

Police & Crime Commissioner Candidates' Briefing – 23rd April 2024

Alison Bolton, Chief Executive

Kelvin Menon, Chief Finance Officer

Damian Markland, Head of Performance & Governance



OFFICE OF THE POLICE &
CRIME COMMISSIONER FOR
SURREY

Police & Crime Commissioners – 12 years on.....

- *“They will **strengthen the essential bridge between the police and the people**, and give the public a stronger voice while protecting the operational independence of the police”*

Policing and Criminal Justice Minister, September 2011

- *“(PCCs) bring – for the first time ever – **real local scrutiny of how chief constables and their forces perform** and real energy to the important task of policing - keeping families, neighbourhoods and businesses safe and secure”*

Home Secretary, February 2016

- *“(We) will ensure PCCs can focus more sharply on local crime fighting, with stronger accountability to those they serve. **PCCs allow the public’s voice to be heard on local policing and crime matters** and hold Chief Constables to account for delivering what communities need. As such, **PCCs continue to play a critical role in reducing crime and reoffending.**”*

Home Secretary, March 2022

Key PCC Roles and Responsibilities:

Many (but not all) are laid out in the Police Reform & Social Responsibility Act (2011). But see also the Policing Protocol Order 2023, which notes that PCCs are charged with the ‘totality of policing’ in their area. This includes:

- Setting the ‘strategic direction’ for Surrey Police
- Setting the Force budget and police element of council tax precept
- Obtaining the views of local people on priorities and budget plans
- Holding the Chief Constable to account and monitoring performance
- Appointing the Chief Constable and the power to dismiss
- Recipient of *all* funding
- Commissioning of services to help victims to cope and recover; and award of grants to improve community safety and crime reduction
- Working with partners to enhance the delivery of criminal justice and to tackle crime and disorder
- Contributing to national and internal policing capabilities

Other Roles and Responsibilities:

- Complaints: about the Chief Constable; PCC is review body for appeals about most police complaints; monitoring trends; working with Panel re PCC/DPCC complaints
- Police misconduct system: appoint and train Legally Qualified Advisors and Independent members for misconduct hearings. Administer Police Appeals Tribunals and Pension Forfeitures
- Freedom of Information and data protection responsibilities
- Statutory duties around publication of information and transparency on our website
- Surrey Pensions Board
- Run and Independent Custody Visiting Scheme (c 40 volunteers) and Animal Welfare scheme
- Police collaboration: review and monitor local, regional and national arrangements
- PCCs lead on delivery of key government initiatives and policy – e.g. Serious Violence Duty/Safer Streets/Victims & Witness Bill
- Working with the Police & Crime Panel who scrutinise and support

Setting the Strategic Direction – Police & Crime Plan



- The PCC's 'strategic direction' is articulated through a **Police & Crime Plan**
- Issued “**as soon as practicable**” after taking up office
- Sets out the range of activities to tackle crime + improve community safety
- **Must include:** police and crime objectives, policing services to be provided by the CC, finance and resources, how the CC will be held to account, how national commitments will be met, details of any grants to be made
- **Style of plan** – matter for the PCC – considerations e.g. high level strategic/ accessible v detailed/robust framework for accountability
- Should demonstrate an **understanding of local need** – reflect priorities of local people, victims of crime, businesses, partners and stakeholders – consultation recommendation
- Must consult with **Chief Constable** then give to **Police & Crime Panel** for review
- Chief Constable must 'have regard' to the plan – key mechanism for the PCC to hold the CC to account
- PCC will be held to account against the plan – by the Panel and the electorate
- PCC is required to report upon progress in an **Annual Report**
- OPCC will assist in drafting a plan based on election commitments of successful candidate, working closely with the Force

Holding the Chief Constable to account and good governance

- Good governance and financial stewardship is key to achieving a PCC's priorities, to helping Surrey Police perform effectively and for public confidence in policing
- Holding CC to account for the exercise of his functions and delivery of Police & Crime Plan
- How? Balance – frequency, formality, flexibility, transparency, detail etc
- But - the PCC must not fetter the Chief Constable's **operational independence**
- 'Governance' is also broader than holding the CC to account:
 - Recording decisions/actions that can then be scrutinised by the Panel
 - Effective audit, financial control and risk management
- Some controls measures are obligatory – Audit Committee; Internal/External audit; Scheme of Corporate Governance; Risk Register; responding to recommendations of HMICFRS
- Also governance for collaborative arrangements, partnership, criminal justice
- OPCC staff members of key Force governance boards – performance, finance etc.

Being the local link between Police and communities



- Visible, accountable and engaged with public is key part of role
- Very busy diaries - meetings, surgeries, community and residents' events, service providers
- Meetings with other elected representatives – MPs, councillors etc
- 'Policing Your Community Events' with Surrey Police – 22 events organised by OPCC
- Links with the media – local and national, print and TV
- Social media and website – 26,000 visits to the OPCC website; 11,000 followers including 445 new subscribers to the OPCC social media channels in 23/24
- Contact with the Office – have handled over 1,300 separate cases
- Newsletters sent to +2,000 residents every month
- Over 700 views of performance meetings with the Chief Constable live streamed to the public
- Data hub – transparency of police performance information. 5000+ views
- Formal consultation: development of Police & Crime Plan and setting of precept

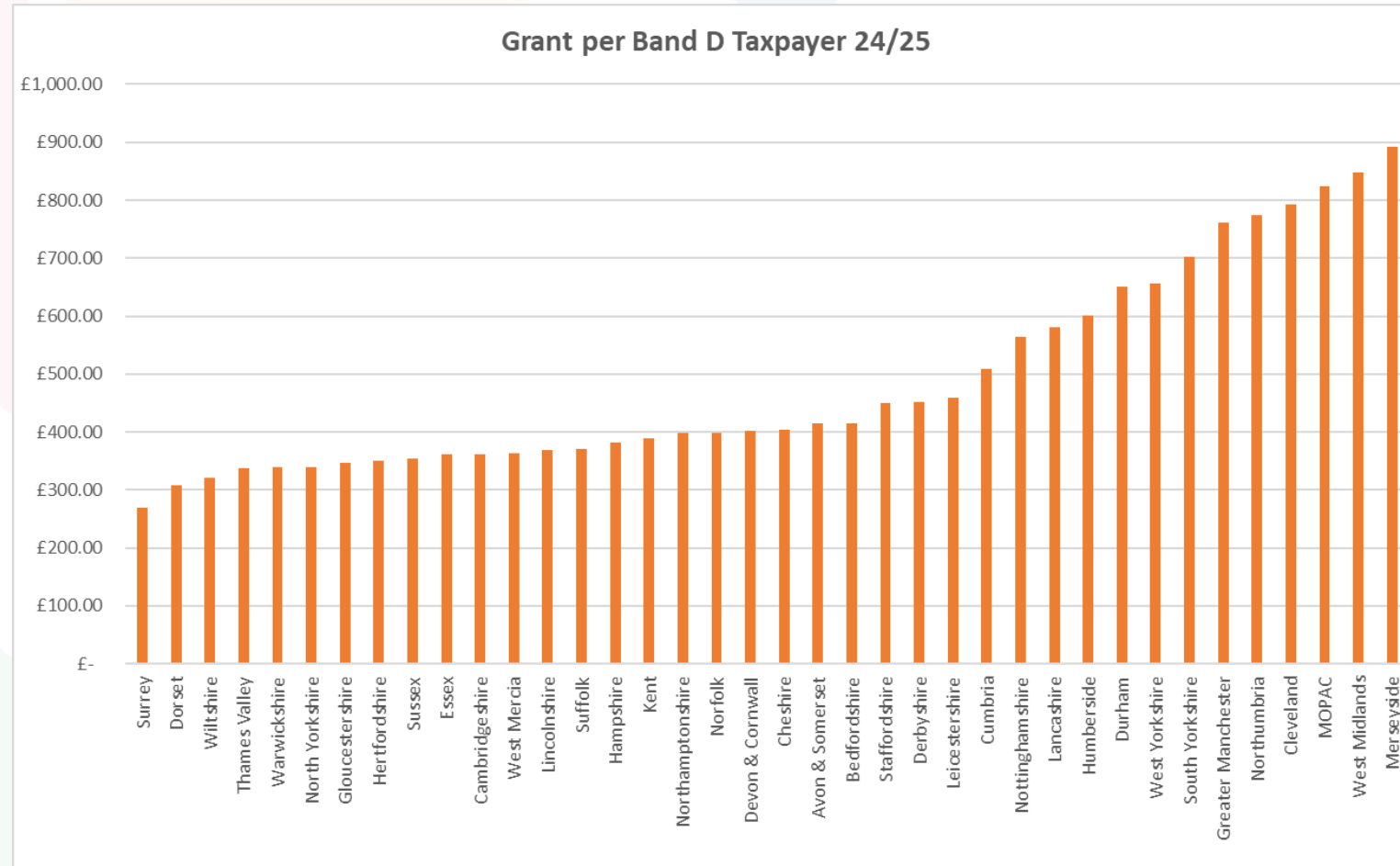
Budget, Finance and Council Tax Precept

- The PCC is a **separate legal entity** called a “**Corporation Sole**”.
- The PCC owns all the assets of the Group (Force and OPCC)
- The PCC is the **recipient of all group funding**
- The PCC determines the **council tax precept** and sets the overall budget for the PCC group
- The CC requests resources from the PCC to deliver services. The PCC allocates these and then holds the CC to account for delivery.
- PCC sets budget for their own services including victims funding and community safety/reducing reoffending funds
- Day-to-day management of force finances, assets, contracts, property + procurement is delegated to the Force
- PCC and CC share a responsibility for financial and budget planning

Financial facts and figures

- **2024/25 revenue budget** for Surrey PCC Group is £309.7m (84% for staffing). 1% on pay £2.3m
- 99% of budget goes to the Force with 1% to the OPCC
- 55% of the Revenue budget is funded by residents and 45% by Government
- Surrey has the lowest Government Grant per head in England and Wales
- For **2024/25** the PCC set a policing precept of **£323.57p** (Band D property).
- **2024/25 Capital budget:** £32.8m including £22.9m on Estates mainly the new HQ.
- **2024/25 Savings Target:** £3.8m. £18.1m over 4 years
- **2024/25 Reserves:** £31m (5 weeks of budget) for contingencies, transformation, estates and risk management

Government Grant



Working in partnership in Surrey

- Effective partnership working is key to preventing and reducing crime
- Increasingly, PCCs are leading on delivery for partnership projects (e.g. Safer Streets; Serious Violence) and are accountable for financial spend
- Plethora of projects across sectors – public, voluntary, charitable and business
- Duty to co-operate with **Community Safety Partnerships** (CSPs) – (police, fire and rescue, local authorities, probation providers, health providers). Final arbiter for ASB Case Reviews (Community Triggers)
- Duty to work together with **Criminal Justice** partners, with PCC current Chair of partnership including police, Crown Prosecution Service, probation providers, prison services, youth justice, courts
- Chair or member of many **strategic boards** – e.g. Health & Wellbeing Board; Surrey Criminal Justice Board; Surrey Community Safety Assembly; Serious Violence Reduction Partnership
- Often **co-commission services** with partners which requires productive relationships and strong negotiating and influencing skills

Commissioning and grants - overview

- PCCs are now local commissioners of support services for victims of crime – ensuring the delivery of professional and practical help for victims to cope and recover
- All PCCs have the ability to award grants in order to reduce crime or anti-social behaviour
- The PCC has a team to provide policy support to deliver the Police and Crime Plan and manage all associated commissioning and grant activity which supports victims of crime, improves community safety and reduces re-offending
- Funding for commissioning activity is derived from a number of sources – it includes an allocation from central government for victim services; local funds from the PCC’s own office budget and funding successfully secured by the PCC’s team through competed opportunities
- Since April 21, the team has secured £10million through competed opportunities, including the Home Office “What Works Fund” for Prevention of VAWG and Supporting Children; the Domestic Abuse Perpetrator Interventions Fund and Safer Streets, as well as additional Ministry of Justice funds for victim services
- Success involves the PCC’s team bringing together multiple partners to collaboratively identify needs, develop projects, oversee delivery, monitor project progress and outcomes and report back to the Government

Central Government Funding – 2023/24

Fund	Amount	Detail of services commissioned (not exhaustive)
MOJ additional Independent Sexual Violence Advisor (ISVA)/Independent Domestic Violence Advisor (IDVA) funding	£1,219,050.67	Specialist workers support child and adult victims through the court process and beyond, as well as offering outreach support in the community, and services to provide therapeutic interventions.
MOJ Victims Fund	£1,437,083.67	The Victim & Witness Care Unit offers support to all victims of crime in Surrey and works alongside other specialist services, e.g. sexual violence and child sexual exploitation services; DA services; and embedded independent workers in police teams and hospitals
HO What Works Fund: Preventing Violence Against Women and Girls (VAWG) and Supporting Children	Up to £389,362	<ol style="list-style-type: none"> 1. Provision of Surrey Healthy Schools in-person and online training to increase teacher confidence and competency in delivering Personal, Social, Health and Economic education, partnering with local VAWG services to ensure timely and appropriate referral to their specialist support services. 2. A behaviour change public campaign for 13-17 year olds centred on preventing peer-to-peer youth produced sexual imagery.
HO Domestic Abuse Perpetrator Interventions Fund	Up to £991,364.57	The development of the Surrey Steps to Change Hub - a new collaboration of services, expert in increasing survivor safety and reducing harm. Services include interventions for those aged 11+ using harmful behaviours in close relationships or aged 16+ seeking to change stalking behaviour in any context.
Safer Streets 5	£462,924.00	Projects utilising a range of tactics to tackle Anti-Social Behaviour in 3 local areas: Redhill, Guildford and Walton-on-Thames.

Central Government Funding – 2024/25

Fund Title	Amount	Detail of services commissioned (not exhaustive)
MOJ additional ISVA/IDVA & DA/SV Funding	£1,219,050.67 (unconfirmed)	As previous slide
MOJ Victims Fund	£1,437,083.67 (unconfirmed)	As previous slide
HO PVSC What Works Fund	Up to £353,425	As previous slide
HO DA Perpetrator Interventions Fund	Up to £998,248.83	As previous slide
Safer Streets 5	£352,986	As previous slide
Home Office ASB/SV Hot Spot Policing	Up to £1,000,000	To deliver an increased uniform/policing presence and activity in identified hot spots to reduce ASB and serious violence
Home Office Immediate Justice	Up to £500,000	To deliver swift, visible reparative activity in response to ASB for a visible public benefit and confidence

Local discretionary funds for award of grants

Fund title	Amount	Detail of services commissioned (examples, not exhaustive)
Community Safety Fund	£383,000	Mediation Service to help resolve and prevent dispute in the community (ASB); Support for vulnerable victims of fraud; Drug and Alcohol Care and Women’s Support Centre Surrey counselling services; Clear Hold Build project to address crime threats in local community; Crimestoppers Safer Communities activity; ‘Cuckooing’ service for those whose homes have been targeted for criminal exploitation
Children and Young People Fund	£275,000	Youth Commission – giving young people a voice in policing; Matrix Trust Youth Hideaway, a ‘drop in’ youth work provision; Catch 22 Music to My Ears diversion project for young people experiencing or at risk of criminal exploitation; GASP diversionary Motor Project for youths engaging in crime or ASB
Reducing Re-offending Fund	£270,000	‘Bridge the Gap’ - trauma-informed outreach service to support residents experiencing multiple disadvantage; Women’s Support Centre Checkpoint Navigator undertaking casework with women for out-of-court resolutions; Clean Sheet Reducing Reoffending through Employment’ project; The Hope Hub outreach and supported housing for homeless people; Transform accommodation and support for people to prevent future offending.
PCC Fund	£530,000	Flexible fund to meet identified needs across policy areas of victims, reducing reoffending and community safety.

Serious Violence Duty

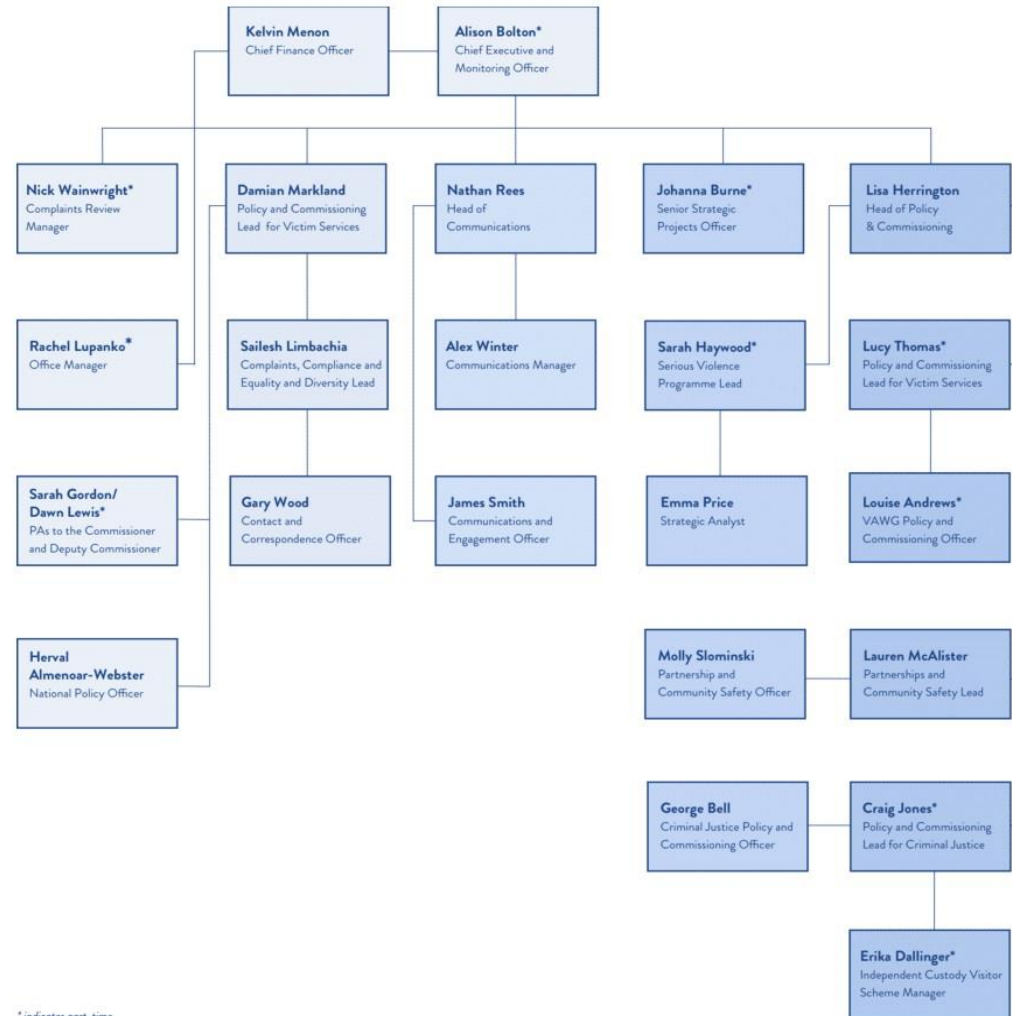
- In 2023, the Government introduced a new Serious Violence Duty (SVD) which obliges a range of specified authorities to work together to prevent and reduce serious violence within their local communities
- To support local partners in meeting the requirements of the SVD and to deliver interventions, the Home Office has allocated funding to each force area – this grant is held by the PCC for activity agreed and developed jointly with specified authorities.
- The PCC’s Chief Executive chairs the partnership’s Serious Violence Reduction Partnership and the PCC has seconded an experienced member of staff to the role of Serious Violence Programme Lead. This role is leading the assessment and analysis of local need, development of strategy and commissioning of interventions. Funding is split to cover labour and non-labour costs.

2023/24	2024/25
Labour costs £222,555.91	Labour costs: £211,864.69
Non-Labour costs £119,212.44	Non-labour costs: £334,965.78
Non-labour funding is used to commission interventions including targeted support for children and young people in custody; outreach services to support victims of ‘cuckooing’; nighttime economy projects to tackle VAWG	Non-labour funding not yet allocated, but early needs identified include knife crime prevention activity, particularly for young people; interventions in acute and community settings; and continued support for VAWG

PCC Support and Staffing

- Team of staff (19 FTE) to support the PCC carry out statutory responsibilities and other activity to meet Police & Crime Plan objectives and provide professional advice
- Every PCC's office is headed up by a Chief Executive (also serves as PCC's Monitoring Officer). A statutory role
- Every PCC also must have a Chief Finance Officer, separate from the Force (statutory)
- Existing staff remain in place with the arrival of any new PCC
- All staff are politically restricted (impartial) and must be appointed on merit
- Size and composition varies widely between areas
- Team based at Mount Browne Police HQ
- Other sources of advice and information – e.g. APCC; HMICFRS

OPCC Structure Chart



Deputy Police & Crime Commissioners

- A decision for each PCC – although Government has committed to mandating the role
- Deputy PCCs are members of the PCC's staff, BUT – the only post that is not politically restricted and doesn't need to be appointed on merit
- No role description, no salary structure – a matter for the PCC
- Appointment can only be made after a Confirmation Hearing with the Police & Crime Panel (must hold this within 3 weeks of notification)
- Panel can review and make recommendations on the appointment, but has no power of veto
- A returning PCC who wishes to re-appoint a DPCC must go through the same process as the first appointment, including a Confirmation Hearing

Surrey PCC's 'in-tray' for the first few weeks

- Take up office on 9th May (one week after the elections)
- 'Oath of Impartiality' – normally in front of the PARO at the count
- Consider whether to be vetted (optional); sign Code of Conduct
- Equipment, passes and pay (salary is £73,300). Security review
- Key meetings and introductions are pencilled into diary
- Early consideration of Police & Crime Plan; governance structures; approach to commissioning and grants; resourcing of the office
- Deputy PCC – would require a Confirmation Hearing (30th May/12th June)
- Thoughts about involvement in national work
- Programme of induction – locally and nationally through the APCC

The term ahead

- Next PCC term will run until May 2028
- General Election – what will police governance look like in future?
- Devolution and move towards more Mayors with policing powers
- Police Officer Uplift – maintenance of numbers
- Local performance – e.g. HMICFRS recommendations
- Transformation plans in order to deliver services
- Key local projects: Immediate Justice roll-out later in 2024; ‘Right Care, Right Person’ – new approach to police and Mental Health; Victims and Witness Bill
- Mount Browne re-development and wider estates plans