

Surrey Police and Crime Commissioner

Police and Crime Plan 2021-2025

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Police and Crime Commissioners are elected every four years to oversee policing, victim services and community safety for each police force area in England and Wales. Lisa Townsend was elected as Police and Crime Commissioner for Surrey in May 2021. Lisa is responsible for overseeing the work of Surrey Police, holding the Chief Constable to account, helping to tackle the crime issues that matter to people in Surrey and commissioning services to support victims of crime. She is also required to set out a Police and Crime Plan for the county.

Foreword from the Police and Crime Commissioner

When I was elected as Police and Crime Commissioner in May, I pledged to keep residents' views at the heart of my plans for the future. One of the most important roles I have is to represent the views of those live and work in Surrey in how our county is policed and I want to make sure the public's priorities are my priorities. So I am delighted to present my Police and Crime Plan which set out the key areas I believe Surrey Police need to focus on during my term of office.

There are a number of issues our communities have told me are important to them such as tackling anti-social behaviour in their local area, improving police visibility, making the county's roads safer and preventing violence against women and girls. This plan has been designed to reflect those priorities and will provide the basis on which I hold the Chief Constable to account for delivering a policing service our communities expect and deserve.

A lot of work has gone into developing this plan and I wanted to ensure it reflects as wide a range of views as possible on those issues that are important to people in Surrey. With the help of my Deputy PCC, Ellie Vesey-Thompson, we undertook the widest consultation process ever carried out by the Commissioner's office. This included a county-wide survey of Surrey residents and direct conversations with a key groups such as MPs, councillors, victim and survivor groups, young people, professionals in crime reduction and safety, rural crime groups and those representing Surrey's diverse communities.

What we heard was lots of praise for the Surrey Police officers, staff and volunteers across the county, but also a desire to see a more visible police presence in our communities, tackling those crimes and issues that are important to people where they live.

Our police teams of course cannot be everywhere and much of the crime they have to deal with, such as domestic abuse and fraud, happens out of sight - in people's homes and on-line. We know that a visible police presence can provide reassurance to residents, but we need to make sure that this is directed to the right places and has a purpose.

I am in no doubt that these are challenging times. In the last 18 months policing has been under great stretch as it adapted to delivering services and maintaining resources during the Covid-19 pandemic. And more recently there has been intense public scrutiny following the shocking death of Sarah Everard at the hands of a serving police officer. This has sparked much debate about the continued epidemic of violence that women and girls experience and the police service has much work to do to combat this problem, tackle the root causes of offending and restore confidence in policing.

I have heard from you how important it is that those who offend, who target our vulnerable people or threaten our communities need to be brought to justice. I have also heard how important it is to you to feel connected to Surrey Police and to be able to get help when you need it.

Balancing these demands is the challenge our police leaders face. We are receiving more funding for police officers from the Government but it will take time for these officers to be recruited and trained. Having spent a great deal of time out and about with our policing teams since I was elected, I have seen first-hand the hard work and dedication they put in every day to keep our county safe. They deserve the continued thanks of us all for their continued commitment.

Surrey is a fantastic place to live and work and I am committed to using this plan and working with the Chief Constable to ensure we have a policing service this county can continue to be proud of.

Lisa Townsend, Police and Crime Commissioner for Surrey

Foreword from the Chief Constable

To follow

Gavin Stephens, Chief Constable for Surrey Police

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Police and Crime Plan Priorities

The priorities in this Police and Crime Plan reflect those areas that residents and the key groups we spoke to felt were important to them. I also considered current crime trends and professional analysis from the police on where resources are needed to keep Surrey safe.

The priorities set out in this plan are:

- ***Preventing violence against women and girls in Surrey***
- ***Protecting people from harm in Surrey***
- ***Working with Surrey communities so that they feel safe***
- ***Strengthen relationships between Surrey Police and Surrey residents***
- ***Ensuring safer Surrey roads***

More information on how each of these priorities will be achieved is given in the next pages.

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Preventing violence against women and girls in Surrey

Women and girls should be able to live free from fear of violence, but sadly that fear is grown from a young age. Whether it is experiencing harassment in the street through to other forms of gender-based abuse, being the victim of such behaviour has become 'normalised' as part of daily life. I want women and girls in Surrey to be safe and feel safe in public and private spaces. Combatting the scourge of Violence Against Women and Girls needs widespread societal change to address misogyny and gender inequality. Everyone has a role to play in addressing unacceptable behaviour in others. Violence Against Women and Girls encompasses a wide range of gender-based crimes, including domestic abuse, sexual offences, stalking, harassment, human trafficking and 'Honour' Based Violence. We know these crimes disproportionately affect women and girls, with women four times more likely to experience a sexual assault than men.

To support women and girls who are victims of violence:

Surrey Police will...	My office will...
Fully implement and deliver against the Surrey Police Violence Against Women and Girls Strategy 2021-2024, including high quality support to victims and improved understanding of violence and abuse	Commission specialist services that are accessible to women from diverse backgrounds and are informed by the voices of victims
Provide reassurance and build public confidence in the police to investigate violence against women and girls and empower all officers and staff to flag inappropriate behaviour amongst colleagues	Identify lessons and actions needed from domestic death reviews, safeguarding adult and safeguarding children reviews and work with partners to ensure families feel seen and heard
Intervene with stalking and domestic abuse perpetrators at early stages to address behaviour and prevent abuse by using protection orders	Play an active role in all key strategic partnership boards and groups focussed on tackling violence against women and girls
Commission services informed by the risks around abuse that cause women to become involved in the criminal justice system	

To bring offenders to justice:

Surrey Police will...	My office will...
Invest in investigation capability and skills to solve more cases and to break the cycle of reoffending for perpetrators	Work with the Criminal Justice System to ensure that the current backlog of court cases is cleared, improve timeliness and support victims so that cases can be taken to court where appropriate
Work with partners to promote happy and healthy relationships amongst children and young people that help them to recognise what's acceptable and what's not	

Men and boys are also victims of violence and sexual offences.

To support men and boys:	
Surrey Police will...	My office will...
Work closely with specialist services to ensure tailored and easily accessible support is available for men and boys to enable them to cope and recover	Review and understand the current provision of services to male victims, including the police response, victim support services and the effectiveness of safety planning for male victims

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Protecting people from harm in Surrey

As Police and Crime Commissioner, I recognise that vulnerability comes in many forms and my office will be unwavering in its commitment to ensure all of our communities are protected from harm and victimisation, both online and offline. This may be abuse against children, older people or minority groups, hate crime, or harm to those who are vulnerable to exploitation.

To support victims vulnerable to harm:

Surrey Police will...	My office will...
Meet the requirements of the new Victims' Code	Ensure the voices of victims are both heard and acted upon, that they are central to my office's approach to commissioning and shared formally with the wider criminal justice system
Ensure that victims of all crimes receive the highest possible quality of care through the Surrey Police Victim and Witness Care Unit	Seek out additional sources of funding to support delivery of local victim services.
Use feedback from victims, through surveys and feedback sessions, to understand their experience and improve the police response and wider criminal justice process	
Build confidence in those that have previously suffered in silence to seek support	
Work in partnership to protect people from harm by ensuring representation on key statutory boards in Surrey, maintaining constructive relationships and sharing good practice and learning.	

Children and young people can be particularly vulnerable to being targeted by criminals and organised gangs. I have appointed a Deputy Police and Crime Commissioner who will take a lead on working with police and partners to support children and young people.

To support young victims vulnerable to harm:

Surrey Police will...	My office will...
Be guided by the National Child Centred Policing Strategy to improve the quality of policing for children and young people by acknowledging their differences, recognising their vulnerabilities and meeting their needs	Work alongside children and young people at every opportunity and help with education on the dangers of drugs and County Lines criminality
Work with education partners to make schools safe spaces and help inform children and young people around exploitation, drugs and County Lines criminality	Advocate for more funding to tackle the threat and risks that face our children and young people. I will call for more immediate resources to increase our preventative work and safeguard children and young people
Explore new approaches to tackling offenders who exploit our children	Ensure Surrey has appropriate services in place to help young victims cope and recover from their experiences
Work with partners to explore the impact of technology, supporting and developing preventative	

initiatives for communities, parents and the children and young people themselves

To reduce violence and knife crime:

Surrey Police will...	My office will...
Carry out operations aimed at reducing knife crime and educating communities about the dangers of carrying knives	Commission support services to intervene and reduce violence and knife crime such as the Child Criminal Exploitation Targeted Support service and the Early Help Project
Work with and support the serious youth violence partnership. Poverty, school exclusions and having multiple disadvantages are some of the driving factors and I am committed to working with the partnership to find solutions to these big issues	

To support people with mental health needs:

Surrey Police will...	My office will...
Engage and work with all relevant partners to ensure police resources are being used appropriately for children and adults experiencing a mental health crisis	Take forward at a national level the issue of mental health provision for those in crisis and monitor the impact of government reforms of the Mental Health Act
Use the Surrey High Intensity Partnership Programme and trauma-informed services to support those who need regular support	Work with partners to maximise the use of government funding awarded by the Changing Futures programme to improve local services for people experiencing multiple disadvantage and evaluate the outcomes for those involved in the criminal justice system
Continue to support a multi-agency approach to enable an appropriate response for people with a combination of mental health, substance misuse, domestic abuse and homelessness issues who are coming into regular contact with the criminal justice system	

To reduce fraud and cybercrime and support victims:

Surrey Police will...	My office will...
Support the most vulnerable victims of fraud and cyber crime	Ensuring that services are in place to protect vulnerable and older people, linking in with national and local partners
Support cyber crime prevention activity being included in day-to-day policing, local government and local business practices	
Working with partners to develop a common understanding among local partners of the threats,	

vulnerabilities and risks relating to fraud and cybercrime

To reduce reoffending:

Surrey Police will...	My office will...
Support the use of restorative justice in Surrey and ensure that victims are informed about and offered restorative justice services as laid out in the Victims' Code	Continue to support the reducing reoffending fund which delivers a broad range of projects, many of which are aimed at offenders experiencing multiple disadvantage, with the intention of diverting them away from the revolving door of offending behaviour
Implement the national Integrated Offender Management Strategy aimed at cutting neighbourhood crime, including burglary and robbery	Continue to support the Integrated Offender Management Team through the commissioning of services which to date has included housing schemes and a substance misuse service
Work with services that support children and young people to reduce reoffending	

Modern Slavery is the exploitation of people who have been forced, deceived, or coerced into a life of labour and servitude. It is a crime hidden often from society where victims are subjected to abuse, inhumane and degrading treatment. Examples of enslavement include a person who is forced to work, is controlled by an employer, is bought or sold as 'property' or has restrictions placed on their movements. It happens across the UK, including in Surrey, in situations such as car washes, nail bars, servitude and sex workers. Some, but not all, victims will also have been trafficked into the country.

To tackle Modern Slavery:

Surrey Police will...	My office will...
Work with law enforcement agencies, local authorities, non-governmental organisations and charities to co-ordinate the local response to modern slavery through the Surrey Anti-Slavery Partnership, particularly looking at ways to raise awareness and protect victims	Support victims through our work with Justice and Care and the newly appointed Barnardo's Independent Child Trafficking Guardians
Work with the National Anti-Trafficking and Modern Slavery Network	

Working with Surrey Communities so that they feel safe

I am committed to ensuring all residents feel safe in their local communities. Through my consultation it was clear many people feel their communities are impacted by crime in their local area such as anti-social behaviour, drug related harm or environmental crime.

To reduce anti-social behaviour:	
Surrey Police will...	My office will...
Work with Surrey communities to develop a problem-solving approach and interventions that work, putting the community at the heart of the response	Ensure victims and the community have easy access to the Community Trigger process
Improve the police response for victims of anti-social behaviour, ensuring Surrey Police and partners use the powers available to them, seek innovative ways to problem solve and work with communities to find lasting solutions	Support the specialist service in place in Surrey to support victims of anti-social behaviour
Support the Force's Problem-Solving Team in developing initiatives that target an area or crime type and using Designing Out Crime Officers to find solutions to anti-social behaviour	Identify opportunities to bringing additional funding to communities through projects like the Safer Streets initiative

To reduce drug related harm:	
Surrey Police will...	My office will...
Reduce the community harm caused by drugs, including crime committed to fuel drug dependence	Continue to commission the Cuckooing Service which supports those who have been exploited by criminal gangs
Tackle organised criminality, violence and exploitation that go hand-in-hand with the production and supply of drugs	Work with partners to develop and fund services that support those affected by substance misuse
Work with partners including education providers to inform children and young people about the danger of drugs, the dangers of getting involved in county lines and how they can seek help	

My Deputy PCC is taking a lead on rural crime issues and working with rural communities in Surrey. We will work with the Chief Constable to ensure the Force combat offences such as theft of machinery and wildlife crime.

To tackle rural crime:	
Surrey Police will...	My office will...
Support the Rural Crime Team's initiatives to address crimes such as livestock worrying, theft and poaching	Ensure there is regular engagement with the rural community and feedback is provided to our community leaders
Support the countywide protocol being developed by the Surrey Waste Partnership to provide a consistent and robust response to those that illegally dump waste on public or private land	Reduce environmental anti-social behaviour, such as fly-tipping, through financially supporting Joint Enforcement Teams

To tackle business crime:	
Surrey Police will...	My office will...
Explore ways to increase reporting and intelligence, linking what we know with wider problem-solving techniques	Work with the business community to understand their needs and to promote investment in crime prevention activity
Ensure Surrey's business and retail community feel listened to and have increased confidence in police	

To reduce acquisitive crime:	
Surrey Police will...	My office will...
Disrupt the criminal gangs that carry out acquisitive crimes such as burglary, shoplifting, vehicle (including bicycle) and catalytic converter thefts, particularly looking at their operational activity, community engagement and awareness raising	Explore funding opportunities for initiatives to tackle acquisitive crime, such as the Home Office Safer Streets fund
Work with partners, both at a strategic level through the Serious and Organised Crime Partnership and local tactical groups such as the Serious Organised Crime Joint Action Groups	Support Neighbourhood Watch activity to promote prevention messages
Work alongside partners during weeks of operation to share communications and encourage intelligence gathering from partners and the community	

Strengthen 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. We must recognise that types of crime have changed considerably over the last decade or so, with a great deal of crime taking place in people's homes and online. A visible presence on our streets provides reassurance to communities and that must continue. But we must balance this with the need for a police presence in places that aren't always seen by the public, such as tackling online crimes and working to bring offenders to justice.

To give communities a visible police presence:	
Surrey Police will...	My office will...
Ensure police are aware of local issues and work with communities and partners to solve local problems	Do our part to help promote the existing local policing teams so that Surrey communities know who they are and how to contact them
Balance the desire from communities to see a physical policing presence, with the increasing demands from crimes committed in homes and online	
Direct increased resources funded by the Government uplift programme into the areas of greatest need to keep Surrey's communities safe	

To ensure residents can contact Surrey Police:	
Surrey Police will...	My office will...
Ensure there are a range of ways to contact Surrey Police that suit individual needs	Promote the different ways in which residents can contact police, including telephone and online reporting
Ensure that people can get hold of the right person in Surrey Police and that their contact is responded to in a timely manner	
Maintain a high performance for answering 999 police emergency calls and improve the current waiting times for the 101 non-emergency service	
Ensure that when people have a complaint, they know who to contact, have their complaint investigated and receive a timely response	

To ensure that children and young people in Surrey feel engaged in policing:	
Surrey Police will...	My office will...
Work with schools, colleges and youth groups on	Engage with children and young people and listen

crime and community-safety related issues and find joint solutions	to their concerns and ideas while promoting Surrey Police as an organisation that respects and responds to their needs
Support a forum with schools, colleges and youth groups to share intelligence and receive updates on current threats, trends and data	Support the work of the Youth Engagement Officers and the Surrey Volunteer Police Cadets

To ensure that there is feedback to residents on policing:

Surrey Police will...	My office will...
Improve feedback to individuals who have reported crime or concerns	Hold engagement meetings, surgeries and events with partners and residents
Improve feedback to local communities on crime trends, crime prevention advice and on success stories in reducing crime catching offenders	

I want to make sure that all of Surrey's diverse communities feel safe, whether those are geographical communities or communities with protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation).

To ensure that all communities in Surrey feel safe:

Surrey Police will...	My office will...
Ensure that the Surrey Police Equality and Diversity strategy is implemented, including an aim to better reflect Surrey's communities in the workforce	Meet with a wide and diverse range of community groups that represent residents across Surrey
Ensure that the PCC's and Surrey Police's websites and other communications are accessible to Surrey's communities	
Work with communities and the travelling community to find solutions to unauthorised encampments, including working with partners to develop a transit site in Surrey	

Engagement between Surrey residents and police can be strengthened through community volunteering. My office runs the Independent Custody Visiting Scheme in which members of the community go into police custody to check on the welfare of detainees. There are also volunteering opportunities in Surrey Police, such as Special Constables and Police Support Volunteers.

To support volunteering:

Surrey Police will...	My office will...
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Promote and recruit to police volunteering opportunities	Continue to operate an effective Independent Custody Visiting Scheme, supporting the volunteers and working with the Chief Constable on any issues identified
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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. Our roads carry over 60% more than the national average amount of traffic. Events such as the Olympics Road Race and RideLondon, coupled with the beauty of the countryside, have made the Surrey Hills a destination point for cyclists and walkers as well as off-road vehicles, motorcycles and horse riders. Our roads, footpaths and bridleways are vibrant and open Surrey up to economic prosperity as well as leisure opportunities. However, concerns raised by communities' highlight that many people misuse our roads in Surrey and cause distress to those living and working here.

To reduce serious road collisions:

Surrey Police will...	My office will...
Support the Force's Road's Policing Unit and the development of the Fatal Five Team. This team is focused on changing driver behaviour via a multi-agency preventative approach to tackle the fatal five causes of accidents on our roads: speeding, drink and drug driving, using a mobile phone, not wearing a seatbelt and careless driving	Work with Surrey County Council, Surrey Fire and Rescue Service, the Highways Agency and others to create a partnership plan that reflects the needs of all our road users and shifts the focus to harm reduction
Working with the Safer Surrey Roads Partnership to develop initiatives that reduce the number of killed and seriously injured on our roads. This includes Vision Zero, Rural Speeds project and the development of the Safety Camera Partnership	

To reduce anti-social road use:

Surrey Police will...	My office will...
Improve the ease with which residents can report anti-social road use such as cycling on footpaths, using E-Scooters in prohibited places, causing distress to horse riders and some parking obstructions so that trends and hot spots can be identified	Involve communities in the solution to anti-social driving by supporting Community Speed Watch groups by purchasing more equipment and listening to their concerns

To make Surrey's roads safer for children and young people:

Surrey Police will...	My office will...
Address the proportionately higher number of fatalities in those aged 17 to 24 by continuing to support and develop interventions such as Safe Drive Stay Alive and making young driver courses more accessible	

Work with schools and colleges to support initiatives such as Bike Safe and the new Surrey Safer Roads Plan, to ensure children and their families feel confident to walk or cycle to school and in their communities

To support victims of road collisions:

Surrey Police will...	My office will...
Work with criminal justice partners to ensure justice is seen for victims of dangerous driving	Explore the support given to victims and witnesses of road collisions and work with existing support organisations

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About Surrey and Surrey Police

Surrey map to be added

Surrey is an area of varied geography, with a mix of busy towns and rural villages, and a population of 1.2m residents.

Surrey Police allocate their officer and staff resources at a number of different levels. Its neighbourhood teams operate at a borough and district level, working locally with communities. These connect communities into more specialist policing services, such as response policing and investigative teams, which often work at a divisional level. Surrey-wide teams such as major crime investigation, firearms, roads policing and police dogs, work across the county and in many cases, in collaborated teams with Sussex Police.

Surrey Police demand map to be added

Surrey Police has a workforce establishment of 2,105 warranted police officers and 1,978 police staff. Many of our police staff are in operational roles such as specialist investigators, Police Community Support Officers, crime analysts, forensics and contact centre staff taking 999 and 101 calls. With funding from the Government's police uplift programme, Surrey Police is currently increasing its number of police officers and is working on improving representation of the workforce to reflect the diversity of Surrey's communities.

Roles and Responsibilities

The Police Reform and Social Responsibility Act (2011) established the role of the Police & Crime Commissioner (PCC) to be a visible and accountable bridge between the Police and the public. The Chief Constable retains responsibility for delivering operational policing, whilst the PCC holds him to account for doing so. The PCC is held to account by the public and the Police and Crime Panel scrutinises the decision of the PCC.

The Police and Crime Commissioner:

- Sets the strategic direction for policing in Surrey through the publication of the Police and Crime Plan
- Sets the budget and precept for policing in Surrey
- Holds the Chief Constable to account for delivery of the Police and Crime Plan and for efficient and effective policing
- Appoints and, if necessary, dismisses the Chief Constable
- Commissions services to help victims cope and recover
- Works with partners to reduce crime and improve community safety in Surrey

The Chief Constable:

- Delivers an efficient and effective policing service which meets the needs of Surrey residents
- Manages the resources and expenditure of the police force
- Is operationally independent of the Police and Crime Commissioner

The Police and Crime Panel:

- Scrutinises the key decisions of the Police and Crime Commissioner
- Reviews and makes recommendations on the Police and Crime Plan
- Reviews and makes recommendations on the proposed policing precept (council tax)

- Holds confirmation hearings for the appointment of the Chief Constable and key staff supporting the PCC
- Deals with complaints against the PCC

Ensuring Surrey Police have the right resources

As Police and Crime Commissioner, I receive all funding relating to policing in Surrey, via government grants and through local council tax precept. We are facing a challenging financial environment ahead with the impact of the Covid-19 pandemic and the prospect of higher inflation and energy costs on the horizon. It is my role to set a revenue and capital budget for Surrey Police and determine the level of council tax raised to fund policing. For 2021/22, a gross revenue budget of £261.70m has been set for both my office and services and Surrey Police. Only 46% of this is funded by Central Government as Surrey has one of the lowest levels of grant funding per head in the country. The remaining 54% is funded by local residents through their Council Tax which currently stands at £285.57 for a Band D property.

Staffing costs represent over 86% of the total budget with premises, equipment and transport making up a good part of the remainder. For 21/22 my office had a total gross budget of almost £4.2m of which £3.1m is used to commission services to support Victims and Witnesses and promote Community Safety. My staff have also been particularly successful in securing additional funds during the year for initiatives such as Safer Streets and will continue to pursue these opportunities as they arise. Of the £1.1m remaining £150k is required for audit leaving £950k to fund staffing and services of my office including myself.

I am currently working with the Chief Constable to consider funding for next year and future years of this plan and will be consulting with residents later in the year. I am also robustly scrutinising Surrey Police plans for making savings and ensuring they operate efficiently. I will also campaign nationally for the Force to get its fair share of government grant and for a review of the current funding formula.

Surrey Police should have the people, estates, technology and skills it requires to police the county in the most effective and efficient way possible. Our residents are in the unenviable position of paying the highest proportion of local policing costs in the country. I therefore want to use this money wisely and efficiently and ensure we give them the very best value from their local police service. We will do this by having the right staff in place, securing fair funding for Surrey Police, planning for future demands and ensuring we operate as efficiently as possible.

Staffing

I will support the Chief Constable to make sure that we can:

- Attract the very best people into policing, with the right skills and from a diverse range of backgrounds that represent the communities we police
- Ensure our officers and staff have the skills and experience they need in order to flourish and provide and the right equipment to do their jobs effectively, efficiently and professionally.
- Make sure that our increased officer resources are used to the best effect – aligned to policing demand and to those areas of priority that are identified in this plan.

Resources for Surrey

I will aim to get fair funding for Surrey Police by:

- Ensuring Surrey's voice is heard at the highest levels in government. I will seek to work with ministers to address the inequalities in the funding formula that results in Surrey receiving amongst the lowest level of government funding per head in the country
- Continuing to pursue grants to enable investment in crime prevention and support for victims which are vital to making residents feel safer.

Planning for the future

I will work with the Chief Constable to address future policing needs by:

- Delivering new estate facilities that are fit for the future and meet the Force's needs but also are deliverable and affordable
- Ensuring that Surrey Police exploits the best of technology to enable it to improve its services, be a modern police service and to deliver efficiencies.

Police efficiency

I will work with the Chief Constable to improve efficiency within Surrey Police by:

- Delivering efficiencies through better use of technology and effective collaboration to ensure that more money can be allocated to the operational policing that residents want.
- Building on the existing arrangements already in place within Surrey Police where collaboration with other forces can deliver a clear operational or financial benefit

Efficiency in the Criminal Justice System

I will work with the Chief Constable to improve efficiency in the Criminal Justice System by:

- Ensuring that the evidence submitted to the courts by Surrey Police is both timely and of high quality
- Working with the criminal justice system to address the backlogs and delays that were intensified by the Covid-19 pandemic, bringing additional stress and trauma to those who are all too often at their most vulnerable
- Working with partners to influence an efficient and effective justice system that works for victims and does more to tackle the root causes of offending

Grant Giving and Commissioning

As Police & Crime Commissioner, in addition to core police funding, I receive funding to commission services which support victims of crime to help them cope and recover as well as funding to reduce reoffending.

One of the key services I fund is the Surrey Police Victim and Witness Care Unit (VWCU). I am proud of the collaboration between my office and the Force to establish this dedicated team, which provides a service to all victims of crime from the point of reporting, through the criminal justice process and beyond. The unit is also able to support victims of crime who self-refer for support. I will continue to oversee its development, ensuring that victims of all crimes receive the highest quality of care possible and that Surrey Police are compliant with the requirements of the Victims' Code.

I also set aside some of the policing budget to provide funding for projects which improve community safety in Surrey. I am reviewing this funding programme but have set out some key principles:

- I will commission a broad spectrum of specialist, good quality and easily accessible services, which prevent crime and protect people of all ages against harm.
- I will listen to people's diverse and specific needs, which underpin all the commissioning activity of my office.
- I will commission specialist support to help victims of crime cope and recover
- I will invest in preventing future crimes and addressing community safety issues, such as anti-social behaviour.
- I will do specialist work with offenders, working with them to address root causes of their behaviour.
- I will commission services to protect our children and young people, working alongside them to give them the tools to keep safe and make informed choices about their life.

These services are a vital part of a collective effort to make Surrey a safer and better place to live. I will be working with partners to join up our efforts and co-commission services where possible to make the best use of resources and provide value for money for the Surrey public.

Funding will be accessible to organisations of all sizes. I will value the way small and locally based charities and community organisations respond to people's needs in a way that really matters to them. It's vital we tackle inequalities we know the pandemic has exacerbated and research evidences these organisations' distinctiveness in who they support, how they carry out their work, and the role they play in their communities.

At the time of publishing my plan, my total commissioning budget from Government funding, successful one off grant bids and from my office budget is in excess of £4 million and I will ensure the highest level of transparency with regards to my office's commissioning expenditure, allowing residents to fully understand how their money is being spent and the difference it is making.

Full details of funding levels and how it's allocated can be found on my website: <https://funding.surrey-pcc.gov.uk/>

Measurement of progress against the Police and Crime Plan

To measure the success of this plan and the safety of people in Surrey, I will work with the Chief Constable to develop a scorecard of policing data which will include:

- Measures of crime levels and police outcomes for areas such as violence, sexual offences, fraud, burglary and car crime
- Measures of anti-social behaviour
- Levels of satisfaction and public confidence
- Support provided to victims of crime
- Road traffic collision data
- Resources and efficiency data

I will report on these measures in public meetings and on my website and I will also report on the progress against the plan to the Surrey Police and Crime Panel.

To further inform my oversight, I will look at the results of inspection reports from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). These provide a more professional assessment of the work of Surrey Police to put data and trends into context. I will also ask partners for their feedback on how the plan is progressing as well as asking the public for their views through surveys and during my meetings with residents.

Arrangements for holding the Chief Constable to account

I have developed this plan in consultation with the Chief Constable and he has signed up to its delivery. I have set up a governance and scrutiny structure which allows me to formally hold the Chief Constable to account for delivery and progress against the policing elements of this plan and the measures associated with it. I publish the agenda and minutes of my scrutiny meetings and they are webcast for the public to view every quarter.

Working with partners

Working in partnership is integral to cutting crime and making our communities safer. At the heart of this plan is the aspiration to develop relationships with communities, businesses and our partners who share a vision to make Surrey safer by looking at the bigger picture and recognising that prevention and early intervention is crucial. I have spoken to a wide range of partners in developing this plan and have aimed to ensure that it fits with the key partnership strategies already in place in Surrey.

Collaboration

Surrey Police has a strong history of collaboration with other police forces, most notably with Sussex Police. Several operational policing areas have collaborated teams, as well as much of our back office services. This allows smaller, specialist units to come together to share resources and expertise, facilitates joint training and operating models, improves the policing of criminals operating across borders and helps drive out efficiencies and savings. Collaborated operational areas include firearms, the Dogs Unit, public order, roads policing, homicide and major crime, serious and organised crime, forensic investigations, surveillance, cyber-crime and economic crime.

In order to make savings and reduce management costs, most of the support services for the two forces are also collaborated, including people services, information technology, finance, estates and fleet. Surrey Police also collaborates regionally with Hampshire, Kent, Sussex and Thames Valley on reducing serious and organised crime and on counter-terrorism and sharing specialist police technology.

Equality and Diversity

I will develop and maintain good links with all the diverse communities in Surrey, working with the Independent Advisory Group for Surrey Police, meeting a range of community groups and consulting widely on my plans. I support and will oversee the Surrey Police Equality, Diversity and Human Rights Strategy and I am committed to seeing how workforce diversity in Surrey Police can be improved.

I also aim to make sure those who do go through the criminal justice system are dealt with fairly and effectively. I will work with partners to look at equality of service and help to identify those elements that could be improved.

Strategic Policing Requirement and National Priorities

Police forces in England and Wales need to tackle a wide range of threats to keep the public safe. There are some that go beyond county boundaries and require police forces to provide a joint national response.

A Strategic Policing Requirement (SPR) has been produced by the Home Office in consultation with the National Police Chiefs Council. It describes the main national threats for England and Wales and requires each Police and Crime Commissioner and Chief Constable to provide enough resources from their local areas to collectively meet the national threats of: terrorism; civil emergencies, serious and organised crime, public disorder, large-scale cyber incidents and child sexual abuse.

Commissioners and Chief Constables need to collaborate with others to ensure there is sufficient capacity to deal with national threats. I will work with the Chief Constable to make sure Surrey balances its requirement to meet national issues with protecting Surrey locally.

I will also take into account the Policing Vision 2025, set out by the National Police Chiefs' Council and the Association of Police and Crime Commissioners, and the National Policing Measures set recently by the Government.

Consultation, Reporting and Review

I have consulted widely on the priorities set out within this plan. You can view the more detailed results of these exercises on my website. I will report progress against this Police and Crime Plan publicly to the Police and Crime Panel and I will issue an Annual Report to inform the public, partners and stakeholders what has been happening in the previous 12 months.

Contributors

I wish to thank all those residents and stakeholders who met with me and my Deputy PCC or completed our consultation survey. These included:

The 2,593 residents who responded to the Police and Crime Plan Survey
Surrey MPs
Elected representatives from Surrey's County, Borough, District and Parish Councils
The Surrey Police and Crime Panel
The Chief Constable and his senior team
Surrey Police officers, staff and representatives from their unions
Schools, Colleges and Universities in Surrey
Children and young people - professionals and representatives
Mental Health support services
Victims Support Services
Prisons, Probation and other Criminal Justice partners
Road Safety representatives
Rural Crime representatives
Partners working to reduce youth violence
Community Safety Representatives
The Surrey Police Independent Advisory Group

Contact:

If you have any comments on this plan, or would like to know more about the PCC please contact:

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To sign up to the In the Know community message system, visit www.intheknow.community

For police news, crime prevention advice, help for victims of crime and ways to contact Surrey Police please visit www.surrey.police.uk.