

Kevin Hurley

Police and Crime Commissioner for Surrey

Police and Crime Plan for Surrey

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Kevin Hurley was elected as Surrey's first Police and Crime Commissioner in November 2012. He is a local resident, businessman and company director and is a well-established media commentator on policing and security issues. Kevin also has thirty years police experience, much of it at senior level. He has dealt with crime and anti-social elements from walking the beat in London and Surrey to writing the National Policing Plan for Iraq. He has done much; from improving on care of victims to leadership responsibility for thousands of police officers and multi million pound budgets. In addition to Kevin's policing experience, he has served as an army reservist officer for more than 43 years.

As one of a family of three generations of police officers and with nine immediate relatives still serving or retired, he has unique insights into how the police operate and is funded. He has listened to thousands of residents over the years and heard what is important to them and what they want done. That is the reason why he has always taken an uncompromising approach to anti-social behaviour, burglars and drug dealers and taken their loot away to pay for more policing.

He has applied his no-nonsense methods to the officers and staff he has led. He has always demanded of them the highest standards of appearance, courtesy and commitment to serve. He expected them to treat each victim or witness as if they were a member of their own family. He expects police chiefs to be leaders and not bureaucratic managers.

He achieved results by building partnerships with local people, businesses and other government agencies and also, most importantly, building trust with his officers and staff and supporting them in the difficult tasks they perform on our behalf. They knew that provided they acted in the public interest and in good faith, he would support them.

Kevin has appointed Jeff Harris as his Deputy Police and Crime Commissioner to assist him in his role. Jeff also has a wide range of experience including 30 years as a police officer reaching the rank of Chief Superintendent, an Assistant Director of Westminster City Council and being a Team Leader for the Prince's Trust working with vulnerable young people.

Kevin and Jeff are supported by a small team of staff based at Surrey Police HQ.

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Foreword

I am delighted and honoured to have been elected by the public of Surrey to serve as your first Police and Crime Commissioner. I drew up my election manifesto based on 30 years of police experience – tackling crime, talking with people, listening to what you want. By voting for me you have sent out a clear message that you want to see a zero tolerance approach to crime and anti-social behaviour in our county and for things not to go ignored.



Zero tolerance is a mind-set. It is about influencing behaviours and ensuring there are consequences for bullies and criminals who blight our lives.

If there is a bunch of louts on the street causing trouble and shouting abuse – no matter who they are, be it ‘Hooray Henrys’ drunk on champagne or yobs in hoodies – we want the police and partners to make sure there is a consequence. It might be a warning, a fine, or, if they don’t stop, an arrest.

If people are violent or burgle houses they should be taken through the courts.

If people choose to litter or fly-tip, there must be action.

Zero tolerance means always doing something to tackle bad behaviour.

For zero tolerance to work, we need a well-supported police force. In the current financial climate, and faced with a 23% cut to police funding, I will do everything I can to secure proper funding for Surrey Police. I will support the leaders of Surrey Police and ensure that those working on the front-line – who put themselves in danger of violence, injury and abuse on a daily basis to protect the public – feel backed and valued. But of course, like you, I also expect the police to be professional and reasonable in delivering a quality service.

Our streets belong to law abiding citizens, not to criminals and the selfish. I believe passionately that Surrey can be a better, safer place if we work together to lay down the marker for the standards of behaviour we expect in our communities.

This Police and Crime Plan sets out how I intend to play my part in that mission.

Our Surrey, Our Police, Our Responsibility.

Kevin Hurley
Police and Crime Commissioner for Surrey

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The People's Priorities for Police and Crime in Surrey:

As a result of listening to you in my election campaign, I made six promises to the people of Surrey. Now elected, these commitments form the basis of your Police & Crime Plan as the People's Priorities. This plan sets the strategic direction for Surrey Police and partners in Criminal Justice and community safety.

Take a Zero Tolerance Policing Approach

I will lead a relentless focus on those who blight our lives: anti-social louts, violent bullies, burglars and those who deal drugs to our young people. We will seize the profits of their crime.

More Visible Street Policing

I will use my experience to reduce expenditure on back office roles and use the ill-gotten gains of criminals to pay for patrol officers.

Put Victims at the Centre of the Criminal Justice System

I will ensure that victims are given a quality service from reporting a crime to giving evidence. The professionals in the Courts and Police work for you, sometimes they forget.

Give You the Opportunity to have a Greater Say in how Your Streets are Policed

I will set up local policing boards to bring decision making closer to neighbourhoods. You will be able to participate and have your views heard.

Protect Your Local Policing

I will work with Police Chiefs to maintain the morale and ethos of service of your officers. I will do this by supporting them against unreasonable criticism and ensuring their voice is heard. We cannot expect them to take on the criminals unless we back them.

I will be Uncompromising in the Standards You Expect from Your Police

With public support comes an expectation that your police delivery a quality service. I will expect the Chiefs to inspire their officers and unlock their passion to deliver a professional, courteous and positive approach to policing. You pay for it, you have a right to expect it.

Take a Zero Tolerance Policing Approach

“I will lead a relentless focus on those who blight our lives: anti-social louts, violent bullies, burglars and those who deal drugs to our young people. We will seize the profits of their crime.”

We want our communities to be safe, clean places to live, work and do business. Unfortunately not everywhere is like this. If we want that to change, we all have to work together and “zero tolerance” plays an integral part. Zero tolerance is not about locking criminals up and throwing away the key. It is about making sure that the police – and partners - *always* do something about anti-social behaviour whenever they encounter it. It is about laying down a marker of what is - and what is not - acceptable behaviour in our society. Our public space belongs to you, not the selfish.

To deliver against this commitment ***I will:***

- Ensure that Surrey Police and partner agencies focus on tackling anti-social behaviour, violence and those who break into homes or steal our property
- Make sure there is a focus on catching criminals and detecting crime
- Make sure that Surrey Police is robustly tackling serious crime and organised criminal gangs operating in the county. We will take away their profits from crime
- Ensure that Surrey Police arrests more people who deal drugs on our streets and to our young people and children, in particular in schools and colleges of further education
- Review the community safety funding and grants available to partners who tackle local issues to make sure value for money is achieved
- Work with Surrey Police and partners to reduce deaths, injuries and damage on the roads that are caused by selfish, reckless and anti-social drivers and riders

To ensure ***Surrey Police*** is applying a zero tolerance approach to anti-social behaviour and crime, I will ask the Chief Constable to report on:

- How a robust ethos of zero tolerance is being delivered in Surrey, whilst ensuring standards are maintained and policing is carried out in a reasonable way
- How Surrey Police is working to reduce crimes of burglary, robbery and violence
- What Surrey Police is doing to encourage reporting of underreported crimes such as domestic violence, homophobic, racist or other hate crime and sexual offences
- The improvements being made in solving burglary, robbery, violence and sexual offences
- The operations carried out and achievements made in targeting those who deal drugs to young people in schools and colleges of further education
- Actions being taken with pupils and parents to prevent drug taking and dealing amongst young people
- Progress against tackling serious crime and organised crime gangs

I will work with ***partners*** in community safety in Surrey, such as the County, Borough and District Councils, the Health Service and Criminal Justice partners help to ensure that they are contributing to your wish to see a zero tolerance approach. This includes:

- Joint actions with a wide range of partners to reduce anti-social behaviour and crime in all forms – whether it be working together to reduce town centre violence, business crime, rural and wildlife crime or any other loutish activity
- Actions taken to reduce anti-social and selfish use of our roads and to reduce deaths and injuries
- The support and mechanisms in place to stop people abusing drugs
- Actions to tackle alcohol misuse and alcohol fuelled violence and anti-social behaviour
- Conviction rates at court for people who commit serious crime and drug dealers

A joint problem solving approach will be vital to all of these.

More Visible Street Policing

“I will use my experience to reduce expenditure on back office roles and use the ill-gotten gains of criminals to pay for patrol officers.”

Like all forces, Surrey Police has experienced significant reductions in funding and difficult decisions have had to be taken to protect services to the public. I will ensure Surrey Police makes the very best use of its resources, making savings where possible in non-essential activities. We must respond quickly to emergency calls and investigate crimes professionally, whilst at the same time providing a visible reassuring patrol presence.

To deliver against this commitment ***I will:***

- Continue with my campaign for fairer funding of policing for Surrey tax payers. You pay the highest level of council tax for policing in the country
- Ensure Surrey Police and Criminal Justice partners take money and possessions away from criminals and direct this money into visible policing
- Lead on collaboration with neighbouring forces to share as many police functions as possible and, in the future, consider amalgamation. You tell me you want constables on the street – not lots of replicated hierarchy and bureaucracy
- Develop protocols between neighbouring police forces so that the nearest unit can respond to calls for help regardless of county borders

To ensure **Surrey Police** is making savings to put as many officers out on the streets as possible, I will ask the Chief Constable to report on:

- The value of the ill-gotten gains seized from criminals. Currently Surrey Police seize about £700,000 worth of assets a year. If we can increase that amount, we can invest it elsewhere. For example seizing £1m a year equates to about 21 constables
- The plans for Surrey Police in terms of back office savings and collaboration with neighbouring forces and local authorities. We need to find ways to fill our budget gap
- The reviews that Surrey Police is undertaking to make sure that they are as efficient as they can be and what the outcomes of these are in terms of savings
- The number and powers of PCSOs (Police Community Support Officers) and how they are used to support this plan
- How Surrey Police is making best use of the Special Constabulary and other volunteer groups
- How Surrey Police is achieving value for money and seeking out best practice from others in using resources to their best effect

I will also be asking for updates on how our **criminal justice partners** including the courts are meeting our aims of taking away the profits of criminals.

Put Victims at the Centre of the Criminal Justice System

“I will ensure that victims are given a quality service from reporting a crime to giving evidence. The professionals in the Courts and Police work for you, yet sometimes they forget.”

Nobody wants to be a victim of crime. But if the worst happens, I want victims to be treated with care and compassion, with their needs placed at the heart of the response from police and partners. In particular, I want to make sure the most vulnerable people in our society are looked after: victims of hate crime, distraction burglaries, domestic abuse, survivors of rape and sexual assault, abused children and the elderly.

To ensure victims are at the centre of the Criminal Justice System I will:

- Work with the Criminal Justice System to ensure victims get proper support, whether they are dealing with Surrey Police, courts, probation, judges or voluntary support organisations
- Monitor how Surrey Police and Criminal Justice partners improve their support for victims of crime and anti-social behaviour
- Review the community safety funding and grants I give to partners who support victims to ensure value for money is achieved
- Ensure that we look after those people most vulnerable in our society
- Work with partners to ensure that those with mental health issues receive appropriate care and protection
- Monitor Surrey Police performance in answering the phone when you call, whether in an emergency or not, and how they respond to calls for help, getting the call centre and response officers to focus on what the victim needs.

To ensure **Surrey Police** is putting victims at the heart of what it does, I will ask the Chief Constable to report on:

- How satisfied victims of crime are with the services that Surrey Police provides and what Surrey Police is doing to improve how victims are treated
- How Surrey Police is treating victims of anti-social behaviour and how it is improving treatment and actions taken to address problems.

I will also be working with **partners** to:

- Help ensure that the Criminal Justice system, including courts, witness protection and the judiciary put victims at the heart of everything they do
- Review the funding given to victim support organisations to ensure value for money is achieved and a good quality of support is provided
- Help ensure that there is support for vulnerable people, such as the young, the elderly, those with mental health issues and troubled families

Give You the Opportunity to have a Greater Say in how Your Streets are Policed

“I will set up local policing boards to bring decision making closer to neighbourhoods. You will be able to participate and have your views heard.”

To achieve my aim ***I will:***

- Make sure that Surrey Police provides opportunities for everyone to engage about their issues at a neighbourhood level
- Hold an annual Police and Crime Summit, together with the Council Leader and Chief Executive, in each Borough and District where people can come and take part in discussions about police and community safety issues
- Ask local councillors, community safety officers and Surrey Police to formalise current engagement arrangements to ensure that there is a regular Local Policing Board that the public can attend in each Borough and District in Surrey
- Publicise the dates and venues for the Summits and Local Policing Board meetings
- Give people the opportunity to contact or meet with me or my staff about specific issues, including through surgeries, correspondence or through my web-site
- Work with the media to ensure I am visible and available to the public and can make their interests heard
- Ensure everyone has the opportunity to engage by having a wide range of means of contact and engagement
- Use social media and other emerging communications channels to engage with young people and those who do not wish to engage via other means
- Operate and lobby at a national level on behalf of the Surrey public on issues such as adequate funding for Surrey Police and victim care
- Work with the Police & Crime Panel to make best use of its knowledge and expertise on local level issues

This is a public priority for me as PCC rather than one for the police or partners. But I will be working with ***Surrey Police*** and ***partners*** to see what progress we are making on the following areas:

- Making sure that everyone in Surrey is able to engage with the police, councils and other partners about the issues that affect them. I will ensure that existing joint engagement arrangements are formalised, with regular Local Policing Boards in each borough and district
- Ensuring that issues are picked up and action is taken by the appropriate agency and that themes and learning are identified and acted upon together through joint problem solving.

Protect Your Local Policing

"I will work with Police Chiefs to maintain the morale and ethos of service of your officers. I will do this by supporting them against unreasonable criticism and ensuring their voice is heard. We cannot expect them to take on the criminals unless we back them".

To meet my aim of protecting local policing **I will:**

- Review the police station disposals policy in Surrey to ensure best value is achieved from the Surrey Police estate and any sales of property
- Seek a national role to provide a voice for Surrey on boards and organisations that set police pay and conditions, particularly given proposals to reduce starting pay for police officers, who already struggle financially to live in Surrey
- Ensure that Surrey Police gets adequate support from national bodies, such as the National Crime Agency, National Fraud Investigation (led by the City of London Police) and Counter Terrorism Units, as well as making sure Surrey Police is doing its part in national policing requirements
- Seek to reduce the bureaucratic burden on policing by tackling policies which inhibit us unnecessarily
- Ensure that the media has a balanced picture of policing activity in Surrey: we will be transparent
- Take every opportunity to raise issues affecting Surrey such as budget cuts and police pay and conditions with MPs, councillors, partners, Government and national boards to make sure that they are all able to support your aims
- Use my position as an elected person with the largest mandate in Surrey to give a balanced view of policing and protect those officers who put themselves in personally frightening or emotionally challenging situations every day and support them in tackling the people who blight the lives of the Surrey public
- Work with the Chief Constable during 2013 to set out a staff and asset transfer scheme, as required by the Home Office, that best meets your 6 priorities
- Oppose plans for direct entry into the police service at Superintendent rank.

This people's priority focuses on me doing my bit to protect local police. But I will be asking the **Chief Constable** to report on:

- What Surrey Police is doing with regard to pay and conditions for officers and staff following Government announcements on pay
- What the latest staff survey results are saying and how staff are viewing leadership
- Ensuring previous skills and training are utilised when officers transfer from other forces

Uncompromising in the Standards You Expect from Your Police

“With public support comes an expectation that your police delivery a quality service. I will expect the Chiefs to inspire their officers and unlock their passion to deliver a professional, courteous and positive approach to policing. You pay for it, you have a right to expect it.”

To ensure uncompromising standards ***I will:***

- Go out and about within Surrey Police to see what is happening ‘on the ground’, to listen to the public and victims and feed my observations back into the Chief Constable
- Continue to ensure we have an effective Independent Custody Visiting Scheme, whereby trained people from local communities go into custody to check on the welfare and treatment of those being held in custody
- Work with the Independent Advisory Group and to hear views from minority groups about what they expect from policing
- Ensure that Surrey Police has the highest standards through monitoring customer service and complaints
- Consider where I can introduce mystery shoppers to provide a check on standards of Surrey Police care for victims and customers
- Lead by example and give visible leadership for Surrey Police and expect those in leadership roles to do the same
- Monitor Surrey Police performance in investigating crime to make sure that the best results are achieved

I will also be asking the ***Chief Constable*** to report on how she is upholding standards, including updates on:

- How the Chief Constable and her senior staff are ensuring high standards, ethics and integrity - from dress codes and standards of appearance through to the service staff are delivering to the public
- How many complaints have been received, what the themes of these are and whether complaints are being well managed within required timescales
- Examples of letters of satisfaction received and the issues to which they relate
- How staff are being managed to ensure high standards and good service delivery, including vacancy rates, sickness rates and staff survey results

Holding the Chief Constable to Account

In Lynne Owens, we are fortunate to have one of the most highly regarded Chief Constables in the country. I have full confidence in her ability to lead Surrey Police and as such, one of my first acts on taking office was to extend her contract until 2017. This will give Surrey the experience and stability needed to put this Police and Crime Plan into practice. The Chief Constable and I share a belief in relentlessly pursuing those who blight our society with anti-social and criminal behaviour. We are also passionate believers in the highest standards of policing and in providing a service which always puts the public first. Together, we will work closely to deliver this plan and meet your priorities.

That said, holding the Chief Constable to account is one of my key statutory responsibilities. It is important that both you and I can see how Surrey Police is progressing against this plan and that there is proper oversight, scrutiny and accountability. The powers vested in the police – including the power to arrest and to the power to use force – must always be closely monitored to protect the public interest. This is a multi-million pound public service with a profoundly important and challenging role in our society. You have a right to know that your money is being well spent and that Surrey Police's work is conducted ethically, effectively and efficiently.

I do not believe in micromanagement or setting a raft of targets which could skew police activity towards chasing numbers rather than doing the right thing for the public. I don't want our senior officers and staff tied up with bureaucracy or wasting time in unnecessary meetings. Nor do I want to wrestle operational independence from the Chief Constable or undermine her ability to direct and control the Force. I believe in supporting the Chief Constable and her team in their difficult and demanding roles.

I will be asking the Chief Constable to report to me in person at monthly management meetings on how Surrey Police is meeting the people's priorities. Key to this will be updates on the areas I have highlighted, such as reducing anti-social behaviour, crime rates, seizure of assets, how victims are being treated, public engagement opportunities and standards.

I intend to conduct my scrutiny of the Chief Constable in an open and transparent way by webcasting these management meetings. In this way I can demonstrate publicly that the Chief Constable is policing Surrey according to this Plan and that she is fulfilling her duties around equality and diversity, co-operation with partners in community safety and criminal justice, meeting the Strategic Policing Requirement and safeguarding children.

I will also be going out into communities to speak to local people and will make sure that you can get your views heard through Local Policing Boards. Surrey Police performance reports will be published on my website (www.surrey-pcc.gov.uk).

Finance and Resources for Surrey Police

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 precept (the amount raised locally for policing).

The Revenue Budget for Surrey Police

For 2013/14, I have set a gross revenue budget of £207.7m for Surrey Police. This budget is divided over the following broad expenditure headings:

Police Officer Salary and Pension Costs	£110.4m
Police Staff Salary and Pension Costs	£71.3m
Premises related costs	£8.0m
Supplies and Services	£27.2m
Transport and Travel costs	£5.0m
Income	(£14.2m)

Surrey's Financial Challenge

Surrey receives one of the lowest levels of Government grant for policing and its funding continues to decrease. This means we are much more reliant on council tax precept than other areas. I want Surrey (which provides more in tax revenue to the Exchequer than any other county) to get a better deal from the Government and I will be making sure that Surrey's voice is heard in the current review of how the police is funded.

In 2012/13, the amount received by Surrey from the Government was reduced by 6.7%. This followed a 4.8% reduction in 2011/12. Over the next four years, Surrey Police must make savings of approximately £7million (equivalent to the cost of employing 147 police constables) to balance the budget. This is a substantial management and operational challenge. Much has already been achieved by working in collaboration with Sussex and other forces, reducing the 'back office', slimming down management structures and rationalising the police estate. I will be working with the Chief Constable to identify further savings and efficiencies and make better use of legislation which allows Surrey to seize the profits of crime from criminals.

Council Tax Precept

For 2013/14, the Surrey police precept will increase by 1.99%. This decision follows an intensive programme of consultation and meetings with local residents and organisations around the county. I also welcome the unanimous decision of the Police & Crime Panel to support this increase in order to protect the policing services that Surrey receives.

The 1.99% increase will mean that the sum paid by a Surrey Band D household for policing for 2013/14 will rise from £203.49 to £207.55. This represents an increase of approximately 8p per week.

The Commissioner's Budget

I have set a budget for my own office of £1.9m. This includes a budget of £659,000 that I now receive for funding community safety projects. It also funds the small team of staff who support me in fulfilling my duties including partnership working, being engaged with and visible to the Surrey people, holding the Chief Constable to account, overseeing finances and audits, awarding grants and commission projects, dealing with correspondence and complaints and running the Independent Custody Visiting Scheme.

Crime and Disorder Reduction Funding

In my role as Police and Crime Commissioner, I can use my total budget to provide funding not only for Surrey Police but also for other community, voluntary and community safety organisations. However, that budget is reducing following cuts in government funding and I face difficult choices as to where I spend your money.

As well as the Government grant and precept for Surrey Police, in 2013/2014 I will receive a further £659,000 of funding. This money is not 'ring-fenced' for specific projects and is intended to give me the flexibility to directly support projects and initiatives to help deliver against the people's priorities.

I have already allocated £150,000 to support two local projects. The breakdown of allocated funding is as follows:

- Domestic Abuse Outreach Service for supporting victims of domestic violence – I have increased this funding by 6% from the previous grant for these services to £90,000. This service directly meets your aim of putting victims at the heart of the criminal justice system. I will be looking to review the services provided during the next year and whether efficiency savings can be made through joining up existing services.
- Specific funding to be given to Surrey Police to carry out drug testing in custody and to refer drug users into treatment programmes - £60,000

I will hold back £509,000 at this time to receive bids from bodies that can make a case that funding will meet the people's priorities set in this plan. Details of how this process will work will be released shortly.

During the year, I will be reviewing how this money is spent to ensure value for money and that funding provided is used to best effect. I will be setting targets for those partnerships that I have funded and will regularly performance monitor against these targets and the outcomes specified.

The balance of £509,000 for future funding of projects will be allocated according to the following criteria:

- How well the proposed project will help meet the people's priorities for policing and crime
- Contribution to the reduction of crime and disorder (including anti-social behaviour) in Surrey
- Contribution to combatting the misuse of drugs and alcohol
- Contribution to reducing reoffending
- Demonstration of value for money
- Where appropriate, encouragement of joint partnership work

I will update my website on any further funding provided for projects that help meet your priorities and provide details in my Annual Report. I will be particularly keen to fund projects that which support my aims around zero tolerance, road safety, diverting young people away from drugs and supporting victims of crime.

Strategic Policing Requirement

Police forces in England and Wales need to tackle a wide range of threats to keep the public safe. Individual forces, like Surrey, can address many of these issues locally, for example local based crime, anti-social behaviour problems and responding to calls for assistance. However, there are some threats that go beyond county boundaries or require police forces to work together to provide a response, such as working against terrorism, tackling cyber-crime, or riots policing.

A Strategic Policing Requirement (SPR) has been produced by the Home Office in consultation with the Association of Chief Police Officers. It describes what the main national threats are to England and Wales and requires each Police and Crime Commissioner and Chief Constable to ensure they have enough resources in their local area to collectively meet the national threats.

The national threats outlined in the SPR are:

- Terrorism
- Other civil emergencies requiring a response across police borders
- Organised crime of high level risk (e.g. economic crime, child sex exploitation)
- Threats to public order or public safety that cannot be managed by a one force alone
- A large-scale cyber incident

Commissioners and Chief Constables need to work collaboratively with others to ensure there is sufficient capacity to deal with national threats, that each force has the capacity and capability to meet their expected contribution, that the resources are provided in the most effective and cost-efficient way, that there is consistency and an integrated response.

I have had regard to all of the above and, together with the Chief Constable, we will map out the resources and capabilities required in Surrey to meet these national requirements. These national requirements come at a cost and meeting them has to be balanced with providing local policing for the people of Surrey. However, working collaboratively with Sussex, we are currently able to deliver against national requirements.

I will work with other Commissioners nationally to look at what the national strategic policing requirements are and what each police force needs to do to meet national requirements. I will also ask for a review of how Surrey Police meets its contribution to national policing requirements and ensures that Surrey is ready to meet any threat.

How I Have Developed this Plan:

1. My Manifesto

When I decided to stand for election in Surrey, I studied the local and national surveys of what the public wanted from the police. I went out and I talked to people from all walks of life in all corners of the county. I heard first-hand about what concerned them in their lives and in their neighbourhoods.

They told me they wanted a Commissioner who understood policing, someone who would be proactive and do something about the problems that mattered to them. They wanted someone to make sure there would be real consequences for those responsible for loutish and anti-social behaviour.

I wrote my manifesto based on what the public told me. The actions in this plan directly flow from that manifesto and what the people have voted for: zero tolerance policing; a visible, professional and motivated police force; a criminal justice system that puts the victim first; more opportunities to have a say on how your police force is run.

I understand policing and the budget cuts that the police have to make as a result of the Government's austerity measures. I will not make promises to the public that I am not confident I can deliver. I have set out a realistic plan which is achievable within current resources.

Ultimately, the mandate for this plan comes directly from the public. Whilst much has been said about the low turnout for this first Police and Crime Commissioner election (and I believe there are serious lessons to learn from that), I am very positive about the role and the difference it will make in our county. The public now have direct democratic control over the policing of their area. We should also keep in mind that, with over 130,000 people turning out to vote, the election was by a long margin the biggest survey of public priorities for policing ever conducted in Surrey.

I promise to do my utmost on behalf of all of the residents of Surrey to fulfil my promises and use my experience and influence to do whatever I can to make things better for them.

2. Consultation

Following the election, I set out to consult further on my plans and budget. I have hosted four large public meetings. I have communicated with hundreds of residents either in person, over the phone, in the media, in writing or on Twitter. I have carried out some specific consultation with businesses and victims of crime in Surrey to hear their views.

I have also studied the findings of a 2012 survey on policing in Surrey carried out prior to my election. The top public priorities revealed by the survey were catching the perpetrators of crime, responding to 999 calls, supporting victims of crime, preventing crime and anti-social behaviour and working with other forces to save money. These priorities are closely aligned to my manifesto and plans. You can find out more about my consultations on the PCC website.

3. Strategic Assessment of Surrey

As well as my own views, experience and the views of local people, I have also looked at the bigger picture of what is happening with crime and community safety in Surrey – known as the Joint Strategic Assessment. Priority issues identified by the Strategic Assessment are:

- Antisocial behaviour (including anti-social driving)
- Burglary (of homes and other buildings)
- Domestic Abuse
- Mental Health
- Substance misuse
- Working with offenders and families with the highest needs

The full assessment can be read on my website.

It is clear that the concerns that are being raised by the police and community safety partnerships in Surrey mirror my own priorities closely. We can do more to make the county a better place to live if we all work together. I have been and will continue meeting with partners and community safety partnerships to talk through their priorities and how they plan to achieve them.

4. Consultation with the Chief Constable

I have consulted the Chief Constable, Lynne Owens, and her senior officer team on this document and taken their comments and views into account. The Chief Constable's previous plans align well to the priorities you have identified. The mandate that my role brings now puts the strategy on a firmer footing. The Chief Constable and her team have given a commitment to deliver on the people's priorities and actions set out in this plan.

Reporting and Review

I will regularly update people with progress on your priorities and how Surrey Police and partners are performing. I will do this by:

- Attending the quarterly public Police and Crime Panel meetings to account for the decisions I have made
- Telling the public how I am meeting my pledges and plans at monthly Crime Summits
- Providing a quarterly report on progress against this plan and actions set which I will publish on my website
- Webcasting and publishing the Chief Constable's update at the monthly management meeting
- Publishing an Annual Report on progress against the Police and Crime Plan

I will review my Police and Crime Plan annually and publish any changes to the plan as well as providing any changes to the Police and Crime Panel.