

## Notice of Meeting

# Surrey Police and Crime Panel



 We're on Twitter:  
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**Date & time**  
Monday, 26  
September 2022  
at 10.30 am

**Place**  
Woodhatch Place,  
Reigate, Surrey

**Contact**  
Julie Armstrong, Scrutiny Officer  
  
07816 091463  
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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 or email [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk).

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Julie Armstrong, Scrutiny Officer on 07816 091463.

Please note that the meeting will also be webcast live, which can be accessed via the Surrey Police and Crime Panel page on the Surrey County Council website.

This page can be accessed by following the link below:

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

### Members

Cllr Hannah Dalton	Epsom & Ewell Borough Council
Cllr Paul Kennedy	Mole Valley District Council
Cllr Victor Lewanski	Reigate & Banstead Borough Council
Cllr Barry Cheyne	Elmbridge Borough Council
Cllr John Furey	Runnymede Borough Council
Cllr Julia McShane	Guildford Borough Council
Cllr John Robini ( <b>Chairman</b> )	Waverley Borough Council
Cllr Valerie White	Surrey Heath Borough Council
Cllr Ellen Nicolson	Woking Borough Council
Cllr Satvinder Buttar	Spelthorne Borough Council
Cllr Keith Witham	Surrey County Council
Cllr Mick Gillman ( <b>Vice-Chairman</b> )	Tandridge District Council
Mr Martin Stilwell	Independent Member

## **1 APOLOGIES FOR ABSENCE**

The Chairman to report apologies for absence.

## **2 MINUTES OF THE PREVIOUS MEETING: 30 JUNE 2022**

(Pages 1 -  
16)

To approve the minutes of the meeting held on 30 June 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 (*19 September 2022*).

### **Note:**

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

## **5 CHAIRMAN'S COMMENTS**

For the Chairman to provide any updates and comments to the Panel.

## **6 MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE 2023/24 TO 2026/27**

(Pages 17 -  
24)

Each year, as part of the budget setting process, a Medium Term Financial Plan (MTFP) is prepared in order to show that the Force is financially sustainable in the medium term.

## **7 RECRUITMENT AND WORKFORCE PLANNING**

(Pages 25 -  
32)

This report details the Force's recruitment, workforce plan and

retention strategy. The following information details how many officers have been recruited to date under the national uplift programme and projections for the rest of the financial year.

**8 RECENT INSPECTION OUTCOMES** (Pages 33 - 52)

This report sets out details of two recent inspections and subsequent work being undertaken by Surrey Police to address the recommendations made.

**9 INDEPENDENT CUSTODY VISITOR SCHEME** (Pages 53 - 66)

Each year the OPCC produces an annual report setting out the work of the ICV scheme, and this is being presented to the Police and Crime Panel for information.

**10 SURREY PCP BUDGET 2021/22** (Pages 67 - 78)

The Surrey Police and Crime Panel has accepted a grant from the Home Office to meet the costs of the Panel, including the administrative support. This paper is to report on the use of the grant in 2021/22 (April 2021 - March 2022).

**11 REVISED PCC AND DPCC COMPLAINTS PROTOCOL** (Pages 79 - 94)

The Police and Crime Panel is asked to review and agree the revised Complaints Protocol.

**12 PERFORMANCE MEETINGS** (Pages 95 - 96)

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.

**13 PCC FORWARD PLAN AND KEY DECISIONS** (Pages 97 - 102)

This report provides information on the key decisions taken by the PCC from June 2022 to present and sets out details of the Office's ongoing Forward Plan for 2022/23.

**14 COMMISSIONER'S QUESTION TIME** (Pages 103 - 104)

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 (20 September 2022).*

**15 COMPLAINTS RECEIVED SINCE THE LAST MEETING** (Pages 105 - 108)

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

**16 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME**

(Pages 109 - 126)

To review the Recommendations Tracker and Forward Work Programme.

**17 DATE OF NEXT MEETING**

The next public meeting of the Police and Crime Panel will be held on Monday, 21 November 2022.

**Joanna Killian  
Chief Executive**

Published: Thursday, 15 September 2022

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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

Anyone is permitted to film, record or take photographs at council meetings. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

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

*Thank you for your co-operation*

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

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

**MINUTES** of the meeting of the **SURREY POLICE AND CRIME PANEL** held at 10.30 am on 30 June 2022 at Woodhatch Place, Reigate, Surrey.

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

**Members:**

(\*Present)

\*Councillor Satvinder Buttar  
\*Councillor Mick Gillman  
Councillor Valerie White  
Councillor Keith Witham  
\*Councillor Paul Kennedy  
\*Councillor Victor Lewanski  
\*Councillor John Furey  
\*Councillor John Robini  
\*Councillor Barry J F Cheyne  
\*Councillor Ellen Nicholson  
\*Councillor Julia McShane  
Councillor Hannah Dalton  
\*Mr Martin Stilwell  
Mr Philip Walker

**31/22 ELECTION OF CHAIRMAN [Item 1]**

Two nominations had been received in advance of the meeting:

1. Councillor Satvinder Buttar was proposed by Councillor John Furey and seconded by Councillor Victor Lewanski.
2. Councillor John Robini was proposed by Councillor Paul Kennedy and seconded by Councillor Mick Gillman.

As there was more than one nomination a vote was taken by show of hands, with seven votes for Councillor John Robini and three votes for Councillor Satvinder Buttar.

**RESOLVED:**

The Panel agreed the appointment of Councillor John Robini as the Surrey Police and Crime Panel Chairman for the Council Year 2022/23.

**32/22 ELECTION OF VICE-CHAIRMAN [Item 2]**

Two nominations had been received in advance of the meeting:

1. Councillor John Furey was proposed by Councillor Satvinder Buttar and seconded by Councillor Victor Lewanski.

2. Councillor Mick Gillman was proposed by Councillor John Robini and seconded by Mr Martin Stillwell at the meeting.

As there was more than one nomination a vote was taken by show of hands, with seven votes for Councillor Mick Gillman and three votes for Councillor John Furey.

**RESOLVED:**

The Panel agreed the appointment of Councillor Mick Gillman as the Surrey Police and Crime Panel Vice-Chairman for the Council Year 2022/23.

**33/22 APOLOGIES FOR ABSENCE [Item 3]**

Apologies were received from Keith Witham, Hannah Dalton, Valerie White and Philip Walker.

**34/22 MINUTES OF THE PREVIOUS MEETING: 21 APRIL 2022 [Item 4]**

1. A Member noted that it was agreed that future reports on recruitment were to include police staff and this had not been recorded as an action. This was noted by the support officers.
2. The minutes of the meeting held on 21 April 2022 were agreed as a true record of the meeting.

**35/22 DECLARATIONS OF INTEREST [Item 5]**

None received.

**36/22 PUBLIC QUESTIONS [Item 6]**

None received.

**37/22 POLICE AND CRIME COMMISSIONER FOR SURREY ANNUAL REPORT 2021-22 [Item 7]**

**Witnesses:**

Lisa Townsend, Police and Crime Commissioner for Surrey

Damian Markland, Head of Performance and Governance (OPCC)

Lisa Herrington, Head of Policy and Commissioning (OPCC)

**Key points raised in the discussion:**

1. A Panel Member noted that the previous Police and Crime Commissioner's (PCC) annual report included performance measures and queried whether there had been any progress in developing performance measures. The PCC explained that it was the PCC's report, rather than a report by the Force, therefore it focused on the work of the Office of the Police and Crime Commissioner (OPCC). The PCC added that isolated metrics did not provide a complete picture. The Head of Performance and Governance shared that the OPCC were doing a lot of work consulting with stakeholders on increasing the availability of Force performance data. Currently, a lot of the data was provided in the performance meetings with the Chief Constable, however, this needed to be opened up to a wider audience. The OPCC had plans to launch a performance portal, and by the next meeting, it was hoped that a more substantive update could be provided on this. The Head of Performance and Governance explained that performance measures required context to ensure that the data was not misleading. The Panel Member questioned whether it was just the PCC's report, as it should address the Police and Crime Plan which involved the work of the Force. The Head of Performance and Governance confirmed that the report did address the priorities and progress of the plan, just not in a quantitative sense. The PCC added that this was one part of the PCC's role and encouraged Panel Members to look at the wider work of the OPCC, beyond the reports brought to the Panel.
2. A Panel Member suggested that the Force should be more explanatory regarding the outcomes of crimes. The PCC responded that they would pass on the comment and suggested for the Panel Member to raise it with the Chief Constable at the Panel meeting in October.
3. A Panel Member queried the small proportion of the commissioning budget spent on fraud and cybercrime, considering how prevalent this form of crime was. The PCC explained that a significant amount of the Force's budget was spent on fraud, as 43% of crime in Surrey was fraud. It was, however, still important for the OPCC to support victims of fraud. Fraud victims could also access the universal support offer made available to all victims of crime in Surrey. A large amount of the budget was spent on supporting victims of domestic abuse and children and young people who had sexually assaulted, as there was a key role for the OPCC in this area. The Head of

Policy and Commissioning added that the OPCC had commissioned specialist case workers to support victims of crime. Certain crimes were more likely to require emotional support, such as rape which was traumatic for victims.

**Recommendation:**

The Panel will formally write to the Police and Crime Commissioner with any comments and/or recommendations regarding the Annual Report.

**38/22 SURREY POLICE GROUP UNAUDITED FINANCIAL REPORT FOR 2021/22 [Item 8]**

**Witness:**

Kelvin Menon, Chief Finance Officer (OPCC)

**Key points raised in the discussion:**

1. The Chief Finance Officer confirmed that the report covered up to the year end of March 2022.
2. A Panel Member asked whether the numbers of temporary and agency staff affected the restructuring and training, or vice versa. The Chief Finance Officer explained that there were a number of vacancies due to issues with recruitment, therefore, temporary staff were employed to cover the gaps. The training was deferred due to the pandemic and staffing issues.
3. A Panel Member queried the partially unused IT budget. The Chief Finance Officer explained that most of the money had been spent on keeping existing systems running which was charged as revenue. It had been increasingly difficult to recruit IT staff with the right skills at rates the Force could afford. As a result, IT schemes in the capital programme had not been advanced as quickly as possible. The newly hired Chief Digital and Information Officer had plans to improve the IT schemes. There had been issues with laptops due to supplies and issues with the hardware refresh due to servers.
4. A Member noted the fall in the reserve for ill-health and questioned whether the amount was adequate. The Chief Finance Officer explained that part of the reserve was used to cover pension costs for those who retired early due to ill health and this figure was hard to predict. The Chief Finance Officer

had been assured by the Force that they believed the reserve was adequate at the moment.

**RESOLVED:**

The Panel noted the report.

**39/22 POLICE AND CRIME COMMISSIONER COMMISSIONING STRATEGY  
2022 - 2025 [Item 9]**

**Witness:**

Lisa Herrington, Head of Policy and Commissioning (OPCC)

**Key points raised in the discussion:**

1. The Head of Policy and Commissioning explained that the Strategy was a public facing document and was made to be easy to understand. The cover report provided detail around the legislation and a summary of the approach. The Strategy could be revisited over time. It was noted that not every OPCC had a Commissioning Strategy and there was not a standard template. The Head of Policy and Commissioning presented slides to the Panel (Annex 1). Due to the commissioning work of the OPCC, those affected by crime and anti-social behaviour had a more positive future. The OPCC used a mixed model of both small (under £5,000) and larger (over £5,000) grants. Funding was prioritised based on the degree of harm of the type(s) of crime. The OPCC's work on supporting victims of domestic abuse was considered best practice and was included in the government toolkit.
2. A Panel Member asked how the Strategy was being communicated to residents who could not access it online. The Head of Policy and Commissioning responded that they would take this away and think about how to do it effectively.
3. A Panel Member requested whether information on the value for money of the grants and the results of commissioning work could be provided. The Head of Policy and Commissioning explained that outcome data could be provided, but it would be useful if an area could be defined so that specific information could be provided. The Panel Member suggested providing one or two examples.
4. A Panel Member queried how the process of receiving grants was fair, for example, geographically and noted the lack of feedback

included in the Strategy. The Head of Policy and Commissioning confirmed that the process was open, and anyone was able to apply. Panel Members were encouraged to promote the grants across their communities. The Head of Policy and Commissioning explained that there would be a separate document demonstrating the value of the grants. Contracts were monitored on a six- and 12-month basis and some were monitored on a quarterly basis as well.

**Actions/requests for further information:**

1. **R18/22** – The Head of Policy and Commissioning to provide outcome data for one of two commissioning grants.

**RESOLVED:**

The Panel noted the report.

**40/22 UPDATE ON SURREY ESTATES [Item 10]**

**Witnesses:**

Lisa Townsend, Police and Crime Commissioner for Surrey

Kelvin Menon, Chief Finance Officer (OPCC)

**Key points raised in the discussion:**

1. The PCC noted that they were working closely with the Head of Estates team and that staying at Mount Browne was the right decision. The PCC noted that the site visit for Panel Members was now in the diary.
2. A Panel Member enquired as to whether District and Borough Councils would have the opportunity to acquire properties that the Force were disposing and noted the importance of the Housing Strategy, with the cost of housing in Surrey. The PCC explained that some of the properties were not fit for purpose and would not be suitable to be acquired. An important part of wider Estates Strategy was about building affordable housing for police officers to enable them to live in Surrey. This was important to both the Chief Constable and the PCC.
3. A Panel Member asked whether the new Estates Strategy had been published. The PCC confirmed that it had not been published yet. The Panel Member noted that it would be helpful for the non-commercially sensitive part of the Strategy to be published. The PCC explained that the intention was to publish

it. The Panel Member queried whether there was independent oversight of the Strategy. The PCC responded that the Joint Audit Committees looked at both the work of the PCC and the Force more widely. There was a new Oversight Board chaired by the PCC. Governance changes had been done to address concerns over estates planning.

4. In response to a question on the budgeting of the project, the PCC responded that the OPCC had been as transparent as possible with the Panel over the last year. The PCC reminded Panel Members that her role was independent of the Force. The Chief Finance Officer explained that costs were currently being finalised and planning permission was still being applied for.

**RESOLVED:**

The Panel noted the report.

**41/22 HOME OFFICE POLICE AND CRIME COMMISSIONER REVIEW AND POWERS OF COMPETENCE CONSULTATION [Item 11]**

**Witness:**

Lisa Townsend, Police and Crime Commissioner for Surrey

**Key points raised in the discussion:**

1. A Panel Member asked whether the Panel needed to respond to the Fire Reform White Paper and raise any particular issues. The PCC explained that the OPCC was in the process of writing a response to government and there was nothing that the Panel needed to respond to.

**RESOLVED:**

The Panel noted the report.

**42/22 PERFORMANCE MEETINGS [Item 12]**

**Witness:**

Lisa Townsend, Police and Crime Commissioner for Surrey

**Key points raised in the discussion:**

1. The PCC encouraged the Panel Members to watch the meetings online. In the PEEL report, Surrey was rated as outstanding at preventing crime. The Chief Constable championed neighbourhood policing. There were areas that required further work, however, there was no area that was rated inadequate. There had been a number of months to discuss the inspection with the Chief Constable and work was already underway to address the areas that required further work.

**RESOLVED:**

The Panel noted the report.

**43/22 PCC FORWARD PLAN AND KEY DECISIONS [Item 13]****Witnesses:**

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

Alison Bolton, Chief Executive (OPCC)

Kelvin Menon, Chief Finance Officer (OPCC)

**Key points raised in the discussion:**

1. A Panel Member asked about the resources and efficiency meeting. The Deputy Police and Crime Commissioner (DPCC) explained that there was a discussion around recruitment and staffing, and the Force were likely to meet the government's recruitment target. They also discussed the 101 service. It was noted that the Force were performing well for 999 calls which was the most important aspect. The digital 101 service was doing well. There were staffing challenges around the contact centre. There were plans to recruit staff to cover peak times and to introduce flexible working arrangements. 101 was a nonemergency number and the average wait time was three minutes, which they hoped to improve. The DPCC encouraged Panel Members to promote the digital 101 service, as it was quicker, and it allowed you to send photos.
2. A Panel Member enquired as to why recruitment to the Joint Audit Committee was restricted to existing members and whether the role was politically restricted. The Panel Member noted that the internal auditors found only limited assurance over the systems for uniformed stocks and firearms licensing and provided a large

number of recommendations and asked about concerns regarding this. The Chief Executive explained that in the past the Joint Audit Committee had recruited someone to serve as Chair, however, the current Chair felt it was sensible to elect someone from the Committee as they could provide experience and knowledge. The Chief Finance explained that there were two audit reports. The report on uniforms produced 18 recommendations which had been implemented, largely around stock control. The report on firearms produced nine recommendations, eight had been implemented and the ninth was being worked on now. They were largely due to it being a paper-based system and therefore, there was a backlog of processing licenses.

**RESOLVED:**

The Panel noted the report.

**44/22 COMMISSIONER'S QUESTION TIME [Item 14]**

**Witnesses:**

Lisa Townsend, Police and Crime Commissioner for Surrey

Alison Bolton, Chief Executive (OPCC)

**Key points raised in the discussion:**

1. A Panel Member noted that the College of Policing were taken to the High Court over non-crime hate incidents (NCHIs) and lost the case. The Panel Member asked whether they were going to continue to do something deemed illegal and asked about the manhours wasted on this issue. The PCC informed the Panel that it was not illegal, as it a civic case. It was a ruling in respect of the College of Police's guidance on NCHIs and it was an operational issue. The Chief Constable was aware of the PCC's views on this. The Panel Member suggested that the PCC should be concerned in her role. The PCC explained that it was a national issue and out of her remit. The PCC suggested that the Panel Member wrote to the College of Policing.
2. A Panel Member noted that the Judicial System was failing both the Force and the public, by releasing criminals. The Panel Member asked whether the PCC raised this issue with the Chief Constable. The PCC explained that although the Judicial System was outside of her remit, she had been having discussions around this with the Justice Secretary and the Courts Minister. This was a shared frustration across policing and many PCCs.

The PCC was meeting in September (2022) to discuss the Justice Strategy; however, the PCC did not hold the Crown Prosecution Service or the Judicial System to account. There had been discussions about giving PCCs more power in this area. The Chief Executive added that Surrey led the work on out of court disposals which worked to try and tackle reoffenders. The scheme was successful.

3. The PCC requested for questions to be submitted in advance of the meeting to enable more detailed responses to be provided. The Chairman agreed that Panel Members would try to do this in future meetings.
4. A Panel Member asked the PCC to comment on their questions regarding the comments from the previous set of minutes on the 101 service and unauthorised encampments. The PCC responded that there was no obvious reason for the OPCC to be working with District and Borough Councils on the 101 service. Regarding unauthorised encampments, the guidance following the Act had not been published yet, but Chief Constables had sight of the draft. The Lead PCC in this area had been dealing closely with the Policing Minister and the Home Office on the guidance more widely. The PCC would bring the guidance to the Panel to hear their comments when published.

**Actions/requests for further information:**

1. **R19/22** – The Police and Crime Commissioner to bring the guidance on unauthorised encampments to the Panel when published.

*The Panel meeting was paused at 12:15pm and reconvened at 12:21pm.*

**45/22 SURREY POLICE AND CRIME PANEL ANNUAL REPORT 2021-2022**  
[Item 15]

**Witness:**

Ross Pike, Scrutiny Business Manager (SCC)

**Key points raised in the discussion:**

1. The Scrutiny Business Manager confirmed that the report would be amended to reflect the item missing on the DPCC in June 2021.

**RESOLVED:**

The Panel noted the report.

**46/22 COMPLAINTS RECEIVED SINCE THE LAST MEETING [Item 16]****Witness:**

Ross Pike, Scrutiny Business Manager (SCC)

**Key points raised in the discussion:**

1. The process of complaints handling would be resumed following the meeting once the Complaints Sub-Committee had been reconstituted.
2. A Panel Member suggested to include a section on complaints made against the DPCC in future reports. The Scrutiny Business Manager confirmed they could be recorded in future reports.

**RESOLVED:**

The Panel noted the report.

**47/22 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 17]****Witnesses:**

Ross Pike, Scrutiny Business Manager (SCC)

Damian Markland, Head of Performance and Governance (OPCC)

**Key points raised in the discussion:**

1. The Scrutiny Business Manager noted that two items needed to be added to the forward work programme following the meeting: the performance portal and a deeper dive into the work of the Commissioning Strategy.
2. A Panel Member asked for RAG (red, amber, and green) ratings to be added to the recommendations tracker. The Scrutiny Business Manager confirmed that there was a template in this style which could be used.

3. A Panel Member queried when the drafted complaints protocol would be shared with the Panel Members. The Scrutiny Business Manager explained that it was awaiting legal comment internally, it had since received this, and could be shared with the Complaints Sub-Committee Members and agreed by the Panel.
4. A Panel Member asked whether the statistics for the 101 service had been collated yet (R46/21). The Head of Performance and Governance responded that they would chase this up, as there had been recent data from a performance meeting. The Panel Member added that they would like the data on how many of the calls were relevant and for the Force.
5. A Panel Member suggested that the action on the Force's use of the CCTV (R4/22) needed to be revisited in some detail.

**RESOLVED:**

The Panel noted the report.

**48/22 RE-ESTABLISHMENT OF THE COMPLAINTS SUB-COMMITTEE  
2022/23 [Item 18]**

**RESOLVED:**

1. Appointed the following members to the Complaints SubCommittee for the 2022/23 Council year, having filed the vacancies:
  - Councillor John Robini – Chairman
  - Councillor Mick Gillman – Vice-Chairman
  - Councillor John Furey
  - Councillor Victor Lewanski
  - Councillor Valerie White
  - Independent Member – Mr Philip Walker

**49/22 RE-ESTABLISHMENT OF THE FINANCE SUB-GROUP [Item 19]**

**RESOLVED:**

1. Appointed the following members to the Finance Sub-Group for the 2022/23 Council year, having filed the vacancies:
  - Councillor John Robini – Chairman
  - Councillor Mick Gillman – Vice-Chairman
  - Councillor Paul Kennedy
  - Councillor Valerie White
  - Councillor Satvinder Buttar
  - Independent Member – Mr Martin Stillwell

**50/22 DATE OF NEXT MEETING [Item 20]**

1. The Panel noted that its next public meeting would be held on Monday, 26 September 2022.

Meeting ended at: 12.37 pm

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**Chairman**



Contact: Julie Armstrong  
Tel: 07816 091463  
E-mail: [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)



Lisa Townsend  
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9 September 2022

*Sent by email*

Dear Commissioner,

### **Police and Crime Commissioner for Surrey Annual Report 2021-22**

Thank you for meeting with the Surrey Police and Crime Panel on 30 June 2022 to discuss the content of the Annual Report 2021-22.

The Panel greatly appreciated the ability to comment on the document prior to its publication.

As you are aware, there were no recommendations in relation to the Annual Report made by the Police and Crime Panel; however, I would like to take the opportunity to draw your attention to the following area of concern raised by one Panel Member, which is noted in the [minutes](#):

Information in the Annual Report should enable Panel Members to understand whether the objectives set out in the Police and Crime Plan have been met and, to this effect, quantitative performance measures should be added to a narrative to give a complete picture.

To give an example, progress made in your priority of Protecting people from harm in Surrey could be illustrated by a comparison of the solved outcome rate for high harm offences with that of the previous year. Similarly, KSI statistics would allow the Panel to see if progress had been made in relation to Ensuring safer Surrey roads.

The Panel finds it very helpful to learn what actions have been taken throughout the year towards meeting the objectives; nevertheless, the inclusion of measurable outcomes could greatly enhance its meaningfulness. One Panel Member commented, however, that overuse of data could be off-putting to residents.

If you have any questions regarding the above comments, please do not hesitate to communicate them to me via the Panel's Scrutiny Officer, Julie Armstrong.

On behalf of the Panel I would like to thank you once again for attending the meeting.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J Robini', written in a cursive style.

**Councillor John Robini**

Chairman of the Surrey Police and Crime Panel

## SURREY POLICE AND CRIME PANEL 26 SEPTEMBER 2022

### MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE 2023/24 to 2026/27

#### SUMMARY

1. Each year, as part of the budget setting process, a MTFP is prepared to assist with demonstrating whether the Force is financially sustainable in the medium term.
2. This has now been updated to reflect changes since then, such as the pay settlement for officers, and to review and update assumptions in the light of current circumstances.
3. This latest MTFP indicates that cumulative savings of £17.7m will be required in the period up to March 2027. This however is an estimate and could change significantly depending on how the economy performs over the next few years and what impact this has on the assumptions made. This is gone in to in more detail in the attached report.

#### RECOMMENDATIONS

4. The Panel are requested;
  - a) To note the initial outcome of the forecast, the likely need for additional savings and the challenge that this will present;
  - b) To note the current assumptions being employed in the scenarios and the risks therein;
  - c) To comment as appropriate.

#### CONTACT INFORMATION

**Name:** Kelvin Menon  
**Title:** Chief Financial Officer – Surrey OPCC  
**Email:** [kelvin.menon@surreyheath.gov.uk](mailto:kelvin.menon@surreyheath.gov.uk)

## INTRODUCTION

5. CIPFA advises that it is good practice that the MTFP should cover at least a 4-year period and be made up of estimated future costs and income based on a range of assumptions. Whilst there is always a degree of uncertainty in a number of the assumptions used the forecast is meant to provide an indication as to the scale of the potential financial challenges the Force may need to address in the future.
6. At the time of precept setting, it was estimated that in the period from 22/23 to 25/26 £16.8m of savings would be required to deliver a balanced budget. When the full MTFP was put together in February 2022 this figure had changed slightly to £15.8m.
7. In July 2022 the opportunity was taken to update the MTFP to reflect the period from 2023/24 to 2026/27 and also to include the recently announced police officer pay settlement and an element of inflation. This has had the effect of increasing the savings required to £17.7m. It's worth noting that this is a cumulative figure – a total of the £17.7m will need to have been removed by the time the budget is set for 2027/28 compared to now if it is to balance
8. However, 2022/23 is looking to be one of the most economically challenging years in recent memory with inflation in double figures, cost pressures rising and a potential squeeze on Government spending. It is quite difficult to predict what the situation will be like in the next 6 months let alone 4 years. Hence some scenario work has been done to look at the impact of changes in key assumptions and the effect this may have on the forecast going forward. This is included within each section in this report.

## COSTS

### Pay

9. Pay is by far the biggest cost within the Force. The original MTFP, when it was prepared at the end of 2021, had an assumption of 3% pay for 2022/23 with 2% thereafter for both officers and staff. The Government recently announced a pay award for officers which levels out at about 5% for 2022/23. This alone adds a spending pressure of £3.3m over the MTFP period. Although the Government has provided the equivalent of an additional £140m nationally to cover the cost this has been allocated on the basis of formula grant shares. Given Surrey receives the lowest level of formula grant nationally its share of the additional pay grant is also the smallest leaving a funding gap of about £1.5m over the period.

10. Staff pay was settled at 3% on the proviso that negotiations may be reopened if Police Officers got a better settlement. At the moment it is not clear whether this will happen but if parity is sought then this could increase costs by £2.8m. The Government has said that the additional pay grant announced is not only for officers but also staff – no further funding will be forthcoming
11. Going forward it has been assumed in the MTFP that Police and Staff pay increases from 2023/24 onwards will remain at 2%. This is based on an expectation that inflation will fall back quickly and even if it does not there will be pressure for public sector pay restraint. It is worth saying that every 1% increase in pay equates to about £2.1m or the equivalent of £4.20 on Council Tax. Hence if even a modest amount of inflation remains, and this feeds through to pay costs, the resulting savings gap could increase substantially

### Non-Pay Costs

12. These equate to around 20% of the entire budget. At the moment vehicle fuel is predicted to be about £0.5m over budget and utilities could be well over £1m once the contract ends. There is also pressure coming from outsourced services, such as cleaning due to rising labour costs, and IT licenses, which are denominated in \$, due to the falling exchange rate. The original assumption was that non pay costs would rise by 2% and this has been maintained as it has been assumed that these increases will be temporary as inflation falls back.
13. With respect to capital funding for schemes, such as the new HQ, this has been included in the MTFP. It may be thought that if interest rates continue to rise some capital projects may have to be modified or deferred.

## **FUNDING**

### Government Grants

14. Although the Government did announce a 3-year settlement for Police in 2022/23, which did include additional funding, it did not include any details as to how this may be shared out. Hence for the MTFP it has been assumed that Government Funding will remain level. i.e. flat cash. There have been rumours that the spending review may be revisited but what this could mean is impossible to guess. For the period beyond the SR i.e., 2025/26 onwards it has been assumed that funding will remain as is i.e., as flat cash. This will be a reduction in real terms
15. The Uplift program is due to end in March 2023 and there is no indication that it will continue. That said it not inconceivable that a mechanism will be put in place, as part of the 2023/24 settlement, to ensure that the increase in Police officer numbers achieved through uplift will be maintained. There is also no indication that the increase in costs for officers as they move up the pay scale will be funded.

16. The Government has also started its review of the Police funding formula with the intention of it being completed in 2024 and one assumes implementation sometime after. The CC is on the formula grant working group and the PCC and myself have had discussions with the Home office setting out our concerns for Surrey and reminding them that Surrey already receives the amongst the lowest level of funding per head. This lobbying will continue as the work progresses. Whilst one hopes that the grant could not decrease any further this is by no means guaranteed. It is also worth reiterating that changes to the Formula only impacts the relative share of resources that each Force gets but does not change the overall level of resources available to policing in general.

### Council Tax

17. With regard to Council Tax the Government announced in January 2022 that PCCs would be given the flexibility to increase Council Tax by up to £10 in the next 3 years without having to call a referendum. In their funding announcements they have assumed that all PCCs will take advantage of this flexibility.

**It is however the PCC that proposes the level of Precept increase each February when the budget is set.**

18. However, FOR PLANNING PURPOSES ONLY it has been assumed that Council Tax will be increased by 2% (about £5.90) and also that the tax base will rise by 0.5% annually. If Council Tax was increased by the full amount of £10 in 2023/24 and 2024/25 only this would reduce the savings required by £6.6m. Were the tax base to rise by a further 0.5% in one year, say 2023/24, this would reduce the savings by a further £2.4m. Conversely a fall in the collection rate of 1% in just one year would add more than £1m to the savings required

## SAVINGS REQUIREMENT

19. Therefore taking everything in to account the latest MTFP shows that there is a significant potential savings requirement that the Force will need to achieve if it is to balance its budget over the medium term. The results are summarised in the table below:

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
In year savings	2.9	7.4	2.7	3.4	4.2
Cumulative Savings	Achieved	7.4	10.1	13.5	17.7

This is shown in more detail in Appendix A

20. Given the Force has already delivered over £80m of savings over the last 12 years more radical solutions, such as service redesign, rather than just trimming will be required. The Force has engaged external advisors to assist with this and the PCC is being consulted at key stages in the process.

## RISKS

21. There are significant risks around the assumptions which can have big impacts (positive and negative) on the MTFP. Some of these, such as pay and inflation, have already been covered. However, areas such as pensions, interest rates, contract costs etc could also have an impact. National ICT programs, such as ESMCP, continue to overrun thereby leading to additional costs for Forces.

22. There are also operational risks in respect of the increasing difficulty to attract staff with the skills needed as pay becomes uncompetitive. In respect of staff in areas such as IT it is difficult to match rates paid in the private sector. For Officers some Forces offer generous signing on bonuses and potential recruits may decide they can get more money and better conditions outside the Force. Demands on the Force may also rise due to increasing economic pressure on the public.

## CONCLUSIONS

23. The level of uncertainty we are currently experiencing is unprecedented in recent times. The underlying assumption in the forecast is that the current issue with inflation will be relatively short term and that things will then get back to normal over the life of the forecast. A balance needs to be struck between being realistic with the assumptions but also not driving through cuts which in the end may not be required. Even on this basis almost £18m will be required to be found over the life

of the forecast. This gap is created simply by costs rising due to inflation and yet funding staying flat – it is not as a result of any increase in services.

24. If inflation were to become embedded for any length of time and feed through into wages and no funding was provided, then the savings required could easily double if not increase further. This would be uncharted territory for all Police Forces, and it may be that some will need to consider issuing section 114 notices as has been the case in Local Government.
25. It is no understatement to say that these savings will be challenging to deliver, given the efficiencies already achieved, without impacting services. As staff costs represent 80% of total costs most of the savings would need to come through reducing headcount. As it is not possible to reduce police officers due to Uplift it is police staff who would bear the brunt of any cuts. The PCC will do everything she can, working with the Force, to minimise that impact on residents but it is not possible to guarantee that there will be no impact at all.
26. The PCC and her staff will continue talking to Government to ensure that it understands the funding pressures Policing faces and the impact that this may have on services. This will be particularly important in the run up to the current settlement.
27. The MTFP will be updated during the year to reflect significant changes and will be presented as part of the precept setting process in February 2023.

## Appendix A – Realistic MTFF Scenario

### Surrey - Medium Term Financial Forecast Q1 July - Post officer pay award

Precept 2.0% with a 0% grant increase, officer pay inflation 5% then 2% from Sept 2023, Staff pay & non pay 2%, tax base 0.5%	2022/23	2023/24	2024/25	2025/26	2026/27
<b>REVENUE COST BASE</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Base budget	261.7	279.1	280.8	284.7	289.9
Pay Inflation	6.3	6.3	4.5	4.6	4.7
Price Inflation	0.8	1.1	1.1	1.1	1.1
Base Assumptions	4.0	3.4	2.0	2.1	2.1
Unavoidable Costs	1.4	(0.6)	0.0	-	-
Cost of Change net	0.1	(0.4)	(0.3)	(0.3)	-
Service Growth	1.0	(0.4)	-	-	-
Estate Strategy Project Expenditure	0.6	(0.4)	(0.6)	1.2	(0.8)
Precept Investment	-	-	-	-	-
Operation Uplift	6.1	-	-	-	-
<b>Total Cost Increases</b>	<b>20.3</b>	<b>9.0</b>	<b>6.6</b>	<b>8.6</b>	<b>7.0</b>
<b>Gross Budget Requirement</b>	<b>282.0</b>	<b>288.2</b>	<b>287.4</b>	<b>293.3</b>	<b>296.9</b>
<b>Annual Savings Requirement</b>	<b>(2.9)</b>	<b>(7.4)</b>	<b>(2.7)</b>	<b>(3.4)</b>	<b>(4.1)</b>
<b>Total Gross Budget</b>	<b>279.1</b>	<b>280.8</b>	<b>284.7</b>	<b>289.9</b>	<b>292.7</b>
<b>FUNDING</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Home Office Grant	78.5	82.1	82.1	82.1	82.1
Revenue Support Grant	32.9	32.9	32.9	32.9	32.9
Council Tax Support Grant	9.2	9.2	9.2	9.2	9.2
Operation Uplift Performance	1.7	-	-	-	-
Specific Grant	2.0	2.0	2.0	2.0	2.0
Local Council Tax Scheme Grant	-	-	-	-	-
General Reserves	(0.5)	-	-	-	-
Specific Reserves -					
Covid19	0.4	0.4	-	-	-
OPCC Operational Reserve	0.3	-	-	-	-
Local Council Tax Scheme	-	-	-	-	-
Estate Strategy	1.2	-	-	1.2	-
Cost of Change	2.1	-	-	-	-
Surplus/(deficit) on Council Tax Collection Fund	0.5	(0.4)	-	-	-
Base precept	143.3	150.8	154.6	158.5	162.4
Taxbase Improvement	2.3	0.8	0.8	0.8	0.8
Precept increase	5.1	3.0	3.1	3.2	3.3
<b>Total Funding</b>	<b>279.1</b>	<b>280.8</b>	<b>284.7</b>	<b>289.9</b>	<b>292.7</b>

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## SURREY POLICE AND CRIME PANEL

### 26 SEPTEMBER 2022

7

## RECRUITMENT AND WORKFORCE PLANNING

### 1. INTRODUCTION

- 1.1 This report details the Force's recruitment, workforce plan and retention strategy. The following information details how many officers have been recruited to date under the national uplift programme and projections for the rest of the financial year.

### 2. OVERALL WORKFORCE DATA

- 2.1 The current force intake plans for 2022/23 and projected wastage means that the force anticipates that it will meet the end of financial year officer target. The table below shows future new recruit intakes planned up to the closure of the financial year, totalling an additional 295 officers. We also have courses available for transferees. If we were to fill all spaces on the courses, we should exceed our uplift target for the year.
- 2.2 However, it is important to recognise that we are currently operating within a challenging recruitment market and application numbers are lower than anticipated. Through the force's Gold Group (Op Mascot) we are reviewing the retention strategy, attraction plans and application numbers. There is an extensive focus on attraction currently taking place across multiple channels which we hope will build the pipeline to provide some flexibility should we need to respond to increased attrition.

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
PCDA	15	24		24	36		24
Police Now	17						
DHEP		24		24	36		24
Det DHEP		24					24

2.2 The latest recruitment table detailing the progress for cohorts joining in the last year is shown within Appendix A.

Key	
IPS – Independent Patrol	PIP1/PIP2 – “Professionalising Investigation Programme”, accredited qualifications for detectives
PCDA – Police Constable Degree Apprenticeship	SNT – Safer Neighbourhood Team
DHEP – Degree Holder Entry Programme	NPIT – Neighbourhood Policing Investigation Team
DDHEP – Detective Degree Holder Entry Programme.	DA - Domestic Abuse
	RPU - Roads Policing Unit

2.3 In terms of substantive postings for PC and DC probationers, all new officers are posted to local neighbourhood policing 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.

### 3. RECRUITMENT

3.1 In terms of recruitment in 2022/23 and the final year of Op Uplift, Surrey Police will carry on with the continuous attraction 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.
- We will continue to be open for experienced officers to transfer to Surrey

3.2 In addition to Police Officer roles, Police Staff ended the financial year with a 11.2% vacancy rate. The vacancy rate for 2022/2023 has been set at 8% for Police Staff. 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. Due to the current competitive job market, we are experiencing higher than normal attrition for police staff and reduced numbers of applications for roles. We are currently holding at 14% vacancy rate and a new Gold Group has been established to try to address this.

#### 4. PLANS FOR 2022/23

4.1 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 2,211 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. The first phase of allocating the new uplift posts has been agreed and are currently being prioritised in terms of operational requirements and resourcing.

*Posts agreed during 2021/22, formalised funding:*

Team	PC	DC	PS	DS	Insp	DI	CI
Performance Inspectors					3		
MARAC DI						1	
Federation EDI Officer	1 post (any federated rank could be elected)						
CJ Ch Insp							1
NSOs posts	22						

*Investment **agreed** in collaborated teams, matched by Sussex Police:*

Team	PC	DC	PS	DS	DI
Intelligence Operations	5		1		
Op Centurion	3	1			
Outside Enquiry Team	3		0.5		
Firearms & Explosives Licensing	2				

*Surrey-only investment **agreed** at Force Organisation Board, 1/7/22:*

Team	PC	DC	PS	DS	DI	Priority
Dedicated Investigative Coaching Unit				3		0*
HHPU Western				1		0*
Child Abuse Teams				3		1
SOIT (SOLO & Investigation work)	6			1		1

DAT					3	1
POLIT Investigations	6			1		1
POLIT Intervention team	4					1
MS, HT & OIC Support Hub	2			1		2
DFT	2					2
Drones	0.5					2
PSD (PC to replace IO post)	1					2
PSD (Growth posts)	3					2
Forensic Radio Freq Operator	1					3
PPSU	2		1			3

\*Priority 0 means staff already in post

Surrey-only investment under consideration:

Team	PC	DC	PS	DS	DI	Priority
Op Falcon		1		1		2

Key	
MARAC - Multi-agency Risk Assessment Conference	HHPU – High Harm Perp Unit
EDI – Equality, Diversity and Inclusion	SOIT – Sexual Offences Investigation Team
CJ – Criminal Justice	SOLO - Sexual Offences Liaison Officer
NSO – Neighbourhood Specialist Officer	DAT – Drug & Alcohol Team
Op Centurion – Aimed at consolidating good working practices across both Surrey & Sussex, the region and nationally into one specialised and dedicated unit tasked with dismantling the upstream of county drug lines.	POLIT - Paedophile Online Investigation Team
MS – Modern Slavery	DFT – Digital Forensics Team
HT – Human Trafficking	PSD – Professional Standards Department
	PPSU – Public Protection Support Unit

## 5. RETENTION

- 5.1 Force Level attrition is reported and monitored through the Capacity, Capability and Performance Board (CCPB) and reviewed at Strategic resource Management Meeting (SRMM), locally it is monitored through

Finance and Human Resource meetings. There is a joint Force retention review meeting held every six months where stakeholders review leaver data and qualitative information from exit surveys and interviews to identify any trends or issues and agree required interventions. Outcomes from this group are reported to CCPB. In addition, officer attrition is monitored through the Force Op Uplift Strategic Delivery Board. We are also part of the South-East Regional Recruitment and Retention Group which looks at issues and trends for the region.

- 5.2 The Force has seen increased officer attrition since the end of 2021, but rates have slowed down since April 2022. There is an early warning system in place, where potential leavers are identified and there are local interventions to encourage officers to stay on. For student officers a new role of Student Support Officer who engages early intervention when there are any signs that a student officer may be considering leaving, this has already resulted in the retention of student officers. All student officer leaver reasons are recorded by L&PD in addition to the corporate exit surveys. Surrey attrition on Initial Police Learning and Development Programme (IPLDP) (from 2014) prior to change in entry routes averaged 17.9% during probation period, the new entry routes have a lower attrition rate than IPLDP. It may not feel that way for divisions though because in numbers they are losing more student officers than they have done before, but they have more joiners than previously, so as a percentage they are losing fewer.
- 5.3 Police staff attrition remains stable, there are some pockets of higher attrition in Contact & Control and specialisms where skills are in high demand, this is being addressed through work that is monitored by the Specialist Recruitment and Retention Working Group and also now through a new Gold Group 'Op Enroll'.
- 5.4 Across officer and staff exit data the most common leaver reasons are career development and work life balance. Over the past six months we are beginning to see pay being cited as a reason. For officers, prior to the pension changes in April, detriment to pension appeared as a new reason for the first time.

**RECOMMENDATION**

That the Police and Crime Panel note the content of the report.

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## Appendix A

Entry Route	Date Recruited (Started Training Phase at HQ)	Total Number in Cohort	Stage of Process as of August 2022.	Commencement of Next Stage
DHEP	29/03/2021	13	This cohort have recently started the final year of the 2-year DHEP programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 10/04/2022-06/11/2022.	Following the end of the operational attachments, this cohort will move into the final phase of the of the DHEP programme and complete a university module in either Response or Investigations as their specialism. This will take place from 13/11/2022-26/03/2022.
PCDA	31/05/2021	9	This cohort have recently started the 2 <sup>nd</sup> year of the 3-year PCDA programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 12/06/2022-14/05/2023.	Following the end of the operational attachments, this cohort will move into the final year of the PCDA programme and complete a university module in either Response or Investigations as their specialism. This will take place from 04/06/2023-26/11/2023.
DHEP	02/08/2021	12	This cohort have recently started the final year of the 2-year DHEP programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 21/08/2022-12/03/2023.	Following the end of the operational attachments, this cohort will move into the final phase of the of the DHEP programme and complete a university module in either Response or Investigations as their specialism. This will take place from 19/03/2023-30/07/2023.
PCDA	02/08/2021	12	This cohort have recently started the 2 <sup>nd</sup> year of the 3-year PCDA programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 14/08/2022-16/07/2023.	Following the end of the operational attachments, this cohort will move into the final year of the PCDA programme and complete a university module in either Response or Investigations as their specialism. This will take place from 06/08/2023-28/01/2024.

DHEP	11/10/2021	23	This cohort are currently at the divisional coaching stage on division.	This cohort moves into the final year of the DHEP programme. The next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 23/10/2022-25/05/2023.
PCDA	11/10/2021	29	This cohort are working on an NPT borough and rota within their division.	This cohort moves into year 2 of 3 of the PCDA programme. The next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 23/10/2022-24/09/2023.
DDHEP	11/10/2021	9	This cohort are currently carrying out their operational attachment phase which consists of attachments to NPT, SNT, NPIT. These attachments are due to finish 29/09/2022	Following completion of the operational attachments, this cohort will start the second year of their programme which consists of a PIP 2 attachment for 1 year. The Officers will also complete their NIE and become LDC's (pending NIE pass)
DHEP	10/01/2022	8	This cohort gained IPS as of 08/08/2022 and officers are now working on an NPT borough and rota within their division.	This next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 22/03/2023-20/08/2023. This will form this cohort's final year of the DHEP programme.
PCDA	10/01/2022	31	This cohort gained IPS as of 08/08/2022 and officers are now working on an NPT borough and rota within their division.	This next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 22/03/2023-31/12/2023. This will form the 2 <sup>nd</sup> year of the 3-year PCDA programme.
DHEP	28/03/2022	10	This cohort are currently at the divisional coaching stage on division.	This cohort are expected to receive IPS as of 24/10/2022. The Officers will be allocated a borough within their NPT division and will be posted to this borough once IPS is gained.

PCDA	28/03/2022	28	This cohort are currently at the divisional coaching stage on division.	This cohort are expected to receive IPS as of 24/10/2022. The Officers will be allocated a borough within their NPT division and will be posted to this borough once IPS is gained.
DDHEP	28/03/2022	10	This cohort are currently at the divisional coaching stage on division.	This cohort are expected to receive IPS as of 24/10/2022. The Officers will then complete 3 attachments across NPT, SNT and NPIT prior to starting a 1 year PIP 2 Investigative attachment in March 2022 where they will become LDC's (pending NIE pass).
PCDA	27/6/2022	37	This cohort are currently at the training school phase at HQ.	This cohort will start divisional coaching as of 10/10/2022.
DHEP	27/6/2022	15	This cohort are currently at the training school phase at HQ.	This cohort will start divisional coaching as of 10/10/2022.

## SURREY POLICE AND CRIME PANEL 26 SEPTEMBER 2022

### RECENT INSPECTION OUTCOMES

#### 1 SUMMARY

1.1 This report sets out details of two recent inspections and subsequent work being undertaken by Surrey Police to address the recommendations made. The inspections are as follows:

- 2021/22 Police Effectiveness, Efficiency and Legitimacy
- Joint thematic inspection of Multi-Agency Public Protection Arrangements

#### 2 2021/22 POLICE EFFECTIVENESS, EFFICIENCY AND LEGITIMACY

2.1 PEEL (police effectiveness, efficiency and legitimacy) is Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service's (HMICFRS) regular assessment of police forces in England and Wales. HMICFRS use inspection findings, analysis and their professional judgment to assess how good individual forces are in several areas of policing.

2.2 These areas are then graded as follows:

- **Outstanding:** The force has substantially exceeded the characteristics of good performance.
- **Good:** The force has demonstrated substantially the characteristics of good performance.
- **Adequate:** HMICFRS has identified an appreciable number of areas where the force should make improvements.
- **Requires improvement:** HMICFRS has identified a sufficiently substantial number of areas where the force needs to make improvements.

- **Inadequate:** HMICFRS has causes of concern and have made recommendations to the force to address them.

## 2.4 Surrey's Inspection Findings

2.5 The full report can be downloaded from the HMICFRS website<sup>1</sup>. The following is therefore intended to act as a summary of the findings and should not be considered exhaustive.

2.5.1 **The force has a strong problem-solving ethos focused on neighbourhood policing:** HMICFRS found that the force has invested in developing its problem-solving and specialist neighbourhood teams since the last inspection. Neighbourhood policing was found to be valued by the force, and HMICFRS was encouraged to see that resources aren't routinely diverted into other areas of policing. The force's focus on early intervention was also commended.

2.5.2 **The force investigates crime well:** HMICFRS reported that the force carries out crime investigations in a timely way. Officers were found to complete relevant and proportionate lines of inquiry in most cases and the investigations reviewed were found to be well supervised with victims kept updated throughout. The inspector noted that vulnerability was considered at first point of contact and call handlers consistently consider threat, risk and harm to in order to prioritise incidents accordingly.

2.5.3 **The force has an effective criminal justice diversion scheme:** It was reported that the force works hard to break the cycle of repeated offending. Mention was given to the Checkpoint programme, which offers lower-level offenders an alternative to prosecution by addressing the causes of their offending and allowing them to turn their lives around.

2.5.4 **Further work should be done to monitor those who pose the highest risk:** Whilst it was noted that the force manages arrests of outstanding offenders effectively, the inspector found that Surrey Police needs to do more to monitor registered sex offenders and ensure they comply with ancillary orders. HMICFRS stated where officers suspect indecent images of children more should be done to prioritise cases according to the assessment of threat, risk and harm.

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<sup>1</sup> <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/peel-2021-22-an-inspection-of-surrey-police/>

2.6 A summary of the gradings achieved by Surrey Police are detailed below:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Preventing crime	Investigating crime	Responding to the public	Managing offenders	
	Treatment of the public	Developing a positive workplace		
	Protecting vulnerable people	Good use of resources		

**2.7 OPCC Response to HMICFRS Recommendations:**

2.8 The inspection report highlighted nine areas of improvement for Surrey. In its formal response to HMICFRS, the OPCC set out the actions Surrey Police would be taking to address each of these. This document is attached as Appendix 1.

**3. JOINT THEMATIC INSPECTION OF MULTI-AGENCY PUBLIC PROTECTION ARRANGEMENTS**

3.1 HMICFRS, together with Her Majesty’s Inspectorate of Probation and Her Majesty’s Inspectorate of Prisons (HMIP), published a joint report looking at whether prisons, police and probation, along with other agencies, had achieved delivering Multi-Agency Public Protection Arrangements (MAPPA).

3.2 MAPPA have been part of the criminal justice landscape for 20 years. They have created a formal multi-agency framework aimed at bringing together criminal justice agencies and other services to manage the risks that people convicted of violent or sexual offences pose to the public.

3.3 The inspection was not Surrey-specific and due to the COVID-19 pandemic, much of the inspection work was completed remotely, with interviews and focus groups conducted via online platforms. In total, 107 cases were inspected jointly by HMIP and HMICFRS, selected from six MAPPA areas nationally.

3.4 The inspection aimed to answer the following questions:

- Do the governance and leadership from the responsible authority agencies support and promote the delivery of a high-quality, personalised, and responsive approach to delivering MAPPA?
- Do the skills of all staff involved with MAPPA support the delivery of high-quality arrangements?
- Is timely and relevant information available to support high-quality MAPPA?

- Are arrangements with statutory partners, providers, and other agencies established, maintained, and used effectively to deliver high-quality services?
- How effective are MAPPA at keeping people safe?

3.5 As with the PEEL inspection, the full findings can be viewed online<sup>2</sup>. The following is therefore intended to act as a summary of the findings should not be considered exhaustive:

3.5.1 There is a visible national leadership for MAPPA from the HMPPS Public Protection Group (PPG), which includes the National MAPPA team.

3.5.2 The National MAPPA team keeps guidance under regular review and has demonstrated agility.

3.5.3 The impact of local variation on the quality of delivery is not sufficiently monitored centrally. Audit processes are not used regularly or consistently and therefore do little to drive effective practice. In addition, there is insufficient coordination of quality assurance at a national level to highlight best practices or shine a light on areas for improvement.

3.5.4 Each criminal justice area has an appointed MAPPA coordinator. Their role is to lead operational work and provide a link to the Senior Management Board. Given the huge variation in size of the geographical areas that coordinators cover, the demands of this role vary considerably. For example, Cumbria, which on 31 March 2021 had 815 MAPPA-eligible offenders, has one coordinator, as does London, which had 10,131. This means that operational probation managers take on MAPPA-related tasks in addition to their primary roles and, despite their best efforts, can mean less effective liaison with partner agencies due to lack of time.

3.5.5 MAPPA was often seen as an 'elite' area of work to which most practitioners do not feel connected. Staff in prisons, probation, and policing in a range of roles told inspectors they would welcome more training in relation to MAPPA to give them confidence.

3.5.6 Prior to the Covid-19 pandemic, MAPPA meetings required the physical attendance of representatives from agencies, which could prove a challenge, particularly in rural areas. Most representatives have welcomed the move to online MAPPA meetings and they are usually now well-attended.

3.5.7 Due to growing concerns about the high level of domestic abuse, the MAPPA guidance has been expanded to encourage the consideration

<sup>2</sup> <https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/joint-thematic-inspection-multi/>

of using Category 3 in relevant domestic abuse cases; however, this has not yet become routine practice, particularly for those who commit lower-level offences over a sustained period but pose a real risk of harm to their victims through long-term abuse.

- 3.5.8 Overall, inspectors found that where the right individuals are referred, MAPPA adds value to the management of cases at Levels 2 and 3. Cases at Level 2 and, particularly at Level 3 are well-managed and demonstrate that having the collective knowledge of agencies focused on a case can accelerate access to services and, in some cases, gain support that would not have been available otherwise. MAPPA management also brings oversight and scrutiny in the most complex cases.
- 3.5.9 The quality of information that prisons supply to MAPPA meetings is improving, but it still does not always provide sufficient detail on how an individual has behaved throughout their sentence. Prison staff outside of offender management units (OMUs) do not always fully recognise what information is significant to an individual's risks and, therefore, should be shared, and some security departments do not routinely share important intelligence with offender management staff and MAPPA meetings. In addition, the lack of resources to monitor prisoner communications effectively means there are missed opportunities to identify and address the risks of some dangerous individuals.

### 3.6 OPCC response to recommendations

- 3.7 Whilst a national inspection, the report included some recommendations for Chief Constables and therefore the OPCC is required to submit a formal response to HMICFRS.
- 3.8 At the time of writing, the OPCC has not yet published its formal response. However, the position with regards to the recommendations of the inspection can be broadly summarised as follows:
- 3.8.1 **RECOMMENDATION: The Probation Service, police forces, and prisons should ensure that Category 3 referrals are made to manage individuals who present a high risk of domestic abuse where formal multi-agency management and oversight through MAPPA would add value to the risk management plan.**
- 3.8.2 Domestic Abuse (DA) is a key priority for Surrey Police internally and in partnership. An overarching DA improvement plan is in place to improve its response to all DA led by the appropriate Superintendent.
- 3.8.3 In Surrey, HHPU (High Harm Perpetrator Units) are focused on the management of offenders who are deemed to pose the most significant risk. These include MAPPA offenders and Integrated Offender

Management (IOM) offenders and has recently expanded to include DA offenders.

- 3.8.4 Each division has one dedicated DA offender manager. Surrey has also set up a MATAC (Multi-Agency Tasking and Coordination) process to manage DA offenders and the MATAC coordinators are based within HHPU teams. It is through this process that a decision is made as to who will manage a suspect - HHPU or another team within Surrey Police. The decision is dependent on risk, offending history and what type of offender management is required.
- 3.8.5 Surrey has a process whereby MAPPA, MARAC (Multi-Agency Risk Assessment Conferences) and MATAC referrals should be reciprocally made to ensure the best possible management of the perpetrator. MATAC is attended by probation as well as police officers and staff and therefore there is a high level of knowledge regarding MAPPA. Surrey Police has identified a gap in the knowledge within the MARAC teams in relation to the ability to refer into MAPPA. To address, training is being developed and delivered to both MARAC Co-ordinators and Domestic Abuse Team Detective Inspectors in September 2022.
- 3.8.6 **RECOMMENDATION: The Probation Service, police forces, and prisons should ensure that there is a comprehensive training strategy for all staff involved in the MAPPA process that fully utilises existing training packages and makes sure they can enable staff in all roles to prepare for and present or contribute to a case in a multi-agency forum and understand how MAPPA fits with other multi-agency forums, such as Integrated Offender Management and Multi-Agency Risk Assessment Conferences (MARACs)**
- 3.8.7 In Surrey, IOM and MAPPA offenders are managed within the same team so there is a high level of knowledge about how multi-agency relationships can be used to manage offenders. Additionally, due to this change, Surrey has implemented a MATAC process to manage DA perpetrators, which enhances the MARAC outcomes supporting victims as allows serial DA perpetrators to be managed, especially if they move on to new relationships. The MATAC coordinators are based within the HHPU teams which responsible for offender management.
- 3.8.8 All Offender Managers undertake the College of Policing (CoP) approved MOSOVO (Management of Sexual or Violent Offenders) course when employed in HHPU. During COVID, Surrey Police managed to secure an online training provider meaning new joiners to the team were still able to be appropriately trained to support the management of offenders. The Force currently have 4 individuals awaiting course, and those officers are supported by “buddies” within their day-to-day role who are identified as experienced offender managers. Even when the MOSOVO course is completed, experienced

officers and supervisors ensure that classroom learning is being applied.

3.8.9 The Force also has Active Risk Management (ARMS) trainers and they provide training to new team members on the assessment and management of risk in accordance with National Standards. There is also a ViSOR (Violent and Sex Offender Register) trainer who spends time with any new joiners to ensure that they understand how to appropriately update and manage offenders' records.

3.8.10 **RECOMMENDATION: All MAPPAs managed at Levels 2 and 3 are allocated to a suitably trained police offender manager.**

3.8.11 Surrey Police train offender managers on the CoP approved Management of Sexual or Violent Offenders (MOSOVO) course. Currently it has four officers awaiting a course who are new to role. It also has two new officers due to join before Christmas 2022 who will also require training. All officers are on a wait list for available spaces. There are potential courses being run by Kent and Thames Valley Police (TVP) respectively in September and October 2022. We await confirmation of places.

3.8.12 Surrey and Sussex Liaison and Diversion (L&D) are currently designing and building their own MOSOVO course. The lead trainer is waiting on availability of a CoP 'train the trainer' course to progress this.

3.8.13 Additionally, the Surrey and Sussex MAPPAs coordinators are delivering regular CPD for MAPPAs chairs and are developing CPD for all standing attendees to MAPPAs meetings.

3.8.14 **RECOMMENDATION: Workloads for staff managing sexual offenders are reviewed against national expectations and, where found to be excessive, take steps for mitigation and communicate this to affected staff.**

3.8.15 Surrey Police currently do not have excessive workloads. Each OM has less than 50 cases to manage per officer (current average is 45). The Force also seek to ensure its OMs have less than 20% of their caseload as High Risk due to the increased demand this creates

3.8.16 Workloads are managed well and subject to supervisory scrutiny. Where officers, as aforementioned, have a disproportionate workload, either in volume or disproportionate risk levels, this is mitigated down by not allocating new offenders to them in the ongoing cycle of distribution. The levels of risk are scrutinised via monthly performance data, to ensure supervisors balance workloads for all.

#### **4. RECOMMENDATIONS**

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

#### **5. CONTACT INFORMATION**

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## Glossary

- **ARMS:** Active Risk Management System
- **CoP:** College of Policing
- **CPD:** Continuous Professional Development
- **DA:** Domestic Abuse
- **DISU:** Digital Investigation Support Unit
- **HHPU:** High Harm Perpetrator Unit
- **IOM:** Integrated Offender Management
- **L&D:** Liaison and Diversion
- **MAPPA:** Multi-Agency Public Protection Arrangement  
Arrangements designed to promote effective information sharing and collaboration between agencies to manage dangerous individuals. MAPPA formalises the duties of criminal justice and other agencies to work together. While not a statutory body, MAPPA is a mechanism through which agencies can better discharge their statutory responsibilities and protect the public in a co-ordinated manner.
  
- **MARAC:** Multi-Agency Risk Assessment Conferences  
A MARAC is a meeting where agencies talk about the risk of future harm to adults experiencing domestic abuse and draw up an action plan to help manage that risk. There are four aims:
  - a) To safeguard the adult victims at risk of future domestic violence
  - b) To make links with other public protection arrangements
  - c) To safeguard agency staff
  - d) To work towards addressing and managing the behaviour of the perpetrator
  
- **MATAC:** Multi-Agency Tasking and Co-ordination  
The overarching objective of a MATAC is to safeguard adults and children at risk of domestic abuse and to reduce offending of serial domestic abuse perpetrators. The process includes:
  - Determining the most harmful domestic abuse perpetrators
  - Incorporating partner referrals
  - Determining subjects for targeting and produce perpetrator profiles
  - Hold 4 weekly MATAC meeting and determine method of targeting each perpetrator
  - Manage and track partnership actions
  
- **MOSOVO: Management of Sexual or Violent Offenders**
- **OM: Offender Managers**

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## 2021/22 Police Effectiveness, Efficiency and Legitimacy - Surrey Police & Crime Commissioner Response

### 1. Police & Crime Commissioner comments:

- 1.1 I'm really pleased to see Surrey Police maintain its 'outstanding' rating in preventing crime and anti-social behaviour – two areas that feature prominently in my Police and Crime Plan for the county. But there remains room for improvement and the report has raised concerns about the management of suspects and offenders, particularly in relation to sex offenders and the safeguarding of children in our communities.
- 1.2 Managing the risk from these individuals is fundamental to keeping our residents safe – particularly women and girls who are disproportionately affected by sexual violence. This needs to be a real area of focus for our policing teams and my office will provide robust scrutiny and support to ensure plans put in place by Surrey Police are both prompt and robust in making the necessary improvements.
- 1.3 I have noted the comments the report makes about how police deal with mental health. As the national lead for Police and Crime Commissioners on this issue I am actively seeking better partnership working arrangements on both a local and national level, to ensure policing is not the first port of call for those in mental health crisis and that they get access to the proper clinical response they need.
- 1.4 The report also highlights the high workload and wellbeing of our officers and staff. I know the Force is working really hard to recruit the extra officers allocated by government so I am hoping to see that situation improving in the coming months. I know the Force share my views on the value of our people so it is important that our officers and staff have the right resources and support they need.
- 1.5 While there are clear improvements to be made, I think overall there is much to be pleased with in this report which reflects the hard work and dedication our officers and staff display daily to keep our county safe.
- 1.6 I have requested the Chief Constable's view on the report, as he has stated:

“ *I welcome the HMICFRS's 2021/22 Police Effectiveness, Efficiency and Legitimacy report on Surrey Police and am very pleased that the HMICFRS has acknowledged the significant achievements the Force has made in preventing crime by awarding the Force a grading of Outstanding.*

*Notwithstanding this recognition of good practice, the Force recognises the challenges highlighted by the HMICFRS in respect of understanding demand and managing offenders and suspects. The Force is focused on addressing these concerns and learning from the feedback within the report in order to develop the force's working practices and deliver the best possible service to the public.*

*The areas for improvements will be recorded and monitored through our existing governance structures and strategic leads will oversee their implementation.*

”

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## 2. Next Steps

- 2.1 The inspection report highlights nine areas of improvement for Surrey and I have set out below how these matters are being taken forward. Progress will be monitored through the Organisational Reassurance Board (ORB), the new KETO risk management system and my office will continue to maintain oversight through our formal scrutiny mechanisms.

## 3. Area for Improvement 1

### 3.1 The force should improve how it answers non-emergency calls for service to reduce its call abandonment rate.

- 3.2 Surrey Police continue to prioritise emergency call handling with 999 demand continuing to increase (over 16% more emergency calls received rolling year to date), which is a trend being felt nationally. The Force experienced its highest ever recorded 999 call demand in June this year at 14,907 emergency contacts for the month, but performance in answering 999 calls remained above the 90% target of answering within 10 seconds.

- 3.3 This increase in 999 call demand, the continued rise in online (Digital 101) contact and existing call handler vacancies (33 staff below establishment at end June 2022) continues to place pressure on the Force's ability to answer non-emergency calls within target. The Force has however seen an improvement in 101 call handling from an average wait time of 4.57 minutes in December 2021 to 3.54 minutes in June 2022.

- 3.4 The current and future actions taken to improve performance are as follows:

- a) All call handling staff have now returned to a single location in the Contact Centre following previous social distancing requirements which saw them displaced into 5 separate locations.
- b) The Integrated Voice Recorder (IVR) message at the front end of the telephony system has been amended to encourage more members of the public to contact the Force online where it is appropriate to do so. This channel shift is being reflected in the initial abandonment rate and an increase in online contacts.
- c) Staff vacancies within call handling (which are also reflected regionally due to the challenging post-covid labour market within the Southeast) are being closely monitored as a Force risk with several recruitment events having been undertaken over recent months. There is a full course of 12 new call handlers being undertaken in August this year with another induction course currently being filled for October and other courses planned for January and March 2023.

- d) As it takes new call handlers approximately 9 months to become independent the staff budget underspend will be used, in the short term, to employ 12 x agency (Red Snapper) staff to undertake crime recording functions within the Contact Centre to free up the capacity of call handlers, in order to improve 101 call performance. Recruitment of these staff is currently in the planning phase with the aspiration that they will be in place for 12 months from mid to late August. If this model of having a separate crime recording function within the Contact Centre is shown to be effective (rather than call handlers performing both functions) then this will be considered for permanent change to the existing model.
- e) A longer-term proposal to consider the pay structure for call handlers to bring their starting salary in line with regional Forces - to improve both the number of applicants and aid retention - will be considered at the Force Organisation Board in August 2022.
- f) The existing upgrading programmes in telephony and command and control (joint project with Sussex Police) are due to be implemented within the next 6 months and should improve efficiency within the Contact Centre and enable interoperability with Sussex Police.
- g) The Force has plans in place for the introduction of Storm and for Salesforce, both of which will in time bring efficiency and public safety benefits to the Contact Centre and allow the Force to more accurately correlate abandonment with its move to online service.

## 4. Area for Improvement 2

### 4.1 The force needs to attend calls for service within its published attendance times and, where delays do occur, victims should be updated.

4.2 This continues to be a challenge for the Force and the attendance times for Grade 2 incidents have increased since the inspection due to a month-on-month increase in the number of Grade 1 (emergency) incidents requiring response (in line with the increase seen in 999 call demand). As of June 2022, rolling year to date data shows an increase of over 8% in Grade 1s (2,813 incidents) meaning that there are fewer resources available to respond to Grade 2 incidents. This alongside vacancies within the Force Control Room (FCR) has increased the challenge of keeping victims updated when they are awaiting a prompt (Grade 2) response.

4.3 The current and future actions taken to improve performance are as follows:

- a) Demand data analysis has shown that non-emergency (Grade 2) response is particularly challenging at the handover period between “earlies” and “lates” and following relevant consultation the NPT shift pattern will be amended from 1 September to bring forward the late shift start by an hour so that there are more resources available at this critical time of the day.
- b) Additionally, there will be a slight change to the shift pattern for those NPT officers within their probation who must complete a mandatory number of Protected Learning Days (PLDs) as part of their degree apprenticeship. The existing way in which these PLDs are scheduled means that there are often several officers off at once thereby reducing available resources on key days/shifts. Following widespread consultation across both Surrey and Sussex their shift pattern will be amended on 1 September

2022 so that the numbers of officers on PLDs is spread more evenly across shifts thereby providing more resilience on teams. This change was agreed by the Surrey and Sussex Joint Chief Officer Team.

- c) On 25<sup>th</sup> July 2022 additional Grade 2 cars for response to Domestic Abuse will be introduced on each Division to cover the summer peak demand period until the end September 2022. These additional resources (supported from Safer Neighbourhood Teams) on early and late shifts will provide additional response capability and should improve overall non- emergency response performance for the Force.

## 8 5. Area for Improvement 3

5.1 **The force should improve how it records victims' decisions and their reasons for withdrawing support for investigations. It should take every opportunity to pursue offenders when victims disengage or don't support prosecutions. It should document whether evidence-led prosecutions have been considered.**

5.2 The current and future actions taken to improve performance are as follows:

- a) An operation to continue to develop investigative quality (Op Falcon) across the Force includes senior leaders – Chief Inspectors up to Chief Officer level completing a set number of monthly crime reviews with results collated and circulated. These checks include whether a VPS statement was taken. Current findings show that this varies according to the type of crime reported.
- b) An NCALT Victim's Code E learning package which includes VPS has been mandated as training for all officers with compliance closely monitored (72% as at end May 2022).
- c) Details of the Victim Code and related victim guidance are available to all investigators on 'Crewmate' App on their Mobile Data Terminals and within the 'victim initial contact contract template' within each crime report is a record of whether or not a VPS has been completed and reasons.
- d) The force will seek to identify whether there is an automated method of measuring the offering of and completion of VPS within existing IT systems (Niche) in order to produce detailed performance data.
- e) Work is underway to enhance the current Victim Code training provision to all officers to include specific modules on both VPS and victim withdrawal. To date all investigators within Domestic Abuse Teams have received this training with further sessions planned for Child Abuse Teams and Neighbourhood Policing Teams (NPT).
- f) Surrey Police is working as part of the Regional Rape Improvement Group with one of the workstreams being progressed with partners is guidance about when to take VPS's. Consultation is ongoing with the regional ISVA services to seek direct feedback on this area and the results of the consultation and agreed stance of the group will be incorporated into local best practice.
- g) In respect of when a victim withdraws support for an investigation or asks for it to be dealt with by an out-of-court disposal out of court disposal (OOCDD), the revised (May 2022) Domestic Abuse policy now provides guidance on the content of victim withdrawal statements.

- h) Surrey Police will continue to promote the evidence led approach to investigation and prosecution, securing evidence early and exploring the strength of witness, hearsay, circumstantial and res gestae information. Force communications to staff have been made through intranet articles and bespoke investigator training including the use of Body Worn Video, officer observations, images, neighbour evidence/house to house, remote recording devices (home CCTV, video doorbells) and recordings of calls to police.

## 6. Area for Improvement 4

### 6.1 The force should set specific, time-bound tasks to reduce the risk from registered sex offenders. Evidence of completed tasks should be recorded.

6.2 The current and future actions taken to improve performance are as follows:

- a) Offender managers have been required to ensure that their RISK management plans are better recorded and their updates in actions and enquiries undertaken are 'SMART'. This has been communicated by team emails from the DCI, line manager briefings and one-to-one meetings, as well as debriefing visits. An example of a well-documented update has been shared with teams as an example of best practice and the risk management action plans set will be specific. The DI team will Dip Check 15 records (5 per area per month) and now provide additional oversight to Very High and High Risk cases.
- b) Records are being dip-checked by line managers following visits and on supervisory reviews. The DS/PS will verbally debrief visits and review, support, and guide action planning as part of their ongoing supervision. There is additional supervision at point of ARMS assessment. DIs will be doing 5 dip checks per month (all risk levels) and updates will be via our DI/DCI meeting cycle and performance regime - themes and issues identified will be raised through weekly team meetings to staff. Oversight of these qualitative audits will be conducted at the Command Performance Meetings (CPM) chaired by the Head of Public Protection.
- c) The Force had an uplift of staff and there are several new and inexperienced officers in the department. Continual professional development sessions have been developed for all staff to ensure continuous improvement. Future new staff will be briefed and mentored in respect of the required standards
- d) Officers are required to conduct intelligence checks including PNC/PND for all their offenders. Where it is assessed one is not necessary (offender house bound, lacks mobility, has 1:1 supervision with carers), the OM is required to record the rationale as to why a PND and PNC has not been completed. PND is completed at the point of ARMS in all cases regardless. Therefore, PNC and PND research is now carried out commensurate with the risk of the individual, and the results are recorded into the VISOR record of offenders. Supervisory officers now provide oversight and cross-force checks will be undertaken when there is information to suggest that offenders travel out of county. Additionally, Offender Managers are booked on available PND and PNC courses to ensure checks can be conducted by the team expeditiously.

- e) All digital examination of devices is now appropriately recorded, and visits verbally debriefed with supervisors. When decisions are made to not act, this is recorded on ViSOR with a full rationale. Additionally, officers are now clearly recording when a visit is pre-planned due to external factors (e.g. court, loading of monitoring software etc). All other visits, which are the vast majority, are unannounced.
- f) A force-wide supervisors' planning day is booked to ensure all supervisors are operating consistently for supervision of visits and recording of the visits. An initial consistent policy has been made by the 3 DIs, but this supervisors' day is focussed on writing a formal policy on this to ensure consistency for dealing with breaches. The event has been delayed by Covid.
- g) In September-October 2022, the ViSOR coordinators will undertake an internal audit via a dip-check of a number of records and feedback both on further work needed and progress against the above standards. The audit will review 15 records per division from a selection of risk levels to check quality of the records, identified lines of enquiry and standards of rationale. Following this in December-March a peer review from a neighbouring force will be conducted to provide independent scrutiny and assessment. Additionally, contact has been made with "outstanding" forces and VKPP to identify best practice in these areas.

## 7. Area for Improvement 5

### 7.1 The force should routinely use proactive monitoring technology to identify indecent images of children and identify breaches of ancillary orders for registered sex offenders.

7.2 The current and future actions taken to improve performance are as follows:

- a) Where SHPO conditions are in place, the Force uses ESafe technology to monitor digital equipment of offenders. ESafe remotely monitors usage of the devices and notifies offender managers when there is suspected access to illegal material online. OMs take prompt action to seize and secure devices to obtain primary evidence of these breaches. Surrey is currently using 166 Android ESafe licences and 230 PC/Laptop licences across our high and medium risk offenders. These licences are all fully utilised.
- b) Outside of SHPOs the Force also uses Cellebrite technology to monitor other offenders' digital devices. Although relatively effective, the kit can take over 2 hours to download and triage some devices which limits the effectiveness of its use. Cellebrite initially required updating and staff retraining to use. VKPP has been utilised to identify alternative options in the market but there is currently no fully effective search and triage equipment available.
- c) Consequently, the Force has invested in training 6 HHPU staff in DMI (Digital Media Investigations). These staff support the whole team in the use and understanding of Cellebrite and of other methods to examine digital devices. These staff hold a reduced workload, so they have capacity to support, advise and develop the wider team. They support other members of the team planning interventions and enhanced visits. Their limited workloads contain offenders that have increased requirement for digital supervision. HHPU DMI staff upskill colleagues to make better use of manual triage skills of offenders' devices to find grounds to seize and conduct DFT examinations to

identify breaches. These methods have proven to be more effective than Cellebrite – given its limitations.

- d) The current focus, therefore, has been officer training and CPD in respect of the manual triage process. The Force has also invested in the Digital Investigation Support Unit (DISU) to provide direct assistance to officers in identifying how to effectively gather digital evidence. HHPU staff are aware of the opportunities DISU can provide and are actively using them to advise and support in respect of offenders that are challenging in this area – formulating strategies for visits and proactive targeting of offenders. DISU is creating CPD to further enhance HHPU staff competency.
- e) Offender managers also utilise ‘digital dogs’ and equipment to interrogate wireless routers to identify undisclosed devices.
- f) All these actions will inform a series of metrics that will be scrutinised for the HHPU at the Command Performance Meetings. The identified issue in respect of consistency of dealing with breaches was covered under AFI 1 where the planning day is in place to formalise the agreed policy for dealing with breaches in a consistent manner.

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## 8 Area for Improvement 6

8.1 **The force must prioritise safeguarding when it suspects online offences of indecent images of children. It should carry out repeated intelligence checks to confirm whether suspects have access to children.**

8.2 The current and future actions taken to improve performance are as follows:

- a) Following the HMICFRS inspection, changes were made to the way in which referrals were handled once received in force. Firstly, the referrals are sent to our Force Intelligence Bureau where researchers undertake the research before passing back to POLIT for the KIRAT assessment. A service level agreement was ratified between POLIT and the FIB to agree a turnaround time for research and this is being adhered to. The research is a required precursor information about the location, potential suspect, and any relevant information regarding a family setting.
- b) In total, Surrey currently has a backlog of 14 jobs – 7 of these are being researched. From the other 7 outstanding, there are 2 mediums, 4 lows and 1 pending dissemination to another Force. The force has no Very High or High risk cases outstanding at time of writing. The SLA also includes a refresh of research when a referral has not been actioned for a period – aligned to the current level of risk assessment. However, this has not been required since the SLA was written as all warrants have been actioned prior to this set review period. The duty DS reviews the outstanding list each working day to prioritise interventions and this information is currently scrutinised by the Public Protection Superintending ranks to ensure the procedure is functioning effectively.
- c) Recruitment into the department is ongoing to ensure capacity and Uplift bids have been supported to create further investigative and warrant capacity to ensure future resilience. POLIT is also utilising other additional resources (Special Constables) to support the timely completion of referral warrants.
- d) KIRAT 3 training is being delivered and will be in use from next week. Additionally, several POLIT staff now have access to a limited view of the Children’s Services

system (EHM) which enables checks to be completed on any children known at the address to establish if there is already any social services involvement and maximise the effectiveness of the risk assessment and future safeguarding.

## 9 Area for Improvement 7

**9.1 The force should consider staff wellbeing when making decisions about resource allocation. It should provide supervisors with the skills to identify wellbeing problems in their teams and give them the time and space to make early interventions. The force should improve support for those in high-risk roles.**

9.2 The current and future actions taken to improve performance are as follows:

- a) The Force has heavily invested in improving the Wellbeing offering for staff over the last few years with a dedicated Wellbeing Hub that is easily accessible via the intranet home page as a central place to house all things Wellbeing. The Wellbeing Team will engage with the Surrey Wellbeing Board to scope what the barriers are for accessing the wellbeing materials and time available to use these effectively and determine suitable actions to tackle these.
- b) Wellbeing is also a key part of Focus conversations in which line managers should be having quality discussions to provide support and advice to their teams. However, the force recognises that more is required to promote the importance of these conversations and setting dedicated time aside for these take place and further work is planned to better communicate this. New advice and guidance will be produced for line managers to support this activity.
- c) The Force has mandated a number of training packages for line managers to complete once they are promoted, for example the Effective Performance Management course, has a key Wellbeing input to provide awareness of and how to recognise poor mental health. A review will be undertaken of all of the training packages for newly promoted supervisors to ensure there is a consistent approach that provides greater understanding of what is expected as a line manager to deal with wellbeing. The Force will also make use of the National Police Wellbeing Service, Oscar Kilo, who provide a 'Supervisors Workshop Training' package in which our officers have access to participate. Since the report publication the Force has won two national awards for Wellbeing – The OscarKilo 'Creating the Environment for Wellbeing' Award, and the National Police Federation 'Inspiration in Policing' Award for Sean Burridge for his work on Wellbeing.
- d) The Wellbeing Team will also be introducing a force wide roll out of Trauma Impact Prevention Training (TiPT) to raise awareness of how to spot signs of trauma and provide tools to address these.
- e) Currently the Strategic Resource Management Meeting (SRMM), meet to make posting decisions, these will be made based on:
  - Force priorities
  - Available and deployable resources by area
  - Local intelligence and projections
  - Complexity of demand

- Risk to Force and public
  - Release will also be based on the wellbeing impact of the individual and those remaining in the team
- f) The Tactical Resource Management Meeting (TRMM) meets in between the SRMM, to tactically review the deployable resources, using local intelligence and consider individual requirements. There is also a Complex case meeting which comprises of local HR leads and Head of Occupational Health, the aim of this meeting is to discuss individual wellbeing requirements, to aim to resolve and unblock any issues. The chair of the SRMM will conduct a review to assess whether the current arrangements fully consider the wellbeing of individuals and how else individuals can be supported through this process.
- g) A project has been commissioned for the Wellbeing Team to thoroughly review the current process of psychological assessments and what value these provide in supporting those in high-risk roles. The team will explore what other assessments are available and work with Oscar Kilo to determine what the optimum model of support Surrey Police should provide.

## 10 Area for Improvement 8

### 10.1 The force should expand the work and effectiveness of its ethics panel to ensure staff know how to raise issues.

10.2 The current and future actions taken to improve performance are as follows:

- a) The Surrey Police Ethics Committee has been completely overhauled and is in the process of being significantly improved. It will meet bi-monthly, focussing on two to three ethical dilemmas per meeting, ensuring that all opinions are considered.
- b) The Force are currently recruiting external people to join as Ethics Committee members and have had thirty two applications from people of all different ages, genders and diverse backgrounds. Nineteen applicants have been shortlisted and interviews commence week of 1<sup>st</sup> August to make a final selection.
- c) The Force has recently recruited it's Non-Executive Director to be the Ethics Committee Chair. They are a prominent figure leading Black History Month in the south of England and has a vast amount of experience sitting on the Hampshire Police Ethics Committee and also that of a Housing Association. The prominence of external and diverse members with a range of experiences and an external chair is aimed at ensuring that a range or perspectives are considered and to assist Surrey Police in dealing with the many ethical issues our police service and our people face.
- d) The Corporate Communications Department will be promoting the launch of the new committee which is set for its first meeting in October. They will be introducing a new intranet page about the Ethics Committee – detailing how the committee is set up with internal and external members and details of how they can submit their ethical questions for debate. The Force will also be identifying the current internal members to be Ethics Champions, to lead the way for ethics across the force and ensure that officers and staff are aware of how they can submit those ethical dilemmas for other

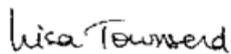
people's views. The Committee will report into the Force People's Board chaired by the DCC and as a Force Non-Executive Director, the Chair has regular direct access to chief officer colleagues.

## 11 Area for Improvement 9

### 11.1 The force should improve its understanding of demand to make sure it manages it effectively

11.2 Over the past year Surrey Police has developed a detailed demand analysis product for Local Policing teams, identifying demand on reactive teams (Neighbourhood Policing Team, CID, Child Abuse Team, Domestic Abuse Team) and proactive teams (specifically Safer Neighbourhood Teams). Reactive demand has been assessed by analysis of numbers of crimes investigated by each team according to crime types, PIP levels and whether DA offences are intimate or non-intimate, compared to the number of staff in each team's establishment. Proactive demand on Safer Neighbourhood Teams has been assessed by a combination of calls for service allocated to specific teams via the Incident Review Team, and the Index of Multiple Deprivation, which measures relative deprivation by Lower Super Output Areas, and is widely used by government and local authorities to allocate funding for services. The use of the IMD allows Surrey Police to allocate proactive resources in line with hidden and latent demand and build relations with disadvantaged communities. This analysis has been used to review staffing levels in all Local Policing Teams and has so far led to reallocation of CID and NPT resources between divisions.

11.3 Surrey Police's focus is now on analysing demand in more complex areas of business, such as Public Protection and Specialist Crime Command, using methods developed for Local Policing, beginning with an assessment of available data, and a gap analysis to identify other datasets that might be useful. Where appropriate and possible, the analysis will use detailed total crime demand while, in more complex or specialist business areas, proxies or indicators of relative demand may be necessary.



**Lisa Townsend**  
Police and Crime Commissioner for Surrey

## SURREY POLICE AND CRIME PANEL

### 26 SEPTEMBER 2022

#### INDEPENDENT CUSTODY VISITOR SCHEME

#### 1 SUMMARY

- 1.1 Independent Custody Visiting was introduced in England as a result of the recommendations from the Scarman Report into the 1981 Brixton riots.
- 1.2 The scheme is designed to ensure a greater understanding of, and confidence in the processes and rules governing a detained person's welfare. It also offers an extra level of mutual protection to both detained persons and police custody staff by providing independent scrutiny of the treatment of detained persons and the conditions in which they are held.
- 1.3 Independent Custody Visitors (ICVs) are members of the public recruited by the Police and Crime Commissioner on a voluntary basis to visit police stations at random to check on the treatment of people held in police custody and to ensure that their rights and entitlements are upheld in accordance with the Police and Criminal Act 1984 (PACE).
- 1.4 The role of an Independent Custody Visitor is to look, ask questions, listen and report on their findings. The role includes speaking to detainees and checking areas of the custody unit such as the kitchen, exercise yards, stores and shower facilities.
- 1.5 Any queries or actions requiring immediate attention are discussed on site with the custody staff. With permission, Independent Custody Visitors also have access to detainees' custody records to verify what they have seen and heard. In some circumstances, they also view CCTV footage. ICVs do not need to know why a person is being detained and they do not talk to those being held about alleged offences.
- 1.6 They produce a report which is then forwarded to the office of the Police and Crime Commissioner for analysis. Any serious areas for action that were not able to be addressed at the time of the visit are recorded and flagged to the custody Inspector or a more senior officer. If the Independent Custody Visitors are still not satisfied, they can take up the problems with the Commissioner or the Police Custody Chief Inspector at meetings held every two months.

- 1.7 Each year the OPCC produces an annual report setting out the work of the ICV scheme, and this is being presented to the Police and Crime Panel for information.

## **2. RECOMMENDATIONS**

- 2.1 The Police and Crime Panel is asked to note the content of the report and attached ICV Annual Report.

## **3. CONTACT INFORMATION**

### **Damian Markland**

Head of Performance & Governance  
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# Independent Custody Visiting Scheme

Annual Report  
April 2021 – March 2022

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## Foreword from Police and Crime Commissioner Lisa Townsend

I am delighted to present the Independent Custody Visiting Annual Report for 2021/22. Independent Custody Visitors (ICVs) carry out an essential role by checking on the welfare and fair treatment of individuals in custody which helps improve the service provided by Surrey Police. They give up their time on a voluntary basis and I remain incredibly grateful for the dedication and care they give to every visit in Surrey.

Custody is a busy and vital part of daily policing but it is often forgotten among the many jobs our officers and staff do. ICVs open custody up to independent scrutiny, ensuring not only that we meet the highest standards of equality and care for individuals with a wide range of needs and backgrounds, but that we effectively support the welfare of our custody teams too.

The impartial and relaxed nature of ICVs can have an immediate effect in reducing the impact that being detained can have on an individual, including vulnerable adults and children. It could be something that seems small, such as requesting a blanket in a cold cell or providing the reassurance that cultural or religious needs are respected.

In the last few years, the scheme has also needed to navigate the challenges presented by the Covid-19 pandemic. The work of my office, volunteers and Surrey Police has been exceptional in ensuring that custody visits, whether they were virtual or in person, remained regular and rigorous since the first lockdown in March 2020.

There are now 41 ICV volunteers in Surrey who carried out 98 visits to custody suites across Surrey in the last year, amounting to 300 hours volunteered.

This is only made possible by the passion invested in the scheme by both the ICV Manager Erika Dallinger and all of our volunteers. I would like to thank each and every one of the team for their continued service and commitment.

I look forward to working with all of them again over the next year and continuing the support my office provides for this essential scheme in Surrey.



**Lisa Townsend**

Police and Crime Commissioner for Surrey

## What is Independent Custody Visiting?

Independent Custody Visiting is a national requirement, detailed in a Home Office Code of Practice and supported by the Independent Custody Visiting Association (ICVA), whereby specially trained members of the public make random and unannounced visits to custody suites to check on the

welfare of detainees and the conditions they are being held in. Locally, Independent Custody Visiting is under the remit of the Police and Crime Commissioner who has authority for running and maintaining the scheme in their force area. Therefore, within this reporting year, this falls to Lisa Townsend.

Independent Custody Visiting provides protection to detainees and the police, and reassurance to the wider community. Volunteers from Independent Custody Visiting (ICV) Schemes across the UK independently check on the welfare of detainees who may be feeling vulnerable or confused, providing independent scrutiny of their treatment and the conditions in which they are being held. Independent Custody Visiting Schemes exist to provide reassurance to local communities that they can have confidence in the way in which the police treat people who are held in their custody.

Independent Custody Visiting allows the police to demonstrate their commitment to transparency and provides public reassurance that policing in their area is fair and in accordance with statutory legislation and guidance. The aim of this Annual Report is to ensure that this information is available in the public domain.

When recently asked why they felt the ICV role was so important, one volunteer commented: *“ICVs play a critical role in providing the eyes of the public and transparency for the police in a process that is otherwise “hidden” from public view. It is critically important that there is public confidence on what goes on behind closed doors in the custody suite and ICVs make this possible by providing truly independent reviews”.*



## How the Scheme is Organised in Surrey?

Surrey Police operates from three custody suites at Guildford, Staines and Salfords (located in the Reigate area).

The cell capacity is as follows:-

- Guildford (24 cells)
- Salfords (24 cells)
- Staines (19 cells)

Each of the three custody suites has its own panel of ICVs. The panel is responsible for organising the visiting rota and undertaking the visits.

Pre April 2020 all visits without exception were, what we now class as, **Physical Visits**. This involved ICVs entering custody, talking to detainees and officers alike. During 2020 the Covid-19 pandemic presented a real challenge to custody visiting resulting in temporarily revising how visits happen whilst ensuring a level of custody oversight was maintained and meeting the PCCs statutory duties. As a result, **Oversight Calls** were instigated.

- **Physical Visits** - During a routine custody visit, a member of the custody staff escorts the visitors around the suite to ensure their safety. Independent Custody Visitors (ICVs) enter police cells and seek permission from the detained individual to speak to them. Conversations with detainees focus on welfare needs and the provision of rights and entitlements under the Police and Criminal Evidence Act (PACE). With permission from the detainee, they will also review the notes kept on their treatment during detention. ICVs are not concerned with the identity of the detainee or with the reason for their detention. Any issues raised are discussed as appropriate with custody staff. ICVs also inspect and comment on the general condition and facilities of the custody suite including the kitchen, medical room and showers.
- **Oversight Calls** - Whilst no one could question the importance of the monitoring physical visiting gives, it felt appropriate to temporarily suspend all visiting in March 2020 and implement an interim solution/alternative. Given custody visitors are all volunteers it felt unreasonable to expose anyone through custody visiting to the virus and equally for the volunteers to take the virus into custody and impact what was predicted to be stretched resources. The PCC had a duty of care to the volunteers. Oversight Calls are unannounced weekly monitoring calls between a pair of ICVs and a custody officer. During the call the ICVs will talk through each detainee, ensure they have had their rights and entitlements met, that appropriate adults and solicitors have been called and are available where necessary and that custody is happy with its hand washing and PPE provision etc.
- In both formats, ICVs look, listen, observe and at the end of each visit, report back to the Office of the Police and Crime Commissioner (OPCC) on their findings. The OPCC takes any issues raised to Surrey Police in the appropriate way, keeping ICVs informed of feedback and actions agreed.

Whilst formal restrictions had lifted during this reporting period and most visits were physical, there was some fluctuation between these two visit formats dependant on the prevalence of Covid in the community, the custody/Police resources and ICVs personal risk assessments and their preferences. It was of utmost importance that at no stage should any volunteer have felt pressurised to enter custody to conduct a visit if they did not feel entirely comfortable in doing so. As we leave this year, all visits are now back in person, as per pre 2020.

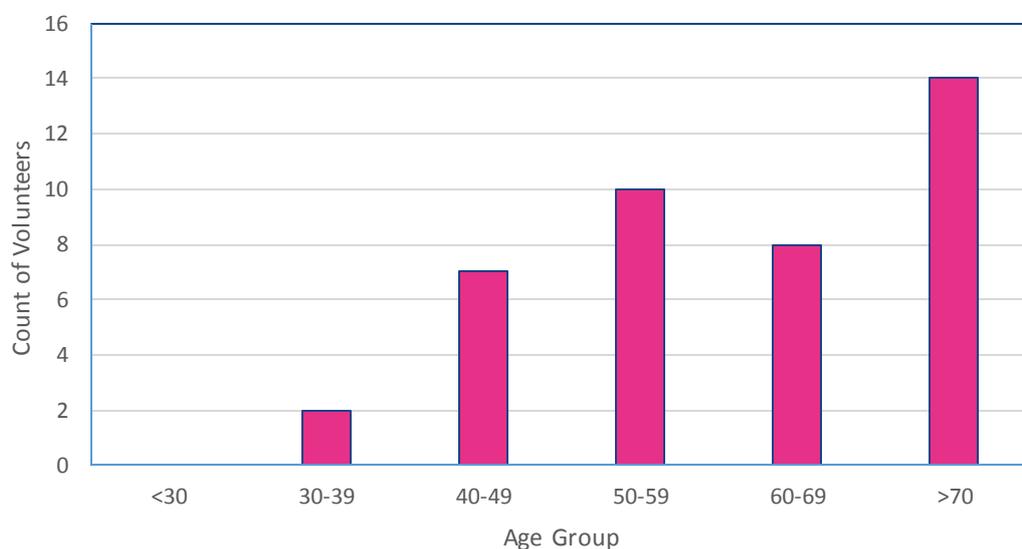
## Recruitment & Demographics

ICVs are independent volunteers and must have no direct involvement in the criminal justice system. They come from a variety of backgrounds, must be over 18 and live or work within the Surrey Police area. During 2021/22 there were 41 active Independent Custody Visitors working within Surrey.

Exploring the composition of volunteers' further shows the following:

- Our volunteers are 60% female, 40% male. The census data from 2011 shows within Surrey, 51% of the entire 1,132,000 population is female, 49% male.
- The average age of our ICVs is 63. (Full details on the age breakdown are indicated in the bar chart).
- The average length of service is slightly over 6 years with over 240 years of combined service. 40% have completed over 5 years of service, with our longest serving member having 26 years of experience.
- 8.6% of all volunteers come from a known BME or Non British background.
- Over the last year, 5 volunteers moved on from the scheme and we recruited 6 new ICVs. As a result, the male/female ratio whilst still female dominated has balanced slightly and has become more representative to Surrey general population.

### Age Spread of ICV Volunteers



## Routine ICV Visits

Visits provide a snapshot of what is going on in custody at the time of the visit and are undertaken across all days of the week and on a 24 hour basis. Each ICV Panel aims to complete one weekly visit between the hours of 6am and 11pm and one monthly 'out of hours' (OOH) visit (between 11pm

and 6am). This is crucial to ensure that visits do not become predictable and do not occur at set times.

A major impact on the frequency of custody visiting and the figures reported on in this report was a number of suite closures. These closures were for essential refurbishment work to ensure they were legally compliant. In total, over this reporting period, Guildford was closed for 22 weeks, Salfords 10 weeks and Staines 6 weeks.

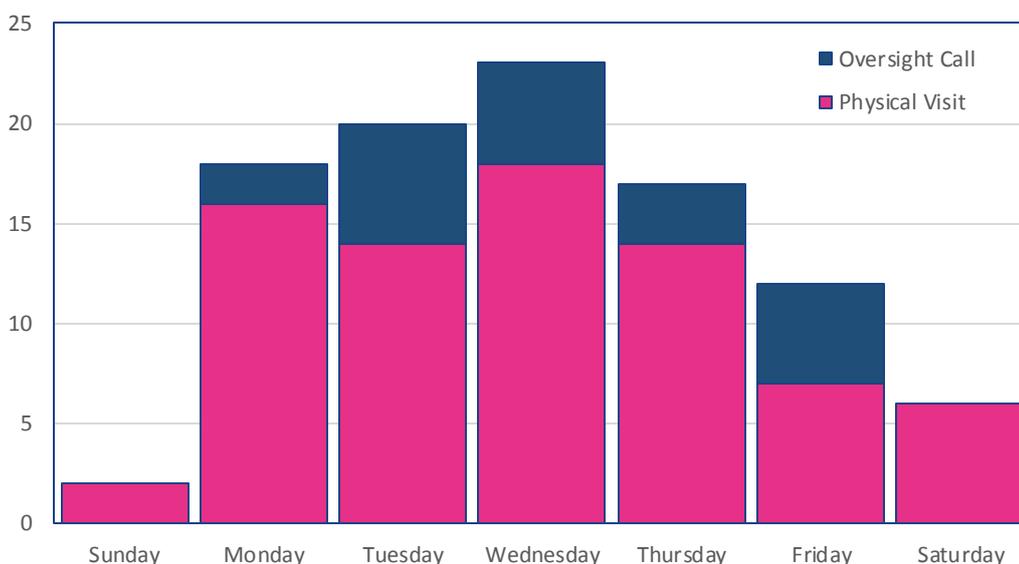
When looking at the number of visits between the 1st April 2021 to 31<sup>st</sup> March 2022, the following can be established:

- Surrey's ICVs conducted a total of 98 unannounced, random physical visits or oversight call across Surrey's custody suites.
- Surrey ICVs spent approximately 300 hours monitoring custody during the year.
- Visits were well spread over the entire week and hours of the day, thus helping keep ICV visits unpredictable. However, weekend visits are still considerably less frequent across the estate than weekday visits.
- The average (physical) visit lasted 1 hour, 54 minutes an increase year on year of 9 minutes.

#### ICV Visit Statistics

	Surrey Wide	Guildford	Salfords	Staines
Visits Undertaken to Date	98	26	34	38
Physical Visits	47	13	34	30
Oversight Calls	100	13	0	8

#### Spread of ICV Visits by Day



## ICV & Welfare Checks

During the 2020/21 reporting year, a total of 10,888 people were held in Surrey custody centres, this was a decrease of 507 (4.4%) people from the previous year. At the time of the ICV visits (in either format) a total of 650 detainees were in custody (5.6% of overall annual custody population).

This sample size is significantly reduced from the previous reporting year due to suite closures (-2.1%). Of these 650 people:

- 505 detainees were in custody at the time of a physical ICV visit.
- Of these 505 detainees, 236 or 47% were available to the ICVs (this is line with detainee numbers pre 2020). The remaining 53% of detainees were not available to the ICVs for justifiable reasons such as sleeping, being in interview or being booked in or out by the police or in rare cases due to custody being busy the detainee not selected for sampling.
- 223 of the 236 (94%) available detainees when asked by ICVs if they were willing to discuss their treatment in police custody agreed to do so (this level of engagement is the highest recorded to date).
- 9 detainees whilst declining a custody visit, agreed that the ICVs could have access to their custody record in order to obtain an overview of their treatment whilst held in custody.
- In total, 226 detainees (96%) expressively gave their consent for their custody record to be viewed by ICVs.
- Only 4 detainees refused both the opportunity to talk to an ICV and for them to review their custody records.
- 14 (3%) detainees in custody at the time of ICV visit were children or young people (in line with 2019-20 figures).

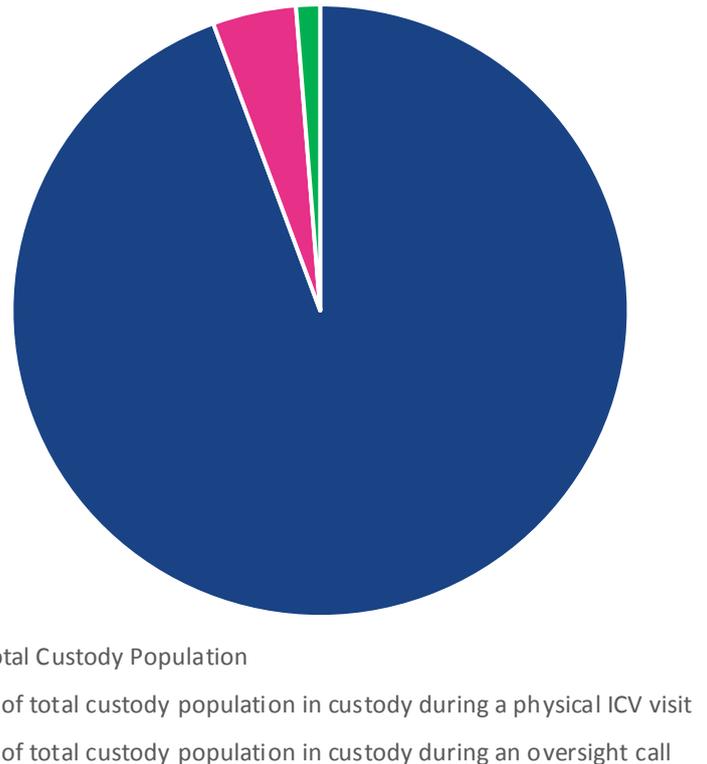
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#### ICV Interaction with Detainees

	Surrey Wide 2021-22 Performance	Guildford	Salfords	Staines
<b>Number of detainees in custody during ICV visits</b>	<b>505</b>	<b>100</b>	<b>225</b>	<b>180</b>
Detainee agreed to both interview & records check	217	39	96	82
Detainee agreed to interview, refused records check	6	3	1	2
Detainee refused to interview but agreed to records check	9	2	3	4
Detainee refused both interview & records check	4	0	4	0
Number of detainees where interview wasn't possible but records were checked	226	27	110	89
Number not selected for sampling	23	13	10	0
Detainees present during an Oversight Call (therefore no opportunity to talk directly to detainee)	145	75	0	70
<b>Number of detainees receiving some form of direct welfare check by an ICV</b>	<b>458</b>	<b>71</b>	<b>210</b>	<b>177</b>

During visits, Surrey ICVs assume access to the anonymised custody records of detainees who are not available to them in order to have an overview of the welfare and treatment of as many detainees as possible (226 during this reporting period). Taking this into account, ICVs had some form of direct welfare access to 458 of the detainees in custody at the time of their visit. In addition to this 145 detainees' welfare was investigated with a custody officer during an oversight call (as with these ICVs had no opportunity to speak directly to the detainee or personally examine their custody records).

## 5. ICV Impact on Custody Population



These are felt to be positive results despite the continuing challenges from the pandemic during this period. This is largely due to the professionalism and flexibility of the volunteers and the police's continued commitment to and support of the scheme.

## ICV Feedback

ICVs are encouraged to resolve minor welfare concerns raised by detainees with staff at the time of their visit. They debrief with a custody sergeant at the end of each visit wherever possible enabling clarification of issues where necessary on both sides. Any issues which cannot be resolved in custody or over the phone are always taken forward by the ICV Scheme Manager as appropriate. Concerns reported to the Scheme Manager are logged and followed up with the Force. The outcomes are notified to all ICVs to enable discussion at panel meetings and cross-panel learning.

In the period covered by this report, ICVs raised, monitored, and resolved concerns around issues such as:-

- Staff Morale & Shortages – With the continuing covid pandemic effecting staffing levels, suite closures and a number of vacancies, at times during 2021/2 ICVs have reported on low staff morale. Whilst there has never been a suggestion that this has been to the detriment of detainees, there has been an open dialogue between the Inspectors and ICVs on the matter with chief officers making decisions and changing rotas to help aid morale.
- Health Care Practitioners (HCP) Shortages – Whilst not directly employed by Surrey Police, Mountain Healthcare who provide the HCPs have also struggled with vacancies and recruitment, resulting at times in not every suite having a HCP available. ICVs have actively monitored this and looked to ensure that any detainee in custody affected by these shortages has had the same access to health care as the other suites (and as is stipulated in law).

Pleasingly, adjustments were continually reported to be made, with HCPs travelling between suites as necessary.

- Record Keeping – During a detainee’s stay in custody a detailed record is kept of their care. It is essential this record is a thorough and accurate reflection of their stay in custody as detainee care can directly impact investigation proceedings as well as contravening the law. Anybody reading these records should be left in no doubt what happened during a detainees stay and why. At times ICVs have picked up on issues that these ‘whys’ – the rationale behind decisions – is not being recorded. An example of this being where a strip search was authorised but reasons not recorded. ICVs automatically flag these to the Sergeant on duty so it can be rectified immediately. Due to the frequency of these, it has also become a topic which is now being covered on specific officer training.

In addition to these wider issues, ICVs have the chance to impact the custody experience for individual detainees they meet. An ICV recalls such a situation: *“On our cell visits we spoke to a distressed detainee who was quietly spoken and very tearful. During our meeting it became clear that they felt they could not use the toilet facilities in the cell (due to a perceived lack of privacy). Upon asking if they needed to have use of such facilities urgently, and getting a positive reply, we asked the Custody Officer if they could use the disabled ones. We were pleased that the Custody Sergeant moved very fast to facilitate this.”*

ICVs also continue to regularly comment on the exceptionally good care being given by custody staff to detainees. They highlight the massive concern for welfare demonstrated by the staff and the desire for people to leave custody in a better position than when they arrived. The ICVs passed on their congratulation and thanks to all involved. One ICV commented that they always see staff *“working hard to ensure the safe and professional care of all those who, for whatever reason, find themselves in Police custody”*. Another ICV comments *“towards the end of a recent visit, a detainee remarked “This is the best police station I have ever been in”. What this does show is that, even when outside influences are immense (such as Covid, staff shortages and suite closures), the staff in custody remain totally professional, caring and committed to their jobs”*.

When asked about the reception of the volunteers into custody by both the officers and detainee, all responders commented positively which is essential to a smooth running, successful scheme. *“As an ICV, I enjoy being part of a friendly and supportive team with this responsibility, the growing familiarity with the operations of the custody suite and meeting both the custody officers and the detainees. It is very rewarding to know that a conversation with a detainee at a stressful time in their lives may have made a difference to his/her experience in custody, even if no issues need to be resolved, but more if so. It is satisfying to be able to pick up on any issues and to know that these will be addressed with respect to a particular detainee or more generally within the custody suite.”*

The HMIC inspection of Surrey’s custody in late 2021 congratulated the scheme and the Force on their close and beneficial relationship and strong oversight, noting *“the force is open to external scrutiny, and the independent custody visitors (ICVs) have good access to the suites and visit each site weekly. Custody staff respond quickly to any problems raised and this is monitored by the chief inspector and the ICV scheme manager”*.

## Training & Other Events

The best custody visiting schemes have the best trained custody visitors and we take our responsibility in keeping our ICVs up-dated on changes in the custody environment relevant to their role very seriously.

In addition to the quarterly panel meetings which provide a networking and training opportunity, regular standalone training sessions were offered in 2021/2. These included online sessions on diversity delivered by an

external provider, sessions on the care of children in custody, mental health and sessions covering the legal requirements regarding the length of stay of detainees and the frequency of detention reviews.

Additionally national ICV training resources were used and both ICVA's Scheme Manager and Volunteer conferences were attended.



## Regional Collaboration and ICVA

The South East Regional ICV Scheme Managers (Hampshire, Sussex, Surrey, Kent and Thames Valley) exchange information and share best practice on an informal basis.

The Surrey ICV Scheme continues to be an active member of the Independent Custody Visiting Association (ICVA) and Erika, Surrey's ICV Scheme Manager remained as a Director of ICVA during 2021-2. ICVA provides access to training for ICVs at all levels as well as support and reference for the Scheme Manager.

## Looking Ahead

ICVs continually report on a well-run custody who value their visits, however challenges and opportunities continue to exist. The 3 key priorities for Surrey's ICV Scheme as we enter 2022/23 are as follows:

- Supporting Custody Scrutiny Panel – Surrey Police have established a custody scrutiny panel in line with the level of scrutiny shown to other areas in the force. This brings together a range of interested parties, with the ICVs playing a critical role in these meetings and the oversight they provide. This panel is still establishing itself and custody visiting has the opportunity to play a key role.
- Electronic Reporting – To date all reporting done by ICVs is paper based and handwritten. We have started to move to an electronic online system which will allow for greater data capture and interrogation by the Office of the Police & Crime Commissioner and make the reporting process easier for ICVs.
- Supporting the Force on actioning the HMIC recommendations. The November 2021 inspection highlighted 2 causes for concern which ICVs are now proactively monitoring and feeding back to the Force to help aid improvements (the report can be read here <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/unannounced-inspection-of-police-custody-suites-in-surrey/>).

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## Volunteer & Make a Difference

If you are interested in finding out more about Independent Custody Visiting, please contact us. We would like to hear from you if you:-

- Are over 18
- Live, work or study within the Surrey Police borders
- Are able to communicate well with a diverse range of people
- Are able to work as part of a team
- Are flexible and reliable
- Are a good listener
- Are objective and non-judgemental
- Are able to maintain confidentiality
- Have lived in the UK for the past three years

An application pack can be downloaded from our website at <http://www.surrey-pcc.gov.uk/independent-custody-visiting/>

## Contact Details

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## SURREY POLICE AND CRIME PANEL

### SURREY PCP BUDGET 2021/22

26 September 2022

#### SUMMARY

The Surrey Police and Crime Panel has accepted a grant from the Home Office to meet the costs of the Panel, including the administrative support. This paper is to report on the use of the grant in 2021/22 (April 2021 - March 2022).

#### RECOMMENDATION

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

#### 1.0 INTRODUCTION AND BACKGROUND

- 1.1 In establishing Police and Crime Panels, the Home Office agreed that a limited grant would be provided to each local authority acting as the host authority in providing the administrative support and management and maintaining the Police and Crime Panel. The host authority for the Surrey PCP is Surrey County Council.
- 1.2 The Panel's arrangements, agreed with the Home Office in 2013, stated that:

*The annual costs associated with the operation, organisation and administration for the Panel shall be offset by the Home Office grant to be managed by the host authority. All of the relevant costs incurred by the host authority in connection with the work of the Panel shall be met from the funding allocated by the Home Office unless the authorities agree otherwise. The host authority shall monitor all expenditure incurred and make provision for an annual report.*

#### 2.0 HOME OFFICE GRANT 2021/22

- 2.1 The Home Office grant for 2021/22 is **£66,180**. The grant is paid by the Home Office in two instalments over the year and only spending relating to the two six-month periods can be claimed. Any underspend must be returned to the Authority (Home Office) and any overpayment of grant will be recovered.
- 2.2 The actual expenditure for 2021/22 is therefore:

Table 1: Expenditure breakdown for 2021/22

	£	Details
Webcasting	1,565.66	This does not include the operator
SCC overheads	11,681.45	Based on rate card calculations (other staff costs not including salary i.e. back office costs such as office accommodation, HR etc)
Reprographics	595.71	Printing and postage
Training	965	Panel Members and/or Democratic Services Officers
Venue Hire	0	
Other	3,107.71	Cost of external legal support for complaint handling
<b>SUB TOTAL</b>		Check with training costs
Members expenses	563.86	This is wholly travel costs
Employee Costs (see breakdown in table 2)	29,616.06	This includes NI contributions and pension costs
<b>TOTAL</b>	<b>47,500</b>	(rounded up)

Table 2: Employee Costs breakdown 2021/22

	£	Details
Democratic Services Officers	23,647.48	This is based on percentages of salary costs of multiple officers between a range of 25%-45% of a FTE
Managers	1,738.55	This equates to 15 days.
Legal	3,266.12	This equates to 5 days.
Accountants	960.90	This equates to 10 days.
<b>TOTAL</b>	<b>29,616.06</b>	

### 3.0 DETAIL ON PANEL EXPENDITURE APRIL 2021 TO MARCH 2022

#### a) Panel administration (including meeting expenses)

- 3.1 Costs for panel administration as detailed in Tables 1 and 2 include Surrey County Council (SCC) overheads, employee costs, refreshments, training; and printing and postage; as well as webcasting (Table 3). Some Panels have appointed a full-time officer to support the Panel; within Surrey a number of officers have some involvement in the Panel, but none works on it full-time.
- 3.2 The apportioned costs for time spent by officers and their associated overheads will be reclaimed against the Home Office grant and will amount to **£47,500** for 2021/22.

Officer time and support for the Panel is constantly reviewed and monitored in the light of changes to its workload, with assistance provided

by Managers where necessary. In addition, some funding is allocated to Legal Services for assistance from the Legal Services Manager and the Monitoring Officer in resolving complaints, which vary in number and complexity. Some funding is also allocated to Accountants/Finance to oversee the spending of the grant.

- 3.3 Of the £965 training cost for 2021/22 no allocation of grant funding was used for Panel member training; the expenditure is due to the Scrutiny Officer that supported the Panel attending a conference.
- 3.4 The £595.71 reprographics allocation in the grant return to the Home Office includes the printing and postage costs for all committee and sub-committee meetings including letters to respond to complainants and other correspondence. The Police and Crime Panel meets six times per year (five formal meetings and one informal meeting) and has two sub-committees that take responsibility for finance and handling complaints. Papers are produced for each meeting for those that require them.

The cost of agenda and correspondence printing will vary depending on the number of pages, any colour copying and how the papers are collated. Costs per agenda can range from £1 to £20 per agenda for printing and postage and Surrey County Council assign a budget cost based on average printing costs for committee support and therefore the £595 allocation for the Police and Crime Panel is in line with this.

#### **b) Member expenses**

- 3.6 Members of the Panel can claim expenses in line with Surrey County Council's Members' Allowances Scheme for travel, subsistence, and for child-care and the care of other dependants. Claims from Panel members for costs involved with attendance at Panel and Sub-Committee meetings are reduced from previous years reflecting the different circumstances in which Local Government operated public meetings.

#### **c) Allowances**

- 3.7 In January 2013 the Panel agreed that Members would not use the Home Office grant to draw allowances for members of the Panel.
- 3.8 At the Council AGM on 25 May 2018 it was agreed that the Special Responsibility Allowance for scrutiny of the Police and Crime Commissioner is abolished, and the concept of a 'Lead Member' abandoned and replaced by the designation of an 'SCC Representative'. In addition, the Police and Crime Panel should be invited to use its powers to review any allowances to be paid.

### **4.0 WEBCASTING**

- 4.1 Each meeting of the Police and Crime Panel is webcast live for public viewing. Table 3 below shows the numbers of views both live and post-meeting.

Table 3: Webcasting stats for 2021/22

Live date	Actual duration	Total length of viewing	All views	Live views	Archive views
21/04/2022 10:30	02:55:31	91:12:19	364	32	332
04/02/2022 10:30	02:31:20	75:32:42	130	54	76
24/11/2021 10:30	02:43:00	08:38:04	52	0	52
15/09/2021 10:30	01:44:31	46:44:41	152	45	107
30/06/2021 10:30	02:16:54	86:13:46	200	44	156

\*Hits: Total number of views

\*\*Live: Views that happened as the meeting was occurring

\*\*\*Archive: Views that occurred post meeting

## 5.0 TRANSPARENCY

5.1 Under the Home Office grant agreement, PCPs must “publish as a minimum on their website, details of all their expenditure (or, where that is not possible, on the host authority’s website).” i.e. this report.

## 6.0 ON-GOING HOME OFFICE FUNDING

6.1 The Home Office grant has been confirmed for 2022/23 as £66,180.

6.2 The Panel’s mid-year claim (out of £33,090) between April 2021 - September 2022 is currently being processed and is due to be returned to the Home Office by 31 October 2022.

6.3 Expenditure for the mid-year claim will be adjusted based on any changes - in addition to webcasting and reprographics - relating to Surrey County Council (SCC) overheads, employee costs i.e. Democratic Services Officers personnel changes and the FTE percentage of salary costs based on the number of complaints and general panel administration (also for Managers, Legal and Accountants); refreshments and training.

## 7.0 BACKGROUND INFORMATION

- Police and Social Responsibility Act 2011
- Grant agreement between Secretary of State for the Home Department and Surrey County Council.

**Contact Officer:** Ross Pike, Scrutiny Business Manager, Surrey  
County Council  
**Telephone Number:** 07805 803 593  
**Email:** [ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk)

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## ANNEX A – GRANT CLAIM FORM

<b>Recipient:</b> Surrey County Council	<b>Grant Stream:</b> Police and Crime Panels
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<b>Period</b> From: 1st April 2021 To: 31st March 2022	<b>Resource (£)</b>	<b>Capital (£)</b>
(1) Total funding received for this financial year	£19,506	N/A
(2a) Actual expenditure in this period (To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1).		N/A
(2b) Forecast expenditure in the period (To be used for the final claim of the year in instances where Schedule 2 sets out that the final payment request must be received in advance of 31 March (end of the financial year).		N/A
<b>(3) Funding request for this period</b>	£27,994	N/A
(4) Total funding received and requested (1+3)	£47,500	N/A

### MONITORING INFORMATION REQUIREMENTS

Where monitoring information, as set out in Schedule 3, is a requirement for the period the payment is requested for, please confirm what has been attached to this payment request form.

<ul style="list-style-type: none"> <li>• Surrey PCP Claim 2021-22 spreadsheet for period 1 April 2021 to 31 March 2022</li> <li>• Item 15 - PCP Budget Report 2020-21 (Sept 2021) (PCP Budget Report 2021-22 has not yet been produced – attached for information)</li> <li>• Item 13 - PCP Annual Report 2021-2022 - Cover Report (Nov 2020) (PCP Annual Report 2021-2020 has not yet been produced – attached for information)</li> <li>• Item 14 - PCP Budget Report Mid-Year Claim 2021 (Nov 2021)</li> </ul>
---

## FINANCE OFFICER CERTIFICATION

I certify to the best of my knowledge and belief that:

- a) The information provided is correct; and no Duplicate Funding has been received in respect of this Eligible Expenditure Statement,
- b) The expenditure has been incurred only for the purposes set out in the Grant Agreement for the specified Grant stream.

<b>Signature:</b>	<i>Aysha Farooqi</i>		
<b>Name (printed):</b>	Aysha Farooqi	<b>Date:</b>	28 <sup>th</sup> July 2022
<b>Position:</b>	Finance Business Partner		

## PROJECT MANAGER CONFIRMATION

I certify to the best of my knowledge and belief that:

- a) The information provided is correct, and all activities claimed have been completed as described, and
- b) The Eligible Expenditure has been incurred only for the purposes set out in the Grant Agreement for the specified Grant scheme.

<b>Signature:</b>	<i>Ron Pike</i>		
<b>Name (printed):</b>	Ross Pike	<b>Date:</b>	28/07/22
<b>Position:</b>	Scrutiny Business Manager		

Home Office sign off:

<b>Signature:</b>			
<b>Name (printed):</b>		<b>Date:</b>	
<b>Position:</b>			

**ANNEX B****OUTTURN STATEMENT - APRIL 2021 TO MARCH 2022**

The Outturn Statement should be completed and certified by the Finance Officer and returned to the Authority in accordance with Clause 6.8.

**Grant Recipient:**

Surrey County Council

**Grant Stream:**

Police and Crime Panels

<b>Expenditure Category:</b>	<b>Actual Resource Expenditure (£)</b>	<b>Actual Capital Expenditure (£)</b>
Employee	29,616	
Members	564	
Other	17,320	
<b>TOTAL EXPENDITURE:</b>	47,500	
<b>TOTAL GRANT PROVIDED:</b>	66,180	
<b>VARIANCE:</b> total Grant provided <b>minus</b> total resource expenditure	26,765	
<b>Reason for variance:</b>  Covid-19 affected travel expenses, streamlining of administration costs.		

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## FINANCE OFFICER CERTIFICATION

I certify to the best of my knowledge and belief that:

- a) The information provided is correct; and no other specific Exchequer grants, other grants or contributions have been or will be payable for the expenditure in respect of the Grant Amount being claimed,
- b) The expenditure has been incurred only for the purposes set out in the Grant Agreement for the above Grant stream.

<b>Signature:</b>	<i>Aysha Farooqi</i>		
<b>Name (printed):</b>	Aysha Farooqi	<b>Date:</b>	28 <sup>th</sup> July 2022
<b>Position:</b>	Finance Business Partner		

## PROJECT MANAGER CONFIRMATION

I certify to the best of my knowledge and belief that:

- a) The information provided is correct, and all activities claimed have been completed as described, and
- b) The Eligible Expenditure has been incurred only for the purposes set out in the Grant Agreement for the specified Grant scheme.

<b>Signature:</b>	<i>Ross Pike</i>		
<b>Name (printed):</b>	Ross Pike	<b>Date:</b>	28/07/2022
<b>Position:</b>	Scrutiny Business Manager		

Home Office sign off:

<b>Signature:</b>			
<b>Name (printed):</b>		<b>Date:</b>	
<b>Position:</b>			

## ANNEX C – AUTHORISED REPRESENTATIVES

The following are the current list of the Authority's staff designated as authorised representatives:

For the Authority	Position	Address	Telephone	E-mail
Lauren Diffey	Grant Sponsor	2 Marsham Street London SW1P 4DF	0300 0723544	pccpartnersenquiries@homeoffice.gov.uk
Samuel Taylor	Business Contact	2 Marsham Street London SW1P 4DF	0300 0731057	pccpartnersenquiries@homeoffice.gov.uk

The following are the current list of the Recipient's Staff designated as authorised representatives:

For the Recipient	Position	Address	Telephone	E-mail
Ross Pike	Scrutiny Business Manager, Democratic Services	Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF	07805 803 593	<a href="mailto:ross.pike@surreycc.gov.uk">ross.pike@surreycc.gov.uk</a>
Aysha Farooqi	Finance Business Partner - (Improvement & TPP/Resources), Finance	Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF	01483 518 856	<a href="mailto:aysha.farooqi@surreycc.gov.uk">aysha.farooqi@surreycc.gov.uk</a>

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## SURREY POLICE AND CRIME PANEL

### 26 SEPTEMBER 2022

# REVISED PCC AND DPCC COMPLAINTS PROTOCOL

## 1 SUMMARY

This report sets out a revised Complaints Protocol for dealing with complaints about the conduct of the Police and Crime Commissioner (PCC) or Deputy Police and Crime Commissioner (DPCC).

The proposed new Complaints Protocol is attached as Annex B to this report.

## 2 RECOMMENDATIONS

It is recommended that Surrey Police and Crime Panel:

1. Note the Terms of Reference of the Complaints Sub-Committee attached at Annex A;
2. Agree the Complaints Protocol attached at Annex B;
3. Delegate to the Chief Executive of the Office of the Police and Crime Commissioner for Surrey its powers and duties under Part 2 of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012;
4. Delegate to the Complaints Sub-Committee its powers and duties under Part 2 of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 to be exercised in the event that the Chief Executive of the Office of the Police and Crime Commissioner for Surrey considers there to be any actual, or that there could be a perceived, conflict of interest in their exercise of those powers and duties;
5. Delegate to the Complaints Sub-Committee its powers and duties under regulation 14 of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 to be exercised in the event that a conduct matter is referred back to the Chief Executive by the Independent Office of Police Conduct or where, under paragraph 2.16 of the Complaints Protocol, the Sub-Committee objects to a decision by the Chief Executive of the Office of the Police and Crime Commissioner for Surrey to disapply the informal resolution process in respect of a complaint or the manner in which the Chief Executive decides to handle complaint from which the process has been disappplied;

6. Delegate to the Complaints Sub-Committee its powers and duties under Part 4 of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

### **3 INTRODUCTION**

- 3.1 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 make Surrey's Police and Crime Panel responsible for overseeing non-criminal complaints made about the conduct of the PCC and the DPCC.
- 3.2 The Police and Crime Panel Complaints Protocol was last updated in 2021 when references to the Independent Police Complaints Commission (IPCC) were changed to the Independent Office for Police Conduct (IOPC). It was agreed at the June 2021 Surrey Police and Crime Panel meeting to undertake a review of the Protocol.

### **4 REVISIONS**

- 4.1 The main changes in the revised Protocol are outlined as follows:
  - 4.1.1 It makes the OPCC Chief Executive (rather than the PCP Complaints Sub-Committee) responsible for determining whether to disapply the informal resolution process (in cases where, for example, the complaint is repetitious or over a year old). The Sub-Committee has the option of calling in such a decision.
  - 4.1.2 In order to streamline the process, it removes the requirement to consult with a complainant and the subject of the complaint regarding disapplication.
  - 4.1.3 It adds in statutory grounds for disapplication, defining the terms 'repetitious', 'vexatious', 'oppressive' and 'abuse of procedures', from IOPC guidance.
  - 4.1.4 It provides a new timescale for the Sub-Committee to meet to consider the complaint – within six weeks (rather than four); this reflects the practicalities of taking advice and includes a two-week period in which the complainant and person complained against can provide supporting comments.
  - 4.1.5 It clearly articulates three questions for the Sub-Committee to determine when considering a complaint.
  - 4.1.6 It allows the Panel as a whole to assume responsibility for handling a complaint (rather than the Sub-Committee) if it would lead to more satisfactory resolution.
  - 4.1.7 It inserts statutory duties in relation to evidence.
  - 4.1.8 It incorporates statutory provisions in respect of discontinuation and withdrawal.

### **5 CONCLUSION AND RECOMMENDATIONS**

- 5.1 The Panel is asked to agree the recommendations set out above of this report.

## 6 REASONS FOR RECOMMENDATIONS

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

**CONTACT:** Julie Armstrong, Scrutiny Officer, Surrey County Council

**TELEPHONE NUMBER:** 07816 091463

**E-MAIL:** [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)

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## **ANNEX A**

### **SURREY POLICE AND CRIME PANEL COMPLAINTS SUB-COMMITTEE**

#### **TERMS OF REFERENCE**

##### **Purpose**

To informally resolve non-criminal complaints about the Surrey Police and Crime Commissioner (PCC) or Deputy PCC, as well as criminal complaints or conduct matters that are referred back to it by the Independent Office for Police Conduct (IOPC) on behalf of the Surrey Police and Crime Panel.

##### **Membership of the Group**

Seven appointed members of the Surrey Police and Crime Panel.

At least one Independent Member of the Surrey Police and Crime Panel.

##### **Quorum**

Three members of the Sub-Committee to meet to consider any complaint referred.

##### **Roles/Functions**

- To consider non-criminal complaints relating to the PCC or Deputy PCC referred to the Panel by the Chief Executive of the PCC's Office as well as criminal complaints or conduct matters that are referred back to the Panel by the IOPC.
- To handle any complaints referred to the Sub-Committee in line with the agreed Complaints Protocol and agree the most suitable course of action to assist with the informal resolution of the complaint.
- To provide a regular update to the full Panel on all complaints dealt with by the Complaints Sub-Committee (standing item).

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## ANNEX B

# Surrey Police and Crime Panel Complaints Protocol

## 1. Background

- 1.1. The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (the '2012 Regulations') make the Surrey Police and Crime Panel (the 'Panel') responsible for handling complaints about the conduct of the Police and Crime Commissioner for Surrey and, where appointed, the Deputy Police and Crime Commissioner for Surrey.
- 1.2. The Panel is responsible for considering non-criminal complaints, and serious complaints and conduct matters referred to it by the Independent Office for Police Conduct ('IOPC'), and agreeing a course of action to assist the informal resolution of complaints.
- 1.3. This Protocol sets out the process for handling and considering such complaints. It should be read in conjunction with the 2012 Regulations and any relevant guidance issued by the Home Secretary, Home Office or IOPC.

### *Definitions*

- 1.4. '**Informal resolution**' is the process of solving a problem in a relaxed or unofficial fashion. Guidance published by the Home Office explains:

"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."<sup>1</sup>

- 1.5. A '**relevant office holder**' is a police and crime commissioner or deputy police and crime commissioner.
- 1.6. '**Conduct**' includes acts, omissions, statements and decisions (whether actual, alleged or inferred).
- 1.7. A '**complaint**' is any complaint about the conduct of a relevant office holder.

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[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/117479/pcp-complaints-handling-process.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/117479/pcp-complaints-handling-process.pdf)

- 1.8. A **'serious complaint'** is one which alleges that a relevant office holder has committed a criminal offence.
- 1.9. A **'conduct matter'** is a matter where there is an indication that a relevant office holder may have committed a criminal offence, which comes to light otherwise than by way of a complaint (for example through civil proceedings or media reporting).
- 1.10. **'Evidence'** means information or material used to establish the truth or validity of a fact or proposition.
- 1.11. **'Investigation'** means conducting a systemic or formal inquiry to discover and examine the facts of an allegation so as to establish the truth of a matter.
- 1.12. **'Document'** means anything in which information of any description is recorded.

## 2. Initial handling of complaints and conduct matters

- 2.1. Under regulation 7 of the 2012 Regulations, the Panel has delegated its powers and duties under Part 2 of the 2012 Regulations to the Chief Executive of the Office of the Police and Crime Commissioner for Surrey (the 'Chief Executive'); and under section 101(2) of the Local Government Act 1972, has delegated responsibility for those powers and duties to the Complaints Sub-Committee to be exercised in the circumstances described in paragraph 2.2 below.
- 2.2. Where the Chief Executive considers there to be any actual, or that there could be a perceived, conflict of interest in respect of them discharging any of their functions under part 2 of this Protocol, they shall refer the matter to the Complaints Sub-Committee as soon as practicable, which shall exercise the functions of the Chief Executive as set out in this Protocol as though all references to the 'Chief Executive' read 'Complaints Sub-Committee'.
- 2.3. Where a complaint is sent directly to a relevant office holder or the Panel, or where the Panel becomes aware of a conduct matter, they shall refer to the complaint or conduct matter to the Chief Executive as soon as practicable.
- 2.4. Where expedient, the Chief Executive may contact a complainant to fully understand their complaint.

### *Evidence*

- 2.5. Where the Chief Executive becomes aware of a complaint or conduct matter, they shall take, and continue to take, all appropriate steps to obtain and preserve evidence relating to the conduct in question until the matter has been referred for informal resolution, and shall comply with any relevant directions from the IOPC.
- 2.6. Where a relevant office holder becomes aware of a complaint or conduct matter in relation to their own conduct, they must take, and continue to take, all appropriate steps to obtain and preserve evidence relating to the conduct in question and must comply with any relevant directions from the IOPC or Chief Executive.

### *Recording complaints*

- 2.7. Upon receipt of a complaint, the Chief Executive shall make a record<sup>2</sup> of the complaint, unless:
- a. the complaint relates to the conduct of a relevant office holder for another police area, in which case the Chief Executive shall refer the complaint to the police and crime panel for that area;
  - b. the conduct complained about is being, or has been, dealt with by way of criminal proceedings; or
  - c. the complaint is withdrawn in accordance with part 4 of this Protocol.
- 2.8. Where in respect of a complaint the Chief Executive does not make a record or referral to the police and crime panel of another area, they shall notify the complainant of the decision and the grounds on which it was made.
- 2.9. Within five working days of making a record of a complaint, the Chief Executive shall provide a copy of the record to the complainant and the person complained against.
- a. The Chief Executive shall not provide a copy of the record of a complaint to the person complained against if the Chief Executive believes that doing so might prejudice any criminal investigation or pending proceedings or would otherwise be contrary to the public interest.
    - i. If the Chief Executive decides not to provide a copy of a complaint to the relevant office holder, they must review that decision regularly.
    - b. In providing a copy of the record of a complaint to the person complained against, the Chief Executive may keep the identity of the complainant or any other person anonymous.

### *Conduct matters and serious complaints*

- 2.10. Where the Chief Executive becomes aware of an apparent conduct matter, the Chief Executive shall record<sup>3</sup> it as a conduct matter unless:
- a. the matter has already been recorded as complaint;
  - b. is the subject of current or previous criminal proceedings against the relevant office holder; or

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<sup>2</sup> Complaints should be recorded in some form of register that can be readily accessed and examined by the IOPC if required.

<sup>3</sup> Conduct matters should be recorded in some form of register that can be easily accessed and examined by the IOPC if required.

- c. the matter relates to the conduct of the relevant office holder of another area, in which case the Chief Executive shall provide notice of the matter to the police and crime panel of that area.

2.11. The Chief Executive shall refer to the IOPC:

- a. any recorded conduct matter;
- b. any complaint which the Chief Executive determines to be a serious complaint; and
- c. any complaint or conduct matter which the IOPC requires to be referred,

as soon as is practicable, and no later than the end of the day after the day when the Chief Executive became aware that the matter was one which had to be, or was required to be, referred to the IOPC.

2.12. The Chief Executive shall notify the complainant (if there is one) and person complained against of any referral of a conduct matter or serious complaint to the IOPC.

- a. The Chief Executive shall not notify the person complained against where it appears to the Chief Executive that to do so might prejudice a possible future investigation of the matter.

2.13. Where a conduct matter is referred back to the Chief Executive by the IOPC, the Chief Executive shall remit it to the Complaints Sub-Committee, which shall deal with the matter in such a manner (if any) as it may determine.

#### *Disapplication*

2.14. Where a complaint has been recorded, unless the complaint is one which has been, or must be, referred to the IOPC and is not for the time being referred back to the Chief Executive, the Chief Executive shall determine whether a complaint should be handled:

- a. in accordance with the informal resolution procedure; or
- b. in another manner, if any.

2.15. The Chief Executive may only decide that a complaint should be handled otherwise than in accordance with the informal resolution procedure if the complaint falls within any of the following descriptions:

- a. the complaint is concerned entirely with the conduct of a relevant office holder in relation to a person who was working in his capacity as a member of the office holder's staff at the time when the conduct is supposed to have taken place;

- b. more than 12 months have elapsed between the incident, or the latest incident, giving rise to the complaint and the making of the complaint and there is either no good reason for the delay has been shown or injustice would likely to be caused by the delay;
- c. the matter is already the subject of a complaint;
- d. the complaint discloses neither the name and address of the complaint nor that of any other interested person and it is not reasonably practicable to ascertain such a name or address;
- e. the complaint is vexatious, meaning it is possible to demonstrate that the complaint is being made without basis and intends to cause worry, upset, annoyance or embarrassment;
- f. the complaint is oppressive, meaning the complaint is made without foundation and is intended or is likely to result in burdensome, harsh or wrongful treatment of the person complained against;
- g. the complaint is an abuse of the procedures for dealing with complaints, such as where it can be demonstrated that the complaints system is being misused or manipulated to influence another process or outcome; or
- h. the complaint is repetitious. A complaint is repetitious if, and only if:
  - i. it is substantially the same as a previous complaint (whether made by or on behalf of the same or a different complainant), or it concerns substantially the same conduct as a previous conduct matter;
  - ii. it contains no fresh allegations which significantly affect the account of the conduct complained of;
  - iii. no fresh evidence, being evidence which was not reasonably available at the time the previous complaint was made, is tendered in support of it; and
  - iv. as regards the previous complaint or conduct matter, either
    - A. the IOPC took the steps required by regulation 26(2) of the 2012 Regulations (action in response to an investigation report);
    - B. the complaint was informally resolved;
    - C. the complainant withdrew the complaint; or
    - D. the Chief Executive decided to handle the complaint in whatever way they saw fit.

- 2.16. Where the Chief Executive decides that a complaint should be handled otherwise than in accordance with the informal resolution procedure or no further action should be taken in relation to a complaint, the Chief Executive shall notify the Complaints Sub-Committee in writing of the pertinent details of the complaint and the decision and the grounds on which the decision was made.
- a. Where the Sub-Committee does not object to such a decision within five clear working days of receipt of such a notification, the Chief Executive shall notify the complainant and the person complained against of the decision and the grounds on which it was made.
    - i. Where no further action is to be taken in relation to a complaint, the Chief Executive shall record the complaint as complete.
  - b. Where, within five working days of receipt of a notification of the type described in this paragraph 2.16, a majority of members of the Sub-Committee object to the Chief Executive's decision, the complaint and any associated documentation shall be remitted by the Chief Executive to the Sub-Committee.
    - i. Where the Sub-Committee objects to a decision to disapply the informal resolution process, it shall apply the process to the complaint.
    - ii. Where the Sub-Committee supports disapplication but objects to how the Chief Executive intends to handle a complaint, it may handle the complaint as it sees fit.

Where a complaint is remitted to the Sub-Committee, the Chief Executive shall notify the complainant and person complained against and provide them with the Panel Support Officer's contact details.

### **3. Informal resolution**

- 3.1. Under regulation 28(3) of the 2012 Regulations, the Panel has delegated the Panel's powers and duties under Part 4 of the 2012 Regulations to the Complaints Sub-Committee.
- 3.2. A complaint which is to be subject to informal resolution may at any time be remitted to the Panel as whole if the Panel is of the opinion that would lead to a more satisfactory resolution of the complaint. In such a case, references in part 3 of this Protocol to 'Sub-Committee' shall have effect as though they read 'Panel'.
- 3.3. The Sub-Committee may not investigate a complaint which is to be subject to informal resolution.
  - a. The steps described in subparagraphs 3.4 (b) and (c) below and inviting the person complained against to make representations to the Sub-Committee during the consideration of a complaint does not amount to investigation. However, any

other step intended to gather information about the complaint, other than inviting the comments of the complainant and the person complained against, will amount to investigation

- 3.4. Where a complaint is to be handled under the informal resolution procedure, the Panel Support Officer shall:
- a. arrange a meeting of the Sub-Committee to consider the complaint, ordinarily **within six weeks** of the complaint being remitted to the Sub-Committee;
  - b. write to the complainant with information on the informal resolution procedure and associated timescale and an invitation to provide written comments in respect of the complaint within a period of **two weeks**. Where the Panel Support Officer considers there to be grounds on which the Sub-Committee may determine the complaint to have already been satisfactorily dealt with, they shall also invite the complainant to make representations in that respect;
  - c. following receipt of any comments from the complainant, write to the person complained against with information on the informal resolution procedure and associated timescale and an invitation to provide comments or information in respect of the complaint and any comments received from the complainant, within a period of **two weeks**. Where the person complained against chooses not to comment on the complaint, that fact shall be entered into the record of the complaint by the Chief Executive; and
  - d. By no later than five clear working days from the date of the relevant meeting of the Complaints Sub-Committee, compile a report including:
    - i. the pertinent details of the complaint;
    - ii. any comments or information received in respect of the complaint under subparagraphs (b) and (c) above;
    - iii. the fact of any failure by the person complained against to provide comments in respect of the complaint;
    - iv. the complaint in full and any associated documentation;
    - v. the Terms of Reference of the Complaints Sub-Committee;
    - vi. the Complaints Protocol; and
    - vii. the code of conduct of the person complained against.

*Considering the complaint*

- 3.5 The matters for the Sub-Committee to determine in considering a complaint will ordinarily be:

- a. whether the complaint has already been satisfactorily dealt with (in determining this, the Sub-Committee shall have regard to any relevant comments received from the complainant); and, if not
- b. whether the complaint relates to conduct which constitutes an identifiable breach of the code of conduct of the person complained against; and, if so
- c. what course of action is most likely to secure informal resolution of the complaint.

#### *Remedies*

- 3.6 Courses of action which are likely to secure the informal resolution of the complaint include:
- a. the person complained against or Panel Support Officer writing an explanatory letter to the complainant;
  - b. a change of policy by the Police and Crime Commissioner for Surrey or their Office; or
  - c. the person complained against providing a written apology to the complainant.
    - i. No apology may be tendered on the behalf of the personal complained against unless they have admitted the conduct in question and has agreed to the apology.

#### *Recording and sharing the outcome of the informal resolution process*

- 3.7 The Panel Support Officer shall as soon as practicable make a record of the outcome of the informal resolution process and send a copy of that record to the complainant, the person complained against and Chief Executive.
- 3.8 The Sub-Committee shall not publish any part of any such record unless:
- a. the Sub-Committee has given the complainant and person complained against opportunity to make representations in relation to the proposed publication; and
  - b. the Sub-Committee, having considered any such representations, is of the opinion that publication is in the public interest.

### **4. Withdrawal and discontinuation**

- 4.1. Where the Chief Executive receives notice in writing, from a complainant, or person acting on their behalf, that the complainant withdraws their complaint or does not wish any further steps to be taken in consequence of their complaint, the Chief Executive shall record that fact and notify the Panel Support Officer; and the notification shall be complied with.

- a. Where the Panel or Panel Support Officer receives any such notification, they shall refer the notification to the Chief Executive.
  - b. Where the Chief Executive receives such a notification in respect of a complaint which has been referred to the IOPC and not been referred back, they shall notify the IOPC.
- 4.2. Where a complainant indicates that they wish to withdraw their complaint or does not wish any further steps to be taken in consequence of their complaint, but the complainant fails to provide notification to that effect in writing signed by him or on his behalf, then:
- a. the Chief Executive shall write to the complainant to ascertain their wishes; and
  - b. if the complainant indicates that he wishes for the complaint to be withdrawn or for no further steps to be taken in relation to it, or if the complainant fails to reply within 21 days, the Chief Executive shall treat the indication as though it was a signed notification, and shall record the complaint as closed and notify the person complained against and the Panel Support Officer.
  - c. Where the Sub-Committee or Panel Support officer receives such an indication, they shall refer it to the Chief Executive.
- 4.3. Receipt of a notification or indication of the type described above does not affect the duty on the Chief Executive, Panel, Sub-Committee and Support Officer to refer to the IOPC any matter which relates to conduct which appears to constitute or involve the commission of a criminal offence.

## 5. Complaints about the Panel

- 5.1. A person who is not satisfied with the outcome of a complaint handled by the Surrey Police and Crime Panel may make a complaint to the Local Government and Social Care Ombudsman: <https://www.lgo.org.uk/>

## 6. Miscellaneous

- 6.1. Part VA and Schedule 12 of the Local Government Act 1972 are applied to the Police and Crime Panel and Complaints Sub-Committee by The Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012.
- 6.2. The Panel Support Officer shall maintain a log of all key actions taken by the Panel or Sub-Committee in relation to a complaint and keep the Chief Executive informed of such actions.
- 6.3. The Panel, Sub-Committee and Panel Support Officer may seek legal advice from the Panel's host authority in respect of a complaint at any time.

- 6.4. The Panel, Sub-Committee, Chief Executive and Panel Support Officer shall discharge their functions under this Protocol expeditiously and with care.
- 6.5. Where, at any time, it becomes apparent to the Panel, Sub-Committee or Chief Executive that a complaint appears to involve the commission of a criminal offence by a relevant office holder, they shall refer the matter to the IOPC and take no further action in relation to it unless the matter is referred back by the IOPC.



## SURREY POLICE AND CRIME PANEL 26 SEPTEMBER 2022

### PERFORMANCE AND ACCOUNTABILITY MEETINGS

#### 1 SUMMARY

- 1.1 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.
- 1.2 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.
- 1.3 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 Chief Finance Officer 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.
- 1.4 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. DETAILS

- 2.1 Since the last report on performance meetings to the panel one meeting has taken place:
  - 22 June 2022 - Private Resources and Efficiency Meeting

- 2.2 At the meeting on 22 June the OPCC met with the Chief Constable to discuss general performance against the Police and Crime Plan, the PCSO change programme, work around identifying future savings for the Force and 999/101 response times.
- 2.3 A public meeting between the PCC and Chief Constable is due to take place on 26 September, with a specific focus on assessing Surrey Police's response to the National Policing Priorities, which include:
- Reducing murder and other homicide
  - Reducing serious violence
  - Disrupting drugs supply & 'county lines'
  - Reducing neighbourhood crime
  - Tackling Cyber Crime
  - Improving satisfaction among victims, with a particular focus on survivors of domestic abuse
- 2.4 In accordance with the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2011, the OPCC will be using the discussions at this meeting as the basis for the publication of a public statement, setting out how the Force is meeting its responsibilities in these areas.
- 2.5 For more information concerning these meetings, please see:  
<https://www.surrey-pcc.gov.uk/transparency/performance/>

### **3. FUTURE MEETINGS ARE IN THE DIARY AS FOLLOWS:**

- 14 November 2022 - Private Resources and Efficiency Meeting
- 17 January 2023 - Public Accountability and Performance Meeting

### **4. RECOMMENDATIONS**

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

**LEAD/ CONTACT OFFICER:** Damian Markland  
**TELEPHONE NUMBER:** 01483 630200  
**E-MAIL:** damian.markland@surrey.pnn.police.uk

**SURREY POLICE AND CRIME PANEL****PCC Forward Plan and Key Decisions****26 September 2022****SUMMARY**

This report provides information on the key decisions taken by the PCC from June 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 2022/2023**

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 eleven key decisions since the last Panel meeting in June 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
September 2022	Accountability and Performance Meeting-19/09/2022 Public	Agenda and Papers	DM/DL	N
September 2022	Consideration of outcomes of Targeted Operating Model work	PCC views on next steps re TOM work, being led by Surrey Police	AB/KM	Y?
October 2022	Joint Audit Committee	Agenda and Papers	SG	N
November 2022	Community Safety Assembly 2	Follow-up from May CSA	SH	N
November 2022	Resources and Efficiency Meeting -08/11/2022	Agenda and papers	DM/DL	N
November 2022	Joint Surrey/Sussex Pension Board 23/11/2022	Agenda & Papers	RL	Y (Agenda on Police website)
November 2022	Surrey Staff Side Pension Board 21/11/2022	Agenda and Papers	RL	N
December 2022	Accountability and Performance Meeting-20/12/2022 Public	Agenda and Papers	DM/DL	N
January 2023	Joint Audit Committee	Agenda and Papers	SG	N

## OFFICIAL

January 2023	Confirmation of JAC Chair	Confirm appointment of Chair Designate	AB/KM	Y
Feb/March 2023	Related Party Disclosures and disclosable interests	To circulate relevant paperwork	SG	N
February 2023	Joint Surrey/Sussex Pension Board 21/02/2023	Agenda & Papers	RL	Y (Agenda on Police website)
February 2022	Surrey Staff Side Pension Board 21/02/2023	Agenda and Papers	RL	N
March 2023	End of Year processing		RL/KM	N
March 2023	Update Allowance Scheme	Decision Paper & Allowance schemes	RL	Y
March 2023	Annual Review of Scheme of Governance	For approval by PCC and consideration by JAC	AB/KM	Y
2024 – TBC	Recruitment of JAC Members	End of Term of Office for JAC members in December 2024	AB/KM	Y
2024 – TBC	Recruitment of Independent Members and Legally Qualified Chairs	To replace those IMs and LQCs reaching end of term	TBC	Y

## 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
18	Uplift Grant Agreement	14/06/2022	Kelvin Menon	Yes	14/06/2022	Official	Yes	NA
19	Surrey Estates Strategy	14/06/2022	Kelvin Menon	Yes	14/06/2022	Official	Yes	NA
20	Reserves Transfer and Carry Forwards 2021/22	14/06/2022	Kelvin Menon	Yes	14/06/2022	Official	Yes	Refer to decision paper
21	Surrey SSS Origin ERP Upgrade	21/06/2022	Kelvin Menon	Yes	28/06/2022	Official	Yes	NA
22	Community Safety Fund and Children and Young People's Fund	11/07/2022	Sarah Haywood	Yes	15/07/2022	Official	Yes	£44,803.04
23	Reducing Reoffending Fund July 2022	13/07/2022	Craig Jones	Yes	15/07/2022	Official	Yes	£20,000.00
24	Scheme of Governance	27/07/2022	Alison Bolton	Yes	17/08/2022	Official	Yes	NA
25	Reducing Reoffending Fund August 2022	29/07/2022	George Bell	Yes	17/08/2022	Official	Yes	£10,000.00
26	LQC Allowance Scheme	17/08/2022	Rachel Lupanko	Yes	17/08/2022	Official	Yes	NA
27	Ministry Of Justice Domestic Abuse and Sexual Violence Independent Domestic Violence Advisor (IDVA) and Independent Sexual Violence Advisor (ISVA) Services Uplift	17/08/2022	Lucy Thomas	Yes	01/09/2022	Official	Yes	£387,016.92
28	RASASC funding 2022	17/08/2022	Lucy Thomas	Yes	18/08/2022	Official	Yes	£30,000.00

**Total: £491,819.96**

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## SURREY POLICE AND CRIME PANEL 26 September 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:** Julie Armstrong – Scrutiny Officer, Surrey County Council

**TELEPHONE NUMBER:** 07816 091463

**E-MAIL:** [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)

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## SURREY POLICE AND CRIME PANEL

### 26 SEPTEMBER 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 Panel<sup>1</sup>, a report is produced for the next available meeting, setting out the nature of the complaint(s) received and details of any action taken.

## 2.0 ANALYSIS AND PROGRESS

- 2.1 The Panel has a responsibility to informally resolve non-criminal complaints about the conduct of the PCC, as well as criminal complaints or conduct matters that are referred back to it by the Independent Office for Police Conduct.
- 2.2 For the above, the Panel agreed at its meeting on 13 December 2012 to delegate informal resolution of complaints to a Complaints Sub-Committee.
- 2.3 However, in accordance with the Regulations, complaints received by the Panel that do not relate to the conduct of the PCC (such as operational concerns and policy

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

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 Complaints Sub-Committee considered 11 complaints against the Police and Crime Commissioner.
- 3.1.1 Four complaints made in May 2022 were progressed collectively (PCP 0043) – the Sub-Committee concluded on Thursday 11 August 2022 that the PCC had not breached the provisions of the Code of Conduct and no further action would be taken. The complainants were advised of this outcome via email on Wednesday 17 August.
- 3.1.2 Regarding complaint PCP 0044, the Complaints Sub-Committee agreed on 11 August 2022 that the complaint fell under grounds for disapplication of the informal resolution process as it was repetitious, being substantially the same as a previous complaint (whether made by or on behalf of the same or a different complainant), or concerning substantially the same conduct as a previous conduct matter. The complainant was advised of this outcome via email on 17 August.
- 3.1.3 Six complaints made in June 2022 were progressed collectively (PCP 0045) – the Sub-Committee concluded on 11 August 2022 that the PCC had not breached the provisions of the Code of Conduct and no further action would be taken. The complainants were advised of this outcome via email on 17 August.
- 3.2 Since the last meeting of the Panel, two further complaints against the Police and Crime Commissioner have been received, each relating to different conduct. A date has been set for these to be considered by the Sub-Committee and supporting information has been sought from both complainants.
- 3.3 Since the last meeting of the Panel, no complaints against the Deputy Police and Crime Commissioner have been received.

### **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 has drafted 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.

**SUPPORT OFFICER:** Julie Armstrong, Scrutiny Officer - Surrey County Council

**TELEPHONE NUMBER:** 07816 091463

**E-MAIL:** [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)

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## SURREY POLICE AND CRIME PANEL

### 26 September 2022

# RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

16

## SUMMARY

The updated Recommendations Tracker and Forward Work Programme are presented at each meeting of the Police and Crime Panel. The Recommendations Tracker lists all the information requested by the Panel at previous meetings. Substantial updates or reports relating to those actions are contained in the annex to the tracker. The 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:** Julie Armstrong – Scrutiny Officer, Surrey County Council

**TELEPHONE NUMBER:** 07816 091463

**E-MAIL:** [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)

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**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

The actions and recommendations tracker allows Panel Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

<b>KEY</b>			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

Meeting	Item	Recommendation/Action	Responsible Officer/Member	Deadline	Progress Check On	Update/Response
June 2020	Police and Crime Plan 2018-2020 – Progress	<b>R17/20</b> - The new long-term strategy for police housing will be provided to the Panel in due course.	OPCC			<p>The OPCC note that the strategy is still under development.</p> <p>10/11/2020 - Not yet finalised but an update will be provided to a future meeting.</p> <p>22/01/21 - 01/09/21 - The new long-term strategy for police housing is being worked up with a view to proposals coming to the March meeting of the Building the Future Board. After which it can be provided to the Panel once finalised.</p> <p>10/11/21 - This remains work in progress and is being considered alongside the ongoing work to determine the future location of the Force's HQ.</p>

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
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KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

						15/06/2022 – Updates to provided at Panel meetings, where there is something substantive to report.
March 2021	Hate Crime	<b>R8/21</b> - The PCC will look into the results of Surrey Fire and Rescue Services’ joint initiative in which residents could walk into designated fire stations to report hate crimes and look at extending that initiative to Borough and District Councils who he worked closely with.	OPCC			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, 18/02/22, and 08/09/2022 - This project is still on hold.
June 2021	Re-establishment of the Complaints Sub-Committee 2021/22	<b>R16/21</b> - A review of the Complaints Protocol will be undertaken.	Support Officer (SCC)/Complaints Sub-Committee	N/A	N/A	28/07/2022 – The revised Complaints Protocol will come to the September Panel meeting.

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

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KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

September 2021	Building the Future Update	<p><b>R23/21</b> - An in-depth report will be provided to the Panel in due course following the Strategic Estates Assessment on what RIBA Stages 4-8 would entail including:</p> <ul style="list-style-type: none"> <li>- the aligning of the Surrey Police Estates Strategy and the Surrey Police Housing Strategy: including decisions around the Eastern Operating Base in Reigate/Reigate Police Station, Woking Police Station, the Dog School, covert operations, agile working.</li> <li>- the timescales between the Stages.</li> <li>- how the financing of the Programme would be</li> </ul>	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</p>
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**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

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KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

		<p>reviewed and the impact of the Medium Term Financial Plan 2021/22 to 2025/26, the overall costs and budget so far (see action 2), including for each of the two options for the new headquarters - to remain at and redevelop Mount Browne or to carry on with delivering the new headquarters at the Leatherhead site.</p>				<p>Member availability. Site visit to be held in June with update into 30 June Panel meeting.</p> <p>15/06/2022 – Site visit and briefing to take place in early autumn with new Panel Membership.</p>
September 2021	Commissioner's Question Time	<p><b>R34/21</b> - The Panel will consider scrutinising how CCTV could be used effectively in Surrey.</p>	<p>Panel members/Scrutiny Officer (SCC)</p>			<p>10/11/21 - A research briefing is being prepared, looking at:</p> <ul style="list-style-type: none"> <li>- Different approaches to CCTV across Surrey's Boroughs and Districts.</li> <li>- Approaches to CCTV nationally by other countries.</li> </ul>

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

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KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

						<p>15/02/2022 – Paused by Chairman and Vice-Chairman due to ongoing discussions by Surrey Leaders Group.</p> <p>08/09/2022 – The Chairman and Vice-Chairman to discuss approach moving forward.</p>
November 2021	Draft Police and Crime Plan 2021-2025	<b>R39/21</b> - The Panel to consider the PCC's offer for the head of the Roads Policing Unit (RPU) to present to the Panel.	Panel			<p>15/06/2022 – In progress</p> <p>08/08/2022 – A date tbc. Waiting until full establishment of officers and delivery of fleet vehicles.</p>

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

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KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

November 2021	Performance Meetings	<b>R46/21</b> - All the routes of communication will be collated and included in the statistics for the 101 service, particularly the statistics around Facebook Messenger within the digital 101 service.	OPCC			18/02/22 - The Force are still collating data around digital contact. Once this is available it will be provided to the panel.
February 2022	Commissioner's Question Time	<b>R5/22</b> – 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.  15/06/2022 – Verbal update to provided at June Panel.  08/09/2022 – DPCC to provide an update asap.

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

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KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

April 2022	Police and Crime Plan Progress 2021-2025	<b>R10/22</b> – The Office of the Police and Crime Commissioner to share the analysis on Call It Out survey and the national Streetsafe tool.	OPCC			15/06/22 – OPCC would suggest that the PCP look to add this as a substantive agenda item to a future meeting.  28/07/2022 – Chairman and Vice-Chairman to agree which Panel meeting this item will come to at a planning meeting.
April 2022	Police and Crime Plan Progress 2021-2025	<b>R11/22</b> – The Deputy Police and Crime Commissioner to provide information on the other options available for young people who have been excluded from school.	DPCC			15/06/22 – DPCC to provide verbal update at June meeting.  08/09/2022 – DPCC to provide an update asap.

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

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KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

April 2022	Police and Crime Plan Progress 2021-2025	<b>R13/22</b> – The Support Officer to organise a briefing from the Force on the new Vanguard Road Safety Team.	Support officer (SCC)			15/06/22 – In progress  08/08/22 – Will be completed in conjunction with R39/21.
April 2022	Police Complaints Reform	<b>R14/22</b> – The OPCC to provide the average time taken to progress complaints reviews in the first and second halves of FY2021/22.	OPCC			08/09/2022 – Response:  <b>First half of FY2021/2022 (1 April to 30 September 2021):</b> Total number of cases = 76 Of which proceeded to review = 59 Avg. time from acknowledgement letter to issue of outcome letter = 51.55 days / approx. 7.52weeks  <b>Second half of FY2021/2022 (1 October 2021 to 31 March 2022):</b> Total number of cases = 81 Of which proceeded to review = 70

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

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<b>KEY</b>			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

						<p>Avg. time from acknowledgement letter to issue of outcome letter = 60.22 days / approx. 8.60weeks</p> <p><b>Combined FY2021/2022 Average:</b>            Total number of cases = 157            Of which proceeded to review = 129            Avg. time from acknowledgement letter to issue of outcome letter = 56.25 days / approx. 8.03weeks</p> <p><b>Caveats:</b></p> <ul style="list-style-type: none"> <li>▪ Average time to complete is based on total number of complaints that proceeded to review only. Other cases, such as where the applicant was out of time or a review request was not the correct route of appeal, are not included in the calculation (if they were, the average would come down but</li> </ul>
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**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
SEPTEMBER 2022**

The actions and recommendations tracker allows Panel Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

KEY			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

						that may artificially distort the result). <ul style="list-style-type: none"> <li>Figures do not account for variation in case complexity.</li> </ul>
June 2022	Police and Crime Commissioner Commissioning Strategy – 2022-2025	<b>R18/22</b> – The Head of Policy and Commissioning to provide outcome data for one or two commissioning grants.	Lisa Herrington, Head of Policy and Commissioning (OPCC)			08/09/2022 – In progress.
June 2022	Commissioner’s question time	<b>R19/22</b> – The Police and Crime Commissioner to bring the guidance on unauthorised encampments to the Panel when published.	OPCC			08/09/2022 – Not yet published.

## 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	PURPOSE	OFFICER
October 2022	<b>Informal Meeting</b>	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

DATE	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
November 2022	<b>Budget Update</b> (Twice per year – Feb & Nov) <ul style="list-style-type: none"> <li>• Surrey Police Group Financial Report for Month Six Financial Year 2022/23</li> <li>• Office of the Police and Crime Commissioner Financial Report for Month Six Financial Year 2022/23</li> </ul>		As agreed at the precept setting meeting on 6 February 2013, to allow the Panel to have oversight of the latest financial position.	Damian Markland / Chief Finance Officer
	<b>Police and Crime Plan Update</b> (Twice yearly – April/Nov)		To consider progress made against the agreed Police and Crime Plan.	OPCC

## Appendix 2

	<b>Performance Review: HMICFRS Inspection Results</b>		<p>To receive an update on what the force is doing to address key areas highlighted in the HMICFRS inspections reports.</p> <ul style="list-style-type: none"> <li>• How effective is the force at investigating crime?</li> <li>• How well does the force understand the current and likely future demand?</li> <li>• Summary of Legitimacy, Effectiveness and Efficiency.</li> </ul> <p>Summary of PCC's responses to reports published by Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services (HMICFRS) about Surrey Police.</p>	OPCC
	<b>Surrey PCP Budget Mid-Year Claim 2022</b>		Mid-year report detailing the Panel's expenditure of the Home Office Grant.	Scrutiny Officer/Democratic Services Assistant
	<b>Standing Items – see list below</b>			

Appendix 2

**STANDING ITEMS: these will appear on every agenda**

Subject/Title	Dates	Police and Crime Plan Priority	Purpose	Contact Officer
<b>PCC Forward Plan and Key Decisions</b>	All	All	To review the key decisions made by the PCC in line with the Police Reform and Social Responsibility Act 2011, Section 28(6). <a href="http://surrey-pcc.gov.uk">Decisions – Office of the Police and Crime Commissioner for Surrey (surrey-pcc.gov.uk)</a>  To review the PCC’s forward plan.	OPCC
<b>Performance Meetings</b>	All	N/A	To consider issues raised during monthly discussions between the PCC and the Chief Constable.  To include the web link and notice of upcoming public meetings and most recent public performance report.	Damian Markland - OPCC
<b>Building the Future Update</b>	All	n/a	A standing item to update the Panel on the future of police estates.	Damian Markland - OPCC
<b>Surrey Police Recruitment and Workforce Planning Update</b>	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.	Damian Markland - OPCC
<b>Recommendations Tracker and Forward Work Programme</b>	All	N/A	To monitor responses, actions and outcomes against recommendations or requests for further actions. To provide a summary of work due to be undertaken by the Surrey Police and Crime Panel and work that has recently been completed.	Scrutiny Officer/Democratic Services Assistant
<b>Commissioners Question Time</b>	All	N/A	For the Panel to raise any issues or queries concerning crime and policing in Surrey with the Commissioner – questions to be provided four working days in advance.	Scrutiny Officer/Democratic Services Assistant
<b>Complaints</b>	All	N/A	To monitor complaints received against the PCC and / or the DPCC	Scrutiny Officer/Democratic Services Assistant

Appendix 2

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 – to be re-established in June 2022:

<b>Group</b>	<b>Membership</b>	<b>Purpose</b>	<b>Reporting Dates</b>
<b>Complaints Sub-Committee</b>		To resolve non-criminal complaints against the PCC and/or the DPCC.	Report to each meeting of the PCP, detailing any complaints dealt with since the last meeting.
<b>Finance Sub-Group</b>		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.

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