

Action	Agency	Progress
Take a Zero Tolerance Policing Approach		
Ensure that Surrey Police and partner agencies focus on tackling anti-social behaviour, violence and those who break into homes or steal our property.	PCC	In June the Joint Enforcement Pilot was successfully launched in Reigate and Banstead. Spelthorne is set to follow in December and the OPCC is currently in talks with other Boroughs and Districts to roll out the scheme on a wider basis. The Joint Enforcement Teams comprises of staff from Borough / District Councils, such as Borough Community Officers, Environmental Health Officers, Civil Enforcement Officers and Planning Enforcement Officers, who work collaboratively with Police officers from Neighbourhood Teams to deal more effectively with anti-social behaviour.
Make sure there is a focus on catching criminals and detecting crime.	PCC	The PCC continues to hold regular management meetings with the Force at which detection rates are regularly reviewed.
Make sure that Surrey Police is robustly tackling serious crime and organised criminal gangs operating in the county. We will take away their profits from crime.	PCC/ Surrey Police	<p>Examples of operations carried out to tackle organised criminal groups (OCGs) are given to the PCC at his management meeting and published online in the meeting papers. As at the end of Q2 14/15, the Force has dismantled 6 OCGs.</p> <p>The Force also updates the PCC on details of assets that have been seized from criminals at the same meeting and again the details are published online. The total POCA seizures to the end of September 2014 are £954,215.86.</p> <p>The OPCC is working closely with Sussex OPCC and the Force to implement the requirements of the Government’s Serious Organised Crime Strategy with a steering group being established to help guide development.</p>
Ensure that Surrey Police arrests more people who deal drugs on our streets and to our young people and children, in particular in schools and colleges of further education.	PCC	As part of the aforementioned management meetings, the Commissioner receives updates on actions being taken on tackling drugs. The PCC has also set up scrutiny panels, to look at specific aspects of performance in greater depth. Tackling drugs in schools and colleges was the first in-depth scrutiny topic and the PCC heard in more detail about initiatives and research being carried out.



Review the community safety funding and grants available to partners who tackle local issues to make sure value for money is achieved.	PCC	For 2014/15, £627,370 has been allocated to provide financial support to local groups working to deliver projects that meet the People's Priorities. A review of funding provided in 2013/14 has been completed and the process for 2014/15 improved accordingly.
Work with Surrey Police and partners to reduce deaths, injuries and damage on the roads that are caused by selfish, reckless and anti-social drivers and riders.	PCC/ Surrey Police	This is reported on through the bi-monthly PCC management meeting process; activity is shown in the 'People's Priorities' reports. Surrey Police took part in the annual summer drink driving campaign and highlights of this were tweeted regularly by the Roads Policing Unit.
How a robust ethos of zero tolerance is being delivered in Surrey, whilst ensuring standards are maintained and policing is carried out in a reasonable way.	Surrey Police	The Force's zero-tolerance policing approach is included in the reporting process for each management meeting and numerous examples have been evidenced to the PCC and published. The Force has adopted 'Zero Tolerance Policing' as the overarching title of the Force strategy, and wide communication has been carried out internally to reinforce this message and ethos – it is mentioned regularly on the Chief Constable's blog. Maintenance of standards is also evidenced at management meetings.
How Surrey Police is working to reduce crimes of burglary, robbery and violence.	Surrey Police	The Force has provided detail as on performance and activity for this through the bi-monthly management meeting process, papers from which are published online. For the end of Q2 14/15:- <ul style="list-style-type: none"> • Robbery increased by 0.9% compared to Q2 13/14 • Burglary decreased by 19.3% compared to Q2 13/14 • Violence with injury has increased by 50.0% compared to Q2 13/14 and work is being driven through the Deputy Chief Constable's (DCC) Crime Performance Board (CPB) to tackle the increase. It should be noted that this increase is partly due to the increased reporting of domestic abuse and this is encouraged by the Force. Further details are provided through the management meeting reports.
What Surrey Police is doing to encourage reporting of underreported crimes such as domestic violence, homophobic, racist or other hate crime and sexual offences.	Surrey Police	The Force has provided details on activity for this through the bi-monthly management meeting process, papers from which are published online. As an example, the Force introduced Domestic Violence Protection Notices/Orders during the FIFA World Cup. Reports of serious sexual offences and domestic violence for Q2 14/15 are significantly higher than for the same quarter last year.

<p>The improvements being made in solving burglary, robbery, violence and sexual offences.</p>	<p>Surrey Police</p>	<p>The Force has provided details on performance and activity for this through the bi-monthly management meetings, papers from which are published online. Performance for Q2 14/15 is as follows:-</p> <ul style="list-style-type: none"> • The burglary detection rate is 27.8% (this is up 17.5% points from last year) • The robbery detection rate is 24.6% (down from 26.8% last year) • The violence with injury detection rate is 34.6% (down from 42.5% last year, but up on the previous quarter - 38.5%) • The serious sexual offences detection rate is 15.1% (down from 40.1% last year, but this should be seen in the light of a 75.6% increase in the number of reported offences as compared with Q2 13/14) <p>The Force is continually striving to improve detection rates and is driving this work through the CPB. Updates are reported through the management meetings.</p>
<p>The operations carried out and achievements made in targeting those who deal drugs to young people in schools and colleges of further education.</p>	<p>Surrey Police</p>	<p>The Force has provided details on performance and activity for this through the bi-monthly management meetings, papers from which are published online. Work is being carried out with schools and other partners in educating about the dangers of drugs and in providing a hostile environment for drugs-based criminality to occur. A number of examples of good work have been provided.</p>
<p>Joint actions with a wide range of partners to reduce anti-social behaviour and crime in all forms – whether it be working together to reduce town centre violence, business crime, rural and wildlife crime or any other loutish activity.</p>	<p>Community Safety Partners</p>	<p>Since the start of the financial year, the PCC has received 44 applications for Community Safety Funding. 25 of these applications have been recommended for approval, totaling £215,116.00 towards activities and projects that will meet the People’s Priorities and help reduce anti-social behaviour and crime.</p> <p>As detailed previously, the Reigate & Banstead Joint Enforcement Team has been launched, with Spelthorne due to follow on 3 December. The OPCC is currently working with partners to roll the pilots out on a wider basis.</p>
<p>The support and mechanisms in place to stop people abusing drugs.</p>	<p>Community Safety Partners</p>	<p>The Office of the PCC is working with the Surrey Substance Misuse Group on a new strategy for Surrey for the prevention of alcohol and substance misuse.</p>

Actions to tackle alcohol misuse and alcohol fuelled violence and anti-social behaviour.	Community Safety Partners	As above.
Conviction rates at court for people who commit serious crime and drug dealers.	Community Safety Partners	The Office of the PCC is working with agencies in the criminal justice system to ensure that the victim is put at the heart of the system, including consideration of conviction rates.
More Visible Street Policing		
Continue with my campaign for fairer funding of policing for Surrey tax payers. You pay the highest level of council tax for policing in the country.	PCC	As previously reported, independent research commissioned by the OPCC from Oxford Economics was completed and forwarded to the Home Office for their consideration. However, the Government has indicated that it will not review the situation in this parliament.
Ensure Surrey Police and Criminal Justice partners take money and possessions away from criminals and direct this money into visible policing.	PCC	The PCC reviews Surrey Police seizure of assets in his management meeting with the Chief Constable. The PCC is currently in discussions with the Force to determine how best to spend this money.
Lead on collaboration with neighbouring forces to share as many police functions as possible and, in the future, consider amalgamation.	PCC	The PCC's of Surrey and Sussex continue to work closely with the Chief Constables of those forces to jointly deliver services wherever possible to make savings and protect front-line policing.
Develop protocols between neighbouring police forces so that the nearest unit can respond to calls for help regardless of county borders.	PCC	Surrey and Sussex are now delivering nearest unit response for major crime and firearms.
The plans for Surrey Police in terms of back office savings and collaboration with neighbouring forces and local authorities.	Surrey Police	The Specialist Crime and Operations commands are operating successfully across Surrey and Sussex. The force has received good feedback from HMIC following the Valuing the Police 4 inspection. Other areas for collaboration are being assessed.
The reviews that Surrey Police is undertaking to make sure that they are as efficient as they can be and what the outcomes of these are in terms of savings.	Surrey Police	A number of reviews continue across the force. These are reported on formally through the management meeting process, including associated savings and potential savings.

The number and powers of PCSOs (Police Community Support Officers) and how they are used to support this plan.	Surrey Police	The Force Chief Officer Group reviewed the PCSO powers in September 2011 which resulted in 2 additional discretionary powers being included. The full list of Surrey Police PCSO powers is shown in appendix A of the September 2013 'People's Priorities' document. There are 162 established PCSO posts and their good work in delivering the plan is described in the management meeting documents.
How Surrey Police is making best use of the Special Constabulary and other volunteer groups.	Surrey Police	There were 162 officers in the Special Constabulary at the end of August 14, all of whom are operational. 73% of Special Constables in Surrey have their independent patrol status and can thus carry out patrols unaccompanied by another officer. This is the highest percentage regionally. The Force reported to the PCC in August on plans to increase the number of Special Constables.
Put Victims at the Centre of the Criminal Justice System		
Work with the criminal justice system to ensure victims get proper support whether they are dealing with Surrey Police, the courts, probation, judges or voluntary support organisations.	PCC	<p>The Police and Crime Commissioners (PCCs) for Surrey, Sussex and Thames Valley have signed a landmark contract worth £1.8m per year with independent charity Victim Support to provide emotional and practical support services for victims of crime in their areas. The contract provides for a victim referral and assessment centre along with local support services.</p> <p>The agreement is signed as responsibility for commissioning the majority of victims' services transfers from the Ministry of Justice to Police and Crime Commissioners from October 2014. For the first time, these services provided to support victims of crime in Surrey, Sussex and Thames Valley will be managed through a local contract. This means that Victim Support will be directly accountable to PCCs, rather than to Westminster, helping to ensure that local needs are being met.</p>

<p>Monitor how Surrey Police and criminal justice partners improve their support for victims of crime and anti-social behaviour.</p>	<p>PCC</p>	<p>The PCC recently requested a paper from Surrey Police on how they were implementing the new Victims' Code. This paper can be viewed at:</p> <p>http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/04_New-Victim-Code-final.pdf</p> <p>The Assistant Commissioner for Victims has overseen implementation of the new Victims' Code and represents the OPCC on the Victims Code Working Group.</p>
<p>Review the community safety funding and grants given to partners who support victims to ensure value for money is achieved.</p>	<p>PCC</p>	<p>Victims of domestic abuse and sexual violence in Surrey are also due to benefit from £450,000 of additional funding for support services in the county. This follows a number of successful applications from the Police and Crime Commissioner to the Ministry of Justice which has been running a competitive process for PCCs around the country to bid for additional funding for victims services in their areas.</p>
<p>Ensure that we look after those people most vulnerable in our society.</p>	<p>PCC</p>	<p>At the January Management meeting where the PCC scrutinises Surrey Police performance the PCC requested and received a paper from Surrey Police on what they are doing to protect vulnerable people. This paper can be viewed at:</p> <p>http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/Protecting-vulnerable-people-final1.pdf</p>
<p>Work with partners to ensure that those with mental health issues receive appropriate care and protection.</p>	<p>PCC</p>	<p>The above paper also included the protection of people with mental health issues. The Force have been working on the development of a Mental Health Concordat and the PCC is due to consider progress at the next management meeting.</p>
<p>Monitor Surrey Police performance in answering the phone when you call, whether in an emergency or not, and how they respond to calls for help, as well as getting the call centre and response officers to focus on what the victim needs.</p>	<p>PCC</p>	<p>This is monitored regularly in management meetings the PCC holds with the Chief Constable. These meetings are webcast and the performance report can be read at: http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/07/02_Update-on-Delivering-the-Peoples-Priorities-v0.6.pdf</p>

How satisfied victims of crime are with the services that Surrey Police provides and what Surrey Police is doing to improve how victims are treated.	Surrey Police	The Force strives to provide excellent care to victims. Activity and performance is described in the published documents for the management meetings. FytD (Aug 14) victim satisfaction was 86.5%, which whilst a decrease of 0.4% points over the same period last financial year, is an increase from the end of year position of 86%. The new Victims Code was implemented in December 2013 and the Force carries out a rolling programme audits every month to ensure compliance.
How Surrey Police is treating victims of anti-social behaviour and how it is improving treatment and actions taken.	Surrey Police	As reported through the management meetings, Surrey Police seeks to provide excellent care to victims of ASB; victim satisfaction to the end of Q2 14/15 is 77.6% which is a decrease of 0.5 % points compared to the previous quarter. Work to improve satisfaction levels is being driven by the Victim Care Board chaired by a Chief Superintendent. .
Help ensure that the criminal justice system, including the courts, witness protection and the judiciary put victims at the heart of everything they do.	Criminal Justice Partners	The PCC has met with criminal justice system partners to discuss performance and improvements that can be made.
Review the funding given to victim support organisations to ensure value for money is achieved and a good quality of support is provided.	Criminal Justice Partners	The OPCC has reviewed funding provided to victim support organisations as part of the wider project on commissioning of victims' services.
Help ensure that there is support for vulnerable people such as the young, the elderly, those with mental health issues and troubled families.	Criminal Justice Partners	The PCC has provided funding to support vulnerable people including domestic violence support funding and funding for the support of victims of sexual offences. He has also been active in commenting on the treatment of people with mental health issues.
Give You the Opportunity to have a Greater Say in how Your Streets are Policed		
Make sure that Surrey Police provides opportunities for everyone to engage about their issues at a neighbourhood level.	PCC	The OPCC has asked Surrey Police to make sure that all local areas have engagement opportunities. Local policing boards have been put in place by Surrey Police alongside Facebook boards and local surgeries. The OPCC also encourages resident contact via its Twitter account and the newly launched Facebook page.
Hold an annual Police and Crime Summit, together with the Council Leader and Chief Executive, in each Borough and District where people can come and take part in discussions about police and community safety issues.	PCC	Dates and venues for all crime summits in 2014/15 have now been agreed and have been shared with PCP Members.

<p>Ask local councillors, community safety officers and Surrey Police to formalise current engagement arrangements to ensure that there is a regular Local Policing Board that the public can attend in each Borough and District in Surrey.</p>	<p>PCC</p>	<p>Local policing boards are now in place across Surrey – see the link below.</p>
<p>Publicise the dates and venues for the summits and Local Policing Board meetings.</p>	<p>PCC</p>	<p>The Summits are all publicised on the PCCs website, Twitter account and through PCC and partner contact databases. The Local Policing Boards are publicised locally and on the Surrey Police website: www.surrey.police.uk</p>
<p>Give people the opportunity to contact or meet with me or my staff about specific issues, including through surgeries, correspondence or through my web-site.</p>	<p>PCC</p>	<p>The PCC continues to engage with residents through face-to-face meetings, crime summits, letters and e-mail. The OPCC will also be undertaking a significant piece of research to gauge the views of residents in relation to the PCC’s proposed precept increase.</p>
<p>Work with the media to ensure I am visible and available to the public and can make their interests heard.</p>	<p>PCC</p>	<p>The PCC continues to be active in local and national media.</p>
<p>Ensure everyone has the opportunity to engage by having a wide range of means of contact and engagement.</p>	<p>PCC</p>	<p>In addition to the policing boards and summits, the PCC, his Deputy and Assistants attend a large number of community meetings. The Office of the PCC also responds to e-mails and letters from residents and consults via the PCC’s website.</p>
<p>Use social media and other emerging communications channels to engage with young people and those who do not wish to engage via other means.</p>	<p>PCC</p>	<p>The Office of the PCC remains active on Twitter and has established accounts on YouTube, Facebook and Flickr.</p>
<p>Operate and lobby at a national level on behalf of the Surrey public on issues such as adequate funding for Surrey Police and victim care.</p>	<p>PCC</p>	<p>The PCC has been active nationally in raising issues of police funding, training, police officer morale and is on the national working group for victim’s commissioning.</p>
<p>Work with the Police & Crime Panel to make best use of its knowledge and expertise on local level issues.</p>	<p>PCC</p>	<p>The PCC attends all Police and Crime Panel meetings. The PCC also engages with the Panel on areas of specific interest such as rural crime and the development of precept proposals.</p>

<p>Making sure that everyone in Surrey is able to engage with the police, councils and other partners about the issues that affect them. I will ensure that existing joint engagement arrangements are formalised, with regular local policing boards in each Borough and District.</p>	<p>Surrey Police/ Community Safety Partners</p>	<p>Progress has been reported through the management meetings and related documents; each Borough and District has set up policing boards which are now advertised on the Surrey Police web-site. These continue to be based on the criteria requested by the PCC, recognising the need for a diversity of approach based on the area; innovative approaches have been used, e.g. Facebook sessions attracting over 1000 participants. Likewise, the Force contributes to the PCC's local policing summits. The key issues from each panel are sent directly to the OPCC for information.</p>
<p>Ensuring that issues are picked up and action is taken by the appropriate agency and that themes and learning are identified and acted upon together through joint problem solving.</p>	<p>Surrey Police/ Community Safety Partners</p>	<p>Issues and action plans have been identified through the local policing summits as collated through the PCC's office. The local policing boards have raised local issues, of a similar theme to panel meetings (e.g. speeding, parking and ASB), and resolution of these many issues forms part of daily business for the relevant neighbourhood teams. The teams work regularly with partners, including through joint action groups and community incident action groups. Examples of partnership-working have been included in reports for the management meetings.</p>
<p>Protect your local policing</p>		
<p>Review the police station disposals policy in Surrey to ensure best value is achieved from the Surrey Police estate and any sales of property.</p>	<p>PCC</p>	<p>This review has now concluded and the results can be read at the following link: http://www.surrey-pcc.gov.uk/2013/10/surrey-police-and-crime-commissioner-concludes-estates-review/</p>
<p>Seek a national role to provide a voice for Surrey on boards and organisations that set police pay and conditions particularly given proposals to reduce starting pay for police officers who already struggle financially to live in Surrey.</p>	<p>PCC</p>	<p>Kevin Hurley continues to be an active and vocal member on the national Police Negotiating Board (PNB) which deals with police pay and conditions.</p>
<p>Ensure that Surrey Police gets adequate support from national bodies, such as the National Crime Agency, National Fraud Investigation (led by the City of London Police) and Counter Terrorism Units, as well as making sure Surrey Police is doing its part in national policing requirements.</p>	<p>PCC</p>	<p>The PCC and staff have attended national seminars and training on national bodies. The PCC is part of the Regional Crime Oversight Board. Management meeting papers are received which update on Surrey Police's input into national policing requirements.</p>

Seek to reduce the bureaucratic burden on policing by tackling policies which inhibit us unnecessarily.	PCC	The PCC aims to reduce bureaucracy wherever possible and aims not to put additional burdens on Surrey Police including getting rid of targets.
Ensure that the media has a balanced picture of policing activity in Surrey: we will be transparent.	PCC	The PCC and his office are active in getting articles in local and national media including newspaper, radio and twitter to get a balanced picture of policing.
Take every opportunity to raise issues affecting Surrey such as budget cuts and police pay and conditions with MPs, councillors, partners, government and national boards to make sure that they are all able to support your aims.	PCC	The PCC continues to speak to MPS and government about funding for Surrey Police as well as on police pay and conditions.
Use my position as an elected person with the largest mandate in Surrey to give a balanced view of policing and protect those officers who put themselves in personally frightening or emotionally challenging situations every day and support them in tackling the people who blight the lives of the Surrey public.	PCC	The PCC is active about speaking up for police officers in media and social media.
Work with the Chief Constable during 2013 to set out a staff and asset transfer scheme, as required by the Home Office, that best meets your 6 priorities.	PCC	This has been completed.
Oppose plans for direct entry into the police service at Superintendent rank.	PCC	The PCC has nationally opposed direct entry and taken every opportunity to raise this as an issue with government and the press.
What Surrey Police is doing with regard to pay and conditions for officers and staff following government announcements on pay.	Surrey Police	The Force continues to work closely with the Police Federation and UNISON. Full details about the various aspects are included in the PCC management meeting documents.
What the latest staff survey results are saying and how staff are viewing leadership.	Surrey Police	Staff survey data is published separately. Wave 17 of the survey which ran Apr - May had a 44% response rate and the health score remained consistent with the previous wave, with the leadership section showing a slight increase. Going forward the Surrey and Sussex Senior Leadership Team have agreed to develop a joint survey.

Ensuring previous skills and training are utilised when officers transfer from other forces.	Surrey Police	The Force continues to recognise national qualifications and ensures bureaucracy is minimised when quality assuring 'local' skills from elsewhere. This has been described through the management meeting structure.
I will be Uncompromising in the Standards you Expect from Your Police		
Go out and about within Surrey Police to see what is happening 'on the ground', to listen to the public and victims and feed my observations back to the Chief Constable.	PCC	The Assistant PCC for Victims, Jane Anderson, continues her work to meet victims and feed back to Surrey Police. That has included recent qualitative research with victims of domestic violence.
Continue to ensure we have an effective Independent Custody Visiting Scheme, whereby trained people from local communities go into custody to check on the welfare and treatment of those being held in custody.	PCC	The Independent Custody Visiting Scheme continues to run well. The PCC recently ran a "thank you" event for volunteers, to recognise their commitment and dedication to the scheme.
Work with the Independent Advisory Group (IAG) and to hear views from minority groups about what they expect from policing.	PCC	The PCC, his Assistant PCC for equalities and support offices continue to meet regularly with the IAG and other groups to understand the views from diverse communities in Surrey.
Ensure that Surrey Police has the highest standards through monitoring customer service and complaints.	PCC	The PCC's office regularly monitors complaints trends and in the last quarter has carried out dip-sampling of complaints files.
Consider where I can introduce mystery shoppers to provide a check on standards of Surrey Police care for victims and customers.	PCC	Complete – considered and not felt to be practical.
Lead by example and give visible leadership for Surrey Police and expect those in leadership roles to do the same.	PCC	The PCC, Deputy PCC and Assistant PCCs continue to meet with Surrey Police leaders and show leadership to staff.
Monitor Surrey Police performance in investigating crime to make sure that the best results are achieved.	PCC	The PCC monitors Surrey Police performance in investigating crime in the management meetings. Reports and minutes of these meetings are published on the OPCC website.
How the Chief Constable and her senior staff are ensuring high standards, ethics and integrity - from dress codes and standards of appearance through to the service staff are delivering to the public.	Surrey Police	Professionalism is important, with work being driven through the People Strategy Board, the Strategic Crime and Incident Recording Group and the Professionalism and Integrity Board for the Code of Ethics. Good work is reported on through the management meetings.

How many complaints have been received, what the themes of these are and whether complaints are being well managed within required timescales.	Surrey Police	Overall details and numbers of complaints are published in the management meeting documents, which are published on-line. For Q2 14/15, we recorded a total of 150 complaints, an increase of 4 from Q1 2013/14. Allegations increased by 9% to 363 in comparison with the 334 recorded during Q1. This is likely due, at least in part, to a number of complaints containing a large number of allegations. The highest categories were 'Other Neglect or Failure in Duty' (125) and 'Incivility, Impoliteness and Intolerance' (52) which saw decreases of 5% and 12% respectively.
Examples of letters of satisfaction received and the issues to which they relate.	Surrey Police	Examples of such letters are published in the management meeting documents. Numerous themes are included such as thanks for locating missing family members, support to motorists involved in collisions and thanks from victims of crime following the successful prosecution of the offender.
How staff are being managed to ensure high standards and good service delivery including vacancy rates, sickness rates and staff survey results.	Surrey Police	This is a wide area; related performance and activity within the Force is included in the management meeting documents. As an example, sickness levels are positive; the percentage of working hours lost due to police officer sickness over the rolling 12 months to end of July 14 remained low at 2.7% for officers and 2.8% for staff. The Force figure equates to an average of 6.9 days for officers and 7.3 days per staff member.
Holding the Chief Constable to Account		
Webcast management meetings holding the Chief Constable to account.	PCC	Management meetings are webcast whenever technology allows and can be viewed on the PCC's website.
Finance and Resources		
Surrey Police budget and spend.	Surrey Police	This is a detailed area which is specifically covered through reports to the PCC from the Force in the monthly management meeting process. The recent Valuing the Police report by Her Majesty's Inspectorate of Constabulary concluded it was confident that Surrey Police is on track to achieve its required savings over the spending review period.

PCC budget and spend.	PCC	This is a detailed area which is specifically covered through reports to the PCC from the Force, in the bi-monthly management meeting process. The Force is in a position to meet the budget gap for the financial year 2014/15 through the proposed increase in precept. The PCC is exploring precept options for 2015/16 and is actively discussing these with residents through public events such as crime summits.
Crime and Disorder Reduction Funding		
Allocated funding.	PCC	Grant funding is all published on the PCC's website.

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