



OFFICE OF THE POLICE &  
CRIME COMMISSIONER FOR  
**SURREY**

# Commissioning Strategy 2022 - 2025

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# Foreword from the Police and Crime Commissioner

As Police and Crime Commissioner, I am responsible for commissioning many projects, services and activities which aim to increase community safety, reduce offending behaviour and support crime victims to cope and recover.

Here I set out my strategy for commissioning, which is aligned to the priorities of my Police and Crime Plan I set when elected. These are:

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

Through commissioning, we can work in partnership with a host of organisations including the Voluntary, Community and Social Enterprise (VCSE) sector, as well as statutory agencies such as the police and local authorities. I recognise that it is often small community-based charities and organisations tackling big social issues, providing support in a way that matters to local people.

Already this year we have launched new services for Surrey, including an advocacy service for victims of stalking, support for children and young people affected by criminal exploitation and specialist interventions designed to offer domestic abuse and stalking perpetrators the opportunity to achieve positive behaviour change.

It is vital that the best support possible is available for victims of crime when they need it and commissioning these services is a statutory duty of my office, receiving money from Government to do so. Through this, I am able to provide a specialist unit within Surrey Police to support victim and witnesses. They are a dedicated team of staff, supporting people to cope and recover from the harm done and work alongside a host of specialist community-based services to offer vital care and support for all victims of crime.

I also dedicate a proportion of my budget to provide a Community Safety Fund and Reducing Re-offending Fund. Localised initiatives can prevent future crimes, reduce harm in the community and address key social factors known to reduce re-offending, such as safe accommodation, employment opportunities and support with substance misuse.

This year, I am launching a new fund dedicated to supporting children and young people to help ensure they get the best start in life. Projects will aim to keep children safe and particularly target the transition period as children reach their teens, change schools and risks outside the home become a bigger factor in young lives.

Finally, I would like to say thank you to all the staff and volunteers working across Surrey in many different organisations to make Surrey safer. During one of the toughest periods in our history, they worked tirelessly and without complaint to be there when people needed them the most.





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## INTRODUCTION

The PCC's budget for commissioning comprises funding from central Government grants, as well as funding from the OPCC's overall budget and there are four main funds.

When there is an identified need, the PCC will also use her main operational budget to commission and the office will also often collaborate and work with partners to co-commission services. The commissioning budget can also be increased in year through the OPCC team successfully making bids to central government when invited to do so, and during 2021/22 over £2million in additional funding was secured this way.

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### Community Safety Fund.

The Commissioner sets aside a proportion of the Police Grant to fund initiatives aimed at making Surrey safer.

**In 2022/23 £383,000 was set aside for this purpose.**

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### Children and Young People Fund.

The Commissioner sets aside a proportion of the Police Grant to fund initiatives aimed at keeping children and young people safe.

**In 2022/23 £275,000 was set aside for this purpose.**

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### Reducing Re-offending Fund.

The Commissioner Sets aside a proportion of the Police Grant to fund initiatives aimed at reducing re-offending.

**In 2022/23 £270,000 was set aside for this purpose.**

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### Victims' Fund.

This fund comprises a grant allocation to the PCC by the Ministry of Justice for the purpose of commissioning services for victims of crime and family members. It must be spent in accordance with the specific conditions to help those affected by crime to cope and recover.

**In 2022/23 £1,389,151.20 was allocated to Surrey PCC.**

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# COMMISSIONING PRINCIPLES

OPCC commissioning is built upon an evidence-base of local need and will be guided and driven by local principles. Our commissioning will:



Remember who we are commissioning for – whether that be a local resident, a victim of crime or an offender, they are at the centre of the service.



Provide strong management, ensuring that all funding is allocated fairly and transparently against need, that services are outcome focussed, provide good value for money and continuously improve.



Respond to the specific needs of Surrey's residents.



Invest in future services by medium to long-term planning and building evidence of good practice.



Encourage and facilitate service providers to work together and provide clear user pathways.



Develop services which work alongside Surrey Police, partners and the Criminal Justice System to improve a person's experience.



Be bold and innovative in our approach, whilst respecting and building on good practice already in place.



Work with our partners to make the best use of our resources, commissioning services together when it is right to do so.

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## COMMISSIONING PRIORITIES

### 1: Preventing violence against women and girls in Surrey

The immediate and long-term consequences of violence against women and girls (VAWG) can be devastating and we will target action at protecting and empowering women and girls.

For women and girls experiencing these horrific crimes, including FGM, forced marriage, 'honour-based violence', coercion, rape, sexual assault, stalking and harassment, we must provide services that offer a safe environment where they can talk about their experiences, be listened to and receive the right practical and emotional support, centred on their needs.

With this focus, we can also strengthen how we respond to male victims, as well as LGBTQ+ and ethnic minority communities. By recognising people's unique experiences of crimes and considering everything and anything that can further marginalise them, including gender, race and physical ability, we can better deliver services tailored to their needs.



#### Building Capability

Surrey has a network of expert community-based specialist services, working alongside police and public services, including the Surrey Police Victim and Witness Care Unit. Our activity will promote good, collaborative working relationships, which leads to more and more safe and effective practice and innovation. We will be informed by the voice of victims at every stage and ensure services are accessible to women from diverse backgrounds. *We will show strong leadership and support for service providers, helping to build capacity and capability in challenging times.*

#### Perpetrators

VAWG is inextricably linked with misogyny and gender-inequality and the focus must be on those who perpetrate this violence. Commissioning activity will seek to support a multi-agency approach to identify early those who are causing harm to women and girls and take swift action to hold them to account. *We will commission high quality and safe perpetrator interventions that offer opportunities for positive behaviour change.*

#### Trauma Informed

We know many victims will never report to the police for their own reasons and through experiencing these crimes many women become exposed to risks that may then cause them further harm and to become involved in the criminal justice system for offending behaviour. We need to ensure support is trauma-informed, needs led and strengths based, offering quality care to support women and girls through to recovery. We will also work alongside partners to support children and young people to enjoy happy and healthy relationships. *We will commission specialist support which is needs-led, strengths-based and trauma-informed.*

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# COMMISSIONING PRIORITIES



## 2: Protecting people from harm in Surrey

Crime and fear of crime can have a long-lasting detrimental impact on a person's overall health and wellbeing. It is vital we do everything possible to protect children and adults from harm and central to this is understanding their experience of crime, listening to their voice and ensuring it is acted upon.

It is imperative that we stop crime from happening in the first place and we can do this by working to address offending behaviour and support people to make positive change in their lives. We will also support work that ensures interventions happen earlier and that the right services are accessible to all victims at the earliest opportunity.

### Prevention

Many people involved in the criminal justice system can be experiencing multiple disadvantage, which is when a person experiences a combination of homelessness, addiction, re-offending behaviour and/or mental ill health at the same time. Similarly, people from black, Asian and minority ethnic communities experience a range of social inequalities which contribute to their experience of multiple disadvantage. This can lead to people not being able to access support services because they have not been designed to address multiple needs at the same time. Research shows this increases the risk of reoffending and repeat contact with the police and others. The PCC's office is committed to the Surrey Adults Matter initiative, part of the national Making Every Adult Matter programme (MEAM), focused on delivering better coordinated services to improve the lives of adults facing Severe Multiple Disadvantage, and to reduce reoffending.

We will also work alongside key partners to protect children and young people against dangers such as drugs and exploitation, providing specialist support to give those at risk or experiencing harm a chance for a better future. *Commissioning of activity to reduce and prevent crime will be evidence based, through listening to and amplifying the voices of those we are commissioning for.*

### Early Intervention

Often, there may be early warning signs that an adult or child is at risk or being harmed, their normal behaviour may change, as they feel trapped in a situation and unable to see a way out. For many reasons the police may not be alerted. It could be a school friend, neighbour or work colleague that's affected by crime and as part of a county-wide approach to safety there are services in the community which work independently to offer the public the support and advice they need and ensure that victims do not suffer in silence alone. *Commissioned services will be easily accessible in the community to increase safety at the earliest opportunity.*

### Response

Working with other partners is critical to reducing crime, preventing re-victimisation and safeguarding children and adults. Everyone is different and any type of crime can be devastating for a victim. Support services for victims of crime help people to cope with the immediate impact and support long-term recovery. They will also provide advocacy and guidance for navigating the criminal justice system and ensure victims reach the right support to meet their individual needs. *We will commission expert services to provide support for victims of crime, whether the crime is reported to the police or not.*

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## COMMISSIONING PRIORITIES

### 3: Working with Surrey Communities so they feel safe

Key to greater public safety is the work between communities, police, public services and the voluntary sector and it's important that we understand what makes people in Surrey communities feel unsafe and the experience of those affected by criminal activity. Police officers and staff work with partners to find long-term solutions to local issues and our commissioning activity can support this joint problem solving through delivering community-based services.

#### Working with communities

Engaging with our communities informs our approach to commissioning and whenever possible we will work to bring in additional funding from central government for local services and projects that benefit residents, such as through the Home Office Safer Streets initiative. We will continue to be agile in our approach, recognising local need and being responsive, commissioning services that help to reduce crime and anti-social behaviour in Surrey. *We will continue to support local community-based projects and multi-agency collaboration to increase public safety and confidence.*



#### Building resilience

Creating a climate of support and empowering adults and children to live their lives free from harm is vital to building resilience. This can include commissioning tailored projects for young people; working with partners to tackle substance misuse; as well as providing support to reduce offending behaviour and to protect people against crimes such as 'cuckooing'. This is when criminals target the home of a person in order to use it as a base for county lines drug trafficking. No one should have to cope alone and specialist support and advocacy can help with both prevention, rehabilitation and recovery. *We will continue to commission projects that prevent harm to those who are at more risk of experiencing crime, equipping them to stay safe and have positive futures.*

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## COMMISSIONING PRIORITIES



### 4: Strengthening relationships between Surrey Police and Surrey residents

The relationship between Surrey Police and residents is fundamental to increasing safety and feelings of safety for all of Surrey's diverse communities, 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).

The relationship with Surrey Police needs to be grounded in an understanding of the different needs of residents. For example, children and young people's emotional, physical and emotional maturity is different from adults and – in particular, distress or trauma manifests itself differently in a young person's behaviour.

## Engaging communities

Many of the services commissioned may be needed when children, young people and adults interact with police and the criminal justice system, this may include when they are suspected of or commit an offence, they witness crimes, they are the victims of crimes or in situations where care and protection issues (e.g. neglect) arise. With the right support at the right time we can achieve better outcomes for individuals. Therefore commissioned services are a valued partner working alongside policing to strengthen the relationship with residents. *We will support arrangements to ensure the active and effective engagement of communities in influencing policy and provision.*

## Empowering communities

Problem solving with communities often involves commissioning activity which supports grassroots activity to tackle issues which impact on people's lives, such as hate crime and drug and alcohol awareness. As well as enhancing this work in communities, commissioning will support working together through volunteering opportunities in policing, including Surrey Police Cadets, Special Constables and volunteers working for Surrey Police Victim and Witness Care Unit. *Commissioning will support activity that empowers communities and strengthens the relationship with policing.*

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## COMMISSIONING PRIORITIES

### 5: Ensuring safer Surrey roads



The PCC, along with partners including Surrey Police, Surrey County Council (including Surrey Fire and Rescue Service) and Highways England are committed to working together to make people safer on Surrey's roads. Road safety, speeding, and anti-social driving remain a prime concern of Surrey's residents and the PCC will support activity that focuses on the needs of all our road users and reduces harm.

The community is actively involved and pulls together for a range of projects, such as Community Speedwatch and education activity for children and young people. The PCC will look to build on what has already been achieved through supporting best practice and evidence-based initiatives.

*PCC funded projects will support activity dedicated to the overall mission to reduce the number of people who are seriously injured or killed on Surrey roads.*

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# COMMISSIONING THEMES

Commissioning from the four funding streams (Community Safety Fund, Children and Young People Fund, Reducing Re-offending Fund and Victims Fund) is structured within themes to deliver against the PCC's priorities. Below is an overview of many services already commissioned and future specific areas of focus.

## Community Harm.



- Support for high risk and vulnerable victims
- Local enforcement, partnership and problem-solving activity
- Road safety initiatives

## Early Intervention.



- Online safety prevention and education
- Life skills for children and young people to help keep themselves and others safe
- Youth social action projects
- Youth crime diversionary activity
- Awareness raising amongst ethnic minority communities of crimes, including cyber-enabled, violence against women and girls and hate crime, to increase recognition, reporting and accessibility of services

## Domestic Abuse.

- Community based outreach support and independent advocacy
- Specialist stalking advocates for victims of both intimate and non-intimate offences
- Specialist children and young people services in the community and in refuge
- Pan Surrey helpline
- Embedded advocacy in police team
- Domestic Homicide Review capability support
- Interventions for perpetrators of domestic abuse and stalking

## Exploitation.

- Support for adults, children and young people experiencing or at risk of exploitation
  - Therapeutic support
  - Building professional capability
  - Advocacy for victims of modern slavery
  - Specialist support for women who wish to leave prostitution
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## COMMISSIONING THEMES CONTINUED...

### Cyber-enabled crime and fraud



- Specialist caseworkers to support victims of fraud
- Initiatives to prevent future victimisation

### Reducing reoffending



- Supported housing
- Homelessness outreach services
- Counselling and mentoring
- Increasing employability and generating work opportunities
- Specialist intervention for people experiencing multiple disadvantage
- Restorative Justice (victim led)

### Sexual abuse and rape



- Independent advocacy for adults, children and young people
  - Pan Surrey helpline
  - Counselling
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## COMMISSIONING SPOTLIGHT

### Integrated Victim & Witness Care Unit

On 1 April 2019 Surrey Police opened its new Victim and Witness Care Unit, based out of Guildford Police Station. This professionally trained team has been established by the OPCC and Surrey Police to help victims of crime cope and, as far as possible, recover from their experience, putting in place care plans tailored to the needs of the individual.

All victims of crime in Surrey are automatically referred to the Unit at the point a crime is reported, with subsequent contact based on an individual's need and vulnerability. Victims can also self-refer to self-service using the dedicated website: [victimandwitnesscare.org.uk](https://victimandwitnesscare.org.uk)



### Domestic Abuse Outreach Service

Outreach services offer an independent, confidential, listening service to anyone affected by domestic abuse. They are free and impartial services, which can assist by giving practical help and emotional support as well as providing information on a wide range of issues including housing, benefits, safety planning and the needs of children affected by domestic abuse. They can also assist with accessing refuge accommodation if individuals need to leave their home in order to keep themselves safe.

Support can be given by telephone or, where appropriate and safe, with one to one meetings. Outreach services offer anything from a one off opportunity to talk, to longer term, ongoing support and assistance. They will also help people deal with other agencies, in an advocacy role, to help them get the services or information that they need.

### Streetlight UK

Streetlight UK provides specialist support for women involved in prostitution and all forms of sexual violence and exploitation, including those trafficked into the sex trade, providing tangible and material pathways for women to exit prostitution.

Support workers accompany Surrey Police on police operations, ensuring that women discovered at locations have access to immediate support and safeguarding.

In 2020 Streetlight UK engaged with 2,356 women involved in prostitution across Surrey, directly supporting 153 people.

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## COMMISSIONING SPOTLIGHT CONTINUED...



### Supporting Child Victims of Sexual Violence

The PCC currently funds three full-time Child Independent Sexual Violence Advisor (CISVA) posts based within the local NHS Child and Adolescent Mental Health Service.

CISVAs are trained specialists who provide confidential advice and support to both girls and boys who are or have been victims of sexual abuse or sexual exploitation. They help the child (and family) come to terms with what has happened whilst helping them navigate the criminal justice system and liaising with other agencies - such as the police, Crown Prosecution Service, social care, Youth Support Service and schools.

## Preventing child exploitation in Surrey

The PCC has launched a new service for young people at risk of or affected by criminal exploitation in Surrey. Examples of criminal exploitation include the use of children by 'county lines' networks, leading individuals into a cycle of offending that can include homelessness, substance misuse and ill mental health.

Delivered by Catch22, the new service offers a combination of creative workshops and tailored one-to-one support from a named advisor to help individuals address the root causes of their vulnerability. Focussing on early intervention that recognises the family, health and social factors that can lead to exploitation, the three-year project will increase the number of young people supported away from exploitation by 2025.

## Local Mediation Service

The PCC funds a local Mediation Service that supports communities and residents in challenging anti-social behaviour and developing respect within the community - addressing issues before they reach crisis point.

The Community Mediation and Community Conferencing services provide a process for dealing with community harm and anti-social behaviour in a way that allows everyone to be heard and to reach resolution that is realistic and acceptable to all.

Victims of ASB can also access a coaching service that helps build confidence, skills and strategies for dealing with the situations and fears they face.

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Contact the Office of the Police  
& Crime Commissioner

## For further information:



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