


# Notice of Meeting

## Surrey Police and Crime Panel



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**Date & time**  
**Thursday, 26**  
**September 2024**  
at 10.30 am

**Place**  
Woodhatch Place,  
Reigate, Surrey

**Contact**  
Jake Chambers, Scrutiny Officer  
07971 663 794  
Jake.Chambers@surreycc.gov.uk

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Jake Chambers, Scrutiny Officer on 07971 663 794.**

**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

Clr Shanice Goldman	Epsom & Ewell Borough Council
Clr Paul Kennedy	Mole Valley District Council
Clr James Baker	Reigate & Banstead Borough Council
Clr Barry Cheyne	Elmbridge Borough Council
Clr Mike Smith	Runnymede Borough Council
Clr Danielle Newson	Guildford Borough Council
Clr John Robini	Waverley Borough Council
Clr Richard Wilson	Surrey Heath Borough Council
Clr Ellen Nicholson	Woking Borough Council
Clr Tony Burrell	Spelthorne Borough Council
Clr Ayesha Azad	Surrey County Council
Clr Richard Smith	Tandridge District Council
Ms Juliet Fryer	Independent Member
Vacant	Independent Member



## **PART 1** **IN PUBLIC**

### **1 WELCOME AND INTRODUCTION FROM CHAIRMAN**

### **2 APOLOGIES FOR ABSENCE**

The Chairman to report apologies for absence.

### **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 MINUTES OF THE PREVIOUS MEETING: 20 JUNE 2024**

(Pages 1 -  
20)

To approve the minutes of the meeting held on Thursday 20 June 2024 as a correct record.

### **5 PUBLIC QUESTIONS**

(Pages 21 -  
22)

The deadline for public questions is seven days before the meeting Thursday 19 September 2024.

#### **Note:**

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

- 6 POLICE AND CRIME PLAN CONSULTATION METHODOLOGY** (Pages 23 - 28)
- Purpose of the report:** A key responsibility of a Police & Crime Commissioner is to set out a Police and Crime Plan to cover their current tenure and until the end of the financial year after the next election. The Plan should be set as soon as is practicable after an election, at the latest before the end of the financial year after election, that is March 2025.
- 7 POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2023/24** (Pages 29 - 60)
- Purpose of the report:** The Police Reform and Social Responsibility Act (2011) places a duty on Police and Crime Commissioners to produce an Annual Report. The report should cover the exercise of the PCC's functions in the financial year and the progress made in meeting the Police and Crime Plan. The report should be presented to the Police and Crime Panel for comment and recommendations, and then a formatted version produced and published.
- The attached Annual Report covers the period April 2023 to March 2024 and is submitted to the Police and Crime Panel for comment.
- 8 HMICFRS PEEL INSPECTION** (Pages 61 - 70)
- Purpose of the report:** This paper provides an update to the Surrey Police and Crime Panel as to the Causes for Concern, Areas for Improvement, and Recommendations identified for Surrey Police in the PEEL Report.
- 9 SURREY POLICE RECRUITMENT AND WORKFORCE PLANNING UPDATE** (Pages 71 - 80)
- Purpose of the report:** This report is intended to provide an update on recruitment, retention, misconduct, vetting and wider organisational challenges facing Surrey Police.
- 10 MEDIUM-TERM FINANCIAL PLAN UPDATE 2024/25 TO 2027/28** (Pages 81 - 90)
- Purpose of the report:** Each year, as part of the budget setting process, a Medium Term Financial Forecast (MTFF) is prepared to assist with demonstrating whether the Force is financially sustainable in the medium term.
- 11 SURREY POLICE GROUP UNAUDITED FINANCIAL REPORT FOR 2023/24** (Pages 91 - 102)
- Purpose of the report:** To set out the unaudited financial performance of the Surrey Police Group (i.e. OPCC and Chief Constable combined) as at the year-end 31 March 2024. It compares the Group financial results with the budgets approved by the PCC in February 2023 for the financial year 2023/24.

- 12 PERFORMANCE AND ACCOUNTABILITY MEETINGS** (Pages 103 - 106)
- Purpose of the report:** 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 107 - 112)
- Purpose of the report:** This report provides information on the key decisions taken by the PCC from February 2024 to present and sets out details of the Office's ongoing Forward Plan for 2024.
- 14 COMMISSIONER'S QUESTION TIME**
- 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 (Friday 20 September 2024)*
- 15 COMPLAINTS RECEIVED SINCE THE LAST MEETING** (Pages 113 - 114)
- Purpose of the report:** 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 APPOINTMENT TO COMPLAINTS SUB-COMMITTEE**
- Purpose of the report:** To appoint a member to the Complaints Sub-committee of the Surrey Police and Crime Panel in light of a present vacancy.
- 17 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 115 - 126)
- To review the Recommendations Tracker and Forward Work Programme.
- 18 DATE OF NEXT MEETING**
- The next public meeting of the Police and Crime Panel will be held on Thursday 28 November 2024.

**Terence Herbert  
Chief Executive**

Published: Wednesday, 18 September 2024

## MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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*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 20 June 2024 at Woodhatch Place, Reigate, Surrey.

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

**Members:**

(\*Present)

- \* Ms Juliet Fryer
- \* District Councillor Richard Smith
- \* Borough Councillor Richard Wilson
- \* District Councillor Paul Kennedy
- \* Councillor John Robini
- \* Mr Martin Stilwell
- \* Borough Councillor Barry J F Cheyne
- \* Borough Councillor Ellen Nicholson
- \* Councillor Rebecca Paul
- \* Borough Councillor Shanice Goldman
- \* Borough Councillor James Baker
- \* Borough Councillor Mike Smith
- \* Borough Councillor Tony Burrell
- \* Borough Councillor Danielle Newson

**15/24 ELECTION OF CHAIRMAN [Item 1]**

**Witnesses:**

Jake Chambers, Scrutiny Officer

**Key points raised during the discussion:**

1. The Scrutiny Officer outlined that one nomination for Chairman was received in advance of the meeting, with Cllr John Robini proposed by Mr Martin Stilwell and seconded by Cllr Barry Cheyne. No other nominations were received and Cllr John Robini was elected as Chairman by general assent.
2. The Chairman welcomed attendees to the annual Police and Crime Panel meeting and explained that apologies were received from the Police and Crime Commissioner for Surrey ("the Commissioner"; "the PCC"). As a result, agenda item seven would not be discussed.
3. The Chairman noted that the council was in a pre-election period, and reminded the Panel that members should refrain from endorsing or referencing any candidates or political party

standing for election, any controversial political campaigns or any policies related to the election.

**16/24 ELECTION OF VICE-CHAIRMAN [Item 2]**

**Key points raised during the discussion:**

1. The Chairman thanked Mr Martin Stillwell for his term as vice-chairman. The Chairman outlined that one nomination was received for Vice-Chairman in advance of the meeting. This was for Ms Juliet Fryer, proposed by Mr Martin Stillwell and seconded by Cllr Ellen Nicholson. No other nominations were received, so Ms Juliet Fryer was therefore elected as Vice-Chairman.

**17/24 APOLOGIES FOR ABSENCE [Item 3]**

Apologies were received from Cllr Danielle Newson.

**18/24 MINUTES OF THE PREVIOUS MEETING: 2 FEBRUARY 2024 [Item 4]**

Minutes were agreed as a true and accurate record.

**19/24 DECLARATIONS OF INTEREST [Item 5]**

None received.

**20/24 PUBLIC QUESTIONS [Item 6]**

None received.

**21/24 INTRODUCTION FROM THE SURREY POLICE AND CRIME COMMISSIONER 2024-2028 [Item 7]**

Item removed from agenda due to apologies from the Police and Crime Commissioner for the meeting.

**22/24 SURREY POLICE AND CRIME PANEL ANNUAL REPORT 2023-2024 [Item 8]**

**Witnesses:**

Jake Chambers, Scrutiny Officer

**Key points raised during the discussion:**

1. The Scrutiny Officer introduced the report and asked the Panel to note this.



2. The Chief Executive and Monitoring Officer stated that she believed that the legislation requires that the Panel should support and scrutinise the Police and Crime Commissioner, rather than “[.] *hold the elected Police and Crime Commissioner to account...*” as stated on page 16 of the report. The Scrutiny Officer agreed to reexamine the wording.
3. The Panel noted the report.

## **23/24 PCC DECISIONS AND FORWARD PLAN [Item 9]**

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

1. The Chairman asked for an update on when the Panel would receive the PCC’s draft Police & Crime Plan. The Head of Performance and Governance explained the OPCC was working on a methodology for the consultation with stakeholders, due to take place in July to September 2024. The OPCC intended to return to the Panel with the outcome of the consultation and a draft plan for consideration.
2. The Chairman asked for a timeline. The Head of Performance and Governance explained the OPCC would need time once after the completion of consultations and would liaise with the Scrutiny Officer as to when to bring this before the Panel, though it would be towards the end of 2024.

## **24/24 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 10]**

The Panel noted the recommendations tracker and forward work plan.

## **25/24 RE-ESTABLISHMENT OF THE COMPLAINTS SUB-COMMITTEE 2024/25 [Item 11]**

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

1. The following members were appointed to the Complaints Sub-Committee for the 2024/25 municipal year:

Cllr John Robini, Chairman  
 Juliet Fryer, Vice-Chairman and Independent Member  
 Cllr Barry Cheyne  
 Cllr Shanice Goldman  
 Cllr James Baker  
 Cllr Rebecca Paul

2. The Panel noted the Terms of Reference for the Complaints Sub-Committee and the Police and Crime Panel Complaints Protocol.
3. The Chairman noted that the appointment of another independent member would be considered.

**26/24 RE-ESTABLISHMENT OF THE FINANCE SUB-GROUP 2024/25 [Item 12]**

**Key points raised during the discussion:**

1. The Panel noted the Terms of Reference for the Finance Sub-group.
2. The Panel appointed the following members to the Finance Sub-group for the 2024/25 Council year:

Cllr John Robini, Chairman  
 Juliet Fryer, Vice-Chairman  
 Cllr Barry Cheyne  
 Cllr Paul Kennedy  
 Cllr Shanice Goldman

3. A Member noted that the Panel could benefit from appointing another member to the Finance Sub-group. The Chairman explained that new members would be reviewed, and interviews to appoint another independent member to the Sub-group would be held at a later stage.

**27/24 DATE OF NEXT MEETING [Item 13]**

The next Police and Crime Panel meeting will take place on Thursday 26 September 2024.

**28/24 CONFIRMATION HEARING: APPOINTMENT OF A DEPUTY POLICE AND CRIME COMMISSIONER FOR SURREY [Item 14]**

**Witnesses:**

Ellie Vesey-Thompson, Interim Deputy Police and Crime Commissioner (DPCC)

Alison Bolton, Chief Executive and Monitoring Officer (OPCC)

Damian Markland, Head of Performance and Governance (OPCC)

Nathan Rees, Head of Communications and Engagement (OPCC)

**Key points raised during the discussion:**

1. The Chairman welcomed the proposed appointee, Ellie Vesey-Thompson, Interim Deputy Police and Crime Commissioner (DPCC). The Panel received formal notification of the proposed appointment on 3 June 2024.
2. The Chairman noted the Panel's responsibility to hold a confirmation hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.
3. The Chairman referred to the Surrey Police and Crime Panel Confirmation Hearing Protocol for the DPCC, included as Appendix C in the agenda.
4. The Chairman explained that once the Panel dealt with the remaining ordinary business of the meeting, a private, closed session under Part 2 conditions would commence to decide the Panel's recommendation to the Commissioner on the proposed appointment, which would subsequently be provided in writing to the Commissioner.
5. The Chief Executive and Monitoring Officer provided a brief introduction on the proposed appointment of the Interim DPCC, who had worked with the Commissioner for the duration of the Commissioner's first term in office. The papers set out all the detail required to meet the Panel's statutory responsibility to consider the appointment.
6. A Member asked for the expected overall annual cost of appointing the DPCC, including areas such as salary, pension contributions, expenses and training. The Chief Executive and Monitoring Officer explained that the detail of the DPCC's salary was set out in the report and, as the employer, the Commissioner was obliged to meet the costs of National Insurance contributions and pensions as any other employer would be. Those costs were factored into the OPCC's budget. Training or subscriptions required by the DPCC are budgeted within the OPCC's operating budget, allowing the DPCC to access training equal to other OPCC staff.
7. The Member asked what the current nature of the Interim DPCC's working arrangements were while awaiting confirmation of appointment and how the Interim DPCC would be remunerated for the interim period if the appointment was or was not made. The Chief Executive and Monitoring Officer explained that the appointment of the DPCC could not be made until after the confirmation hearing process. To allow the Interim DPCC to

support the Commissioner during the first few weeks in Office, while setting out plans for the Police and Crime Plan and consultation during summer 2024, the Commissioner appointed Ellie Vesey-Thompson on an interim basis. The terms and conditions of this interim role remained the same as prior to the election.

8. The Member asked if the Interim DPCC would still be paid for what was done up until the conclusion of the confirmation process if not re-appointed. The Chief Executive and Monitoring Officer confirmed that she would be.
9. The Chairman asked Ellie Vesey-Thompson, the Interim DPCC, to introduce herself, with the opportunity to present her understanding of the role before formal questioning. The Interim DPCC thanked Mr Martin Stillwell for his time as Vice-Chairman and welcomed new members to the Panel. The Interim DPCC outlined that the role of DPCC was to support the Commissioner. The way the roles were divided involved the Interim DPCC leading in the areas of children and young people, rural crime, and military and veterans. The Interim DPCC also supported more broadly in all aspects of the Commissioner's role, including public engagement.
10. A Member asked what the Interim DPCC felt were the key qualities required in the role of DPCC and what made her the best candidate. The Member also asked what the Interim DPCC had learned performing the DPCC role previously, specifically from mistakes made. The Interim DPCC stated that a key quality is working effectively alone and within a team and being able to speak to a range of people and communicate in an audience-appropriate way, and that patience and understanding had been important when speaking to officers and members of the public with concerns in order to understand people's frustrations. The ability to assess the value - or lack thereof - in proposals and decisions was also an important quality, such as in the case of long-term impacts of a decision. The Interim DPCC clarified that this is not always easy and would not pretend to always get this right - she added that it had been important to take a step back, to think about things and ask questions. The Interim DPCC referred to often being the only woman, and the youngest person, in a room and the importance of not allowing this to prevent her questioning things. She referred to the importance of striking a balance between confidence and arrogance by asking questions and not pretending to know more than she does. In terms of experience, the Interim DPCC referred to the fact that

she had performed the role of DPCC for three years. Given that the Commissioner was recently re-elected with a presumption the Interim DPCC would continue in her role as DPCC, the Interim DPCC stated that she interpreted this as a sign of confidence in the Commissioner and potentially also herself as the DPCC, and in their ability to deliver as a team. In terms of mistakes, she felt that there had probably been many and that she had learned it was important to admit mistakes to give others the opportunity to fix them and work out where things could be done differently.

11. The Member requested that the Interim DPCC give an example of one of the mistakes that she had made in the role. The Interim DPCC asked to return to this question later.
12. A Member asked what the Interim DPCC's understanding of the Commissioner's visions and priorities were, and what role she felt the DPCC should play in delivering the plan. The Interim DPCC explained the Commissioner's overarching vision was to be an accessible representative to the Surrey public and a critical friend to Surrey Police, supporting and holding them to account as appropriate. The Commissioner was passionate about bringing partners together to improve services and support residents. The Interim DPCC and the Commissioner have always been equally committed to being as publicly accessible as possible, such as through attending residents' meetings and events and introducing surgery-style appointments for residents in need of assistance. It has always been and would continue to be the Interim DPCC's role to support this. The Interim DPCC had worked hard to be available internally by spending time with officers and staff across Surrey Police which helped to ensure that herself and the Commissioner understood what was occurring on the ground, any impacts this would have on the public, as well as internally to the Force in areas such as morale. It was important that the Interim DPCC was able to lead on the areas delegated to her, such as children & young people and rural crime, to enable the Commissioner to focus on the other areas that she needed to.
13. The Member asked what the Interim DPCC identified as the single most important challenge faced by Surrey in next three years, and how the DPCC would be able to assist in addressing this. The Interim DPCC stated that finance and politics – taken as one, interrelated item - was the single most important challenge. The savings required by Surrey Police over the next few years were progressing well but remained challenging.

Politically, the change in government and the potential instability this could bring, with changed priorities and ambitions, could be difficult. Delivering on manifesto policies from all parties brought challenges, with a lot of manifesto pledges not accompanied by additional funding. Achieving the 20,000 uplift target required a big recruitment push, which was difficult to reach and had a knock-on effect in other roles across the force, such as staff and PCSO roles that transitioned into Officer positions, also creating a retention challenge. There had been smaller manifesto mentions around diverting funding away from Commissioners which caused concerns around services currently funded by the OPCC and the long-term impact this may have on the prevention of crime in Surrey. Rumours concerning the potential scrapping of the Commissioner role had caused uncertainty amongst partners and services commissioned by the OPCC which is unlikely to be resolved soon. The Interim DPCC felt that this anxiety would have implications for policing and partners. The DPCC's role would involve supporting the Commissioner to keep things steady, reassure and communicate with partners, and work closely with Surrey Police.

14. A Member referred to the last confirmation hearing in 2021, at which there were feelings among Panel members that the Interim DPCC would make an able assistant to the Commissioner, but did not have the experience to perform the role of DPCC. The Member asked if the Interim DPCC could point to any specifics that would allay those original concerns. The Interim DPCC asked for clarification of the difference between the role of an assistant to the Commissioner and a DPCC, and where the Interim DPCC's skills may be considered lacking. The Interim DPCC explained she had fulfilled the role for the past three years, had met the challenges presented to her, met with many residents, supported the Commissioner, and was yet to find an area that she was unable to do due to a lack of skills. The Member clarified that the reference was quoted from the letter that was sent to the Commissioner in 2021 on the appointment of the DPCC.
15. The Member referred to the Interim DPCC, in the role of DPCC, participating in the more detailed performance work, often in the absence of the Commissioner, stating that The HMICFRS PEEL Inspection Report (published December 2023) identified that 6 of 7 repeated areas had deteriorated since the previous inspection. The Member asked if the Interim DPCC felt any responsibility for the deterioration in those areas, while the Interim DPCC had presumably been overseeing performance monitoring in the

absence of the PCC. The Interim DPCC explained that the OPCC utilised various means of oversight with the Force but did not believe it was the case that she often represented the Commissioner in her absence. The Commissioner and Interim DPCC often both appeared at various meetings, both scrutiny and for supporting the force. The Interim DPCC may have covered for the Commissioner when the Commissioner was unwell or otherwise engaged, though this was not necessarily frequent. Many of the challenges outlined in the PEEL report were things the Force and OPCC were already aware of and were already addressing or starting to focus on.

16. The Chief Executive and Monitoring Officer (OPCC) added that the Interim DPCC had covered the role around performance and accountability comprehensively. The Commissioner and DPCC both attended accountability and oversight meetings and played an active role in pursuing any areas that may require closer scrutiny. She was not aware of the Interim DPCC substituting for the Commissioner at a great number of these meetings.
17. The Interim DPCC reverted to a Member's previous question on mistakes made during the Interim DPCC's term as DPCC. A mistake, particularly early in the role, was underestimating the challenge of getting partners to work together, assuming it would be easier, with everyone always willing to work towards the same goal, which was not always the case.
18. A Member asked how the Interim DPCC facilitated strong links between several different partner agencies as DPCC, and what plans the Interim DPCC had for partner working in the future. The Interim DPCC explained that she had facilitated and supported partnership work in a number of formats, including: co-chairing the Surrey Female Strategy Group which involved partners in the criminal justice sector, health, housing and more; representing the Commissioner and OPCC in the development stages of Surrey's Vision Zero Strategy, which worked with the Council, Surrey Fire and Rescue Service, Highways, Surrey Police and others; leading on numerous focus groups with partners in the development of the first Police and Crime Plan; working with agencies in the youth sector to understand challenges, where more support was needed and to establish where the OPCC was best placed to support; sitting on the Civilian Military Partnership Board, which involved working with agencies to support defence personnel and help the OPCC achieve Silver level status in the Defence Employer Recognition Scheme, and; working with rural organisations such as the

National Farmers' Union to ensure that the Interim DPCC was an accessible point of contact for local representatives.

19. A Member asked how the Interim DPCC would describe a successful relationship between the OPCC and the Police and Crime Panel (PCP), and how she would work to develop this. The Interim DPCC explained that the relationship should be founded on mutual respect and professionalism. The Interim DPCC had always endeavoured to work cooperatively with PCP members, during meetings and elsewhere. The relationship should be apolitical, with the PCP scrutinising and supporting the OPCC. Recently, the Interim DPCC felt that the support aspect of this had been lacking, with instances of members seeking to undermine the post, such as by airing views like being supportive of scrapping the PCC post, which was felt was not apolitical. There was limitation in how much the DPCC felt she could develop this element but had worked to facilitate respectful and cooperative working. Mutual trust was needed, particularly on information requested by the PCP from the OPCC and the Force. Past issues, where certain sensitive information shared with the PCP had then appeared in the press, posed challenges for the OPCC's relationship with the Force. Nevertheless, the OPCC wanted to be as transparent as possible with the Panel, something she felt was evident from the Surrey OPCC's Data Hub, though the OPCC however need confidence that confidential information shared with the PCP would be treated appropriately. The Interim DPCC went on to refer to ongoing conversations around improving the public's awareness of the PCP, important to improve public accessibility to the PCP, encourage public questions and increase attendance.
20. A Member asked what the Interim DPCC's understanding was of the Commissioner's role and how the Commissioner should work with the Chief Constable to deliver an effective police service. The Interim DPCC explained that the Commissioner had to be a critical friend to the Chief Constable, to support and scrutinise where appropriate, and that the role of Commissioner involved communicating residents' concerns to the Chief Constable and sharing the Chief Constable's plans, as well as updates from and achievements of Surrey Police, with the public. She stated that honesty between the Commissioner, the Chief Constable and the public is important. The Commissioner scrutinised decisions and plans for the public and works with the Chief Constable to ensure improvements to Surrey Police and that it delivered where necessary. Commissioner oversight of Surrey Police finances is also vital to ensure the Chief



Constable's plans offered good value for money, noting that if the Chief Constable requested an increase to the Council Tax Precept, the Commissioner has a role in ensuring that the options are scrutinised and implications are understood and communicated to the public. The Interim DPCC also commended the collaborative work done with the Deputy Chief Constable, and the quality of robust, frank discussions throughout the work of all four post holders.

21. The Member asked what the Interim DPCC thought the key factor for a successful relationship between the Commissioner/DPCC and Chief Constable was. The Interim DPCC explained there was often work between the Commissioner, DPCC, Chief Constable and Deputy Chief Constable at the senior level and was trust, confidence and professionalism in those relationships. The ability to agree, and agree to disagree, are important, with recognition that the same views would not always be shared. The ability to be honest with each other without misinterpretation or taking things personally was important. She added that it was important the Chief Constable appreciated that the Commissioner's role was to support Surrey Police but also scrutinise where appropriate, and that all wanted the best for Surrey Police and the public and were able to acknowledge the greater purpose of what all are working towards. She also clarified that understanding of each role was key to not hinder one another's ability to deliver in their different roles.
22. A Member asked for an example of where the Interim DPCC had disagreed the Commissioner and persuaded her to change her mind. The Interim DPCC explained that she did on occasion disagree with the Commissioner and feels this is healthy and felt that a key skill as the DPCC was to question when things did not feel right to her. Open discussions took place within the OPCC about different ideas and approaches to establish the best outcome for the public.
23. A Member referred to the Interim DPCC's comment that she felt that the re-election of the Commissioner was also a vote of confidence in herself as the DPCC. The Member asked if the Interim DPCC felt that the public effectively voted in the Commissioner and Interim DPCC as a ticket in the May 2024 Surrey Police and Crime Commissioner election. The Interim DPCC stated she did not think this and clarified that many people however have assumed that the re-election of the Commissioner meant that the Interim DPCC would remain in

post as the DPCC, as the role was tied to the Commissioner's level of success. If there were concerns from the public as to the Interim DPCC's capabilities as DPCC, it would have been raised during the election campaign, which she had not experienced.

24. The Member asked what experience the Interim DPCC had of organisational management and strategic decision making. The Interim DPCC explained that strategic decision making was required for political campaigns, which the Interim DPCC had experienced. The Interim DPCC's previous experience included working as a consultant contracted to scope out the broadening of a client-facing service within a company, work that involved leading the roll-out of a new branch of the company. This opened a new international client base and improved the company's position when negotiating during the COVID-19 pandemic. This project also involved the restructure of the entire company in some existing areas, as well as the management of recruiting new staff and project management spanning multiple countries. Over the past three years, the Interim DPCC had supported the Commissioner and the Chief Executive (OPCC) to change the OPCC's staffing structure, and had driven or supported in other key decisions, such as ring-fencing money for projects and services, specifically for children and young people.
25. A Member asked if the Interim DPCC could give examples of the DPCC role in managing change and inspiring colleagues to do things differently. The Interim DPCC explained that she had a lot of experience managing change, using the past three years as the DPCC as an example. The arrival of the Commissioner and herself as DPCC in 2021 brought a different dynamic to the OPCC, new ways of working, and new priorities. The Interim DPCC stated that she helped to inspire this change and encourage people to do things differently and had played a key role in helping the OPCC understand where they may need to be delivering differently to meet the Commissioner's requirements and needs more effectively.
26. A Member noted that the candidate suitability report referenced the Interim DPCC's work with young people. The Member asked the Interim DPCC to explain what improvements she had made in this area. The Interim DPCC explained she introduced the Youth Commission, which helped bring youth voice into policing and community safety in Surrey, and helped highlight learnings for the OPCC, Surrey Police and partners. The Youth Commission identified that adherence to understanding where someone needed more support when communicating with

emergency services due to a disability, mental health challenges or other needs, was lacking. As a result, this was being addressed through the re-launch of the Pegasus scheme, which was being broadened to support more people. A form of support was trialled in Guildford Police Station custody for young people that were receiving the designation 'NFA' (no further action). This support was previously only available for those that went into custody and received a tangible outcome, such as a criminal charge. The Interim DPCC felt that this missed an opportunity to prevent children and young people from reoffending, and this trial's outcomes were being assessed to see how best it could be expanded across Surrey in the future. The Interim DPCC referenced work to ensure the inclusion of young people as 'business as usual' and spoke about providing young people with opportunities, such as when the OPCC had supported Surrey Police's work experience programme. In 2023, the OPCC had three summer interns from the Royal Holloway University that supported on three different projects. The Interim DPCC also suggested the offering of the re-brand of the OPCC as a competition to young people looking for experience in graphic design, with the prize of work experience in a local design agency offered to the successful applicant. The local design agency worked with the successful young person to finalise the OPCC's rebrand. This young person was offered a full-time job with the company.

27. In reference to the candidate suitability report, the Chairman asked about the improvements made in the Interim DPCC's area of rural crime. The Interim DPCC explained that a change implemented since starting in the role of DPCC was a move to a more joined-up approach, regionally and nationally. Whilst this was still developing, the Interim DPCC was committed to ensuring Surrey had a strong regional and national voice. The Interim DPCC noted that she is a board member of the National Rural Crime Network (NRCN) and sits on the South-East Partnership Against Rural Crime (SEPARC) on behalf of the PCC and clarified that this joined-up approach was key in ensuring criminals were stopped rather than moved between force areas. It provided more support by working as teams with other forces to target specific groups and crimes - historically, the rural community was not as well served as it should be. Building relationships with the rural community, as well as rural police officers, is important to repair trust and confidence. The Interim DPCC attended the second of a new format of rural crime training days, led by a Rural Crime Officer, which were instrumental in developing greater understanding of rural crime across Surrey Police, helping to improve response to and handling of rural crime.

28. The Chairman asked if Surrey Police was now recording rural crime data properly, as there had been previous confusion over this. The Interim DPCC explained that there was still no specific flag on the national police system for rural crime, which is challenging, and that assurance that the right cases were identified and passed on appropriately was vital. They added that this process is not yet perfect but has improved significantly. The Interim DPCC is in regular contact with Rural Crime Officers, who receive more jobs than previously. The new rural inspector has committed that every farm across Surrey would have a visit from a Rural Crime Officer. Whilst this largely already occurred, the formal commitment helped ensure the provision of a point of contact. The Head of Performance and Governance added that there was no national methodology that could be easily referred to for rural crime. The level of rural crime therefore had to be determined locally, with data processed in a way that facilitates understanding of rural crime locally, ensuring that operational decisions were properly informed.
29. A Member referenced the 2022/23 draft annual report presented to the Panel last year and noted that it was necessary for the Commissioner to amend the annual report to include mention of rural crime after a member pointed out its omission; the Member asked why rural crime was not originally included in the 2022/23 draft annual report. The Interim DPCC explained that rural crime was sometimes assumed to be crimes with specifically rural characteristics, but there is a great deal of crime outside of these parameters that affects rural communities and is thus not necessarily labelled as such. The Interim DPCC shared that she is working on domestic abuse and the additional challenges that it can present when it occurs in a rural area. A rural-specific Independent Domestic Violence Advisor (IDVA) had been introduced in Surrey, making it one of the first counties to do so. The Interim DPCC was promoting this work with her role on the NRCN. The Head of Performance and Governance added that when the annual report was put together the aim was to cover certain mandatory content. Regarding the omission from last year's annual report, the amalgamation process used to form the report had given too little focus to this area and was updated accordingly.
30. The Member asked if the Interim DPCC was fully involved in the preparations of the 2022/2023 annual report. The Head of Performance and Governance explained that officers put together the initial content of the annual report, with this draft then shared with the Commissioner and DPCC for feedback.

This ultimately informed the final version shared with the Panel and published.

31. A Member asked if the Interim DPCC could provide an explanation of her understanding of the term 'operational independence' and how it applied to the relationship between the OPCC and the Chief Constable, ensuring that the separation of powers was maintained. The Interim DPCC explained that the Commissioner was responsible for the totality of policing but could not interfere in the day-to-day operational delivery of policing, such as elements of recruitment, for instance. This was the responsibility of the Chief Constable and their team of Chief Officers. The Commissioner is held to account by the public for policing as a whole, and the Commissioner holds the Chief Constable to account on the operational delivery of policing on behalf of the public.
32. The Member referred to a time when the Commissioner and Interim DPCC were distributing leaflets at a police surgery meeting, and whether they should in fact not have attended this given the separation of responsibilities. The Interim DPCC explained that both she and the PCC were unaware of the presence of other officers before attending and described the actions that they took to mitigate any risk of impropriety.
33. The Vice-Chairman asked if the Interim DPCC could provide assurance that her conduct, if politically active, would not affect the political independence of the Commissioner, with reference to the DPCC not being politically restricted. The Interim DPCC explained she had been in a politically unrestricted post for the duration of her previous term as DPCC and did not think this interfered with her ability to represent the Commissioner or support residents.
34. A Member asked, if the Interim DPCC participated in political activities after re-appointment to the role of DPCC, how she would ensure representation of all Surrey residents equally and without favour. The Member also raised that in the Interim DPCC's first confirmation hearing in 2021, she was questioned about her political activities for the Conservative Party, and justified attending Conservative Party Conference because the Conservatives were in government, and she felt that it was important that she speak to "decision-makers". The Member asked whether the Interim DPCC would therefore attend Labour Party conference if that party were elected to government in the forthcoming elections, in the interests of representing Surrey

residents. The Interim DPCC explained she was not planning to attend the Labour Party Conference, but would be attending the Conservative Party Conference, reiterating that the post of DPCC was not politically restricted. In terms of the Interim DPCC's ability to represent all of Surrey's residents equally, the Interim DPCC referred to her previous answer and explained that herself and the Commissioner would serve residents equally, whether a resident voted for the party the DPCC and the Commissioner are aligned with or not.

35. A Member stated that there were several occasions when an issue was raised to the OPCC and the Commissioner would sometimes visit a councillor's division in response. The Member then suggested that the Commissioner and DPCC favoured contact with councillors from the Conservative Party. The Member referred to one instance where they had to wait two months to speak to the Commissioner/DPCC, whereas the Commissioner/DPCC visited a councillor from another political party much sooner. The Member asked if the Interim DPCC was satisfied with this approach and whether they would speak to all councillors from a ward or area without differentiation. The Interim DPCC explained that questions about the Commissioner's approach could only be answered by them. Regarding the specific case raised by the Member, the Interim DPCC explained that this was probably planned in the diary some time in advance. There are often several months-long waiting lists for residents' meetings due to demand and the Commissioner and DPCC tried to spread their resources equally across Surrey. The Interim DPCC explained she had always engaged with members of all political parties. The Chief Executive explained that if a request came to the office for the Commissioner to meet with a local councillor and there was a particular issue in the area relating to policing or community safety, the Commissioner was always willing to consider the request, irrespective of political parties. Diary availability is often more relevant, with the Commissioner and DPCC having to cover 11 boroughs and districts. There was no filter in the OPCC in terms of political parties getting preference over another.
36. The Chairman thanked the Interim DPCC for answering the questions and asked if they wanted to clarify any answers provided during the hearing or voice any procedural questions concerning the next steps. The Interim DPCC did not.
37. The Chairman outlined that, in line with confirmation hearing protocol, the Commissioner would be contacted the next working

day with the Panel's recommendation regarding the appointment of the DPCC. The Panel would hold a closed session, under Part 2 conditions, to agree its recommendations on whether or not to appoint the DPCC. The Panel does not have veto power over this appointment. The Commissioner would have the right to accept or reject the Panel's recommendation and must inform the Panel of the decision. It was recommended that a period of five working days should elapse before the Panel's recommendation was made public, though this information could be released at an earlier stage if there was agreement between the Panel and the Commissioner.

11.54 am witnesses left and the Panel went into a closed session under Part 2.

#### **29/24 EXCLUSION OF THE PUBLIC [Item 15]**

##### **RESOLVED:**

That the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information within Paragraph 3 of Part I Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person (including the authority holding the information) and, further, that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

While there may be a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendation regarding the proposed appointment, it is felt that, on balance, this is outweighed by other factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointment.

#### **30/24 CLOSED SESSION: TO DISCUSS THE PROPOSED APPOINTMENT OF A DEPUTY POLICE AND CRIME COMMISSIONER FOR SURREY [Item 16]**

The Panel deliberated over the questions and responses provided and then voted, recommending that the Interim DPCC should be re-appointed to the role of DPCC.

*(Prior to the vote, the Chairman asked if there was any request for a recorded vote. Cllr Paul Kennedy made this request, supported by Cllrs Richard Wilson and Tony Burrell, thereby meeting the threshold of*

*three Panel members that is required to request a recorded vote - see paragraph 3.7 of the Panel's Constitution)*

The votes recorded were as follows:

Ms Juliet Fryer (Vice-Chairman) - Abstain

Cllr Richard Smith - For

Cllr Richard Wilson - Against

Cllr Paul Kennedy - Against

Cllr John Robini (Chairman) - For

Mr Martin Stilwell - For

Cllr Barry J F Cheyne - For

Cllr Ellen Nicholson - Abstain

Cllr Rebecca Paul - For

Cllr Shanice Goldman - For

Cllr James Baker - For

Cllr Mike Smith - Abstain

Cllr Tony Burrell – Abstain

A summary of Panel members' concerns and reasons for not recommending the appointment would be provided in the Panel's formal letter of response for consideration by the PCC by the following working day, in line with the below paragraph from the Panel's Confirmation Hearing Protocol:

*1.3 The Panel is invited to question the candidate in order to confirm they have the necessary professional competence and personal independence to carry out the role.*

The Surrey Police and Crime Panel thereby **RESOLVED** to recommend that the Police and Crime Commissioner for Surrey does appoint Ellie Vesey-Thompson to the role of Deputy Police and Crime Commissioner for Surrey for a second term.

### **31/24 PUBLICITY OF PART 2 ITEMS [Item 17]**

#### **RESOLVED:**

Panel agreed that the items considered under Part 2 should not be made available to the press and public.

Meeting ended at: 12.44 pm

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**Chairman**





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**SURREY POLICE AND CRIME PANEL – 26 SEPTEMBER 2024****PROCEDURAL MATTERS – PUBLIC QUESTIONS AND RESPONSES****1. Question submitted by Cllr Ashley Tilling**

Q: The DISC system is a crime and anti-social behaviour reporting tool that many police forces use around the country. There has been a marked increase in theft from shops and more anti-social behaviour being reported in and around our high streets. The reporting system enables retail & hospitality owners to easily log incidents which are then readily available to the police not only to determine action necessary but also to compile a database of offenders for prosecution.

The thirteen Business Improvement Districts (BIDs) in Surrey have requested that Surrey Police install a direct reporting link from their DISC systems so that a true level of incidents are reported and readily actioned.

Firstly, are Surrey Police able to commit to meeting this request?

Secondly, in other authorities the PCC has funded DISC to ensure every town and village that experiences crime and ASB can use the system. Will this be funded in Surrey?

**Police & Crime Commissioner Response:**

*Not yet received.*

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## SURREY POLICE AND CRIME PANEL

### POLICE AND CRIME PLAN CONSULTATION METHODOLOGY

26 SEPTEMBER 2024

#### 1. SUMMARY

- 1.1 One of the key responsibilities of a Police and Crime Commissioner (PCC) is to set the Police and Crime Plan for the force area. This should describe the priorities for crime reduction, community safety and delivery of wider statutory functions, and is the main means by which the PCC holds the Chief Constable to account. Following her re-election in May 2024, the Surrey PCC is required to publish a new Police & Crime plan for the new term of office, 2024 to 2028.
- 1.2 This report sets out the methodology being used to support the associated consultation exercise.

#### 2. BACKGROUND

- 2.1 On 21 May, the PCC held a meeting with OPCC staff to consider progress against the existing Police & Crime Plan, Surrey Police's implementation of "Our Plan" and the new Force Control Strategy, and how this would likely influence the development of a new Police and Crime Plan.
- 2.2 From the meeting and subsequent discussions, an initial consensus on the approach to the development of a new Plan has emerged. The following are considered high-level principles:
  - The new Plan should reflect a shift from foundation setting during the PCC's first term of office to a period of refinement and maintenance.
  - The broad priorities of the existing plan will likely continue into the next, although some reframing may be required - including a greater focus on the organisational challenges facing Surrey Police, such as recruitment, retention, staff wellbeing, conduct and culture.
  - More attention to "policing basics", including a firm focus on clear measurables for individual activities, including a basket of measures that can be mapped against delivery of Surrey Police's "Our Plan".

### 3. CONSULTATION SCOPE

- 3.1 To inform the development of the new Police and Crime Plan, the OPCC is running a consultation exercise from August to October 2024. The project is engaging with identified stakeholders to refine and potentially expand the scope of the existing Police and Crime Plan, ensuring it addresses both specific and broader local concerns effectively.
- 3.2 The consultation exercise involves a combination of **focus groups, one-to-one interviews** and **online surveys**, designed to explore specific policing themes whilst also allowing space for broader consideration of interconnected and emerging issues.
- 3.3 The PCC is clear that whilst she is not looking for a significant departure from the core pillars of the previous plan, she welcomes refocussing, as summarised in section 2.3.

### 4. Stakeholder Identification and Segmentation:

- 4.1 To ensure diverse perspectives are captured as part of the consultation exercise, stakeholders have been categorised based on their experience, expertise, and likely relevance to the themes due to be discussed. Core stakeholder categories include:
- **Policing:** Including Senior Police Officers, Chief Superintendents Association, Federation, Unison, OPCC staff.
  - **Special Interest and Community Groups:** Including locally commissioned victim services, youth organisations, community safety advocates, third sector organisations.
  - **Partner Organisations (including specific departments):** Including local councils, health services and community safety teams.
  - **Political Representatives:** Including councillors, MPs, Community Safety Leaders.
  - **Criminal Justice Partners:** Including prisons, probation and reoffending services.
  - **Faith Based Organisations:** Including representatives from religious communities and umbrella organisations.
  - **Educational Institutions:** Including young people at local universities, colleges and schools.
  - **Strategic Boards:** Including Health & Wellbeing Board, Criminal Justice Board and the Community Safety Assembly.

## 5. Thematic Focus Groups & one-to-one interviews

- 5.1 Focus groups are being broadly organised around the stakeholder groupings identified in section 3, although there will be scope for participants to explore wider issues that sit outside of their professional area of expertise or intersect with their work.
- 5.2 The question sets for each group are broadly similar, with the expectation that the focus of the discussion will naturally vary depending on the cohort. Some areas of questioning may be less relevant for some thematic groups than others, and a judgement will be made on a case-by-case basis if certain areas of questions are to be excluded.
- 5.3 Focus groups and one-to-one meetings will be spread over several weeks during August, September and October. Each thematic session will last approximately 1.5 hours.
- 5.4 The intention is to run focus groups online, ensuring accessibility and convenience for all participants. This approach will allow for wider participation, minimise travel time, and accommodate varying schedules, making it easier for stakeholders to contribute. With consent, the focus groups will be recorded and transcribed.

## 6. Online Surveys:

- 6.1 To complement the focus groups, the OPCC will also deploy online surveys as part of the consultation exercise. These surveys will serve to gather broader quantitative data and additional qualitative insights, enhancing the depth and breadth of stakeholder feedback.

### 6.2 Objectives:

- 6.3 The online surveys will aim to capture a wide range of perspectives from various community members and stakeholders who may not be able to participate in the focus groups. The intention is that this process will take place following completion of the focus group phase, allowing us to gain more general feedback and dig down into specific issues raised during the focus group sessions.
- 6.4 They will help identify common themes, emerging issues, and specific concerns that can inform the development of the new Police and Crime Plan.
- 6.5 The surveys will be designed to align with the discussion points used as part of the focus groups, ensuring consistency in the topics covered.

### 6.6 Methodology:

- 6.7 Questions will be a mix of quantitative (e.g., Likert scales, multiple-choice, opinion scales and demographic and rating questions) and qualitative (e.g., open-ended responses) to allow for detailed feedback and statistical analysis.

- 6.8 The findings will be integrated with insights from the focus groups to provide a comprehensive understanding of stakeholder perspectives.

## 7. Focus Group and Survey Data Collection and Analysis:

- 7.1 **Focus Groups / One-to-One Interviews:** The focus groups and interviews will be conducted on MS Teams, recorded (with consent) and transcribed. These transcripts will provide detailed qualitative data on stakeholder perspectives and experiences in relation to Plan themes.

- 7.2 **Online Surveys:** The surveys will collect both quantitative data through structured questions (e.g., Likert scales, multiple-choice, opinion scales and demographic and rating questions) and qualitative data through open-ended questions. This dual approach will allow for a comprehensive analysis of stakeholder feedback, capturing both numerical trends and rich qualitative insights. We will use our existing contacts to cascade survey links to stakeholder groups and OPCC social media platforms, along with information about the research, its purpose, and contacts of relevant resources and services (if engaging with vulnerable groups).

### 7.3 Qualitative Data (Thematic Analysis):

- **Coding:** Transcripts from the focus groups and open-ended survey responses will be coded using MAXQDA qualitative data analysis software. Initial codes will be generated to label significant trends in the data corpus.
- **Theme Identification:** Through an iterative process, codes will be reviewed and grouped to identify broader themes and patterns. Themes will represent key ideas, issues, experiences, and concerns raised by the stakeholders.
- **Theme Refinement:** Identified themes will be refined by examining their relevance and prevalence across the data set. Relationships between themes will be explored to develop a thematic map that illustrates the connections and overarching narratives.
- **Member Validation:** To ensure the accuracy and credibility of the analysis, a member validation phase will be conducted. During this phase, preliminary findings will be shared with focus group participants for feedback and confirmation. This step helps to verify that the identified themes accurately reflect the participants' perspectives and experiences.

### 7.4 Quantitative Data (Descriptive Statistical Analysis):

- **Descriptive Statistics:** Data from the surveys will be analysed using descriptive statistics to summarise and describe the main features. Measures such as mean, median, mode, standard deviation, frequency and distributions will be used to present a clear picture of the data.
- **Data Visualisation:** Graphs, charts, and tables will be created to visually represent the quantitative data, making it easier to identify patterns and trends.
- **Comparative Analysis:** Where applicable, comparisons will be made across different stakeholder groups or demographic categories to uncover any significant differences or similarities in responses.



- **Integration with Qualitative Data:** Quantitative findings will be integrated with the qualitative insights to provide a comprehensive and multi-faceted understanding of stakeholder perspectives.

**7.5 Integration of Findings:**

7.6 The qualitative insights from focus groups and the quantitative data from surveys will be integrated to provide a comprehensive understanding of stakeholder perspectives. This mixed-methods approach will ensure that the final analysis captures both the depth and breadth of stakeholder feedback.

**8. Wider Feedback Mechanisms**

8.1 In parallel to the formal consultation exercise, the OPCC will be running a series of Community Engagement events between September & December, in collaboration with Surrey Police. These events will be used to gain wider feedback from communities and used to inform the development of the Plan and subsequent strands of work. There will also be a wider public survey which residents can complete.

**9. Budget and Resources:**

9.1 The work will be undertaken by existing OPCC staff. The project will be led by the Head of Performance & Governance, supported by the OPCC’s National Policy Officer, and overseen by the DPCC. The only anticipated cost will be for the professional transcription of focus group sessions – though automatic transcription options are still being explored.

9.2 The software we will be using to support the analysis of the collected data has already been procured for the purpose of a different purpose and has no cost associated with it for this project.

**RECOMMENDATIONS**

Members of the Police and Crime Panel are asked to note the report.

**LEAD OFFICER:** Damian Markland, Head of Performance and Governance OPCC

**TELEPHONE NUMBER:** 01483 630 200

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## SURREY POLICE AND CRIME PANEL

### POLICE AND CRIME COMMISSIONER FOR SURREY ANNUAL REPORT

26 SEPTEMBER 2024

#### SUMMARY

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

The attached Annual Report covers the period April 2023 to March 2024 and is submitted to the Police and Crime Panel for comment.

The process of bringing the Draft Annual Report to the Police and Crime Panel has been slightly delayed due to the Local Elections that look place in May, and the decision to defer certain items that were due to be considered during the pre-election period.

#### RECOMMENDATIONS

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

**LEAD OFFICER:** Damian Markland, Head of Performance and Governance OPCC

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# Annual Report

2023-24

## (DRAFT CONTENT FOR POLICE & CRIME PANEL CONSIDERATION)

1.	<b>Introduction</b>	x
2.	<b>Year-in-brief</b>	x
3.	<b>Progress against the Police &amp; Crime Plan</b>	x
	i Reducing violence against women and girls	X
	ii Protecting people from harm in Surrey	X
	iii Working with Surrey communities so that they feel safe	x
	iv Strengthening relationships between Surrey Police and Surrey residents	x
	v Ensuring safer Surrey roads	X
4.	<b>Budget summary</b>	
5.	<b>Commissioning of local services</b>	X
6.	<b>Surrey Police overview</b>	X
7.	<b>Engagement</b>	X
8.	<b>Volunteering</b>	X
9.	<b>Strategic Policing Requirement</b>	X
10.	<b>Contact us</b>	x

## 1. Introduction

Welcome to the Annual Report for 2023/24, which brings to a close my initial three-year term as your Police and Crime Commissioner.

**It's been another really important 12 months for our brilliant officers, staff and volunteers with a number of key events and milestones which I believe will shape how we police this county for years to come.**

At the time of writing this report, we have just had the Police and Crime Commissioner election across Surrey and I was delighted and honoured to be voted in by Surrey residents for another four years.

I want to use my second term to build on recent improvements in Surrey Police and give my full support to a 'back to basics' policing approach in the county.

The Force now has more officers than ever before, and under the leadership of our new Chief Constable Tim De Meyer, they are concentrating on combatting those crimes that matter most to the Surrey public.

Since joining us in April 2023, Tim has wasted no time in outlining his vision for the Force - known as 'Our Plan' - which sets out the approach he wants our policing teams to take.

This means a renewed focus on tackling anti-social behaviour, cracking down on shoplifting gangs, drug dealers and burglars in our communities and taking the most dangerous and persistent offenders off our streets.

Representing the views of our residents on how we police the county is the single most important part of my role as Commissioner. Over the autumn and winter months, we held a series of 'Policing Your Community' events in every borough in the county hosted by Tim, myself and the Borough Commander for each area.

These were both in person and online so there were 22 in total and they were incredibly useful in hearing what our residents thought about policing where they live and what they want to see from their police force.

As well as giving people the chance to ask their questions and tell us about their experiences, it was also an opportunity for the Chief Constable to explain his policing plans.

They were really well received and demonstrated that we are heading in the right direction by concentrating on what policing does best – fighting crime and protecting people.

The main thing that I took away from our community events is that the public want the police to be there when they need them.

This has been on my mind more than anything else in recent months following our inspection report by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (**HMICFRS**) in December.

We knew well before the report was published that there were times last year when residents calling 999 and 101 were not always getting the service they deserved, and this was a situation that urgently needed to be addressed.

So, I was delighted to see that by February this year, the performance data for both 999 and 101 call answering times had not only improved – they were the best on record.

This was not a one-off or a quick fix – we have seen these improvements sustained over the last six months which has been an incredible turnaround. I know how hard Surrey Police officers and staff have worked to improve the situation and the results have been truly amazing. We must now ensure that performance is maintained.

Another really important milestone reached over the last year is the roll-out of 'Right Care, Right Person' in Surrey which I have been very vocal in supporting.

This is a new partnership approach to ensure those experiencing a mental health crisis are seen by the best person to support them. In most cases, this will be a medical professional not a police officer.

At the same time, I believe this will reduce the overwhelming demand such incidents place on our already stretched police service, including our contact centre staff.

I think the public would be astonished at the level of demand policing faces from mental health related calls and incidents.

Surrey figures show that fewer than one in five calls is about an actual crime while in August our officers spent more than 700 hours with people in mental health crisis – the highest number of hours ever recorded in a single month.

I truly believe that 'Right Care, Right Person' will be transformational for how we police our county and will free up our officers' time to focus on those issues that matter to our residents.

Whilst policing nationally has been through a tough period, I believe Surrey Police is in good hands and can look forward to a bright future ahead. Tim's plan is ambitious and asks a lot of our police teams, but it is already paying dividends for our residents.

I would like to thank everyone who has been in contact with me and my hard-working team over the last year. I am keen to hear from as many people as possible about their views on policing in Surrey so please do keep getting in touch. Each month I publish a newsletter for residents which provides key updates on what my office has been doing. If you want to join the growing number of people that are signing up to it – please visit: <https://www.surrey-pcc.gov.uk/newsletter/>

My continued thanks go to all those who work for Surrey Police for their efforts and achievements in keeping our communities safe during 2023/24. I would also like to thank all the volunteers, charities, and organisations we have worked with and my staff in the Office of the Police and Crime Commissioner for their help over the last year.

Those who work in policing are some of the most passionate, dedicated, resilient and hard-working people who genuinely care about the service they provide for the Surrey public. They don't often get enough credit for the phenomenal job they do day in day out to protect the Surrey public.

Surrey is fantastic place to live and one of the safest counties in the country. I want to keep it that way and I look forward to working with the Chief Constable over the coming year to ensure that tackling those issues that matter most to residents remains at the heart of policing our county.

*Lisa Townsend*

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

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## 2. Year-in-brief

<p><b>April</b></p> <p>Commissioner Lisa Townsend welcomes Chief Constable Tim De Meyer on his first day in post, as Surrey Police exceeds the Government’s target for recruitment with over 300 extra police officers since 2019.</p>	<p><b>May</b></p> <p>The Commissioner secures £2m in funding for a new domestic abuse programme while calling for change in the way that mental health incidents are responded to by police forces in England in Wales.</p>	<p><b>June</b></p> <p>The Commissioner praises the policing operation at the Epsom Derby as Deputy Commissioner Ellie Vesey-Thompson and the team take part in the Amber Foundation’s ‘Hike the Hill’ challenge to support young homeless people.</p>
<p><b>July</b></p> <p>The Commissioner welcomes the announcement of a new national approach to responding to mental health incidents ahead of the first Surrey Youth Commission Conference delivered by young people and her Deputy Commissioner.</p>	<p><b>August</b></p> <p>The Commissioner welcomed the latest report on Independent Custody Visiting in Surrey after volunteers gave over 400 hours to visit custody suites in 2023/24. Deputy PCC Ellie Vesey-Thompson joined Ahmadiyya Muslims celebrating Jalsa Salana.</p>	<p><b>September</b></p> <p>The Deputy Commissioner meets with partners to raise awareness of organised rural crime while the Commissioner hears some of the worst excuses for speeding when she joins the Surrey Police vulnerable road users campaign.</p>
<p><b>October</b></p> <p>The Commissioner’s office secures new funding for community safety improvements in Guildford, Redhill and Walton-on-Thames. The Commissioner and Chief Constable launch a new series of ‘Policing your Community’ events across Surrey.</p>	<p><b>November</b></p> <p>The Commissioner joins meetings with retailers as a fresh focus is placed on tackling shoplifting in Surrey and the Independent Custody Visiting (ICV) Scheme run by her office receives national recognition.</p>	<p><b>December</b></p> <p>The Commissioner says Surrey Police are making good progress to improve contact with the Force as the latest inspection report from HMICFRS is published ahead of her annual council tax survey to Surrey residents.</p>
<p><b>January</b></p> <p>The Commissioner joins road policing officers on the anniversary of the Vanguard road safety team, part funded by her office.</p>	<p><b>February</b></p> <p>The Commissioner vows that Surrey Police officers and staff will have the tools they need to take the fight to criminals, as her proposed police budget is accepted. The Deputy Commissioner backs the call for tighter legislation on the sale of</p>	<p><b>March</b></p> <p>The Commissioner hails record answering times for 101 and 999 calls following improvements, as Surrey Police receives £1m funding for a crack-down on anti-social behaviour and violence hotspots across the county.</p>

catapults after swans are  
targeted across the county.

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## 3. Progress Against the Police & Crime Plan

### Priority 1: Reducing violence against women and girls

As the Police and Crime Commissioner for Surrey, I have made a firm commitment to combat all forms of violence against women and girls. To achieve this my office has been collaborating closely with Surrey Police, partner agencies and local charities to bring attention to the inappropriate behaviour of some men, to hold perpetrators accountable for their actions, and to ensure that victims of these awful crimes receive the best possible assistance and support.

#### Key achievements during 2022/23:

- **£2m in government funding for a new Domestic Abuse Hub in Surrey:** A major project to tackle domestic abuse and stalking was given the green light following my office making a successful bid to the Home Office Domestic Abuse Perpetrator Fund.

The funding has established the Surrey Steps to Change Hub, a safe space where individuals can benefit from localised, specialist support to increase survivor safety and reduce harm from perpetrators of domestic abuse and stalking. The hub brings together 'navigators' from expert local services who work collaboratively to discuss cases and provide appropriate support. Programmes on offer include interventions for domestic abuse perpetrators to work towards positive behaviour change and to develop respectful, non-abusive relationships, as well as a specialist intervention for people who have obsessive and controlling behaviours which manifest in stalking. There is integrated support for survivors and also specially tailored support for children and adolescents using harmful behaviours in their close relationships.

- **Working with partners to create a shared commitment to victims in Surrey:** Funding local services is a key part of my role and during 2023/24 we have made millions of pounds available to support victims of crime. Services include counselling and helplines, independent support for victims of sexual violence and domestic abuse, awareness campaigns, specialist support for children and young people, and much more.

In November, I was honoured to welcome many of these vital service providers to join me at Surrey Police HQ, where we came together to discuss improvements to the care that victims of crime receive. The event was the first time that most of the chief executives and advisors from victim services in Surrey had come together in-person since the Covid-19 pandemic. During the day they worked with members of my office to explore the challenges and opportunities that they face when supporting individuals, and how both the OPCC and wider agencies can better support their work. We will be using this invaluable feedback to support development of my new Police and Crime Plan for 2025-29 and ongoing work with Surrey Police.

- **Supporting convictions for serious sexual offences:** Every police force in England and Wales has now signed up to Operation Soteria, a joint policing and prosecutions programme. This Home Office funded initiative aims to develop new operating models for the investigation and prosecution of rape in a bid to double the number of cases reaching court..

In July I was pleased to host Edward Argar, the Minister for Victims and Sentencing, to discuss the implementation of Op Soteria in Surrey. During his visit to Guildford, he joined a tour of Surrey's Rape and Sexual Abuse Support Centre (RASASC) to learn more about the work that is currently being done to support survivors locally.

It's vital that this work is both transformative and sustainable, and both the Chief and I accept that such a change takes time. However, we are moving at pace and the end of year data for Serious Sexual Offences in Surrey demonstrates a positive trend. Surrey's Chief Constable has also ensured that improving support to victims of violence against women and girls and increasing our solved outcome rate is front and centre of his new Force strategy.

- **Working with schools to develop healthier and respectful behaviours:** I was thrilled to support the introduction of the new Safer Communities Programme, which is aimed at enhancing community safety education for Year Six pupils, aged 10 to 11, in Surrey's schools. This initiative is part of the Personal, Social, Health and Economic (PSHE) education that students receive to stay healthy and prepare for their futures.

Developed in collaboration between Surrey County Council, Surrey Police and Surrey Fire and Rescue Service, the programme includes innovative digital resources designed to educate young people on crucial themes such as personal and community safety, physical and mental health, and the principles of being a conscientious community member.

The materials, which have been shaped by feedback from young people and educators over the past year, cover vital skills such as asserting their right to say 'no', understanding healthy relationships and knowing how to act in an emergency.

My office, in close collaboration with the Council and our partners, has focused this project on enhancing the support available to teachers, directly reflecting the voices and needs of the young people and educators it is designed to benefit. It is my hope that these resources will provide memorable and impactful lessons that not only build healthy relationships and decision-making skills, but also reduce vulnerabilities that criminals may exploit, reinforcing the message that support is available whenever it is needed.

- **Cracking down on drug gangs:** In my recent 'Policing Your Community' roadshow, which involved in-person and online events across Surrey's 11 boroughs, residents consistently highlighted drugs and drug-related crime as a critical concern. This issue was also identified as a top priority in our latest council tax survey, with many people urging Surrey Police to focus on it in the upcoming year.

These comments have been taken on board and in March I joined proactive patrols and early morning raids targeting suspected drug dealers in areas of Spelthorne and Elmbridge. These operations, which involved covert officers and specialised units like the Child Exploitation and Missing Unit, resulted in 21 arrests and the seizure of substances such as cocaine, cannabis and crystal methamphetamine. Surrey Police also confiscated over £30,000 in cash and numerous mobile phones suspected of being used in drug transactions.

Our efforts to combat county lines criminality are ongoing, and these operations are crucial in disrupting these networks that exploit vulnerable individuals. We are also engaging with the community, raising awareness at schools, local businesses, and through public outreach initiatives. I am committed to continuing these efforts and urge everyone in Surrey to report any suspicious activities or instances of exploitation they witness. Together, we can work to eliminate this threat from our communities.

- **Better support to victims of domestic abuse in rural communities:** Recognising that crime can impact on different communities in different ways, we have commissioned a dedicated Rural Independent Domestic Violence Advisor (IDVA) to support victims who may face unique challenges due to their geographic isolation. This advisor provides tailored assistance, ensuring that victims have access to critical resources, safety planning, and emotional support regardless of their location. Our aim is to bridge the gap in services between urban and rural areas, ensuring that all victims of domestic abuse receive the help they need to reclaim their lives and move forward in safety and confidence.

**For further data concerning Surrey Police progress against this priority, please visit:**

[https://data.surrey-pcc.gov.uk/priority\\_one.php?nav=plan&data=pcc&plan=1&sub=1](https://data.surrey-pcc.gov.uk/priority_one.php?nav=plan&data=pcc&plan=1&sub=1)



## Priority 2: Protecting people from harm in Surrey

Crime and fear of crime can have a long-lasting detrimental impact on a person’s health and wellbeing. I am therefore committed to doing everything possible to protect children and adults from harm, placing a firm focus on understanding the experiences of victims and practitioners, listening to their voices and ensuring that feedback is acted upon.

### Key achievements during 2023/24:

- **£1m in government funding secured for projects to improve safety in three Surrey towns:** In October, I was pleased to announce that my team had secured nearly £1 million from the Government’s Safer Streets Fund to enhance public safety and tackle anti-social behaviour in Walton, Redhill, and Guildford. In close collaboration with Surrey Police and councils, we were able to allocate £462,924 during 2023/24, with us providing match-funding of £556,301. During 2024/25 we will allocate a further £352,986, with £306,498 in match funding. A total commitment of almost £1.7 million.

This money has been used for a range of projects including increased CCTV coverage, youth outreach programs and security improvements in key areas. In Redhill and Guildford, efforts have focused heavily on reducing violence and enhancing town centre safety, ensuring that all residents - especially women and girls – can feel safe.

- **Delivery of the Serious Violence Duty:** The Serious Violence Duty is a key part of the government’s programme of work to collaborate and plan to prevent and reduce serious violence - taking a multi-agency approach to understand the causes and

consequences of serious violence, focusing on prevention and early intervention, and informed by evidence. The Duty compels the police, probation and youth justice teams, fire and rescue, integrated care boards and local authorities to collaborate and communicate to deliver a local needs assessment and strategy to reduce violence in their area.

My team is the lead convener for the local partnership and has been working during 2023/24 to support the preparation, publication, and implementation of the Serious Violence Reduction Strategy, including oversight and performance monitoring of delivery plans and expenditure.

A Serious Violence Reduction Partnership has been formed and I have seconded an experienced member of staff to the role of Serious Violence Programme Lead. This role has led the assessment and analysis of local need, development of the partnership's strategy and commissioning of interventions. During the 2023/24 financial year, interventions included targeted support for children and young people in custody, outreach services to support victims of 'cuckooing' and night-time economy projects to tackle violence against women and girls.

- **Million-pound crackdown on anti-social behaviour:** In addition to the funding we have secured for community safety initiatives and ongoing work to support the reduction of serious violence, we have also received £1m in additional funding from the Home Office to help us tackle anti-social behaviour (ASB) and violent hotspots.

The funding will be instrumental in enhancing police presence and visibility across Surrey, particularly in areas where violence and ASB have been identified as significant issues. This boost will enable us to enforce measures such as stop and search, public space protection orders and closure notices.

This initiative is part of a larger £66 million government package set to commence in April 2024, following successful trials in counties like Essex and Lancashire, where ASB was reduced by up to 50%. Despite the low levels of neighbourhood crime in Surrey, the concerns raised by residents at our recent 'Policing your Community' events have been clear - ASB, burglary, and drug dealing remain top priorities for our residents. These issues were also highlighted in the 1,600 comments we received through our Council tax survey, with over half of the respondents marking ASB as a critical area of focus for Surrey Police in 2024.

In response, this February I set the council tax rate that will help fund our police for the coming year, supporting the Chief Constable's plan to address the concerns most pressing to our residents, improve crime outcomes, and dismantle the networks of drug dealers and shoplifting gangs.

- **Advocating for change on Surrey's mental health response:** February 2023 saw officers spend a record 515 hours on incidents relating to mental health – the highest number of hours ever recorded in a single month by the Force.

As the national lead for mental health and custody for the Association of Police and Crime Commissioners (APCC) during 2023/24, I have been in ongoing discussions with local health partners, Surrey Police and the National Police Chiefs' Council to advocate the 'Right Care, Right Person' model in order to reduce the burden being

placed on policing. Ultimately, the model recognises that police officers often cannot provide the level of specialist medical care or support required by those seeking help for their mental health and seeks to ensure these individuals have access to the right expert or agency.

Following the national partnership agreement signed by key stakeholders from across the police and healthcare system, I am pleased to confirm that 'Right Care, Right Person' will be rolled out in a phased approach in Surrey from April 2024. The model will be used to triage incoming 999 calls and decide on an appropriate course of action, including whether to deploy police officers.

Surrey Police has worked closely with local NHS Trusts, the ambulance service, and social care teams to plan, test and implement this model. We will continue to collaborate as we evaluate its success.

I firmly believe that implementing 'Right Care, Right Person' is the correct course of action to help our communities get the high standards of care they deserve, by the most appropriate agency or professional.

To be clear, applying 'Right Care, Right Person' will not mean withdrawing from all welfare or mental health related calls for adults, and there will many cases where deploying a police officer is the right thing to do. This includes where there is a threat to life, a policing purpose or a clear need for an urgent response. However, police resources should only be used when there is a clear need to do so.

- **Southeast Partnership Against Rural Crime:** In early 2024, Kent, Surrey, Sussex, Hampshire and Isle of Wight, and Thames Valley police forces formed the Southeast Partnership Against Rural Crime (SEPARC). The Partnership aims to protect rural communities by sharing intelligence and specialist skills across borders and through joint operations. SEPARC will bring combined action against agricultural, wildlife, environmental and heritage offences and, following an initial two-week operation in February 2024 to mark the launch, I will be paying close attention to its work in the coming year.

Surrey Police has also made a commitment to visit every National Farmer's Union (NFU) member to help them address concerns about crime and during 2023/24 I committed some staff resource from my office to support the work of the Rural Crime Network.

**For further data concerning Surrey Police progress against this priority, please visit:**

[https://data.surrey-pcc.gov.uk/priority\\_two.php?nav=plan&data=pcc&plan=2&sub=1](https://data.surrey-pcc.gov.uk/priority_two.php?nav=plan&data=pcc&plan=2&sub=1)



### Priority 3: Working with Surrey communities so that they feel safe

My commitment is to make certain that every resident feels secure within their local community. To achieve this goal, I believe in collaborating and taking early measures to

address the common factors that result in individuals coming into contact with the police and the criminal justice system. This approach will aid in decreasing crime rates, anti-social behaviour and will have a positive impact on victim outcomes.

#### **Key achievements during 2023/24:**

- **Record-setting emergency and non-emergency answering times:** In March I was delighted to report a significant improvement in Surrey Police's responsiveness to 101 and 999 calls. This year, we have witnessed a record-setting enhancement in how quickly our contact centre staff answers both emergency and non-emergency calls. At the time of writing this report, the latest figures from February highlight that 97.8% of 999 calls were answered within the national target of 10 seconds. Similarly, the average response time for the non-emergency 101 number has decreased dramatically to just 36 seconds.

Following recognition that there had been a decline in performance in early 2023, we have implemented strategic measures to enhance our service delivery. I have personally spent time with our call handlers in the Contact Centre, witnessing first-hand their commitment and the challenges they face. Their phenomenal work, despite previous staff shortages, has been crucial in turning around our call response times.

I am confident that with the current measures in place to address both recruitment and retention, we will continue to provide efficient and reliable service to our residents. I continue to have regular meetings with the Contact Centre managers and will also continue to ensure the public have access to the latest 999 and 101 answering time performance data, to provide assurance that we are firmly gripping this issue.

- **Launch of the first-ever Surrey Youth Commission:** During 2023/24, my office established the Surrey Youth Commission on Policing and Crime, in partnership with charity Leaders Unlocked. The overarching aim of the initiative is to amplify the voices of young people in Surrey to help shape the future of policing.

Made up of young people aged between 14-25yrs old, it plays a key role in ensuring our office and Surrey Police include the priorities of children and young people in policing. The Youth Commission hold meetings and consult widely with children and young people across Surrey and in July, they presented their findings to staff and stakeholders during the first 'BIG Conversation Conference', producing a report that contained their recommendations.

The report focussed heavily on substance misuse & exploitation, violence against women and girls, cybercrime, mental health and relationships with the police, and sets out a series of recommendations for both my office and the police on how to better support young people.

The full report can be found on our website: <https://www.surrey-pcc.gov.uk/funding/surrey-youth-commission/>

- **Working with local businesses to tackle shoplifting:** Like many, I have been deeply troubled by reports of violence and abuse against retail employees, a problem



exacerbated by a nation-wide surge in organised shoplifting. I have visited retailers in Oxted, Dorking, and Ewell to hear first-hand how their businesses and staff are being affected and how we can better support them.

Shoplifting is mistakenly seen by some as a victimless crime, but this is far from the truth. The impact on businesses, their employees and communities is profound and distressing. Retail workers, who were pivotal during the Covid pandemic, deserve our utmost support and protection. It is unacceptable that they face such risks simply for performing their duties. This abuse is not just appalling - it's an attack on the values we strive to uphold in our community.

As your Police and Crime Commissioner, I am dedicated to addressing these issues directly with our police force. We are committed to implementing strategies that not only focus on reducing shoplifting but also on dismantling the organised crime networks behind it. A national specialist police team is being formed to tackle shoplifting as a high-harm, cross-border crime. I urge all retailers to continue reporting incidents to ensure that policing resources are directed where they are most needed. We must work together to ensure our communities are safe and that retail crime does not go unchecked.

**For further data concerning Surrey Police progress against this priority, please visit:**

[https://data.surrey-pcc.gov.uk/priority\\_three.php?nav=plan&data=pcc&plan=3&sub=1](https://data.surrey-pcc.gov.uk/priority_three.php?nav=plan&data=pcc&plan=3&sub=1)



## Priority 4: Strengthening relationships between Surrey Police and Surrey residents

My aim is for all residents to feel that their police force is visible in tackling the issues that matter to them and that they can engage with Surrey Police when they have a crime or anti-social behaviour problem, or need other police support.

### Key achievements during 2023/24:

- **Platinum award for our custody visiting scheme:** In November, I was thrilled to announce that our Independent Custody Visiting (ICV) Scheme in Surrey had been nationally recognised, achieving Platinum status for its exceptional work. This recognition is a testament to the dedicated volunteers from our community who make unannounced visits to Surrey Police custody suites to ensure that the rights, wellbeing, and dignity of detainees are upheld.

Over the past year, our volunteers have conducted 172 visits and dedicated more than 400 hours to monitoring conditions in custody, providing an invaluable independent oversight. They listen to detainees and make recommendations that range from the provision of adequate winter blankets to addressing the needs of those experiencing mental health crises. Their work is crucial in maintaining the integrity and transparency of our custody processes, with their findings continually feeding into a cycle of improvement for Surrey Police and my office.

This highest level of accreditation celebrates not just the excellence of the visiting and volunteer management, but the significant role volunteers play in safeguarding vulnerable individuals and fostering public trust in policing. I am immensely proud of every volunteer and our ICV Scheme Manager, Erika Dallinger, for their hard work and dedication. This accolade not only highlights the vital 'behind the scenes' work undertaken by my office but also the strong community spirit that supports it.

- **Tackling police misconduct:** The vast majority of the officers and staff of Surrey Police are professional, selfless, courageous and a credit to the Force. However, it is crucial that members of the public have trust in their police which is why my office undertakes a number of roles in order to help maintain police integrity and provide assurance to the public that incidents of misconduct are dealt with appropriately.

One of my key duties is to facilitate Gross Misconduct Hearings and Police Appeal Tribunals, and my staff work across the region to recruit, train and oversee the appointment of Legally Qualified Advisors and Independent Panel Members. With upcoming changes in legislation and a laser-like focus on ensuring police forces can weed out bad officers, ensuring we have sufficient resources to manage the uplift in misconduct processes has been a big focus for us during 2023, and we have recruited over 18 new individuals to sit on hearings across the region.

My office also works closely with Surrey Police's Professional Standards Department, undertaking both statutory reviews of complaints and dip sampling cases to track themes and to identify potential issues. We have also been working closely with the Force to look at how we can make our misconduct data more transparent, and this is something we will continue to progress in the year ahead.

- **'Policing your Community' roadshow:** The 'Policing Your Community' events took place from 24 October 2023 – 29 January 2024 and offered residents the opportunity to put their questions about local policing to myself, Chief Constable Tim De Meyer and the Inspector responsible for the local policing where they live. The events took place ahead of the annual council tax contribution, giving residents a chance to learn more about how their money is used both visibly – and behind the scenes – to boost crime fighting across Surrey.

Residents were offered both in-person and online events, with the roadshow visiting every Borough and District. Key issues raised related to police visibility, ASB, speeding and shoplifting. This feedback is being incorporated into both Surrey Police's operational response and the drafting of my new Police & Crime Plan.

- **Open data:** As the Police and Crime Commissioner for Surrey, I believe that residents should have easy access to key data concerning both my office and Surrey Police. That's why my team have developed the Surrey Police Data Hub, a platform designed to provide you with convenient and understandable access to important information.

I recognise that traditional public meetings are not always feasible for everyone due to time constraints and my aim was to create a more accessible solution. Public bodies often publish vast amounts of data to meet statutory requirements, but this information is frequently difficult to locate and interpret. The Data Hub addresses this

issue by presenting data in a user-friendly format, ensuring it is both current and comprehensible.

My goal is to offer up-to-date information and make sure residents can easily find out and understand how Surrey Police is performing. The Data Hub represents a significant step forward in transparency and accessibility, providing an innovative alternative to conventional public engagement methods.

The Hub can be accessed via: <https://data.surrey-pcc.gov.uk>

- **Supporting our armed forces:** I am delighted to share that both my office and Surrey Police have recently been awarded the Silver Level status under the Ministry of Defence's Employer Recognition Scheme Award. This accolade underscores our ongoing commitment to supporting serving and former armed forces personnel, along with their families, recognising the substantial contributions they make to our society.

In 2017, the office was one of the first to sign the Armed Forces Covenant, and I am proud to announce that we are now the first in the southeast to achieve silver status. This advancement from our previous bronze status is a testament to our continuous efforts in this area. Many veterans find a second career in the police service, contributing immensely as officers or staff, and we take pride in supporting their transition and integration.

My Deputy, Ellie Vesey-Thompson, who oversees our work with military personnel and veterans, emphasises the importance of understanding and appreciating the unique experiences of the armed forces community. Ellie's dedication extends to ensuring that we provide supportive and inclusive employment opportunities that leverage their skills and experiences.

**For further data concerning Surrey Police progress against this priority, please visit:**

[https://data.surrey-pcc.gov.uk/priority\\_four.php?nav=plan&data=pcc&plan=4&sub=1](https://data.surrey-pcc.gov.uk/priority_four.php?nav=plan&data=pcc&plan=4&sub=1)



## Priority 5: Ensuring safer Surrey roads

Surrey is home to some of the busiest stretches of motorway in the UK with significant numbers of vehicles using the county's road network every day. Road safety is understandably a significant concern for Surrey residents, and a key focus of the Police and Crime Plan.

### Key achievements during 2023/24:

- **National role:** In 2023/24 I was appointed as the Association of Police and Crime Commissioner's (APCC) lead for roads policing and transport, advocating for stricter penalties for those who endanger others while driving, cycling, or using e-scooters.

Supported by my Deputy, the role has enabled me to work collaboratively with the British Transport Police and government to elevate transport safety nationwide.

Keeping road users safe is a central component of my Police and Crime Plan. Given that Surrey's motorways are among the busiest in Europe, the importance of road safety cannot be overstated for our community. We are fortunate to have dedicated teams such as the Roads Policing Unit and the Vanguard Road Safety Team, whose efforts are crucial in maintaining safety on our roads. However, there remains much to be done to secure safety across all modes of transport throughout the country.

Addressing distracted and dangerous driving is a key focus of my role, as such behaviour poses severe risks on the roads. Although many are compliant, a few reckless individuals continue to flout the laws designed to protect everyone. Moreover, the rise of e-scooters has introduced new challenges in urban areas, with related accidents nearly tripling over a year, according to the latest data from the Department for Transport. It's clear we need to intensify our efforts to reduce these risks and ensure safety for all road users.

- **Roads policing research:** Since taking the national lead for roads policing, my office has been working with the APCC to understand how Commissioners can improve their oversight and support of roads policing. With funding from the Department for Transport, my team has been undertaking a research project that explores the extent to which PCCs are holding forces to account and to understand potential gaps in oversight. The findings of this research will be used to inform the development of Police and Crime Plans and the development of more robust scrutiny mechanisms.
- **Funding to support new operational initiatives:** In addition to research, my office has also made a successful bid to the DfT to trial some new tactics and equipment within our road policing teams. Although specifics cannot be shared due to the sensitive nature of the operations, these advancements will play a crucial role in our ongoing efforts to keep our roads safer for everyone. This initiative is a step forward in our commitment to pioneering modern solutions to road safety challenges, ensuring our policing methods remain as effective as possible.

**For further data concerning Surrey Police progress against this priority, please visit:**

[https://data.surrey-pcc.gov.uk/priority\\_five.php?nav=plan&data=pcc&plan=5&sub=1](https://data.surrey-pcc.gov.uk/priority_five.php?nav=plan&data=pcc&plan=5&sub=1)



## 4. Budget Summary

### Financial context

Prudent Financial management is one of the key foundations of any organisation. As the PCC it is my responsibility to ensure that the Force not only has the resources it needs for the current year but is also financially sustainable beyond. This means that rather than simply taking an expedient decision now, I must weigh this up against the longer-term financial implications of that decision for the Force.

As the PCC I have overall responsibility for the finances of the PCC Group, which comprises both the Force and my office. This includes setting the overall budget for the group and the level of council tax required to pay for it.

In reality, I give almost 99% of the money I receive from Government and residents to the Chief Constable for the delivery of Policing services across the County. Of the remaining 1%, just over half is used by my office to commission services to support victims of crime and community safety initiatives, with the remainder being used to support me in my statutory role which includes scrutiny of the Force, policy development, audit and engagement with residents.

### Looking back to 2023/24

During the year I received regular updates on the financial performance of the Force to ensure that Chief Constable's expenditure was in line with the budget I had delegated to him. I also monitored my own office to ensure it remained within its budget.

In February 2023, I approved a revenue budget of £288.5m for the Group. Over 80% of the budget was used on staffing and related costs, with the remainder on supplies and services such as forensics, IT, repairs, fuel, uniforms and vehicles.

As a result of an intensive recruitment campaign, the Force managed to recruit enough officers to meet its Uplift target. However, Police staff roles, which include Police Community Support Officers (PCSOs), still experienced a high level of vacancies as demand within the local employment market showed no sign of easing.

The budget included a revenue contribution to purchase assets, such as vehicles, as these are not funded by government and there were increased costs in areas such as forensics and estates - although this was offset by savings in some supplier contracts. The budget also included a savings requirement of £1.6m which was all successfully delivered in year.

Taking all these things into account, as at 31 March 2024 the Surrey Police Group revenue budget was £0.2m underspent - equivalent to 0.1%.

Capital expenditure for the year was underspent by £7m mainly due to delays in purchasing new vehicles coupled with several estates and transformation projects crossing into the subsequent year.

### Looking forward to 2024/25

In February of this year I set a 2024/25 budget of £309.7m, representing an increase of 7% on the previous year. Two-thirds of the increase was due to pay increases for officers and staff, with the remainder required to cover cost increases due to inflation. Although the government funded some of the increase in costs, there was an expectation that a portion of this would be covered by council taxpayers and so, with regret, I took the decision to

increase council tax rather than ask the Force to find additional savings on top of the £3.8m already included within the budget.

The Chief Constable was very clear with me that he needed this additional funding if he was to deliver on his vision for the Force and I will be holding him to account on its delivery during the coming year.

### **Beyond 24/25**

I have a duty to residents to ensure that the Force can continue to provide services to protect them, and for that to happen it has to be financially sustainable. The Medium-Term Financial Forecast (MTFF) is one of the key planning tools that helps identify available resources and options for delivery of my Police and Crime Plan and the National Strategic Policing Requirements. The MTFF indicates that savings of over £18m are required over the next four years.

Surrey is looking at several ways to do this, including:

- Investment in technology to deliver efficiencies in processes – such as cloud storage of video evidence.
- Working with partners to deliver faster outcomes.
- Joint procurement with other police forces and public bodies to drive down costs in areas such as uniforms, vehicles and insurance.
- Tools to allow agile working to reduce the size of our estate and enable staff to work more efficiently from remote locations.
- Vehicle tracking to optimise use of the fleet.
- Review of support services to drive efficiencies.
- Redevelopment of the Mount Browne Headquarters to deliver operating cost savings and a reduced carbon footprint, and to ensure facilities can meet the demands of 21<sup>st</sup> century policing.

These and other initiatives are unlikely to meet all the savings required, especially as this comes on top of the £86m of savings already delivered over the last 14 years, and so further work is required to identify additional opportunities.

There can also naturally be instances of unplanned expenditure, such as a large operation or national cost increases, which need to be funded. In addition, large capital investments must be spread over several years. For this reason, I hold on behalf of the Force a prudent level of financial reserves, equivalent to around 12% of the annual budget of which two-thirds is earmarked for particular projects.

The level of reserves I hold is lower than most other forces as I have taken the decision that it is preferable to give as much money as possible to delivering frontline services. There is however no legal mechanism for the Force to access money quickly in the event of a one-off major operation or cost increase. Hence if no reserves were held, expenditure would need to be reduced immediately to balance the budget, thereby putting at risk the very services residents and I value the most.

Like most public services Surrey Police does have some financial challenges ahead. However, I have every confidence that with the work the Chief Constable and his team are doing these can be addressed without impacting the frontline.

## 5. Commissioning of local services

One of the primary responsibilities of Police & Crime Commissioners is to fund projects, services and activities designed to enhance community safety, reduce offending, and support victims of crime to cope and recover from their experiences.

During 2023/24 my office distributed over £6.5 million to meet these objectives. A significant part of this funding supported small community charities and organisations, helping us deliver tailored support that meets the needs of Surrey's residents and strengthens local resilience. Although Surrey receives a consistent annual government allocation for these services, my team successfully sought additional funds throughout the year, securing an extra £1.9m to support delivery of local services and projects.

Some of the wider services funded by my office during 2023/24 include:

### Victim Services

- **Victim and Witness Care Unit (VWCU):** The Surrey Police VWCU helps victims of crime cope and heal from their experience. Advice and support is offered to every victim of crime in Surrey, for as long as they need it. Victims can also call or email to request support from the team any time after a crime has occurred. The professional team can help identify and signpost services that are best suited to a victim's unique situation, all the way to working alongside Surrey Police to ensure they are kept updated with the progress of a case as it progresses through the criminal justice system. The team also has specialist caseworkers working to support victims of fraud and non-intimate stalking, as well as children and young people.
- **WiSE Service:** What is Sexual Exploitation (WiSE) Project Workers deliver targeted interventions to children and young people who are victims of sexual exploitation (or are considered to be at significant risk). WiSE workers provide dedicated emotional support and practical help to help children and young people identify and exit coercive and exploitative relationships.
- **Surrey Domestic Abuse Partnership (SDAP):** The Surrey Domestic Abuse Partnership is a group of independent charities who work together across the whole of Surrey to provide outreach and associated services to anyone who has or is experiencing domestic abuse. Expert staff, including outreach workers, Independent Domestic Violence Advisors and Domestic Abuse Outreach Advocates embedded in Surrey Police teams, all work together to provide a listening ear for victims without judgement, offering support and practical advice to victims as well as support for their children.
- **Rape and Sexual Abuse Support Centre (RASASC):** RASASC work with anyone in Surrey whose life has been affected by rape or sexual abuse, whether recently or in the past. They provide a range of specialist emotional and practical support services, including counselling and Independent Sexual Violence Advisors (ISVAs). ISVAs provide victims with the support and information they need to make informed choices, take control of their situation and rebuild their life. They will explain options relating to healthcare services and the legal process, and support victims to access services.

## Reducing reoffending services

- **The Hope Hub:** The Hope Hub and emergency accommodation service works to reduce rough sleeping and prevent homelessness. Through early intervention the service helps improve and minimise mental health issues, reduce worklessness, and reduce dependency on alcohol and drugs through addiction support. Training, upskilling and volunteering opportunities reduce social isolation and exclusion.
- **Amber Foundation:** Amber's mission is to transform lives by supporting marginalised young people to move on to sustainable and independent futures that are free from crime. They do this by providing a residential training programme focused on personal development, employability and resettlement skills for homeless, out of work young people aged between 17-30. Amber provides a temporary, safe place to live with up to 30 other young people, and they use their tailored approach that is asset-based and hands on. Based around the principles of restorative practice, their approach seeks to create positive behaviour change through a mix of active participation in the programme, wider community engagement and a focus on residents taking active responsibility for their own decisions.
- **Changing Futures Bridge the Gap:** The Changing Futures Bridge the Gap service supports people who are experiencing a combination of challenges including mental health issues, substance use, homelessness and domestic abuse. People experiencing multiple disadvantages are often more likely to fall into offending behaviour. Bridge the Gap specialist outreach workers support people's stability and recovery, enabling them to thrive, work to reduce their substance use and motivation to offend.

## Community safety services

- **Mediation and Support Coaching service:** The service supports communities/neighbours and families to challenge anti-social behaviour and develop respect within the community. The Mediation Service provides a process for dealing with these experiences in a way that allows everyone to be heard and to reach a resolution that is realistic and acceptable to all. While mediation requires the agreement of all involved, individuals can receive expert coaching that helps them develop coping strategies. By focusing on more positive aspects of their life, coaching helps them to support their mental and physical wellbeing. The service supports individuals, families and communities to build relationships, communicate more effectively and address issues before they reach a crisis point.
- **Cuckooing Prevention:** We have co-commissioned with Public Health a vital specialist outreach service to support victims of 'cuckooing' – a term used when someone's house is taken over for criminal activity, including dealing drugs or carrying out sex work. Victims of this predatory and exploitive practice can include people experiencing addiction, mental health issues, or with learning disabilities and can become prisoners in their own home. The service to date has taken nearly 500 referrals as part of countywide efforts to prevent this harm and to deter and disrupt perpetrators in Surrey. The service works alongside people to understand what is needed to best support them, undertaking work to help build their resilience if at risk or being cuckooed. By responding early, we are protecting and safeguarding some of



the county's most vulnerable people, helping to prevent the risk property closures and minimising impact on the whole community.

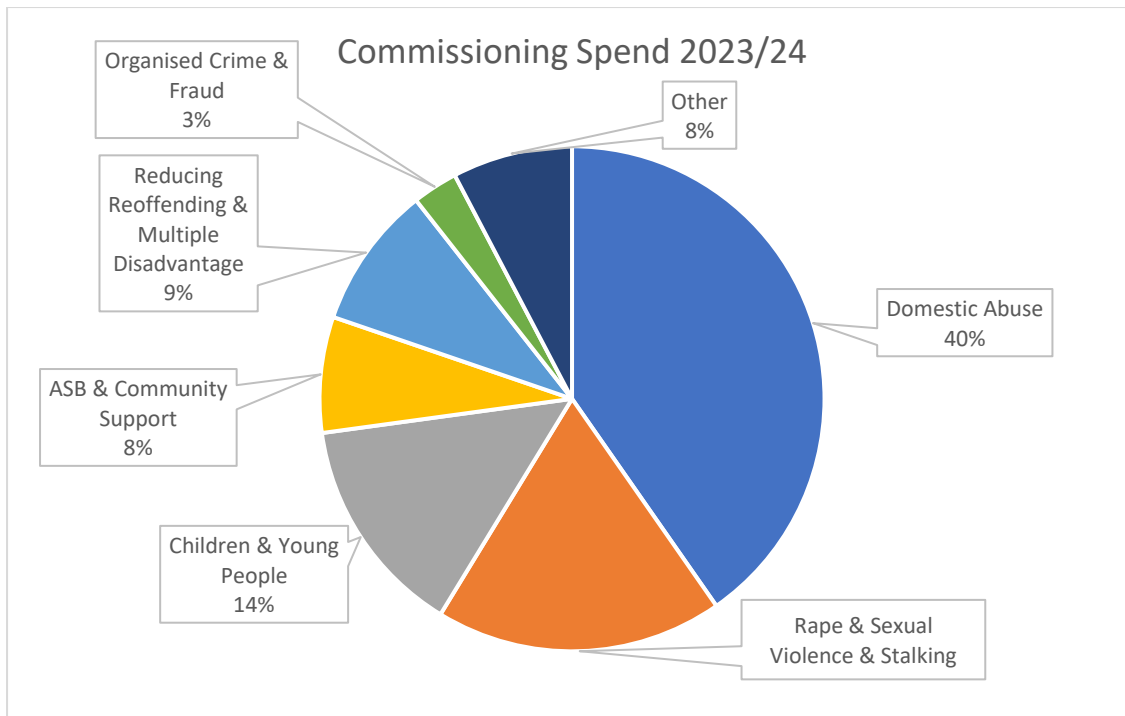
- **Surrey Women's Support Centre:** This service is aimed at providing therapeutic support for women involved in, or at risk of being involved in the criminal justice system. During therapy, the counsellor addresses many factors recognised as increasing the risk of offending including substance misuse, domestic abuse, mental health related issues and other difficult life experiences.

## Children & young people services

- **Music to My Ears:** The Music to My Ears service offers a combination of creative workshops and tailored one-to-one support from a named advisor to help individuals to address the root causes of their vulnerability. Focusing on early intervention that recognises the family, health and social factors that can lead to exploitation, this project aims to divert young people away from criminal exploitation.
- **The Youth Hideaway:** The Youth Hideaway provides a safe space for young people, where they can meet with their peers, have fun and access robust mental health support. By engaging young people in fun, meaningful activity they are encouraged away from anti-social behaviour. The Youth Hideaway also offers targeted workshops in partnership with schools and other organisations. Examples of these workshops include photography and baking, sign language and managing finances.

As your Commissioner I am committed to ensuring that public funds are used in a manner that is fair, transparent, and efficient. To bolster public confidence in how funding is distributed, we consistently publish live funding data on our website. This transparency allows the public to see where investments are being made and which organisations are receiving funds. Additionally, information on long-term funding trends is available on our Data Hub.

**The chart below provides a summary of commissioning by area of expenditure:**



*\*This chart currently only includes core commissioning budgets. We will review how best to present the data and likely update for final publication of the annual report.*

**The table below provides a summary of our various funding streams during 2023/24:**

<b>Additional funding secured through competitive bids to government</b>	
Home Office What Works Fund: Preventing Violence Against Women and Girls (VAWG) and Supporting Children	£389,362
Home Office Domestic Abuse Perpetrator Interventions Fund	£991,364
Home Office Safer Streets Round 5	£462,924
DFT Research Funding	£18,000
DFT Operational Funding	£36,000
<b>Grant allocation from central government</b>	
Ministry of Justice (MoJ) Victims Fund 23/24	£1,437,083.67
MoJ additional Independent Sexual Violence Advisor (ISVA)/Independent Domestic Violence Advisor (IDVA) funding	£1,219,050.67
<b>Police and Crime Commissioner Funds</b>	
Reducing Re-offending Fund	£270,000
Community Safety Fund	£383,000
Children and Young People Fund	£275,000
Police & Crime Commissioner's Fund	£530,000

DRAFT

## 6. Surrey Police Overview

*[INFOGRAPHIC DETAILING A TYPICAL DAY FOR SURREY POLICE TO BE INCLUDED IN FINAL PUBLISHED DOCUMENT. TO INCLUDE DAILY CRIME VOLUMES, CALLS ANSWERED ETC]*

### Surrey Police inspections

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire & rescue services.

As Police & Crime Commissioner, I provide a response to all HMICFRS inspections relating to Surrey Police, and these can be viewed on our Data Hub, along with the original report and any recommendations.

**To view all recent HMICFRS inspection reports and my accompanying response please use the following link:**

<https://data.surrey-pcc.gov.uk/inspections.php?nav=inspections&data=police>



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## 7. Engagement

Over the last year, I've continued to hear your views around the county, including in a fresh series of events jointly held in person and online with the Chief Constable and local police teams on the issues that matter to you where you live.

I've also been out with officers in our towns and villages, and met with retailers, local charities and our other partners to understand how we can make Surrey safer together. I've then sat down with the Chief Constable and shared our discussions on the latest performance live, so that you can follow what we're doing on key topics including anti-social behaviour and visible policing.

Together with my Deputy PCC, I've attended special events including the Surrey Police Family Day and the Epsom Derby and have accepted interviews and been featured by the local press close to 200 times on issues including violence against women and girls and mental health.

Setting the amount that you pay for policing from your council tax is one of the toughest decisions I must make, and I am grateful to the 3,000 people who had their say in my survey and left comments that continue to shape the service you receive.

My team have continued to keep residents up to date with the latest news and on social media, posts from my office were watched, clicked or shared close to 50,000 times. Signing up to my regular newsletter is another great way to see the impact we're making.

I want to hear your views on local policing and encourage you to contact me or request a surgery appointment using my website.

<b>1,346</b> emails and phone calls received, with 92.47% of issues respond to within 1 working day.	<b>17</b> Freedom of Information requests responded to	<b>7</b> public surgeries held
<b>113</b> formal Complaint Reviews conducted	<b>26,000</b> visits to the PCC website including over 1,000 visits to learn more about the PCC's funding for local services	<b>915</b> unique users of our Data Hub containing performance information about Surrey Police
<b>178</b> features in the local media including 30 appearances on national TV and radio	<b>Over 50</b> meetings attended by the PCC or DPCC including residents' groups and visits to local services	<b>3,341</b> Responses to the PCC's annual Council tax survey including 1,600 comments on local issues
<b>03</b> formal responses to HMICFRS inspections	<b>537</b> new subscribers to regular newsletters from the Commissioner, alongside 11,000 social media followers in 2023/24	<b>Over 30</b> PCC & DPCC attachments with front-line Police teams

## 8. Volunteering

Our vibrant volunteering programme includes members of Surrey's communities from diverse backgrounds who collectively offer their valuable knowledge, skills, and experience to the Force and OPCC.

Young people can join the policing family from as young as 13 as a Volunteer Police Cadet, from the age of 16 as a Police Support Volunteer and the age of 18 as a Special Constable (or volunteer police officer). With no upper age limit for volunteering, many of the Force's volunteers have a long service history and their commitment and contribution are hugely valued.

### ICV Scheme

Independent Custody Visiting (ICV) is a national program mandated by the Home Office and supported by the Independent Custody Visiting Association (ICVA). Specially trained volunteers make random, unannounced visits to police custody suites to check on detainees' welfare and conditions. Police and Crime Commissioners are responsible for overseeing the local implementation of this scheme, ensuring it operates effectively within their jurisdiction.

The primary aim of ICV is to protect detainees and police while providing reassurance to the community. Volunteers from various ICV schemes independently assess detainees' treatment and the conditions of their detention, ensuring transparency and public confidence in police practices. This process allows the police to demonstrate their commitment to fair and lawful treatment of detainees, aligning with statutory legislation and guidance.

Surrey Police operates three custody suites in Guildford, Staines and Salfords, each with its own panel of ICVs responsible for organising visiting rotas and conducting visits. During these visits, ICVs speak with detainees about their welfare and rights under the Police and Criminal Evidence Act (PACE) and inspect the general condition of the custody facilities. Findings are reported to the OPCC's ICV Manager, who addresses any issues with Surrey Police leaders and keeps the volunteers informed of the outcomes.

During 2023/24 Surrey's ICVs conducted 183 unannounced visits, dedicating approximately 412 hours to monitoring custody, equating to over 900 hours of volunteer time. The average visit duration was 2 hours and 25 minutes, slightly reduced from the previous year, aided by the implementation of electronic reporting systems.

### Special Constables (Volunteer Police Officers)

Surrey's Special Constabulary plays an important role in protecting people from harm and ensuring people feel safe.

Collectively volunteering over 37,000 hours in 2023/24, our special constables have provided additional frontline policing resource to our Neighbourhood Policing Teams, Safer Neighbourhood Teams and Roads Policing Unit. This year has seen an increase in special constables tackling rural crime through targeted initiatives and patrols; this additional support has helped our engagement with rural communities.

Special constables have now been integrated into investigative roles within Professional Standards and our Paedophile Online Investigation Team (POLIT). These roles add to existing specialisms such as drone piloting and public order policing, all of which offer additional capacity and resilience to the force.

## Police Support Volunteers

Over the last year, the Force has welcomed new Police Support Volunteers into areas such as fraud prevention, criminal justice and victim care. As our recruitment of police officers continues, volunteers play an important part in the onboarding and training of police officers through their roles within the Learning and Development Department.

## Volunteer Police Cadets

Now in its eighth year, Surrey's Volunteer Police Cadet Scheme continues to provide a safe environment in which young people from the age of 13 can learn new skills, develop positive relationships with the police and actively support their community.

Cadets enjoy a varied programme of learning and this year has been no exception with first aid training, inputs from policing experts, and visits to custody and court all featuring within the curriculum. Cadets are also offered new experiences; this year has included taking part in the Lord Mayor's Show in London and joining Iftar at the Mubarak Mosque.

Cadets support charity, community and policing events across the county as well as policing operations including leaflet dropping, burglary prevention initiatives and test purchasing where cadets enter premises to buy articles such as knives or alcohol under the supervision of our licensing officers.

## Work experience

The force has established a work experience programme which offers young people from year 10 upwards the opportunity to gain a unique insight into policing. This popular programme aims to provide students with an understanding of the varied roles within policing, including the role of the Office of the Police and Crime Commissioner's Office.

## 9. Strategic Policing Requirement

### Statement

The Strategic Policing Requirement (SPR) sets out those threats which, in the Home Secretary's view, are the biggest threat to public safety and must be given due regard by Police and Crime Commissioners when issuing or varying Police and Crime Plans.

It supports PCCs as well as Chief Constables to plan, prepare and respond to these threats by clearly linking the local response to the national, highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities.

A revised version of the SPR was published in February 2023 which provided strengthened detail around the action required from policing at the local and regional level to the critical national threats.

The latest SPR sets out seven identified national threats. These are as follows:

- Violence against women and girls (VAWG)
- Terrorism
- Serious and organised crime
- National cyber incidents
- Child sexual abuse
- Public disorder
- Civil emergencies

During the course of 2023/24, these themes have been explored as part of my formal scrutiny work programme, including a comprehensive annual update following the publication of the revised Requirement, with a follow-up assessment scheduled for July 2024.

In addition to the formal oversight mechanisms outlined above, my team are also members of all key Force Governance Boards, ensuring that we have direct access to information concerning current operational and strategic matters, particularly those that relate to the SPR.

Key aspects of the SPR are also embedded in the Force's refreshed Control Strategy and new vision document (known as "Our Plan"), and these documents will also be informing development of my new Police and Crime Plan for 2025-29 – with the aim to combine both concerns of the public whilst reflecting modern policing challenges.

Due to all of the above, I am confident that the Force is giving due regard to the SPR and I will continue to provide oversight in the coming year.



## 10. Contact Us

If you have any comments on this Annual Report or would like to know more about the work of the Commissioner, please contact:

[surreypcc@surrey.police.uk](mailto:surreypcc@surrey.police.uk)  
01483 630200

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twitter.com/SurreyPCC  
instagram.com/surreypcc  
instagram.com/deputygcc

To sign up to the In the Know community message system, visit in  
<https://theknow.community>

For police news, crime prevention advice, help for victims of crime and ways to contact Surrey Police please visit <https://surrey.police.uk>

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

**If you are hard of hearing or speech impaired, you can textphone Surrey Police on 18001 101 (non-emergency) or 18000 (emergency) or text on 07967 987249 or 999 (register at [emergencysms.org.uk](http://emergencysms.org.uk))**

**To report crime anonymously - call CrimeStoppers on 0800 555 111**

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## SURREY POLICE AND CRIME PANEL

### HMICFRS PEEL Inspection Update

26 SEPTEMBER 2024

#### 1. SUMMARY

- 1.1 This paper provides an update to the PCP on Surrey Police's progress in relation to the 5 Cause of Concern Recommendations and 11 Areas for Improvement (AFI) from the HMICFRS PEEL inspection in 2023.
- 1.2 A PEEL Gold Group was established in August 2023, chaired by the Deputy Chief Constable. The Gold Group provides oversight and management of the PEEL Causes of Concerns, Recommendations and AFI.

#### 2. CAUSE OF CONCERN RECOMMENDATIONS

- 2.1 **Rec 1: Within 3 months, Surrey Police should improve its ability to be able to answer emergency calls quick enough.**

##### 2.1.1 Update:

- a) The Force are currently meeting the target for answering emergency calls and have recently been first nationally. The target is that all 999 calls should be answered within 10 seconds.
- b) From the 1<sup>st</sup> of March to 1<sup>st</sup> of April 2024, 12,221 calls were answered, with compliance against the 10 second target of 96.5%. This has increased significantly since March 2023 where compliance only stood at 58%.
- c) Performance is expected to continue and will be monitored closely as demand goes up during the summer months and a new shift pattern is implemented in September 2024.
- d) The Panel and members of the public can track our 999 answering time performance on the PCC's Data Hub, including both a 12 month rolling trend and monthly data: [https://data.surrey-pcc.gov.uk/priority\\_four.php?nav=plan&data=effectiveness&plan=4&sub=1&monthly=1](https://data.surrey-pcc.gov.uk/priority_four.php?nav=plan&data=effectiveness&plan=4&sub=1&monthly=1)

- 2.2 **Rec 2: Within 3 months, Surrey Police, should reduce the number of non-emergency calls that the caller abandons because they are not answered.**

### 2.2.1 Update:

- a) The Force aims to have an abandonment rate of less than 10% for 101 calls.
- b) The total abandonment rate currently stands around 8% with call backs removed.
- c) The Contact Centre (CTC) is regularly meeting the 10% measure. However, there have been occasions where it has been slightly over 10% and this is usually related to a surge in demand.
- d) The Force will continue to monitor performance through the Force Service Board, Transformation board, as well as the daily supervisors grip meeting feeding into SMT grip meeting.
- e) The Panel and members of the public can track our 101 answering time performance on the PCC's Data Hub, including both a 12 month rolling trend and monthly data: [https://data.surrey-pcc.gov.uk/priority\\_four.php?nav=plan&data=effectiveness&plan=4&sub=1&monthly=1](https://data.surrey-pcc.gov.uk/priority_four.php?nav=plan&data=effectiveness&plan=4&sub=1&monthly=1)

### 2.3 Rec 3: Within 6 months, Surrey Police should make sure that repeat callers are routinely identified by call handlers.

#### 2.3.1 Update:

- a) The identification of repeat callers is improving but the Force still has work to do to ensure that it is identifying all.
- b) Progress will improve over the coming six months now a feedback mechanism has been put in place and daily dip checks are conducted.
- c) Repeat victim identification performance data can now be broken down to individuals and this data is considered at performance meetings. Supervisors are held to account for their team's performance.
- d) Some technical solutions are being explored, to make it easier for repeat callers to be automatically flagged on Force systems.
- e) The Force is also in contact with Norfolk Police to understand how they identify repeat victims as they have been identified as best practice.

### 2.4 Rec 4: Within 6 months, Surrey Police should attend calls for service in line with its own published attendance times.

#### 2.4.1 Update:

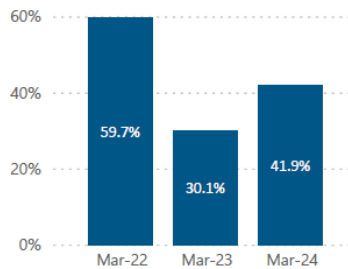
- a) Since the HMICFRS report was published the Force has shown improvement in respect of this recommendation and initial data is positive and showing sustained improvement.
- b) Grade 1 performance (where the FCR deploy units for attendance within 15 minutes) has improved since March last year but work now needs to be

completed with the Occurrence Management Unit (OMU) / Incident Review Team (IRT) to enable Neighbourhood Policing Teams (NPT) to have capacity to respond in line with the force published times.

- c) Grade 2 performance (where the FCR will aim to deploy within 15 minutes of receipt for a response by a police unit within one hour) also indicates a positive change compared to March last year.<sup>1</sup>

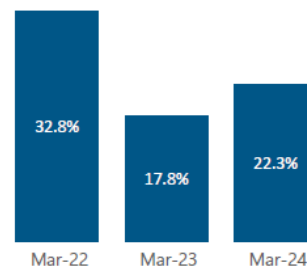
### Grade 1 Compliance

Latest month comparison



### Grade 2 Compliance

Latest month comparison



- d) Technical solutions have been put in place to make it clear to FCR staff when compliance thresholds are due to be breached.
- e) Daily outliers are provided to divisions so themes can be picked up on and dealt with. Reasons are explored and fed back where appropriate.
- f) As previously reported to the Panel, the force is proposing a new grading system to provide more granularity when determining an appropriate response. However, it has been agreed to delay the implementation of the incident grading changes whilst the force implements changes to its crime management processes.

## 2.5 Rec 5: Within 6 months, Surrey Police should make sure that there is effective supervision of deployment decisions within the control room.

### 2.5.1 Update:

- a) From the 1<sup>st</sup> of December 2023 additional supervision has been introduced into the control room.
- b) Force Incident Managers (FIM) have taken over the line management of the CTC supervisors and provide 24-hour cover.
- c) A daily RAG assessed graphic that identifies divisional actual and deployable resources and the daily Grade 1 and Grade 2 review documents are available to staff. This is driving deployment decisions both in Contact & Deployment (C&D), on division and beyond.

<sup>1</sup> [Deployment of Resources Procedure \(surrey.police.uk\)](https://www.surrey.police.uk)

- d) FCR controllers are conducting 'State 106 checks' on a more frequent basis to ensure officer's time on scene / at location is efficient and effective.
- e) A C&D Power BI product provides real time data in order to identify potential issues. Outlier data and monthly reports assist in monitoring individual and rota performance.
- f) A supervisor development programme for C&D has been developed and a supervisor's day is being planned for the end of the year.

### **3. AREAS FOR IMPROVEMENT (AFI)**

#### **3.1 AFI 1: The force is too often failing to record sexual offences, particularly sexual assault, and rape crimes.**

##### **3.1.1 Update:**

- a) A performance management dashboard and framework to clearly identify legacy issues and monitor live compliance with has been developed.
- b) Reality checking is being conducted to monitor performance to ensure continued improvement. Training is being established and the force will look at individuals and teams who require additional support.
- c) Longer term, a sustainable model is being reviewed as part of the Force CTC transformation programme.

#### **3.2 AFI 2: The force needs to improve how it records equality data.**

##### **3.2.1 Update:**

- a) In January 2024 a Data Quality Board chaired by an ACC was established.
- b) A Bi-monthly Data Quality Working Group for Surrey Police and Sussex Police is held and an Equality Start and Finish Group meets every fortnightly.
- c) A Data Quality Framework is being prepared, expected September 2024.
- d) Reality checking is being conducted to explore the diagnostics of the under recording with Crime Investigation Department (CID), NPT, Custody and CTC.
- e) From reality testing and data, the issue does not appear to be training, understanding or knowledge of minimum data requirements. The issue is not asking when data fields are missing. A deeper dive is now being conducted.
- f) A support ticket has been raised with the developer of Niche, to address an issue identified with data transfer, and another ticket has been raised to request additional fields for recording of data.

### **3.3 AFI 3: The force needs to improve how it records crime when antisocial behaviour personal is reported.**

#### **3.3.1 Update:**

- a) The Force objective is to achieve 90% compliance rate of recorded crime in ASB CADS.
- b) During April the latest quarterly audit of ASB CDI (Crime Data Integrity) took place to assess the impact of interventions to date.
- c) The audit of CADs opened as ASB Personal showed crime recording compliance was 95% with 19 of 20 identified crimes being recorded.
- d) The audit of CADs closed as ASB Personal showed the frequency of missed crime in incidents closed as ASB has fallen since the previous audit and last year's HMICFRS inspection. The results show that currently the Force can expect to find around 3 missed crimes in every 100 incidents, compared with 5 at the time of the last audit, and 18 at the time of the HMICFRS inspection.
- e) As understanding and compliance with crime recording rules improves, fewer CADs containing crimes will be opened or closed as ASB, utilising the relevant crime related CAD coding.
- f) The majority of the improved compliance is being driven through the impact of recent training delivered to the CTC and FCR staff. To ensure this continues consideration is now being given to how this is maintained through training to new starters, mop-up sessions with any staff who have missed the training and ongoing CPD/refreshers.

### **3.4 AFI 4: The force should regularly inform the public how through analysis and monitoring it understands and improves the way it uses stop and search powers and uses force.**

#### **3.4.1 Update:**

- a) The Force are in the process of establishing Community Engagement sessions. The Terms of Reference is being drafted and frequency of discussions are to be agreed. The sessions will be an opportunity to hear first-hand how a Stop & Search or Use of Force has impacted a person, what their experience was, any feedback, and an opportunity to discuss any themes, learning, or training opportunities.
- b) The Force are establishing Community SNT Stop & Search and Use of Force SPOCs at PC and PS level. Role profiles are being created and they will have responsibility for ensuring Stop & Search and Use of Force powers are standing agenda items at Neighbourhood panel meetings, and conduct engagement opportunities with their local communities on Stop & Search and Use of Force powers.
- c) Surrey Police is increasing the proactive presence on social media outlets and the force website to ensure that Stop & Search and Use of Force data and

information is promptly and transparently communicated to inform as wide a range of communities as possible.

- d) The Force leads are scoping with Corporate Communication the best methods of reaching/targeting the relevant demographic and ensuring products, including the dashboard, are pushed using communication methods to maximise the reach.
- e) The Force Tactical Lead is drafting a series of information sheets for children and young people and a version for parents/guardians, that can be accessed through the force website, as well as a social media version.
- f) The Force are developing the FAQ section of the website.
- g) More generally, the OPCC has been working closely with Surrey Police and the Chair of the Stop & Search Scrutiny Panel, to implement improved governance and RAG grading of cases.

### **3.5 AFI 5: The force doesn't consistently achieve appropriate outcomes for victims.**

#### **3.5.1 Update:**

- a) A Crime Improvement plan has been developed and includes the following 3 phases:
  - o Phase one - Crime Management phase, including cleansing of crime data and embedding a performance structure to monitor Crime Management.
  - o Phase two - involves Crime Performance, with a heavy focus on offenders and arrests.
  - o Phase three - running concurrently with the end of phase two, focuses on Crime Quality.
- b) A Falcon Support Team has been established and a monthly Falcon Investigation Standards Board is held where performance is monitored.

### **3.6 AFI 6: The force needs to ensure that staff involved in adult abuse investigations adhere to multi-agency working arrangements to develop risk-reducing actions that safeguard vulnerable people and challenge perpetrators.**

#### **3.6.1 Update:**

- a) The Adult at Risk Team (ART) Pilot has been operational since the 1<sup>st</sup> October 2023. The team is managed by the Public Protection Strategic Manager.
- b) The ART continue to make significant contributions by way of ownership (investigations taken in entirety into the ART) or by providing active management and support for investigations retained by divisions.



- c) Daily checks on all occurrences flagged as vulnerable adults in the preceding 24 hours are carried out to establish if they are correctly flagged and if so, they are either adopted into the ART or subject to ART management but delivered locally on divisions.
- d) The team ethos is heavily focussed on victim care and management, suspect management, and joint working with partners to pursue to the most appropriate outcomes, criminal or otherwise.

**3.7 AFI 7: The force needs to do more to understand what the workforce needs to support their wellbeing and tailor its offering and resourcing accordingly.**

**3.7.1 Update:**

- a) A review of the Terms of Reference and delivery of the Wellbeing Boards is being conducted to assess how this captures the breadth of wellbeing needs and what outputs are generated to inform wellbeing needs analysis, assess and commission options, and evaluate impact.
- b) All local wellbeing initiatives are to be presented and authorised by the Force Wellbeing Board (FWB) to ensure a record is kept of what is being conducted and best practice is shared forcewide.
- c) The Force understand that workload is a contributing factor that impacts people's wellbeing. Work is being conducted to look to address the workload demand being faced by the workforce.
- d) The National Police Wellbeing Service (Oscar Kilo) are funding a Sleep Fatigue Recovery Programme to which Surrey Police will receive 20 biometric straps for colleagues to use and receive better sleep as an outcome.

**3.8 AFI 8: The force needs to do more to instil confidence within the workforce in reporting discrimination, bullying and racist behaviour.**

**3.8.1 Update:**

- a) The Force has split this AFI into three specific measures:
  - a. Raising awareness of bullying & racist behaviour.
  - b. Create reflective and non-judgemental environments.
  - c. Understand and track the behaviour of the organisation.
- b) A 3 pillar strategy and 10 key interventions have been developed based on analysis and reports into the monthly Staff Confidence to Report Board chaired by the ACC for Local Policing.
- c) The first inaugural Chief Constable's Diversity, Inclusion and Belonging Board was held on the 5<sup>th</sup> June 2024.
- d) Key questions are being developed to ensure a consistent approach across existing employee voice groups when reality checking police culture.
- e) Regular reviews of exit interviews is being undertaken by the force Race Champion for minority ethnic Officers and Staff.

**3.9 AFI 9: The force needs to better understand why its officers and staff, and in particular new recruits, wish to leave the force to improve the support it provides to them.**

**3.9.1 Update:**

- a) Surrey Police and Sussex Police has an established process to monitor attrition levels of Officers, Staff, PCSO and new recruits. These rates are reviewed in the bi-monthly joint Capacity, Capability and Performance Board (CCPB).
- b) A number of mechanisms are in place to capture the reasons why officers, staff and new recruits wish to leave the force to aid the Force understanding: Exit Interviews, Exit Surveys, Stay Conversations.
- c) Six Monthly Reports are reviewed at CCPB to review the completion rates for Exit Surveys and reasons stated for leaving. The reports allow tracking of themes over time and comparison of external factors being faced during that time for example the reason of Staff leaving for a better financial package was cited for the first time in the last period.
- d) Quarterly reports are also now in place to Chief Officers to highlight the attrition rate and any changes in themes coming through as exit survey data is reviewed upon receipt.
- e) The attrition rates have reduced for Police Staff and PCSOs since the HMICFRS inspection was completed but increased slightly for Police Officers. The Force will need to continue to monitor these levels.
- f) A dedicated Inspector has been in place to oversee the work to understand why newly recruited officers are leaving. An automatic referral is now in place to ensure that those who have indicated they may want to leave are met with to understand what their reasons are and try to address them, if possible. A wide range of support has been created following these conversations to support student officers.

**3.10 AFI 10: The force should ensure its performance data accurately reflects the demand placed on its workforce.**

**3.10.1 Update:**

- a) The Force has invested significantly in using accessible data to understand work, demand and provide a performance management approach.
- b) First phase of performance management training has been delivered to senior leaders by external lead Malcolm Hibberd.
- c) The Force has completed Op Marshall month of action. Significant reduction of outstanding suspects driven by accurate use of data cross referenced against risk and priority crime type.
- d) The force has completed stage 1 of the Crime Improvement plan under the Crime Quality areas. This achieved all areas to reset Surrey performance data.

- e) A Crime Performance section has been initiated on the Crime Management Dashboard. This will allow capture of 28-day reviews to allow compliance with Crime Management Framework.
- f) National data provided by the Home Office is showing Surrey Police as one of the fastest improving forces nationally, supported by this new approach.

**3.11 AFI 11: The force should ensure it is effective at managing demand and can demonstrate it has the right resources, processes, or plans in place to meet current demand across the force**

**3.11.1 Update:**

- a) This AFI relates to the use of demand planning and links to both deployment and then allocation of the crime to an appropriate trained person.
- b) There is continued growth of Power-Bi from the Strategic Insights Team.
- c) Process mapping has been funded and commissioned. Two process mappers started with Surrey Police in April 2024 and are focussing on the mapping of demand from point of call through to FCR and OMU.

**RECOMMENDATIONS**

Members of the Police and Crime Panel are asked to note the report.

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## SURREY POLICE AND CRIME PANEL 26 SEPTEMBER 2024

### Workforce Planning Update

#### 1 SUMMARY

- 1.1 This report provides an update on recruitment, retention, misconduct, vetting and wider organisational challenges facing Surrey Police.

#### 2 OFFICER UPLIFT

- 2.1 At the Panel's meeting in September 2023, the PCC confirmed that Surrey Police had managed to exceed its target for extra police officers under the Government's three-year uplift programme to recruit 20,000 officers across the country. Ultimately the programme had delivered an extra 395 officers locally – resulting in Surrey ending the recording period with more officers than ever before.
- 2.2 However, the Commissioner was clear that the significant investment in police officer numbers must not be undermined by high levels of attrition amongst new or existing recruits. The Panel were informed that the Home Office would continue to monitor officer numbers, and there were financial penalties in place for police forces that fell below their baseline post-uplift total.
- 2.4 As per the chart below, Surrey Police is continuing to meet its officer number targets. The Force is required to maintain a minimum headcount of 2,289 officers, with a March 2025 'Enhanced Target' of 2,311. Current data puts us on course to hit 2,328 officers in September 2024. The numbers will naturally vary month-to-month due to attrition (around 17 officers per month) and staggered recruitment rounds, but the overall trajectory is positive.

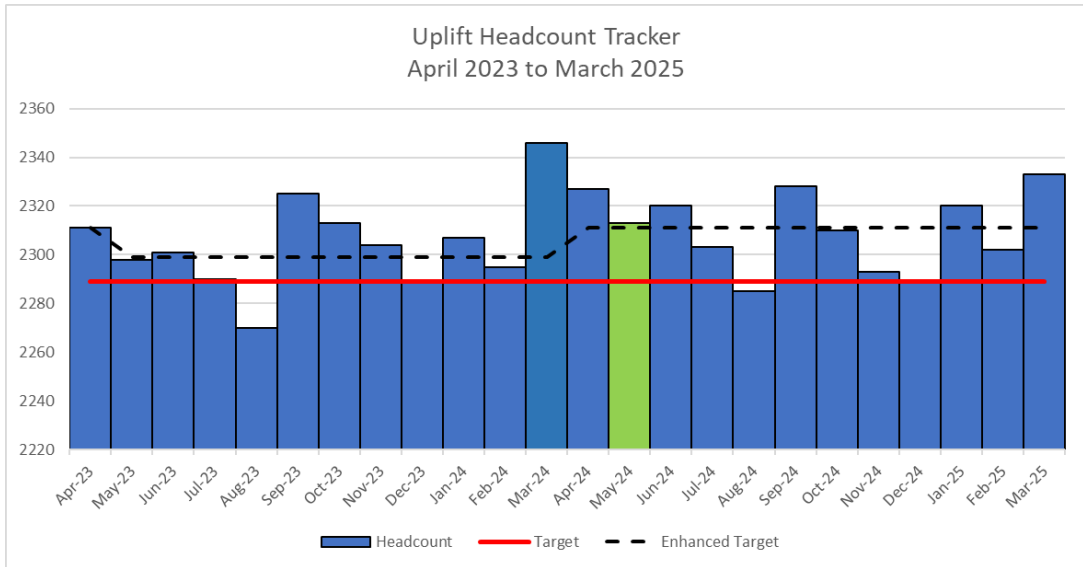


Fig. 1

### 3 RETENTION & ATTRITION

3.1 Force Level attrition is reported and monitored through the Capacity, Capability and Performance Board (CCPB) and reviewed at the 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.

3.2 Current unplanned attrition rates for Surrey officers and staff are set out in the charts below. Some teams have seen higher levels of unplanned attrition than others, but the main challenge remains amongst new intakes, the data for which is provided in Section 4.

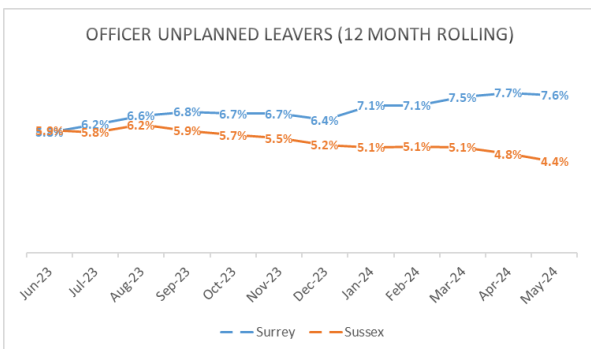


Fig 2

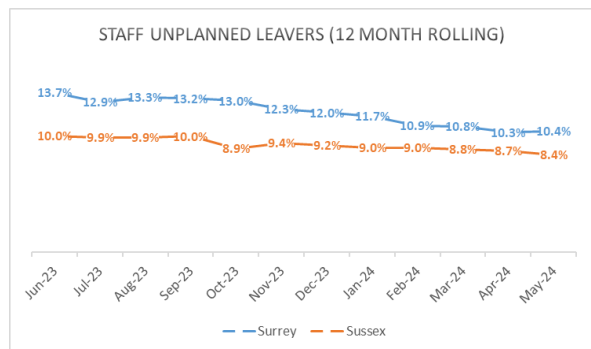


Fig 3

3.3 PCSO unplanned attrition is monitored separately from staff attrition, and the data is provided below:

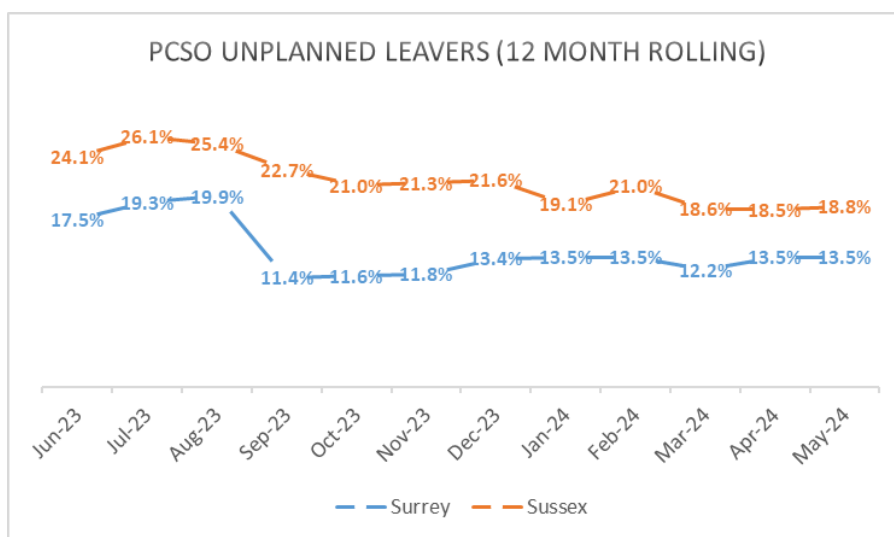


Fig 4

#### 4. STUDENT OFFICER ATTRITION

The data below looks at probationers who joined from 1 January 2020 to 31 May 2024.

	Headcount					Average Service at Leaving Date (Years)
	Joiners	Passed	Still in Probation	Changed Route	Left in Probation	
PCDA	525	96	161	138	130	1.1
DHEP	207	81	38	36	52	0.9
Det DHEP*	191	27	100	39	25	0.8
IPLDP+	66	0	63	0	3	0.3

Original Route	Changed Route	Headcount				Average Service at Changing Route (Years)
		Changed Route	Passed	Still in Probation	Left in Probation	
PCDA	IPLDP+	138	52	78	8	1.4
DHEP	IPLDP+	36	2	29	5	0.8
Det DHEP*	IPLDP+	29	7	22	0	0.9
Det DHEP*	DHEP	10	2	8	0	1.1

Key	
Det DHEP	Detective Degree Holder Entry Programme
DHEP	Degree Holder Entry Programme
IPLDP	Initial Police Learning and Development Programme (Traditional Entry)
PCDA	Police Constable Degree Apprenticeship

#### 5. MISCONDUCT

5.1 Since 2012 cases of alleged serious misconduct have been considered by a panel comprised of three persons: a legally qualified chair (LQC), a senior police officer (usually a Superintendent or Chief Superintendent) and an Independent Panel

Member (IPM). Since 2014 police misconduct cases have been heard in public, except where there are special reasons for all or part of a hearing to be in private.

5.3 At the beginning of last year, the government announced that there would be a national review into the process of police officer dismissals. The objective of the review was to make sure that the system is as fair and effective as possible and to ensure that officers who are not fit to serve can be removed.

5.4 The review has now concluded and will introduce several national changes to strengthen the police misconduct, vetting and performance systems. The first set of changes will affect misconduct hearings and came into effect on 7 May.

5.5 The key changes included:

- Removing the role of Legally Qualified Chair (LQC) as Chair of misconduct hearings. Non-senior hearings will now be chaired by chief officers or their delegate.
- The Chair for senior officers will be either a more senior officer selected from a separate force or His Majesty's Chief Inspector of Constabulary (HMCIC) or nominated His Majesty's Inspector.
- A new legal advisor role will provide misconduct panels with advice on legal and procedural matters, with panels for non-senior officers will now consisting of a Chair and two independent panel members.
- The introduction of a new conflict of interest position that places responsibility on individuals not to act in a regulated position if it would give rise to any conflicts of interest.
- Enhanced scrutiny to local policing bodies – the Chair of the hearing will now be required to provide certain information to local policing bodies (the PCC in Surrey), including where it is decided to hold a hearing in private or where an officer is found to have committed gross misconduct, but a decision is made not to dismiss them.

## 5.6 Police Appeal Tribunals

5.7 A police officer of a rank up to and including chief superintendent has a right of appeal to a Police Appeals Tribunal (PAT) against any disciplinary finding and/or disciplinary outcome imposed at a misconduct hearing held under the relevant Police Conduct Regulations. Senior police officers, in addition, have the right to appeal to a PAT against any disciplinary finding and/or outcome imposed at a misconduct meeting.

5.8 The composition of a PAT is set out in Schedule 6 to the Police Act 1996 (as amended). Where the appeal is made by a police officer who is not a senior officer, the PAT appointed by the local policing body will consist of: a legally qualified chair drawn from a list maintained by the Home Office, a serving senior officer, and a lay person.



## 5.9 Role of the OPCC

- 5.10 To support the above processes, Police and Crime Commissioners are responsible for the recruitment of Legally Qualified Chairs (now Legally Qualified Advisors) and Independent Panel Members, who are then appointed by Commissioners to assist in proceedings. The OPCC also organises and runs training for these individuals.
- 5.11 More generally, the OPCC maintains oversight of Surrey Police's professional standards functions, holding regular meetings with the Head of Professional Standards and the Independent Office for Police Conduct (IOPC) to better monitor emerging complaint and misconduct data. The team also has direct access to complaint management databases, allowing it to conduct regular dip checks on cases, with a specific focus on investigations that have exceeded 12 months.

## 5.12 Data for 2023/24

- 5.13 The following table provides a summary of all misconduct cases considered during 2023/24 and the outcome. This data is published by Surrey Police in accordance with the associated regulations.

Date	Type	Officer / Staff	Standard of Professional Behaviour alleged to have been breached.	Outcome
<b>Q1 2023/24 (4 proceedings)</b>				
14/04/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Confidentiality</li> <li>• Orders and Instructions</li> </ul>	Would have been dismissed had they not already resigned.
07/06/2023	Accelerated Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Dismissed without notice.
16/06/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> <li>• Duties and Responsibilities</li> </ul>	Matters not proven.
30/06/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Matters not proven, no sanction.
<b>Q2 2023/24 (12 proceedings)</b>				
05/07/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Orders and Instructions</li> </ul>	Written Warning.
12/07/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
12/07/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
19/07/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Confidentiality</li> <li>• Discreditable Conduct</li> </ul>	Written Warning for confidentiality matter.
11/08/2023	Accelerated Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Would have been dismissed had they not already resigned.
14/08/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
15/08/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Written warning.

16/08/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct.</li> </ul>	Resigned.
12/09/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> </ul>	Written Warning.
18/09/2023	Misconduct Meeting	STAFF	<ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Equality and Diversity</li> </ul>	Written Warning.
25/09/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Duties and Responsibilities</li> <li>• Honesty and Integrity</li> </ul>	Written Warning.
25/09/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Duties and Responsibilities</li> <li>• Honesty and Integrity</li> </ul>	Written Warning.
<b>Q3 2023/24 (12 proceedings)</b>				
13/10/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Honesty and Integrity</li> </ul>	Would have been dismissed had they not already resigned.
03/11/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> </ul>	Written Warning.
06/11/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Written Warning.
07/11/2023	Misconduct Meeting	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
14/11/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> <li>• Orders and Instructions</li> </ul>	Would have been dismissed had they not already resigned.
27/11/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> </ul>	Dismissed without notice.
29/11/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Use of Force</li> </ul>	Reflective Practice Review Process (RPRP).
05/12/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> <li>• Duties and Responsibilities</li> <li>• Honesty and Integrity</li> </ul>	Dismissed without notice.
06/12/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Duties and Responsibilities</li> </ul>	Matters not proven.
07/12/2023	Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
14/12/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Duties and Responsibilities</li> </ul>	Matters not proven.
14/12/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Duties and Responsibilities</li> </ul>	Dismissed without notice.
<b>Q4 2023/24 (6 proceedings)</b>				
31/01/2024	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> </ul>	Would have been dismissed had they not already resigned.
01/02/2024	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> <li>• Fitness for duty</li> </ul>	Dismissed without notice.
05/02/2024	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> </ul>	Written warning.
07/02/2024	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> </ul>	Matters not proven.
23/02/2024	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Honesty and Integrity</li> </ul>	Final Written Warning
22/03/2024	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Honesty and Integrity</li> </ul>	Final Written Warning

5.14 The table below provides a summary and prevalence of the 'Standard of Professional Behaviours' alleged to have been breached by officers during 2023/24.

Professional Standard of Behaviour	Allegations	Percentage
Discreditable Conduct	21	39.62%
Authority, Respect and Courtesy	10	18.86%
Duties and Responsibilities	7	13.20%
Honesty and Integrity	6	11.32%
Confidentiality	3	5.66%
Orders and Instructions	3	5.66%
Equality and Diversity	1	1.88%
Fitness for Duty	1	1.88%
Use of Force	1	1.88%
Challenging and Reporting Improper Conduct	0	0.00%
<b>Total allegations</b>	<b>53</b>	

#### 5.15 Comparisons with 2022/23

- Surrey Police held 47% more misconduct proceedings during 2023/24 than in the previous year (34 vs 23). However, it's important to recognise that Surrey Police employs over 4000 officers and staff and in comparison the actual number of individuals facing misconduct proceedings are small.
- The top 3 standards of professional behaviour alleged to have been breached were broadly the same across both periods, however, there has been a significant increase in 'Discreditable Conduct' which accounted for 40% of all allegations in 2023/24 versus 23% in 2022/23.
- During 2022/23, 74% of individuals subject to misconduct proceedings were police officers and 26% were police staff. Of these, 82% were male and 18% were female.
- During 2023/24, 67% of individuals subject to misconduct proceedings were police officers and 33% were police staff. Of these, 72% were male and 28% were female.

## 6. Annual Integrity Reviews:

- 6.1 Last year saw the introduction of Annual Integrity Reviews for all officers and staff. These take place yearly with line managers
- 6.2 The reviews seek to explore any matters which may give rise to concern regarding vetting clearance: corruption risks, including Abuse of Position for Sexual or Inappropriate Emotional Purposes; sexual misconduct; changes to personal circumstances; changes or additions to recorded business interests or notifiable associations; any welfare concerns, such as unmanageable debts or alcohol or substance misuse.

6.2 Public trust and confidence in the police depends on all officers and staff demonstrating the highest level of personal and professional behaviour. Compliance with this framework is monitored through the Force Service Board, which the OPCC attends.

## **7. Vetting**

7.1 During the height of the Government's Uplift Programme, Police vetting teams were under significant pressure to process applications, balancing the need to meet prescribed targets with ensuring only suitable individuals were accepted into the force. At the same time, the day-to-day demands of recruitment into other teams did not stop, leading to very high workloads and the need for careful prioritisation of workloads.

7.2 However, workloads are now much more in line with historical levels and the backlog that had accumulated has been addressed. As such, there are currently no significant issues to report on.

## **8. Staff Surveys**

8.1 The Surrey Police Staff Survey, conducted in November 2023, aimed to gauge the sentiments of staff and identify areas for improvement. With a 38.2% response rate, the survey revealed that while a majority of staff feel clear about their roles and supported by their teams, significant concerns remain. These include reports of discrimination, bullying, overwork, and a lack of confidence in senior leadership. Additionally, some staff expressed dissatisfaction with their workload, the availability of necessary equipment, and how performance issues are managed.

8.2 Similarly, the PFEW Pay and Morale Survey, which collected feedback from Surrey Police officers, underscored low morale, high stress levels, and dissatisfaction with pay, workload, and professional development opportunities. A notable portion of respondents also expressed an intention to leave the police service within the next two years.

8.3 Both surveys highlight the need for targeted actions to improve the working environment, address concerns about leadership, and enhance support for staff well-being. These insights will guide ongoing efforts to make Surrey Police a more supportive and effective workplace.

8.4 To address the key concerns raised, the Force has developed a comprehensive action plan focusing on critical areas such as trust, feeling valued, line management, role readiness, well-being, and addressing discrimination, bullying, and harassment.

8.5 A governance process has been established to monitor and measure the progress of these initiatives, with specific actions assigned to responsible parties. This process includes local action plans tailored to individual divisions and departments, which are being developed and implemented with the support of People Business Partners.

8.6 To ensure transparency and ongoing engagement, regular updates will be shared with the workforce, highlighting the steps being taken in response to their feedback. Additionally, pulse surveys will be conducted periodically to gauge the effectiveness of these efforts and to track improvements in employee engagement over time. The

goal is to foster a positive cultural and behavioral change within the Force, demonstrating that feedback is valued and leads to meaningful action.

## **9. Tackling misogyny & victim blaming**

- 9.1 Surrey Police has for some time had a range of workstreams and activities in train or upcoming in support of its organisational commitment to ensuring a healthy workplace culture, including driving improved responses to VAWG and reducing misogyny and victim-blaming. The content of the Force's "Our Plan", VAWG Strategy, Op Soteria and the various governance structures which oversee operational business, all prioritise these elements in recognition of the imperative which exists for all forces nationally.
- 9.2 The OPCC has conducted specific research around the experiences of female officers and staff, and combined with data gathered from other force feedback mechanisms, such as the staff survey, and wider national work, the following themes have been identified and provide a "pillar" structure under which work and activity can be organised and progressed:
- I. Misogyny/Sexism
  - II. Myth-Busting (Rape/DA/Victim's Responsibility)
  - III. Standards & Expectations
  - IV. Alienation/Disaffection of Men
  - V. Compassion Fatigue
  - VI. Mistrust of Colleagues/Fear of reporting poor behaviour
  - VII. Victim Voice
- 9.3 The OPCC continues to receive updates on the above and wider work through its regular Resource & Efficiency meetings with the Chief Constable.

## **10 RECOMMENDATIONS**

- 10.1 The Police and Crime Panel is asked to:
- Note the content of the report.

## **11 CONTACT INFORMATION**

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## SURREY POLICE AND CRIME PANEL 26<sup>th</sup> SEPTEMBER 2024

### MEDIUM TERM FINANCIAL FORECAST (MTFF) UPDATE 2025/26 to 2028/29

#### SUMMARY

1. Each year, as part of the budget setting process, a MTFF 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 and to review and update assumptions in the light of current circumstances.
3. This latest MTFF estimates that cumulative savings of £23.4m will be required for the 4 years from 2025/26 to 2028/29. This, however, is an estimate and could change depending on how actual events align with the assumptions over time. This is gone in to in more detail in the attached report.

#### RECOMMENDATIONS

4. The Panel is invited:
  - a) To note the initial outcome of the forecast, the likely need for additional savings and the financial challenge that this represents.
  - b) To note the current assumptions being employed in the scenarios and the risks therein.
  - c) To comment as appropriate.

#### CONTACT INFORMATION

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#### INTRODUCTION

5. CIPFA advises that it is good practice for the MTFF to cover at least a 4-year period and should include an estimate of future costs and income based on a range of prudent 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 an organisation may need to address in future years.

- An MTFF was prepared at precept setting and this was reviewed again shortly afterwards. This has now been updated to reflect the recently announced police officer pay settlement and changes in general and pay inflation assumptions. This potential budget gaps that have been identified are summarised in the table below:

<b>MTFF Forecasts</b>	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>	<b>2028/29 £m</b>
At Precept Setting	3.8	7.1	4.4	2.8	
February Review	3.8	7.2	4.4	2.8	
August Review		10.2	5.5	3.5	4.2

- The change in the potential gap has been driven in the main by assumptions related to inflation in goods and services and pay for 2025/26 for Police Officers and Police Staff. This has led to a cumulative savings estimate of £23.4m for the period from 2025/26 to 2028/29 which will need to be removed by the time the budget is set for 2028/29 compared to now if it is to be sustainable in the medium term.
- Although the rate of inflation now appears to be falling and the Government has recognised the pay pressures Forces are under and there is still uncertainty as to how the cost base of the Force will change over time. 2024/25 marked the last year of the 3-year spending review and it is not clear yet as to what the future funding situation will be. Hence some scenario work has been done to look at the impact of movements in key assumptions and the impact this may have on the estimated savings going forward. This is included within the report.

## **COSTS**

### Pay

- Pay is by far the biggest cost within the Force representing over 80% of total expenditure. The Pay Review Body, whose findings were endorsed by Government, recommended a 4.75% pay rise for officers from September 2024, this will increase the cost base considerably into next financial year where it is assumed another pay award will take place. The government central assumption is to include 2.5% annually year on year however it is highly debatable whether this will be realistic.



10. Staff pay is negotiated locally but is normally broadly in line with police officer pay. For Surrey, the Staff Union accepted a 5.5% pay rise for 2024 and it has been assumed that staff pay will rise between 2% and 4% from April 2025 and then 2% thereafter. It has also been assumed that the staff vacancy rate would remain at 10%. If the Staff pay budget was increased to match the vacancy rate assumed for Officers, this would add £5.6m to costs over the period to 2028/29.
11. The Government recognising the financial pressures on Forces awarded a special grant of £175m in 2024/25 to fund the 4.75% officer pay award over the 2.5% assumed to be included in Forces budgets. The Government is yet to announce how this funding will be shared out and the PCC has made representations to the Home Secretary to consider using headcount or total budget rather than formula grant shares for the allocation of funding. As Surrey has the lowest formula grant share using this allocation method for the additional funding will lead to Surrey getting the lowest amount. Hence it is highly likely that the grant will not cover the whole cost of the pay rise for officers and certainly will not contribute to the increase in pay for staff.
12. Each additional 1% on Police and staff pay adds about £2.4m to costs. This equates to £4.80 on Council tax and therefore a relatively modest amount of pay inflation translates into a large savings gap and possibly Council Tax increase.

### Non-Pay Costs

13. These equate to around 20% of the entire budget. As the inflation rate continues to fall prices are rising more slowly although past increases are still baked in. It has been assumed that inflation will bottom out at 2%. A 1% change in inflation for non-pay represents additional costs of £0.6m per year.
14. With respect to capital funding for projects, such as the new HQ, the cost of this is has been included in the MTFF.

## **FUNDING**

### Government Grants

15. 2024/25 marked the last year of the 3-year settlement for Forces. The new Government has said that they anticipate a 1-year settlement being made for 2025/26 with a 3-year settlement following the year after. That said it is unclear what the changes the new Government will make to funding. They have said that public expenditure is very tight and so it has been assumed that there will be no cash increase in funding over the entire MTFF period. The National Police Chief's Council and PCCs are putting together a submission for the spending review to highlight the financial pressures within Forces - in particular with regard to capital funding and pay.

16. The previous Government gave a grant to ensure that the additional officer numbers achieved under Uplift were maintained and it has been assumed that this grant will continue but not increase. Any increase in officer costs as they move up the pay scale however will need to be covered locally.

17. The previous Government conducted a review of the Police funding formula, but no changes were implemented. The new Government has not signalled its intention in this area and so it has been assumed that there will be no change for the life of this forecast.

### Council Tax

18. The previous Government recognising the financial pressures on Forces, following lobbying from Chief Constables and PCCs, permitted greater flexibility in setting Council Tax increases than the £10 flexibility included within the 2022 spending review. The level of Council Tax increase flexibility given to PCCs will be something the new Government will no doubt announce later in the year. However, given that the current Spending Review period has ended it has been assumed for modelling purposes that the Council Tax referendum limit will be set at the historical level of 2%. Were, for example, the limit to be set at £10 for 2025/26 this would reduce the recurrent savings requirement by approximately £1.75m in that year.

**It is however the PCC that recommends the level of Precept increase and the Minister that sets the Referendum Limit.**

19. Each £1 difference in Council tax impacts the budget by about £0.5m. It has also been assumed that the tax base will increase by 0.5%.

## SAVINGS REQUIREMENT

20. Therefore, taking everything in to account the latest MTFE shows that there is a significant potential savings requirement 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:

	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>	<b>2028/29 £m</b>	<b>TOTAL £m</b>
In year savings	10.2	5.5	3.5	4.2	23.4

This is shown in more detail in Appendix A

21. Work is being undertaken to identify where these savings can be delivered from. Savings are initially being identified through tactical reviews and service transformation to minimise the impact on front facing services. Savings are also being identified as quickly as possible, and wherever possible additional savings above and beyond the target will be made in-year in order to reduce the operating cost base of the following year, and help reduce the gap, noting that this may also provide a potential one-off surplus from an underspend for that year as was the case in 2023/24. That surplus would then be available to offset other costs, such as capital requirements for borrowing which further reduce pressure in the following years. Progress so far is summarised in the table below:

	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>	<b>2028/29 £m</b>	<b>TOTAL £m</b>
Savings found in previous years	1.6				1.6
Tactical savings	0.2				0.2
Transformation	2.2	3.3	0.1		5.6
To be identified	6.2	2.2	3.4	4.2	16.0
<b>Total</b>	<b>10.2</b>	<b>5.5</b>	<b>3.5</b>	<b>4.2</b>	<b>23.4</b>

22. Of the £5.6m Change savings identified only £1.1 has been delivered, although a program is in place to deliver the rest. Regarding the unidentified savings for 2025/26 the Force is undertaking an in-depth budget review to identify one off savings until a longer-term solution can be implemented. That said reserves may also be needed on a one-off basis to balance the budget for 2025/26 depending

on the settlement, council tax and cost increases. Whilst the use of reserves will enable the budget to be balanced for 2025/26 the requirement to find permanent savings will remain.

## **RISKS**

23. There are significant risks around the assumptions which can have big impacts (positive and negative) on the MTF. 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 and regional programs such as ICT, SERCOP, NPCC could also lead to additional costs for Forces.
24. Given 80% of costs relate to people a reduction in employee numbers would be the normal approach to close the budget gap. However, due to the penalty regime in place to ensure Officer numbers are maintained any reduction can only come from Police staff. The options for reducing the 20% non-staff costs are limited due to the fact that most of these costs i.e. transport, buildings, forensics, ICT support the front line. However, work is being done to renegotiate contracts and procure jointly with other Forces.
25. Whilst the Force is making every effort to not impact services as a result of savings required there is a risk that this will not be possible.

## **CONCLUSIONS**

26. The underlying assumption in the forecast is that inflation will continue to fall and that things will then get back to normal over the life of the forecast. A balance needs to be struck between being prudent with the assumptions but also not driving through cuts which in the end may not be required. Fundamentally however the budget gap is created simply by costs, in particular pay, rising at a faster rate, mainly due to inflation, than funding. It is not as a result of any increase in services.
27. The Force has historically delivered savings every year to balance the budget but as a result the search for future savings becomes more difficult. As is the case with Councils Forces are under a legal obligation to balance their budget and if they are not able to do this the s151 Officer must consider whether to issue a s114 notice. For Surrey there are reserves that can be called upon in the short term to cover the gap, although this would impact the projects some of these reserves are being held for, and vacancies could be held open which would enable the budget to be balanced but doing this could impact services. Hence at the moment the likelihood of a s114 notice being required for Surrey is low.
28. The PCC and the CC individually and through the NPCC and APCC 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.

29. The MTFF will be updated again to reflect any updates and will be presented as part of the precept setting process in February 2025.

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## Appendix A – Realistic MTFF Scenario

### Surrey - Medium Term Financial Forecast Q1.1

	2024/25	2025/26	2026/27	2027/28	2028/29
Precept 2% all years. 0% grant increase from 2025/26. Officer pay award at 5.0% Apr 25 to Aug 25 then 2.5% all years plus 1.5% contingency Sep 25 to Mar 26. Staff pay award at 4.0% from Apr 25 to Mar 26 then 2% each year. Non pay 2% each year. Tax base 0.5% each year.					
<b>REVENUE COST BASE</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Base budget	288.5	309.7	311.9	316.7	321.1
Pay Inflation	14.3	10.0	6.6	5.8	5.9
Price Inflation	2.9	1.2	1.2	1.2	1.3
Revenue - Base Assumptions	6.1	0.7	1.1	1.1	1.1
Revenue - Capital Investment	1.2	2.6	1.9	0.8	1.0
Unavoidable Costs	(0.1)	0.1	-	(0.7)	-
Cost of Change net	0.0	(2.2)	(0.5)	(0.2)	-
Service Growth	0.0	0.1	0.0	-	-
Estate Strategy Project Expenditure	0.5	(0.1)	0.2	-	(0.5)
Precept Investment	-	-	-	-	-
Operation Uplift	-	-	-	-	-
<b>Total Cost Increases</b>	<b>25.0</b>	<b>12.4</b>	<b>10.3</b>	<b>8.0</b>	<b>8.8</b>
<b>Gross Budget Requirement</b>	<b>313.5</b>	<b>322.1</b>	<b>322.2</b>	<b>324.7</b>	<b>329.9</b>
<b>Annual Savings Requirement</b>	<b>(3.8)</b>	<b>(10.2)</b>	<b>(5.5)</b>	<b>(3.5)</b>	<b>(4.2)</b>
<b>Total Gross Budget</b>	<b>309.7</b>	<b>311.9</b>	<b>316.7</b>	<b>321.1</b>	<b>325.7</b>
<b>FUNDING</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Home Office Grant	82.8	82.8	82.8	82.8	82.8
Revenue Support Grant	35.7	35.7	35.7	35.7	35.7
Council Tax Support Grant	9.2	9.2	9.2	9.2	9.2
Operation Uplift Performance	6.0	5.0	5.5	5.5	5.5
Specific Grant	6.5	6.5	6.5	6.5	6.5
Local Council Tax Scheme Grant	-	-	-	-	-
General Reserves	-	-	-	-	-
Specific Reserves -					
Cost of Change	1.1	-	-	-	-
Delegated Budget Holder Reserve	(1.2)	-	-	-	-
Surplus/(deficit) on Council Tax Collection Fund	1.2	-	-	-	-
Base precept	160.6	168.3	172.6	176.9	181.3
Taxbase Improvement	1.0	0.8	0.9	0.9	0.9
Precept increase	6.8	3.4	3.5	3.6	3.6
<b>Total Funding</b>	<b>309.7</b>	<b>311.9</b>	<b>316.7</b>	<b>321.1</b>	<b>325.7</b>

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## SURREY POLICE AND CRIME PANEL

### 26<sup>th</sup> SEPTEMBER 2024

# SURREY POLICE GROUP UNAUDITED FINANCIAL REPORT FOR 2023/24

## SUMMARY

1. The attached report sets out the unaudited financial performance of the Surrey Police Group (i.e., OPCC and Chief Constable combined) as at the year-end 31<sup>st</sup> March 2024. It compares the Group financial results with the budgets approved by the PCC in February 2023 for the financial year 2023/24.
2. For the Group in terms of Revenue expenditure , £291.0m has been spent giving an underspend of £1.8m. However once funding adjustments are considered this reduces to £0.2m which will be transferred to reserves.
3. The OPCC had expenditure, which includes commissioning, of £3.4m against a budget of £3.2m, before the transfer from reserves, giving an underspend of £0.2m.
4. With regard to Capital, £14.1m of expenditure was incurred resulting in an underspend against budget of £7m.

## RECOMMENDATIONS

5. The Police and Crime Panel is asked to note the content of the report and comment as appropriate.

## BACKGROUND INFORMATION/PAPERS/ANNEXES

6. The attached report – Annexe A – sets out the performance in more detail.

## CONTACT INFORMATION

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## Unaudited Financial Outturn Report for 2023/24

### Introduction

1. This report provides the force budget and capital position for Surrey Police Group as at 31st March 2024. The figures presented are draft and may subject to change until the external audit sign the annual statement of accounts. It does however give a reasonable indication to Members of the performance for the year.

### Group Revenue Financial Performance for the Year

2. The Surrey Police Group, which consists of the Force and the OPCC, had a revenue underspend of £0.2m for the year as shown in the table below:

	<b>Total 2023/24 Budget £m</b>	<b>Total 2023/24 Outturn £m</b>	<b>Variance £m</b>
OPCC	3.4	3.2	(0.2)
Force	289.4	287.8	(1.6)
<b>Group Expenditure 2021/22</b>	<b>292.8</b>	<b>291.0</b>	<b>(1.8)</b>
Less: Funding	(292.8)	(291.2)	1.6
<b>Net Group underspend for year</b>	<b>0.0</b>	<b>(0.2)</b>	<b>(0.2)</b>

3. The Group underspend of £1.8m, of £1.6m of which was funding from reserves not required, is explained in more detail in the table below:

	<b>Year to 31<sup>st</sup> March 2024</b>		
	<b>Budget £m</b>	<b>Actual £m</b>	<b>Variance £m</b>
Wages and Salaries	242.9	242.9	0.0
Premises	14.2	14.9	0.7
Transport	5.3	5.6	0.3
Supplies and Services	42.5	40.7	(1.8)
Capital Financing and Reserves	10.1	14.9	4.8
Grants and Income	(22.2)	(28.0)	(5.8)
<b>TOTAL</b>	<b>292.8</b>	<b>291.0</b>	<b>(1.8)</b>

4. The notes below are provided to give the Panel more detail on some of the key group expenditure areas.

### **Wages and Salaries**

5. Wages represents the largest category of expense for the group representing 83% of the total net budget. Although overall wages and salaries have come in on budget there have been variances in areas as follows:

	<b>Year to 31<sup>st</sup> March 2024</b>		
	<b>Budget £m</b>	<b>Actual £m</b>	<b>Variance £m</b>
Police Officer Pay	143.7	143.7	0.0
Police Officer Overtime	5.3	6.8	1.5
Police Staff Pay	83.6	81.4	(2.2)
Police Staff Overtime	1.1	2.3	1.2
Other Employee Expenses	4.2	4.4	0.2
Temporary and Agency Staff	1.0	0.6	(0.4)
Training and Development	4.0	3.7	(0.3)

<b>TOTAL</b>	<b>242.9</b>	<b>242.9</b>	<b>(0.0)</b>
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6. Police Officer pay has ended the year on budget.. Although the vacancy margin of 1% was not achieved, this was offset by a saving in the mix of officers. The Op Uplift grant conditions in terms of officer numbers being maintained at 2,253 was met at the 30<sup>th</sup> of September 2023 and 31<sup>st</sup> March 2024. In response to an offer of additional funding from the Home Office, the Force agreed to exceed the target by 10 officers at the 31<sup>st</sup> March 2024. The same offer has been made for 2024/25 and an additional 12 officers are being recruited. The maintenance of these additional officers will be dependent on continued additional Home Office funding. However, the baseline Uplift totals will need to be maintained for 2024/25 to retain the Uplift grant. Maintaining officer numbers means continuously recruiting to cover leavers, transfers and retirements whilst also allowing for those that don't complete their training or leave shortly after.
7. For Police staff the average vacancy rate over the year was 12.1%. However, as the budgeted vacancy rate was increased to 10% when the budget was set, this has resulted in smaller variance than last year of £2.6m. This additional spend has been offset by the need to pay more market supplements etc to attract staff. At the year-end Surrey police has 226 vacant posts.
8. Overtime costs were £2.7m over budget. Around £1m of the overspend was in contact to maintain the service and cover vacancies – these have now been filled. The rest is in a mixture of areas such as Neighbourhood Policing, Specialist Crime and Custody.

### **Premises**

9. Premises, which includes all estate running costs, was overspent due to the costs of dealing with the RAAC at Reigate.

### **Transport**

10. The transport service has had to outsource some vehicle maintenance due to staff vacancies, but this has been offset with some insurance savings.

### **Supplies and Services**

11. Supplies and services, which incorporates many different areas, was underspent by £1.8m at the end of the year. Although there were overspends in areas such as Digital Forensics, PSD legal costs and Pension remedy, this was more than offset by savings in software, Estates and operations.

## Capital Financing and Reserves

12. The overspend of £4.8m is made up of:

- £2.1m transferred from revenue to fund capital, for which there is no Government Funding
- £1.6m Business rates refund following a revaluation
- £1m being a contribution to the insurance reserves, based on actuarial advice and the surplus after costs for the temporary use of custody cells by Government for convicted prisoners.

## Grants and Income

13. Income received was £5.8m over budget due to a number of one-off events and has been used to offset costs incurred in other areas or set aside for upcoming costs within the plan. Amounts received were as follows:

- £1.8m was received for the use of custody cells and Safer Streets offset by additional staff costs and upgrade works to cells
- £1.3m for Mutual Aid, CTSFOS (Counter Terrorism Specialist Firearms Officers) and Surrey Camera Partnership offset by staff costs, commissioned services and equipment.
- £1.7m from revaluation of business rates which has been transferred to the Estates reserves to fund future one-off capital works.

## Office of the Police and Crime Commissioner

14. Included within the group figures are the costs of running the OPCC and its commissioning of services which, at the year end, were £0.2m under budget. This is shown in the table below:

	<b>Budget £m</b>	<b>Actual £m</b>	<b>Variance £m</b>
Operational Costs	1.6	1.6	0.0
Services Commissioned	4.8	6.4	1.7
Less grants received	(2.9)	(4.8)	(1.9)
Total before reserves funding	3.4	3.2	0.2
Less funded from reserves	0.2	0.2	0.0

<b>TOTAL</b>	<b>3.2</b>	<b>3.0</b>	<b>0.2</b>
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15. OPCC Operational costs represented around 0.5% of net total group expenditure and consist of the costs of the PCC and DPCC, their staff, office costs, public engagement, audit, subscriptions and governance.
16. OPCC commissioned services included services commissioned for victims, safer streets, community safety and crime prevention. During the year additional grants were received and awarded, mainly through competitive bids, resulting in an increase in income and hence more money to provide services for the residents of Surrey. The £0.2m underspend will be transferred to reserves for use on commissioned services in the coming year.
17. Further details on the work of the OPCC for the year can be found in the 2023/24 Annual Report.

### Savings

18. The group budget set for 2023/24 included an assumption of £1.6m of savings which have all been achieved. In line with the Force strategy for reducing costs, further savings over and above the target of £0.3m were driven out the operating base in order to reduce the operating cost for 2024/25.
19. The Medium-Term Financial Forecast was reviewed in October and estimates the further savings that will be required over the next 4 years as below:

<b>Year</b>	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>	<b>2028/29 £m</b>	<b>4 year Total £m</b>
Savings Required	<b>3.8</b>	<b>10.2</b>	<b>5.5</b>	<b>3.5</b>	<b>4.2</b>	<b>23.4</b>
Delivered	3.8	1.6	0.0	0.0	0.0	1.6
In progress	0.0	2.4	3.3	0.1	0.0	5.8
Unidentified	0.0	6.2	2.2	3.4	4.2	16.0

20. Savings delivered are savings that have been removed from the budget. Savings proposals represent anticipated savings from transformation and other projects which are yet to be delivered but a plan is in place to achieve this. The remainder represents savings that have yet to be found – these may come from further efficiency savings, transformation or reductions to budgets. Reserves may be

required to invest in initiatives as well as to cover expenditure whilst work is done to deliver savings.

### **Capital Financial Performance for the Year**

21. All of the Force’s assets are owned by the PCC and as such all capital spend is required to be approved by the PCC. The PCC is also responsible for ensuring that capital spend is funded and affordable. At the start of the year a capital budget of £14.4m was set. This, when added to slippage from 2022/23 of £5.9m, gave a total budget of £20.3m. A number of changes were made in the year which resulted in a budget of £21.26m by the end of the year. The table below gives a summary of Capital Spend against budget for the year:

	<b>Budget £m</b>	<b>Outturn £m</b>	<b>Variance £m</b>
ICT	4.6	4.3	(0.3)
Vehicles and Estates	15.5	8.6	(6.9)
Specialist Crime	0.8	0.5	(0.3)
Operations	0.3	0.7	0.4
Local Policing	0.0	0.1	0.1
<b>TOTAL</b>	<b>21.2</b>	<b>14.2</b>	<b>(7.0)</b>

22. The Force manages capital schemes over a rolling 2-year period enabling projects to be bought forward or deferred. This can lead to underspends in year and slippage from one year to another. Further details on major areas are given below:

#### **ICT**

23. Investment in ICT is one of the highest areas of spend of the Force. During the year almost £1.4m was spent on hardware replacement and infrastructure with a further £1.3m on the ERP system upgrade. A further £1.3m had to be spent on Airwave equipment due to delays on the implementation of the national Emergency Services Network with the remainder on systems such as upgrade for Niche and network monitoring tools. The slippage relates to ERP and hardware replacement costs carried forward.

#### **Commercial and Finance Services Variance**

24. £4.9m of the total was spent on vehicles with a further £0.4m on upgrades to the Surrey estate access systems. £2.3m was spent on the Surrey estates strategy of which the bulk was spent on getting to the point of a planning application for the new HQ. Of the variance, £6.2m will be carried forward in to 2024/25 made up of

vehicles purchases, housing review, telematics and capital costs of transformation. The remaining £0.7m is an underspend mainly on the new HQ project.

### **Specialist Crime**

25. The bulk of the spend is the Forces contribution for the South East Regional Organised Crime Unit (SEROCU) western hub, some of which has slipped into the following year.

### **Operations**

26. Capital was invested in ANPR, Tasers and Surrey Road safe.

### **Funding of the Capital Program**

27. No specific grant funding is provided by Government to fund capital expenditure. Hence expenditure has to be paid for by assets sales, transfers from revenue or borrowing. During the year no external borrowing was required and hence the entire program was funded from Capital Receipts, reserves and the largest element, £7.5m from Revenue.
28. Borrowing may be required in future years - particularly for the Estates strategy. External borrowing can only be entered in to by the PCC and must comply with the Prudential framework. In addition, due to statutory controls, borrowing can only be entered into to further a Policing purpose – such as say buildings, vehicles etc it cannot be used on commercial ventures.
29. Funding the capital program will continue to be a challenge as the capacity of the revenue budget to fund capital is squeezed due to the level of revenue savings required. The APCC and NPCC are intending to put forward a case for Capital funding for Forces as part of the spending review consultation.



## Reserves

30. All reserves are owned and under the control of the PCC rather than the Force. The PCC needs to ensure that they hold an adequate minimum level of reserves to manage any unexpected expenditure and to manage risk. Other reserves are created and held in order to effectively “save up” for upcoming essential projects or large spend rather than incurring the force by incurring borrowing costs.
31. The table below sets out the estimated unaudited revenue reserves as at 31st March 2024 compared to the previous year:

<b>Name</b>	<b>As at 01/04/23 £m</b>	<b>As at 31/3/24 £m</b>
<b>General Reserves</b>		
General Fund	8.8	11.0
Chief Constable	1.1	1.1
Op Pheasant File Review	0.5	0.5
<b>Total General Reserves</b>	<b>10.4</b>	<b>12.5</b>
<b>Earmarked Reserves</b>		
PCC Reserve	1.2	1.2
Estates Reserve	4.4	6.0
Cost of Change	5.5	6.4
Ill-health Injury	0.6	0.3
Delegated budget Reserve	5.1	5.7
Net zero reserve	1.7	1.7
ICT Reserve	0.0	0.3
Insurance reserve	1.9	3.0
<b>Total Earmarked Reserves</b>	<b>20.4</b>	<b>24.7</b>
<b>TOTAL RESERVES</b>	<b>30.8</b>	<b>37.2</b>

32. Reserves are held for the following purposes:

- General Fund – With Op Pheasant reserves, this equates to 3% of the net revenue budget to address contingencies. This is at the lower end when compared with most other Forces – however the financial capacity to increase this reserve is limited given the pressures on the revenue budget and the savings required.
- Chief Constable Reserve – to cover unforeseen operational costs, such as say a large murder enquiry, major public disorder etc. It is hoped that these costs would be refunded by the Home Office but there is no guarantee of this.
- PCC Reserve - is used for one off commissioning initiatives and to support the OPCC budget.
- Estates Reserve – To support the delivery of the new Estates Strategy in particular the new HQ. The reserves were increased due to a one-off refund for business rates being received in the year.
- Cost of Change – to provide investment to deliver the efficiency savings needed to balance the budget in future years. An amount is earmarked from revenue to fund this and as it was underspent the balance has been added to the reserve.
- Ill Health Injury – the level of reserve is determined by an actuarial assessment based on claims.
- Delegated budget Holder reserve – This is a reserve that can be used on a one-off basis to meet immediate budget pressures whilst a longer-term solution is sought. For example, a higher than budget pay rise or a delay in the delivery of savings.
- Net zero reserve – to cover some of the initial costs for reducing carbon emissions.
- Insurance reserve – The level of contingency calculated by actuaries to cover insurance excesses and uninsured events.

### **Audit**

33. The results, as presented, are unaudited and may be subject to change by the External Auditors. The audit for 2021/22 has been recently concluded with an unqualified opinion and VFM judgement. It is the auditor's intention to issue a disclaimer for 2022/23 as part of national audit catch up proposals, provided legislation is put in place, with the audit for 2023/24 taking place late in 2024.

## **Equalities and Diversity Implications**

34. There are none arising from this report.

## **Conclusions**

35. Through close budget management the Group has come in virtually on budget. Although there have been cost pressures these have been managed in year and the group has also benefitted from some additional one-off income and a slippage in some spending.
36. The Force has benefited financially from a tight labour market in that its inability to recruit Police Staff has enabled it to not only to have a larger vacancy margin than planned. This though has impacted some operations and in particular the delivery of projects. It also drives increases to salary costs, and therefore has the opposing impact in future years. The Force cannot afford for all these posts to be filled and some areas are going through a review process to determine whether these vacant posts can be deleted. Whilst this does not create any additional savings towards the overall savings target, it does convert the temporary vacancy margin saving in to a permanent one.
37. The savings target for the year was delivered and in fact additional savings were achieved to contribute to the savings for 2024/25. Plans are in place to meet the savings for 2024/25 and there is a high level of confidence that these will be achieved. Although there are plans in place that contribute toward the funding deficit in future years these are far more challenging, and reserves may well be needed as a last resort to buy more time to deliver the savings required.
38. Significant efforts were put in to recruiting officers to meet the Government's uplift target for new officers so as to avoid any financial penalties. The same requirement is in place for 2024/25 but finding enough candidates is getting more difficult.
39. The Force enters 2024/25 on a stable financial footing with a balanced budget, plans to deliver savings and an adequate level of reserves should there be some unexpected shocks. The MTFS though shows that there are financial challenges driven by rising costs and uncertainty in funding so there is little room for complacency.

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## SURREY POLICE AND CRIME PANEL 26 SEPTEMBER 2024

### 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 The other meeting is webcast for the public and partners to view and is focussed on performance and areas of public interest – called Accountability and Performance Meetings.
- 1.4 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.
- 1.5 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:

## 2.2 24 JULY – RESOURCES AND EFFICIENCY MEETING

2.3 At this meeting the PCC and Chief Constable looked at the following topics:

- **“Our Plan” - Progression Against Agreed Metrics:** To provide the PCC with an overarching update on progression of the performance metrics tracking delivery of “Our Plan”.
- **Strategic Policing Requirement:** To provide the PCC with an overview of the Force’s capability and capacity in meeting the Strategic Policing Requirement, including areas of risk, areas of perceived good practice, and resource implications.
- **Staff Survey 2023 Update:** To provide an update on the main themes of the 2023 Staff Survey and how Surrey Police plans to address them.
- **PCSO Recruitment and Attraction:** To brief the PCC on the current position regarding PCSO strength and both current and future recruitment and attraction activities.
- **Prison capacity pressures, Standard Determinate Sentences and impact on Surrey:** The government had stated its intentions to put a Statutory Instrument before Parliament at the earliest opportunity after the King’s Speech, to reduce the time those sentenced to eligible standard determinate sentences serve in prison - from 50% to 40% of that sentence. Given the potential implications for policing, the OPCC requested an update on work being undertaken locally in preparation for this change.

2.3 There is another Resource & Efficiency meeting scheduled for 8 October. The intended items are as follows:

## 2.4 8 OCTOBER 2024 – RESOURCES AND EFFICIENCY MEETING

- **Our Plan Data:** Provision of latest data concerning delivery of force’s core strategy.
- **Child Centred Policing:** Recognising the increased focus on this area of work and positive discussions at a recent National Youth Justice conference, the PCC will be receiving a formal update from Surrey Police, outlining delivery.
- **Surrey Police use of AI:** The PCC will be receiving an update on recent pilots, the establishment of a wider AI policy for Surrey Police and an overview of work being undertaken by other Forces.
- **Public Order Policing:** Consideration of the unrest that took place during the summer holidays, Surrey’s resilience and impact of mutual aid on local resources.

- **Suspicious Activity Portal:** An update on the current uptake and use of the Suspicious Activity Portal (SaP).

### 3. WIDER PUBLIC ENGAGEMENT

- 3.1 Whilst the above meeting-based approach provides a firm foundation for the PCC to scrutinise Force performance, the OPCC has been eager to explore additional forms of public scrutiny and has now formally launched a dedicated Data Hub, where members of the public, stakeholders and interested parties can explore key areas of Force performance.
- 3.2 The Hub can be accessed via <https://data.surrey-pcc.gov.uk> and is updated monthly with the latest force data. Additional data concerning OPCC activity – such as delivery of the ICV scheme, complaint oversight and commissioning – is also included, with both quantitative and qualitative data available.
- 3.3 Following feedback from some Panel members, the Hub has been updated to include some national comparisons, based on ONS data, to put the Surrey data in context.
- 3.4 Since the last meeting, additional mapping tools have also been added, allowing users to visually map instances of crime, ASB and stop and searches based on location and date.

### 4. RECOMMENDATIONS

The Police and Crime Panel note the update and work being undertaken to improve transparency.

**LEAD/ CONTACT OFFICER:**  
**TELEPHONE NUMBER:**  
**E-MAIL:**

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01483 630200  
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## SURREY POLICE AND CRIME PANEL

### 26 SEPTEMBER 2024

#### PCC Forward Plan and Key Decisions

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#### SUMMARY

This report provides information on the key decisions taken by the PCC from February 2024 to present and sets out details of the Office's ongoing Forward Plan for 2024.

#### 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 2024

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/commissioners-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 26 key decisions since the last Panel meeting (see Appendix B).

#### RECOMMENDATIONS

The Panel is asked to note the report.

OFFICIAL

**LEAD OFFICER:** Sarah Gordon, PA to the PCC  
**TELEPHONE NUMBER:** 01483 630 200

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Appendix A - OPCC FORWARD PLAN 2024/2025

DATE	TITLE	KEY DECISION/ ACTION	LEAD OFFICER
May 2024	Immediate Justice – approach to tender		CJ/LH
May 2024	S22a Collaboration Agreement in respect of the Modern Slavery and Organised Immigration Crime (MSOIC) Programme 2023-24	PCC to sign	AB
May/June 2024	Appointment of Deputy PCC	Confirmation hearing with Police and Crime Panel	AB
June 2024	Draft Annual Report		DM
June 2024	Surrey Criminal Justice Board	Agenda and Papers	SG
June 2024	Recruitment of Joint Audit Committee Members	To appoint two new members of the JAC following the completion of terms for two current members	AB/KM/SG
June 2024	Recruitment of Independent Members and Legally Qualified Chairs	To replace those IMs and LQCs reaching end of term	SL
June 2024	Joint Audit Committee	Agenda and Papers	SG
July 2024	Update Police and Crime Plan		DM
September 2024	Surrey Criminal Justice Board	Agenda and Papers	SG
September 2024	Joint Audit Committee	Agenda and Papers	SG

September 2024	Statement of Accounts 2023/24	PCC to approve and sign off statement of accounts for 2023/24	KM
October 2024	2025 Meetings	Arrange statutory meetings for 2025	PAs
December 2024	Surrey Criminal Justice Board	Agenda and Papers	SG
December 2024	Joint Audit Committee	Agenda and Papers	SG
December 2024	Public consultation on council tax precept		NR
February 2024	Approval of Council Tax Precept, Revenue and Capital Budgets for 2025/26		KM
February 2025	Annual review of Related Party Disclosures and of disclosable interests	Necessary forms to be completed	SG
April 2025	Annual review of Scheme of Governance	To review suite of documents and PCC to sign off	AB/KM
April 2025	Approval of Treasury Management and MRP Statement	PCC to sign off	KM
June 2025	Independent Representatives Attendance Allowance Schemes 2025/26	Annual review	RL

## Appendix B - OPCC Decision Log 2023/24 and 2024/25

Decision no.	Title	Date Submitted to PCC	Lead officer	Agreed by PCC	Date Agreed	marking (OFFICIAL /OFFICIAL SENSITIVE )	Published on website?
1	Community Safety Fund and Children and Young People Fund	04/03/2024	Molly Slominski	Yes	16/04/2024	Official	Yes
2	Scheme of Governance 2024/25	17/04/2024	Kelvin Menon	Yes	22/04/2024	Official	Yes
3	Capital and Treasury Strategies	17/04/2024	Kelvin Menon	Yes	22/04/2024	Official	Yes
4	Serious Violence Duty Fund 2024/25	01/05/2024	Sarah Haywood	Yes	07/05/2024	Official	Yes
5	Approval of MTFP 2024-2028	13/05/2024	Kelvin Menon	Yes	15/05/2024	Official	Yes
6	Reducing Reoffending Fund Grants	09/05/2024	George Bell	Yes	15/05/2024	Official	Yes
7	Allowance Schemes 2024/2025	17/05/2024	Rachel Lupanko	Yes	04/06/2024	Official	Yes
8	Community Safety Fund and Children and Young People Fund	23/05/2024	Molly Slominski	Yes	04/06/2024	Official	Yes
9	Reducing Reoffending Fund Amber Foundation 24-25	28/05/2024	George Bell	Yes	30/05/2024	Official	Yes
10	Qtr 4 2023/24 financial results and virements	02/07/2024	Kelvin Menon	Yes	04/07/2024	Official	Yes
11	Victims Fund 24/25	26/06/2024	Lucy Thomas	Yes	01/07/2024	Official	Yes
12	PCC Fund 24/25	26/06/2024	Lucy Thomas	Yes	01/07/2024	Official	Yes
13	MOJ DA SV IDVA & ISVA Services 24/25	26/06/2024	Lucy Thomas	Yes	01/07/2024	Official	
14	PVSC - What works fund 2024/25	27/06/2024	Louise Andrews	Yes	01/07/2024	Official	Yes
15	Domestic Abuse Perpetrator Program - Surrey Steps to Change	27/06/2024	Louise Andrews	Yes	01/07/2024	Official Sensitive	No
16	Sales of Houses	08/07/2024	Kelvin Menon	Yes	11/07/2024	Official Sensitive	No
17	Reducing Reoffending July Grants 24/25	08/07/2024	George Bell	Yes	09/07/2024	Official	Yes
18	Community Safety Fund and Children and Young People Fund Grants	09/07/2024	Molly Slominski	Yes	09/07/2024	Official	Yes
19	Award of contract to Mount Brown HQ Developer	10/07/2024	Kelvin Menon			Official Sensitive	
20	Serious Violence Duty Fund 2024/25	12/07/2024	Sarah Haywood	Yes	24/07/2024	Official	
21	sale of Houses	23/07/2024	Kelvin Menon	Yes		Official Sensitive	No
22	1st Quarter financial report and virements	07/08/2024	Kelvin Menon				
23	PCC Fund Grant Circles SE	06/08/2024	George Bell	Yes	06/08/2024	Official	Yes
24	Community Safety Fund and Children and Young People Fund Grants	22/08/2024	Molly Slominski	Yes	29/08/2024	Official	Yes
25	Reducing Reoffending Fund Grant Guildford Action	29/08/2024	George Bell	Yes	29/08/2024	Official	Yes
26	Community Safety Fund	13/09/2024	Molly Slominski	Yes	16/09/2024	Official	

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## SURREY POLICE AND CRIME PANEL

### 26 September 2024

# COMPLAINTS RECEIVED SINCE THE LAST MEETING

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## SUMMARY

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

## RECOMMENDATIONS

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

### 1. 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 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 to it by the Independent Office for Police Conduct.
- 1.3 In accordance with the Regulations, complaints received by the Panel that do not relate to the conduct of the PCC (such as operational concerns and policy disputes) are referred to the most appropriate body for resolution instead of the Complaints Sub-Committee.
- 1.4 At its meeting on 13 December 2012 the Panel agreed to delegate informal resolution of complaints to a Complaints Sub-Committee. A revised Complaints Protocol agreed by the Panel on 26 September 2022 delegated initial receipt and filtering of complaints to the Chief Executive of the PCC's Office.
- 1.5 The Chief Executive is responsible for determining whether to disapply the informal resolution process in accordance with statutory criteria for disapplication (for example where the complaint is 'repetitious', 'vexatious', 'oppressive' or an 'abuse of procedures'). The Sub-Committee has the option of calling in such a decision.

### 2. COMPLAINTS RECEIVED SINCE THE LAST MEETING

- 2.1. Since the last meeting of the Panel the Complaints Sub-Committee has been notified of 3 recorded complaints made against the Commissioner.
- 2.2. In the case of the first 2 complaints made, both of which related substantively to the same matter, the Sub-Committee determined that the Police and Crime Commissioner had not breached the Code of Conduct in one aspect of the complaints, but had breached General

Obligations (2) of the Code of Conduct in another. They therefore required that that Commissioner write an explanatory letter to the complainant(s).

2.3. In the case of the final complaint made, the Sub-Committee endorsed the Chief Executive's decision to disapply the informal resolution procedure in accordance with the specified disapplication criteria and that no further action should be taken.

2.4. No complaints against the Deputy Police and Crime Commissioner have been received.

**LEAD OFFICER:** Jake Chambers – Scrutiny Officer, Surrey County Council

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**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
June 2024**

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

**ACTIONS TRACKER**

Meeting	Item	Action	Responsible Officer/Member	Update/Response
2 February 2024	<b>6/24 HMICFRS PEEL INSPECTION INTO SURREY POLICE [Item 6]</b>	Action i: The Commissioner to update the panel on the new deployment and grading system, once complete.	OPCC	Update to be provided at September meeting as part of full PEEL update.
2 February 2024	<b>6/24 HMICFRS PEEL INSPECTION INTO SURREY POLICE [Item 6]</b>	Action ii: The Commissioner to pass onto the Chief and Borough Commanders that Public Space Protection Orders are something that can be implemented in boroughs and districts if there is a particular problem with ASB.	OPCC	Awaiting response from OPCC.

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
June 2024**

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

Meeting	Item	Action	Responsible Officer/Member	Update/Response
2 February 2024	<b>7/24 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH EIGHT OF FINANCIAL YEAR 2023/24 [Item 7]</b>	Action iii: The Head of Performance and Governance to circulate the reoffending strategy.	OPCC	Document has now been provided.
2 February 2024	<b>7/24 SURREY POLICE GROUP FINANCIAL REPORT FOR MONTH EIGHT OF FINANCIAL YEAR 2023/24 [Item 7]</b>	Action iv: The Chief Finance Officer to provide answers to questions provided from a member of panel and finance sub-group.	OPCC	Unresolved. Further correspondence on this with OPCC and Cllr Kennedy following the meeting.

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
June 2024**

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

Meeting	Item	Action	Responsible Officer/Member	Update/Response
2 February 2024	<b>8/24 2024/25 POLICE BUDGET AND PROPOSED PRECEPT [Item 8]</b>	Action v: Cllr Witham asked for the Panel's conclusion around the unfair funding formula which places a disproportionate burden on Surrey residents to be circulated to Surrey MPs.	Panel Support	Unresolved. Delayed due to resource constraints. On hold now due to the election. Once new MPs in place a letter could be sent by the Panel highlighting this as an ongoing issue for Surrey.
2 February 2024	<b>11/24 COMMISSIONER'S QUESTION TIME [Item 11]</b>	Action vi: The Chief Executive (OPCC) to provide the details of the vetting backlog.	OPCC	There is no longer a backlog and vetting decisions are being taken promptly and in line with normal service expectations.

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
June 2024**

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

Meeting	Item	Recommendation	Responsible Officer/Member	Update/Response
November 2023	<b>PROGRESS ON POLICE AND CRIME PLAN 2021-2025 [Item 8]</b>	I. The Surrey Police and Crime Panel applauds the achievements of the OPCC as set out in the report including securing additional Safer Streets funding to tackle crime and anti-social behaviour, plus £2 million in funding for a new Domestic Abuse Hub in Surrey. Both will make a real difference to Surrey residents. However, we note with some concern the drop in Grade 1 response compliance. <b>The Surrey PCP recommends that the Commissioner prioritises resolution of this issue working with the Chief Constable and that the issue of Grade 1 response compliance remains on the agenda of forthcoming Performance meetings until such a time as there is a marked and sustained improvement in performance.</b>	<b>OPCC</b>	OPCC Response 24/01/24: Following the recent HMICFRS PEEL inspection, the force received an 'inadequate' grading for its response to the public, highlighting two Causes of Concern (CoCos). One of the CoCos emphasises the need for improvement in the force's response to incidents, specifically requiring Surrey Police to attend calls for service in accordance with its published attendance times and ensure effective supervision of deployment decisions within the control room. In response, Surrey Police is reforming its Deployment and Gradings structure. This new framework aims to introduce a more nuanced system with additional grades and realistic attendance targets compared to the previous framework. This is an ongoing piece of work and the Panel will be provided with an update once complete.

**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
June 2024**

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

2 February 2024	6/24 HMICFRS PEEL INSPECTION INTO SURREY POLICE [Item 6]	Notes that the Inspection report highlights areas of good performance (preventing crime, managing offenders) but also a number of areas for improvement that have been highlighted by the Panel including around call performance and response compliance. Expresses its concern that 'responding to the public' is currently assessed as inadequate and <b><u>asks the Commissioner to report to the Panel in June 2024 on progress</u></b> addressing this and other 'Areas for Improvement', and on assurances sought from the Chief Constable. Further notes the importance of ensuring Surrey Police is	<b>OPCC</b>	A report on progress addressing the HMICFRS PEEL inspection recommendations <b>will be taken at the September 2024 Panel meeting</b> . This has been deferred in light of the pre-election period with the agreement of Monitoring Officers.
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**POLICE AND CRIME PANEL  
ACTIONS AND RECOMMENDATIONS TRACKER  
June 2024**

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KEY	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented
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		equipped and resourced to address these concerns.		
<b>2 February 2024</b>	<b>8/24 2024/25 POLICE BUDGET AND PROPOSED PRECEPT [Item 8]</b>	<p>That a majority of the Surrey Police and Crime Panel (which included the Chairman's casting vote) did not approve the PCC's proposal to increase the Band D Surrey Police and Crime Commissioner Precept by £13 to £323.57.</p> <p>That the Panel would formally report to the Commissioner noting its concerns and reasons for Panel members not supporting the proposed precept (by 8 February).</p>	<b>PCP</b>	<p>Complete. Panel response reported to the Commissioner on 7 February 2024</p> <p><a href="https://www.surreycc.gov.uk/_data/assets/pdf_file/0006/368412/Letter-Commissioner-to-PCP-Chairman-re-Precept-7-February-2024.pdf">https://www.surreycc.gov.uk/_data/assets/pdf_file/0006/368412/Letter-Commissioner-to-PCP-Chairman-re-Precept-7-February-2024.pdf</a></p>

## Surrey Police and Crime Panel - Forward Work Programme 2024/25

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.

	ITEM	Police and Crime Plan Priority	PURPOSE	OFFICER
<b>24 October 2024</b>				
	<b>Informal Session with Chief Constable</b> (Annual)		Panel meeting with Chief Constable of Surrey Police, Tim De Meyer.	Scrutiny Officer
<b>19 November 2024</b>				
<b>1</b>	<b>Surrey PCP Budget &amp; Mid-Year Claim 2024</b>	N/A	Mid-year report detailing the Panel's expenditure of the Home Office Grant. Plus SURREY PCP BUDGET 2023/24 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 2023/24 (April 2023 - March 2024) – Normally taken in September but deferred to November due to impact of elections and agenda planning.	Scrutiny Officer / Democratic Services Assistant
<b>2</b>	<b>Draft of Police and Crime Plan 2024-25</b>	All	To consider the draft of the new Police and Crime Plan 2021-25.  The Panel is then to formally respond to the Commissioner with comments and conclusions as required by section 28(3) of the Police Reform and Social Responsibility Act 2011.	PCC
<b>3</b>	<b>Budget Update</b> (Twice per year – Feb & Nov)	All	As agreed at the precept setting meeting on 6 February 2013, to allow the Panel to have oversight of the latest financial position.	Kelvin Menon – OPCC

	<ul style="list-style-type: none"> <li>Surrey Police Group Financial Report for Month Six Financial Year 2024/25</li> </ul>			
4	<b>Commissioning Strategy</b>	Reducing violence against Women and Girls; Protecting people from harm in Surrey	The purpose of this report is to introduce the Police and Crime Panel to the PCC's Commissioning Strategy 2024 – 28	Damian Markland - OPCC
5	<b>Estates Update including Housing Strategy</b>		Last update in November 2023.	OPCC
<b>20 February 2025</b>				
1	<b>Surrey Police Group Financial Report For Month Eight Of Financial Year 2024/25</b>		The purpose of this report is to inform the Police & Crime Panel of the Surrey Police Group (i.e. OPCC and Chief Constable combined) financial position at the end of November 2024 as well as a prediction for the situation at the end of March 2025.	Kelvin Menon - OPCC
2	<b>2025/26 Budget and Proposed Precept</b>		The Police and Crime Panel is required to consider and formally respond to the Police and Crime Commissioner's Proposed Precept for 2025/26. The purpose of this item is to allow the Commissioner to outline her proposals in more detail and answer any questions that Panel Members might have.	PCC
<b>24 April 2025</b>				
1	<b>Surrey Police Group Financial Report for</b>		Purpose of the report: This report sets out the financial performance of the Surrey Police Group (i.e. OPCC and Chief	



	the 10 Months Ended 31 January 2025		Constable combined) as at 31 January 2025 with a forecast to 31 March 2025.	
2	<b>Police and Crime Plan Update</b> (Twice yearly – April/Nov)	All	To consider progress made against the agreed Police and Crime Plan.	PCC
3	<b>Surrey Police Recruitment and Workforce Planning Update.</b> (Twice yearly – 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.	

**TOPICAL ITEMS TBC OR ITEMS KEPT UNDER REVIEW**

<b>Anti-Social Behaviour and Rural Crime</b>		TO BE SCHEDULED	Discussed November Panel Session 2023: Performance against Priority 3 in the Police and Crime Plan – ‘Working with Surrey Communities so that they feel safe’.	
<b>Public Community Scrutiny Panels</b>		TO BE SCHEDULED	OPCC suggestion (Nov 23)	
<b>Deaths on Surrey Roads</b>		TO BE SCHEDULED	Panel request Nov 23.	
<b>Housing Strategy and Housing Hub feasibility study</b>		NOVEMBER 2024 alongside Estates Update.	Discussed as part of Estates Strategy item Nov 2023. Further Estates Update to be scheduled in one year tbc (Nov 2024?)	
<b>Report on key themes outcomes from <i>Policing your Community</i> events.</b>		From cancelled April session	[As agreed 14 Dec meeting Damian and Chairs]	OPCC
<b>IT Strategy Update</b>		From cancelled April session	[As agreed at November 23 Panel Session. Written update 6 months on. Note specific interest in CCTV convergence strategy]	OPCC
<b>Victim Satisfaction</b>	N/A	tbc	PCC to update the Panel following discussions with the Chief Constable in the New Year 2024 around decline in victim satisfaction levels and need for better communications with the public around <i>actions taken</i> (what happens to victims after the initial call), <i>keeping victims informed</i> and <i>managing expectations</i> .	Damian Markland - OPCC

<b>STANDING ITEMS: these will appear on every agenda</b>				
<b>Subject/Title</b>	<b>Dates</b>	<b>Police and Crime Plan Priority</b>	<b>Purpose</b>	<b>Contact Officer</b>
<b>PCC Forward Plan and Key Decisions</b>	All	All	To review the key decisions made by the PCC in line with the Police Reform and Social Responsibility Act 2011, Section 28(6).  <a href="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>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 DPCC	Scrutiny Officer/Democratic Services Assistant

**Working Groups – re-established in June 2024:**

<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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