

***Surrey Police and Crime Commissioner***

***Police and Crime Plan***

***2018-2020***

## Introduction from PCC and Chief Constable

### Introduction

Shortly after my election as Police and Crime Commissioner in 2016, I issued a new Police and Crime Plan; a key document setting out the priorities for policing, crime reduction and community safety in Surrey. Two years into my term of office, much has been achieved. I have appointed Chief Constable Nick Ephgrave who has in turn established a stable top team at Surrey Police. I have reviewed the funding required for the Force and provided a more secure financial basis on which it can consolidate its plans for the future. I have reviewed the projects funded by my office to make sure they improve safety for the residents of Surrey, with a particular emphasis on reducing re-offending. A new policing model has been successfully implemented in Surrey, allowing the police to balance demands from serious and complex crimes with the need to retain visible, local policing. Partnerships with local authorities, businesses and third sector organisations have been reinvigorated. Importantly, Her Majesty's Inspectorate for Police and Fire & Rescue Services has recognised the improvements made by Surrey Police with improved grades across the board in recent inspections.

Over the next two years I want to see Surrey Police, my office and partners build on this progress. The Force must continue to stay ahead of new crimes, crack down on emerging trends as they occur (such as the current increase in burglary) and keep all of Surrey's diverse communities safe. Victims of crime must be properly supported and I will work with the Chief Constable to maintain the high levels of confidence people have in Surrey Police.

This is a crucial time for policing as every force looks to play its part in achieving the Policing Vision for 2025. I will work to ensure that Surrey Police is fit for the future by making the best of the available technology for policing and develop our estate to support our workforce and best serve the public. I will keep a focus on efficiency: exploring innovative ways to make savings; using available resources to their best effect; and attracting and retaining competent and capable officers and staff.

I would like to thank the police officers, staff and volunteers who tirelessly work to make Surrey a safe place.

## **Summary of priorities**

### **Tackling Crime and Keeping Surrey Safe**

*I will hold Surrey Police to account for preventing and solving more crimes, identifying and tackling their root causes, and pursuing offenders to keep Surrey safe*

### **Building Confident Communities**

*I want to bring Surrey's communities together to work with the police and other public services to solve issues that damage local areas or make people feel unsafe*

### **Supporting Victims**

*When people are victims of crime, they need quality and timely support to help repair the harm done and rebuild lives*

### **Preventing Harm**

*Together with police and partners I will identify and support vulnerable people in Surrey to reduce harm, and work with those who re-offend to break the cycle of crime*

### **Making Every Pound Count**

*I will fight for fair funding for Surrey Police and target resources at the front line*

### **A Force Fit for the Future**

*I will work with the Chief Constable to ensure that Surrey Police is well placed and properly equipped to meet the challenges of the future*

## **Priority 1: Tackling Crime and Keeping Surrey Safe**

### ***I will hold Surrey Police to account for preventing and solving more crimes, identifying and tackling their root causes, and pursuing offenders to keep Surrey safe***

- Combatting the threat of terrorism

It is vitally important that partners continue to work together to prevent and protect Surrey from the threat of terrorism. I will continue to review anti-terrorism plans and the resources at our disposal to ensure that Surrey Police, working with partners locally, regionally and nationally, can keep on top of the critical task of deterring and defeating terrorists. I will review partnership strategies and actions to make sure they are working towards the prevention of terrorism.

- Preventing and solving crimes that cause the most harm

Policing is becoming more complex. There has been increased reporting of the types of crime that are often committed “behind closed doors”, such as domestic violence, sexual offences and child abuse and exploitation. Reports of hate crime have risen. This increase in reporting is welcomed as, for many years, these types of offences have been hidden, with victims reluctant to come forward. Surrey Police has focused more resources to target those perpetrating these crimes and to support victims who often have been caused a great deal of physical or emotional harm. I will continue to support and scrutinise the Force’s plans in this area.

- Serious and Organised Crime

Serious and organised crime groups, whilst often hidden to wider society, are responsible for serious harm to individual victims and to the social and economic wellbeing of our communities. These groups carry out drug dealing, fraud, modern slavery, human trafficking and cybercrime. Although Surrey is a safe place overall, police and partners must stay vigilant in their efforts to tackle these groups, many of whom are internationally based or travel from London and elsewhere into Surrey to commit crime.

- Problem solving

Two years ago, Surrey Police introduced a new policing model aimed at making the best use of its policing resource. This model has provided each of the three divisions with dedicated Area Policing Teams, responsible for responding to calls and investigating crime. In addition, specialist teams continue to investigate more serious criminality and a dedicated safeguarding unit focuses on offences against vulnerable people. Each of the 11 boroughs in Surrey has a dedicated Safer Neighbourhood Team to work with partners to address the root causes of crime and tackle those issues which can blight local communities.

- Maintaining a local policing presence

I will require the Chief Constable to maintain Surrey’s well established emphasis on neighbourhood policing and to do what he can to improve the local visibility of policing, including an online and social media presence, within the resources available.

- Dealing with crime and anti-social behaviour

Surrey is one of the safest places to live in the country but is not immune to crime and anti-social behaviour. In common with national trends, violent and acquisitive offences – for example burglary, theft of cars, farm machinery and bikes, online and other fraud offences – are rising in our county. Parts of our county also suffer from rural and wildlife crime. I will scrutinise what Surrey Police is doing to prevent and tackle these issues.

- Contacting the police

In order to feel safe, people need to know police will answer their calls and send officers when a police presence is needed. Surrey Police has a good record of answering 999 calls, with the vast majority answered within 10 seconds. In times of high demand and crisis the police quite rightly prioritise calls to 999 over those to the 101 non-emergency number, which means people sometimes have to wait longer than they'd want to. Great improvements have been made in the timeliness of answering 101 calls in the last two years and I want to see this continue. Over the last few years we have seen the emergence of new technology which allows more people to contact the Force via online reporting and through social media. These different options to access the police must continue to be developed.

- Roads policing

Another key part of keeping Surrey residents safe is working towards safer roads. Surrey's network of roads is extensive and diverse. Police, partners and the public need to work together to promote safe use of the roads by all users – cars, commercial vehicles, motorbikes, cyclists, horse-riders, pedestrians and others - to respond to accidents when they happen and to deal robustly with road traffic offenders. I will be supporting Surrey Police and Surrey County Council in the *DriveSmart* partnership initiative to make roads safer.

## **Priority 2: Building Confident Communities**

### ***I want to bring Surrey's communities together to work with the police and other public services to solve issues that damage local areas or make people feel unsafe***

- Engagement with Surrey Police

I want to build on the spirit of cooperation between police, partners and communities to ensure continued engagement and support in tackling those issues that concern people the most. My office and Surrey Police will ensure there are a variety of appropriate ways in which people can engage with the police, including local meetings (where there is a specific issue of concern), social media and the "In the Know" community messaging system. Police must understand community concerns and communicate with local people as to what actions are being taken to address them.

- Encourage communities to get involved

I wish to do more to encourage communities to get even more involved in keeping Surrey safe. There are many volunteering opportunities, including the Special Constabulary and Independent Custody Visitors. The successful Cadet Scheme has seen young people from a wide range of communities get involved in policing. I want to encourage more people to set up or join a Neighbourhood Watch scheme to help protect their local area.

- Working with all of Surrey's diverse communities

Surrey's communities are diverse and wide ranging and I aim to make sure that everyone can have a voice on policing issues. Some crimes will impact on certain communities or groups more than others - be it rural communities, town centre communities, black and minority ethnic (BME) communities, older people or young people. Surrey Police will continue to work to reduce hate crime, where somebody is targeted because of who they are or who they are perceived to be.

Unauthorised encampments have generated much publicity in Surrey, particularly over the summer months. I want to work closely with local authorities, residents and the travelling community to identify suitable transit sites.

Businesses also have a part to play in creating safe communities. I want to work with businesses to hear their concerns, jointly solve problems and protect employees and customers.

- Children and young people

I will be working on projects to help empower our children and young people in Surrey to make informed decisions in relation to their own safety. My office and Surrey Police will provide information in suitable formats for young people to help them stay safe and have the confidence to report matters to police when they have concerns. I want to help prevent young people from becoming victims of online cyber-bullying, sexting and grooming, getting involved in drugs, alcohol or gangs and to be better equipped to identify whether the people they engage with (in person or online) are friend or foe.

- Partnership problem solving

My office, working with local councils and police, has been developing multi-agency Joint Enforcement Teams (JETs) over the last few years. There are now five JETs based in local authorities across Surrey and several other similar multi-agency projects. These teams work with communities to understand and tackle issues such as anti-social behaviour, fly-tipping,

rural crime, criminal damage and unauthorised encampments. Over the next two years I aim to ensure they better link in with the local policing teams to make them even more effective.

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### **Priority 3: Supporting Victims**

***When people are victims of crime, they need quality and timely support to help repair the harm done and rebuild lives***

- Supporting victims of crime and anti-social behaviour

When people in Surrey are victims of crime, whether they wish to report it to police or not, they need excellent services to help them cope and recover. I want to make sure victims of crime are supported to have a more positive experience of the whole criminal justice system – from the point of reporting, through to a resolution. The Ministry of Justice provides my office with £1.4m a year to commission services in Surrey to help victims and I will ensure those funds are used wisely over the next two years to provide the best possible support.

- Providing specialist services

There are victims of crime and survivors who, due to the nature of what happened to them or their circumstances, require more specialist, longer-term support to rebuild their lives. This includes people who suffer domestic abuse, sexual abuse, children and victims of modern slavery. Our funding allows many charitable agencies in Surrey to provide expert, targeted support. I want to continue to work with those providers to meet local needs. I also want to ensure that those with multiple needs in Surrey have been identified and that my office works with partners to commission the services required to help get their lives back on track.

- Ensuring value for money and collaboration

Funding provided to my office from the Government to support victims in Surrey needs to be spent to the best effect. My office will be working with our partners (councils, courts, police and others) to co-commission and co-ordinate our spending and to continue to make sure we are collectively improving outcomes for victims. Commissioning strategies and spending will be transparent and details of what we spend will be published on the PCC's website.

- Supporting victims and witnesses through the Criminal Justice System

Police, courts, the Crown Prosecution Service and others must support complainants and witnesses who come forward, as well as those accused of crime, and ensure their journey through the criminal justice system is as smooth as possible. My office is carrying out work to engage with people who have an involvement with the Criminal Justice System to identify where improvements can be made.



#### **Priority 4: Preventing harm**

##### ***Together with police and partners I will identify and support vulnerable people in Surrey to reduce harm, and work with those who re-offend to break the cycle of crime***

- Identifying vulnerable people and reducing harm

Where a person is vulnerable as a result of their situation or circumstances and unable to protect themselves from harm or exploitation, I will aim to ensure resources are there to support them. Critical to preventing harm is the ability of professionals to identify vulnerability at the earliest opportunity. I am working with Surrey Police so that the right support is in place to break this cycle, to both improve the chances of a better life for the individual but also to make better use of police resources.

- Supporting those with mental health needs

Police regularly spend time dealing with people who are experiencing mental health crisis. This is not always the best use of police resource and does not provide the individual with the specialist help they need. I will work with partners in health and local authorities to ensure that provision is consistent, timely and appropriate. I will do what I can to support innovative solutions to improve partnership working, such as the initiative by Surrey Police whereby trained medical professionals work in the police contact centre.

- Help for those with multiple needs

Over the next two years I plan to fund a number of projects to support those with multiple needs. Surrey has recently become a "Making Every Adult Matter" (MEAM) area. This national initiative will see statutory agencies and the voluntary sector working together to transform the lives of people in Surrey experiencing a combination of homelessness, substance misuse, contact with the criminal justice system and mental ill health.

- Missing people

In Surrey there are almost 2,000 cases of vulnerable people, including children, going missing every year, often time and time again. Surrey Police will work closely with Surrey County Council, children homes, private providers and hospitals to find missing people and put in place appropriate support. I will hold Surrey Police and partners to account for the appropriate sharing of information and reducing repeat missing people cases.

- Reducing reoffending

Surrey Police aims to break the cycle of crime by working with criminal justice partners and charities to target suitable offenders and help to stop them continuing to commit crime. My office has developed a strategy to reduce reoffending and over the next two years will build on recently funded projects to provide accommodation for those leaving prison, to work with prisons and probation on "through the gate" services and to support people to stay away from committing crime. A new project (known as 'Surrey Checkpoint') will aim to divert offenders away from crime and deal with the causes of an individual's offending to reduce the likelihood of them committing crime in the future.

There are strong links between women's experience of domestic or sexual abuse and coercive relationships, and their criminal offending. The response of criminal justice agencies to women offenders affected by these issues is key to breaking the cycle of victimisation and offending and an area I will be working on with partners to address.

## **Priority 5: Making Every Pound Count**

### ***I will fight for fair funding for Surrey police and target resources at the front line***

- Preserving the front-line

All police forces need to be as efficient and effective as possible and Surrey Police must continue to look for savings in order to balance its budget. I want to make sure these savings, as far as possible, preserve the front line. Our savings plans over the next two years include a revised way of providing specialist services such as roads policing, firearms officers and dogs units to make better use of resources. I will ensure Surrey Police review their arrangements for learning and development and seek further savings from support services such as finance and HR. I will continue to look for savings in my own office as well as in the wider Force.

- Eliminate waste and inefficiency

Over the years, Surrey Police has reviewed all of its business areas and made a great deal of savings. I will make sure the Force continues to identify any areas of inefficiency and improves its processes wherever possible, including making the best use of the current and emerging operational technology such as Body Worn Video (BWV) and mobile technology to record crimes. Police systems and processes need to minimise any unnecessary duplication or bureaucracy.

- Collaboration

The Chief Constable and I will work with other PCCs and forces, both regionally and nationally, to be at the forefront of work to re-design services to equip policing for the future. Criminal gangs and terrorists don't work to county boundaries and the continued development of technology means criminals can have an impact on Surrey residents from anywhere in the world. We are working together in the South East on an ambitious collaboration programme to improve our operational effectiveness and deliver savings to invest back into policing.

- Funding

I continue to work with Government and my fellow PCCs to secure fair and proper funding for policing and I am providing information to influence any new national funding formula. PCCs have been successful in recent years in maintaining levels of police funding in cash terms. But increases in demand, inflation and increased officer pay still leaves a funding gap. The Government has given PCCs freedom to raise council tax locally by up to £12 per household (Band D) to protect front-line policing. Following consultation and detailed consideration of the police budget, I decided to increase council tax by that amount for 2018/19; not a decision I took lightly. I commit not to raise council tax above the level absolutely necessary and will be robust in seeking out savings in order to minimise the amount I ask local taxpayers to fund.

- Effective and efficient Criminal Justice System

As well as overseeing the police, I have a role to play in ensuring all those working within the criminal justice system are focused on making sure it operates well. Those involved in the system should find it to be efficient and effective. I will work with courts, the Crown Prosecution Service, probation and prisons to bring offenders to justice swiftly and better support complainants and witnesses.

## **Priority 6: A Force fit for the future**

### ***I will work with the Chief Constable to ensure that Surrey Police is well placed and properly equipped to meet the challenges of the future***

- Estates strategy

The Chief Constable and I are working towards a new estate, fit for the future. Over the next 5 to 10 years the Surrey Police estate and the way Surrey Police works will be transformed. Modern, efficient and flexible working environments will reduce costs, provide better value for money and enhance conditions for our officers and staff. Old buildings will be replaced with a new modern estate to reduce inefficiencies, meaning we can invest as much funding as possible in officers and staff. I have announced the intention to seek a new Headquarters site in the centre of Surrey and to sell other sites, including the current Mount Browne HQ in Guildford. This will clearly take time and requires detailed planning, but over the next two years I will work with Surrey Police to develop these plans and look for a suitable location for the new HQ. However, I will ensure the plans include the retention of a police base in every district in Surrey.

- Technology

Over the remainder of my term of office, I will oversee Surrey Police in its delivery of a new ICT strategy that will be fit to meet the future policing needs of the Force. This includes properly equipping police officers and staff to carry out their roles, having efficient back office systems to support business delivery and working with other forces in the South East to jointly put in technology to aid future collaborative working. Surrey Police are also bringing in new national ICT systems which will help the service in England and Wales be more joined up and efficient.

- Being an attractive employer

I will work with the Chief Constable to ensure Surrey Police is an attractive organisation for people to join. I want to build on the existing good work to support the well-being of staff, ensuring the best people are recruited to join and want to stay with Surrey Police. This means making the best of new opportunities such as apprentice programmes, the Policing Education Qualification Framework and improved training to attract and retain people, across a wide range of communities. I will support the Chief Constable in his aim to develop Surrey Police's culture into one where staff are empowered to take responsibility, be innovative and work together to meet Surrey's needs. I will help strive for a workforce which is more representative of the diverse community which it serves and make sure that staff are developed, equipped and trained to perform well in their roles.

- Ability to meet future demands

Surrey Police and partners need to be able to meet the demands of today but also plan for the future. I will make sure robust plans are in place for potential events, such as terrorism, flooding, or national cyber-attacks. I will also scrutinise how Surrey Police keeps ahead of the latest crime trends – such as new ways of defrauding the public, Modern Slavery and emerging drug networks. I will work with the Chief Constable to ensure Surrey Police plays its part in meeting the national Policing Vision 2025. I will scrutinise the training and skills of staff to ensure they are equipped for the future.

## **Holding the Chief Constable to Account**

In my first two years of office, I have appointed a Chief Constable who, together with his top team, is providing strong leadership and direction for the Force. We have signed a concordat which sets out the expectations of our professional relationship with each other. I want to continue to foster an environment where I can hold the Chief Constable to account for delivering Surrey's Police and Crime Plan, whilst also being constructive and supportive. I will also ensure the Chief Constable promotes ethical behaviour in Surrey Police and embeds the College of Policing Code of Ethics.

My office runs the Independent Custody Visiting Scheme, in which volunteers from across Surrey check on the welfare of detainees in police custody. I also scrutinise how Surrey Police deals with complaints and my office will be preparing to take on a greater role in dealing with appeals when new complaint legislation comes in during 2019.

This plan has been developed with the Chief Constable and his leadership team. He has given his support to the plan and a commitment to meeting the priorities set out within it. I don't believe in setting a raft of targets, but there are some key outcomes I will expect to see delivered over my term of office, particularly around improvements to the 101 non-emergency number, better treatment of victims, responding to concerns of residents and making savings to invest in frontline policing. I will regularly hold the Chief Constable and partners to account on the delivery of the priorities. This plan will be underpinned by a Surrey Police delivery plan.

I will monitor the performance of the Force against this plan by monitoring key policing performance indicators and ask for progress reports which I will publish on the PCC's website.

## **Partnership Working**

Successful delivery of this plan will be dependent on my office and Surrey Police working alongside others: regional police forces; emergency services; local councils; community partnerships and voluntary groups. We all have the same aim: to make Surrey a safer place. I will foster good relationships and provide leadership, governance, scrutiny and support within partnerships as required.

## **Policing Budget and Council Tax**

As Police and Crime Commissioner, I receive all funding relating to policing in Surrey. 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 2018/19, a gross revenue budget of £214.6m has been set for Surrey Police. Of this, £212.5m is delegated to the Chief Constable to fund the delivery of operational policing. Most of this, some 86%, is spent on staffing costs. Other costs include supplies, premises, transport and travel.

Of the total funding, £2.1m is retained by the Office of the Police and Crime Commissioner of which £0.8m is set aside for commissioning community safety services. The Commissioner's office budget is currently set at £1.3m and I have already made savings on this amount when compared to previous years.

Surrey Police's budget is funded from a combination of central government grants of £99.3m and council tax of £117.2m. In terms of the council tax element, Band D properties in Surrey will pay £236.57 for policing in 2018/19, an increase of 5.3% on the previous year. After consulting with Surrey residents on council tax levels, I took the decision to increase the police element of council tax by 5.3% in order to protect front-line policing. In future I will continue to campaign

for Surrey Police to get its fair share of Government Grant and will robustly scrutinise future financial savings and plans.

### **Grant Giving and Commissioning**

As Police & Crime Commissioner, in addition to core police funding, I will receive £1.4m in 2018/19 to commission services which support victims of crime to help them cope and recover. Around £0.4m of this is spent on providing general victim support services, offered to all victims of crime. The remainder of the fund of just less than £1m is spent on specialist victim services through the award of grants. Recipients in 2018/19 will include domestic abuse outreach services, support services for victims of rape and sexual offences, women's refuges and services to support child abuse victims.

In 2018/19, £800k has been set aside from the overall PCC's budget for funding community safety projects including those which will reduce reoffending. In the last two years my office has moved away from short term funding of an array of projects to a more focussed commission process to allow longer term planning for those seeking to reduce crime and disorder.

Details of the criteria for awarding grants and how to apply for a grant from the PCC's Victim Support Fund, Community Safety Fund and Reducing Reoffending Fund can be found on the Surrey PCC website though the dedicated Funding Hub.

### **Equality and Diversity**

I will develop and maintain good links with all of 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 am the national lead for PCC's on Equality and Diversity issues and will continue to raise issues such as workforce representation and the importance of tackling hate crimes.

I also aim make sure those who do go through the criminal justice system are dealt with fairly and effectively. I work with partners to look at equality of service and help to identify those elements that could be improved. Recent reports have shown that some people have a worse experience of the Criminal Justice System than others – particularly those from Black and Minority Ethnic (BME) communities. I will also continue to scrutinise Surrey Police on areas such as stop and search and use of force.

### **Strategic Policing Requirement**

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 which 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.

## **Consultation, Reporting and Review**

I have consulted on the priorities set out within this plan. You can view the results and my response on the PCC's website. I will report progress against this Police and Crime Plan publically to the Police and Crime Panel and I will issue an Annual Report.

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**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](http://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](http://www.surrey.police.uk).