

# Kevin Hurley – Police and Crime Commissioner for Surrey

## Police and Crime Plan Update 2014

### Introduction

I was elected as Surrey's first Police and Crime Commissioner in November 2012 and as part of my election campaign, I consulted widely on what people wanted from Surrey Police and other community safety partners in the county. This led to the development of the 6 People's Priorities for Surrey which now form the basis of the Surrey Police and Crime Plan.

The 6 People's Priorities are:

#### **Take a Zero Tolerance Policing Approach**

*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**

*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**

*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**

*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**

*Working with Police Chiefs to maintain the morale and ethos of service of your officers 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 deliver a quality service. We 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.*

The Police and Crime Plan for Surrey details the actions I will take and those that I expect Surrey Police, community safety partners and partners in the criminal justice system to take to achieve these priorities on behalf of people who live and work in Surrey. The substantive Plan was reviewed by the Police & Crime Panel for Surrey in March 2013 and received its full support.

The full Plan can be viewed on my website [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk) or a paper copy can be requested from my office by phoning 01483 630200.

## **Update to the Police and Crime Plan**

Now that I have been in office for over a year, I have had chance to review and reflect on the plan I have set. I know from consultation with you that the priorities you voted for haven't changed and that the underpinning plan remains relevant. In pursuit of your priorities and as a result of meeting residents, police officers and staff, partners working in Surrey, volunteer groups, staff associations and local and national politicians, I have identified six areas that I will concentrate on over the coming year to support your 6 priorities.

### ***1. Joint Enforcement and Joint Working***

By working more closely with other local partners such as local authorities, we can make better use of our shared resources.

We have many people working in both the police and local authorities who have powers to enforce against those who blight the lives of people in Surrey. Whilst there is a great deal of positive local working, we are now looking to develop local Joint Enforcement Teams. These teams will bring together those who hold enforcement powers in a local area such as neighbourhood police, Police Community Safety Officers (PCSOs), environmental health officers, housing officers, planners and town centre wardens to tackle local issues together.

I have promoted this concept amongst councillors and police leaders in Surrey and have received wide-spread enthusiasm and support. We will start by piloting Joint Enforcement Teams in Reigate & Banstead and Spelthorne boroughs and, based on learning from those pilots, will then consider rolling out the concept across Surrey, working closely with those police and local authority colleagues who know their areas best.

Residents in Surrey don't care whether it's the local police or council officers who sort out their problems with fly-tipping, illegal parking or noisy neighbours – as long as one of the agencies takes action.

### ***2. Campaign for Better Funding for Surrey Police***

My second action is to continue my campaign for better funding of Surrey Police. Surrey tax-payers contribute greatly to the UK's finances but receive the lowest level of government funding per head of population for policing. Local taxpayers have to therefore pay out again to ensure an adequate level of policing in Surrey, with the highest council tax for policing in the country.

This inequality in government grant is mainly due to a flawed historic funding formula for policing. This formula doesn't reflect factors such as major road networks and proximity to London. We have commissioned independent research into how the police funding formula can be improved and will be presenting the findings to the Government. I will continue to work on behalf of the Surrey taxpayer to address this inequality.

### ***3. Collaboration and Campaigning for National Mergers of Police Forces***

I want to put more officers back on the beat by saving money on expensive overheads such as headquarters and management teams. When you call for police and want them

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to come quickly, you don't care what badge they wear – just that they get there. During the run up to the PCC elections, I campaigned on this point and I received public support for mergers. This support has also been reflected in recent public meetings. It cannot be sensible to deliver the exact same functions 43 times with all the on-costs involved. Fewer police forces would mean that as a police service we can protect the frontline - visible police officers out catching criminals and preventing crime and anti-social behaviour.

The only way policing can be sustainable at current levels in the future in England and Wales is to merge police forces to create larger regional force areas. This would not only save on management costs and supporting services (for example HR and finance) but would provide more resilience against organised crime groups, ensure better policing of major public disorder and provide improved links to the National Crime Agency. We can also ensure more joined up IT systems and make savings in areas such as procurement. By making savings in top teams and back office functions we can as a police service protect our local officers.

A national restructure of police force areas is not within my gift and will require Government backing and legislative change. But I am able to lobby for such change. In the meantime, I have been working with Sussex's PCC to deliver whatever savings we can locally by collaborating and bringing services together across Surrey and Sussex Police. We have now signed up to a vision of ***Policing Together*** across Surrey and Sussex with the following aim:

*“Surrey and Sussex Police working as one, operationally and organisationally, to enhance and improve services for the public whilst reducing costs and responding to local needs.”*

We have already taken steps to collaborate on specialist operational areas such as major crime and firearms. We are now working up plans to collaborate on back office functions such as HR, finance and ICT, to work together on providing call handling and looking at other operational functions such as roads policing. By working together, we can make the savings to protect local policing and wherever possible increase 'feet on the beat'.

#### **4. Safeguarding the Passion for Service of Police Officers and Staff**

The single biggest threat facing policing today is the undermining of officer and staff morale. Actions taken by Government to cut officers' starting pay, proposals to introduce direct entry into policing (thereby affecting the ability for existing officers to gain promotion), cuts in police funding leading to redundancies and continued criticism of policing in the press and by politicians are demoralising our officers and staff. These are the people that we expect to put themselves in harm's way. To put their lives at risk when there is a threat to the public. To work extra shifts when there is a riot, a bad road traffic accident or extreme weather conditions, such as the recent floods. To use their powers to stop and search people that they feel are up to no good.

We are in danger of losing the good will of officers and staff and their willingness to go that extra mile. I will do everything I can to influence national policy on police pay and conditions and, locally, I will seek to keep the confidence of Surrey officers and staff. Where we do need to collaborate and make savings I will work to make those changes in a transparent and fair way to staff.

## **5. PCC Actions to Support Crime Prevention**

The Police and Crime Plan sets out a number of actions with regard to working in partnership to prevent crimes – such as targeting alcohol fuelled violence, the issuing of grants to divert people away from anti-social behaviour and joint work to identify and solve problems of anti-social behaviour. In addition to this, it has become apparent that there needs to be better co-ordination of activity to prevent and protect people against cyber enabled-crime in Surrey (such as identity theft, viruses, scams, on-line bullying and child exploitation). Surrey has the greatest use of the internet by over 65 year olds in the country, has a large proportion of the country's small, medium and large businesses and a high level of on-line users overall.

My Deputy PCC is chairing a working group for me to bring together industry experts, councils, police, victim support, academics and charities to identify how best to provide messages to people and business in Surrey and to co-ordinate activity to protect business, young people, the elderly and indeed the general public against cyber-enabled crime.

I remain fully committed to supporting those who are most vulnerable in society and will be using my position as PCC to raise the profile of the agenda to tackle issues such as child exploitation, domestic violence, human trafficking and sexual offences.

## **6. Commissioning of Victims' Services**

Victims of crime are supported by services that help them to cope with and recover from their experiences. At the moment, these services are provided at a national level. However, Police and Crime Commissioners will take on responsibility for commissioning the majority of victims' services during 2014 and 2015.

I am working with partners to ensure that victims in Surrey get the help that they need and that they receive their rights and entitlements contained within the Victims' Code. With my office, I will be working to understand the needs of victims and survivors within the county and we will make plans to ensure that Surrey's residents can access the services that help them to cope and recover. I will work with partners within Surrey and across the southeast region to commission high quality, value for money services and I remain committed to ensuring that victims are at the centre of the Criminal Justice system. I will work to ensure that that specific and specialist needs of those who have suffered domestic abuse or sexual offences are met.

## **Community Safety Funding 2014/15**

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 public money.

Last year, the Government created a specific Community Safety Fund for PCCs to use to support projects in their areas. This year, that grant has been incorporated into the

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general police grant. I have decided to create a local fund to ensure we can continue to support community safety projects. This fund totals £623,370.

Of that fund, I have already decided to allocate £100,000 to domestic abuse outreach services for supporting victims of domestic violence. This service directly meets your aim of putting victims at the heart of the criminal justice system. In the future, PCCs will be responsible for providing services to support victims and I wish to ensure that this important service is retained.

I plan to set aside £300,000 to support PCC-led partnership projects, such as joint enforcement, cyber-enabled crime prevention, support for victims and drug prevention. The remainder will be available for local groups to bid for: half of this pot will be available to charitable organisations to place bids up to £50,000 and half for smaller community groups to bid for grants up to £5,000.

Any organisations bidding for funds will be expected to show how their work supports the People's Priorities and what the expected outcomes will be. All applications will be assessed by a panel consisting of representatives from Surrey Police and the Office of the PCC, an independent member and the High Sheriff for Surrey. Details of how to apply for funding can be found on my website: [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk).

### **2014/15 Budget and Finances**

As Police and Crime Commissioner, I receive all funding relating to policing in Surrey – both Government Grant and the police element of the local council tax precept. 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 2014/15, I have set a revenue budget of £207.3 million for Surrey Police. This budget is divided over the following broad expenditure headings:

Employee costs	£180.8m
Premises related costs	£7.5m
Supplies and Services	£24.9m
Transport and Travel	£4.7m
Income	(£10.6m)

#### **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.

The savings programme and budget reductions total £6.9m for 2014/15 (3.3% of the total 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.

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### **Council Tax Precept**

For 2014/15, the Surrey police precept will increase by 1.99%. This decision follows a programme of consultation and meetings with local residents and organisations around the county. The Police and Crime Panel has also reviewed the precept and budget proposals and approved this increase.

The increase will mean that the sum paid by a Surrey Band D household for policing for 2014/15 will rise from £207.55 to £211.68. This represents an increase of approximately 8p per week.

### **The Commissioner's Budget**

In total for 2014/15, I will receive £106.5m from the Government and a further 99.8m council tax. An additional £1m is from reserves, giving a revenue budget of £207.3m. £204.8m of this is the Surrey Police budget. The remaining £2.5m remains with the PCC. I publish a detailed breakdown of the budget for the Office of the PCC, but in broad terms, this breaks down as:

- £923,305 staffing costs, including salaries and on-costs for the PCC, Deputy/Assistant PCC and the team of support staff
- £1,299,760 to discharge my statutory functions and responsibilities (e.g. consultation, communication, victims services) and provide a Community Safety Fund to support local projects
- £117,910 for the running costs of the Office of the PCC
- £114,510 for statutory audit functions

The budget for my office funds a 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 commissioning projects, dealing with correspondence and complaints and running the Independent Custody Visiting Scheme. This budget is comparable with the previous Police Authority budget, but with a large increase in engagement and responsibilities above those of the previous Police Authority.

### **Consultation**

When I originally set out the People's Priorities, the budget for 2013/14 and the Surrey Police and Crime Plan, I undertook a series of consultation including surveys, four public consultation events and a large number of public and partner meetings. This built on considerable consultation and engagement during the election campaign for PCCs.

During the last year, my Deputy, my two Assistant Police and Crime Commissioners and I have been out engaging with Surrey people. We have attended over 150 meetings with community groups, including meetings at churches, mosques and other religious centres, neighbourhood watch groups, residents associations and 'youth shout' (which over 100 young people in Surrey attended). In addition, my office and I are active participants on Twitter.

This year I have also held Crime Summits in each borough and district. Generally, events have attracted between 80 and 100 residents with more people following on Twitter. At these summits, I have discussed the People's Priorities and budget for Surrey Police.

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In addition, I have sought feedback from residents and businesses on the 2014/15 budget. I outlined some initial proposals for the Surrey Police budget for 2014/15 - with a proposed precept increase of 2% - to the public in December 2013 and invited comment. In line with legislation, this also included proposals for the revenue and capital budgets. It should be noted that the delay in agreeing a referendum threshold has made it impossible to consult on the budget in more precise terms. My proposals were advertised to the public via my website and across the local media, and to business ratepayers through the Surrey Chamber of Commerce and the Surrey Federation of Small Businesses, attracting significant coverage locally.

The public's emphasis is consistently on service – in terms of the level of provision and the quality of it. Those comments that I do receive on financial matters generally reflect the public's acute awareness of the cuts facing Surrey Police and their support for measures to protect the police budget - and the services it funds – from further reductions. I also hear support for a fairer police funding deal for Surrey taxpayers; a case I am pursuing strongly on the public's behalf.

### **Contact**

For more details contact my office on phone: 01483 630200, e-mail: [surreypcc@surrey.police.uk](mailto:surreypcc@surrey.police.uk), text phone: 07881 039131.

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