22/03/22 – Site visit and update to formal meeting postponed due to Member availability. Site visit to be held in June with update into 30 June Panel meeting.</p>	Ongoing
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		headquarters - to remain at and redevelop Mount Browne or to carry on with delivering the new headquarters at the Leatherhead site.			
September 2021	Commissioner's Question Time	R34/21 - 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"> - Different approaches to CCTV across Surrey's Boroughs and Districts. - Approaches to CCTV nationally by other counties. 15/02/22 – Paused by Chairman and Vice-Chairman due to ongoing discussions by Surrey Leaders Group.	Ongoing
November 2021	Draft Police and Crime Plan 2021-2025	R39/21 - The Panel to consider the PCC's offer for the head of the Roads Policing Unit (RPU) to present to the Panel.	Panel		Ongoing

November 2021	Performance Meetings	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.	CEX (OPCC)	18/02/22 – Arrangements are being made.	Ongoing
November 2021	Performance Meetings	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.	OPCC	18/02/22 - The Force are still collating data around digital contact. Once this is available it will be provided to the panel.	Ongoing
November 2021	OPCC Commissioning Update	R47/21 - The Panel will receive the OPCC's new commissioning strategy in due course.	Head of Policy and Commissioning (OPCC)	18/02/22 – This is still in development. 05/04/22 - On the forward plan for June 2022.	Ongoing
February 2022	Performance Meetings	R2/22 – The PCC to write to the Panel with further information on the Force's deep dive into domestic abuse victim satisfaction levels.	PCC	05/04/22 – In progress.	Ongoing

February 2022	Commissioner's Question Time	R4/22 –The OPCC to provide information on the Force's use of CCTV in the county.	OPCC	29/03/22 – A short update will be provided at the April Panel meeting. 05/04/22 - No further update. Long term issue. It would be better discussed at informal meeting with the Chief Constable.	Ongoing
February 2022	Commissioner's Question Time	R5/22 – The DPCC to provide further information, including data, on Surrey Police's approach to tackling unsafe driving by young people.	DPCC	05/04/22 - In progress.	Ongoing

Completed Actions/To be Deleted

June 2021	Surrey Police Group Unaudited Financial Report for 2020/21	R11/21 - 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	<p>01/09/21 - CIPFA has been engaged to do a review of all Force's projects not just ICT. The work is still ongoing</p> <p>10/11/21 - The CFO has looked into this and there is no CIPFA report on ICT projects to share.</p> <p>24/11/21 – It was reported at the November Panel meeting that there is no review to share. Surrey Police have done a review of the static cameras and have concluded that they do not represent value for money and will not result in the reduction in noise complaints as hoped. The local team, supported by Roads Policing, are considering other prevention and enforcement tactics.</p>	November 2021
September 2021	Commissioner's Question Time	R32/21 - 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	<p>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.</p> <p>18/02/22 - Update from Surrey Police: We are working to the agreed CCTV strategy as signed off by all parties in 2018. However, if the District and Boroughs wish to lead a countywide review of CCTV then lead officers are happy to support where required.</p>	February 2022

November 2021	Surrey Police Group Financial Report for Month Six Financial Year 2021/22	R37/21 - 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)	02/02/22 – The Finance Sub-Group were updated regarding potential reductions around police staff.	February 2022
November 2021	Draft Police and Crime Plan 2021-2025	R38/21 - Following its development, the new Force balanced scorecard will be provided at the next Panel meeting.	OPCC	07/02/22 – The Force balanced scorecard was circulated to Panel Members.	February 2022
November 2021	Anti-Social Behaviour	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.	OPCC	18/02/22 - The table provided was the outcome of data collected through the ASB Satisfaction Survey. This survey collects victims' feedback through a text message system. The feedback is split into five areas; overall satisfaction, initial contact, treatment, action taken and kept informed. The data provided is the overall satisfaction across the District and Boroughs for Quarter 2 2021/22. Over the course of a year there will be fluctuations and changes. It is difficult to pinpoint why but the data tells us that consistently people are dissatisfied with how they are kept informed (this is the same across ASB and crime data). Currently work is taking place to really unpick what the satisfaction data is telling us, particularly, around kept informed. Work will be shared with the Community Harm Reduction Group as while this is reflection of police	February 2022

				performance, how all partners respond to ASB will affect how victims feel.	
November 2021	Anti-Social Behaviour	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.	PCC	18/02/22 - At the time of writing we are aware of the following District and Boroughs who have signed the pledge; Tandridge, Guildford, Woking, Reigate and Banstead, Runnymede, Elmbridge, Spelthorne, Mole Valley and Waverley. Surrey County Council, Surrey Police and the OPCC/PCC along with several of the Housing Associations are signed up as well.	February 2022
February 2022	Performance Meetings	R1/22 – The OPCC to provide a response from the Chief Constable regarding the target set for the clear-up rate in percentage terms and actions to be taken to achieve the target.	OPCC	05/04/22 - There is no target set for the crime solve rate. The Performance Report stated that the DCC said the force was currently 'mid-table' and aimed to be top quartile. But this has not been set as an official target or aim. The force solve rate for total crime as at end of December 2021 was 12.1% To be top quartile of 42 forces the force solve rate would need to be 14.2%. With a comparison measure if all forces change (at the moment most are falling in this area) then a force can improve its position but get worse against itself over time or vice versa. The OPCC looks at performance over time rather than comparisons. The force solve rate in 2020 was 15.1%.	April 2022
February 2022	Performance Meetings	R3/22 – The OPCC to share the January 2022 Performance report with the Panel.	OPCC	07/02/22 – The Performance report was shared with Panel Members and is attached as Annex 1.	February 2022
February 2022	OPCC Financial	R6/22 – The Chief Finance Officer to provide further information on 'other	OPCC/CFO	05/04/22 - The £46,724 in the report is made up of:	April 2022

	Update for Month 9	contributions' of the OPCC for the 2021/22 financial year.		£1,724 for National Police Chaplaincy, £5,000 for Surrey Search and Rescue, £40,000 Coronavirus grant funding for ISVA.	
February 2022	Surrey PCC's Proposed Precept for 2022/23	R7/22 – An item on wider estates planning to be added to the agenda of the next Panel meeting in April.	Scrutiny Officer	15/02/22 – The item was added to the forward plan and was requested.	February 2022

Annex 1

Performance report January 2022



Performance report
Jan 22 - Annex 1.docx

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	PURPOSE	OFFICER
April 2022	Police and Crime Plan Update (Twice yearly – April/Nov)	All	To consider progress made against the agreed Police and Crime Plan. Report to include refreshed performance dashboard.	OPCC
	Police Complaints Reform	n/a	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)	Surrey Police Recruitment and Workforce Planning	All	The PCC to provide an update report twice a year detailing recruitment and retention strategy, the allocation of officers by district, borough, county-wide and other teams, the allocation of newly recruited officers as a result of the 20,000 uplift, including how many officers were in training, how many were on patrol.	OPCC
	Force Culture and Conduct	Preventing violence against women and girls Protecting people from harm in Surrey Working with Surrey communities so that they feel safe	Panel to review information, such as complaints data, regarding Force culture and officer and staff conduct, steps taken by the Commissioner to hold the Chief Constable to account regarding Force culture and conduct and the steps taken by the Force to address cultural and conduct issues.	OPCC

Appendix 2

		Strengthening relationships between Surrey Police and Surrey Residents		
	PCC Succession Plan	n/a	Panel to review the Commissioner's draft succession plan	Alison Bolton – OPCC
	Standing Items – see list below			

DATE	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
June 2022 – AGM	Governance Items 2022/23: <ul style="list-style-type: none"> • Election of Chairman • Election of Vice Chairman • Re-establish Complaints SC • Re-establish Finance SC 		Panel to agree memberships and Terms of Reference.	Scrutiny Officer/Democratic Services Assistant
	PCC Annual Report	All	The Police Reform and Social Responsibility Act (2011) places a duty on Police and Crime Commissioners to produce an Annual Report. Members of the Panel are asked to comment on the report prior to its formal publication.	OPCC

Appendix 2

	OPCC Commissioning Strategy	All	Panel to review the refreshed commissioning strategy and make recommendations as appropriate	OPCC
	Surrey Police Group End of Year Financial Report for 2021/22		To provide the report.	OPCC – Chief Finance Officer
	Office of the Police and Crime Commissioner End of Year Financial Report for 2021/22		To provide the report.	OPCC – Chief Finance Officer
	PCP Annual Report 2021-2022		A summary of the PCP's activity over the last year.	Scrutiny Officer/Democratic Services Assistant
	Estates, Housing and Building the Future	n/a	To update the Panel on the future of police housing and estates, including the redevelopment of the Force headquarters.	Johanna Burne - OPCC
Or in September	Surrey PCP Finance 2021-22		End of year report detailing the Panel's expenditure of the Home Office Grant.	Scrutiny Officer/Democratic Services Assistant
TBC – delayed since November 2021 Panel	HO PCC Review Part 2 and General Power of Competence	n/a	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
	Standing Items – see list below			

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DATE	ITEM	Police and Crime Plan Priority	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	All	The PCC to provide an update report twice a year detailing recruitment and retention strategy, the allocation of officers by district, borough, county-wide and other teams, the allocation of newly recruited officers as a result of the 20,000 uplift, including how	OPCC

Appendix 2

			many officers were in training, how many were on patrol.	
TBC – delayed since November 2021 Panel (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"> • How effective is the force at investigating crime? • How well does the force understand the current and likely future demand? • Summary of Legitimacy, Effectiveness and Efficiency. <p>Summary of PCC's responses to reports published by Her Majesty's Inspectorate of Constabulary and Fire & 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 items and Scrutiny Officer/Democratic Services Assistant to liaise with OPCC.	Scrutiny Officer and Democratic Services Assistant /OPCC

Appendix 2

DATE	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
November 2022	Budget Update (Twice per year – Feb & Nov) <ul style="list-style-type: none"> • Surrey Police Group Financial Report for Month Six Financial Year 2022/23 • Office of the Police and Crime Commissioner Financial Report for Month Six Financial Year 2022/23 		As agreed at the precept setting meeting on 6 February 2013, to allow the Panel to have oversight of the latest financial position.	Johanna Burne / Chief Finance Officer
	Police and Crime Plan Update (Twice yearly – April/Nov)		To consider progress made against the agreed Police and Crime Plan.	OPCC
	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"> • How effective is the force at investigating crime? • How well does the force understand the current and likely future demand? • Summary of Legitimacy, Effectiveness and Efficiency. Summary of PCC's responses to reports published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) about Surrey Police.	OPCC
	Surrey PCP Budget Mid-Year Claim 2022		Mid-year report detailing the Panel's expenditure of the Home Office Grant.	Scrutiny Officer/Democratic Services Assistant
	Standing Items – see list below			

Appendix 2

STANDING ITEMS: these will appear on every agenda				
Subject/Title	Dates	Police and Crime Plan Priority	Purpose	Contact Officer
PCC Forward Plan and Key Decisions	All	All	To review the key decisions made by the PCC in line with the Police Reform and Social Responsibility Act 2011, Section 28(6). Decisions – Office of the Police and Crime Commissioner for Surrey (surrey-pcc.gov.uk) To review the PCC's forward plan.	OPCC
Performance Meetings	All	N/A	To consider issues raised during monthly discussions between the PCC and the Chief Constable. To include the web link and notice of upcoming public meetings and most recent public performance report.	Johanna Burne - OPCC
Building the Future Update	All	n/a	A standing item to update the Panel on the future of police estates.	Johanna Burne - OPCC
Surrey Police Recruitment and Workforce Planning Update	Twice a Year (April/Sept)	All	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

Recommendations Tracker and Forward Work Programme	All	N/A	To monitor responses, actions and outcomes against recommendations or requests for further actions. To provide a summary of work due to be undertaken by the Surrey Police and Crime Panel and work that has recently been completed.	Scrutiny Officer/Democratic Services Assistant
Commissioners Question Time	All	N/A	For the Panel to raise any issues or queries concerning crime and policing in Surrey with the Commissioner – questions to be provided four working days in advance.	Scrutiny Officer/Democratic Services Assistant
Complaints	All	N/A	To monitor complaints received against the PCC and / or the DPCC	Scrutiny Officer/Democratic Services Assistant

ITEMS KEPT UNDER REVIEW				
ERP (Equip) Programme	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
Complaints Sub-Committee	<ul style="list-style-type: none"> • Councillor David Reeve - Chairman • Councillor Bruce McDonald - Vice-Chairman • Councillor John Furey • Councillor Valerie White • Councillor John Robini • Councillor Bernie Spoor • Independent Member - Mr Philip Walker • Councillor Paul Kennedy (<i>substitute</i>) 	To resolve non-criminal complaints against the PCC and/or the DPCC.	Report to each meeting of the PCP, detailing any complaints dealt with since the last meeting.
Finance Sub-Group	<ul style="list-style-type: none"> • Councillor David Reeve - Chairman (ex-officio) • Councillor Bruce McDonald - Vice-Chairman (ex-officio) • Councillor Paul Kennedy • Councillor Mick Gillman • Councillor Valerie White (agreed at Panel meeting: 15/09/21) • Independent Member - Mr Martin Stilwell 	To provide expert advice to the PCP on financial matters that falls within its remit.	Reports verbally to the formal precept setting meeting of the Panel in February.



Surrey Police Performance Report

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Required for:	<i>Public Accountability and Performance Board January 2022</i>
Security Classification	Official
Handling information if required:	Not applicable
Suitable for publication:	Yes
Title:	Progress against the Police and Crime Plan
Version:	7.0
Purpose:	To inform the Public Accountability and Performance Board
ACPO / Strategic Lead:	DCC Kemp
NDM / OSARA compliance:	Yes
Date created:	11 th January 2022
Date to be reviewed:	17 th January 2022

AUTHOR:	
Name:	Sally Wilson, Head of Corporate Development
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Foreword

Within this paper performance is evaluated over the latest full rolling 12 months (12m) against the same period one year earlier. This enables the Force, at a strategic level, to determine whether the trend in a particular measure is moving in the right direction. For some measures we also include the distinct quarterly or monthly data points to help determine and visualise whether a particular period has impacted the trend.

National comparison data from the Office of National Statistics (ONS) have been included where available, but it is important to note that ONS data is currently only published up to June 2021. The Covid-19 pandemic has had a significant impact on crime volumes, and data remain volatile, so national comparisons quoted as of June 2021 may have changed in the last six months, and should be treated merely as indicative of Surrey Police's performance.

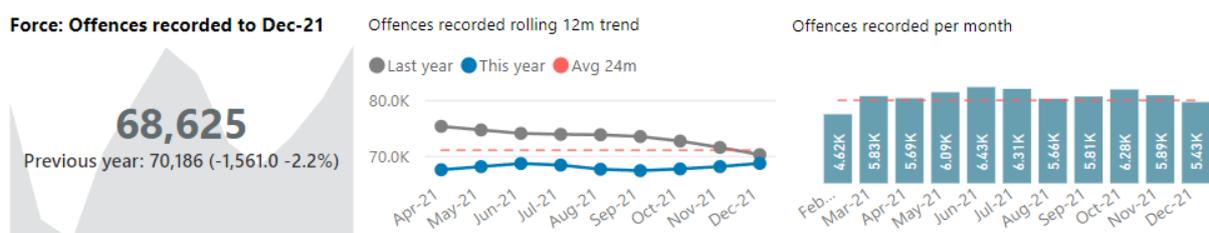
EXECUTIVE SUMMARY

The ONS figures showed that in June 2021 **Surrey had the 4th lowest crime rate nationally** (57.4 per 1000 population) across England and Wales, and Surrey continues to have the **lowest crime rate in the south-east region**. Considering how attractive Surrey is to travelling criminality; with the Metropolitan Police to the north, and excellent road links across the South East, the continuing position as having the lowest crime rate in the region is significant

Volume of Recorded Crime ¹

The latest Office of National Statistics figures for the 12 months ending June 2021 show that total police recorded crime decreased by -4.8% in England and Wales. This decrease in crime was mainly driven by changes in society after coronavirus lockdown restrictions were put in place. Surrey's reduction over the 12 months to June 2021 was -3.3%.

Analysis of Surrey Police's own data for the 12 months to December 2021 shows that the year on year trend in recorded crime has continued to decline, down -2.2% to 68,625 crimes recorded with the trend starting to show a small upturn with recent months above the average.



Lockdown restrictions throughout April and May 2020 saw some of the biggest reductions in crime. The second national lockdown during November also saw notable reductions. The introduction of tier level restrictions in December and a further national lockdown in January 2021 resulted in recorded crime being below the monthly average. For the 12 months to December 2021 the biggest reductions have been within the drug, burglary, criminal damage and robbery categories. The only notable increases have been within Serious sexual (up 19.7%) which includes rape and sexual assault offences and 'other sexual offences' is also up 9.5%. Also, violence is up slightly 4.5% although the increase relates predominantly to 'without injury' offences of harassment which includes the improved recording of stalking and controlling or coercive behaviour offences.

¹ Defined as the number of total notifiable offences recorded within Surrey as defined by the Home Office Counting Rules (HOCR)

Crime category	12m to Nov21	12m to Nov20	Change	%age change
Commercial burglary	750	953	-203	-21.3%
Criminal damage	7,920	8,746	-826	-9.4%
Drug offences	2,672	3,506	-834	-23.8%
Fraud and forgery	138	160	-22	-13.8%
Other criminal offences	2,296	2,398	-102	-4.3%
Other sexual offences	474	433	41	9.5%
Residential burglary	2,634	3,378	-744	-22.0%
Robbery	375	425	-50	-11.8%
Serious sexual	1,965	1,641	324	19.7%
Theft (other than vehicle) & handling stolen goods	10,005	10,209	-204	-2.0%
Vehicle crime	5,537	5,928	-391	-6.6%
Violence	33,859	32,409	1450	4.5%
Total notifiable offences	68,625	70,186	-1561	-2.2%

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Force: Volume of Solved Outcomes

Home Office Counting Rules require all notifiable offences to have an outcome. For Surrey Police, a 'Solved outcome is a notifiable offence with either a charge; caution; penalty notice; drug warning; community resolution, TIC (taken into consideration)'. From January 2021, outcome 10 where formal action is not in the public interest was included and then in April 2021, outcome 22 was also added to solved outcomes when they are validated 'Checkpoint' outcomes.

Force: Solved outcomes to Dec-21



For the 12 months to December 2021 the volume of solved outcomes for notifiable offences recorded was 8,281 down -22.1% (a reduction of 2,345 solved outcomes) when compared to the 12 months to December 2020 (10,626) this is a statistically significant reduction based on rolling year data over the last 24 months. The volumes of solved outcomes between January and May 2021 have been below the 24-month average. The volume of solved increased above average in June 2021 but has subsequently returned to below average from July 2021 to the end of December 2021.

As can be seen from the table below most crime types have seen a reduction in solved outcomes over the last 12 months when compared to the year before (apart from sexual offences). Violent crime with a solved outcome has seen the biggest volume reduction (-840). With vehicle crime showing the largest percentage reduction (down 65.3%).

Crime category	12m to Nov21	12m to Nov20	Change	%age change
Commercial burglary	49	82	-33	-40.2%
Criminal damage	579	792	-213	-26.9%
Drug offences	2,073	2,829	-756	-26.7%
Fraud and forgery	26	44	-18	-40.9%
Other criminal offences	648	656	-8	-1.2%
Other sexual offences	70	109	-39	-35.8%
Residential burglary	92	166	-74	-44.6%
Robbery	39	63	-24	-38.1%
Serious sexual	141	134	7	5.2%
Theft (other than vehicle) & handling stolen goods	632	855	-223	-26.1%
Vehicle crime	66	190	-124	-65.3%
Violence	3,866	4,706	-840	-17.8%
Total notifiable offences	8,281	10,626	-2345	-22.1%

Force: Solved Outcome Rate

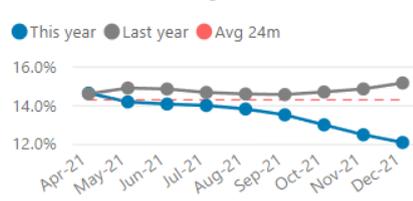
Solved outcome rates are calculated using the volume of solved outcomes over a given period divided by the volume of crimes in the same period.

For the 12 months to December 2021 the solved outcome rate for notifiable offences was 12.1% which is a reduction of 3.1 percentage points compared to the 12 months to December 2020 (15.1%) (NB: percentage values have been rounded up and down to the first decimal place). The charts below show the impact of the low volumes of solved outcomes over recent months as the volumes of crimes increased over the same period.

Force: Solved rate to Dec-21



Solved outcome rate rolling 12m trend



Solved outcomes recorded per month



The table below shows the solved rate for each crime category. With all categories except “other criminal offences” showing a reduction on the solved outcome rate.

Crime category	12m to Nov21	12m to Nov20	%age Point change
Commercial burglary	6.53%	8.60%	-2.07%
Criminal damage	7.31%	9.06%	-1.75%
Drug offences	77.58%	80.69%	-3.11%
Fraud and forgery	18.84%	27.50%	-8.66%
Other criminal offences	28.22%	27.36%	0.86%
Other sexual offences	14.77%	25.17%	-10.40%
Residential burglary	3.49%	4.91%	-1.42%
Robbery	10.40%	14.82%	-4.42%
Serious sexual	7.18%	8.17%	-0.99%
Theft (other than vehicle) & handling stolen goods	6.32%	8.37%	-2.05%
Vehicle crime	1.19%	3.21%	-2.02%
Violence	11.42%	14.52%	-3.10%
Total notifiable offences	12.07%	15.14%	-3.07%

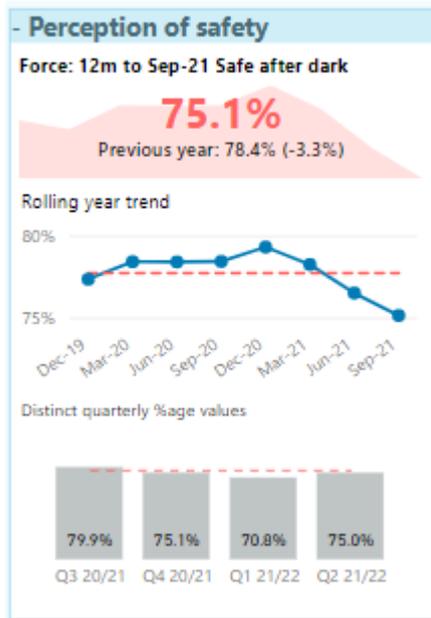
While the volumes of most crime types have decreased over the last 12 months, and the volume of Total Notifiable Offences has reduced by 2.2%, some crime types, notably sexual offences and hate crime, have increased. The Force's performance in solved outcomes (both volume and rate) has broadly tracked the national position, and the Force remains approximately mid-table when comparing solved rates with other forces. However, the Force continues to aspire to improve and, to that end, has set up a number of structural reviews to undertake a root and branch analysis of how investigations are conducted and how specialist teams are organised to focus on key areas such as domestic abuse, child abuse and serious sexual offences. The Force is confident that these interventions will begin to have an impact on overall solved outcomes performance as the teams are embedded, and staff recruited as part of Operation Uplift and Precept become fully competent. These initiatives and subsequent performance are given full scrutiny through the Deputy Chief Constable's Force Service Board.

The following sections set out Force performance against the Police and Crime Commissioner's Plan.

1. Violence against Women and Young Girls (VAWG)

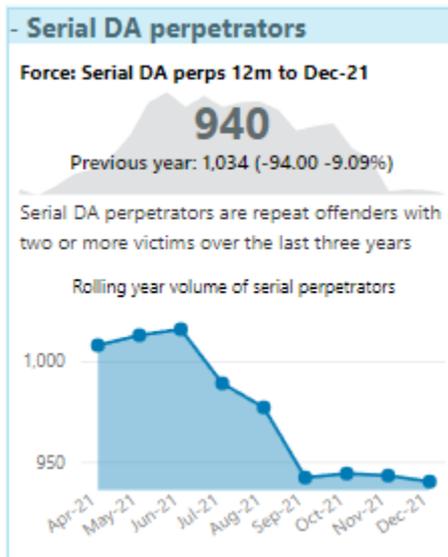
1.1 Satisfaction and Confidence

Force: Perception of safety after dark for female respondents



The Joint Neighbourhood Survey asks respondents to consider how safe they feel after dark. The latest results for the 12 months to Sep-2021 is 75.1% of female respondents say they feel ‘very safe’ or ‘fairly safe’ after dark. This is a reduction compared to values over the last eight quarters. The latest result for female respondents is below the 84% for total respondents. Q1 2021/2022 shows a reduction compared to previous quarters but the latest Q2 2021/2022 shows an improvement.

There are several areas the views of women in Surrey are captured, including the Call It Out survey and use of Streetsafe. The response to this falls into the VAWG Prevent Strategy and response to the creating public spaces “pillar” of the NPCC VAWG framework (covered in detail in the OPCC Performance report for VAWG). Actions include a trust and confidence plan and overt policing plans such as Op Vigilante.



Serial Domestic Abuse (DA) perpetrators

Surrey monitors the volume of serial domestic abuse perpetrators. This has been defined together with ESDAS as the volume of repeat offenders that have two or more victims over the last three years. Currently this volume of perpetrators has reduced by 94 over the last year; a reduction of 9.1%.

Serial perpetrators reduction of 9.1% mirrors the total violent DA reduction of 8.1% we would expect there to be a correlation between the two measures. The high harm perpetrator unit (HHPU) are working on reducing serial offenders.

A new Multi Agency Tasking & Coordination (MATAC) process has been set up to discuss the management of DA perpetrators. High Harm Protection Unit (HHPU) will adopt serial DA offenders who can be managed through the Integrated Offender Management (IOM) model.

Integrated Offender Management (IOM) brings a cross-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together.

IOM helps to improve the quality of life in communities by:

- reducing the negative impact of crime and reoffending
- reducing the number of people who become victims of crime
- helping to improve the public's confidence in the criminal justice system

Surrey Police was one of the first police forces in the UK to have a Violence Against Women and Girls (VAWG) Strategy, which was launched in June 2021, and was subsequently inspected by HMICFRS. This included a full review of the way the Force implements, maintains and monitors protective measures. Surrey's work was seen as progressive and good practice. For example, HMICFRS praised Surrey Police's use of Stalking Prevention Orders.

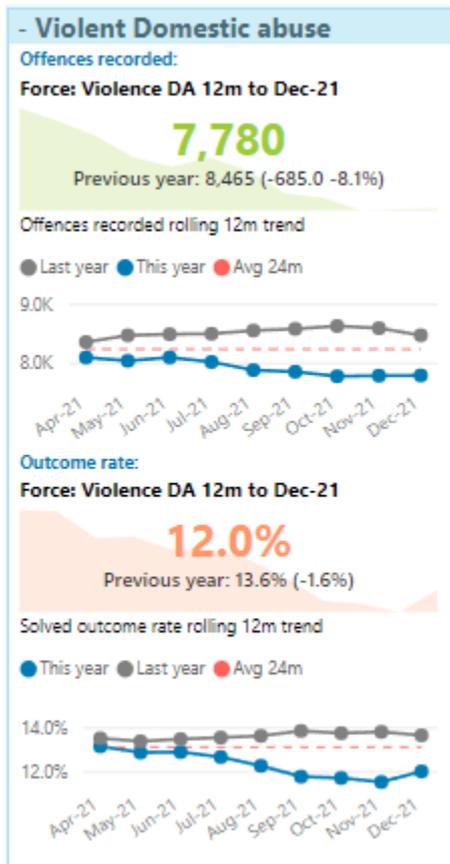
Under the Prevent aspect of the Violence against Women and Girls (VAWG) plan each Division will target the highest harm repeat and serial VAWG and DA perpetrators.

Domestic abuse (DA) satisfaction

The latest financial year satisfaction for domestic abuse is 82.2% down from the 93.1% recorded at the end of 2020/2021. This decline relates to a drop in satisfaction in Q1 2021/2022 (Apr-Jun 2021) where overall DA satisfaction reported was to be 71.4% compared to usual quarterly overall satisfaction of over 90%. The volumes of respondents in this quarter was lower than usual but further analysis does not identify any specific reason for this drop in Q1 21/22 – the reduction was seen across all elements; initial contact; actions take and kept informed. Latest data for DA satisfaction showed the response rate increase again in Q2 21/22 and results have returned to normal levels again (89.1%). This is a measure to watch when Q3 results are released in 2022.

With the introduction of new DA Teams, dedicated DA caseworkers have been embedded, with the intention to engage survivors from report to court. (There is significant demand in these teams which has increased investigation timeframes). A DA Improvement Plan is being built as part of the VAWG Action Plan. OPCC funding has been secured for embedded outreach workers in the DA Teams to improve engagement with women and girls.

1.2 Total Notifiable Offences and Solved Outcomes

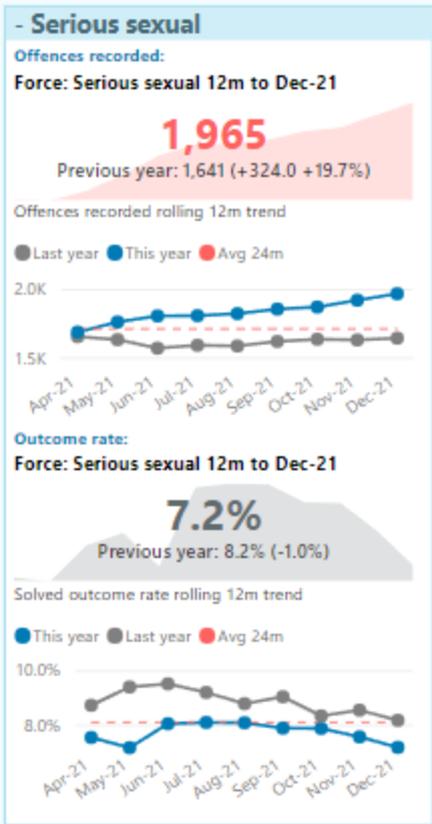


Violent domestic abuse

The volume of offences marked as domestic abuse has reduced over the last year. The latest volumes for the 12 months to December 2021 show that Surrey recorded 8.1% fewer violent domestic abuse offences (down 685) when compared to the 12 months to December 2020. Monthly volumes dropped below average since August 2021.

The latest ONS data available for comparing Surrey nationally is for the 12 months to **March 2021**. At that time Surrey had the lowest level of domestic abuse per 1000 population.

The solved outcome rate for violent domestic abuse offences has declined by 1.6 percentage points over the 12 months to December 2021. The volumes of solved outcomes have seen a significant reduction; possibly due in part to low volumes. Monthly volumes since October 2020 have been below the 24-month average with June 2021 showing higher than average. More recently, December 2021 has seen higher than average solved outcomes, indicating improving performance.



Serious sexual offences

Serious sexual offence (which includes Rape) forms part of Surrey Police’s ‘high harm’ category which monitors the offences committed against the most vulnerable within our society. The volume of serious sexual offences marked has increased over the last year. The latest volumes for the 12 months to December 2021 show that Surrey recorded 19.7% more serious sexual offences (up 324) when compared to the 12 months to December 2020. Offences did decline over the 2020 lockdown periods but since March 2021 monthly volumes have been above average.

Latest ONS data to June 2021 shows that all sexual offences (the nearest comparable ONS classification for serious sexual offences) are up 8.0% across England and Wales. National crime rate for sexual offences for the 12 months to June 2021 was 2.8 per 1000 population. Surrey is ranked 2nd nationally with 1.8 per 1000 population.

The solved outcome rate for serious sexual offences has declined by 1.0 percentage points over the 12 months to December 2021.

DA outcomes have dropped significantly nationally. Surrey Police have joined with CPS to build a Regional Improvement Plan which will complement the internal DA Improvement Plan. Forces nationally are exploring what the drop in outcomes links to and no clear answer has been found as yet. The Force is improving its outreach to victims of DA and sexual offences to improve victim’s willingness to support investigations and prosecutions by investment in DA case workers and sexual offence liaison officers.

Serious Sexual Offences and Rape reports have increased 20%. Although outcomes have dropped slightly this year, our position nationally has increased, showing we have dealt with the demand and challenges more favourably than others nationally.



Child abuse

Child abuse forms part of Surrey Police's 'high harm' category which monitors the offences committed against the most vulnerable within our society. The volume of offences marked as child abuse has increased slightly over the last year. The latest volumes for the 12 months to December 2021 show that Surrey recorded 7.2% more child abuse offences (up 99) when compared to the 12 months to December 2020. Offences did decline over the 2020 lockdown periods but since March 2021 monthly volumes have been above average.

There is no national comparison data available for this crime category.

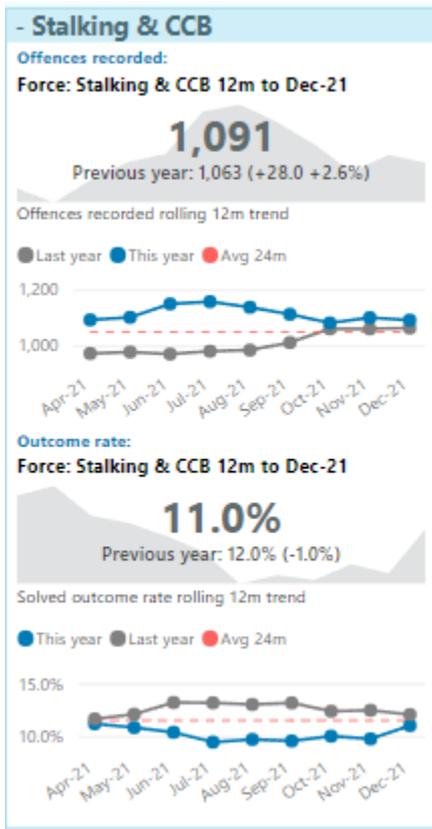
The solved outcome rate for child abuse offences has declined by 3.7 percentage points over the 12 months to December 2021.

There was, as explained above, a drop in reporting during lockdowns, as children were more hidden from professionals and outside persons who may spot abuse. There is evidence of delayed reporting from these times which has increased reporting.

Additionally, there is more proactive work to identify and record hidden crime; such as public campaigns "see the bigger picture" which aimed to increase the awareness of exploitation (both criminal and sexual) and therefore encourage reporting.

Online offending has increased, with a 20% increase of referrals into Paedophile On-Line Investigation Team (POLIT) in 2021 relating to online child abuse. The POLIT demand has shown an increase in online offending beyond Indecent Images of children to more chat and contact offences now that lockdowns have been lifted.

Solved outcome rates are anticipated to improve now that Child Abuse Teams (CAT) teams have been introduced across all divisions. We will be monitoring closely the introduction of these structural changes in terms of impact on performance.



Stalking & Coercive and Controlling Behaviour (CCB)

The volume of stalking or coercive controlling behaviour recorded has increased over the last year. The latest volumes for the 12 months to December 2021 show that Surrey recorded 2.6% more offences in this category (up 28) when compared to the 12 months to December 2020. Improvements in recording stalking have been in place since April 2020. All cases where a course of conduct is reported between a victim and their former partner must be recorded as stalking unless the police are satisfied that the matter amounts to harassment in law only.

Latest ONS data to June 2021 shows that stalking and harassment figures are up 30.0% across England and Wales, with Surrey's ONS data to June 2021 increasing by 19.6%. National crime rate for stalking and harassment for the 12 months to June 2021 was 11.3 per 1000 population. Surrey is ranked 4th nationally with 6.5 per 1000 population.

The solved outcome rate for Stalking and CCB has decreased by 1.0 percentage points over the 12 months to December 2021.

The increase in reported stalking is likely to be linked to the introduction of the Stalking Screening Tool (SST) in September 2020. This is part of an ongoing pilot with Sussex and Cheshire Police, with evaluation by the University of Middlesex. It will be piloted by 8 other forces in 2022, with a view to national rollout thereafter. The SST allows officers to take prompt action to safeguard victims and manage the risk posed by suspects in cases of stalking. It makes it easier for officers to determine if a matter fits the criteria of stalking, as opposed to other offences such as harassment or malicious communications and as such, is likely to account for some of the increase in recorded stalking crimes.

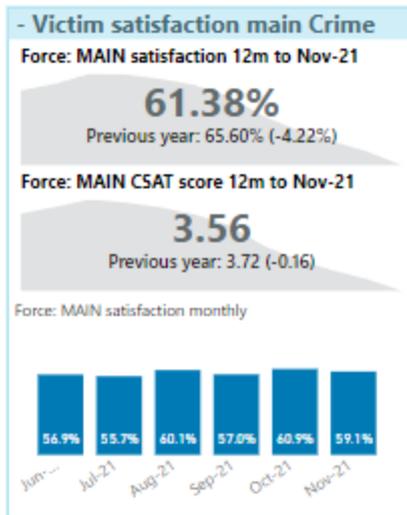
There are a number of other initiatives implemented to help improve positive outcomes, correct identification of stalking offences and victim safeguarding, including mandatory training. The Surrey Stalking Clinic was introduced in April 2021 and runs monthly as a multi-agency meeting between police, partners, and the new Digital Investigation Support Unit (DISU). The aim of the clinic is to improve stalking investigations and positive outcomes through clear investigative strategies, and to improve the safety and confidence of stalking victims and the management of risk posed by stalking perpetrators. Since its introduction 9 months ago, 24 cases have been discussed and support offered to the investigating officers and this will continue with future clinics.

Additional funding from the PCC last year has allowed the Victim and Witness Care Unit and Outreach partners to employ the services of Advocacy workers to better support stalking victims through the criminal justice process. Whilst these workers are new in post this will undoubtedly provide a better victim care service for the Force and help to encourage reporting.

The Quality Service Team and Public Protection Support Unit continue to conduct regular audits for stalking crimes, to ensure completion of the SST, consideration for Stalking Protection Orders and

correct use of stalking flags. As a result we have seen improvements in investigative areas such as the completion of the stalking supervisor template, completion of the CPS pre-charge checklist, significant improvements in the use of arrest powers in stalking cases, and in correct allocation to specialist investigation teams.

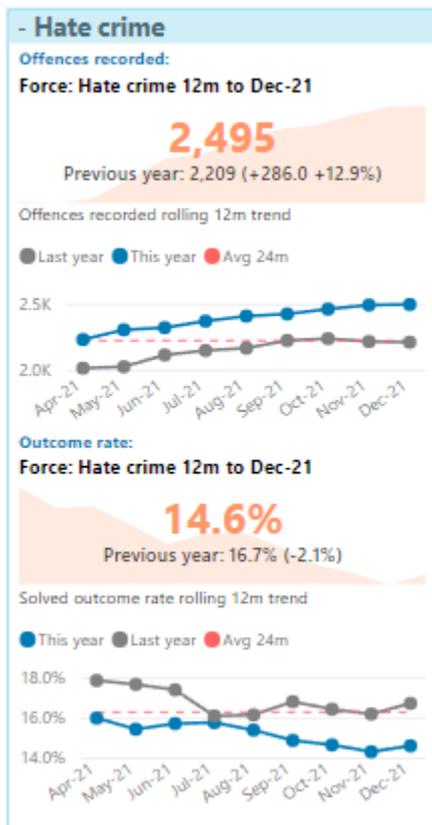
2. Protecting People



Overall victim satisfaction

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

Overall victims' satisfaction has decreased by 4.2 percentage points over the 12 months to November 2021.



Hate crime

The volume of crime marked as hate crime has increased significantly over the last year. The latest volumes for the 12 months to December 2021 show that Surrey recorded 12.9% more offences in this category (up 286) when compared to the 12 months to December 2020.

There is no national comparison data available for this crime category.

The solved outcome rate for hate crime has decreased by 2.1 percentage points over the 12 months to December 2021.

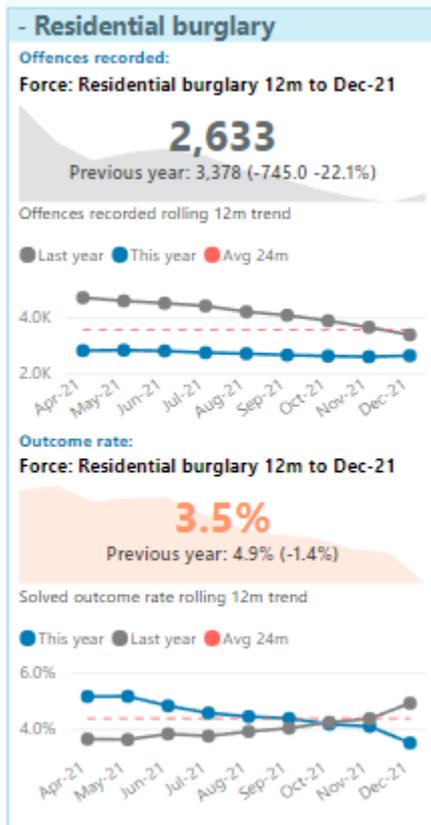
An increase in reporting may be because members of the public have an increased understanding of what Hate Crime is, and are also more willing to communicate and contact the police. Surrey Police have pushed out online communications around the best / easiest way to report Hate Crime since May 2021. With so many people being on social media for a large amount of their day, opening up Twitter and Facebook direct messages as a viable option to report may be another factor as to why reports have increased.

Due to the pandemic, there were fewer people in public spaces to commit Hate Crime in 2020, compared to 2021.

Compliance with Victims Code of Conduct and repeat victimisation of Fraud

There is a yearly audit plan which is signed off by the Force Service Board. Each main department (NPT, CID, DA / CA (formerly SIU)) is audited at least twice a year and then thematic audits such as fraud or victim satisfaction are done on an ad-hoc basis. The Ministry of Justice are currently working with police forces to implement a performance framework to measure compliance with the victim's code. This is likely to be introduced from April 2022.

3. Communities



Force: Residential burglary

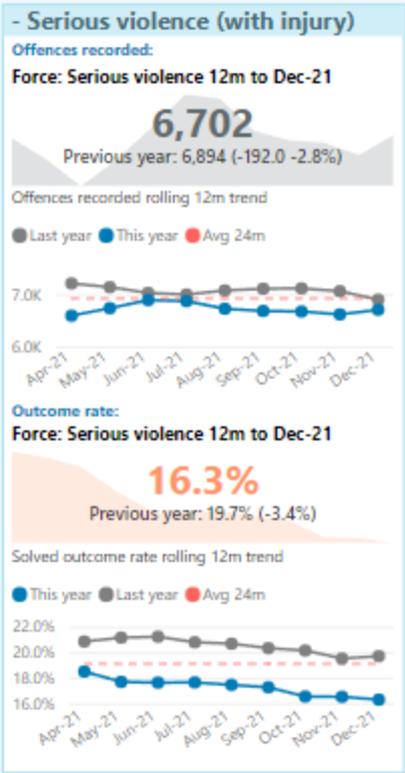
The volume of residential burglary recorded has reduced significantly since COVID19 restrictions were introduced in April 2020. The latest volumes for the 12 months to December 2021 show that Surrey has recorded 22.1% fewer residential burglaries (down 745) when compared to the 12 months to December 2020.

Volumes of residential burglary during the months of October to December 2021 are slightly above average, however this is expected at this time of year.

Latest ONS data to June 2021 shows that residential burglary dropped 20.8% across England and Wales. National crime rate for residential burglary for the 12 months to June 2021 was 7.9 per 1000 households. Surrey is ranked 18th nationally with 5.9 per 1000 households.

The solved outcome rate for residential burglary has reduced by 1.4 percentage points over the 12 months to December 2021. Volume of solved fluctuates throughout the year – volumes since June 2021 have been below 24-month average.

The unprecedented shift to enforced and encouraged working from home due to Covid is thought to be behind the volume in residential burglaries. The Force was already seeing reductions pre-covid due to proactive work being undertaken.

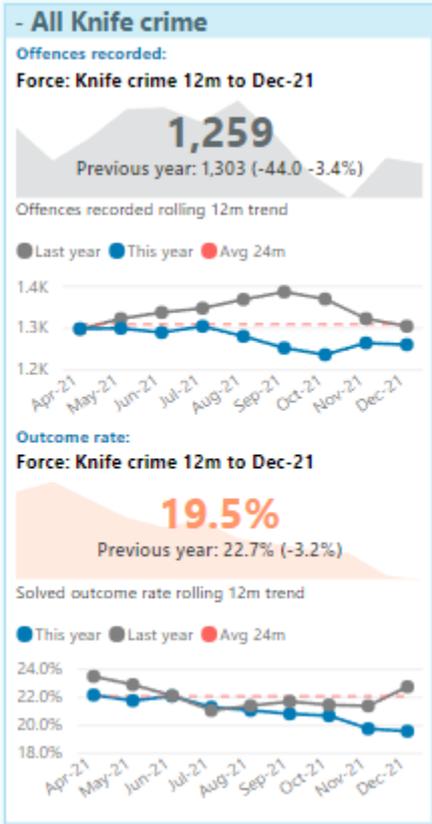


Serious violence (Violence with injury)

The volume of serious violence (violence with injury) recorded has reduced slightly. The latest volumes for the 12 months to December 2021 show that Surrey has recorded 2.8% fewer violence with injury offences (down 192) when compared to the 12 months to December 2020.

Latest ONS data to June 2021 shows that violence with injury dropped 3.7% across England and Wales. National crime rate for violence with injury for the 12 months to June 2021 was 8.3 per 1000 population. Surrey has the lowest level of violence with injury ranked 2nd nationally with 5.7 per 1000 population.

The solved outcome rate for violence with injury has reduced by 3.4 percentage points over the 12 months to December 2021. There were some above average volumes of solved outcomes in June 2021 and more recently in December 2021 but otherwise the volumes of solved since January 2021 have been below the 24-month average. Most of the reduction in solved outcome within this category relate to ABH offences.



All Knife crime

The volume of knife crime has shown a reduction over the last 12 months. The latest volumes for the 12 months to December 2021 show that Surrey recorded 3.4% fewer offences flagged as blade or sharp instrument when compared to the 12 months to December 2020.

National concern over the rise of knife crime has led to the development of national system to help improve the recording of knife crime. NDQIS has been implemented within Surrey Police, using an algorithm to check the offence’s free text in order to determine the likelihood that the offence should be flagged a knife crime or not. There is also manual intervention for those the algorithm is unsure of.

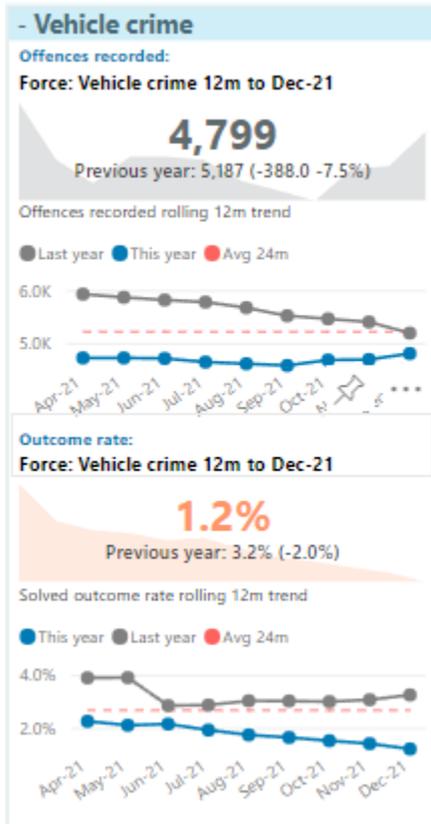
The solved outcome rate for knife crime has reduced, down 3.2 percentage points compared to last year.

Solved outcome rates for serious crime including knife crime are following the trend for all crime (reduced over the pandemic period). Also the pandemic has adversely impacted on the wider partnership perspective e.g. on opportunities for early identification and intervention, due to less face-to-face contact for schools, social workers, and youth services, affecting safeguarding, diversion

and disruption. Peaks are after school hours and weekends, offending being linked to night time crime. The public hotspots for serious violence are Woking, Guildford and Redhill.

The teams are using the data visualisation tool - Power BI - to work on problem solving around key areas and individuals. Access to partnership data remains on the wish list to provide a richer picture for improved problem solving.

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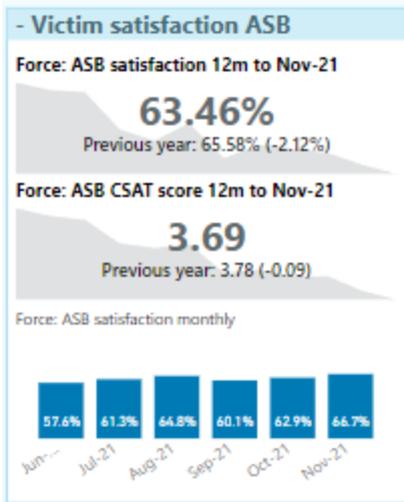


Vehicle crime

The volume of vehicle crime recorded has reduced since COVID19 restrictions were introduced in April 2020. The latest volumes for the 12 months to December 2021 show that Surrey has recorded 7.5% fewer vehicle offences (down 388) when compared to the 12 months to December 2020.

Latest ONS data to June 2021 shows that vehicle crime dropped 18.8% across England and Wales. National crime rate for vehicle crime for the 12 months to June 2021 was 5.8 per 1000 population. Surrey is ranked 24th nationally with 4.2 per 1000 population (NB: ONS crimes per population for vehicle crime are skewed by a small number of forces with extremely high rates).

The solved outcome rate for vehicle crime has reduced by 2.0 percentage points over the 12 months to December 2021. The average volume of solved vehicle crimes over the last 24 months is 9 per month. The last 12 months volumes have been below this average.



Victim satisfaction for Anti-social behaviour

Latest overall satisfaction for ASB is currently 63.8% for the 12 months to November 2021 this is down 2.1 percentage points compare to last year.

Latest quarter analysis to Sept 21:

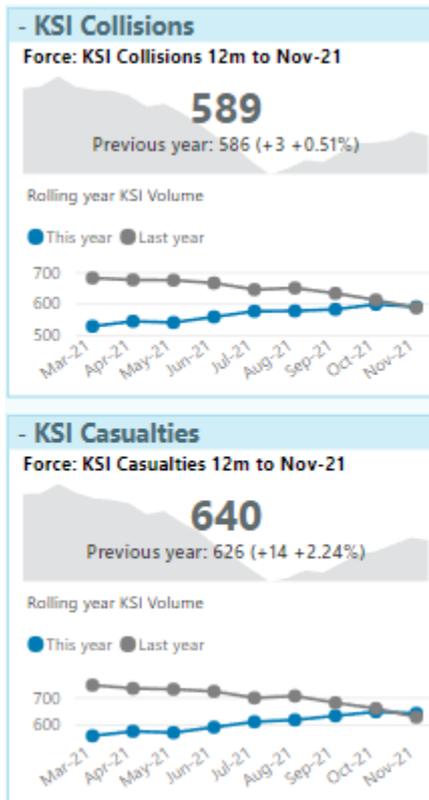
Overall satisfaction (-1.0% points, 62.3%) decreased again this quarter, as did initial contact (-1.8% points, 62.7%) and treatment (-5.3% points, 62.1%). The remaining workflows all increased: actions taken (+0.1% points, 68.4%), kept informed (+15.4% points, 51.5%) and ASB (+5.7% points, 64.7%). Kept informed continues to be the poorest performer and the workflow where an increase in results is most needed.

Surrey Police are addressing the results of the ASB victim satisfaction survey results, with a problem solving group looking at the ‘kept informed’ question, which continually attracts a low score to see if we can influence a change.

ASB linked to noise and neighbour issues which has a low score , so the initial contact on this is being reviewed, to assess what the call handlers can be provided with, around better advice and signposting.

A predictive model is now available which enables the Force to see when satisfaction falls. Training is being developed that can be delivered prior to any predicted slump, to see if satisfaction rates can be influenced.

4. Road safety

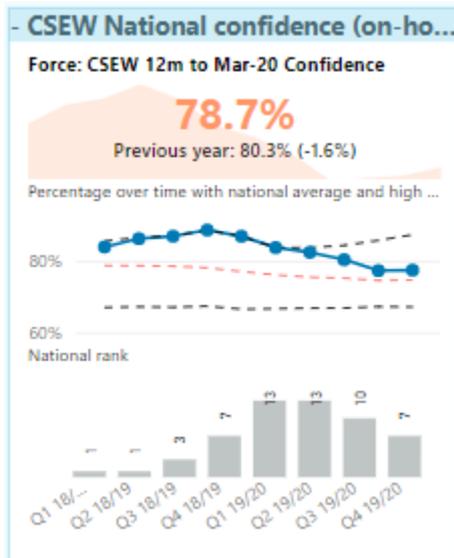


Killed or Seriously Injured

Data on killed and seriously injured has been provided by Sussex Safer Roads Partnership to the end of November 2021. The results show that the number of collisions for KSIs is down just 0.5% compared to last year and the number of casualties is down 2.2%.

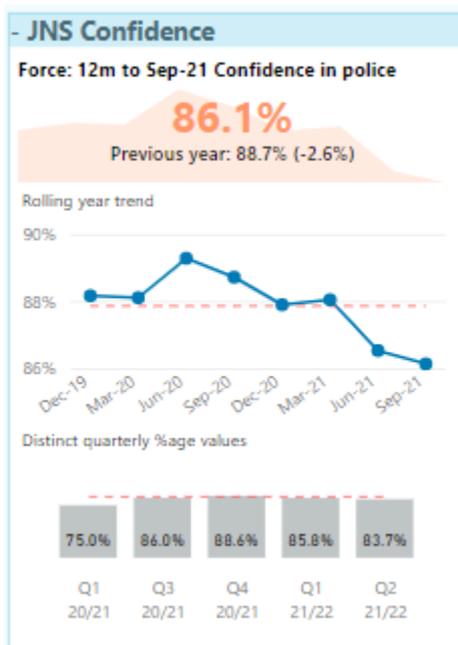
The months up to May 2021 have been below the two-year average but the volumes recorded since May have been above average. This was predicted due to the end of COVID19 restrictions and increased travel both for work and holidays. Volumes for collisions and casualties are expected to show increases compared to last year.

5. Relationships



CSEW Confidence

The national confidence measure from the crime survey for England and Wales relies on face to face interviews, due to COVID these interviews stopped so the latest data available is the 12 months to March 2020. Surrey are currently ranked 7th nationally with 78.7% confidence. **The face-to-face interviews are expected to start again from October 2021.**



Confidence from Joint Neighbourhood survey

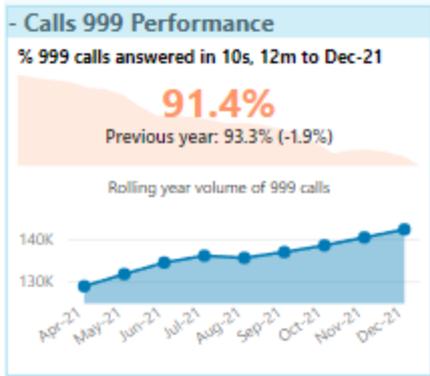
Latest 12 months to September 2021 show confidence is down 2.6 percentage points compared to the same period last year.

Latest quarter analysis:

For the overall force, public confidence decreased this quarter to 83.7% (-2.1% points). This result, along with the FYTD 21/22 result (84.9%), were both lower than the Year End 20/21 result (88.0%).

Confidence decreased across five of the seven aspects of policing this quarter, with the largest decrease in confidence that the police would respond quickly to 999 calls (-8.5% points to 73.7%).

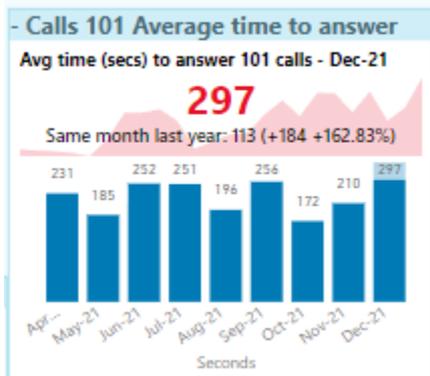
The drop in confidence levels is an area of concern for us and we will be working closely through our engagement strategy to ensure no further downward trends. The overall causal factors for a dip in confidence levels could be traced to the overall national confidence levels in policing following several high level cases - notwithstanding this is a key area of work for us and a pillar in our Commitments Strategy.



Contact 999

999 calls answered within 10 seconds have reduced to 91.4% in the twelve months to December 2021.

The volume of 999 calls in June, July and October are the highest months Surrey has ever had. This is mirrored in June/July nationally and the Force were requested on several occasions in those months to assist other forces, in particular the Metropolitan Police. This meant the contact centre had to moved call handlers away from answering the 101 channels.

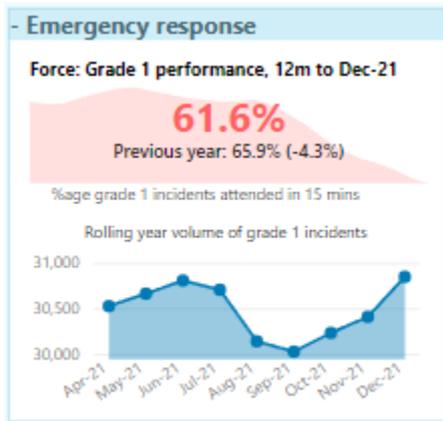


101 average time to answer

The average time to answer 101 calls is up to 4 minutes and 57 seconds in December 2021: this is higher than the 1 minute 53 seconds recorded in December 2020. The current rolling year values (not shown) is 3 minutes 26 seconds which is up 1 minute 21 seconds from the 12 months to December 2020.

The volume of 101 calls has been declining year on year (down 9.7% in the 12 months to December 2021 compared to the 12 months to December 2020. Other digital 101 channels have

shown large increases.



Time taken to respond to Grade 1 (emergency)

Grade 1 response in 15 minutes has shown a decline over recent months (as the volume of Grade 1 increases) and at 61.6% attended in 15 minutes is now the lowest it has been for over two years. The median response time is also starting to increase moving from 11 minutes 54 seconds a year ago to 12 minutes 42 seconds in the 12 months to December 2021.

After a statistically low January and February in 2021, we saw a steady increase in monthly volumes for grade 1 incidents from March and by the end of July, grade 1 volumes had returned to the usual levels each month. This has continued to November.

The number of Grade 1 despatches have increased, while NPT are currently below establishment and are inexperienced. Many new officers do not have response courses booked yet, due to the backlog on training due to the pandemic. The average response is less than the 15 minute target.