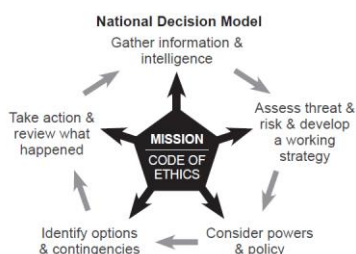




**\*\*\*Progress against the Police and Crime Plan\*\*\***

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<b>ACPO / Strategic Lead:</b>	DCC Kemp
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<b>Date created:</b>	4 <sup>th</sup> May 2020
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**What are the Policing Principles?**

- |                |                                     |            |                                     |              |                                     |
|----------------|-------------------------------------|------------|-------------------------------------|--------------|-------------------------------------|
| Accountability | <input checked="" type="checkbox"/> | Fairness   | <input checked="" type="checkbox"/> | Honesty      | <input checked="" type="checkbox"/> |
| Integrity      | <input checked="" type="checkbox"/> | Leadership | <input checked="" type="checkbox"/> | Objectivity  | <input checked="" type="checkbox"/> |
| Openness       | <input checked="" type="checkbox"/> | Respect    | <input checked="" type="checkbox"/> | Selflessness | <input checked="" type="checkbox"/> |

**To: Office of Police and Crime Commissioner  
Performance Meeting**

**Date: 4<sup>th</sup> May 2020**

**By: Strategic Planning**

**Title: Progress against the Police and Crime Plan**

**Purpose of Report:** The purpose of this paper is to provide an update for the Police and Crime Commissioner for Surrey regarding Surrey Police performance against the PCC's Police and Crime Plan.

## 1. Tackling Crime and Keeping Surrey Safe

### Force Recorded Crime and Positive Outcomes:

#### **Force: Volume of Recorded Crime**

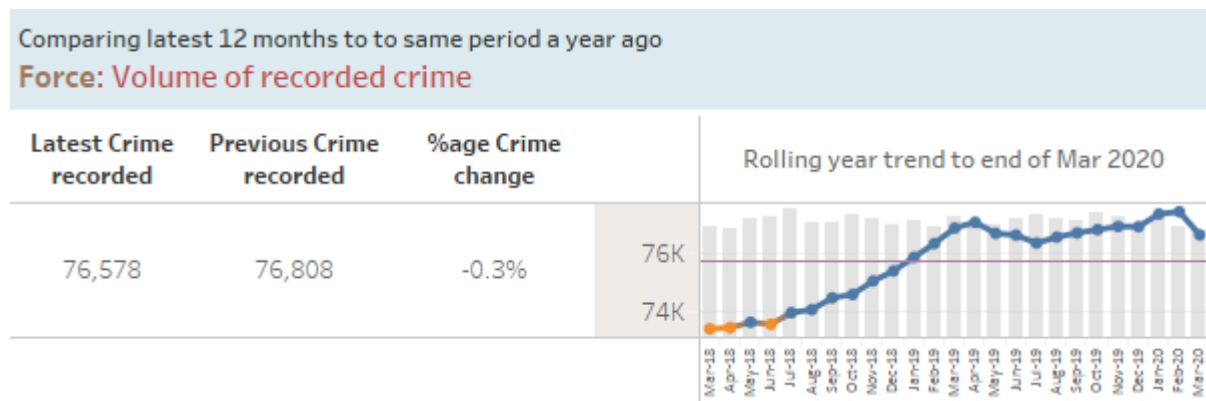
The volume of recorded crime is the total notifiable offences recorded within Surrey as defined by the Home Office Counting Rules (HOCR).

Over recent years there has been a national increase in recorded crime, with the latest Office of National Statistics (ONS) data to December 2019 showing that crime increased nationally by 3.9% year on year. Surrey Police recorded a 2.1% increase in the 12 months to December 2019 with the South East region recording a 3.0% increase.

The ONS figures showed that in December 2019 Surrey had the 6<sup>th</sup> lowest crime rate (64.7 per 1000 population) across England and Wales, and Surrey continues to have the lowest crime rate in the south-east region. Considering how attractive Surrey is to travelling criminality; with the Metropolitan Police to the north, and excellent road links across the South East, the continuing position as having the lowest crime rate in the region is significant.

The Surrey Police data to the end of the financial year, showed that for the 12 months to March 2020 the volume of notifiable offences recorded was 76,578 which is a slight decrease (-0.3%) from the 12 months to March 2019 (76,808).

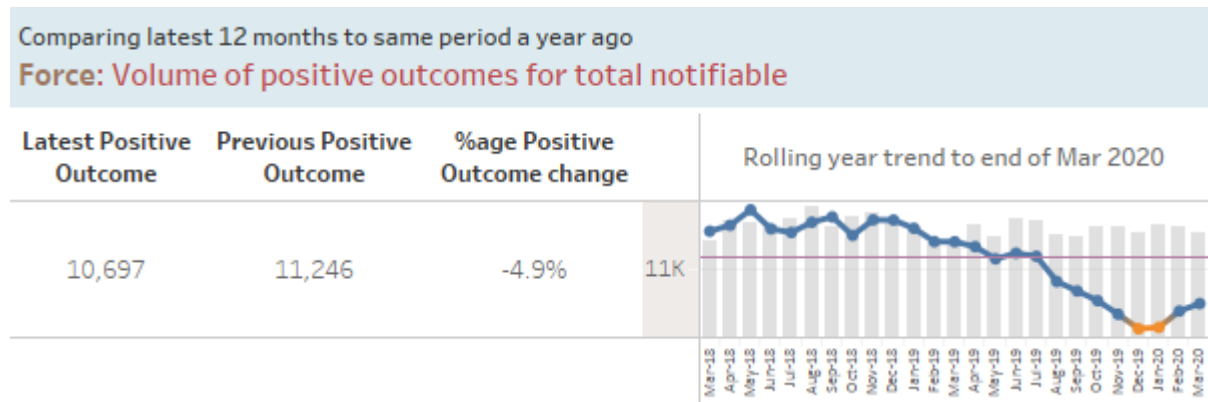
There was a significant decline in crime recorded during March 2020 – while this can be partly attributed to the national lockdown in order to deal with COVID19 starting in the last week of March 2020 ongoing work prior to that point, particularly around burglary, is expected to have had an impact within the first half of March.



### Force: Volume of Positive Outcomes

Home Office Counting Rules require all notifiable offences to have an outcome. For Surrey Police, a 'positive' outcome is a notifiable offence with either a charge; caution; penalty notice; drug warning; community resolution or TIC (taken into consideration).

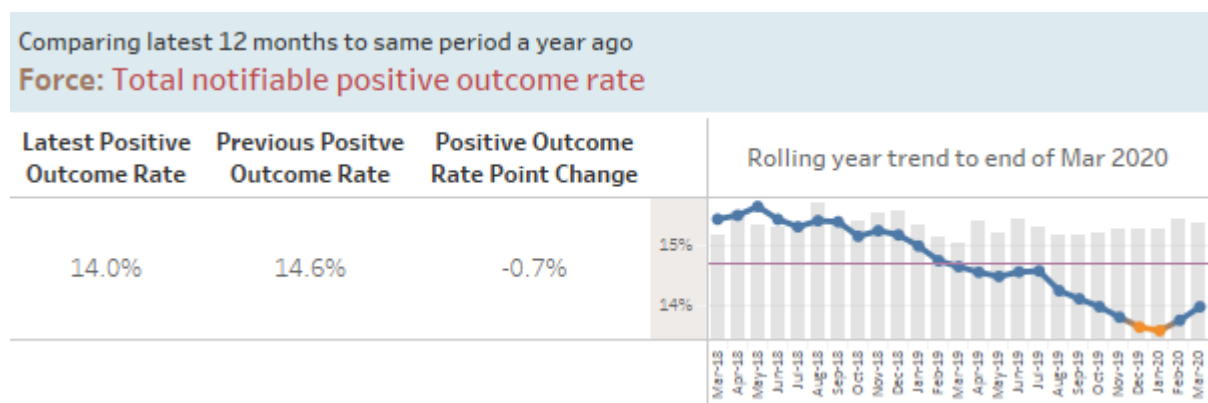
For the 12 months to March 2020 the volume of positive outcomes for notifiable offences recorded was 10,697 which is down 4.9% compared to the 12 months to March 2019 (11,246). The relative low volume over the 12 months to January 2020 has started to increase again, relating to higher volumes recorded in February and March 2020 compared to the same months in 2019; as can be seen in the chart below, showing a noticeable up-tick in positive outcomes since the beginning of the year.



### Force: Positive Outcome Rate

Positive outcome rates are calculated using the volume of positive outcomes in a given period divided by the volume of crimes in the same period.

For the 12 months to March 2020 the positive outcome rate for notifiable offences was 14.0% which is showing a drop of 0.7 percentage points compared to the 12 months to March 2019 (14.6%) (NB: percentage values have been rounded up and down to the first decimal place). Again, the chart below shows a noticeable up-tick in positive outcome rates since the beginning of the year; reflective of the focus on this area.

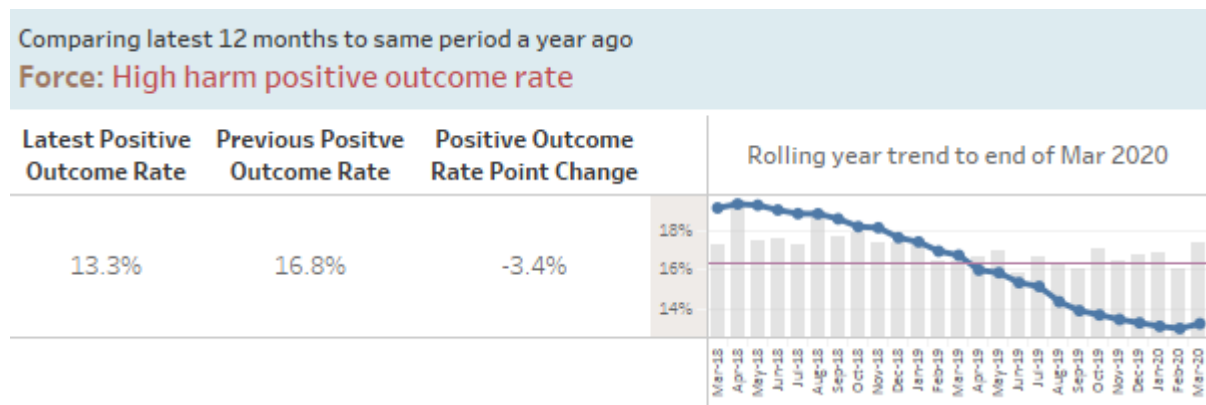


### Force: High harm positive outcome rate

High harm offences comprise of the following types of crime: Serious Sexual Offences, domestic abuse related offences involving violence, child abuse offences and hate crime offences.

For the 12 months to March 2020 the positive outcome rate for high harm offences was 13.3% which is down -3.4 percentage points compared to the 12 months to March 2019 (16.8%). The month of March 2020 has seen the highest positive outcome rate for high harm high for over a year.

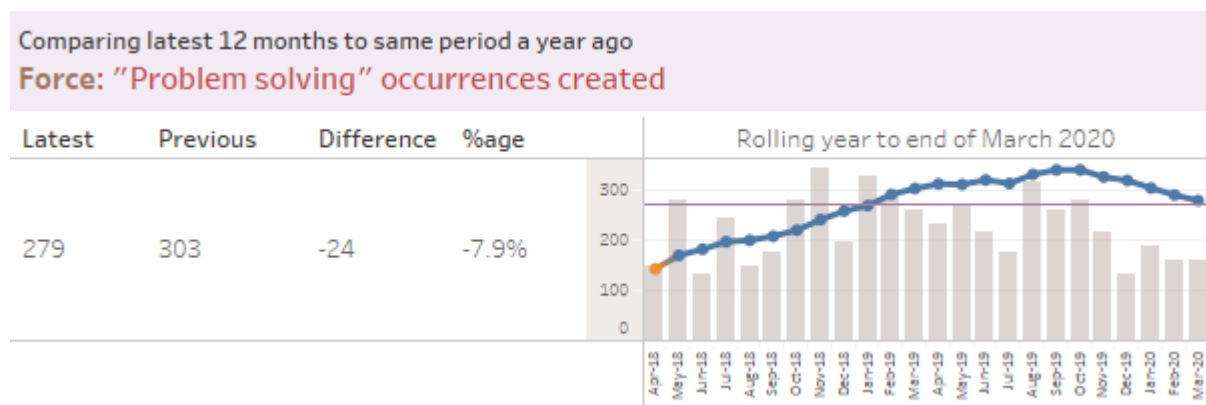
The decline in positive outcome rate for domestic abuse (which is an element of high harm offences) has been the focus of several Force Performance Boards since October 2019, and the increase seen since the beginning of the year is indicative of the work in this area. The Force expects to see an increase in domestic abuse reports as Covid-19 restrictions are eased (reflecting trends seen internationally) and is preparing for this internally and with partners.



### Problem Solving Occurrences

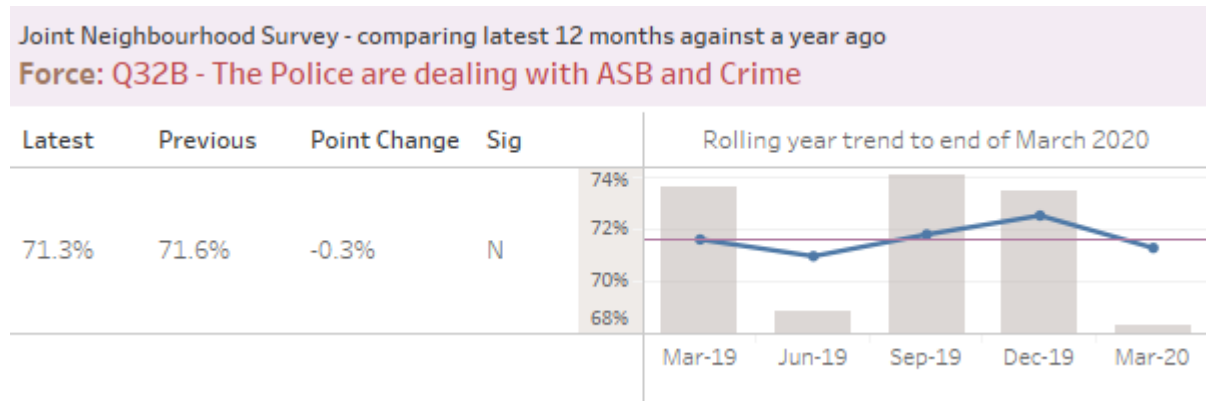
The 12 months to March 2020 show the volume of problem solving occurrences recorded as 279 which is down -7.9% compared to the 12 months to March 2019 (303). Volumes over the last five months have been below the two year average.

Problem solving was the focus of Force Performance Board in September 2019. Analysis broke the volumes down into boroughs and provided details on volumes still active and timeliness to finalisation in order to determine whether there was any correlation to public confidence. The results showed there was no correlation. The Force has since seen the creation of a central Prevention and Problem Solving Team from 2019/20 precept investment. Led by C/Inspector Mark Offord a team of two problem solving tactical advisors and two analysts have recently been appointed and are already assisting teams across the Force with detailed analytical support and research of national best practice.



## Dealing with ASB and Crime

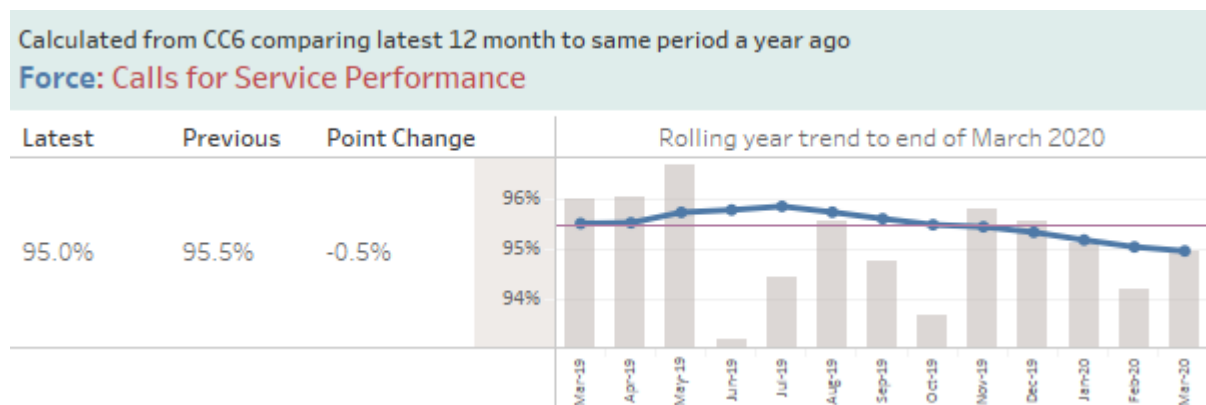
Joint Neighbourhood Survey results for the 12 months to March 2020 shows that 71.3% of respondents agreed that Surrey Police are dealing with anti-social behaviour and crime issues that matter in their area. While the latest quarter (Jan-Mar 2020) shows a drop of 5.1 %age points compared to the previous quarter (Oct-Dec 2019), this is a decrease of just 0.3% points on the previous year.



## Call Handling and Deployment

### **Force: Calls for Service Performance**

999 call handling performance remains strong and is always given priority. Data for the latest 12 months to March 2020 shows 95.0% of 999 calls are answered within target, which is just a slight drop (-0.5 % points) compared to the 12 months to March 2019. This is an excellent result, as call volumes have increased and staffing efficiencies have been made within the department.



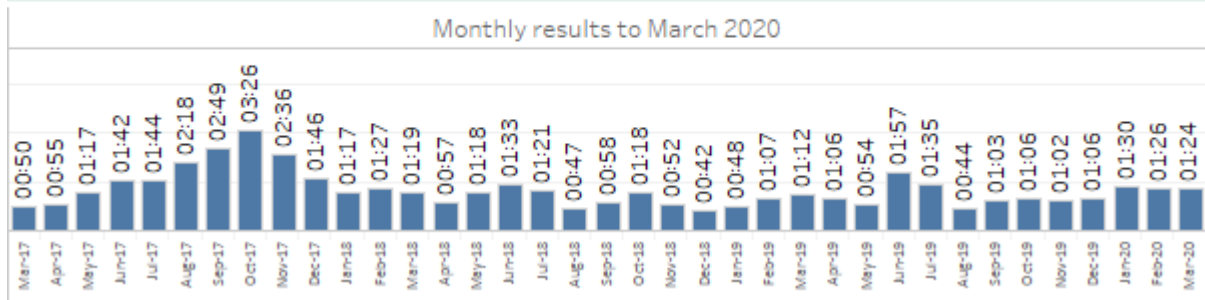
### **Force: Average time to answer 101 calls**

101 call handling performance sees a greater degree of variation than 999 performance mainly due to a number of factors including continued prioritisation of 999 emergency calls over 101 calls, and the greater volume of calls we see during the summer months or following a significant incident. Nonetheless, overall performance remains good, with significant improvements over the last two years.

Average time to answer 101 calls has increased slightly. Last month the average time to answer a call in March 2020 was 1:24, which is 2 seconds faster than the previous month, although longer than the 1:12 recorded for March 2019.

Calculated from CC6

**Force: Average time to answer 101 calls**

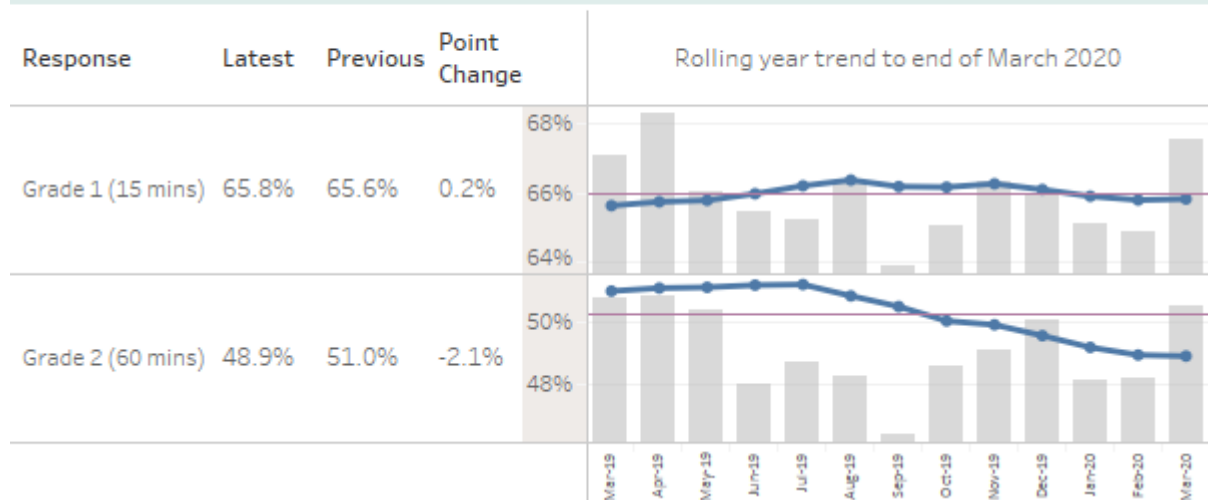


**Force: Emergency Response Performance**

Grade 1 & 2 response performance is measured as the percentage of incidents attended within 15 minutes and 60 minutes respectively. The latest 12 months to March 2020 shows grade 1s attended in target has increased 0.2%pts compared to the 12 months to March 2019. Grade 2 is showing a reduction in the latest 12 months; down 2.1%pts compared to previous year. This is an issue experienced by many forces, as the actions required of officers at incidents become more complex, taking more time per incident.

Incident data - comparing the latest 12 month to same period a year ago

**Force: Emergency Response Performance**



**Counter Terrorism (CT)**

As with all areas of policing in recent weeks, Prevent has had to adapt and respond to the threat from Covid-19, whilst still ensuring those deemed to be at risk from radicalisation are identified and supported through these unprecedented times. Whilst working practices may have had to change, the ability to manage threat and risk remains the priority of Prevent within Surrey Police, working alongside other forces in the region, and with our statutory partners, to ensure the safety of the public at time when others may seek to exploit the situation to cause harm.

With the closure of educational establishments across the county, and support services under increasing pressure, we recognise the increased risk of vulnerable people becoming radicalised online or fostering grievances at home. Raising awareness of this threat will be

imperative over the coming weeks and months, with frontline officers being asked to consider this vulnerability even more so than before.

## 2. Building Confident Communities

### Force: Crime Survey for England and Wales (CSEW) Confidence

For the 12 months up to December 2019, Surrey Police has moved 3 places to 10<sup>th</sup> for the Crime Survey for England and Wales measure for public confidence. The latest results show a slight increase of 0.3 %pts over the last quarter to 77.7%.

Updated quarterly Crime Survey for England and Wales

**Force: CSEW Confidence**

Rolling year trend to end of December 2019

**77.7%** (Up: 0.3%)

National ranking: 10 (previous ranking : 13)

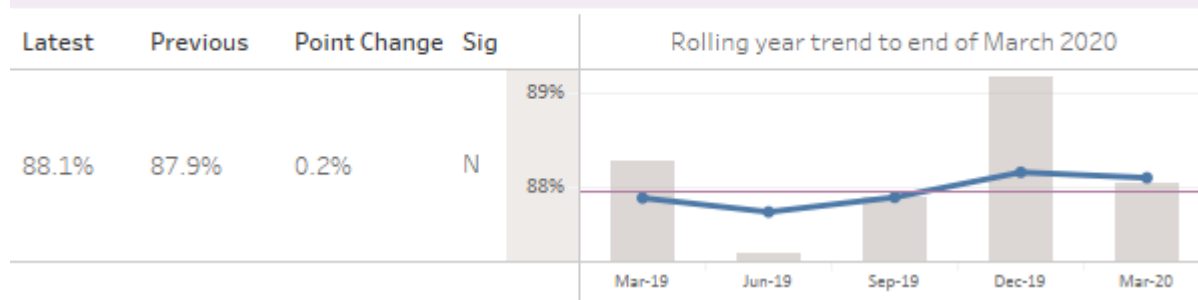
### Force: Q19 – Confidence in Neighbourhood Police

Surrey County Council and Surrey Police survey over 6000 residents a year as part of the Joint Neighbourhood Survey (JNS).

In the 12 months to March 2020, of those asked, “taking everything into account, how confident are you in your neighbourhood police?”, 88.1% said they were very or fairly confident. While a reduction of -1.2% points this quarter, this represents a small improvement from the 12 months to March 2019 and broadly mirrors the confidence results from the national crime survey for England and Wales highlighted above.

Joint Neighbourhood Survey - comparing latest 12 months against a year ago

**Force: Q19 - Confidence in neighbourhood police**



## 3. Supporting Victims

From April 2019 a new methodology was introduced to consult with victims of crime and ASB. Victims are now contacted via text message which brings benefits such as reaching more victims of different crimes, fewer questions resulting in an increased response, and greater insight through victims’ comments. Results are now also received in real time as opposed to the previous lag of 2-3 months between incidents/crimes occurring and results being received.

During the 2019/20 financial year a total of 41,070 (Main: 28,064, ASB: 13,006) texts were sent with 8641 (Main: 5335, ASB: 3306) responses received, giving yearly response rates of

19.0% and 25.4% for Crime and ASB respectively. The number of responses received using the new methodology exceed the responses received for the victim satisfaction survey via telephone in 2018/19 (Main: 2112, ASB: 3087).

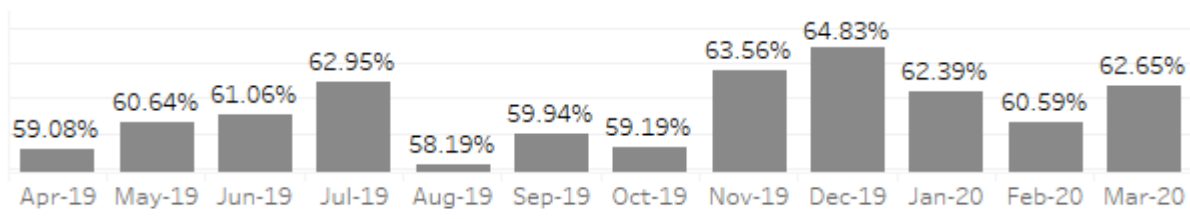
When presenting the results, although percentages will be shown, a customer satisfaction score (CSAT Score) is also provided. This is based on the satisfaction questions, where respondents are asked to provide a response between 1 - 5 (Dissatisfied to Satisfied) to the satisfaction question they are asked (Initial Contact, Kept Informed, Actions Taken or Treatment).

Overall Satisfaction has seen a further increase this month (+2.0% points), and remains broadly consistent with the previous months at 62.6%. The CSAT score for March 2020 is 3.66.

During 2019/20, 7 in 10 respondents (69.8%) reported being satisfied with their Initial Contact with Surrey Police. Lower results were seen for the other workflows, with 62.6% and 55.4% of respondents saying that they were satisfied with their Treatment and the Actions Taken in relation to their case respectively. Only fractionally over a half of respondents (50.8%) during the 2019/20 financial year said that they were satisfied with how they had been Kept Informed. Over the course of the year, Overall Satisfaction is at 61.3%.

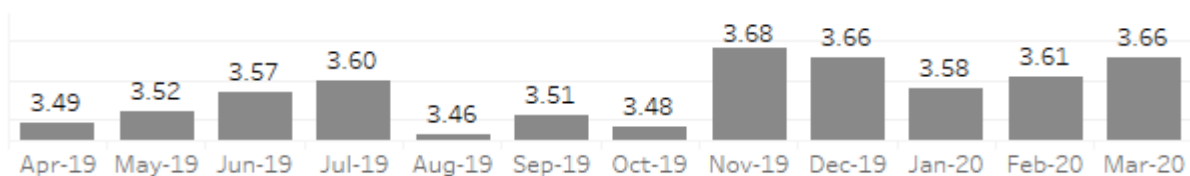
Comparing latest monthly data *(this is a new measure since April 2019)*

**Force: Main overall satisfaction percentage**



Comparing latest monthly data *(this is a new measure since April 2019)*

**Force: Main overall satisfaction CSAT Score**



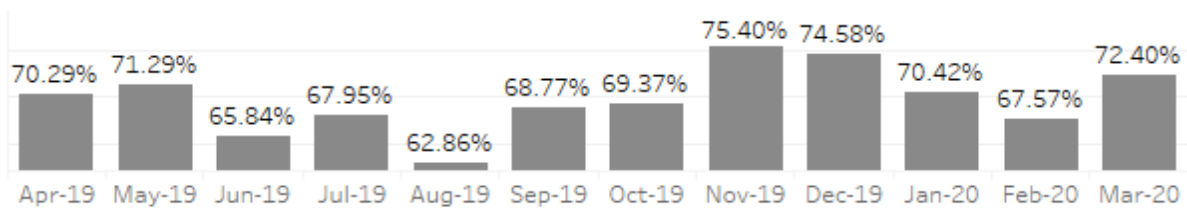
**Force: Total ASB User satisfaction**

ASB Overall satisfaction in March 2020 increased 4.8% points to 72.4%. The ASB CSAT score for March 2020 is 3.97.



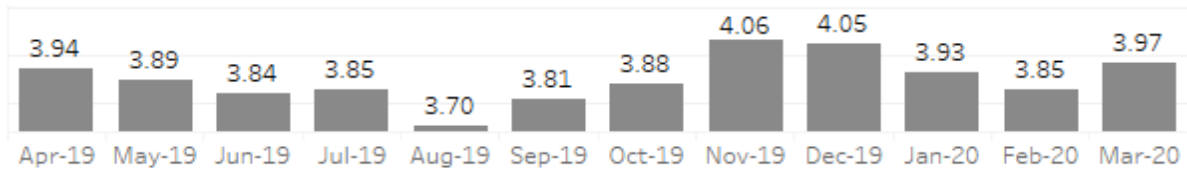
Comparing latest monthly data *(this is a new measure since April 2019)*

**Force: Anti-social behaviour satisfaction percentage**



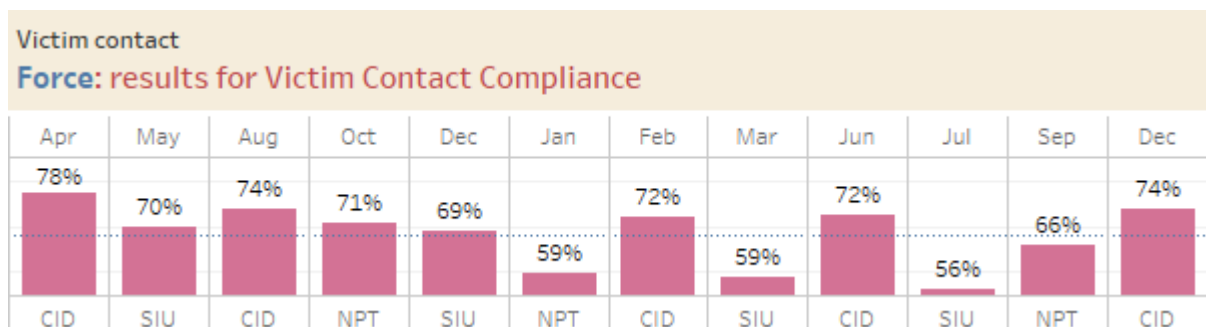
Comparing latest monthly data *(this is a new measure since April 2019)*

**Force: Anti-social behaviour satisfaction CSAT Score**



**Force: Rolling quarterly results for Victim Contact Compliance**

The methodology for victim contact compliance has changed significantly since the measure was first put in place. The chart below shows the compliance results for each department reviewed over the last 12 months.



Whilst it's difficult to draw generalisations about the causes of these variations in compliance, because each investigation, in each sample set is subjective, some informed observations can be made:

**Methodology and Audit Sample:** due to high number of staff (OICs) in NPT and SIU, and high volumes of crime allocation to both areas, only a dip sample of crimes and staff can ever be audited each month. The sample set therefore changes for each audit, to ensure that as many staff as possible are reviewed over the course of the audit year. This inevitably has an effect on compliance levels. In principle – it should not matter who is included in each sample set, however it is clear to see from the results there are significant variations between investigators within teams, and comparatively between departments depending on typically, knowledge and experience of the Victims Code of Practice (VCoP).

The number of crime types allocated for investigation, also differs between departments and within sample sets, due to the nature of a 'dip check'. We note that some crime types tend to have higher rates of compliance than others, i.e. acquisitive crime tends to see lower levels of VCoP compliance (a less visible victim). The inclusion of more or less of certain crime types will influence the overall compliance. This cannot be controlled with a random dip check methodology.

The numbers of crimes audited per investigator also varies, whilst the intention is to audit 4 crimes per OIC, sometimes this is not able to fulfil due to differing workloads. Particularly so for CID. It can be hard to find 4 new crimes to audit each month, which fits the audit scope. We also observe that often the more investigations an OIC has on their workload, particularly longer and more complex investigations, this influences their capacity to be compliant within that given audit month compared to another.

**Investigative responsibility:** all three departments audited hold responsibility for investigations of differing natures. The type and severity of crimes investigated can impact on VCoP compliance. Whilst the entitlements and requirements are consistent for every crime, (except enhancements for priority victims), we note that different crime types have differing levels of compliance and differing challenges for the OIC. As aforementioned, where investigations are long or complex, or where OICs are managing heavy workloads we see compliance levels fall. Within SIU, for example, they are predominantly, if not exclusively managing victims who are entitled to a priority level service. This demands higher levels of service, and more contact in the course of the investigation (often within 24 hours as opposed to 72 hours). The differing levels of service required for victims in each investigation audited, will influence the overall compliance. This can vary for each OIC month to month depending on what is on their workload at that given time.

**Person vs. business victims of crime:** compliance is typically lower where businesses are victims, rather than a person. The inclusion of more or less business victims of crime between audits has an impact on the overall compliance. Again, not controlled in a random sample dip check.

**Seasonal crime:** The time of year can also determine a predominance of certain crime types, and thus depending on which crime type that is, this can influence the audit sample and account for differing results, for the same teams, for differing months of the year.

Whilst the overall compliance can vary between audits, the breakdown of compliance (the areas audited) tend to be more consistent across and within teams. Compliance with setting contact contracts with victims is the biggest cause for audit failure, followed closely by the compliance with agreed contact contracts when they are set in all three teams.

Typically, a combination of all the above factors with each investigator and investigation causes the fluctuation of compliance levels from month to month within and between teams.

In summary, each audit is different; the OICs audited, the sample set of crimes audited, the subjective level of service required for each investigation, and the investigators' capacity (that month) and knowledge of VCOP requirements. Overall compliance will vary depending on the quantity of the above factors present.

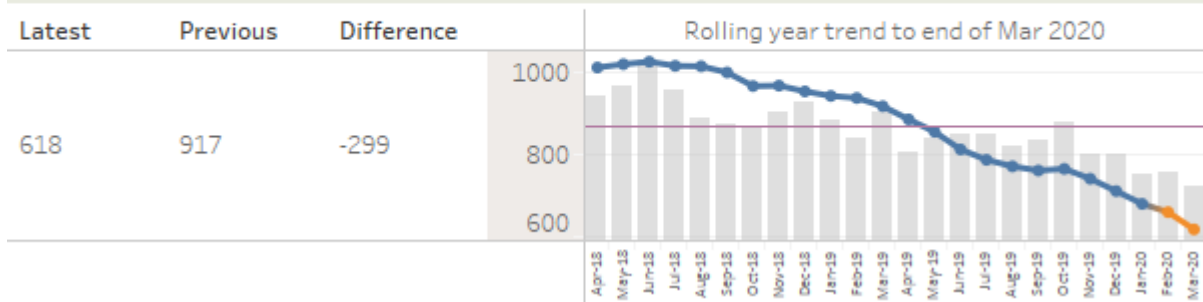
## **4. Preventing Harm**

### **Force: Repeat Vulnerable Missing Individuals**

The volume of vulnerable missing individuals over the last 12 months to March 2020 is 618, a decrease of 299 on the volume recorded in the 12 months to March 2019. Latest rolling year volume is relatively significant. As seen in the chart below, this continues the excellent downward trajectory of the last year; a result of greatly improved partnership working and the embedding of the Surrey High Intensity Partnership Programme (SHIPP).

NICHE missing person - comparing latest 12 months to same period a year ago

**Force: Repeat Vulnerable missing individuals**

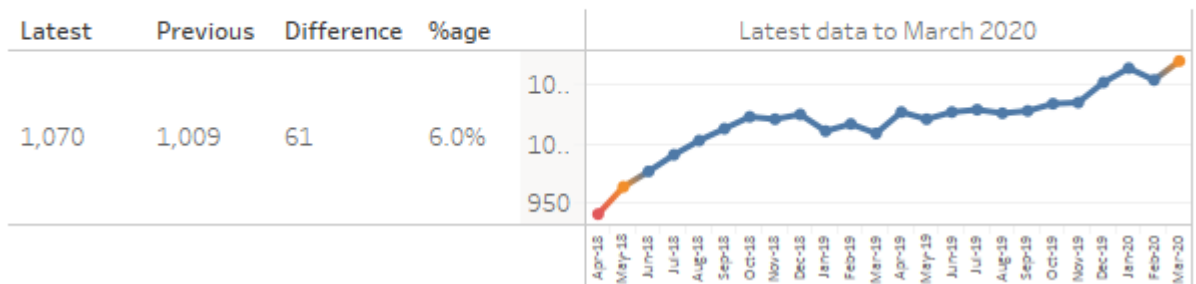


**Force: Repeat Domestic Abuse (DA) offenders over the last three years**

The 12 months to March 2020 shows the force has 1,070 repeat DA offenders which is up 6% compared to the 12 months to March 2019 (1,009).

NICHE offender - comparing latest 12 months to same period a year ago

**Force: Repeat DA offenders over last three years with two or more victims**



The correct identification and recording of repeat DA perpetrators / victims has been a real focus of the force. The increase in repeat DA perpetrators can be associated to improved reporting, better understanding and identification by officers and improved data integrity and linking of crimes. Activity across the force to address DA offending includes;

Enhanced focus on DA investigations (ensuring raised quality to increase Criminal Justice outcomes); real grip and focus on outstanding DA suspects through daily management meetings (early arrest); focus on those serial perpetrators identified due to offending levels; Use of the Multi Agency Referral Assessment Conference (MARAC) process to address repeats coming to notice to agencies; Problem solving plans to address repeat offending and/or chronic problems where appropriate; new domestic abuse specialists are employed in the quadrants within the new family safeguarding model in Police Single Point of Access (P-SPA) helping to identify and support those repeat callers/perpetrators with children; Introduction of new Chula Vista style Warning Notice now served on all DA perpetrators issued with a Domestic Violence Protection Notice (unannounced visits introduced); Introduction of new bail checks of DA perpetrators; Use of the 'Respect' helpline/ website to help DA perpetrators address their behaviour/repeat offending; use of Domestic Violence Disclosure Scheme (DVDS) to manage disclosures; serving of Stalking Protection Notices/Orders (SPO's) to deal with those that present significant risk.

The High Harm Perpetrator Unit (HHPU) manages high-harm offenders, which includes known DA offenders and sit within the Integrated Offender Management (IOM) / High Harm Perpetrator (HHP) cohorts; some of these are IOM offenders adopted for serious crimes but also have DA offending history. A close working relationship has been built with outreach partners to share information and where appropriate, the seven pathways, which includes referrals to other agencies, is used to address DA re-offending. The Probation service

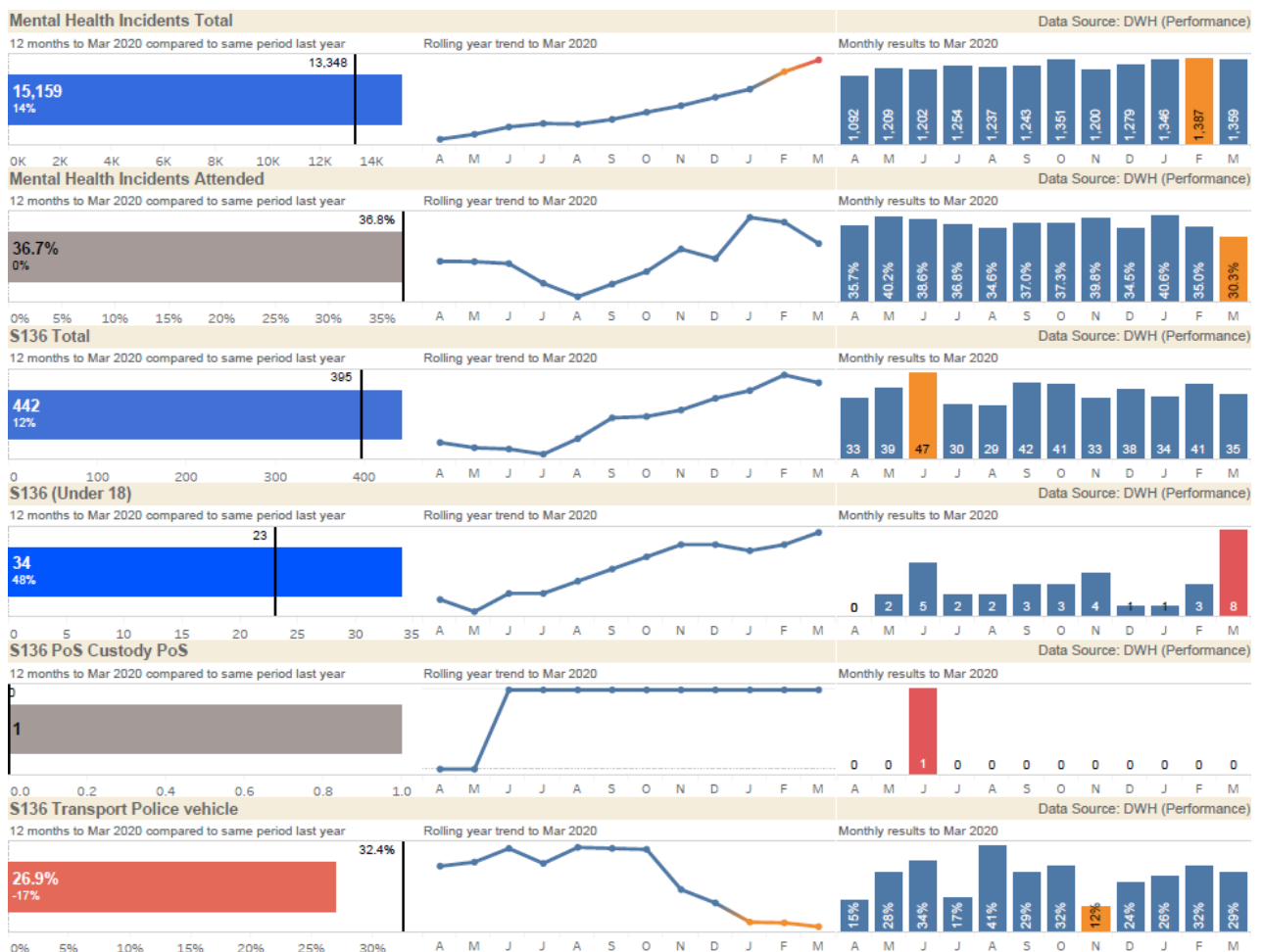
(KSSCRC) are also working with DA perpetrators convicted and sentenced to a post-conviction DA behaviour change programme by the courts. Face to Face visits are still being carried out on those high risk DA perpetrators being managed by the National Probation Service (NPS).

The Force is also working with key partners (Surrey County Council, OPCC; SDAP Outreach Services) to review, research and identify a suitably evaluated pre-conviction DA behaviour change programme to address DA offending behaviour. This work is being delivered through a specific worksteam and under the governance of the new countywide DA Executive Group. In the short-term, Surrey Police has also managed to secure a number free spaces on the KSSCRC "Building Better Relationships" (BBR) programme and HHPU will soon be using this service for those DA perpetrators deemed suitable to qualify pre-conviction.

To improve the way the Force identifies the most dangerous and serial DA perpetrators it is working on identifying an algorithm that will help narrow down the cohort of DA perpetrators so that only those of highest risk based on frequency, gravity and recency of offending are identified. This algorithm is being developed in line with the College of Policing's 8 principals of Identification, assessment and management of serial or potentially dangerous DA and stalking perpetrators. It is being developed with academic support and is in early stages of development.

## Mental Health

The below charts are provided for the Surrey Public Protection Performance Meeting and refer to mental health data for the 2019/20 financial year.



## Key Points:

- Surrey Police continues to see an increase in mental health related incidents into its contact centre. Police attendance rates for mental health incidents remain static against 2018/19 and work is being conducted alongside Surrey and Borders Partnership NHS Foundation Trust (SABP) to ensure those in crisis receive the most appropriate response. This includes closer working relationships with the SABP 24 hour's mental health crisis line.
- The total use of s136 of the Mental Health Act has increased by 12% against 2018/19 and is the first increase in annual detentions for 4 years. This uplift was expected following identified accuracy issues in the previous year's data recording. 2019/20 recorded the second lowest number of s136 detentions for 5 years. Surrey Police is committed to reducing the use of s136 detentions to ensure the most appropriate response to a person in mental health crisis. Surrey Police continues to work with key partner agencies to reduce the use of s136 and initiatives such as the Surrey High Intensity Partnership Programme, Joint Response Unit, and AMHP diversion scheme are recognised as being key tools in managing this demand.
- There has been a 48% rise in s136 detentions for children and young people in Surrey. Dedicated work streams will be established during 2020/21 to further understand this increase. Surrey Police and SABP are working on proposals to adopt children and young people into the Surrey High Intensity Partnership Programme. It is hoped this will be embedded during 2020/21.
- Custody was used as place of safety for the first time in 4 years during 2019/20. A full review was conducted of this incident and the decision making was fully justified. Availability of health based places of safety in Surrey can be challenging during high period of demand and Surrey Police are working alongside SABP to ensure contingency measures are effective.
- The conveyance of s136 detentions in police vehicles reduced by 17% during this period. Positive partnership engagement and effective monitoring procedures alongside SECamb have seen improved joint decision making and risk management during mental health crisis incidents.
- Missing person incidents from hospitals reduced by 38% against 2018/19 following a dedicated programme of work alongside NHS trusts, neighbourhood policing teams and Surrey County Council.

A full review of mental health related demand during 2019/20 is being undertaken and will be reported to the OPCC via the force Mental Health Local Profile document. This will be produced in full by the end of May 2020.

## **5. Making Every Pound Count**

*Financial Monitoring at 31<sup>st</sup> March 2020*

### **1. Summary**

- 1.1. The Force has an overall under spend within the revenue budget of £0.3m for the year (including the PCC and movement of reserves). There are variances within the budget, pay is underspent overall with a cost pressure on police overtime which reflects the level of events and incidents during the year, there were a string of events last summer including Op Foreland, the Derby and protests in the country.

- 1.2. Police officer numbers increased during the year to deliver the recruitment plan and police staff budget is underspent against budget.
- 1.3. The non-pay costs including income and use of reserves are overspent in total with costs pressures in premises mainly due to the earlier than planned purchase of the new HQ site and improvements to police stations and transport is experiencing higher maintenance costs. The under spend in Supplies & Services has provided the opportunity to fund the purchase of Airwave handsets which are beyond their expected life.
- 1.4. The precept investment was for an additional 104 posts, due to attrition being higher than planned this ambition will now be met in May 2020.
- 1.5. The efficiency plan to save £2.8m has been fully delivered.
- 1.6. The capital budget is underspent, this paper recommends that the annual capital slippage totalling £7.6m for 2019/20 is approved enabling capital programmes to be completed. This would result in a revised 2 year plan from 2020/21 totalling £18.0m.
- 1.7. The revenue underspend includes the following transfers to specific reserves which require PCC approval:
  - 1.7.1. An opportunity to mitigate against some of the 2020/21 costs and loss of income currently being incurred in relation to the Covid 19 pandemic by creating a £1.0m specific Covid 19 reserve.
  - 1.7.2. The PCC has indicated that he would like to assist residents during the Covid 19 pandemic with some initiatives such as a helpline, increasing the OPCC Operational Reserve by £0.5m from the 2019/20 underspend would enable this assistance.

The Chief Constable Reserve has not been replenished for a number of years, an increase of £0.5m would give the force latitude for any emergency expenditure especially during the Covid 19 pandemic.

*And please see attached paper - Force Financial Report Month 12 2019/20.*

## **6. A Force Fit for The Future**

### **Estates Strategy**

Following the purchase of a site in Leatherhead in March 2019, a programme team is being established and plans developed to take forward the design and delivery of a new Surrey Police HQ and operational base with completion due by April 2024.

The new site will become an operational hub housing specialist teams, as well as Chief Officers, their senior leadership team, the support and corporate functions and the training facilities. It will replace the existing Mount Browne HQ and Woking Police Station, in addition to replacing Reigate Police Station as the main Eastern Divisional base. Further sites which currently house specialist units will also be moved to the new location.

Guildford and Staines Police Stations will be retained, accommodating Western and Northern Divisional teams. Neighbourhood Policing Teams will continue to operate from all eleven boroughs, including Woking and Reigate.

In addition to ensuring construction of the building within time and budget parameters, the new facility will be required to support a wide range of outcomes related to user experience, ongoing building operations, and economic and environmental sustainability factors. Following consultation with specialist advisors, a number of delivery principles have been established which will be adopted to ensure the programme has adequate focus across the

full range of required outcomes throughout the design and build process. A Programme Director with appropriate experience and expertise has been recruited to lead the new HQ project, following which, a concept architect and specialist support team will be appointed to commence concept design and site master planning. The tenders for three major consultants i.e. Architects, Project Managers and Quantity Surveyors were due back on the 23rd April 2020 for evaluation and selection in May 2020. This is in line with the project delivery timeline for occupation and in use by April 2024

The construction project forms part of the 'Building the Future' Programme which is an integrated People, Place and Technology strategy that will transition Surrey Police to new ways of working and provide new working environments which will enable staff and officers to achieve their potential and give the best possible service to the public.

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**Recommendation(s)/Future Activity:** The Police and Crime Commissioner is asked to note the contents.

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**Risks:** Performance risks are addressed through the Force Performance Board chaired by the Deputy Chief Constable.

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**Attachments/ Background Papers:** Force Financial Report Month 12 2019/20

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