

Action	Agency	Progress September 2013
<p>Take a Zero Tolerance Policing Approach</p> <p>Ensure that Surrey Police and partner agencies focus on tackling anti-social behaviour, violence and those who break into homes or steal our property</p>	<p>PCC</p>	<p>The PCC, Kevin Hurley, has been leading on work with Surrey Police and Council partners in Surrey to look at setting up Joint Enforcement team – teams where all staff with law enforcement powers (e.g. police, wardens, environmental health officers, housing officers etc) all work together to tackle local problems</p>
<p>Make sure there is a focus on catching criminals and detecting crime</p>	<p>PCC</p>	<p>PCC has introduced borough/ district Crime Summits and Local Policing Boards which bring partners and public together to tackle problems jointly. PCC has funded a number of projects aimed at reducing ASB, including a £5,000 for a community dispute mediation project in North Surrey and £3,000 for a clean-up operation in a local recreation ground in Walton Leigh.</p>
<p>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</p>	<p>PCC/ Surrey Police</p>	<p>Examples of operations carried out to tackle organised criminal gangs are given in the attached paper. This also shows the assets that have been seized from criminals. http://www.surrey-pcc.gov.uk/wp-content/uploads/2013/09/01-Peoples-Priorities-v0-6.pdf Relevant documents with full details are published on-line. The force continues to disrupt or dismantle organised crime groups, with a number of operations either in operational phase or concluded. The total POCA seizures so far this financial year are £633,338.27.</p>

<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</p>	<p>PCC</p>	<p>Kevin has been asking Surrey Police for updates on work on tackle drugs in schools. The latest update can be viewed at http://www.surrey-pcc.gov.uk/wp-content/uploads/2013/09/01-Peoples-Priorities-v0-6.pdf. See page 5. The PCC has also been funding projects to educate school children on the danger of drug and alcohol abuse.</p>
<p>Review the community safety funding and grants available to partners who tackle local issues to make sure value for money is achieved</p>	<p>PCC</p>	<p>The PCC's office has been reviewing grants given to Community Safety Partners by the PCC including evidence of who funds have been spent and outcomes achieved.</p>
<p>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</p>	<p>PCC/ Surrey Police</p>	<p>The recent priorities report given to the PCC at his monthly management meeting highlights work by Surrey Police on roads policing, including CycleSmart and a recent road education event. http://www.surrey-pcc.gov.uk/wp-content/uploads/2013/09/01-Peoples-Priorities-v0-6.pdf</p>
<p>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</p>	<p>Surrey Police</p>	<p>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. 'Zero tolerance policing' is now the overarching title of the force strategy, and wide communication has been carried out internally to reinforce this message and ethos. However, standards are maintained, as again evidenced through the management meetings, for example with the recent introduction of the new uniform policy.</p>

<p>How Surrey Police is working to reduce crimes of burglary, robbery and violence</p>	<p>Surrey Police</p>	<p>The force has provided details on performance and activity for this through the bi-monthly management meeting process, reports of which are published on-line. Compared to last year, robbery has gone down by 10.4%, burglary has gone up by 0.4% (there is a proactive operation underway – Operational Candlelight – to target this), and violence with injury has gone up by 16% (work is being focused on this, coordinated through the violent crime reduction board).</p>
<p>What Surrey Police is doing to encourage reporting of underreported crimes such as domestic violence, homophobic, racist or other hate crime and sexual offences</p>	<p>Surrey Police</p>	<p>The force has provided details on activity for this through the bi-monthly management meeting process, reports of which are published on-line. As an example, the force has taken part in the Domestic Abuse Awareness Week and is involved in the multi-agency countywide Domestic Abuse Communications Group, which runs campaigns to raise awareness and show where to go for support and how to report to the police.</p>

The improvements being made in solving burglary, robbery, violence and sexual offences	Surrey Police	The force has provided details on performance and activity for this through the bi-monthly management meeting process, reports of which are published on-line. This year, the burglary detection rate is 10.3% (down 8.9% from last year). This is due in no small part to the decision taken by the force earlier in the year to discontinue its previous policy of using 'multiple cautions'. Significant focus is now being applied to drive up the 'primary detection rate' which relies upon robust initial investigation and effective forensic response. The robbery detection rate is 26.8% (down 10.8% from last year), the violence detection rate is 42.5% (down 4.4% from last year), and the serious sexual offences detection rate is 40.1% (down 6.5% from last year). The force is conscious of the drop in detection rates and is carrying out activity to improve this, for example through the use of logic trees at the DCC's new Crime Performance Boards.
The operations carried out and achievements made in targeting those who deal drugs to young people in schools and colleges of further education	Surrey Police	The force recognises that there is an intelligence gap in relation to drugs in schools and colleges. This remains work in progress; however activity is underway through a programme of visits to schools, and research requests to partner agencies, to bridge this intelligence gap.
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	Community Safety Partners	The PCC has funded a number of small projects aimed at reducing anti-social behaviour or providing community projects to provide facilities for young and other people, including £5,000 for a performing arts competition and £5,000 for the youth empowerment service.
The support and mechanisms in place to stop people abusing drugs	Community Safety Partners	The PCC has awarded a grant of £54,595 to part-fund the cost of the Youth Support Service Substance Misuse Team, delivering services aimed at reducing and preventing the misuse of drugs and alcohol by young people.

<p>Actions to tackle alcohol misuse and alcohol fuelled violence and anti-social behaviour</p> <p>Conviction rates at court for people who commit serious crime and drug dealers</p>	<p>Community Safety Partners</p> <p>Community Safety Partners</p>	<p>The PCC has funded £3,500 for Horley Town Council to update their CCTV system to prevent anti-social behaviour in the town.</p> <p>The latest update on performance given to the PCC includes detection rate information and details about trials at court.</p> <p>http://www.surrey-pcc.gov.uk/wp-content/uploads/2013/09/01-Peoples-Priorities-v0-6.pdf</p>
<p>More Visible Street Policing</p>		
<p>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</p>	<p>PCC</p>	<p>The Office of the PCC is continuing its work with government, informed by research from Oxford Economics, to campaign for fairer funding for Surrey Police.</p>
<p>Ensure Surrey Police and Criminal Justice partners take money and possessions away from criminals and direct this money into visible policing</p>	<p>PCC</p>	<p>The latest performance report published alongside this update shows that £377,000 of assets were recovered from criminals from April to July 2013.</p>
<p>Lead on collaboration with neighbouring forces to share as many police functions as possible and, in the future, consider amalgamation</p>	<p>PCC</p>	<p>The Surrey and Sussex PCCs have met with their respective Chief Constables to discuss the future of Surrey and Sussex collaborative working. Progress is being made to, in the future, share back-office functions such as HR, Finance and ICT and on continued sharing of specialist policing such as major crime investigation and firearms.</p>
<p>Develop protocols between neighbouring police forces so that the nearest unit can respond to calls for help regardless of county borders</p>	<p>PCC</p>	<p>As part of discussions with Sussex Police and PCC on collaborative working, there is agreement in principle for developing protocols so that nearest units can attend across the Surrey/ Sussex borders, rather than being tied to force boundaries.</p>

<p>The plans for Surrey Police in terms of back office savings and collaboration with neighbouring forces and local authorities.</p>	<p>Surrey Police</p>	<p>As described in documents for the management meetings, and published on-line, the force has received excellent feedback following an HMIC inspection (Valuing the Police 3) in relation to its work to meet the budget gap. Collaboration is already in place, with the Operational Support and Serious Crime Lead Force arrangements having begun on 1st October, and collaborative opportunities with Surrey Fire and Rescue Service and South East Coast Ambulance Service are being actively explored.</p>
<p>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</p>	<p>Surrey Police</p>	<p>The PCC has signed a deal with other South East PCCs and BT which will make 20% savings on telecoms over the next 7 years: http://www.surrey-pcc.gov.uk/2013/08/police-forces-unite-to-sign-landmark-deal-with-bt/ The force has been conducting, and continues to conduct, a number of reviews, which are reported on formally through the management meeting process, including associated savings and potential savings. The reviews and related savings have been a key factor in the force's excellent HMIC inspection as above.</p>
<p>The number and powers of PCSOs (Police Community Support Officers) and how they are used to support this plan</p>	<p>Surrey Police</p>	<p>This was reported on at the September management meeting; the force establishment for PCSOs is 222 full time equivalent (FTE) posts, and there are currently 199 FTE posts which are filled. 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 'People's Priorities' document.</p>

<p>How Surrey Police is making best use of the Special Constabulary and other volunteer groups</p>	<p>Surrey Police</p>	<p>This is also included in the reports for the management meetings. Of note, there has been a recent review of the Special Constabulary to ensure Specials can best deliver operational policing and support delivery of the Police and Crime Plan. As a result, Specials are now aligned to the wider areas of front-line policing, including TPT, and their rank structure has been streamlined, with fewer senior ranks, and line management by regular frontline Sergeants.</p>
<p>Put Victims at the Centre of the Criminal Justice System</p>		
<p>Work with the Criminal Justice System to ensure victims get proper support, whether they are dealing with Surrey Police, courts, probation, judges or voluntary support organisations</p>	<p>PCC</p>	<p>The PCC has granted £30,000 of funding for a manager's post for the Young Witness Service, which supports young people going through the court either as victims or witnesses.</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 Assistant Police and Crime Commissioner (APCC) for Victims, Jane Anderson, has been working with Surrey Police, courts and other partners to look at the victim experience and what can be done to improve. She has met with victims of domestic abuse to assess their needs,</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>The OPCC has received updates on the projects it has funded during the last year, including projects to support victims.</p>
<p>Ensure that we look after those people most vulnerable in our society</p>	<p>PCC</p>	<p>The PCC has funded a promotional campaign (£2,700) to raise awareness of crime reporting routes for members of the Lesbian, Gay, Bisexual and Transgender (LGBT) community. In addition, the PCC has provided £6,500 for a training course to improve officers' knowledge of the impact of disability hate crime on victims. The APCC for victims has been working with the Courts Services on better meeting victims' needs at the specialist domestic violence court.</p>

Work with partners to ensure that those with mental health issues receive appropriate care and protection	PCC	The PCC has considered the review carried out by national inspectors to examine the extent to which police custody is used as a place of safety. He has asked Surrey Police to provide a response to the recommendations made and has provided a response to the review: http://www.surrey-pcc.gov.uk/2013/08/surrey-pcc-response-to-review-into-police-custody-s136-mental-health-act-1983/
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, getting the call centre and response officers to focus on what the victim needs.	PCC	The latest performance report published alongside this update shows how Surrey Police is performing in answering telephone calls and providing responses, including 94% of 999 calls being answered within 10 seconds.
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 victim care. Activity and performance is described in the published documents for the management meetings, and of note the force has risen to 14 th place nationally for overall victim satisfaction with a level of 86.7%, which is an increase of 3.1% since last year.
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 ASB victims; performance is strong, being 80.4%, which is an increase of 1% since last year.
Help ensure that the Criminal Justice system, including courts, witness protection and the judiciary put victims at the heart of everything they do	Criminal Justice Partners	The APCC for Victims, Jane Anderson, has been assessing the victim journey through the criminal justice system, including speaking to victims, listening to calls in the Surrey Police contact centre and the Victim Support call centre, going out with response officers and neighbourhood teams, attended groups aimed at providing crime interventions and continued to attend crown and magistrates' courts. Jane is also a member of the panel which quality assures out of court interventions, representing victims.

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 OPEC is currently reviewing funding given to victim support organisations and looking at what the PCC will be doing in future to funding victim support services, as funding is due to be given to PCCs in this area over the next few years.
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 APCC for Victims has been considering support given to victims, including vulnerable victims.
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 PCC has tasked Surrey Police with holding local policing panels in every borough and district. The latest management report shows other ways that Surrey Police are providing opportunities to engage: http://www.surrey-pcc.gov.uk/wp-content/uploads/2013/09/01-Peoples-Priorities-v0-6.pdf
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	Summits have now been held in three areas, Reigate and Banstead, Elmbridge and Speilthorne. Plans are well underway to run summits in Epsom and Ewell, Guildford and Tandridge by the end of 2013.
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	PCC	Surrey Police and partners have held local policing boards in every borough and district in Surrey.
Publicise the dates and venues for the Summits and Local Policing Board meetings	PCC	Summit dates are publicised on the PCCs website, council websites and through local media and mailouts. Local police and partners publicise the Local Policing Boards.
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	PCC	The PCC has held and attended a number of public meetings, including 3 crime summits. Since taking up office, there have been 1242 e-mails, phone calls and letters to the PCC office, 157 in the last quarter. The PCC also meets regularly with Surrey Police unions.

Work with the media to ensure I am visible and available to the public and can make their interests heard	PCC	The PCC his deputy and assistants are all active in the media. The PCC has been in a number of national and local newspaper articles and radio articles in the last quarter including Surrey Advertiser, Eagle Radio and BBC Surrey.
Ensure everyone has the opportunity to engage by having a wide range of means of contact and engagement	PCC	The PCC, Deputy PCC and Assistant PCCs have carried out a wide variety of engagement in the last quarter. Including twitter at events, individual meetings, public events and a meeting with Woking Taxi drivers: http://www.surrey-pcc.gov.uk/2013/09/kevin-hurley-police-and-crime-commissioner-for-surrey-welcomes-meeting-with-woking-taxi-drivers/
Use social media and other emerging communications channels to engage with young people and those who do not wish to engage via other means	PCC	Kevin Hurley and his office both have active twitter accounts. The Police and Crime Summits are tweeted live and have had a number of people following allowing access for those that don't wish to attend meetings.
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	PCC	The PCC has been active in national and local press on issues such as funding and opposing direct entry into the police service. Kevin is also a national lead on the future of Victim Support services.
Work with the Police & Crime Panel to make best use of its knowledge and expertise on local level issues	PCC	Kevin Hurley has met regularly with the Police and Crime Panel at formal meetings and informal workshops. He has sought their support and expertise, particularly in the last quarter on developing Joint Enforcement Teams in Surrey.

<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 has set up policing boards, and these continue 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. In future, the key issues from each panel will be sent direct 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. The PCC has made a decision to continue with the disposals but to gain better value through planning permission where possible. The decision paper for the review can be read at http://www.surrey-pcc.gov.uk/2013/10/decision-log-estate-disposal-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 has secured a place on the national PNB (Police Negotiating Board) 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 his office have developed links with these national bodies. The PCC has scrutinised the regional crime arrangements through the South East Regional Crime Unit Governance Board. The Chief Constable is asked to provide an update on how Surrey is meeting national requirements every 6 months, with the next report due in November.</p>
<p>Seek to reduce the bureaucratic burden on policing by tackling policies which inhibit us unnecessarily</p>	<p>PCC</p>	<p>PCC has got rid of targets in Surrey Police to reduce bureaucracy and promoted a non-bureaucratic approach when speaking to Surrey Police managers.</p>
<p>Ensure that the media has a balanced picture of policing activity in Surrey: we will be transparent</p>	<p>PCC</p>	<p>The Office of the PCC continues to work with Surrey and national media on balanced articles and responded to any inaccurate media. For example see the OPCS website http://www.surrey-pcc.gov.uk/category/news</p>
<p>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</p>	<p>PCC</p>	<p>The PCC has continued to raise these issues during meetings with Government, MPs and others. This has included a response to a national report on police funding challenges: http://www.surrey-pcc.gov.uk/2013/07/surrey-pcc-kevin-hurley-reacts-to-hmic-funding-challenge-report/</p>
<p>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</p>	<p>PCC</p>	<p>The PCC seeks to provide this balance in media interviews, including national TV appearances, public meetings and in discussions with Surrey Police staff.</p>
<p>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</p>	<p>PCC</p>	<p>The PCC and Chief Constable have submitted a stage 2 transfer scheme to the Home Secretary and are awaiting feedback before implementation in April 2014.</p>
<p>Oppose plans for direct entry into the police service at Superintendent rank.</p>	<p>PCC</p>	<p>The PCC has publically opposed direct entry and continues discussions nationally to influence government views.</p>

<p>What Surrey Police is doing with regard to pay and conditions for officers and staff following Government announcements on pay</p>	<p>Surrey Police</p>	<p>The force continues to work closely with the Police Federation and UNISON in acting in line with new laws, and terms and conditions, and ensuring changes are communicated and implemented sensitively and without bureaucracy. Full details about the various aspects are included in the PCC management meeting documents. One area of note is the decision that new PCs to the force will have a starting salary above the minimum proposed in the Winsor review.</p>
<p>What the latest staff survey results are saying and how staff are viewing leadership</p>	<p>Surrey Police</p>	<p>Staff survey data is published separately. In the midst of budget cuts and much organisational change, the force has seen a drop in scores for the staff survey, and has COG-led plans in response to this. Of note, the recent introduction of divisions on 1st October has already had an impact in putting visible senior leaders back with their teams.</p>
<p>Ensuring previous skills and training are utilised when officers transfer from other forces</p>	<p>Surrey Police</p>	<p>The force recognises national qualifications and ensures bureaucracy is minimised when quality assuring 'local' skills from elsewhere. This has been described through the management meeting structure.</p>
<p>Uncompromising in the Standards You Expect from Your Police</p>		
<p>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 into the Chief Constable</p>	<p>PCC</p>	<p>Kevin, Jeff Harris the Deputy PCC and the two assistant PCCs have been very active in the last quarter meeting public, victims and Surrey Police staff. There are numerous examples including meeting all the Surrey Police unions, visits to custody facilities, work already highlighted above with victims and public meetings.</p>

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 Office of the PCC continues to run an effective custody visiting scheme with 50 volunteer visitors carrying out over 600 visits with detainees in a year. The Annual Report for the scheme has recently been published and can be viewed at: http://www.surrey-pcc.gov.uk/wp-content/uploads/2013/08/2013-04-02-ICV-End-of-Year-Report.pdf
Work with the Independent Advisory Group (IAG) and to hear views from minority groups about what they expect from policing	PCC	Assistant PCC for Equality and Diversity attends the IAG and has begun a programme of meetings with minority groups.
Ensure that Surrey Police has the highest standards through monitoring customer service and complaints	PCC	The Office of the PCC has received 157 items of correspondence during the last quarter (letters, e-mails, phone calls), of which 110 were expressing dissatisfaction or complaint. This is a reduction on the previous quarter. All complaints or dissatisfaction is looked into by the OPCC and an appropriate response provided.
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 progressed. Assistant Police and Commissioner for Victims employed instead.
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 meet regularly with senior Surrey Police staff and other police officers and staff to show leadership.
Monitor Surrey Police performance in investigating crime to make sure that the best results are achieved	PCC	Kevin Hurley, PCC, receives regular performance updates at his management meetings here he holds the Chief Constable to account, including on investigating crime. The latest report can be viewed at: http://www.surrey-pcc.gov.uk/wp-content/uploads/2013/09/01-Peoples-Priorities-v0-6.pdf

<p>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</p>	<p>Surrey Police</p>	<p>The relevant activity (for example, the new uniform standards) is included as part of the management meeting documents and reported on at the public meetings with the PCC. A professionalism review is in place, of which uniform standards are one part.</p>
<p>How many complaints have been received, what the themes of these are and whether complaints are being well managed within required timescales</p>	<p>Surrey Police</p>	<p>Overall details and numbers of complaints are published in the management meeting documents, which are published on-line. For the most recent quarter, the two highest categories are 'Other Neglect or Failure in Duty' and 'Incivility, Impoliteness and Intolerance'. Both categories have seen an increase with 'Other Neglect' going up by 23% (+26 allegations) and 'Incivility' increasing by 37% (+14 allegations). This is now being considered by the DCC and will form part of the professionalism action plan and be subject to actions under the professionalism agenda.</p>
<p>Examples of letters of satisfaction received and the issues to which they relate</p>	<p>Surrey Police</p>	<p>Examples of such letters are published in the management meeting documents. Numerous themes are included, for example a swift response to violence, thorough investigations, and attendance at community events.</p>
<p>How staff are being managed to ensure high standards and good service delivery, including vacancy rates, sickness rates and staff survey results</p>	<p>Surrey Police</p>	<p>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 a rolling 12 month period has remained low at 2.6%, which is notably better than the national median of 3.8%. The force figure equates to an average of 6.6 days per officer.</p>

Holding the Chief Constable to Account	
Webcast management meetings holding the Chief Constable to account	PCC To meetings have been held with the PCC holding the Chief Constable to account since the last quarterly update – in July and September. The July meeting can be viewed on the PCCs website. Technical difficulties meant the September meeting cannot be viewed. But a written record is available on the website. http://www.surrey-pcc.public-i.tv/core/portal/home
Finance and Resources	
Surrey Police budget and spend	Surrey Police Surrey Police and the PCCs accounts have been published on the PCCs website. http://www.surrey-pcc.gov.uk/2013/07/audit-of-accounts-notice-of-public-rights/ This is a detailed area which is specifically covered through reports to the PCC from the force, in the monthly management meeting process. As shown by the HMIC VTP 3 inspection, the force is in an excellent position to bridge the budget gap.
PCC budget and spend	PCC Surrey Police and the PCCs accounts have been published on the PCCs website. http://www.surrey-pcc.gov.uk/2013/07/audit-of-accounts-notice-of-public-rights/
Crime and Disorder Reduction Funding	
Allocated funding	PCC Details of projects funded by the PCC during the last quarter can be read on the PCCs website: http://www.surrey-pcc.gov.uk/2013/09/128000-awarded-to-surrey-community-safety-projects-as-police-commissioner-agrees-new-grants/