

Police and Crime Plan for Surrey 2025-2028



OFFICE OF THE POLICE &
CRIME COMMISSIONER FOR
SURREY



Police and Crime Commissioners (PCCs) are elected every four years to oversee policing, victim services and community safety for each police force area in England and Wales. Lisa Townsend was re-elected for a second term in office as PCC in May 2024. Lisa is responsible for overseeing the work of Surrey Police, holding the Chief Constable to account, helping to tackle the crime issues that matter to residents in Surrey and commissioning services to support victims of crime. She is also required to set out a Police and Crime Plan for the county.

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► Foreword from the PCC

Representing the views of those who live and work in Surrey in how our county is policed is the single most important part of my role as Police and Crime Commissioner.

When I was elected for a second term last May, I wanted to ensure that my priorities reflected what the public told me they want to see from their policing service.

That is why I pledged to focus on a more 'back to basics' approach which would concentrate on what our policing teams do best – fighting crime in our local communities, getting tough on offenders and protecting people.

So I am delighted to present my new Police and Crime Plan which sets out the blueprint for policing in Surrey over the next three years which I believe will deliver on that promise.

The Chief Constable and I have recently completed our Policing Your Community roadshow across the county where residents told us what was important to them where they live.

Issues included tackling anti-social behaviour in our communities, improving police visibility, preventing violence against women and girls and combatting the growing scourge of shoplifting.

This Plan has been designed to ensure our officers and staff are tackling those crimes that matter most to our residents and will provide the basis on which I hold the Chief Constable to account.

The good news is that Surrey Police are one of the fastest improving forces in the country. In the last 12 months, the Force has more than doubled its charge rate, with an additional 3,500 offences being prosecuted.

It has also made over 2,500 more arrests and made dramatic improvements in tackling offences important to residents such as burglary, shoplifting, child abuse and rape.

I am determined to ensure that brilliant progress is sustained and we continue to take the fight to criminals in our communities.

A great deal of work from my office together with my Deputy Commissioner Ellie Vesey-Thompson has gone into developing this Plan. We undertook a series of in-depth consultation events which included speaking to a number of key groups in Surrey such as victim and survivor groups, young people, professionals in crime reduction and safety, rural crime groups and representatives from Surrey's business community.

In addition, nearly 3,000 residents of Surrey gave us their views on policing in the county and the priorities they would like to see our teams focus through our public survey.

This Plan is designed very much to work in tandem with the Chief Constable's own direction for the Force which is undoubtedly already paying dividends for our communities.

But there are challenges ahead. Surrey Police need to find in excess of £18m in savings over the next four years whilst still maintaining the service you all expect and deserve. This means we must continue to provide the best value for money and continue to restore confidence in the police service which has been damaged by events elsewhere in the country.

It is great news Surrey Police are arresting more criminals, but delays in the criminal justice system mean victims are waiting longer for those cases to come to court. The need to support them through that process has never been more acute and something my office is looking very carefully at through our funding streams.



The nature of crime is ever evolving and many issues such as domestic abuse, fraud and abuse perpetrated online, happen out of sight and behind closed doors. Whilst advances in technology such as AI open up potential opportunities for policing – they also open up opportunities for criminals to exploit and this is something our police teams must keep pace with.

Balancing these demands is the challenge our police leaders face but I am confident that the Chief Constable, his senior team and the amazing officers, staff and volunteers in Surrey Police are up to the task.

I've seen first-hand the hard work and dedication they show day in, day out to keep our county safe and they deserve the continued thanks of us all for the job they do.

Surrey continues to be a fantastic place to live and work and I am committed working with the Chief Constable to deliver on the priorities in this Plan and ensure we have a policing service we can continue to be proud of.

Lisa Townsend

Lisa Townsend
Police and Crime Commissioner for Surrey



► Foreword from the Chief Constable



I am hugely encouraged by this Police and Crime Plan. Surrey Police will work tirelessly to bring it into effect and thereby earn the public trust and confidence upon which policing depends.

I am committed, through my operational plan for the force, to fight crime and protect the people of Surrey. This plan is entirely consistent with this aim and will help me to achieve it.

Only the police can investigate crime and relentlessly pursue criminals. I therefore welcome a commitment to 'Back to Basics' policing because it complements my determination for Surrey Police to excel at those things that only the police can do for the public. We are making great progress in this regard and this plan will drive us further to intensify our efforts to improve our service from report to court.

The commitment to protect vulnerable people mirrors that of the force to provide outstanding victim and witness care. Where crime occurs behind closed doors, the victim is often the only witness. Our success at bringing the offender to justice therefore hinges on the quality of care and support we provide to ensure that victims feel safe enough to give evidence. Surrey Police and the Office of the Police and Crime Commissioner have a strong track record in victim and witness service and these will only improve with this renewed focus.

Surrey Police shares the resolution of the Police and Crime Commissioner swiftly and drastically to improve our response to violence against women. In so doing we will strive to prevent and reduce these extremely serious crimes that devastate individuals, families and communities. In matters of domestic abuse, rape, sexual offences, stalking and harassment, Surrey is one of the fastest improving forces in the country. But we have only just begun. In partnership with the Police and Crime Commissioner, we are determined to get better in every way we can to make women and girls safer in our county.

There is much that Surrey Police and the Office of the Police and Crime Commissioner can

do with our partners to build safe and resilient communities – especially in respect of our fight against pernicious crimes such as shoplifting. My meetings with the public have shown that theft, anti-social behaviour and drug abuse trouble people a great deal. I believe that this plan, allied with that of the force, will help us redouble our efforts to ensure that Surrey Police applies all its neighbourhood policing experience to combat these issues.

Finally, the commitment in this plan to foster integrity, accountability and wellbeing is reflected in the force plans in respect of standards, resilience, productivity and the health, fitness and safety of our crime-fighting workforce. We and the Office of the Police and Crime Commissioner have confidence in our plans and know the importance of ensuring, in these tough times, that the money entrusted to us is put to the best possible use in keeping people safe.

This plan will help us to realise the enormous potential of the partnerships across Surrey. Through improved sharing of data, sharper analysis, and operational co-operation across agencies we can solve the problems which allow a relatively small number of people and places to generate most of the crime which threatens community safety. I am confident that the enhanced offender management, victim care and hotspot policing enabled by this plan will see Surrey become an even safer county where individual people, families, communities and the economy can thrive.

A handwritten signature in black ink, reading 'Tim De Meyer'.

Tim De Meyer
Chief Constable of Surrey Police

► Development of the Police and Crime Plan

As the first Surrey Police and Crime Commissioner to be re-elected, I am also the first to have had the opportunity to build on my original Police and Crime Plan, drawing on the experiences and feedback of residents over the past four years. In addition to this feedback, and to ensure this updated plan reflects the current needs and priorities of our communities, a robust and inclusive consultation process was also essential.

Between August and December 2024, my team at the Office of the Police and Crime Commissioner (OPCC) and I conducted a comprehensive consultation, engaging a wide range of stakeholders and the public. This process aimed to refine and expand my existing plan's priorities, addressing both long-standing and emerging local concerns.

The consultation employed a combination of methods to gather local perspectives, including:

► Stakeholder Focus Groups

A targeted approach was taken to ensure meaningful input from individuals and organisations with direct or indirect involvement in policing, community safety, safeguarding and criminal justice.

Stakeholders were invited to participate in focus groups organised around professional experience, capturing the insights of teachers, police officers, businesses, community organisations, safeguarding leads, rural communities, victim groups, and many others. These discussions offered valuable insights and highlighted the interconnected challenges facing our communities.

► Public Survey

To complement the focus groups, a Surrey-wide public survey was conducted to gather the broader perspectives of residents. This survey provided an opportunity for anyone living or working in Surrey to share their experiences of

policing and highlight any areas they felt required greater focus.

The feedback collected through the survey was invaluable in ensuring that my new Police and Crime Plan truly reflects the concerns and priorities of local communities – capturing a diverse range of views, from those who interact regularly with the police to those who may only have occasional contact.

► Engagement Events

In parallel with the formal consultation exercise, I held a series of community engagement events during the latter part of 2024, alongside the Chief Constable and in collaboration with Surrey Police. These events offered an additional opportunity to gather feedback from a wide range of communities, ensuring that voices from across Surrey were heard and considered in the development of my Police and Crime Plan.

Held in every borough and district across the county, these events provided a platform for residents to engage directly with myself and representatives from Surrey Police and the OPCC. Attendees were encouraged to share their experiences, raise concerns, and offer suggestions on how policing could better meet the needs of their local areas.

The events were particularly valuable in reaching individuals and groups who might not have participated in our focus groups or online surveys, such as older residents and those less familiar with digital platforms. The events were also well attended by local councillors who were able to raise specific concerns and issues they had observed in their communities.

By fostering open dialogue in an informal setting, these sessions helped uncover unique insights and priorities that may have otherwise been missed.

► Police and Crime Plan Priorities

My new Police and Crime Plan has been shaped by what residents and key stakeholders told us matters most to them, alongside current crime trends and professional analysis from the police on where resources are needed to keep Surrey safe. This has resulted in the development of five distinct, high-level priorities, and for each I have highlighted key areas of work we are dedicated to delivering in the coming years.

My team and I will closely track delivery of these commitments and provide performance updates to residents through our well-established Data Hub and wider communication channels.

My proposed high-level priorities for the Plan are as follows:

Priority 1

**Back to Basics
Policing**

Priority 2

**Protecting
Vulnerable
People in
Surrey**

Priority 3

**Preventing
Violence
Against
Women and
Girls**

Priority 4

**Strengthening
Safe and
Resilient
Communities**

Priority 5

**Fostering
Integrity,
Accountability,
and Wellbeing
in Policing**





Priority 1: **Back to Basics Policing**

Policing in today's world is complex, with officers tackling both visible crimes and those that remain hidden from public view. Some of the most devastating offences – such as domestic abuse, rape, sexual assault, and child sexual exploitation – often occur behind closed doors, and we must continue to prioritise these crimes with the care, sensitivity, and focus they demand.

However, we must also ensure that our streets and communities are safe, addressing the issues that affect people's daily lives. Both the Chief Constable and I are committed to getting the fundamentals right – preventing crime, bringing offenders to justice swiftly, solving problems, and tackling the issues that concern residents most.



Surrey Police will...	My team will...
Focus on pursuing all reasonable lines of enquiry, tackling anti-social behaviour and neighbourhood crime, enhancing investigative capabilities, and increasing charge rates as part of their commitment to delivering effective policing for the community.	Ensure residents can easily track Surrey Police's performance and progress against its public commitments by providing access to understandable data and clearly communicating achievements and challenges.
Ensure that every neighbourhood has a dedicated police officer or PCSO whose contact details are published and kept up to date. They will serve as a visible and accessible presence for residents and stakeholders.	Provide ongoing opportunities for residents to provide input and feedback on policing priorities and performance, fostering stronger community engagement and trust.
Enhance oversight of staff abstractions and turnover within local policing teams to better understand their impact on team stability and relationships within the local community.	Continue to work with partners to push for improvements in the wider criminal justice system, with a particular focus on reducing delays in cases getting to court.
Together we will...	
Build upon data-driven, hotspot policing, with a renewed focus on collaborative problem-solving to address community safety issues and create lasting solutions.	
Enhance promotion of tools like the Suspicious Activity Portal and other intelligence-gathering methods to encourage community engagement and improved local data.	
Work with the government to implement the broader ambitions of its 'Community Policing Guarantee', ensuring these align with local needs and priorities.	
Provide high-quality care and support for all victims of crime, seeking to reduce the impact of delays in the wider criminal justice system and ensuring their needs remain a priority throughout the process.	





Priority 2: **Protecting Vulnerable People in Surrey**

As Police and Crime Commissioner, I am committed to ensuring that all of Surrey's communities are safeguarded from harm, exploitation, and the devastating impacts of crime. However, I recognise that some individuals and groups are at greater risk due to their specific circumstances or vulnerabilities.

Vulnerability can take many forms, affecting individuals across all ages and situations. Whether it is supporting victims of abuse, protecting children and young people from exploitation, ensuring the right response for those in mental health crisis, or tackling fraud and cybercrime, our approach is rooted in compassion, collaboration, and prevention.



Children and Young People

Surrey Police will...	My team will...
Continue to embed the Child Centred Policing Strategy by recognising children's vulnerabilities, amplifying their voices through words and actions, and using every interaction to build trust, understand their needs, and enhance their safety.	Continue to support initiatives and services focused on engaging with young people, ensuring their voices are heard and utilised to help shape policing in Surrey.
Strengthen compliance with information sharing initiatives such as Operation Encompass to provide consistent support and enhanced safeguarding for pupils affected by domestic abuse and serious crime. Operation Encompass notifies a school's Designated Safeguarding Lead before the next school day if police attend a domestic abuse incident involving a child, ensuring timely support.	Work with local partners to develop a targeted knife crime intervention, focusing on prevention, support for at-risk individuals, and enforcement in high-risk areas to reduce incidents and ensure continued and long-term community safety.
Review the impact of abstractions on Youth Engagement Officers (YEOs) to ensure they can maintain consistent engagement with young people and uphold the trust essential to their role.	Strengthen early intervention pathways for over-represented youth groups in the criminal justice system. Focus on targeted support, diversion programs, and collaborative efforts with community organisations to address underlying causes and reduce disproportionality.
Improve data integrity around knife crime and violent crime to enhance the understanding of key individuals and locations involved. Strengthen data collection, analysis, and sharing practices to support targeted interventions and informed decision-making.	Continue to work with partners and groups, such as the Surrey Civilian Military Partnership Board, to ensure children and young people from unique backgrounds such as armed forces families receive the support they need to live safe and healthy lives.
Together we will...	
Collaborate with partners through the new multi-agency Adolescent Safeguarding Model to identify themes and trends that increase children's vulnerability to extra-familial harm, including child criminal exploitation (CCE), child sexual exploitation (CSE), peer-to-peer violence, and radicalisation. Use these insights to inform preventative strategies and improve safeguarding practices.	
Increase efforts to educate young people about online illegality and the consequences of serious crimes, ensuring they understand what constitutes criminal behaviour. Work with schools and community groups to raise awareness and reduce the risk of young people unknowingly engaging in criminal activity.	
Enhance efforts to address online harms by adopting proactive approaches and up-to-date strategies, ensuring the police and partners stay ahead of emerging threats.	

Rural Communities

Surrey Police will...	My team will...
Maximise the utilisation of new legislation as it emerges, such as the Equipment Theft (Prevention) Act 2023. Ensure provisions such as the mandated identification of machinery are known and used to their full potential to help prevent and solve relevant crimes.	Explore the creation of a rural crime partnership or community forum to strengthen collaboration between rural communities, the police, councils, the Environment Agency, and other stakeholders – drawing on successful models from other counties but creating a model that works best for Surrey.
Explore implementing alternative communication channels, such as WhatsApp groups, to strengthen connections with rural communities and improve engagement.	Actively monitor government funding opportunities to identify and secure resources that support rural community projects and initiatives.
Promote greater use of existing reporting tools, such as the Suspicious Activity Portal, to support proactive community safety efforts and close data gaps.	
Together we will...	
Work with partners, including local authorities and wider networks, to address fly-tipping in rural areas, with a focus on tackling its links to organised crime and improving preventative measures.	
Support regional and national collaborative efforts to reduce rural crime, focusing on eliminating it rather than displacing it to other counties.	



Older People

Surrey Police will...	My team will...
Continue efforts to safeguard vulnerable individuals, particularly older people, from fraud, online crime and scams. This will involve raising awareness, providing targeted support, and collaborating with local communities, partners, and agencies to prevent financial exploitation and protect those at risk.	Collaborate with the Surrey Safeguarding Adults Board in building a service user group that gathers the voice of lived experience, using it as a feedback mechanism to inform and improve Surrey Police and the OPCC's approach to safeguarding and service delivery.
Together we will...	
Collaborate with partners to prevent and address elder abuse by raising awareness, improving safeguarding measures, and ensuring victims receive the support and protection they need.	
Ensure the Force and OPCC consider diverse communication needs by using a mix of digital and non-digital formats, prioritising accessibility and inclusivity to effectively engage all communities.	

Mental Health

Together we will...
Continue to implement and oversee the delivery of the Right Care, Right Person model, ensuring adults in distress receive the right support from the most appropriate agency. Police will remain committed to responding to urgent incidents where there is a risk to life or public safety, while working with partners to ensure high standards of care across services.



Priority 3: Preventing Violence Against Women and Girls

Women and girls should be able to live free from the fear of violence. Sadly, this fear is often ignited from a young age. From harassment on the streets to other forms of harmful behaviour, such actions remain all too common in daily life and are now increasingly finding footholds online. My ambition is for women and girls in Surrey to both be safe and feel safe, whether in public or private spaces.

Addressing violence against women and girls (VAWG) requires a collective effort to challenge harmful behaviours and create meaningful change. This issue spans a wide range of crimes, including domestic abuse, sexual offences, stalking, harassment, human trafficking, and so-called 'Honour' Based Violence.

Whilst women and girls are disproportionately affected by these crimes and it is essential to prioritise their specific needs, I fully recognise that men and boys can also be victims of domestic violence, sexual offences, stalking and harassment. As such, I will continue to ensure that every victim of crime, regardless of gender, has access to the support they need and deserve.



Surrey Police will...	My team will...
Engage with the Operation Soteria Bluestone Knowledge Hub Group (a collaboration between academics and police officers to improve how the UK responds to rape and serious sexual assault) utilising its resources, national network, and best practice sharing to enhance officer training, improve victim support, and develop innovative solutions to tackle VAWG effectively.	Ensure survivor voices remain central to the OPCC's work by embedding their feedback, engagement, and complaints into policy development, commissioning, and strategy. Develop mechanisms to share these insights with Surrey Police, driving informed decisions and enhancing service delivery.
Ensure mentors reinforce the positive, victim-centred approaches covered during officer training, in line with the force's commitment to tackling VAWG.	Assess the needs of families of perpetrators of sexual violence and other forms of 'hidden victimhood' to understand their experiences and challenges. Evaluate existing support services for these individuals to determine effectiveness and identify opportunities to enhance and expand provisions, including considering their formal recognition as victims.
Build public confidence in the police's ability to investigate violence against women and girls, while empowering all officers and staff to challenge and report inappropriate behaviour among colleagues.	Enhance scrutiny of internal support mechanisms for officers and staff supporting VAWG, including portfolio leads, focusing on measures to address burnout, improve well-being, and reduce turnover.
Continue to strengthen its approach to police-perpetrated domestic abuse and VAWG. Regular oversight meetings will track progress and review cases to ensure survivors' voices are heard, driving accountability and learning across the Force.	We will seek to prevent victimisation by working with partners and communities to identify priority projects, learning from successful initiatives to maintain their legacy.
Together we will...	
Maintain a relentless focus on perpetrators, providing opportunities for positive behaviour change through commissioned interventions where appropriate, while bringing more offenders to justice.	
Strengthen relationships between VAWG organisations and the police by improving access to decision-makers, fostering collaboration, and ensuring regular communication to rebuild trust and partnership effectiveness.	
Explore opportunities for investment in intelligence for VAWG crimes, leveraging innovative processes like those used to track and predict other types of crime, to improve prevention and response efforts.	
Seek to prevent victimisation by working with partners and communities to identify priority projects, learning from successful initiatives to maintain their legacy.	



Priority 4: **Strengthening Safe and Resilient Communities**

I am committed to ensuring that all residents feel secure and supported in their local areas. A safe and resilient community is one where people feel empowered to play an active role in shaping their environment and where trust between the public and the police is strong.

My consultation has made it clear that many residents are concerned about the impact of crime and disorder, such as anti-social behaviour, drug-related harm, and shoplifting offences, on their quality of life and environment.

To address these challenges, we will take a collaborative approach, bringing together police, partners, and the community to find effective, lasting solutions. This ambition goes beyond simply responding to incidents; it is about creating the conditions for communities to thrive, where people feel listened to, supported, and confident that issues will be tackled.

By fostering strong partnerships, focusing on prevention, and building trust, we can ensure that Surrey's neighbourhoods remain places where everyone feels safe and valued.



Surrey Police will...	My team will...
Support the expansion of the principles behind the 'Positive Futures' project, building on its success in Spelthorne and Woking, to further engage young people in crime prevention and community safety. Continue fostering trust between the police and youth by empowering young people to identify local issues and develop actionable solutions for their communities.	Lead the establishment of the new Community Safety and Prevention Board, ensuring a consistent governance structure during the upcoming local government reorganisation. This structure will strengthen connections between strategic planning and local delivery, fostering effective coordination and accountability at all levels.
Focus on preventative measures to reduce crime and anti-social behaviour by prioritising early intervention with at-risk individuals and implementing targeted strategies to address issues such as drug-related harm and shoplifting.	Develop a shared directory that maps local services and their areas of expertise, enabling police officers and service providers to easily access and understand available community resources, ensuring referrals are directed appropriately and efficiently.
Work closely with residents to understand their concerns, provide reassurance, and involve them in problem-solving processes. Encourage active participation from the community in crime prevention and neighbourhood safety initiatives.	Work to address key criminogenic factors through commissioning activity to prevent and reduce offending behaviour, exploring opportunities with probation to enhance collaboration and service delivery. Focus on expanding the availability of "through the gate" services to provide continuous support for individuals transitioning from prison back into the community.
Use data and intelligence to better understand crime trends, identify priority areas, and ensure resources are deployed efficiently. Ensure this information is shared with community leaders and partners to maintain transparency and accountability.	Build on research with the Department for Transport to strengthen the PCC's scrutiny of road safety, addressing gaps and improving accountability for local road safety initiatives.
Establish a clear communication framework between the police and Business Improvement Districts (BIDs), ensuring officers are aware of BID representatives and contact points in their area.	
Together we will...	
Support the ongoing implementation of the Clear, Hold, Build framework, focusing on police-led enforcement, targeted interventions, and community empowerment. Ensure the approach remains adaptable to the evolving needs of the area, fostering long-term safety and stability.	
We will continue to develop and expand the Safer Community Programme to support Personal, Social, Health and Economic (PSHE) lessons on community safety and healthier living in schools while broadening its reach beyond the classroom.	
Work with partners to continue to support the delivery of Surrey's 2024-2035 'Vision Zero' Road Safety Strategy to reduce and then eliminate deaths and serious injuries on our roads.	



Priority 5: **Fostering Integrity, Accountability, and Wellbeing in Policing**

This new priority underscores my commitment to ensuring Surrey Police operates with the highest standards of integrity, professionalism, and accountability. A well-supported and motivated police force is essential for delivering the best possible service to the public. By fostering a transparent and supportive workplace culture, we aim to improve officer wellbeing, boost morale, and reduce staff turnover.

Recognising the challenges of a growing and less experienced workforce, we will also focus on providing tailored support and development opportunities for officers and staff at all stages of their careers. These efforts will help build trust and confidence in the police, ensuring they are well-equipped to meet the needs of Surrey's communities.



Surrey Police will...	My team will...
Improve response times when handling public complaints against the police, ensuring meaningful updates are provided every 28 days, as per IOPC Statutory Guidance.	Ensure sufficient resources are in place within the Professional Standards Department (PSD) to manage an increase in demand in public complaints, together with misconduct hearings and police appeal tribunals, building on the recruitment of new Legally Qualified Persons (LQPs) and Independent Panel Members (IPMs).
Improve vetting processes to ensure greater consistency in decision-making, including better use of the National Decision Model (NDM), reducing unnecessary appeals, more risk-based decisions and addressing backlogs to prevent delays in officer recruitment.	Maintain close collaboration with Surrey Police's Professional Standards Department and Joint Vetting Unit to carry out statutory reviews of complaints. Advance the implementation of dip sampling for complaints and vetting decisions to identify trends and address potential issues proactively.
Ensure the Force's Wellbeing Strategy is regularly refreshed to reflect emerging needs and priorities, embedding ongoing learning and feedback to enhance its effectiveness.	Explore ways to improve transparency on police misconduct outcomes, including publication of outcomes and promotion of hearings to build trust and confidence. Align with best practices and broader calls for greater accountability in policing.
Conduct regular staff surveys and gather feedback from exit interviews to identify key trends, address emerging issues, and tackle retention challenges. Act on these insights to enhance workplace wellbeing and foster a supportive, professional environment.	Ensure robust scrutiny of Surrey Police's savings programme.
Support and promote initiatives that enhance the wellbeing of officers and staff, including Surrey Police sports teams. Champion support groups such as the Armed Forces Support Group, Surrey Police Association of Culture & Ethnicity (SPACE), and the Women's Support Group, which provide mentoring and support to encourage retention and recruitment from more diverse backgrounds.	
Together we will...	
Ensure delivery of the Estates Strategy and provide the workforce with fit-for-purpose work environments, with a specific focus on the redevelopment of Surrey Police HQ.	
Ensure ongoing compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), ensuring our workforce understand how diversity, equality and inclusion are fundamental to improving trust, confidence and legitimacy in policing.	



► Monitoring Delivery and Ensuring Transparency

Since taking office as Police and Crime Commissioner, I have prioritised improving public access to information about the performance of both the OPCC and Surrey Police. Our Data Hub (<https://data.surrey-pcc.gov.uk>), which is the first of its kind has been nationally recognised as an example of best practice for transparency and information sharing, inspiring other Force areas to adopt similar models.

The Data Hub will continue to provide residents and stakeholders with the ability to monitor the delivery of the Police and Crime Plan, featuring key quantitative measures linked to each priority. We are also working to introduce a more detailed breakdown of progress against specific strands of work. This will include RAG (Red-Amber-Green) ratings and qualitative updates for individual actions.

In addition, I will continue holding regular formal Resource & Efficiency meetings with the Chief Constable and his senior leadership team. To ensure greater transparency, we will make it easier for residents to suggest agenda items and to access updates on the outcomes of these discussions.

► Collaboration

Since 2010, Surrey and Sussex Police have worked together successfully on a range of initiatives across operational functions and support services. Their collaborative Operations Command encompasses areas such as Tactical Firearms, Firearms & Command Training, Operational Dogs & Dog Training, Public Order Training, Road Policing, Serious and Forensic Collision Investigation, Firearms and Explosive Licensing, Duties & Resourcing, Specialist Search Drones, and Emergency & Operations Planning.

The Specialist Crime Command adopts a joint approach to managing Homicide and Major Crime Investigations, Serious and Organised Crime, Intelligence, Forensic Investigations (including Digital Forensics), Surveillance, Cyber Crime, and Economic Crime.

Key organisational support portfolios include People Services (covering Learning & Professional Development and Occupational Health), Digital, Data and Technology (DDaT), Change Delivery, and Commercial and Financial Services (covering Finance, Estates, Fleet, Procurement, and Insurance).

Chief Officers overseeing DDaT, Finance, and People Services operate across both forces, focusing on achieving efficiencies and cost savings. This cooperative strategy aims to strengthen frontline policing by eliminating redundancies, streamlining management structures, and optimising support services.



Budget

As the Police and Crime Commissioner, I receive all funding for policing in Surrey. This includes grants from the Home Office and the Department for Levelling Up, Housing and Communities (DLUHC), as well as the portion of council tax designated for policing.

Prudent financial management is essential to ensuring Surrey Police has the resources it needs both now and in the future. My role involves balancing immediate financial demands with their longer-term impacts to maintain sustainability.

In overseeing the finances of the PCC Group, which includes Surrey Police and my office, I set the overall budget and determine the level of council tax required to fund it.

Approximately 99% of the funding from government and residents is allocated to the Chief Constable for policing services. The remaining 1% supports victim services, community safety initiatives, and my statutory responsibilities such as scrutiny, policy development, and public engagement.

Ensuring Financial Sustainability

To maintain Surrey Police's financial sustainability, I rely on the Medium-Term Financial Forecast (MTFF) to allocate resources effectively and identify cost-saving opportunities. Over the next four years, Surrey Police needs to achieve savings of over £18 million.

Key initiatives to support this goal include:

- ▶ **Technology Investments:** Driving efficiency through modern software and infrastructure, with a focus on optimising use of cloud storage, leveraging advanced analytics, and utilising cutting-edge digital tools.
- ▶ **Partnerships:** Collaborating with other agencies to achieve faster outcomes and leveraging joint procurement to reduce costs.
- ▶ **Agile Working:** Optimising the Surrey Police estate by reducing its size and enabling staff – where appropriate - to work remotely for greater efficiency.
- ▶ **Fleet Management:** Implementing vehicle tracking systems to enhance the efficiency of the police fleet by enabling optimised route

planning, more effective dispatching, streamlined maintenance scheduling, and wider data-driven insights.

- ▶ **Support Services Review:** Streamlining administrative and operational processes to reduce costs.
- ▶ **Headquarters Redevelopment:** Modernising the Mount Browne Headquarters to lower operating costs, reduce the carbon footprint, and provide updated facilities that are fit for the future and offer the Surrey taxpayer good value for money.

While these measures build on £86 million in savings already achieved over the past 14 years, meeting the current target remains a significant challenge. Identifying further opportunities for savings will be critical to addressing this financial pressure.

Managing Financial Reserves

Unplanned expenditures, such as large operations or national cost increases, require prudent reserve management. I hold reserves equivalent to about 12% of the annual budget, with two-thirds earmarked for specific projects. While Surrey's reserve levels are lower than most forces to prioritise frontline services, they are essential for responding to large-scale emergencies without jeopardising critical operations.

Financial Outlook

Surrey Police faces financial challenges, but I am confident that the Chief Constable and his team can address these without affecting frontline services. Through careful planning and collaboration, my Police and Crime Plan reinforces the commitment to protecting and serving Surrey residents effectively, even in the face of financial pressures.

► Funding of Local Services

A vital responsibility of Police and Crime Commissioners is to fund projects, services, and initiatives that enhance community safety, reduce offending, and support victims of crime.

As part of this commitment, I will be updating my existing Commissioning Strategy to align seamlessly with the priorities outlined in the new Police and Crime Plan. This refresh will ensure our approach remains focused, effective, and responsive to the needs of Surrey's communities.

The following sections outline the key areas of investment and the support that each provides to residents.

Victim Services

Since October 2014, Police and Crime Commissioners in England and Wales have been entrusted with the vital role of commissioning support services for victims and witnesses of

crime. For me, as Surrey's PCC, this responsibility is not just a statutory duty – it's a personal commitment to ensure every victim has access to the help they need.

Each year, my office receives around £1.4 million from the Ministry of Justice to fund these crucial services. On top of this, we regularly submit bids for additional government funding to support targeted initiatives. Where needed, I also allocate a portion of our internal budget to enhance these resources, ensuring no victim is left without support.

In Surrey, we allocate victim funding across two key areas – both accessible to all Surrey residents, whether or not they've chosen to report their experience to the police. This approach ensures that support is always available, no matter the circumstances.

► **Victim Referral, Assessment, and Support**

In April 2019, my team established the Victim and Witness Care Unit (VAWCU) in partnership





with Surrey Police to provide tailored support for victims and witnesses of crime. Every victim in Surrey is automatically referred to the Unit when a crime is reported, with follow-up care based on individual needs and vulnerabilities. Self-referrals and access to specialist services are also available via our dedicated website:

victimandwitnesscare.org.uk

The Unit offers an end-to-end service, from initial contact through to court and beyond, ensuring victims and witnesses receive the guidance and care they need every step of the way. To maintain its high standards, my team chairs regular meetings to oversee its development and performance.

► **Specialist Support Services**

Some victims and survivors require specialist, long-term support to rebuild their lives – particularly those affected by domestic abuse, sexual offences or child exploitation.

Through dedicated funding, I ensure these individuals can access expert, targeted support, delivered primarily by local independent organisations and third-sector providers. This support is tailored to meet the unique needs of each person, helping them move forward with their lives.

► **Reducing Reoffending Fund**

The Reducing Reoffending Fund supports services and projects aimed at breaking the cycle of reoffending in Surrey. Commissioning activity

is aligned to the HMPPS Reducing Reoffending Plan, tackling key criminogenic factors such as a lack of suitable housing, employment and education, relationships and substance misuse.

► **Community Safety Fund**

The Community Safety Fund is used to commission projects and services that address community safety concerns and improve local areas. Complementing the Reducing Reoffending Fund and Victim's Fund, it offers flexibility to meet the unique needs of Surrey's communities.

► **Children and Young People Fund**

Launched in 2023, the Children and Young People Fund supports local organisations dedicated to helping children and young people lead safe, fulfilling lives. Through this fund, I provide resources to protect children from harm, exploitation, and criminality, to reduce risks, and create opportunities in education, training, and employment.

Transparent and Accountable Funding

Just as I prioritise providing residents with clear information about Surrey Police's performance, I am equally committed to transparency in funding local services.

My team utilises a professional funding management platform to ensure an accessible and efficient experience for funding applicants. This system also enables us to openly share funding data with residents through our website, fostering trust and accountability.

More information can be found on our website:

<https://www.surrey-pcc.gov.uk/funding/>



► Strategic Policing Requirement

The Strategic Policing Requirement (SPR) outlines the critical national threats that pose the greatest risks to public safety and guides Police and Crime Commissioners (PCCs) in shaping and updating Police and Crime Plans. This framework ensures that local and regional policing strategies are aligned with national priorities, enabling a cohesive response to shared challenges.

The SPR serves to support PCCs and Chief Constables in planning, preparing for, and addressing these threats by emphasising the need for robust local responses that are firmly linked to national requirements. It highlights the capabilities, collaborations, and partnerships necessary for policing to fulfil its obligations effectively.

In its latest revision, published in 2023, the SPR provided enhanced guidance on the actions required at local and regional levels to tackle critical national threats. It identifies seven priority areas, which are:

- Violence against women and girls (VAWG)
- Terrorism
- Serious and organised crime
- National cyber incidents

- Child sexual abuse
- Public disorder
- Civil emergencies

My Police and Crime Plan incorporates insights gained from ongoing oversight and scrutiny processes, including lessons from formal review programmes. My team will continue to engage actively with Force Governance Boards to maintain direct access to current operational and strategic information related to the SPR and I will review progress as part of my ongoing formal meetings with the Chief Constable.

Moreover, the SPR's priorities remain integral to the Force's refreshed Control Strategy and vision document, "Our Plan," ensuring they are embedded into every facet of policing in Surrey. This alignment will help ensure that our strategies are forward-looking and responsive to both local needs and national responsibilities.

As we move into this next phase, I will maintain vigilant oversight of the Force's adherence to the SPR, ensuring that Surrey Police is well-prepared to meet these critical national challenges and deliver a safer future for our communities.



If you need help from Surrey Police...

Always call **999** in an **emergency** situation, such as:

- Where there is an **immediate threat to life**
- When someone is using or threatening to use **violence**
- Following a road traffic collision where **life is at risk** or the **road is blocked**
- When a **crime is happening right now**, like a house burglary or theft

If you are in danger and cannot make a noise, press 55 when prompted by the operator to confirm you are in an emergency situation.

Call **101** for **non-emergency** enquiries, or use digital 101 options such as live chat through the Surrey Police website or social media pages.

Report **anonymously** via **Crimestoppers** at crimestoppers-uk.org or by calling 0800 555 111.

Contact your Commissioner...

t: 01483 630200

w: surrey-pcc.gov.uk

e: surreypcc@surrey.police.uk

f X i h: @surreypcc



OFFICE OF THE POLICE &
CRIME COMMISSIONER FOR
SURREY

Contact us

If you have any comments on this Plan or would like to know more about the work of the Commissioner please contact:



surreypcc@surrey.police.uk



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