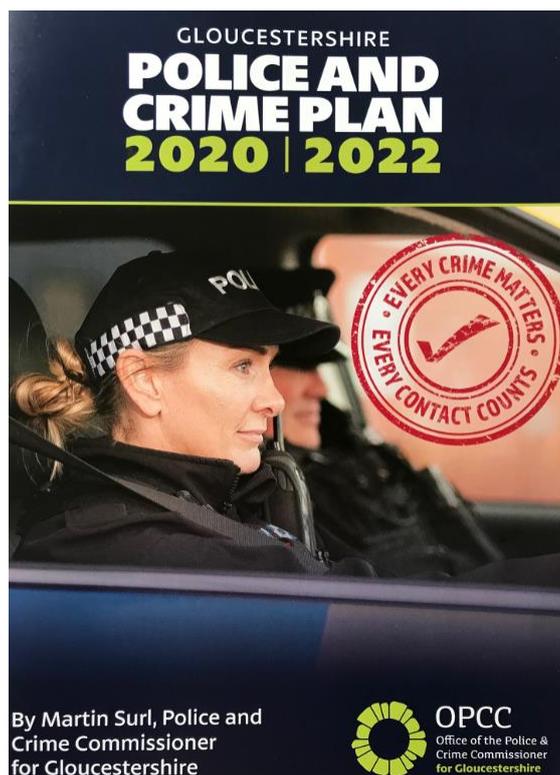


# Martin Surl

## Gloucestershire's Independent Police & Crime Commissioner



## My manifesto: Every Crime Matters

*“Building on firm foundations”*

## Foreword

In 2012 when I was first elected, I wrote my first Police & Crime Plan based on my manifesto. This manifesto builds on all those promises I have kept and what has been achieved over the past eight years.

Each manifesto – the two previous and now this one – contains more than just words. What I said I would do, I did; and what you see in the pages that follow will be my programme for the next three years if you give me the opportunity. There are no empty promises that rely on the patronage of others, just my vision for how we can make our county an even safer place to live and work and a number of promises that are achievable within a Police and Crime Commissioner's terms of reference. I know this because I know the job, or, as someone once said, "It does what it says on the tin".

At its heart are the voice and thoughts of the public, by whom I am elected to represent. But it also reflects these unprecedented times. Now, as we adjust to the harshest and most severe peacetime crisis in living memory, our ability and need to adapt is greater than ever.

You might notice the similarities between this manifesto and the current police and crime plan, which I refreshed last autumn. The PCC election was delayed by one year, therefore I have incorporated what would have been my 2020 manifesto into the current policing plan. This plan is now well embedded in the structures and ethos of the Constabulary and, along with partners, I am now seeking a mandate from you to continue this work for a further three years. It is how I see community safety being delivered in partnership with other agencies and local communities, across the county.

The role of Police and Crime Commissioner (PCC) and my office is not about directing operational activity - that is for the Chief Constable and the Constabulary's Corporate Strategy to outline. My manifesto and the police and crime plan is about setting the primary direction and aspirations for policing and community safety in our county.

Neighbourhood policing floundered during the years of austerity, but in 2016 I stood on a manifesto to bring it back. Great progress has been made, but there is still more to do. Neighbourhood policing is the foundation on which we build all our other capabilities and our relationships with regional and national counterparts, specialists and partners. **Every crime matters** because behind every crime is someone who needs help and support and that is my biggest challenge to the Constabulary who must be mindful of this in all its work. Every contact is an opportunity to provide help and build trust and confidence. Clearer and easier ways for the public to contact the police must be identified and communicated.

The hallmarks of a county force include understanding its communities, its responsibilities and the expectations of the public. Tackling and preventing crime are fundamental and are at the heart of this manifesto. Inevitably, with every crime there is a victim and I want victims to feel that every crime matters because every victim matters. This means reasonable expectations about levels of police service and also partner agencies/services should be agreed and maintained.

I advocate a partnership approach that harnesses a sense of local pride, local ingenuity and local enterprise. Such an approach identifies opportunities and strengths and mobilises the county to regenerate as one. This should recognise the importance of the voluntary and community sectors, as I have always done and will continue to do so for as long as I am in office.

The arrival of Covid-19 has brought with it unprecedented challenges. We have a moral obligation to question what more we can do to tackle prejudice and inequality in our society and we now have a real opportunity to move forward based on what the county needs and local people want. We cannot drift into a sector-by-sector approach to regeneration because, as we

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are constantly reminded, we are all in this together – and the Constabulary and Office of the Police and Crime Commissioner (OPCC) have pivotal roles to play in that partnership.

Our fundamental aim has to be to make every contact involving the Constabulary and the public count because every contact is an opportunity to build a future we want and of which we can be proud.



**Martin Surl**

Gloucestershire's Independent Police and Crime Commissioner

## My pledges to you:

- To make sure every crime matters because every victim matters.
- To be your independent voice keeping adversarial party politics out of policing in Gloucestershire.
- To continue to grow the frontline.
- To continue to work to reduce injuries on our roads and make them safer.

- Committed to £1m a year annual investment in public contact.
- Committed to making Gloucestershire the most environmentally aware police service in the UK.
- Committed to investing in Gloucestershire's communities and crime prevention through the Commissioner's Fund (1 % of policing budget commitment).
- Committed to championing a new approach to tackling fraud, scams & deceptions.
- Committed to our "compassionate approach" .

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## Every crime matters, every contact counts

This is the challenge I have set for policing in Gloucestershire and by which I will hold the force to account.

Gloucestershire is one of the safest places in the country in which to live and, for the vast majority of us, contact with the police is a rare occurrence. However, it is my expectation that should the Constabulary be called upon, it will strive to understand and meet the reasonable expectations of local residents.

Reasonable to me means a crime is recorded promptly and correctly, crime numbers are provided, where appropriate community alerts are issued, victims are referred to appropriate support services and support and advice about anything from court processes to home security are provided.

Reasonable also means that victims feel they are at the heart of the police response and that the police understand that managing demand or seeking efficiencies is never more of a priority than they are. As committed public servants, I know that people in the Constabulary always strive to put the victim first and I will continue to hold the Chief Constable to account for the way it adheres to the [Victims' Code](#).

Protecting the most vulnerable in our society is a golden thread that runs through policing in this country. Early intervention and prevention is key to prevent victimisation and criminalisation of our young and most vulnerable

I will expect the Constabulary to understand the reasonable expectations of local residents, services and businesses; to continue to learn from past and present good work, as well as mistakes, so that it recognises where change is needed to provide a proportionate level of support to help keep the county safe. To achieve this, the Constabulary must be a listening organisation that approaches every contact with the community as a learning opportunity, whether that is through the Force Control Room, through complaints or through thanks.

A hallmark of a successful county police force is its approach to its central workload. This includes those neighbourhood crimes like burglary, anti-social behaviour, domestic abuse and retail crime. Burglary is a heinous crime and its prevention and detection must be core police activity. Some of the safest places in Gloucestershire, and therefore the country, are our rural communities but that doesn't mean they are immune to victimisation. As infrequent as it may be, opportunist and organised crime in the countryside must be tackled and future crimes prevented. The Constabulary must give due regard to issues that cause the most amount of harm and distress to our local communities and businesses by making every contact count.

Recorded crime does not always reflect the real impact of criminality on the county and a good example of this is fraud. I was the first PCC to make tackling crime on the internet a priority and as a result, cyber-crime is now core business for the Constabulary. My office will continue to work with the Constabulary and partners to improve our understanding of the impact of fraud, internet and phone scams and to find a better way of confronting it.

My role and that of my office is to be the voice of victims and to advocate on their behalf, no more so than for the devastating crimes of domestic abuse and sexual violence. Some good work has been done already including a sexual violence needs assessment and specialised commissioning of services - and I want to see this work developed over the coming years with the aim of reducing sexual violence and domestic abuse in our county.

When offenders are brought to justice, we want a Criminal Justice System that works for the people it serves and with victims and witnesses at the heart of all that it does. That is why I am committed to working with partners to improve the justice journey for all with better outcomes for

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victims and also aims to reduce reoffending, which is also essential but sometimes overlooked. Critical to this will be a coordinated strategy for responding to the needs of victims, with appropriate levels of service agreed and maintained, tailored to the needs of Gloucestershire.

Tired as we may be of hearing it, there is no doubt that cuts to public services have led to an imbalance between the demand for those services and the resources available to meet public expectations. However, under my leadership and that of the Chief Constable, Gloucestershire Constabulary has weathered the storm and as we anticipate the challenges ahead, our new mission is to make every contact count because every crime matters.

### **At a glance: Every crime matters, every contact counts**

- A Constabulary that is accessible and accountable to the public because every crime matters and every contact counts
- Recognition that every crime begins and ends in a neighbourhood.
- Reduced victimisation, exploitation and criminalisation by protecting the most vulnerable in our society
- A shared understanding of the impact with partners and police of fraud, internet and phone scams and find a better way of confronting it together
- A Constabulary that is transparent, that maintains and improves high levels of trust and confidence with all sections of the community
- A compassionate approach to how victims are supported across the organisation and the development of a central hub to coordinate this approach
- A commitment to partnership working to reduce domestic abuse and sexual violence and to support the victims
- A Constabulary that strives to be equitable for all, and acknowledges that inequalities still exist in communities and the county

## Community Safety – Growing the frontline

After a decade of austerity, which caused significant damage to policing, the government allowed us to recruit once more, but only through increasing local taxation. The proportion of government funding for policing in Gloucestershire fell from 68 % to just 52 %, with the shortfall being picked up by you. Since 2018, you have paid for 79 additional officers and enabled us to retain our PCSOs. So far the government has funded 45 officers and promised another 46 officers during 2021. In total, this will see an increase of 300 additional personnel working with the constabulary by the end of 2022. I have seen others promise to increase the police by an additional 300. Sadly all the serious commentators will say this is unaffordable without massive increases in local taxation or a massive increase in government funding. Both are unachievable. But, I promise you, that I will grow and strengthen the frontline in a proportionate and sustainable way to make sure the police can rise to the challenge of making Every Crime Matter and Every Contact County.

Crime is an issue for everyone and something the police cannot tackle successfully on their own. Solutions can only come from an understanding of what causes crime and what contributes to it. This manifesto priority is about a partnership between the police, public and businesses in our county. It maintains the Peelian Principles of the police being the public and the public being the police. My 'Safer days and nights' approach is about community safety in its widest sense, working in partnership with everyone who has a shared interest and responsibility in keeping Gloucestershire safe.

One of the lessons from Covid-19 is that in a time of crisis, routine organisational barriers can be set aside to enable people to pull together for the greater good. Statutory, voluntary and community groups have been working together in order to protect and support local communities. I see no good reason why those bodies cannot continue to operate in a similar spirit of fellowship.

I will expect the Constabulary to work in conjunction with my office (OPCC) and with other partners such as [Safer Gloucestershire](#) and our Community Safety Partnerships (CSPs) to address those issues that cause the most amount of concern and harm to local residents.

In order to achieve this, if I am returned to office, I want the Chief Constable to develop a properly costed five-year plan for growing the capacity and capability of the Constabulary to meet current and future demands. Whether that means recruiting more police officers, Police Community Support Officers (PCSOs), police staff, volunteers and/or expanding the Special Constabulary or in developing relationships with local Community Safety Partnerships, I want to see an affordable plan to 'grow the frontline.' This must include an unequivocal commitment to working in partnership with others in the voluntary, community, public and private sectors. That is why I support of the Constabulary's commitment to investing in the Citizens in Policing agenda.

Whilst the Government indicates it is committed to increasing the number of police officers, it is only by working in partnerships with our statutory and voluntary sectors that the county's full potential will be realised.

Crucial to the recovery from Covid19 will be the day-time and night-time economy (NTE). Businesses operating in our villages, towns and city will need all the support they can get to rise from the clutches of Covid-19 and individuals and our communities must feel safe and secure when out working, shopping and socialising. Policing the NTE in our main urban areas must be based on the needs of those communities and, again, will benefit from close working with partners in the leisure and entertainment sector and other key stakeholders including [Street Pastors](#), [Guardians](#), [Night Safe](#), taxi wardens, [Pub Watch](#) and [Business Crime Reduction Partnerships](#).

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Since 2012, the OPCC has developed a very strong working relationship with the voluntary and community sectors and I will continue to [commit 1% of the policing budget](#) through the Commissioner's Fund to continue this good work. Local communities have a key role to play in supporting policing in our county. I want the police to embed that thinking into its future planning by further developing community based schemes like [Neighbourhood Watch](#), [Community Speedwatch](#), [Paws on Patrol](#), Business Crime Reduction partnerships and other like-minded initiatives.

For far too often anti-social behaviour (ASB), has been referred to as 'low level' crime. This diminishes the impact the drip effect of ASB can have on individuals and communities. There are powers to deal with ASB from environmental to neighbourhood disputes. These powers sit with local councils and housing providers. We will support them in their efforts to tackle ASB, which falls within their remit, whilst the police will focus their attention on the ASB that they can influence particularly those behaviours that lead to criminality. It is right to acknowledge that the police, councils and housing providers have done much to address ASB across the county but I support the work being done through [Safer Gloucestershire](#), which is a multi-agency approach. This will help us identify not only best practice but also areas for improvement and ensure that those experiencing or dealing with ASB receive the best support.

Above all, if I am re-elected, I want the police to maintain a strong visible presence in our communities and continue to build on it into the future.

### **At a glance: Community Safety – Growing the frontline**

- Safer days and nights is about community safety **in** its widest sense, working with partners and local communities, to keep Gloucestershire safe
- Statutory, voluntary and community groups will be encouraged to work together to protect and support local communities as they have done during the pandemic
- The Constabulary will develop a properly costed five-year plan for growing its capacity and capability to meet current and future demands
- The Constabulary will continue to develop strong partnership relationships with voluntary, community, public and private sectors and with local communities
- The Constabulary and the OPCC remain committed to harnessing the power of volunteers in policing, and we fully support the moves within the Constabulary to develop the Citizens in Policing agenda with dedicated resources, training and opportunities
- The OPCC and Constabulary will continue to commit 1% of the policing budget in Gloucestershire through the Commissioner's Fund to continue the good work the voluntary and community sectors
- Policing of the night-time economy (NTE) will be based on the needs of local communities and in conjunction with stakeholders in the leisure and entertainment sector and other key partners including [Street Pastors](#), [Guardians](#), [Night Safe](#), taxi wardens, [Pub Watch](#) and [Business Crime Reduction Partnerships](#)
- The Constabulary will work with partners to identify the best means of tackling anti-social behaviour at a county level whilst ensuring prioritisation is given by the police in tackling those behaviours that lead to criminality
- Because prevention is better than cure, I want the Constabulary to develop a more innovative approach to crime prevention working with partners to build on the good work already being done across the county, including community based schemes like [Neighbourhood Watch](#), [Community Speedwatch](#), [Paws on Patrol](#) and Business Crime Reduction partnerships
- The Constabulary will maintain a strong, visible police presence in our communities and continue to build on it in the future.

## Safe and social roads

Previously called Safe & Social Driving, during my terms of office, fatalities on our roads have fallen. But for this to continue we need a new concerted effort around this priority. That is why I have segmented the priority into the diverse groups, which use our roads. The ethos of Safe and Social Roads is the ability to move around our communities in safety and with as much ease and convenience as possible; respecting other road users, cyclists, horse riders and pedestrians, encouraging people to walk and cycle in a safe and attractive environment and reducing air pollution wherever possible.

I expect the Constabulary to enforce the law when necessary, help educate and collectively with partners and our communities all work to reduce offending and antisocial driving.

In seeking to improve continually in this area, it is important to identify the role the police and other agencies can play. [Gloucestershire Fire and Rescue Service](#) has made great progress helping to educate our young people and preparing them for the roads and I would like that to continue. The [Special Constabulary](#) provides an outstanding service in leading enforcement and must receive every support to continue this excellent work. I will also seek to build stronger collaboration with Gloucestershire County Council, which has recently agreed to adopt the Vision Zero target for cutting road deaths in the county that was developed by my office.

However, a new normal COVID-19 environment, [recent critical reports into road policing nationally](#) and the continued 'flat lining' of road casualty numbers confirm that we must seek new *proactive* strategies to reduce casualties on the road. In other words, to continually improve, the time to adapt our approach to road safety is now.

With more than 60% of all fatal accidents occurring on rural roads in 2018, it is vital that we have the capability to enforce speed restrictions across all road networks in the county. That is why I have supported continued investment in the development of the [Camera Enforcement Team](#) and new technology. As well as detecting speeding offences, long-range cameras have identified seatbelt offences, tailgating, the use of mobile phones and vehicle plate infringements.

On our major roads, I would like to see the Constabulary explore options around joint working with [Highways England](#) and its traffic enforcement team. I also want to see more community-based activity with enforcement centred on locally identified hotspots. I will therefore build on our recent survey of Gloucestershire's towns and villages to help drive this agenda further.

### At a glance: Safe and social roads

- People should be able to move around our communities in safety and with as much ease and convenience as possible
- The police will enforce the law when necessary, but we will all work to reduce offending and antisocial driving
- The Constabulary will listen to communities and provide a proportionate response to local road safety concerns
- The Constabulary will explore options around joint working with Highways England and its traffic enforcement team
- The Constabulary and the OPCC will work with partners to promote the benefits of safe and social roads in respecting road users and reducing pollution
- The Constabulary will develop localised interventions with partners alongside national campaigns
- The Constabulary will develop interventions with most at risk groups on the roads

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- The OPCC and Constabulary will work with others to make it a pleasant experience to travel around the county and explore the beauty and tranquillity of Gloucestershire.

## A green and pleasant county

As national lead for Police & Crime Commissioners in England & Wales on the Environment and Sustainability, I am committed to this agenda as lots of young people tell me this is one of their biggest fears and concerns.

Gloucestershire is our county. We are blessed by the environment in which we live and it is incumbent on us all to look after it, and all who live in it, for our children and our children's children. We are merely its custodians and must protect it for future generations.

Despite there being no legal requirement on the Constabulary, I am immensely proud that for some time now I have been able to use my position to champion environmental sustainability with the commitment to 'A green and pleasant county' as part of my Police & Crime Plan. I am the only PCC in the country to do so and, possibly because of this, Gloucestershire is the only Constabulary to achieve the highest environmental credentials with [ISO 14001 certification](#), the international standard for environment management systems.

I am proud that the Constabulary is leading the way in terms of UK policing with our commitment to electrification of the fleet. Building on this success, I expect it to explore further options as technology and capability develops for further electrification of the fleet where operationally appropriate.

Gloucestershire is by definition a rural county and the importance of its way of life needs to be reflected in local policing. A vibrant and successful agricultural sector is crucial to the county's recovery from the pandemic, the impact of Brexit and climate change. Therefore, the OPCC and the Constabulary will build on the strong partnerships that already exist, to protect all our communities, urban or rural, and businesses from crime in all its forms.

### At a glance: A green and pleasant county

- Over the next 18 months I will ask the Chief Constable and his team to come up with a plan for the Constabulary to become carbon neutral by 2030 if viable
- Building on the success of having the largest percentage of electric vehicles of any police force in England and Wales, the Constabulary will continue to work to explore options around the ongoing electrification of the fleet, where operationally appropriate
- The OPCC and Constabulary will develop a close relationship with the Government sponsored [Active Building Centre](#) to pioneer and demonstrate the many benefits from sustainable energy for any future building projects
- As Vice Chair of the [Association of the Police & Crime Commissioners](#), I am leading national work on this and will identify and disseminate best practice to further this agenda
- Under my leadership, the Constabulary will continue to be a beacon of good practice in the environmental and sustainable agenda across policing in the UK.

## **A compassionate approach**

In recent months, we have seen a rise in dog thefts. Whilst it is easy to follow, I believe under my leadership we have always been committed to a “compassionate approach” since it was first introduced in my police and crime plan in 2016.

Since then we’ve supported Finns’ Law, we have invested in the welfare of our police dogs with cooling coats and a dog welfare scheme.

If I am re-elected for a third term, I will continue with the philosophy we’re embedding in our force that dogs and other animals are treated as sentient animals and not objects. Post Brexit, the UK government still hasn’t given animals the legal protection they received from EU law so I will back any national campaign that calls for a law recognising animal sentience.

I have already commissioned research that shows all the circumstances identifying all the occasions when the police in Gloucestershire come into contact with companion animals. This can range from a lost dog to blackmail. The next stage is to approach the issue from an animal welfare perspective and to achieve this, multiple agencies will need to work together. Early findings suggest animal identification papers would make a significant contribution to encourage legitimate breeding and eradicate the vile trade of animal exploitation.

I will continue to argue for harsher sentences for those who mistreat animals.

I will listen to the results of a recently commissioned survey and consultation with the public around this agenda and that will help shape how the police and partners address this issue going forward.

## **Young people becoming adults**

I first made this a priority in 2012, because speaking to grandparents and parents, all were worried or deeply concerned and I have seen no evidence of change. In fact, the signs are this priority is needed more than ever. Covid was a disease that threatened the health of the elderly far more than the young, yet our young people have made huge sacrifices in their education, their freedom and their life opportunities and this needs to be recognised by us all. The police will play their part in making sure the system more than ever works for our young and not against them.

My challenge to the Constabulary is to see itself through the eyes of a child or young person and to earn their trust and support. Adverse childhood experiences (ACEs) are stressful events occurring in childhood that directly affect a child (e.g. child maltreatment) or affect the environment in which they live (e.g. domestic violence, substance misuse or mental illness in their families). Gloucestershire Constabulary has led the way in focusing on and understanding ACEs and has driven a partnership approach to support young people in Gloucestershire. The young are our future and their voices must be heard and their needs supported.

To have any chance of this, it is vital that officers understand the impact their interaction may have on the developing mind of a young person, whether for better or for worse. They must understand we only have one chance to make a first impression. Respect is a two way street – hard to win, easier to lose.

The prospects for our young people in a post-Covid future are a major concern. Many experts fear for the mental health of our young people, particularly those who are vulnerable as a result of the lockdown, the closure of schools and youth organisations and the impact that the death of relatives or seeing ill health has.

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In my last manifesto I pledged to re-introduce neighbourhood policing and one of the key parts of that was introducing School Beat teams to ensure young people know their local police. I am committed to this and hope it can develop and grow.

The '[Children First](#)' approach has resulted in a huge reduction in re-offending. Criminalising young people over trivial offences helps no-one whereas '[Children First](#)' has diverted over 500 young people away from a life of crime and resulted in much greater victim satisfaction. I will ask the Constabulary to continue to build on this success over the next 18 months and, at the same time, the [Commissioner's Fund](#) will continue to support youth organisations in our local communities.

Historically, Gloucestershire has been found wanting when it comes to some of the most vulnerable and needy children. The Chief Constable and I are totally committed to supporting the '[Child friendly county](#)' vision which was developed by my office. The voice of our children needs to be heard by all leaders and decision makers in our county, to ensure decisions reflect their needs and wants.

Our children and young people are our greatest assets. We must do all we can to offset the harm done by Covid and avoid the danger of losing a generation.

### **At a glance: Young people becoming adults**

- The Constabulary must see itself through the eyes of a child or young person and to earn their trust and support
- Officers must understand the impact their interaction may have on the developing mind of a young person
- A commitment to the 'Child friendly county' vision where the voices of all children are heard and the needs of all children are met.
- Continued support of the Volunteer Police and Treasure Seeker Cadets and their vital ambassadorial role in vulnerable areas of society that are traditionally difficult to access and influence by adults and policing
- Recognition that our children are our greatest assets and we must do all that we can to prevent a 'lost generation' post Covid.

## Older but not overlooked

Since 2012, I have included 'Older but not overlooked' as a priority in my Police and Crime Plan. This has challenged the way the police and my office have approached the issue of inclusion. The needs of older and/or vulnerable people/groups in the county have driven the work on issues such as safer cyber, hate crime, [Neighbourhood Watch](#) and Safe and Social Roads. This has led to the development of numerous initiatives across Gloucestershire.

I want to see the learning from and development of this priority extended to all groups in society so that no-one is overlooked.

This priority is about inclusiveness, for example, what does Safer Days and Nights mean to members of our LGBTQ+ community in Gloucestershire? What does police accessibility mean to people with disabilities within our community? Much has been done to address these issues, but as always, there is more that can be done. I want Gloucestershire Constabulary to strive to be the most inclusive Constabulary in the country, with emphasis on the most vulnerable members of our society. I will always support every effort to ensure that older and/or vulnerable people are supported so that they can remain active members of our community.

I want everyone born in Gloucestershire, or choosing to live or work here, to feel safe and to be part of our supportive community. To that end, I am prioritising community cohesion.

### At a glance: Older but not overlooked

- To educate officers as to the disproportionate impact Covid has had on vulnerable groups, and ensure they work with relevant partner agencies to safeguard and facilitate access to support services
- To engage with community groups and residential/care homes, ensuring that vulnerable older people are reassured through crime prevention, education and an understanding of proactive neighbourhood policing activity
- That officers seek to build the intelligence picture around those individuals who target the vulnerable, in order to ensure such criminality is robustly disrupted and prevented
- That older, vulnerable victims of crime are offered enhanced support throughout the criminal justice process, in line with the Victims' Code
- The Constabulary will play its part in all our efforts to drive equality and inclusiveness in our county, and understand what underpins this inequality

# Martin Surl

- **Independent**
- **Trusted**
- **Delivers**

**PCC Elections May 2021**

