Force Management Statement 2024-2025

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CHIEF CONSTABLE'S STATEMENT

Since the launch of Our Plan in Surrey Police in October 2023, our force has made considerable progress towards its vision and against its ten missions. Nevertheless, we are still at an early stage of development, and I am far from complacent as to the work that needs to be done and the progress which must be made. This is detailed comprehensively in the chapters of our Force Management Statement.

Surrey Police is well established in neighbourhood policing, crime prevention and problem solving. The force has, over many years, demonstrated a determination to maintain our capacity in neighbourhood policing and develop capability. With Police Community Support Officer (PCSO) recruitment and retention much improved, a Chief Superintendent now leading Neighbourhood Policing & Partnership, well-formed plans to deliver the Neighbourhood Policing Guarantee, intensified efforts to tackle shoplifting and the groundbreaking strategy of Clear, Hold, Build I believe that we are well placed to earn trust and confidence through better Neighbourhood Policing.

Surrey's arrangements for investigation and criminal justice are less well established. We continue to work extremely hard to address this and have made considerable progress but must now intensify these efforts. We have more than doubled the number of charges. Outstanding suspects are down considerably. Surrey is among the fastest improving forces for tackling violence against women and girls with progress particularly noteworthy in respect of investigating rape, stalking and domestic abuse – where arrests and charges are up. Arrests overall have risen considerably, and I am pleased that we have at once increased both the volume of charges, and the quality of files produced. However, I am yet to be reassured that our system of crime management is as dependable as it should be. We are therefore intensifying efforts to improve and make more reliable our processes and practice in respect of the reporting, recording, allocation, investigation, supervision and closure of crime. Addressing this will, I believe, enable us to perform with greater strength and consistency in investigating crime, pursuing criminals and in victim care.

While I am encouraged by the recent His Majesty's Inspectorate of the Constabulary, Fire and Rescue Services (HMICFRS) findings in respect of our activity to deal with corruption, I am of course concerned by those relating to Vetting and the efficiency of Professional Standard Department (PSD) investigations and there are therefore clear plans swiftly to address these. While it is extremely important to have effective arrangements in place to deal with misconduct, I am eager to set and seek the highest standards in all our work. To this end, there will continue to be a big push to encourage conscientious, high-quality work through the many mechanisms we have at our disposal such as briefing, appraisal, case supervision and the daily management meetings.

Surrey has set out our aspiration to be a welcoming workforce where people feel that they belong, and I am encouraged by the measures introduced under the auspices of the Race Action Plan. We must, however, ensure that we make similar progress in earning trust and confidence regarding all protected characteristics.

In common with most police forces, Surrey Police must continue to make savings to operate within our budget in the face of rising costs. I am confident in our ability to do this without adversely affecting the quality of our service but far from complacent given the prevailing economic uncertainty. The force understanding of productivity, comparative financial performance and public value of our spending is certainly improving.

Surrey Police has for too long achieved inconsistent service in respect of responding to the public and HMICFRS has rightly identified poor performance in respect of our effectiveness of call handling and response. It is far too early to say that things are permanently fixed but recent performance suggests that new leadership, structure, estate, scrutiny, and systems of grading are delivering much improved performance in this area.

Our Plan sets out the force determination to be resilient and prepared. Fundamental to this is our confidence in the recruitment and retention of our workforce. Recent concerns in respect of recruitment into roles such as call handlers and PCSOs are largely addressed, officer attrition is reducing, and detective capacity is for the first time in many years moving beyond the threshold below which there would be cause for concern. On preparedness, the Force continues to develop a more robust regime of testing and exercising to ensure that we can contend strategically, tactically, and operationally with modern threats.

I am encouraged by our improving provision in respect of matters such as exercise, stress and sleep which are so important if we are to maintain a healthy, fit, and safe crime fighting workforce. Our improving systems and practice for crime management will see that we not only solve more crime but that we also reduce excessive workloads. Our recently conducted staff survey saw an unprecedented response which will give us a much-improved understanding of where officers and staff think that things can be improved. I am grateful to HMICFRS for the clear feedback in relation to the sufficiency of the Force Occupational Health arrangements and concerned that our provision is not yet as reliable as it must be. Our Director of People is leading the work to address this.

Finally, Surrey Police is initiating a programme of change under Operation Solve which will deliver a structure that better provides for investigation and ensures that the right person with the right skills is serving the public. It will also ensure that the Force is making the most of opportunities presented by forthcoming local government devolution so that our partnership arrangements are giving the best possible service to the residents and businesses of Surrey.

DECLARATION

This is the Force Management Statement for Surrey Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Tim De Meyer, Chief Constable

ORGANISATIONAL HEAT MAP

An assessment of the capacity and capability of Force functions in managing current and forecast demand against current and forecast resource / asset gaps and the public impact.

LOW (0-16)		MODERATE (18-45)		SUBSTANTIAL (48-64)		HIGH (75-80)		CRITICAL (100-125)	
Information Management	12	Estates and Facilities	18	Finance	48	Business Intelligence	75	Responding to the Public	100
Fleet	12	Change Delivery	20	SOC Forensics	48	Vetting	75	Criminal Justice	100
		POLIT	20	VAWG Offences	48	FELU	80	Victim and Witness Care Unit	125
		DDaT	24	Firearms	60	Occupational Health	80		
		Keeping the Peace	24	Roads Policing	60				
		Non-VAWG Offences	24	Strategic Governance	60				
		People Services- HR	24	SOC Investigations	64				
		HHPU	30						
		Custody	32						
		Corporate Communications	32						
		People Services- L&PD	32						
		Investigations	36						
		SOC Operations	36						
		Prevention and Deterrence	40						
		Professional Standards and Anti-Corruption	40						

COMPARISONS FMS 6 TO FMS 7

Section	FMS 6 Score	FMS 7 Score		Direction of Travel
Section 3: Responding to the Public	80 High		100 Critical	↑
Section 4: Prevention and Deterrence	60 Substantial		40 Moderate	↓
Section 5.1: CJ and Custody	100 Critical	CJ	100 Critical	↔
		Custody	32 Moderate	↓
		VWCU	125 Critical	↑
Section 5.2: Investigations	48 Substantial		36 Moderate	↓
Section 6.1: VAWG Offences	64 Substantial		48 Substantial	↓
Section 6.2: Non-VAWG Offences	36 Moderate		24 Moderate	↓
Section 7: Managing Offenders	40 Moderate	HHPU	30 Moderate	↓
		POLIT	20 Moderate	↓
Section 8.1: SOC Investigations	36 Moderate		64 Substantial	↑
Section 8.2: SOC Operations	36 Moderate		36 Moderate	↔
Section 8.3: SOC Forensics	24 Moderate		48 Substantial	↑
Section 9.1: Roads Policing	45 Moderate		60 Substantial	↑
Section 9.2: Keeping the Peace	24 Moderate		24 Moderate	↔
Section 9.3: Firearms	80 High	Firearms	60 Substantial	↓
		FELU	80 High	↔
Section 10.1: DDaT	18 Moderate		24 Moderate	↑
Section 10.2: Change Delivery	12 Low		20 Moderate	↑
Section 10.3: Corporate Development	12 Low	Business Intelligence	75 High	↑
		Strategic Governance	60 Substantial	↑
		Information Management	12 Low	↔
Section 11.1: People Services-HR	24 Moderate		24 Moderate	↔
Section 11.2: People Services-L&PD	48 Substantial		32 Moderate	↓
Section 11.3: People Services-Occ Health	100 Critical		80 High	↓
Section 11.4: Fleet	12 Low		12 Low	↔

Section 11.5: Estates and Facilities	24 Moderate	18 Moderate	↓
Section 11.6: Professional Standards and Anti-Corruption	75 High	40 Moderate	↓
Section 11.7: Vetting	50 Substantial	75 High	↑
Section 11.8: Corporate Communications	40 Moderate	32 Moderate	↓
Section 11.9: Finance	32 Moderate	48 Substantial	↑

Section 1: Finance

FINANCE ASSESSMENT

INTRODUCTION

Surrey Police strives to make the best use of resources and deliver value for money by working productively and spending public money wisely. A fundamental element of the Force priority is to deliver an outstanding service.
The Medium-Term Financial Plan (MTFP) 2025/26 – 2028/29 sets out the economic context for the Force and outlines spending priorities and current savings plans as well as the funding challenge ahead. The fundamental issue is the structural deficit caused by operating costs increasing faster than government funding.
Like all public sector organisations, the Force is concerned about the impact of medium-term economic challenges, with the impact of inflation having increased base operating costs across most lines of spend, and the potential for further rising costs at a time when the services will likely come under more pressure. Although Surrey Police have taken actions to mitigate the impact of rising inflation, and despite the rate of inflation appearing to reduce, this is still a significant risk for the Force.
The financial position is complex: whilst the national Op Uplift programme and precept increases represented a significant investment in policing, there are constraints on Uplift spending which, combined with inflation, will still require the force to make savings. For 2025/26 there is additional funding for neighbourhood policing where the Home Office (HO) have yet to finalise plans with forces on how these funds will be allocated and measured.
In 2024/25, the Force continued to build its tactical savings plan alongside a multi-year transformation programme to reduce base operating expenditure budgets by a further £3.6m, and plans are in place to achieve a balanced budget for 2025/26. The current budget deficit and savings requirement projections are approx. £18.5m as follows:

- 2025/26: £3.6m
- 2026/27: £7.4m
- 2027/28: £3.8m
- 2028/29: £3.7m

In the context of these future savings requirements, Surrey Police will continue to prioritise the established transformation programme (in partnership with Sussex Police in collaborated areas) reviewing the forces' significant forecast funding deficit, and better align the forces' resources with the strategic priorities. This will provide the Force with the opportunity to improve its ability to exploit digital technology and address the changing shape of the Force (higher ratios of officers to staff) to ensure the future resources are in the right places.
For 2025/26 the Police and Crime Commissioner (PCC) agreed a precept increase of £14 per Band D property which is included in the data within this section.

SAVINGS PLAN

The savings plan developed by the Force will assist it to meet the continued challenges facing policing, meeting financial constraints, improve efficiency and maintain the capacity to meet the new crime threats in public protection; which includes Domestic Abuse (DA), Child Sexual Exploitation (CSE) and Vulnerable Adults (VA). Prioritising spending will also enable opportunities within the digital ways of working, and also the threat from the exponential growth in digital crime.
Work continues through the Service Transformation Programme, in order to identify further savings that will help achieve a balanced budget throughout the medium-term financial planning period. The Force must maintain officer numbers to ensure receipt of central government funding for Op Uplift.

SERVICE TRANSFORMATION PROGRAMME

Background: Surrey Police initiated a transformational programme of work in June 2022, in conjunction with Sussex Police, with the aim of addressing a significant forecasted funding gap for Surrey between 2023 – 2027. It was clear through early investigation that neither force could close their gap through existing or planned changes, and that a more transformational approach was required if it were to deliver this aim without impacting significantly on service to the public.

Scope: The scope of the Service Transformation Programme is vast, with only the protection of police officer numbers being non-negotiable due to Op Uplift, which ring-fences officer numbers for both forces. The Programme has a clear set of working principles:

To address the funding gap

To deliver against the Force's priorities, and the priorities of its communities

To maintain the Force's identity

To deliver change and benefits in a sustainable and adaptive manner.

The Plan: The early stage of the Programme was broken into tranches. These tranches were designed to allow for consultation with stakeholders and business owners to identify how each force could close its gap. As a result, the Programme will tackle the funding gap in four ways:

- Transformation Projects: These will be where the most significant opportunities are to reduce the funding gap while maintaining and improving outputs, with potentially up to 50% of the funding gap from these projects. There are a range of projects and programmes identified under four thematic areas being delivered incrementally from 2024 onwards.
- Planned and Tactical Savings: It is anticipated that 10-15% of savings can be found from projects underway currently and through senior leaders driving efficiencies from within their own business areas.
- Targeted Reviews: These have been implemented from 2023/24 and form the biggest cultural change for both organisations. Through regular reviews of business areas, opportunities will be identified to deliver a function at a lower cost. The methodology can be scaled up or down depending on budget pressures and it is anticipated that 25-40% of the savings needed can be found through this process.
- New Change Management approach: A new Joint Force Change model was implemented during 2023/24 to enable both forces to plan, deliver and realise the benefits of such a significant Transformational Change Programme.

The development of the plan strives to meet the identified funding shortfalls in future years. The savings work provides several proposals that the Force can continue to work on, to be reasonably confident in setting a sustainable budget over the MTFP period, assuming HO grants also keep pace with inflation.

Internal governance arrangements are in place to track achievement of savings and spending plans, to monitor the pace of change sufficiently to provide management with early warning should plans not progress as anticipated and ensure any additional action required is undertaken during the year. Detailed business cases to realise savings targets are presented and considered at the Joint Chief Officer Meeting and the Portfolio Strategy Board.

Surrey Police continue to review its efficiency savings and future spending plans to ensure highest possible service delivery is maintained, future financial risks are considered, and funding can be directed to priority areas.

FUNDING POSITION

The Force produces a MTFP which it regularly reviews by incorporating new information from environment and horizon scanning, attending seminars and from the finance community. The final financial settlement for 2025/26 was announced on 31st January 2024.

The key elements of the national settlement are:

- £19.6 billion for policing in 2025/26, an increase of £1.1bn on the 2024/25 funding settlement. However not all of this comes directly to forces as elements are top sliced for national programs.
- Up to £329.8 million additional funding from council tax precept, assuming PCCs maximise their precept flexibility to increase precept by up to £14 for a Band D equivalent property.

For Surrey Police, implications of the settlement are as follows:

- PCC precept increases to Band D by £14 yielded £7.4m in 2025/26.
- The total HO grants increase by 7.3% which equates to £10.2m, the majority of which was to fund increased national insurance contributions, nationally awarded police officer pay increase, and neighbourhood policing increase.
- The Op Uplift Grant allocated in 2025/26 has been split over the base grant and the ring-fenced Op Uplift grant, with £4.5m being allocated to the latter.
- Funding for counter-terrorism policing will be paid to forces through dedicated counter-terrorism policing grants.

The summary grant funding is set out in the table below:

Revenue Grants	2025/26 £m
Main Policing Grant	122.9
Legacy Council Tax Local Support Grant	9.2
Operation Uplift Performance Grant	4.5
Additional Uplift	1.2
Pension Grant	6.1
National Insurance Grant	4.0
Neighbourhood Policing Grant	2.6
Total	150.5

- The savings requirement at this stage of the budget process is £18.5m over four years with £3.6m required in 2025/26.
- The tax base improvement is 1.22% as advised by the Borough & District Councils.
- The collection fund is a surplus, again as advised by the Borough & District Councils.

The detail of the funding for the 2025/26 budget and estimate for subsequent years is shown in the table below, based on the following assumptions:

- £14 Band D precept increase for 2025/26 and 2.0% for future years.
- £2.6m collection fund surplus and a 1.22% tax base increase in 2025/26 and 0.5% for future years.
- Grant increase of £10.2m for 2025/26 then flat in future years.
- Precept income net increase of £9.5m for 2025/26 (excluding Council Tax Collection Fund Surplus).

FUNDING	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
	£m	**£m**	**£m**	**£m**	**£m**
Home Office Grant	82.8	87.2	87.2	87.2	87.2
Revenue Support Grant	35.7	35.7	35.7	35.7	35.7
Council Tax Support Grant	9.2	9.2	9.2	9.2	9.2
Operation Uplift Performance	6.0	5.7	5.7	5.7	5.7
Specific Grant	6.5	12.7	12.7	12.7	12.7
Cost of Change	1.1	2.1	-	-	-
Delegated Budget Holder Reserve	(1.2)	(2.4)	(0.6)	(0.6)	(0.6)
Surplus/(deficit) on Council Tax Collection Fund	1.2	2.6	-	-	-
Base precept	160.6	168.3	177.8	182.2	186.8
Taxbase Improvement	1.0	2.1	0.9	0.9	0.9
Precept increase	6.8	7.4	3.6	3.7	3.8
Total Funding	**309.7**	**330.6**	**331.6**	**336.1**	**341.4**

The PCC continues to receive a specific grant from the Ministry of Justice (MoJ) for the commissioning of victims' services which is included in the PCC budget, the amount of the grant has been reduced for 2025/26.

PRECEPT

The level of precept is calculated from the tax base and Band D rate, with an increase of £14 on a Band D to £337.57 this will provide £177.8m from precept plus a surplus from the Council Tax collection fund of £2.6m. The table below details the funding streams from Government and locally raised precept.
The ratio of grant and precept is the highest in England with 45% funded from grant and 55% precept.

2024/25 £m	2024/25 Proportion %		2025/26 £m	2025/26 £m	Proportion %
309.7		Total Revenue Expenditure		330.6	
-0.1		**Less** Appropriations (to) / from Reserves		-0.3	
309.8		**Net Budget Requirement**		**330.9**	
		Less			
82.8		Main Policing Grant	87.2		
35.7		Revenue Support Policing Grant	35.7		
9.2		Council Tax Local Support Grant	9.2		
6.0		Operation Uplift Performance Grant	5.7		
6.5		Pensions Grant	6.1		
0.0		National Insurance Grant	4.0		
0.0		Neighbourhood Policing Grant	1.3		
140.2	**45%**	**Total Policing Grant**		**149.2**	**45%**
		Local Council Tax Scheme Grant			
169.6		**Balance to be raised locally**		**181.7**	
1.2		Less net surplus / deficit on collection funds		2.6	
168.3	**55%**	**Council Tax Requirement**		**179.1**	**55%**

REVENUE BUDGET DETAIL FOR 2025/26

The proposed Revenue Budget is based on the following assumptions:

- £14 Band D precept increase in 2025/26 with future years forecast at 2%.
- 10.2% grant increase for 2025/26 then 0%.
- Officer Pay inflation at 4.75% in 24/25 then 2.0% plus 0.8% contingency (Sep25-Aug26) then 2%.
- Staff Pay inflation at 2% for 25/26 plus 0.8% contingency then 2%.
- Non-pay at 2%.

	2024/25	2025/26	2026/27	2027/28	2028/29
REVENUE COST BASE	**£m**	**£m**	**£m**	**£m**	**£m**
Base budget	288.5	309.7	330.6	331.6	336.1
Pay Inflation	14.3	6.3	4.8	4.9	5.0
Price Inflation	2.9	1.3	1.1	1.1	1.2
Revenue - Base Assumptions	6.1	8.0	2.0	1.1	1.1
Revenue - Capital Investment	1.2	3.8	1.8	1.2	1.1
Unavoidable Costs	(0.1)	0.5	1.1	0.3	1.0
Cost of Change net	0.0	0.1	(2.4)	(0.3)	-
Service Growth	0.0	3.9	(0.0)	0.0	0.0
Estate Strategy Project Expenditure	0.5	0.6	-	-	(0.5)
Total Cost Increases	**25.0**	**24.5**	**8.4**	**8.4**	**8.9**
Gross Budget Requirement	**313.5**	**334.2**	**338.9**	**339.9**	**345.0**
Annual Savings Requirement	**(3.8)**	**(3.6)**	**(7.4)**	**(3.8)**	**(3.7)**
Total Gross Budget	**309.7**	**330.6**	**331.6**	**336.1**	**341.4**

The table above is a summary of the changes to the Force and the Office of the Police and Crime Commissioner (OPCC) budget for 2025/26 which at this stage is in deficit over the medium term.

The budget proposal includes all known cost pressures along with the latest forecast for the Estate Strategy. The financial settlement includes a 7.3% HO grant increase of which £5.7m is allocated for the Op Uplift Performance Grant, £4.0m is allocated for the national insurance increase and £2.6m is allocated for the Neighbourhood Policing. Other cost pressures include price inflation, funding for IT infrastructure, national charges, increases in the South-East Regional Organised Crime Unit (SEROCU), and unavoidable costs pressures arising from salary increments, debt repayments from capital investment, revenue contribution to capital financing, Victim Care and OPCC Commissioning.

MEDIUM TERM FINANCIAL PLAN

The financial plan is reviewed regularly and during the year several scenarios have been developed to consider the impact a negative or positive impact from specific changes to allow Surrey Police to plan accordingly.

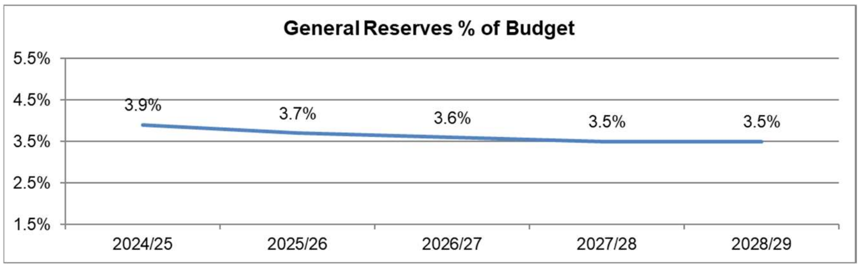
It is best practice to produce multi-year financial plans which is a requirement included in the Home Office Financial Management Code of Practice for Police Forces. However, the short-term nature of police funding works against producing reliable plans.

The scenarios employ various precept levels, grant changes and/or inflation changes allied to a range of static assumptions.
The plan is based on a range of assumptions to enable its production, the key ones are as follows:

- The core Government grant increased as per the 2025/26 settlement and will then remain flat in future years.
- Localisation of Council Tax support grant is maintained at the same level.
- The agreed savings plans are realised in amount and timing.
- The general reserves are maintained at 3% of the budget.
- For 2025/26 inflation for pay for police officers included at 2.0% and 0.8% contingency, staff included at 2.0% and 0.8% contingency, 2% for non-pay, all future years are 2% for pay and non-pay.
- Precept increases of £14 in 2025/26 followed by 2% each following year.

RESERVES

The general reserves strategy for the OPCC to maintain a balance that does not fall below 3% of the budget. The forecast level of general reserves is maintained above this level over the planning period.
The chart below shows the general reserve level is forecast to be higher than 3% with specific reserves in place to manage future financial risks.



There are specific reserves in place to meet known risks including an Estate Strategy Reserve, a PCC Cost of Change Reserve, OPCC Operational Reserve and a Chief Constable (CC) Operational Reserve.
The insurance reserve is maintained to meet future claims against Surrey Police and the ill health reserve is for capitalisation amounts due to the Home Office as an officer is ill health retired.
The 2025/26 budget is built on a planned draw on reserves from the Cost of Change Reserve to meet approved Transformation activity. Please see table below:

*estimated	2023/24	2024/25	2025/26	2026/27
	£m*	£m*	£	£
General Reserve	8.8	8.8	8.8	8.8
Earmarked Reserves				
OPCC Operational Reserve	1.2	1.2	1.2	1.2
PCC Estate Strategy Reserve	4.4	4.4	4.4	4.4
PCC Cost of Change Reserve	5.6	4.4	4.4	4.4
Chief Constable Operational Reserve	1.1	1.1	1.1	1.1
Chief Constable Op Pheasant	0.5	0.5	0.5	0.5
Delegated Budget Holder Reserve	5.1	6.3	6.3	6.3
Net Zero Reserve	1.7	1.7	1.7	1.7
Insurance Reserve	1.9	1.6	1.6	1.6
Police Pension Reserve	0.6	0.6	0.6	0.6
Total Earmarked Reserves	22.0	21.7	21.7	21.7

CAPITAL 2025/26

The proposed capital programme sees its main funding source fully depleted during the current year, at which time to maintain investment in core assets will require borrowing and/or revenue funding both of which may impact on frontline service delivery. This is compounded by the Government grant for capital being withdrawn.
To maintain an affordable capital programme limits have been set on the level of investment and ensuring that the investments meet the capital criteria applied.

The funding of the capital programme is from a mixture of capital receipts, revenue to capital contribution or borrowing. Based on the proposed capital plan, there is a requirement to borrow for both the Estate Strategy and to support the capital expenditure programme. The PCC currently has external borrowing from the Public Works Loan Board (PWLB) for the purchase of the Leatherhead site and has internal borrowing. Any new borrowing, and how this is achieved would be agreed by the Chief Finance Officer (CFO) and would be considered as part of the monitoring regime during the year.

Surrey Capital Programme Summary	Year 1	Year 2	Year 3	Year 4	Year 5
DESCRIPTION	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m
DDaT - New	3.2	2.0	0.8	0.8	0.8
DDaT - Existing	0.5	-	-	0.1	-
JTS - Revised	6.3	6.4	5.8	5.6	5.5
Surrey Estates - BAU - New	3.5	2.6	2.1	1.7	0.3
Surrey Estate Strategy - Existing	33.5	15.5	33.8	13.9	2.6
Cost of Change - Existing	0.8	-	-	-	-
Operational Command - New	0.6	0.4	0.3	0.3	0.3
Total	48.4	26.9	42.9	22.5	9.5

A summary of the Capital Programme is provided in the above table.
The capital programme for 2025/26 includes the main areas of Digital Data and Technology (DDaT), fleet, Estate Strategy, and operational capital equipment.
The Surrey Estates Strategy is a significant cost to the capital programme, with current and future commitments reflected in the above table.
The DDaT schemes are hardware and server refresh along with a Cloud Storage project.
The fleet replacement is supported by a detailed Asset Management Plan and takes into account the benefits from telematics.
The above Capital Programme includes projects totaling £0.8m that require approval through the Change Delivery Board and will be funded from the Cost of Change Reserve.

A summary of the funding for the programme is below:

Surrey Capital Programme Funding	Year 1	Year 2	Year 3	Year 4	Year 5
DESCRIPTION	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m
Government & Other Grants	-	-	-	-	-
Reserve - DDAT	0.7	-	-	-	-
Reserve - Cost of Change	0.8	-	-	-	-
Reserve - SSRP	0.4	-	-	-	-
Revenue Contributions Received in-year	7.1	8.1	9.1	10.1	11.1
Revenue Contributions TMS Receipts	1.2	0.3	0.3	0.2	0.2
Revenue Contribution B/Fwrd or C/Fwrd	-	-	-	-	(1.7)
Capital Receipts	9.7	18.5	-	8.7	-
Reserve - SES	3.0	-	-	-	-
Borrowing for Short Term Assets	**1.2**	**(0.0)**	**(0.0)**	**(0.0)**	**(0.0)**
Borrowing for Long Term Assets - Estates BAU	**3.5**	**0.0**	**0.0**	**(0.0)**	**0.0**
Borrowing for Long Term Assets - SES	**20.8**	**0.0**	**33.5**	**3.5**	**(0.0)**
Total Funding Applied	48.4	26.9	42.9	22.5	9.5

The Estates Strategy is planned to be funded from borrowing as shown in the table above, the revenue implication of this decision and all other borrowing requirements are included in the revenue budget.

RISKS

There are a number of risks to the financial position over the planning period, these are summarised below. Risks are continually reviewed so as to identify new ones as they arise.

- Inflation is the highest risk for both in pay and non-pay, assumptions are made in the financial plan, any in-year increase to this would need to be funded from a combination of used of earmarked reserves, tactical one-off savings or savings from service changes. This risk is monitored as part of the in-year monthly budget monitoring and at the CFO Risk Meeting.
- Setting a balanced budget over the medium-term requires significant savings mainly due to externally driven cost growth from officer pay awards and non-pay inflation, these have been identified for 2025/26 however there is a risk that these or the targets over the planning period will not be met. There are

several streams of savings detailed in order to identify and meet the requirements which are reviewed on a regular basis.

- Interest rates will impact on both investment income and the cost of borrowing for capital purposes. Revenue budget has been calculated at the time of setting the budget and will be reviewed during the year prior to any borrowing decisions being made.
- The Government have over the last few years employed top slicing to fund national initiatives or growth in national functions. This has been increasing each year and it remains a distinct possibility that this approach may result in further reduction on the level of funding to Police Forces.
- The Emergency Services Network is due to be implemented during the planning period, whether or not this will be funded nationally is currently unknown.
- As Surrey is more dependent on local precept funding than most Forces, Surrey Police could face a higher percentage funding impact, if there were any changes to reduce the referendum trigger.
- Increase in legal fees due to the impact of recent Carrick case at the Metropolitan Police (MET) and HMICFRS report following the murder of Sarah Everard resulting in increasing vetting for both officers and staff.
- The increasing demand on policing with the changing nature of crime is stretching resources and will require clarity of purpose to ensure the funding of the service is maintained at a level that provides a quality service to the residents of Surrey.
- The introduction of national systems and infrastructure changes are a prevailing risk as a mandated cost increase to the Force.
- The assumption of the level of Government funding in future years may be superseded by future announcements increasing the reduction as seen in previous spending reviews particularly from the proposed funding formula review.

Section 2: Wellbeing

OVERALL CURRENT ASSESSMENT OF WELLBEING

SICKNESS LEVELS (ALL EMPLOYEES, POLICE OFFICERS, POLICE STAFF)

- The average days lost due to sickness for Police Officers at the end of March 2024 is 10.6. For Police Staff this is recorded as 9.9 days and for PCSOs this is 10.6 days (see appendix for data).
- Sickness rates have been increasing steadily over the last 12 months, with 43.4% of absences for Police Officers relating to Mental Health (MH).

STAFF SURVEYS: FINDINGS

- *A staff survey was conducted in May 2025 with a 60% response rate. At the time of writing a full analysis has yet to take place. The below information pertains to the previous staff survey from 2023.*
- In Surrey Police 38.3% of the workforce completed the survey, equating to 1232 responses. The response rate for those in collaborative areas was 44.3% (1366 responses).
- Of responders 83.8% stated they felt their teams were supportive of each other and worked well together.
- Of responders 73.8% felt their line manager set high standards and clear expectations.
- A high proportion, 89%, indicated they were clear on what was expected of them in their role.
- Only 28.3% of Officers felt they had enough time in their working day to do what was expected of them, free text also evidenced high demand, and workload continues to be felt across the Force.
- Following the Staff Survey, quarterly pulse surveys were introduced to specifically identify how the workforce was feeling. The first Organisational Healthcheck was launched in September 2024 using the PROXY and PERMA indexes to measure stress and wellbeing and allow a benchmark against the Civil Service. The results indicated a high level of stress and low levels of wellbeing, particularly for Officers.
- Officers and Staff were asked to provide three descriptive words on how they were feeling. The most predominantly used words were “tired, frustrated and stressed”. A further Organisational Healthcheck was run in January 2025.
- Findings from the Survey and Organisational Healthchecks are reviewed alongside exit data and Stay Conversation themes to inform the revision of the Joint Wellbeing Strategy.

CAPACITY FOR DEMAND

- The Force is aware, from HMICFRS findings, the Police Federation’s ‘Pay & Morale Survey’, the Staff Survey and Organisational Healthcheck results, that people within the organisation are struggling with high demand and workload. This is also a reason often cited in Exit Surveys for Officers leaving the Force alongside a lack of work/life balance. It is expected that until demand is more manageable, this will continue be a reason for leaving. The Organisational Healthchecks communicate that the workforce is not feeling well due to the high workload.

INVESTMENTS

- There is one part-time and three full-time members of staff in the Wellbeing Team, who oversee the running of Career Transition, MH First Aiders and Defuse training courses.
- In April 2024 the Occupational Health (Occ Health) Team invested in employing an in-house Occ Health Doctor to provide more consistent support to frontline Officers and Staff and to improve the quality of high-level medical guidance.

PROGRESS ON HMICFRS ASSESSMENT – PEEL 2023

- The Force provides a good range of preventative and supportive wellbeing measures to its workforce to improve physical and mental wellbeing, available through the intranet pages and a line managers helpline to Occ Health. However there has been delays in Occ Health appointments.
- The Force has made progress against the Area for Improvement (AFI) in relation to Wellbeing from the inspection. The introduction of the internal Staff Survey, Organisational Healthchecks and the setup of a new Policy & Engagement Team to support data collation and determination of suitable action for recurring issues and themes highlighted by the workforce, all support this AFI.
- The Force has an in-house Occ Health service offering Psychological Assessments with the support of an external provider. The Force follows the guidance outlined by the College of Policing (CoP) in administering these. Bespoke interventions have also been supported by the external provider.
- The Force is aware of outside factors that are impacting the wellbeing of officers and staff such as the high cost-of-living and the national lack of confidence in policing following several high-profile cases which have received widespread media coverage.
- The Force is committed to the support of the national development of the Police Covenant which will aim to support families in understanding the pressures of policing and help alleviate any pressures on employees' home life which will affect their overall wellbeing. The Employee Assistance Programme (EAP) is open to Volunteers within the Force; the aspiration will be to extend this to family members in the future.
- A joint Wellbeing Strategy is in place, covering all aspects that can affect the wellbeing of Officers and Staff. Specifically, the five areas are: Mind Health, Financial Wellbeing, Leadership, Physical Wellbeing and Workplace Wellbeing. This a two-year strategy with supporting actions under each area, it was updated in March 2023 and extends until 2025.
- The Force has completed the Oscar Kilo Blue Light Framework assessment and provides an indication of where additional focus is required. This is being overseen by the Joint Force Wellbeing Board.

5 YEAR ASSESSMENT OF WELLBEING AND DEMAND

CHANGES TO WELLBEING THE FORCE EXPECT

- Surrey Police are aware that there is a greater proportion of those who are younger in age and level of service who are becoming first line leaders. Modules to ensure that they are equipped to recognise signs of trauma or other MH requirements are in place in the First Line Leaders' courses, which are mandated for Officers following promotion.
- The Wellbeing Team continues to support Command teams by leading Continuous Professional Development (CPD) presentations on recognising trauma to help educate them in being better able to support their teams and colleagues. It is anticipated that the demand will increase as the managers progress their skills in learning to support colleagues, and staff engage earlier when they require support. The Wellbeing Team anticipates this will be felt nationally in policing, alongside the issues of insufficient resource and increased demand, which put additional pressures on individuals.
- It is recognised that delays to medical intervention via the National Health Service (NHS) will exacerbate health conditions of Officers and Staff. It is anticipated that an increased number of Officers will require adjusted duties for potentially longer periods of time, and the effect of the Equality Act will mean officers will be in roles where they will not be fully deployable. The result of this will in increase the pressure for those who are deployable.

CHANGES OVER THE LAST 5 YEARS

- The demand for MH support has significantly increased over the last five years and this is expected to continue.

KEY FACTORS IMPACTING ON DEMAND

- There is a greater expectation from new officers and staff coming into the Force that there will be an enhanced wellbeing/health offering. This will need to be balanced against the context of flat (if not reduced) budgets and limited resource to work in these areas.
- The ability to recruit sufficiently qualified OH staff in a tight labour market has been an issue nationally.

INVESTMENTS MADE IN WELLBEING OVER THE LAST 5 YEARS AND ANY PLANNED

- The Multi-faith Chaplain joined the Wellbeing Team in November 2019. The team oversees the running of courses e.g. Career Transition, MH First Aiders, health screening, male/female alternative years.
- 'Mini medicals' have taken place throughout Surrey Police for the last four years and the return on this investment is the highest of all the actions. During the last 'Wellbeing and You' Week in September 2024, a total of 207 mini health checks were carried out. Between April and September 2024, over 800 mini health checks in total were completed.
- Within Surrey Police's Our Plan there is dedicated activity to improve physical activity and diet as well as improved sleep, such as a dedicated research study for those working shift patterns.

WELLBEING RISKS TO THE ORGANISATION

- Employee burn-out with the high levels of demand, an increase in absences, potential Employee Tribunals, presenteeism etc. With the increased activity to seek the views of the workforce, employees need to feel heard and that the Force is acting on issues raised.
- Surrey Police wishes to be an employer of choice. The most popular recorded reason for applying to join the Force is personal recommendation. Therefore, if staff or officers do not feel they are being looked after they will be less likely to recommend policing, or working for Surrey Police as an employer, to friends and family, or when engaging with the public.

FUTURE DEMAND

- There are several circumstances that could all have major implications to wellbeing e.g. inexperienced workforce, MH, cost-of-living, as well as any changes in criminality, changes in recording crime, and national priorities in the future.
- The Force will need to balance the differing expectations and demands of the workforce which has widening age and experience gaps.

PROGRESS AND UNDERSTANDING

UNDERSTANDING OF WELLBEING

- The 2023-2025 Wellbeing Strategy is designed to support the business to help empower the workforce and raise awareness of the agreed key wellbeing themes for the next two years and builds upon the successes of 2020-2022 Wellbeing Strategy and Action Plan. Improved data collection from internal sources, such as the Staff Survey, will support more targeted activity to address common themes.
- The strategic aim of the Wellbeing Strategy is to provide wellbeing support mechanisms where people feel valued and can benefit in times of need. It aspires to ensure measures, and an evaluation framework are in place to capture usage/uptake and inform effectiveness of initiatives and services, where possible.
- Wellbeing is freely talked about at all levels and this freedom of addressing wellbeing in its many forms, together with the demand from employees to have their wellbeing and work/life balance taken into consideration by their employer, has increased and almost seen as a norm.
- The Force Wellbeing Board, which is made up of local and departmental wellbeing representatives, allows the Force to gain a real-time view of what is making a difference, and which areas need additional focus.
- The Central Wellbeing Team runs several CPD events across Surrey Police which provide opportunities to hear directly from colleagues, help raise awareness and assist with planning moving forward.
- The main Staff Survey, together with additional pulse surveys, gives a greater understanding of people's attitudes to wellbeing and provides the opportunity to address any gaps. Data from Stay Conversations also highlight stressors which contribute to consideration of leaving to address and thus improve the overall experience of Officers and Staff.
- In September 2024, the Occupational Health Unit established User Focus Groups where line managers can give direct feedback on the service received, with the "You said we did" approach to improvements.
- Analysis and highlighted themes from the Staff Survey and Organisational Healthchecks will feed into the Wellbeing activity and support the revision of the Joint Wellbeing Strategy from 2026 onwards.

HOURS LOST TO DIFFERENT TYPES OF SICKNESS

- See Appendix for data showing the sickness reasons for Officers, Staff and PCSOs during the year to 31/03/2025.

REVIEWS UNDERWAY / ALREADY COMPLETE

- A review has been commissioned to ascertain whether the current MH offering is fit for purpose. The Occ Health Unit has introduced a User Group to assess the services provided to make improvements.
- Surrey Police continually assess its provision using the Oscar Kilo Bluelight Framework and this will be enhanced following the publication of the Authorised Professional Practice (APP) on wellbeing.

MONITORING OF WELLBEING STRATEGY OBJECTIVES

- The Wellbeing strategy objectives are monitored through the Central Wellbeing Team who will be reviewing progress in May 2025. The Force Wellbeing Board will have oversight in holding the team accountable for progress.

STRATEGIC/TACTICAL GOVERNANCE IN PLACE

- The organisation and governance of wellbeing across Surrey Police and Sussex Police sits with the Joint Strategic Wellbeing Board (JSWB), which meets quarterly.
- Informing the JSWB are two Force Wellbeing Working Groups (tactical), one in each Force and run by Force Wellbeing Champions. Local Wellbeing Leads and Single Points of Contacts (SPOCS) from different business areas represent their areas in wellbeing matters and report into these working groups.
- Many departments run wellbeing groups (operational) specific to their business area which inform the Force Wellbeing Working Groups (tactical) in the wider business.
- All meetings/groups operate a two-way process of communication focusing upon main areas of wellbeing as well as local initiatives and sharing good practice. Each board or group has a Terms of Reference to outline responsibilities and reporting mechanisms.

ASSESSMENT OF UNITS DEDICATED TO WELLBEING

Service	Provision	Capacity/Capability Issues
Occupational Health	In-house Clinical & Admin teams. To ensure that the employer complies with Health & Safety (H&S) legislation. Complying with the Equality Act, Statutory Health Surveillance.	Specialist staff shortages Surrey Police continue to struggle to reach full clinical staffing capacity and have 1.5 Full Time Equivalent (FTE) vacancy
Force Medical Advisor	As for Occ Health, there is an in-house Occ Health Practitioner to ensure the above and quality compliance and governance	Nil at present, the Occ Health Practitioner joined on 8 April 2024 Due to the rising demand in complex cases, Surrey Police have increased the OH Doctor's time by commissioning two companies who provide this service.
Chaplains	Surrey Police have a full-time Multi-faith Chaplain and about 37 active volunteer Chaplains. The aim is to ensure each hub/station on each division has a contact for visibility	A further 3 Chaplains in the recruiting process at various stages of recruitment
Employee Assistance Programme	Contracted service 24-hour accessibility. Recently volunteers were added to the contract to access services	None at present
Diffusers	47 in Surrey Police	Training in May 2025
Mental Health First Aiders	117 in Surrey Police	Training due to take place with 5 more waiting
Wellbeing Dogs	There are 17 OK9 wellbeing dogs available to book for visits to departments or events via the Project Lead	None at present

Staff Associations etc.	Well Together Network, Child Loss Support Group, Bereavement Friends, Surrey Police Sports Association, Surrey Welfare Trust, Surrey Police, Women's Network, Fertility Support Group, Cancer Support Group, Carers Support Group, Disability Support Group, Neurodiversity Support Group, Endometriosis Support Group, Menopause Peer Support Groups, Perinatal Mental Health Support Group, Christian Police Association, Surrey Police Association of Culture and Ethnicity, Surrey LGBTQ+ Network, Surrey LGBTQ+ Buddy Scheme, Surrey LGBTQ+ Liaison Officers, Surrey Police Allies.	None at present

ASSESSMENT OF OFFICERS AND STAFF WHO EXCEED THE WORKING TIME REGULATIONS

- Surrey Police are currently unable to provide this information as the current system does not allow the recording or reporting of this. It is hoped that future upgrades of Origin and Oracle systems will provide better functionality that allows central recording and monitoring.

ACTIONS TO IMPROVE WELLBEING

ACTIONS IN PLACE

- The Wellbeing Strategy aims to improve support for individuals' wellbeing.
- The feedback from the JSWB outlines any emerging needs, and the pulse survey following the Staff Survey will help identify any remedial actions required.
- An additional post of the Wellbeing Consultant was introduced from April 2024 to support in the activity
- The Occ Health and Wellbeing Team run CPD sessions with departments to raise awareness of the initiatives and improve sign posting for support.

INVESTMENTS BEING MADE

- In 2025 a pilot will take place with 20 individuals using sleep monitors, following a programme of activity which aims to improve the quality of their sleep whilst on shift patterns. This is a national programme funded by Oscar Kilo.
- The Force is investigating additional budget to support increasing the number of Psychological Screening.

BEST PRACTICE REVIEWED/IMPLEMENTED

- The Force use the Oscar Kilo Blue Light Framework, following national guidance.
- The Force is waiting for the Wellbeing APP to be released, to understand what is the best practice with which to benchmark against.

Section 3: Responding to the Public

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	4 Significant	5 Very Significant	80	High
FMS 7 score	5 Increasing Significantly	4 Significant	5 Very Significant	100	Critical

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Force Command Centre (FCC) provides first contact to the customer. Its aim is to work towards allowing customers to choose how and when they access the service. The unit is focusing on ensuring the most appropriate response is provided, considering an assessment of the risk, the current priorities, and the needs of the individual. There is a central contact team managing telephone, internet, social media, and email contact, plus several front counters.

Demand in the FCC is determined through the volume of 999 and 101 calls, digital demand and the volume of incidents. A significant demand for the Force has been in relation to Responding to the Public following the 'Inadequate' grading in the Surrey PEEL 23/25 inspection, with 2 Causes of Concerns and 5 Recommendations to address. This has resulted in a substantial amount of activity and changes, impacting demand, within the command over the last year and will continue in 2025.

Overall, the number of calls for service has increased in the last year. The allocation for deployment has changed following a new grading structure being introduced in December 2024 to improve deployment prioritisation and public service, allowing call handlers and dispatch to allocate resources based on THRIVE (threat, harm, risk, investigation, vulnerability, engagement) and ensure the Force respond appropriately within set timeframes. To improve call triage and prioritisation of urgent demand THRIVE-based reviews have been introduced on all calls and deployments. Previously, limited grading options led to inappropriate incident upgrades, impacting timely public response. Ongoing 1:1 and scenario-based training continue to improve the application of THRIVE. During recent training days for each rota, eight scenario-based exercises were delivered to teams to test and reinforce the consistent application of THRIVE in all calls for service.

Clear grip meetings (morning and afternoon) have been implemented to align resources with demand, supported by improved live-time grading reporting that feeds into surge planning. A surge plan for the command has been implemented to manage staff shortages and high-demand periods, ensuring resources are moved to protect 999 call handling while balancing 101 performance. There are proactive surge reviews conducted throughout the shift which is assessed in the grip meetings. Throughout the command, it has been emphasised that all contact is critical and therefore the implemented surge plan can be utilised for 101 calls should resourcing require it. Additionally the Force Control Room (FCR) now follows a 'task-not-ask' approach, deploying the nearest available units and monitoring resources to meet demand.

PROJECTED DEMAND

The Force will continue to address the HMICFRS Causes of Concern and prepare for the PEEL 25/27 inspection to ensure the response to the public improves and is maintained. To further understand the demand on the command a full review has recently been conducted. The Force recognises that the quality and frequency of non-voice demand now needs to be further understood. Overall, it is foreseen that the demand will decrease slightly over the coming years due to improved processes and management. The new grading system will be further embedded, along with improved performance and governance, and the implementation of the Contact Transformation work.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Staffing has continued to be a challenge over the last 12 months. A number of measures have been put in place to address the staffing gap, including Police Officers available for Business Continuity Management (BCM) purposes.

In September 2024 a new shift pattern was implemented, changing from a 5-rota pattern of 6 on and 4 off, to a 4-rota pattern consisting of 10,11,12 hour shifts on a 4 on 4 off pattern. This pattern reduces the amount of overtime that can be offered at times of high demand/short staffing, with staff already working their maximum hours. In January 2025 the pattern was adjusted to allow for a 'teatime' shift where 25% of night duty staff come in at 2pm to assist with the gaps in the afternoon where demand outweighs staffing.

In November 2024 leadership was brought into the command to provide clarity and cohesion between the command and the Contact Transformation Team, aligning workflows, stopping duplication, and ensuring the department is able to progress and move forward in a structured way.

Initial training is completed within Learning and Professional Development (L&PD), following which training is adopted departmentally. On average it takes between 9 months to 1 year for a call handler to become an independent resource. The course has been reviewed and it follows the national syllabus set by the CoP.

To improve sickness management a full sickness review has been conducted to ensure all those who had triggered the Force attendance criteria are being managed effectively and placed on support plans. An improved process is now embedded, and regular sickness management meetings are being held. Where required staff are now being progressed to formal meetings, ensuring all administration is done and meetings are had with individuals. To assist supervisors in managing attendance a self-help video and written guidance have been produced by People Services and is accessible on the Supervisors Hub.

Over the summer of 2024 the attrition rate rose slightly following the change in shift pattern. In 2024 the Force continued scheduled recruitment and balanced the number of staff being trained and mentored against those who were independent. Secondments for call handlers/supervisors have been paused until the establishment within the command has stabilised. The Force have 6 intakes planned for 2025, split between new starters (police staff) and police officers as part of the workforce mix.

The Calabrio workforce management tool (predicted demand and resource levels) has been in force since October 2023 and is now populated without manual inputting. The data it produces has greater accuracy as the longer you use it, the better the output. The system will be developed further to allow for non-voice demand to be included, as this currently still requires manual submission.

Staff wellbeing has been a priority during 2024 especially due to the significant changes that have taken place since the HMICFRS inadequate grading. The Force is now in a position to co-locate the Contact Centre and FCR. This is a key part in the redevelopment of Mount Browne and the Surrey Estates Strategy. In January 2025 the Contact Centre moved to an interim set up, whilst building work takes place allowing for both teams to be brought together in one room. The new 'one room' is expected to be complete by June 2025. With this comes many benefits, including the two departments merging to become the FCC and oversight by the same senior manager rather than being separate.

PERFORMANCE

Performance in relation to responding to the public has been a key focus for the Force with the HMICFRS Causes of Concerns. A significant amount of activity to improve and monitor performance has taken place.

A real-time performance data product has been developed. This is reviewed in live time by the command and in the daily grip meetings to monitor response times and resource availability. To improve performance a Red, Amber, Green (RAG) resourcing across Neighbourhood Policing Teams (NPT) has been implemented, with a structured escalation process for red and amber situations.

The new grading structure was implemented in December 2024 and supports effective THRIVE assessments, enabling the appropriate categorisation of demand. This has transformed the Force response to the public and the Force is now consistently meeting % Service Level Agreement (SLA) for Grade 1, Grade 2, and Grade 3.1 incidents (over 80%) (See Appendix for data). The Force is aware that this now needs to be sustained.

There has been improvements in the Force 101 abandonment rates, but further work is required and will continue to be progressed. In April 2025, the monthly 101 abandonment rate was 13.5% and the department has seen a steady decline in abandonment rate % since December 2024 (See Appendix for data).

There are now Key Performance Indicators (KPIs) within the FCC that are understood and being embedded. The KPIs include call handling times, wrap up times, time to transfer and time to dispatch. This was not previously known or understood and is in the process of being cascaded down through the performance framework and governance.

Performance accountability is overseen by the Assistant Chief Constable (ACC) Local Policing through the monthly Local Policing Accountability Board. Additionally, the ACC chairs a monthly Contact Transformation and Causes of Concern Governance Board. Senior oversight of performance is provided through both a morning and afternoon daily grip meeting. This allows all Senior Management Team (SMT) to review performance at both the department and force level, feeding into daily Force Management Meeting (FMM) for forcewide accountability. In addition, the afternoon grip allows for a further assessment prior to the department entering the often-busiest period in a 24-hour window.

A monthly FCC Senior Management Performance meeting chaired by the Head of Department addresses longer term's themes and strategic performance. An established attendance management group is in place to identify and address recurring sickness trends, helping to better align resources with demand. The Force Business Insights Team are currently developing a product that will bring all the data into a single Power BI product.

The FCC SMT have conducted benchmarking visits to other forces to assess their systems and processes to identify ways the Force can improve. To enable continuous improvement analysis of other Force PEEL inspection reports is conducted to identify areas of good practice and potential risks.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

For the first time, process and demand mapping has recently taken place across the command. The process mapping has given the command an initial insight into how its systems and processes effect performance and the identified 'pain points' have been subject to, or in the process of being redesigned. Following this, additional work has been conducted identifying all the 'tasks' conducted by the command and an exercise is now underway with Business as Usual (BAU) to keep, reduce, eliminate or transfer these tasks.

The FCC identified a gap in which Performance Managers are not rota aligned and therefore there is no consistent managerial oversight. To address this Duty Managers are being implemented and will provide rota aligned support, ensuring a people focused approach is implemented and maintained. Force Silvers are also being implemented and training began in mid-April. There will be 1-2-1 performance meetings between the Deputy Head of Department and each Force Silver. The expectation is that the outcome of these meetings will be cascaded down to supervisors and teams. The Silver role will have accountability for daily performance, and it is expected that this area will continue to improve.

The Deputy Head of Department has held expectation-setting meetings with each supervisor in the Command. A second phase of expectation meetings will be conducted with the Force Silvers. This continuation allows for consistency of not only the expectations and standards, but additionally the vision and culture within the command, with strict oversight over both. The vision of the FCC has been explicitly articulated to the Force Silvers and they will be expected to uphold and deliver this vision for their rotas. To improve levels of productivity and to maintain the best possible service to the public across all contact Supervisors are now consistently floorwalking and providing on the shoulder support. This is being continually re-enforced through the expectation meetings and the Force Silvers providing leadership to their teams.

The FCC has conducted data due diligence with regard to its FTE and presented a revised establishment to the Force to enable the department to meet demand. A revised FTE (+33) has been approved by Chief Officers and now the Head and Deputy Head of the Department are actively working on implementing this.

Gap analysis work is being conducted so the Force can utilise Calabrio to its full potential. This includes work to scope if non-voice demand can be captured. This is to ensure that the command is able to use Calabrio to accurately understand as much as possible the demand, forward plan resources to meet those demands utilising auto-approval of Annual Leave (AL) requests, deployment of omni-competent officers to a specific role for different shifts, and allow the new Duty Manager role to plan the deployment of their allocated resources through the shift to ensure that predicted surges in demand are resourced appropriately, altering break times, flexing resources between functions, ensuring coaches are taking the lead through surge periods with coaches observing etc.

To understand the quality and frequency of non-voice demand a review is being conducted. The Force recognises that Single Online Home (SOH) needs to be utilised more to ensure a structured way of managing non voice demand, this will involve the closure of unnecessary email channels.

During 2025 the FCC are expanding options for managing demand, with dispatch operators and supervisors being trained in 999 call handling, demonstrating leadership from the front. This will provide greater capacity and assist in developing the surge plan, ensuring a better matched resource to demand. Training dispatch operators in 999 call handling will help strike a better balance between emergency and non-emergency demand, creating more real-time options within the surge plan to improve service levels.

A workforce mix internal recruitment process is being introduced whereby 24 police officers are being posted into the FCC. The officers are spread across 2 cohorts, with both cohorts starting their training in March and August 2025. The initial cohort is expected to be in the room by June 25. By introducing a workforce mix, it not only contributes to higher staffing levels and therefore improved service levels, but additionally provides the teams with both unique perspectives and experience (i.e. thorough understanding of THRIVE due to dealing with live incidents) in order to provide the best service to the public.

The Contact Transformation Team have reviewed the current coaching process and a proposal is being made to shorten the length of coaching, have dedicated coaches (with a new role profile, HAY evaluated), and ensure discipline around sign off is maintained to ensure that those unable to meet the role requirements do not remain in post and probation periods are appropriately utilised and adhered to.

A new Service Improvement Team (SIT) will conduct reviews of individual operator's work, particularly where there are operators whose quantitative performance is an outlier, or where their supervisor / manager has requested a deeper dive into the quality of their work (previously conducted by the Quality Control Team). The SIT will ensure that this feedback is provided to both operator and supervisor, and SMT will ensure that such feedback is acted upon. The SIT will work alongside the SMT and L&PD to ensure that themes of underperformance across teams are identified and focused upon with further training.

In May 2025 Rapid Video Response (RVR) is going live, enabling specific domestic related incidents to be responded to via phone or video call, previously attended by a response officer. It is anticipated that it will provide a prompter service to victims of crime, whilst also reducing the necessity for officers to travel around the county thus helping to improve initial attendance times for immediate and priority response incidents.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Following the HMICFRS 'Inadequate' grading in PEEL 23/25 there has been significant changes to the command and decisions made by Chief Officers. With the implementation of the new grading system the Force will continue to improve response prioritisation and deliver public expectations based on need. The introduction of Force Silver leadership within the 'one-room' structure, THRIVE assessments, and 1:1 training will continue to strengthen decision-making. The recent approval by Chief Officers to increase the FTE within the command and the changes planned in Step 3 will enable the Force to meet future demand. The Force recognises that a significant amount of work is still required and improved performance needs to be sustained.

Section 4: Prevention & Deterrence

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	3 Substantial	5 Very Significant	60	Substantial
FMS 7 score	4 Increasing Slightly	2 Moderate	5 Very Significant	40	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Prevention and deterrence covers demand for several areas across the Force. NPT operate at a borough and district level working locally with communities and are the Force response officers. Safer Neighbourhood Teams (SNTs) are designed to ensure every neighbourhood has dedicated and visible policing teams who can listen to people's concerns and work with them and partner organisations to find solutions. Special Constables volunteer with operational policing teams providing additional capacity and resilience to the frontline. Volunteers at Surrey Police contribute skills and experience in many different roles.

The Anti-Social Behaviour (ASB) team is a dedicated team to support officers to manage ASB cases and sits within prevention and problem-solving. The dedicated Problem-Solving team sits under the Strategic Prevention and Partnership Chief Superintendent and has close links to neighbourhoods and community safety and prevention functions under the wider portfolio.

Following the HMICFRS Surrey PEEL 23/25 inspection the Force has been responding to the Cause of Concern in relation to response times. There has been significant work to enable the Force to manage demand and to meet its published attendance times. A RAG system has been implemented to track NPT staffing levels, with daily oversight at a force level through the FMM to ensure resources are sufficient and deployment is appropriately managed. There is also grip at force level if the numbers drop below green, and this is tracked daily at FMM. In December 2024 Surrey Police introduced a new call grading system. The changes were implemented following assessment of data that showed what is achievable in the County, given its unique challenges. It ensures that calls are being graded appropriately, and that the FCR assign incidents using the nearest unit principle to ensure the quickest possible response. By deploying without delay, focusing on one incident at a time, and relying on the FCR for triaging, the Force can deliver the professional and timely service the public deserves.

Surrey Police is committed to tackling retail crime and making town centres safer for everyone. Over the past 12 months significant progress has been made in addressing retail crime in Surrey through Our Plan. The Force has achieved a significant increase in the number of charges for shoplifting county-wide, amounting to more than 800 cases. The arrest rate for these crimes has more than doubled and the solved outcome rate continues to increase, however the Force recognises there is more work to do.

Recorded ASB continues to fall however this on its own should not be seen as a positive as it is known from YouGov and Local Surveys that just over 50% of victims or witness do not report ASB to Police. The most common reasons being: "didn't think Police would be interested", "had reported before and nothing was done"/ "Police said they would not deal as not their issue", or they have reported to another agency. Following the HMICFRS Surrey PEEL 23/25 inspection and the PEEL ASB Spotlight report Surrey Police has been addressing the Recommendations and AFIs for the Force to improve recording, understanding and performance.

In 2024 Surrey Police was granted £1million of Government funding to help the Force target ASB across the County through hotspot policing. Hotspot policing is a strategy that involves the targeting of resources and activities to those places where crime is most concentrated. Combining data and analytics with the skills of officers and staff, the Force can predict where the crime hotspots across Surrey are and deploy officers to undertake increased proactive and visible foot patrols. Through Op Chariot (hotspot policing) a visible policing presence has been underway. Since April 2024 the team has racked up in excess of 6,000 hours of patrol time within the specific locations leading to 84 arrests, 185 stop and searches, 16 weapons seized and 232 intel submissions.

SNT consist of police officers and PCSOs who proactively address and concentrate effort on resolving the locally agreed chronic and repeat issues, with assistance from the community or partner agencies. SNT conduct problem solving activities in order to develop long term and sustainable solutions to chronic/repeat issues in order to prevent their recurrence and minimise their adverse impacts on local communities. Neighbourhood Support

Officers (NSO) and PCSOs carry workloads around the chronic and repeat issues on their Borough. During the summer of 2024 there was additional demand from Op Navette (national response to the disorder) as the majority of level 2 Police Support Unit (PSU) trained officers are on SNT or NPT. To support the Force response times there has been occasions where SNT officers have been abstracted to support Grade 1 and Grade 2 incidents, this is being monitored and managed by the SMT.
Problem solving is managed on the Surrey Police record management system, Niche, so that problem solving in relation to subjects or locations can be consistently viewed and accessed across the Force. Extensive problem-solving guidance and knowledge is now contained on the Problem-Solving Hub. The oversight, auditing and quality assurance of problem solving is provided by the Problem-Solving Team, via use of Microsoft (MS) Lists and PowerBI. A problem-solving dashboard has been developed and provides oversight of problem-solving activity across the Force.

PROJECTED DEMAND

Prevention and deterrence is an area of increasing demand and fundamental to the new Government's plans. The Neighbourhood Policing Guarantee is a key component of the Governments 'Plan for Change' which is aimed at enhancing public safety and community engagement nationally. It guarantees that officers will be regularly available in neighbourhoods to engage with residents, understand their concerns, and respond to incidents in a timely manner. The goal is to ensure that policing is an integral part of everyday community life. The Neighbourhood Guarantee reinforces the direction Surrey Police is already taking and aligns with the Our Plan objective, 'We prevent crime and solve problems', and the Force focus on community engagement, crime prevention and public confidence. Improvements in public perception and confidence when Surrey Police provide an initial good attendance will, in turn, increase confidence to report.
The Force will continue to progress and monitor the recommendations and AFI from the Surrey PEEL 23/25 and PEEL ASB Spotlight report. It is foreseen that there will be additional demand on teams e.g. further risk assessments, following implementation of the recommendations.
Through structural changes to Surrey Police (e.g. RVR, desk based investigation team and Op Solve) there will be reduced demand on NPT. This will enable officers to have more time to respond to and investigate crime to ensure better quality investigations.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The capacity and capability within the departments are varied and continue to be a challenge. As experience levels increase it will ultimately improve capability and performance.
For SNT a set of minimum standards have been agreed that can be adopted according to borough/district demand needs. This provides consistency across the Force, the resilience to deliver to wider force performance plans, and ensures that SNT police officers and staff understand what is required of them. All Neighbourhood Officers and PCSOs are subject to a minimum two-year tenure during which they cannot self-initiate a move. There is no maximum tenure and continuation of role will be subject to Focus meetings and Future Focus reviews, where appropriate.
To address the establishment gap for PCSOs a PCSO recruitment and retention Gold Group has been running and will continue in 2025. Establishment numbers have improved and retention plans have been put in place, with reasons for leaving monitored. A PCSO forum is held and a bespoke PCSO CPD course is being planned for 2025.
NPT officers have structured professional development days and CPD sessions built into their shift pattern enabling essential training to be completed. SNT and Prevention & Problem-Solving team staff have access to a range of CPD activity published on a regular basis, however this does require abstraction from their day-to-day role to complete. Community safety specialists such as licensing officers and Designing Out Crime Officer (DOCOs) complete accredited training courses as part of the requirement for their role. The Falcon team also provides support and training regarding crime management and investigation standards.
All operational officers and staff within these teams are provided with appropriate IT for their role. For NPT and SNT officers this is a personal issue Mobile Device Terminal (MDT) and access to a pool of desktop computers, for other teams this consists of a laptop or desk top computer relevant to their role. From September 2024 all probationers were provided with a laptop.
Microsoft 365 systems continue to come online and assist with prevention and deterrence work. Under the hotspot policing work MS SharePoint and Lists have been used to brief patrol officers and capture returns. This is the same for engagement work. Lists and PowerBI have led to a better understanding and oversight of problem solving. Niche is still the primary recording location but Problem-Solving Tactical Advisors, when reviewing

problem solving occurrences, feed their reviews into Lists and PowerBI. A range of SharePoint areas have been set up for different parts of the business, enabling greater data capture and information sharing.
The premises for North and West division teams are satisfactory. Due to the discovery of Reinforced Autoclaved Aerated Concrete (RAAC) at Reigate police station in October 2023 Eastern division have been in temporary accommodation at Wray Park. A new Eastern division Headquarters (HQ) is as part of the Force Estates Plan.

PERFORMANCE

Surrey Police has a strong neighbourhood policing reputation. The introduction of the neighbourhood policing performance framework enables the Force to understand the outcomes of neighbourhood policing, not just the outputs, and to articulate the tangible outcomes of neighbourhood policing that supports evidence-based assessment of achievement and productivity against a range of aims. Neighbourhood policing performance is scrutinised in the Neighbourhood Policing Accountability Board (NPAB), held bi-monthly. It enables the strategic lead to maintain oversight of such policing, identify themes and trends, opportunities to share best practice, and hold neighbourhood teams to account for their delivery of the following key areas: Engagement, Problem Solving and Targeting Activity. These areas are fundamental to the Neighbourhood Policing Guidelines, are key to Our Plan, and also the National Neighbourhood Performance Framework. A secondary part of the meeting is to share learning and good practice. The NPAB reports into the Local Policing Accountability Board, and any relevant learning is directed towards the Organisational Learning Board.
While demand fluctuates, there is the RAG resourcing across NPT, with a structured escalation process for red and amber situations. The new grading structure supports effective THRIVE assessments, enabling the appropriate categorisation of demand. This has transformed the Force response to the public, meeting and exceeding %SLAs on most occasions (See Appendix for data). This now needs to be sustained. There is frequent oversight of live time attendance through both the Force Incident Manager (FIM) and divisional Critical Incident Manager (CIM). In addition to this, there are three Grip meetings throughout the day where performance data in relation to this is discussed and relevant action taken to ensure the Force meets its published attendance times. At force level, the data is discussed at Force Performance Board and the weekly Chief Officer meeting. At departmental level, there is a daily duty SMT who has ownership of performance, ensuring timely intervention when needed. Where attendance time has not been met, each job is reviewed, and any relevant learning shared with the individual and relevant SMT.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The Governments Neighbourhood Policing Guarantee is an opportunity for the Force to strengthen the presence in the heart of Surrey communities, with officers working alongside residents, identifying local issues, and resolving problems before they get worse. It's about building lasting crime fighting relationships. The guarantee compliments Our Plan, reinforcing the Force commitment to community engagement, crime prevention, and proactive policing. With this initiative, Surrey Police will be better equipped to build stronger relationships, deliver more targeted interventions though Hotspot Policing, and improve overall safety for communities. The promise of increased officer numbers will enable the Force to better tackle issues such as ASB, theft, and drug-related crimes.
The guarantee is an extension of much of the work already happening across Surrey, and the Force are already working to meet the expectations set. The strategic lead for neighbourhoods and partnerships is leading the work to embed this in the Force. The additional officers will be posted to Neighbourhood teams and will be used to help deliver on the Neighbourhood Policing Guarantee and Our Plan. The distribution of these additional officers is still to be determined, however will very much take into account the work being completed under Op Solve and demand for particular neighbourhoods. It is projected that PCSO numbers will be at full establishment by September 2025, and this is the strongest position the Force has been in since September 2022.
The Force are waiting for full details of the new powers for ASB, however are aware of the respect orders which are being proposed and Surrey Police have put itself forward to be a trial force. There will also be a focus on making the best use of powers that already exist i.e. civil injunctions, dispersal powers, closure powers, ASB case reviews etc.
A new retail crime strategy that sets out the Force commitment to address retail crime and target criminals who prey on retail premises across Surrey has been developed and is being launched in 2025. The strategy aims to build on the progress made over the past 12 months and drive future success in achieving key objectives. This plan is aligned with the National Police Chiefs Council (NPCC) Retail Plan, ensuring a balance between the need for a timely response and the national framework addressing threat, harm, and risk across policing. The Force is also

running a joint retail crime survey with the OPCC, asking anyone affected by retail crime to have their say. Results from this will be incorporated in the work going forward.

The continuation of Hotspot Policing funding will enable the Force to continue to drive down crime and increase trust and confidence amongst local communities, by focusing on known areas or hotspots with persistently higher crime rates. A new Hotspot PowerApp was piloted under Op Chariot and from February 2025 all officers completing Op Chariot patrols of ASB and serious violence hotspots were able to submit patrol returns via the Hotspot PowerApps providing a simple means of returning activity. The hotspot PowerBI provides an overview of patrol activity taking place.

In December 2024, the Health and Well-Being Board (HWBB) and Integrated Care Partnership approved the proposal by the Community Safety representatives on the HWBB to establish a dedicated Community Safety & Prevention Board. The board will adopt the 5 key principles of a public health approach; Collaboration, Co-production, Cooperation in data and intelligence sharing, Counter-narrative development and a Community consensus approach. It will provide dynamic leadership that co-ordinates work across community safety related strategic groups linking into their respective networks and resources. The aim of the new board is to coordinate and disseminate information to support the delivery of prevention and early intervention as well as designing a performance framework to track what is going well and where the partnership needs to focus its resources.

The abstraction of neighbourhood officers is not currently recorded or fully understood. An abstraction app and corresponding PowerBI product to record and understand where abstractions are taking place is being developed. With improvements in response times, as detailed above, the need for neighbourhood officers to be abstracted will reduce.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresees that most demand for the department will be met as a result of planned changes, and the focus is on maintaining performance, improving problem solving and prevention. The Force will continue to embed the Governments Neighbourhood Policing Guarantee and reinforcing the Force commitment to community engagement, crime prevention, and proactive policing.

Section 5.1: CJ and Custody

FMS		STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score		5 Increasing Significantly	4 Significant	5 Very Significant	100	Critical
FMS 7 score	CJ	5 Increasing Significantly	4 Significant	5 Very Significant	100	Critical
	Custody	4 Increasing Slightly	2 Moderate	4 Significant	32	Moderate
	VWCU	5 Increasing Significantly	5 Very Significant	5 Very Significant	125	Critical

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Workload demand within Criminal Justice (CJ) is measured in the number of cases detailed in workstreams; CJ Prosecution (Crime), CJ Prosecution (Traffic), Case File Reviews and Checkpoint/Youth Interventions. Additional demand on top of this includes failures/submissions, continuous recruitment cycles and new escalation procedures due to changes in the Crown Prosecution Service (CPS) processes. CJ Caseworkers have seen all aspects of demand pertaining to their role, with the exception of post charge case files (which has reduced by 1.2%) increase between 3.5 and 74%. This is the same for CJ Prosecution Traffic whose demand has increased by between 73-91% (with the exception of collisions which has reduced by 1%) and Checkpoint whose demand has increased by between 74-120%. Youth Interventions have largely decreased with the exception of referrals from youth team officers which has increased by 23%. The Case Review Team continue to have high demand, in 2024 of 4309 cases submitted, only 27% did not require a Case Review Form (CRF). This demonstrates how work demand has increased in nearly all areas of business, particularly since the introduction of Our Plan. Since the initial increase, receipts for some areas of work have remained level while others have continued to rise substantially. Compounding the issue of increasing incoming demand, the complexity in demand has also increased due to the implementation of technological solutions and legislative changes that require additional oversight, intervention and remedial work. Generally, as the Force work to improve charge rates there is more work required within CJ. Crown Court backlogs and trial timeliness require ongoing management of case progression and time frames are always changing. An increase in speed offences from the Surrey Safety Camera Partnership, linked to Surrey Police Vision Zero, also increases demand alongside easier reporting for the public for traffic offences. Transcription requests are also increasing, longer victim interviews, CPS requests and higher volumes of case files all add to this demand.

Demand in Custody is measured through detainee numbers which represent the throughput of custody suites. The other measure is detention length. These measures are however limited as they do not represent the changing complexity of detainee needs. Over the last year, custody throughput has increased by 12% overall with all three suites seeing an increase, the highest on East at Salfords. Arrest demand for custody has increased most significantly over the past 12-18 months after an extended period of decline. The increase was most prominent after the introduction of Our Plan which came with an increased focus on arrests and investigative outcomes. The most significant increase is now plateauing at levels of ‘new normal’. The department has also had additional demand in the form of legacy biometric information capture which is drawing to a close where almost all records have now been reviewed, there are approximately 1900 still remaining. Where arrest rates are now settling, professional judgement would suggest that there is increasing demand in the form of more complex detainee needs. There are more people coming into custody with medical conditions or self-harming and this requires more

enhanced levels of care. Whilst there is sufficient cell capacity to support the increase in volumes of arrest, teams have reported feeling stretched as they have been used to lower cell capacity for a number of years.
Demand in the Victim and Witness Care Unit (VWCU) is measured through the number of victim support calls, number of ongoing victim support plans and the total number of witnesses supported. In 2024 the number of victims contacted to offer support and undertake a needs assessment was 54,390. This was an increase of 3,775 from 2023. The number of ongoing victim support plans was 1,357 remaining relatively stable year on year and the total number of witnesses supported increased by an average of 6,110 to 21,381. There has been a significant increase in the number of initial victim contacts to offer support and the total number of witnesses that the unit has been supporting. The stability seen in the number of victims that the unit is providing ongoing support for reflects the stability in crime trends however, professional judgement of those more experienced would suggest that this is also reflective of a capability and capacity gap in the unit where the quality of initial needs assessments have been compromised and deprioritised as a result of mounting pressure from witness care demand. Demand is heavily influenced by backlogs in the Crown Court system. Nationally there is a backlog of 73,000 trials. This creates additional work where staff supporting victims and witnesses are doing so for longer, trying to keep them engaged in the CJ process. Where victims are waiting longer for justice they present with more complex emotional and practical needs. The unit's current oldest case is one from February 2023. In some cases where a long time has passed victims or witnesses may be deceased, or support networks are no longer in place when needed. Demand in the unit remains high due to a struggle to retain staff. Excessive workloads are often cited as reasons for unplanned leaving. Continuous recruitment and training add to the demands of those who remain on the unit with higher workloads and the need to train new staff and fill gaps. The optimum caseload for Witness Care Officers as directed by the MOJ is 80 cases. The average workload in the VWCU at Surrey Police is currently 110-120. The increase in charge rates is also impacting on demand whereby there are more victims and witnesses to contact above and beyond those already in a court backlog queue.

PROJECTED DEMAND

There is no expected slow in demand coming into CJ. The County is reducing speed thresholds in line with NPCC Guidelines which will result in more offences being reported. The Crown Court recovery remains slow and although there is activity to assist, it will not mitigate the increase in work coming through. Judges' orders are increasing which means more disclosures for complex evidence in short time frames. The Force continue to work towards an aspiration of increasing charge rates which produces additional receipts. While there are some technological advancements which could improve the pressure on teams creating efficiencies, these take time to be put in place so it is anticipated that demand will continue to increase will little to no change in resource. There are a number of national initiatives which may also impact on need, a Government focus on community policing and the increase in acquisitive crime as a result of the cost-of-living crisis may drive the demand for case files or Out Of Court Disposals (OOCDs). It would not be prudent to suggest that demand is not likely to plateau or reduce over the next four years.
Modelling from Our Plan would indicate that there needs to be a 33% increase in solved outcomes volumes to meet the Chief Constable's objectives. Whilst not all of this will come from arrests it would be prudent to expect a further 10% increase in custody admissions over the next 4 years. The CJ Transformation Programme may also impact on Custody. Potential changes may lead to a short-term reduction in custody estate which can influence demand. One option currently being scoped is a closure in the Sussex area which would increase throughput in Surrey.
While there are court recovery measures in place it is not expected that mitigation plans will reduce growth in the VWCU rather they may maintain current throughput. Surrey Police strive to fulfil ambitions of top quartile charge rates nationally this would mean that, assuming all other forces performance remained static there would be a 10% year on year increase in demand in the CJS. It is therefore reasonable to expect that subsequent demand for the VWCU is likely to increase or remain until the Force ambition is achieved. Attrition in the department is unlikely to reduce unless there are significant changes made, as such it is fair to suggest that demand in recruitment, training and retention will remain especially high. The Victim and Prisoners Act received royal ascent in May 2024. The Act firmly places the Victims Code of Practice (VCOP) as primary legislation and put a number of deliverables in place. Currently there is a jointly funded Victim Care Improvement Advisor in place to help deliver on any changes as a result of this Act and ensure compliance with the Code. Funding for this post has been agreed for another year. The introduction of this Act has the potential to increase demand on the team working to new guidelines. A revised VCOP is also due in 2025. This will have a number of new requirements for police and CJ partners. One change already known is that there will be a focus on a better and more informed service for Children and Young People (CYPs). One change will include the need to contact both CYP victims directly as well as their parent/guardian(s) whereas currently the mandate is to speak to one or the other. This has the potential to increase demand in the VWCU in terms of actioning victim support referrals and engaging CYP victims.

Workstreams under Op Soteria are also projected to impact ongoing demand for the Force and the VWCU. Pathfinder locations have reported a 30-50% increase in the demand placed on their Rape and Serious Sexual Offence (RASSO) support services. The Stalking Super Complaint has also recommended that forces have a dedicated stalking advocate in the VWCU who works closely with the Force stalking advisor. This post has been agreed until April 2026.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

CJ teams have an overall attrition rate of 10.6% and a vacancy rate of 17.59%. Ordinarily, the highest vacancy rate sits within the Caseworker function. Currently, the Caseworker Team is 21% under strength. In critical risk areas some roles have had a temporary uplift to assist with performance commencing in October 2024 for 6 months. The attrition rates, particularly in Caseworkers, means that 44.82% of Caseworkers currently have less than 2 years of service. There is a comprehensive training site available and all teams have documented training pathways as well as departmental induction programmes, NCALT, technical training and attachments. This training is all conducted by CJ staff which adds to their demand. The average sickness levels for the department are slightly below the Force average at 9.8 days. Sickness is mostly attributable to Long Term Sickness (LTS) (59.43%) and MH (28.4%). Current technology is no longer fit for purpose and causes a lot of remedial work. DIR and DEMS (regularly used systems) require reconfiguration/updates to overcome manual oversight and remedial action. Niche Case File errors generated by Investigators and Custody also increase remedial actions by CJ. The introduction of Common Platform (an external partnership system) also requires manual checking and remedies as often there are errors in messages received. There are a number of solutions which are available but not currently in place which would assist greatly in demand and workload including enabling technology for interview transcription, redaction software and the enablement of Surrey Police Microsoft Teams to allow setting up Teams channels with external partners.

While the strength of Officers and Staff is reasonable against establishment in Custody, deployability impacts on the capacity of the workforce. There is a monitoring mechanism in place but often sickness and other restrictions go in waves which makes it difficult to keep a grip on resourcing. Surrey has three operational custody centres (Guildford, Staines and Salfords). This provides 67 cells, and 1 non-designated suite (Woking) used for training. This provides enough capacity for current demand. However, Guildford and Staines are reaching the end of life in regard to their ability to conform with future HO custody requirements. The suite at Woking is not able to be refurbished to meet standards either. It is intended that a new purpose-built facility will be in place by 2029 in line with the plans to remove Staines and Guildford as part of the overarching Estates Transformation Programme. The CCTV systems covering the three operational suites is not fit for purpose and a project to replace the system is ongoing. Currently the system will go out of service in September 2025, but it is unlikely that a new system will be in place in time. If the system goes down, it seriously impact the ability of the Force to provide what's necessary. The recruitment of Detention Officers (DOs) remains a challenge. Courses have been delayed in recent months which can lead to shortfalls in resourcing. Custody staff are trained by an in-house team who lead on training nationally. CPD is conducted regularly to ensure that staff have the requisite skills to meet the needs of the department.

Despite managing to recruit all vacancies attrition remains high, one of the highest in the Force. In 2024 there were 10 leavers (25.4%). Wellbeing is a key focus for the department and there is a strong wellbeing culture and strategy. Often workload is cited as a key reason for leaving. Establishment is currently 38 FTE including 3 FTE uplift of Victim and Witness Care Officers to manage an increase in witness care demand. At the time of writing the department is slightly under establishment and recruitment is underway. Due to high levels of attrition, there is a considerable capacity gap. High caseloads are carried by staff carrying the weight of vacancies where they are plugging the capacity gap. There is a very well-developed training and induction programme including relevant attachments to internal and external departments. There is also regular CPD opportunities. Training for the unit is all done in-house and therefore the demand to train, and the subsequent abstraction is felt by all staff, particularly managers, who are facing recurrent pressures to train the continual cycle of new joiners on the job and induct them accordingly, many of whom then leave. The unit therefore does not see the benefit of this investment and resource. Of the establishment only 15 (44%) have more than 2 years' experience of which 9 are at management level. Despite work pressures on staff, sickness levels are low, much lower than the Force average and this reflects on the continued investment in staff wellbeing.

PERFORMANCE

A new national CJ Matrix was launched in 2024. This measures the performance of Surrey Police, however, due to its infancy there is no previous data to compare to. The Force work to 5 priorities as set out by the Joint Operational Improvement Meeting (JOIM), these include:

- Directors Guidance Assessments (DGA) file compliance
- Triage Acceptance Rate
- Action Plan Rate
- Charge Rate
- No Further Action (NFA) Rate

Surrey Police is meeting the targets for and outperforming the most similar forces for DGA file compliance and triage acceptance rate however there is work to be done for the other 3 measurables, it is also true that there is work to be done in similar forces for these areas.

Custody performance is measured primarily through three aspects: Waiting times for booking in, suite closure time and compliance with PACE/care procedures. Over the last year there has been a trend of improved performance working towards the targets set by the Force. In 2024, the average waiting time for booking in has reduced from 46 minutes to 32 minutes. The Force has an aspiration to reduce this further to 30 minutes for optimum performance. Procedure compliance was at 87% for most of the year until November and December where compliance was 90%- the Force target. Work now revolves around maintaining this and seeking further improvements.

There is an aspiration to achieve 100% compliance for all VCOP obligations. However, 90% is considered satisfactory. The areas audited for compliance in 2024 were:

- Contact within 24 hours (enhanced) – 98.6%
- Contact within 72 hours (standard) – 88%
- Preferred method of contact sought – 90%
- Opt in/out contact recorded – 92%
- Victim Personal Statement (VPS) Offered, taken or present - 74%
- List of Witnesses Attending Court (LWAC) actioned on time – 96%
- Needs assessment completed – 93%

All under-performance is identified and addressed at an individual level. Generally, compliance is good. There are monthly dip-checks conducted by supervisors, bi-weekly manager meetings to review staff performance and monthly governance at the VWCU managers meetings. Compliance is also reported at the Surrey Criminal Justice Board (SCJB) and the PCC performance and governance board. New performance reporting metrics were introduced in January 2024 alongside a new quarterly reporting framework by the CPS, it is therefore difficult to draw comparisons year on year.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

There is currently a CJ Transformation Programme in place across Surrey Police and Sussex Police. This is exploring the possibility of collaborative and technological opportunities to streamline processes. A clear way of reducing demand is the use of transcription software. There is currently a business case with Change Delivery and Digital DDaT scoping costs and options. This would reduce demand internally while saving against the budget for overtime and outsourcing (currently 55% of transcription work is outsourced). There is also a request for text redaction software which would save time on manual redaction and reduce reworking. In order to meet demand without these technological solutions in place the department are running recurrent recruitment cycles and improving training guides to reduce the pressure on mentors within teams. Currently, CJ is utilising the vacancy rate to provide overtime to keep up with demand. Temporary uplifts are also helping to plug the gaps identified. One recent change has been the transfer of Wanted Files back to divisions and Officers in Charge as it has been assessed that this is an investigative function. CJ continues to feedback to the Falcon Investigation Standards Board and divisions in order to improve case files thus reducing the need for remedial action.

A recent uplift of 1 Police Sergeant (PS) post to balance rota numbers and 1 Inspector provides sufficient establishment to meet demand in custody. These posts are permanent. To assist with meeting demand there is a focused approach on efficiency. This allows Sergeants and DOs to concentrate on actions that drive safety and legitimacy. There is a pilot taking place in Guildford for the use of tablet devices testing the efficiency savings found by using tablets and MDTs for live cell check updates. For this to be put in place permanently approval from Change Delivery would be needed. Custody is also part of the CJ Transformation Programme. Currently any changes are being scoped and as such there is no steer on what changes may be put in place or how they will help with meeting demand. The development of a new custody suite to replace Guildford and Staines would provide the opportunity to create capacity within the existing or reduced workforce footprint. Having a custom-built facility would remove some workarounds currently in place (for example privacy when booking in). The implementation of a new CCTV system would reduce the time taken to download footage for evidential purposes. The use of AI and robotics for use in Custody are also being scoped.

A departmental review of the VWCU was submitted to the Force Organisational Board (FOB) in November 2024 to bid for additional resources to service incoming demand as well as splitting the functionality of the roles in the unit. The uplift equates to 6 FTE. Funding has been agreed and functionality was split in April 2025. Until such a time that all new posts are recruited into the unit continues to recruit to over-establishment to operate a pool system and in the meantime utilises the use of overtime and time off in lieu to meet demand. There are a number of workstreams underway to improve efficiency. There has been a move to Pronto in April 2025 for all victim contact recording which aims to improve VCOP compliance through mandated information fields. A trial in early 2025 will be run using E-needs assessments, this is a collaborated trial with Sussex Police. This should assist in reducing the time it takes to complete needs assessments over the phone with victims while also reducing the need for multiple contact attempts to complete them. The Senior Leadership Team (SLT) continue to focus on wellbeing to support the unit to meet demand. There are open channels of honest, but positive, communication to maintain transparency and understanding. The SLT also continue to review wellbeing initiatives as the unit does not get Occ Health screening assessments. A review of recruitment is also ongoing to ensure more robust testing and assessments of the key skills of applicants to ensure that they are likely to remain in post beyond training despite the pressures of the job.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

There remains a continual challenge to meet increasing demand that requires technological change and the delivery of the CJ Transformation Programme. Without substantial and relatively imminent change there is a risk of significant backlogs in key areas, this would add to backlogs already in place. While discussions on the scope of the Transformation Programme continue the Force is tolerating risks on what must be dealt with and what can wait.

Measures in place will enable demand to be met in respect of new arrests and detainees. From February 2025 the Bail Manager post is no longer funded and so the demand that they were holding is being absorbed into the Custody Duty Officer workloads. There is currently a months' worth of work which needs review (since the post was removed). This risk is being tolerated for a short time and will be escalated should the need arise.

With need exceeding the VWCU capacity the uplift of resources will be critical to meeting future demand, substantially increasing capacity and capability. It is hoped that this uplift will help ensure compliance with VCOP and improve situational risks. A split in functionality is projected to aid the workforce in meeting their workload thereby supporting their overall wellbeing and happiness and reducing the high staff attrition rate.

Section 5.2: Investigations

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	4 Significant	3 Substantial	48	Substantial
FMS 7 score	4 Increasing Slightly	3 Substantial	3 Substantial	36	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Investigations are split across volume, priority and serious and complex crime. Neighbourhood Policing Investigation Teams (NPIT) are a volume crime investigation team, dealing with arrested persons and investigating crime with high solvability by removing it from NPT workloads. Criminal Investigations Department (CID) is responsible for the investigation of all serious and complex crime. Proactive CID is split into 3 sub-teams: Uniform Proactive Team (UPT), Divisional Development Team (DDT) and Proactive Investigation Team (PIT). Domestic Abuse Teams (DAT) adopt secondary investigation of DA offences (includes all intimate relationships and serious/complex non-intimate DA crime), working with Multi Agency Risk Assessment Conferences (MARAC), Outreach and other partners. Child Abuse Teams (CAT) investigate child abuse offences and are staffed by detectives who are Specialist Child Abuse Investigator Development Programme (SCAIDP) trained and CoP accredited.

Demand can be calculated by various means however it is mostly measured by allocated workloads to teams and live investigations. Other demand includes outstanding suspects and attendance at incidents/crime scenes, such as sudden deaths or s47 joint visits with Children's Services. A Crime Investigation Portal (CIP) went live in January 2025 and shows investigators and supervisors the live investigations (including those needing victim contact and/or outstanding suspects), those awaiting finalisation and court outcomes.

Overall, the number of recorded crimes for CID, CAT, DAT and NPIT have increased in 2024 compared to 2023 (See Appendix for data). Through the delivery of Our Plan the number of allocated crimes with Reasonable Lines of Enquiry (RLoE), is now greater, as THRIVE was previously used. The increase in charges and solved outcomes ultimately increases work post-charge. Due to the demand of PIP1 crimes compounded by the under establishment for PIP1 officers, there are currently PIP2 officers investigating PIP1 crimes. As each investigator carries a higher workload, this consequently increases the demand on supervisors in reviewing and providing guidance. Additionally, supervisors need to review in the allocation workload. This is particularly prevalent for volume crime and the 60 day inspector reviews. This is improving and will continue with the CIP, as supervisors are able to see those coming up for review 7 days before and start to plan ahead. CIP also enables officers and supervisors to see clearly which investigations require Victims Code for Policing (VICON).

Workload numbers alone do not represent the true need. For example, CAT investigation numbers show an increased reporting of RASSO, and such cases have more complex case files that have to be built. The increased use of technology, especially phones, in proving/disproving offences can cause a significant increase in demand for internal staff as well as increased costs when outsourcing is required. The capacity and capability issues in forensics (see Section 8.3) impacts on investigations progressing expeditiously and creates more demand for investigation teams.

The increase in the number of charges means that there are more demands from CPS too with an increased number of action plans. Files are more complex, and the number of action plans have increased. The quality of first CPS submissions are key to prevent further work required by the Officer in Change.

Improvements in charge rates compound the capacity challenges within CPS and HMCTS. Repeated and prolonged adjournments are common in safeguarding cases and often create additional work impacting the Officer in Charge workload. Due to court backlogs trial dates are significantly delayed and can create more work for Officers in Charge and/or victim/witness care in ensuring victims and witnesses remain engaged with the CJ process. The backlogs in the court system are increasing demands on investigators with longer travelling times to out of county courts and more last-minute changes.

An additional demand is due to resourcing challenges for other agencies: mental health services and children's services, including children's homes. Work with partners is ongoing to try and work together to ensure the correct services are in place.

PROJECTED DEMAND

Force communications are encouraging members of the public to report crime and trust Surrey Police. This reassures the public that the Force is committed to investigating crime and is likely to increase confidence in reporting. The demand upon investigation teams will be impacted by the implementation of the Force crime allocation policy and the organisational structure from Op Solve. The introduction of RVR is expected to positively impact demand within investigative teams as it will ensure that golden hour evidence is captured and increase victim support to enable investigation packages to be handed to DA Teams. Reducing demand for NPT through structural changes to Surrey Police (e.g. RVR, desk-based investigation team and Op Solve) will enable frontline response officers to have more time to respond to and investigate crime to ensure better quality investigations. Improvements in public perception and confidence when Surrey Police provide an initial good attendance will, in turn, increase confidence to report.

The continued work with partners to ensure the correct services are in place for MH and children should reduce demand over time. The Force is working with partners to reduce shoplifting as well as to encourage reporting. The work engaging with retailers is expected to increase demand in the short-term but is hoped that the longer-term problem solving with retailers will reduce long-term demand.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Detective retention and recruitment has been a national problem for several years. All forces are measured quarterly, and if the percentage of FTE vacancy is above 15%, forces are graded as red. Significant activity has taken place across the Force with oversight and direction from a Detective Gold Group, which commenced in June 2024. The Gold Group is run using three clear strands, Recruitment, Retention and Wellbeing. These strands have been identified to be compatible with the NPCC Recruitment, Retention and Wellbeing of Investigators working group (RRWI), a group in which Surrey are delegates and embedded. These strands cannot be treated individually, as they all have a huge impact on each other and the objective.

Overall, the Detective Constable (DC) vacancy rates for Surrey Police have improved significantly over the past 12 months (34% to 10%), however this must be balanced against levels of experience. Attrition has reduced by 33% (2.6 to 1.75 leavers per month) over the past 12 months and the Force need to continue to seek and understand how it maintains and reduces this figure.

Surrey has one of the lowest PIP2 establishments compared to overall officers, at 12.8%. This is compared against the average of those forces of similar establishment, 15%. Top performing forces are closer to 19-21% PIP2 posts against establishment. In comparison to the Southeast (SE) regional forces, Surrey have the joint second lowest proportion of PIP2 DC posts against total establishment, second to Sussex who have 13.8%. Reviewing the areas with a similar officer establishment, Surrey are the lowest of the group at 12.8%, the highest being Humberside, with 21.4%. Of the forces with similar total establishment, Surrey has the smallest proportion of PIP2 DC establishment, and the lowest DC to Sergeant ratio, with 2.3 DCs to each Detective Sergeant (DS). The highest supervisory ratio within the Most Similar Forces (MSF), is Leicestershire with 4.5 DCs to each DS.

Overall, there is a gap in establishment in CID, DAT and CAT and the experience levels vary across the teams and divisions. Sickness levels across the teams are low and below the Force average. To manage sickness levels and keep them at manageable levels workload management is fundamental. All CAT officers are required to be SCADIP accredited, or working towards the same.

At present CID, CAD and DAT are equipped with laptops and MDTs whereas NPIT only have MDTs. From September 2024 all probationers were provided with a laptop. Due to system limitations supervisors need to manually update HR records to ensure that any restricted, recuperative or adjusted duties are accurately recorded, and officers are utilised as productively as can be according to their restrictions. The Force introduced Geotime in 2023, however due to continuous issues and some functions not being fit for purpose the contract with Geotime has been ceased and the SMT are looking at alternatives.

The premises for North and West division investigation teams are satisfactory. Due to the discovery of RAAC at Reigate police station in October 2023 Eastern division have been in temporary accommodation at Wray Park. A new Eastern division HQ is as part of the Force Estates Plan.

The CCTV Reviewer within CID role has been reassessed to better align divisions and ensure consistency. With the new requirement for everyone who collects CCTV evidence to be International Organisation for Standardisation (ISO) accredited a working group has been established to ensure the Force meets the requirements.

PERFORMANCE

Surrey has long been recognised as an area that is safe with relative low rates of crime and a force with a strong focus on prevention and problem solving. This trend continues and sees Surrey occupy high level of national rating in respect of incidence of crime.

Our Plan drives the Force performance delivery through the monthly Force Performance Board, chaired by the CC and Deputy Chief Constable (DCC) and attended by all departments. The scope of the meeting includes delivery against Our Plan objectives in terms of crime reduction, outcomes and workforce readiness. The Force has set the following outcome rates as targets for delivery against the Our Plan missions.

- Mission 1 “We prevent crime and solve problems” - Objective 1.2 Demonstrate dramatic progress on tackling Violence against Women and Girls (VAWG)
- Mission 2 “We investigate crime thoroughly” - Objectives 2.3 & 2.4 Increase solved & charge/summons outcomes

Overall, the Force performance in relation to investigating crime has improved during the last year in line with Our Plan (See Appendix for data). However, it is recognised there is still more to do. Our Plan sets the Force strategic direction, the intention is to be in the top half nationally for solved outcomes and charge rates, amongst other performance indicators. These outcomes are then the performance results of compliance with the Crime Management Framework (CMF). This has introduced new standards which are effectively targets, such as supervisor reviews every 28 days. The crime targets all support a Total Notifiable Offence (TNO) charge rate ambition of 10% and solved rate of 15%. There is also the Falcon audits and VICON audits which the Force use to monitor performance.

Our Plan has continued to increase the focus on solved outcomes and charge summons in line with the missions. There remains further work to achieve the Chief Constable’s ambition that the Force is ranked within the top ten nationally. However, the trend in improvement of outcomes continues.

A Falcon Investigation Standards Board has been established as the governance structure for investigation quality oversight. An outcomes review identified that Outcome 12 was being used incorrectly at times. Training has since been conducted, and all Outcome 12s are now reviewed by the Falcon Investigation Team to ensure they are being used appropriately.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The CIP went live in January 2025 and allows users to better concentrate resources, therefore providing an improved service to the public. CIP enables staff and supervisors to see the key areas of crime management often hidden in Niche, using PowerBI. As the system embeds in the Force it will support staff and officers to reduce caseloads, identify gaps in files, support employee wellbeing, and improve performance outcomes. It will also improve the Force understanding and use of data, to enable the Force to make strong operational, organisational and performance enhancing decisions. CIP was created in line with the priorities set out in Our Plan, which includes focusing more on RLOE, increasing charged and solved outcomes, and achieving justice for victims. During 2025 the next stages of the CIP and CMF will be implemented enabling further demand management and improvements.

A review of the investigative structure is an element of Op Solve and will assist in managing future demand. A new crime allocation policy is due to be implemented and will introduce a clearer definition of which crimes should be investigated by whom. High standards of investigation are crucial to building public confidence. Data obtained over the last 12 months has shown the following ‘Four Good Things’ lead to a vastly better level of investigation; Taking a victim statement at the earliest opportunity, arresting a suspect within 48 hours, recording a quality investigation plan, and ensuring a supervisory review has been done within 48 hours. There will be continued communications and performance monitoring through the Falcon Team audits to ensure investigative performance continues to improve. Performance management expectations for Police Constable (PC) to Chief Inspector are also being set to ensure there is consistency across all areas.

The Falcon Investigation Standards Board will continue to be the governance structure for investigation quality oversight. Falcon crime audits will continue to be conducted and will highlight best and poor practice at individual, team and force level with 1-2-1 coaching of poor performers. The implementation of Pronto being used to record

victim contact should improve VICON compliance, demand management and customer satisfaction, as referenced in Section 5.1.
The implementation of RVR will assist with managing demand. The future design of the OMU includes a desk based investigation team which will enable investigations to be progressed to the point of a suspect being identified, all RLOE completed and then handed to NPT for arrest.
Through the Detective Gold Group the Force will continue to undertake workforce planning to ensure the Investigating Officer (IO), PC and DC pipeline is continued. The Force will also encourage more detective development outside the DDHEP pathway through using the PC-DC pathway. The Force has seen a significant decrease in detective attrition and maintaining this will assist in ensuring the experience of officers improves, enabling increased efficiency. A Dedicated Coaching Unit (DCU) for detectives was piloted on West Surrey and is now being rolled out across the Force. The results demonstrated that officers were being more supported thereby decreasing the time required to complete their portfolio as well as decreasing attrition. The Force have been successful in encouraging lateral development in both constables and sergeants.
To manage the number of outstanding suspects a dashboard has been developed and highlights those suspects who remain outstanding. Furthermore a new Suspect Management Standard Operating Procedure (SOP) has recently been implemented with an increased focus on outstanding suspects in divisional performance meetings and monthly force level outstanding suspect meeting.
During 2025 a L&PD investigation standards resource to support coaching function and deliver training inputs will be introduced. A new supervisors investigation Standards course will also be created to support supervisors in investigating crime.
The Force is scoping the use of Artificial Intelligence (AI) within the CMF e.g. lines of enquiry and supervisor reviews. The exploration and implementation of AI will potentially create huge efficiencies for investigative teams meaning that they can increase productivity within their working hours. An external AI project management team is engaged with the Force, starting in April, and will be delivered in three phases: design/procurement/training. It is expected that an AI server will be in place in July/August 2025, with Surrey Police and West Midlands Police being the first forces to use AI for investigation support.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresees that most demand for the department will be met as a result of planned changes, and the focus is on improving quality and performance. Improving investigation standards and outcomes is a core area for the Chief Officers, and the Chiefs aspiration is to be ranked in the top ten nationally. The implementation of the next phases of the CIP, CMF and investigative structure changes from Op Solve will enable the Force to further understand and manage demand. It will also improve quality and performance which are fundamental.

Section 6.1: Violence Against Women & Girls Offences

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	4 Significant	4 Significant	64	Substantial
FMS 7 score	4 Increasing Slightly	3 Substantial	4 Significant	48	Substantial

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Demand for Harmful Traditional Practices (HTP) is measured via Niche flagged incidents. There were 21 cases recorded and identified in 2024, this is an increase of 9 cases from the previous year. The increase is likely due to an increased awareness from reporting officers and better work done with partners in reference to recording. Changes to demand in this area are low and so do not have a significant impact on investigating teams.
Stalking and Harassment demand is measured by allocated workloads to investigators. The new CIP can show investigators and supervisors live investigations. The stalking dashboard provides in depth and up to date insights into stalking demand. Investigators also have outstanding suspects to manage as well as Stalking Prevention Order (SPOs) holders/breaches of SPOs. In 2024 a Stalking Super Complaint was released which included recommendations for forces. At present the portfolio lead is scoping this work. Some recommendations are thought to create efficiencies (such as technological solutions) and some will put expectations on forces to create more and better training which will impact on demand. Demand has increased in 2024 by approximately 156 cases. The increase is due to several factors; a national focus on forces to correctly identify and record stalking offences and the increase in social media platforms and digital media has allowed stalking and harassment in a virtual space increasing offences and malicious communications. There have also been changes in HO Counting Rules (HOCRs) relating to stalking and harassment which have increased the volume of crimes being recorded.
RASSO cases are measured using Niche (workload numbers/flags/tasks etc.), CJ data (remands/submissions/action plans) and victim management. The adoption of Op. Soteria has improved investigations but has increased the time that investigations take adding to incoming demand. The top crime type in Surrey relating to RASSO offences is sexual assault on a female aged 13 and over, this accounts for 37.8% of all sexual offences recorded. The demand is spread across multiple investigation teams as there is no dedicated sexual assault team. Looking specifically at rape, Surrey has 0.68 offences for 1000 population, the lowest in the country. As cases are often low in numbers any increases can make a large difference to the geographical form of data charts. Generally, over 2024 demand has remained stable, the biggest increases have been in sexual assault rather than rapes and this is being monitored closely. Given the stable nature of the crime type the effect of the increases seen in 2024 is that there is a lack of ability to progress legacy and existing workloads alongside daily incoming demand.
DA demand is measured through crime recordings on Niche and calls for service. Often the demand for service outweighs the resources available to respond. Additional demand comes from national awareness campaigns such as the Domestic Violence Disclosure Scheme (DVDs), also known as Clare's Law. DA demand has decreased by 6.1% however DA stalking has increased by 3.1%. Controlling and Coercive Behaviour (CCB) has significantly reduced however this is due to a recording issue which has since been rectified. Non-Crime Domestic Incidents have increased significantly along with DVD demand. This is being monitored on the Force risk register. Investigations are taking a significant amount of time to resolve which impacts on victim engagement and attrition.
Child safeguarding demand is measured through reports, operations, referrals and interventions. Between September 2023 and September 2024 there were 6048 crimes identified under a new force definition of child abuse. It is therefore impossible to compare data to previous years. The new definition aimed to rectify issues with flagging and help understanding. Police Single Point of Access (PSPA) demand saw Multi-Agency Partnership Enquiry's (MAPEs) increase by approximately 25-30% and contact volume for Single Combined Assessment of Risk

Forms (SCARFs) submissions increase by 50-100% as a result of better training and a clearer definition. A more recent spike in MAPEs is likely due to the Op Unison trial (the murder of Sara Sharif). Since that trial referrals have increased by 40-50%. Policy changes within the FCC have also increased SCARFs however rather than this being an increase per se, it is more likely that this is a true reflection of volume. Increased demand is putting pressure on teams investigating child abuse who are taking on more volumes of crime while undertaking longer and more complex investigations. There is a resourcing challenge which adds to this pressure.

PROJECTED DEMAND

The current situation in the Middle East may influence migration to Western Europe which increases the likelihood of immigration to the UK. Increased immigration levels can lead to increases in HTP reports. While generally, data has remained static over the past 3 years there is more investment with partners and school staff inputs to promote awareness of HPT which often leads to increases in professionals reporting hidden harms. Often it is not victims reporting HTPs, rather it is usually agencies and partnerships, which leads the Force to believe that it is likely that reports will increase year on year.

Predicted demand for stalking and harassment, as the demand is managed within multiple teams largely is dependent on Op Solve which is ongoing to review the Force structure. It is likely that demand will continue to increase with higher public interest and scrutiny of stalking investigations as a result of the Stalking Super Complaint. The increasing size of the digital space also lends itself to more stalking cases.

It is expected that generally RASSO cases will remain stable. That said, it is extremely difficult to predict societal changes to reporting of crime, something that is a crucial factor in sexual offence reporting. Any increased media or societal discussion on serious sexual offending gives rise to increased reporting and subsequent demand. There is increased support focusing on DA in society and a significant proportion of work managed in the Sexual Offences Investigation Team (SOIT) is DA related, up to 47%.

As the awareness of VAWG increases so too will demand pertaining to DA. The HO has stated that they have plans to reduce VAWG offences by 50% in 10 years so there is likely to be a rise in the use of civil orders such as Domestic Violence Protection Orders (DVPOs) and DVDs. Until the Government's VAWG strategy is released predicting demand can be difficult. Demand in Surrey specifically is also likely to increase as a result of Op. Unison which has already increased demand in the PSPA as there is additional scrutiny on child abuse/DA cases. This increase will likely continue as learnings are implemented from this case specifically.

Whilst forecasted demand is set to reduce, the projection from the Child Safeguarding Team would be that reports of child abuse are likely to increase, particularly in relation to online offences. Online Child Sexual Assault and Exploitation (CSAE) cases are increasing and technology plays a large part. Child abuse and exploitation accounts for 3% of crimes in Surrey and Sussex which has increased by 6% in the last year. The cost-of-living crisis has also increased the risk of children becoming victims of exploitation, abuse and neglect.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Much of the workforce assessment can be found in Section 5.2 which covers investigative teams, below is specific references to the areas covered in this section.

There is no dedicated team investigating HTP. The workload is mostly held by DAT/CAT/CID and investigations are carried out by those PIP2 qualified. There has been an increase in training on HTP to assist in investigations and an increase in SPOCs across the Force, there are now 41. Officers investigating HPT in CAT have an individual toolkit to manage wellbeing whereas those on CID/DAT are supported by line managers. Regional training is offered to SPOCs to support in their role and frontline officers receive regular CPD to make sure training is adequate.

Stalking and harassment is investigated by multiple investigative teams. In relation to stalking specifically the Stalking Super Complaint has relevant recommendations regarding an improved training structure for all investigating officers. The Super Complaint also makes reference to improving the capability of technology for investigating stalking.

Capacity to investigate RASSO is extremely stretched. There are high workloads and resourcing is frequently changing and reducing. The designated SOIT does not have its own route of new staffing, with a forcewide knowledge of high workloads and high demands vacancies are extremely difficult to fill. The workforce cannot meet its current demand in terms of longevity. Initial investigation quality is excellent however, investigative drift and a lack of resource leads to stagnated cases. There have been a number of developments to improve the capability of the workforce. These include the Rape and Serious Sexual Offence Investigative Skills Development Programme (RSIDP) which has been delivered to 144 members of staff with a further 127 booked on to complete, the implementation and formal adoption of Op Soteria, RASSO first responder training has been built into all

foundation courses for new recruits and CPD sessions for all NPT officers are in place. Wellbeing remains a challenge for RASSO investigating officers. High workloads and cases involving impactful trauma increase concerns. There has been a significant increase in sick days taken over the last 12 months (89.7% increase in the DC rank and 92.8% increase in the DS rank), MH is a large contributor to this sickness. Resilience is low and there are limited opportunities to increase staffing. Across the wider Public Protection Portfolio there is an accumulation of individuals with restrictions which make them unable to work in the SOIT environment.
Resourcing in DATs and SOIT areas is leading to delays which impacts on victim engagement and attrition. Court backlogs compound this issue. Dedicated teams for DA are considered a strength. However, maintaining the numbers required is challenging. IO and Staff experience is excellent. However PIP2 Officers sometimes lack experience. The changing landscape in experience impacts on victim's trust.
A review of PSPA capacity in relation to child safeguarding is currently being undertaken given the increasing demand for MAPEs and DVDs. Since the last Force Management Statement (FMS) there has been a PowerBI product created in PSPA to develop data use. This provides greater efficiency for secondary risk assessments and an increased understanding of cumulative risks. Signs went live in February 2025 which provides greater opportunities around automation and the ability to develop into the data warehouse the scope of which is currently being undertaken by DDaT. PSPA staff require the Police National Database (PND) to perform their roles however PND access is being reduced across the Force. This impedes on the ability to carry out roles effectively. PSPA have received bespoke training in child protection areas including neglect. Further training is required for those who are not child protection trained (SCAIDP). Teams who investigate cases of child abuse have routine psychological screening assessments and there are wider support forums available for detectives and IOs.

PERFORMANCE

The Public Protection Support Unit (PPSU) review HTP and collate, share and escalate feedback through line managers for any operational risks identified, poor or good performance. All HTP Niche records flagged are reviewed by a PPSU officer. Results are stable and performance is good based on the identification of HTP, the safeguarding of a victim, compliance with policy and the recognition of available support services. There have been no significant risks identified in the last year. This remains similar to previous years. Comparing to regional forces, Surrey is one of the only ones capturing and reviewing all HTP incidents/crime centrally.
Stalking and Harassment performance is measured on a number of items including the accurate identification and recording of stalking crimes, the expedition of stalking investigations, the adoption of a problem-solving approach, maximising the use of SPOs and protective orders and producing an acceptable positive outcome and charge rate. Surrey Police has one of the highest charge rates nationally and one of the highest numbers of SPOs issued in proportion to the population. Surrey Police has been recognised as having excellent practice in relation to the Stalking Clinic which is a multi-agency approach ensuring best practice and learning. A stalking dashboard allows the Force to understand, in depth, the ongoing performance around stalking investigations. Surrey Police has a solved rate of 21.7 which ranks the Force as one of the top performing in relation to positive outcomes.
Expected performance for RASSO is aimed at high investigative quality. Performance statistics will only follow if investigation quality remains high. The Force target for serious sexual offences solved outcomes is 9.1%, current figures put Surrey Police at 9.5% and the target for rape solved outcomes is 7.2%, currently Surrey Police are meeting 6.4%. Surrey Police performance fluctuates above and below these figures. If Surrey Police can meet and maintain a solved outcome rate of 10% for RASSO the Force would be in the top third of performing forces. Presently, performance is not being met. Within the last year the Force reached an 11% solved outcome rate for rapes, but this was not sustained. The predominant reason for not maintaining this figure is a lack of resourcing.
Surrey Police has improved its performance in relation to DA with a charged/summons rate of 13.2% the challenge remains in maintaining this figure. Positive outcomes have improved, and Surrey Police are now in the top 10 in the country whereas last year were in the bottom 10.
Performance for the CATs is managed divisionally- please refer to Section 5.2. The PSPA has developed its own performance framework and currently performance standards are being met.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

To manage the difference between current and future demand the Force are incorporating HTP knowledge into BAU allocated between PIP2 resources depending on the age of the victim. External training and internal regional training may well increase professional's reporting and identification of HTP therefore the embedding of knowledge across the Force is vital to meeting demand. Surrey Police recognise that it has a good response to safeguarding and investigations in relation to HTP however, if Niche records are not flagged appropriately then

the review process may not be followed. Increased training has highlighted the importance of flagging. It is also noted that the recording of self-defined ethnicity is poor across the Force. This means it can be difficult to define specific communities for engagement opportunities.
The recommendations from the Stalking Super Complaint will ensure that the Force is actioning areas which need improvement thus offering a high level of service to victims. The Force has a Gold Group in place to tackle the recruitment and retention of detectives which impacts heavily on the investigation of this type of crime. Stalking is always categorised as a PIP2 crime, this is a relatively recent change and is still embedding. When fully in place this will have an impact on the demand of PIP2 teams. There are also changes to take place in 2025 in regard to legislation around DVPN/DAPOs. However, until changes are made officially the likely impact is unknown.
Demand for RASSO is not expected to change significantly. The challenge lies in being able to maintain and progress the demand felt within SOIT. The introduction, in 2025, of a PIP2 IO role to ensure the spread of investigative workload should help with workload pressure and improve wellbeing. Surrey Police are working with an AI project using RASSO as test cases to try and improve efficiency. Surrey Police are also continuing with the 'Tell vs. Reported' policy which helps officers to determine at an early stage whether they have a viable investigation. A consistent use of CIP will help to manage and monitor workloads, this alongside the promotion of efficient crime management/investigations will help to improve meeting demand. The existing budget for SOIT is not reflective of demand or the needs of the team. The budget is currently being reviewed.
Op Solve will assess and review staffing levels for DA teams to maintain outcomes. As mentioned previously, often calls for service outstrip resourcing for deployment. Surrey Police is introducing RVR which will enable more efficient working practices as more victims will be seen. This will also negate the need for a DA car when introduced. Further improvements will be seen with dedicated CPD to push a move towards more evidence-led prosecutions. More timely attendance through the use of RVR will lead to increased victim engagement which will help Surrey Police to better meet performance targets for outcomes.
The introduction of Signs allows for better efficiency regarding the triage and assessment of child safeguarding information. A full review of PSPA is currently being undertaken and this seeks to identify and analyse potential gaps within the current model. In March 2025 Child Exploitation Teams went live with an aim of removing SPOCs and having Exploitation Coordinators instead which has generally been found to be effective. A greater efficiency in triaging safeguarding referrals will lead to increased opportunities to use data to proactively identify children at risk. In turn this will allow for an increased focus on disruptions.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Currently demand relating to HTP is being met. While it is acknowledged that multi-agency group work may increase reporting/demand it is hard to say if this will cause an increase so large that CID/DATs cannot manage. Due to the high-risk nature of HTPs all incidents flagged are investigated and/or safeguarded and referred to partnership agencies appropriately, however, unflagged crimes/incidents are a risk that cannot be quantified.
All stalking and harassment offences are dealt with by investigating teams. The new CIP assists in managing and prioritising demand however changes from this cannot yet be quantified. The recommendations from the Super Complaint should help improve flagging and therefore there should not be unmet demand, however, capacity on investigating teams does factor into the ability to meet and service demand to the correct levels.
Existing RASSO need will be managed. The high workloads do impact on staff wellbeing and therefore the timeliness of investigations and ultimately the victims of crime. There is a significant number of legacy demands and while resource remains below what's necessary, historic cases are not progressed which is currently being tolerated. While there has been a small uplift in Detective Inspector (DI) and DS posts establishment remains too small to meet all aspects of demand.
Ongoing vacancy and attrition rates in DATs remain a risk. The capability of those in post impacts heavily on the quality of investigations and outcomes. This remains a gap that's tolerated while inexperienced staff are upskilled. For further commentary please refer to Section 5.2.
Child safeguarding will continue to meet need but not with the right resource which impacts on the timeliness of investigations in particular. It is noted that not all child abuse sits within the right teams which is currently being mitigated through manual daily searches and reviews of NPT workloads. The incorrect resourcing does lead to concerns around child safeguarding across the Force. Not all divisions can commit to changes which aim to be made for the better for example the restructuring of Child Exploitation and Missing Units (CEMUs) into Child Exploitation Teams due to resourcing. This leaves a gap in response depending on where in Surrey the investigations are picked up.

Section 6.2: Non-Violence Against Women & Girls Offences

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	3 Substantial	3 Substantial	36	Moderate
FMS 7 score	4 Increasing Slightly	2 Moderate	3 Substantial	24	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Demand within the Adult Safeguarding Team (ART) is increasing. This is in part due to the new nature of the team, which was established as a pilot in October 2023 therefore, where adult safeguarding issues were managed on divisions, the ART now specialises. In 2024, the ART investigated 44.9% of all crimes involving adults at risk, the remaining crimes remained with NPT and CID. As the profile of the team increases, as too does the workload. Demand within the ART, while increasing, remains difficult to quantify due to the recent creation of the team meaning there is no previous data to reliably look back on and issues with flagging across the Force compound this. The term 'Vulnerable Adult' is generally misinterpreted and therefore there is a disparity between the number of crimes recorded manually vs. PowerBI data.

Hate Crime across Surrey is increasing. In 2024 there was a 5% increase overall. The greatest area of increase is within the faith category which has seen an increase of 46.72%. Generally, Surrey is following national trends. The terrorist attack in Israel in 2023, with the subsequent Israel-Gaza war has resulted in increases in the recording of antisemitic and anti-Islamic hate crime in particular. One of the outcomes of this increase is the demand placed on NPTs to reassure both Jewish and Islamic communities. While this is not a forcewide impact, it does place additional demand on those based in larger faith communities and communities where there are Universities.

Demand around missing people can be difficult to quantify, particularly when looking back across previous years due to complexities during Covid which makes some data somewhat anomalous. In 2024 Surrey Police introduced Right Care, Right Person (RCRP) which has resulted in a decrease in reports of missing persons from healthcare settings. Later in 2024, the Philomena Protocol was also introduced which improved service level agreements with childcare settings which led to a further reduction in reports. Overall, in 2024 there has been a 25% reduction in missing persons reports across the Force. While this news is positive, demand does remain high for Duty Officers as current procedure means that all missing persons are managed by Duty NPT Inspectors who also have other duties to perform, this paired with a high number of high-risk missing persons across the County means that scrutiny must be higher.

MH demand, despite improvements, overall remains high and a risk for the Force. The capacity of the Force to respond was reduced in January 2024 with the closure of the Surrey High Intensity Partnership Programme (SHIPP) and the implementation of RCRP Phase B has been delayed due to challenges with funding and resource capacity. Challenges experienced by external partners contribute to the increasing demand seen by Surrey Police, particularly frontline officers who are spending vast amounts of time abstracted from core policing activities to focus on health and social issues. All aspects of MH demand have increased. Notably, calls into the Force have increased by 25%, therefore, even with RCRP in place, the Force is still on the frontline of this demand. The number of s136 detentions have increased by 6.7% and the average time of detention has also increased alongside this to 10.74 hours. Police conveyance rates for s136 detentions have increased by 45%. The number of CYPs detained under s136 has also increased.

PROJECTED DEMAND

It is predicted that adult safeguarding demand will continue to increase. Divisional teams are more aware of the ART and are therefore referring more reports to the ART rather than holding investigations on division. The Surrey census shows an increase in the elderly population which, in turn, increases the chance of more adults at risk. Furthermore, there is a new inpatient mental health unit opening in North Surrey in early 2025 which could lead to new reports of concern. As the team develops, there is closer working with partnership agencies which can lead to new reports of adults at risk further increasing demand. There is to be an independent commission into Adult Social Care which can increase awareness in the community and thus increase reports as seen in many other areas of policing.

By March 2029 it is predicted that hate crime will increase by 30.1%. This is a fair assessment based on previous years. Often, hate crime numbers can be increased by national and international events such as those ongoing in the Middle East and the disorder seen in the UK in the summer of 2024. Potential changes to Non-Crime Hate Incidents (NCHIs) may increase the demand for service as the incidents that police must respond to may change.

It is likely that further reductions in missing persons demand can be made as RCRP and the Philomena protocol are embedded and the police and external agencies become more acquainted with their service level agreements, however, it is likely that the biggest reductions have already been seen following implementation. While forecasting would suggest that there will be a further reduction across 2025 there are many external factors which influence missing persons demand. A significant proportion of those reported missing in Surrey are managed by other agencies, and while those agencies have the capacity to fulfil their agreements within RCRP and the Philomena protocol demand is removed from Surrey Police, however, if for some reason those agencies cannot comply then demand is very quickly reverted to policing.

Future demand on MH is difficult to predict due to the unknown impact of RCRP Phase B which is yet to be introduced. The implementation of Phase A has been successful in reducing demand on the police frontline, particularly in relation to AWOL, hospital walk outs and welfare checks, however, to further reduce demand in other aspects of policing Phase B is critical. Currently, there is a challenge regarding funding and resourcing in health and social care across the County which makes the implementation more complex. Surrey County Council are implementing a County wide multi-agency MH system which may make positive changes to policing, however, the impact of this is unknown due to the relatively recent start in October 2024. While waiting for RCRP Phase B to be implemented, Surrey Police are still working on the Mind and Body programme to try and reduce demand which aims to implement more aligned working practices across the MH service and acute hospital trusts, this includes the implementation of a MH response vehicle to try and pull some of the response from NPTs.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Adult Safeguarding investigations are conducted by a range of departments- please refer to section 4 and 5.2 for workforce assessment on NPT and Investigations. The ART consists of 1 Strategic Manager, 1 DI, 1 DS, 2 DCs and 4PCs. The department holds no vacancies. The staffing has remained as current since the inception of the ART in 2023. This is creating an experienced and capable staff. While the numbers remain static, the gained experience is allowing more timely investigations and decisions as well as enabling staff to act in a specialist advisory capacity for other departments who are also managing adult safeguarding reports. The ART operates during office hours to allow them to better work with partner agencies, although this does mean that on occasion CID are responsible for responding outside these hours. Staff are supported by annual psychological screenings and there are adjustment passports in place to support staff with neurodiversity. The team have also been a pilot for the 'Pause for Thought' offer to defuse staff exposed to trauma, this has been positive. The ART can access agile working to support with work-life balance and this is well received. When in the office there is a suitable premises where the whole team can be together.

Hate Crime is investigated on division. Please refer to section 4 for an assessment of the workforce. To add to this, specifically reviewing hate crime, during 2024 all response officers and supervisors were provided bespoke hate crime training. This training included investigation standards, victims' needs and CPS requirements. It is worth noting that since this training in January 2024 there has been an increase in solved outcomes and an improvement in the service provided for victims.

Missing Persons investigations are held within NPT. Please refer to section 4 for an assessment of the workforce. To add to this, in 2024 Surrey Police recruited its first Missing Persons Co-Ordinator in East Surrey, it is hoped that a further two to cover West and North Surrey will be recruited in due course owing to the success on East. Missing Persons are overseen by a DI in Local Policing (having moved away from Public Protection), however, the person responsible is currently on secondment which has created a capacity gap and a reduction in governance within

the portfolio. It is also worth noting that Missing Persons is covered in the NPT Inspectors course. However the course does not cover, in great detail, risk assessments and gradings of missing people. It is thought that this contributes to the high percentage of high-risk missing persons seen in Surrey, therefore additional training in this area would improve the workforce understanding and reduce demand.
MH demand has wider implications across the Force. For an assessment of the workforce attending MH incidents please refer to section 4. There is currently one senior manager and two staff overseeing MH across the Force. There is the potential that due to financial reductions due in July 2025 this establishment could be reduced. This is when the funding for the Force Suicide Prevention Advisor ceases, this will reduce the assets, capacity and capability of the MH team. MH education is provided across the Force and overseen by the Force MH lead. There is a review of all MH training provisions due in 2025/26 to ensure that the Force is performing at its best.

PERFORMANCE

There are no national frameworks relating to performance for adults at risk. To ensure that staff work to force expectations there are daily triage meetings to make sure that where possible complex or challenging investigations are allocated in accordance with the skillset of officers involved.
There are national standards for hate crime performance. The Force hate crime strategy for 2022-2025 has set a target of achieving a 15% solved outcome rate by April 2025. The current solved outcome rate is 17.2%, this has been achieved by improved dedicated training.
There are no targets for missing persons. However, monthly trends are reviewed, and the number of missing persons is reducing, alongside the time that people are missing with the average missing time in December 2024 being 3 hours and 58 minutes. While the reduction in missing people would indicate that performance is improving, there remains a challenge in the percentage of high-risk missing persons as noted above which increases demand on supervisors and duty officers.
There's a wide range of performance measures which MH staff are assessed against including the Code of Ethics, Competency and Values Framework and HO performance monitoring. Performance levels are being met by Surrey Police when compared against internal measures, however, performance when measured against external measures can be more complex as performance is so heavily influenced by external factors such as health and social care services. That said, Surrey Police are in line with regional benchmarks despite being a smaller force.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

There is evidence that the ART has made good progress in improving the identification of and progression for adults at risk. It is hoped that improvements in identifying adults at risk across the Force will reduce the gap between flagged demand and actual demand. Components in Niche allow for direct tasking to a suitable investigator to ensure that crime is thoroughly investigated.
Increasing demand related to hate crime can be managed by the Force having a better understanding of hate crime overall. This is already evident in the improved outcomes seen from bespoke training in 2024. In order to maintain and improve understanding refresher training sessions have been introduced to ensure that skill levels are maintained. A new force policy for NCHIs is being published which will provide clearer guidance and direction to staff who manage these incidents which means that resources are only to be dedicated as required under CoP guidelines. This is currently due to be implemented in 2025. To assist in meeting the demand, Niche portal briefings can be used to highlight areas of concern and geographical spikes in offences as well as areas identified as subject to increased community tensions, this allows the Force to better direct resourcing.
In order to try and reduce some demand within Missing Persons there is to be enhanced training for Duty Officers and DIs with a particular focus on risk assessments and review processes. It is hoped that this will reduce the percentage of high-risk missing persons currently held across Surrey as people will be able to better assess the actual risk level. This will mean that those who really are high-risk will have an enhanced response. In order to assist with meeting demand technological options need to be explored. Those investigating missing persons need better access to a range of platforms that particularly young people use. A standardisation of Missing Units and a bid for two additional Coordinators will help Surrey Police meet the demand that is faced.
It is critical that RCRP Phase B is implemented in order to better meet MH demand. A key aspect of this is engagement with the appropriate agencies to influence service delivery. The Force has introduced a pilot of Op Thornberry to meet high intensity/frequent MH behavioural demand. If successful, this could reduce frontline policing demand. The introduction of Op Cavell, the response to incidents of violence and aggression to NHS workers, will help to deliver a more effective and consistent investigations procedure, helping to meet demand in that area. There has been the introduction of a s136 learning panel to review performance and this has been

successful in monitoring and reviewing operational delivery to influence working practices. Combined these approaches can reduce repeat demand through more aligned processes and an improved response from health and social care under RCRP.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Demand within the ART inevitably exceeds the capacity of the dedicated team, however those reports allocated to CID and NPT are triaged and subject to review to ensure that risks are mitigated. The removal of the ART would create an intolerable risk to the Force and impact on public safety and confidence, as well as stopping progress towards the Surrey PEEL 2023-25 AFI.

The Force policy states that all hate crime is deployed to. Under current guidance, not all NCHIs are resourced, this may be questioned by some complainants, but the risk of non-deployment can be tolerated through a review process. Mandatory reviews minimise delays in identifying offenders and drives compliance with Statutory Victim Codes.

Demand will continue to be met in regard to missing persons. Divisions await the response to a bid for two more Missing Persons Coordinators with a view to better aligning working practices across the Force.

Much of the demand within the MH portfolio is influenced by external factors. The introduction of RCRP Phase B has been more complex, managing the political and financial landscape across multiple services, however Chief Officers remain committed to ensuring that implementation goes ahead. While there is a delay there is a degree of tolerance for change.

Section 7: Managing Offenders

FMS		STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score		4 Increasing Slightly	2 Moderate	5 Very Significant	40	Moderate
FMS 7 score	HHPU	3 Stable	2 Moderate	5 Very Significant	30	Moderate
	POLIT	5 Increasing Significantly	1 Low	4 Significant	20	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

High Harm Perpetrator Unit (HHPU) is responsible for reducing the threat posed by Registered Sex Offenders (RSO) and violent offenders through the implementation of risk management plans. It is also responsible for managing ancillary orders and works with partners to implement Multi-Agency Public Protection Arrangements (MAPPA). Demand for HHPU is determined through the number of RSOs requiring management, the number of MAPPA managed offenders, number of domestic abuse perpetrators managed through Multi-Agency Tasking and Coordination (MATAC), number of ancillary orders managed, number of Integrated Offender Management (IOM) offenders managed, and disruption data.

During 2024 the volume of total managed offenders has remained fairly stable, increasing by 49 since January 2023, and those in the community increased by 20. The risk ratios and disruptions (charge/summons/cautions, proactive intervention, disclosures, breaches, arrests, new offences) have also remained stable. There has been an increase in the volume of ancillary orders which are applied for and managed by HHPU. There has also been a significant drive to increase the proactivity of the teams and use of arrest (see Appendix for data). An increase in demand increases the Offender Managers (OM) workloads and a higher proportion of OMs are at the upper limit and exceeding the recommended levels of offenders and offender risk ratio.

Paedophile Online Investigation Team (POLIT) is responsible for investigating Online Child Sexual Abuse and Exploitation (OCSAE). Demand for POLIT is determined through the volume of OCSAE investigations and volume of devices requiring Digital Forensic Examination. During 2024 there was 426 referrals into POLIT. There has been a 33% increase in referrals into POLIT since 2020 (see Appendix for data). POLIT are now taking directly reported OCSAE from divisions and OSCAE accounts for over 32% of CSAE. Nationally OCSAE continues to grow, resulting in increased workloads and greater exposure to Child Sexual Abuse Material (CSAM) on Officers/Staff which can impact on staff welfare. In last year's FMS the Force wrote that the NPCC lead for Offender Management had predicted an increase in referrals and estimated that Surrey had a backlog with the National Crime Agency (NCA) of 139 cases. The NCA are now starting to address their backlogs and this is contributing to the increased monthly referral volume.

PROJECTED DEMAND

In relation to HHPU if the Force maintain the same rates of new/transferred in and transferred out/archived cases it is foreseen that there will be an increase of 100 RSOs requiring management within the next four years. If new ancillary orders, such as the currently piloted Domestic Abuse Protection Order (DAPO), go live across the UK it will increase the volume of offenders requiring proactive management.

In relation to POLIT if the Force follows the current trend of a 33% increase it would mean a yearly volume of c.560 cases within the next four years. Further advancements in extending the Force 'digital-beat' into a proactive patrol of the dark-web to catch high-threat perpetrators would increase demand. Demand would also increase due to technological advancements and further ISO accreditation. As perpetrators seek further new methods to evade detection, law enforcement must continue to advance tools and methods which uncover offending and capture evidence for prosecution.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The HHPU are a Management of Sexual Offender and Violent Offenders (MOSOVO) trained specialist team. A significant number of staff have been with the team for over five years. The HHPU have been running at optimum capacity, with staff at, or near the recommended maximum numbers and threat ratios. The vacancy rate is low and sickness levels are not a concern. The technology the team use is accessible and meets the requirements. The ViSOR system is due to be replaced by MAPPS which will ensure serviceability of technology. During 2024 the Eastern HHPU have had to move location due to the RAAC issue at Reigate Police Station.
An uplift bid was made and approved for OCASE offences to be investigated by POLIT instead of on divisions. The capacity in POLIT is sufficient, there are currently no vacancies, and capability will increase once the uplift in resources is in place. Currently 50% of investigators are PCs in a DC post, with mitigation in place though DS supervisory oversight. POLIT investigators require specialist digital examination skills which takes time to develop. With a high number of new starters in the team this creates a capability gap whilst they gain training and experience. Consequently this results in workload volumes varying between 34 and single figures, the average is 15. Sickness levels are not a concern, and technology continues to advance and therefore POLIT must continue to evolve and embrace new technologies. The HQ redevelopment programme means that POLIT will have to move to another premises within HQ at some stage.

PERFORMANCE

Performance for HHPU is monitored through the following measures;

- Unannounced visits conducted on time
- Active Risk Management (ARMS) risk assessments conducted in a timely manner with specific, timely and measurable actions
- Use of the ViSOR actions tab and visits tab
- Supervisor ARMS reviews completed on time
- Proactive risk management
- Use of proactive monitoring technology
- Effective use of arrest and bail if remand thresholds are not achieved
- Interoperability with Probation and other partners to manage and reduce MAPPA risk

Acceptable performance is being achieved; the arrest rate continues to be driven upwards and disruption volumes have been sustained. An area being monitored is supervisor outstanding reviews as they have increased due to recent pressures on the supervisory cohort and additional focus will be given to the OM reviews to ensure they are identifying risk, being robust in its management and making specific, timely and measurable actions (see Appendix for data). The Force has sustained disruptions over previous years and there's been a greater proportion of arrests than last year. The Force has higher volumes of disruptions than regional colleagues.
Performance for POLIT is monitored through the following measures:

- NCA referrals crimed on receipt
- Crime Data Integrity achieved
- KIRAT risk assessment guidelines met for interventions
- Timely safeguarding referrals made when child identified at risk of harm
- Quality Digital Forensic Strategies
- Timely safeguarding reviews/intelligence refreshed
- Child Sex Offender Disclosures (CSOD)
- Positive outcomes

Acceptable performance levels are being achieved and maintained from previous years.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The volume of RSOs is not expected to rise significantly, and the establishment can manage demand. The RSO volume overall and per OM is monitored monthly. A new Cambridge Harm Index scoring methodology has been created and will better identify the highest harm perpetrators who require management. Ancillary order volume is monitored and the most impact will be when the DAPOs go live if they are supported after the pilot phase taking place in other force areas. Overall, it is critical to maintain establishment in order to meet demand. In order to generate ideas from the workforce which can improve working practices an innovation panel has been established. The department will maintain oversight of referral volume and digital forensic requirement and ensure training and capabilities meet technological advances. Taking directly reported OCSAE into POLIT will make the Force process of investigating these offences more efficient, ensuring the use of the right skills and experience. It will also close the Force demand gap by improving investigative and safeguarding response for children subject to OCSAE.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresee that demand for the department will be met as a result of the planned changes. The decision by Chief Officers to approve POLIT to investigate directly reported OCSAE will help ensure all officers and staff investigating this crime type have the appropriate knowledge and skills.

Section 8.1: Serious and Organised Crime – Investigations

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	3 Stable	3 Substantial	4 Significant	36	Moderate
FMS 7 score	4 Increasing Slightly	4 Significant	4 Significant	64	Substantial

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Cybercrime demand can be measured in three ways; disseminations for investigations from the National Fraud Intelligence Bureau (NFIB), calls for service to the Force and support to other investigation teams. The Cyber Crime Unit (CCU) is a collaborated function, as such the commentary within this FMS pertains to both Surrey and Sussex Police. Over the last year data quality from NFIB has improved, now, cyber-dependent crime and cyber-protect notifications are separated. There was a peak in transfers from NFIB to police during the Covid pandemic however, this has since plateaued. Demand is increasing in Surrey Police. The CCU have been more proactive in identifying calls for service and cases held elsewhere which would be better suited to CCU input. Paired with the number of referrals, the CCU had reached a point whereby the balance between increasingly high-risk Serious and Organised Crime (SOC) investigations vs. an increasing demand for volume investigations could not be sustained. This has led to a regional pilot to collaborate teams enabling the SE Cyber team to better meet demand with largely the same resources as when teams were formed many years ago. While this has improved performance through sharing of resources, this does mean that the regional team are stretched and only able to attend to demand as it currently stands.

The best measure for assessing demand within the Major Crime Team (MCT) is to look at previous data for Surrey Police and Sussex Police alongside national trends. Surrey remains one of the safest areas in the Country, that said, the range of complexity in MCT investigations is considerable. Not all demand can be predicted as some volume investigations can have a considerable impact on resourcing. In 2024 the MCT investigated 12 homicides in Surrey, however, it is not just active investigations which add to demand. There were 34 ongoing/legacy cases carried over from 2023-2024 and 37 carried over from 2024-2025. There is also inquests in place which MCT must respond to, as well as other queries/responses and investigations. Reviewing the number of homicides and on call responses demand remains stable as it has done for a few years, however, external influences such as increasing knife crime, an increasing population size and MH pressures within the community can have a big impact on demand overall. Large scale investigations of increasing complexity reduced the team's ability to resource legacy investigations and the capacity to resolve departmental risks.

Serious Violence in Surrey is defined as offences resulting in serious injury (Grievous Bodily Harm (GBH) or above), offences involving knives, firearms and homicides. The number of these offences is measured through recorded crime volumes. The largest volume of these crimes in Surrey is Assault with Injury where in 2024 there were 6131 recorded incidents. Generally serious violence offences have remained stable over the past year with the exception of Violence with Injury (PIP2) which over the past 4 years has increased by more than 50%. This figure does not differentiate between DA and non-DA offences and as such there are a range of reasons while demand in this area specifically is increasing so dramatically, including better recognition and reporting of DA, and the changed demographic of the County post-Covid whereby a large number of people moved out of London. One factor particularly influencing demand is the lack of PIP2 Detectives in the Force- please refer to section 5.2.

Demand in the Economic Crime Unit (ECU) largely come from two areas; calls for service and disseminations from NFIB. The investigations are fed into a PowerBI product which gives a clear indication of the demand on Financial Investigators (FIs) including current workload and asset denial activity. Fraud numbers remain high with the number of cases reported to Action Fraud being 6848, an increase on the previous year, however, stabilising from a peak during the Covid pandemic. Niche is used in the Force to flag fraud cases and over 2024 the number has increased by 10%. FIs are routinely called upon to support crimes in action and Missing Persons enquiries, this is an on-call function and there are regular call outs from both Surrey Police and Sussex Police. The ECU is also responsible for the Proceeds of Crime Act (POCA) activity. This activity tends to fluctuate, and so time allocated does tend to change frequently making time hard to plan. Divisions who also investigate fraud lack significant experience and therefore the Force has low positive outcomes in relation to fraud investigations as the ECU is too small to take on all cases or support as much as is needed, this adds to the demand felt in the team. In order to stem demand the ECU THRIVE all fraud cases and only adopt those where the most benefit could be felt from expert knowledge.

Overall, Serious and Organised Crime Unit (SOCU) demand is difficult to measure. Demand is often assessed on threat, harm and risk through the Force Tasking and Co-ordination process (TTCG). Intelligence development operations are briefed at TTCG, morile scored and tasked for adoption. During 2024, more operations were adopted by SOCU, a total of 98 which is a 50.77% increase on 2023. There has been a bigger focus on Public Protection as well as additional support offered to wider teams while also pursuing Organised Crime Groups (OCGs). Local SOC policing has changed over the last 12 months, the SOCU have been developing more proactive opportunity to assist with the priorities of the Force as well as assisting with more traditional SOC operations. Modern Day Slavery and Organised Immigration Crime (MSOIC) has also moved under the SOC umbrella which has increased SOC demand particularly given the strategic road networks which are in both Surrey and Sussex. The increase in demand has had a positive reflection on Agency and Partnership Management Information System (APMIS) disruptions in 2024. The HMICFRS inspected SOC at Surrey Police in 2024. A number of AFIs were made, the department is working on these which add to daily demand in ensuring that the AFIs are met.

The Digital Investigations Support Unit (DISU) has seen demand rise in 2024 to a total of 732 tasks across the year, this is an increase of more than 200 taskings from the previous year. Most of this demand consists of digital safeguarding, digital strategies, telematics and open-source requests from both Surrey Police and Sussex Police. The DISU support VISOR enquiries, sexual offences, offences involving a weapon or firearm, drugs offences and harassment/stalking offences most often. The increases in demand can be attributed to the unit becoming more embedded within the workforce through word of mouth and delivering CPD at training events. Technological advancements and the evolving cybersecurity landscape also contribute to the rise in demand. The team has not increased in size since it was developed, as such, the large increases in demand mean that the DISU is working at capacity.

PROJECTED DEMAND

National data would suggest that there will continue to be a rise in the reporting of cyber-crime. This in conjunction with an improved reporting system adopted by NFIB in 2025 which will gather more victim data allowing new lines of enquiry would suggest that more work will be referred to forces. It is also fairly clear and would not be prudent to suggest that criminality is moving more towards cyber offending and advances in technology and encryption make investigations that much more complex. Coupled, this would suggest additional demand in both volume and complexity. Political instability around the world can impact on the Force's ability to investigate cyber-crime which can be actioned from anywhere in the world. Where international cooperation can waver, the impact can be seen on these investigations.

It is anticipated that MCT demand will remain fairly stable. However, there remains the risk of a mass casualty event taking place due to the strategic road networks and the inclusion of both Heathrow and Gatwick airports within the Force areas. Demand could be impacted by external factors, but is unlikely to change significantly.

Modelling would suggest that serious violence demand will remain stable with the exception of Violence with Injury (PIP2) which is forecast to increase between 10-20%. Typically offence types involved in the definition of Serious Violence are low volume and so subject to significant volatility therefore projected demand can be difficult to forecast. The new Government policy pertaining to serious violence may increase investment in partnership working which could impact on demand. Generally, demand in this area is very influenced by external factors and so if other partners are unable to fulfil their requirements, demand felt within Surrey Police may increase.

It is reasonable to expect demand in the ECU to increase as the demand for specialist skills are needed as fraud cases become more sophisticated and complex. A new focus on asset denial opportunities will add to demand. It is also anticipated that while fraud reports grow the emphasis on protecting those suffering fraud will also increase and therefore fraud prevention activity will need to increase. The current economic climate also lends itself to fraud offending which will add to the pressure felt in the ECU. The new NFIB reporting mechanism could significantly impact on demand, although this is hard to say how much at this point.

Surrey Police and local SOC work has developed rapidly over the last twelve months as vulnerability became a focus on the Force Control Strategy and feedback from the HMICFRS inspection. It is an aspiration for SOCU to continue to meet this new demand with flexibility for crime in action and fast time operations. Based on the current model, this should be achievable for SOCU.

The DISU was established in 2021 and therefore demand predictions can be difficult. The initial rise in demand was likely due to the DISU becoming more embedded in the workforce and more recognised as a resource. It is predicted that demand will continue to rise but the extent to which is difficult to quantify. Real world factors such as changes in technology and policy can impact on demand. The increasing digital footprint of individuals means that there is ever more digital information available for investigations which leads to higher taskings. Further predicted demand comes from forensics. Forensic regulations for on-scene activities are yet to be fully formulated and published. The DISU has already absorbed work previously done by secondary skilled Digital Media Investigators (DMIs) and new regulations are likely to prevent on-scene activities being completed by frontline officers which will add to pressures felt within DISU.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The decision to continue the SE collaboration pilot does better position the workforce to manage demand in the short term, however resourcing levels overall remain low. The Surrey and Sussex teams have 5 investigators and as such are unable to do more than manage the demand coming into the Force with little to no ability to engage in proactive targeting work aligned with regional force teams. Low staff numbers balanced with the necessity for high skills and training requirements continue to be a challenge. It takes approximately 1 year for investigators to become competent in the role, as such, any leavers have a huge impact on the capability of the team. Since moving to the collaborated model the team does report feeling more supported and they can easily access other cyber specialists to support where necessary. Technology has been a challenge as the collaborated model has retained officers on force systems with no access to regional organised crime systems however this is hoped to be rectified. The CCU has a good mix of experienced staff alongside those on development pathways, paired with the access to additional specialists the CCU has a good condition. Resilience has improved since being a collaborated SE function, however capability can quickly be exhausted and impacted by abstractions and leavers.

Overall MCT has sufficient capacity to manage new demand. However, as occurrences are often unpredictable timeframes can be stretched on occasion. MCT continues to struggle in resolving historical/legacy investigations as often focus is needed on new investigations. Teams are spread across joint force areas which enables response to incidents in a timely manner. Teams are, however, under pressure as there is a vacancy gap and issues with recruitment which impacts on workloads and wellbeing. An uplift bid for a team to focus specifically on historic/legacy investigations was withdrawn in 2024 and scoping is in place to see if this can be reviewed in 2025. As a specialist department, retention, experience and knowledge levels are high. The team receive regular CPD to ensure that this remains the case. Staff within the MCT receive annual psychological screenings and have access to MH First Aider sessions and regular drop-in sessions to ensure that wellbeing is maintained.

Serious Violence cuts across local policing primarily for both prevention and detection. Therefore, please refer to sections 4 and 5.2 for a full assessment of the workforce in relation to serious violence. There is a shortage of PIP2 investigators, and this creates a resource challenge. A key member of staff is the Serious Violence Officer Role which is HO funded. Funding is only secured on a 12 month basis with no security of funding for the following year. The Op. Chariot hotspot policing team is also only funded until April 2025, as such, specific serious violence officers are not secure in their position. There is significant experience in the current serious violence post holder role, so while the capability is low the dedicated resource is high.

The ECU is a collaborated function with Sussex Police. The turnover of DCs and FIs over the previous years has impacted experience due to the time it takes to train new staff. The team comprises 2 DIs, 4 DS, 19 DCs (2 vacant), 4 FI Managers, 32 FIs (1 vacant) and 4 Financial Intelligence Officers. There has been some FIs signed off recently for stress related illness which demonstrates the pressure felt by the team. The ECU Surrey staff are based across a series of locations across divisions and there is ongoing work to look at new premises where the ECU can be located. The team are well trained in fraud activity, but due to the small numbers of the team there is only a small proportion of cases which can be handled within ECU. The team lacks resilience and there is an increasing reliance on Sussex staff to provide tutoring and coaching where there are not enough Surrey staff. Staff planning suggests that two FIs are likely to retire over the next 12 months and one is looking at an internal role change. If this were the case then 50% of Surrey divisional teams would be trainees. A new central FI manager role created with responsibility for training and project delivery has been asked to focus on Surrey teams initially to ensure that results in Surrey are meeting the same or exceeding those in Sussex.

Roles within SOCU are specialist and retention levels are high. Staff are accredited with specialist skills, CPD is required for these functions and provided by the Force. Staff are generally in good health and sickness levels are low. It’s difficult to look specifically at SOCU overall due to the pooling of specialist crime resources across both forces. Resilience is managed through flexibility within the command overall as required. Funding bids have been submitted for specialist equipment which would help SOCU meet demand.

DISU is keeping pace with the required technology although there are many advanced products available that are not in use within the Force. There is currently only one digital van available in Sussex which can impact on response but this is currently being reviewed for a funding opportunity. Staff are highly trained and skilled and maintain these levels through CPD. Due to the nature of their work, staff undergo regular psychological screening and workload is managed to ensure wellbeing. The security of the workforce is good however there can be moves to the private sector as skills gained within DISU are desirable.

PERFORMANCE

The CCU works to National performance frameworks defined by the NPCC Cyber Crime Lead. When reviewing all metrics, the Surrey and Sussex teams are exceeding performance when compared to 2023-2024. Nationally, the SE collaborated team sit within the top 5 cyber teams.
MCT performance is monitored through regular line management and overseen by department heads. Across all ranks and grades MCT are meeting the requisite performance levels and attending all crimes as required.
Surrey is one of the safest force areas in the country for violent crime. Solved outcomes are mid-table nationally for violent crime but the lowest compared to our most similar group. This is an issue being tackled through the push for improved outcomes across the Force. To further reduce violent crime Op Chariot has been put in place. Hotspot policing shows that in the first three months of the operation there has been a reduction in crime in those hotspots. Investigative performance is also improving- please refer to section 5.2.
There is no defined expected or acceptable performance level for the FI side of the business in ECU. Each force is organised and resourced differently. Comparisons can be drawn between Surrey Police and Sussex Police albeit that there are a number of differences in context between the two forces. There is a stronger performance in relation to asset denial in Sussex compared to Surrey, however this has been noted and is being worked on. NFIB provides a recording mechanism which shows Surrey performance compared to other forces and Surrey has been slipping down the performance table overall compared to other local forces. Performance in relation to high-risk cases and missing persons remains high however there are other areas to work on. Performance is difficult to measure overall as only a small number of fraud cases sit within ECU and most remain on divisions.
SOCU performance is measured as disruptions on APMIS. Performance has increased over the last year and it is anticipated that it will remain stable over 2025. There has been a 50% increase in disruptions from 2023-2024. Overall, the HMICFRS inspection graded SOC as 'Requires Improvement'. There is now a task and finishing group in place to coordinate a response. The grading for overall SOC policing was good. Compared to other SOC teams, Surrey performance and capability are high.
The DISU is a support team and therefore it is difficult to benchmark national standards and performance. There are also no force targets set for the DISU. That said, performance is monitored and regularly discussed at an SMT level. While there are not immediate measures for what constitutes success, the team did recently win an International Digital Investigation award.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

Without the confirmation that the SE cyber collaboration will continue, the team would struggle to maintain performance levels and meet current demand. Current resourcing levels are likely not sufficient for the future and as such there needs to be an increase in baseline resources. At present, the team do not have the capacity to do more than meet demand. To support performance, each area of the SE cyber collaboration has 12 month capability improvement plans in place to ensure that teams can develop their response, these have been reviewed and refreshed in April 2025. To assist with the current demand a PowerBI dashboard has been implemented alongside a more efficient process for disruption recording which has increased disruption output.
Overall, MCT demand is expected to remain stable, as such the MCT have the capacity to manage new investigations as they occur. The resourcing currently in place means that Surrey Police will continue to struggle to resolve historical/legacy investigations within a reasonable timeframe. Current financial constraints means that it is unlikely that MCT will see an uplift in resource over the next year. It is hoped however that the rescinded decision for a dedicated DS and 6 DCs to create a historical team will be revisited. To support MCT investigations, Surrey Police is reviewing the possibility of funding an Image Recovery Unit to improve efficiency in the collation and examination of residential and commercial imagery to maximise the use of facial recognition technology.
Violent crime levels are variable and can be impacted significantly by small shifts in volume due to the low overall crime rate in Surrey. Reactive performance is driven through crime investigation improvements and structural changes, as such, the focus to mitigate demand is based on crime reduction. Op Chariot has HO funding currently with an aim to embed hotspot policing into BAU. The introduction of a hotspot PowerApp in 2025 will be a key

enabler to hotspot policing, providing up to date information for patrol officers. In order to assist in meeting demand improved targeted activity is also being planned. This includes a Knife Crime Action Plan (Op Steel) which is due to launch in 2025. This will allow for better intelligence processing, the development of a Habitual Knife Carrier Index and targeted problem-solving activity.

To meet demand the ECU offer training and support to divisions, this will increase in 2025. The ECU needs skilled staff and recruitment is not always successful, as such there is a current drive for recruitment externally. The ECU have strong links with partners including SEROCU and the City of London Police which means that on occasion Surrey Police can call on additional resources to support meeting demand. A new Economic Crime Strategy is being produced for Surrey Police to improve performance and ensure asset denial opportunities are met. Standard Operating Procedures are being reviewed to ensure that both Surrey Police and Sussex Police working practices are aligned and efficiencies are gained. This has recently been put in place so as yet any benefits have not been realised. To ensure that this is implemented properly, a new FI Manager post has been funded to specifically look at the performance in Surrey as currently Surrey is not meeting the same levels as Sussex Police. It is expected that once embedded, Surrey Police will be able to better perform in relation to asset denials.

Demand for SOCU is not expected to dramatically change and therefore demand can be met. Technology is being assessed to aid policing. In 2023 the Guardian Tool was introduced in Surrey Police and Sussex Police to identify where spyware is on a device. This continues to assist SOCU to meet their demand. SOCU meet service delivery through training, CPD and investment in technology to keep pace with criminality.

Demand for DISU needs to continue to be assessed. As the team becomes more embedded within the Force demand increases. If unmanageable, DISU will need to increase establishment or manage the type of taskings undertaken. This can be done using HO funding should gaps be identified. Technology in DISU is key, there is currently scoping work ongoing to assess the use of AI to assist with policing which would increase efficiencies within most teams. There is a digital trainer within DISU to upskill colleagues which helps to provide a service delivery across both Surrey Police and Sussex Police rather than simply a service delivered by DISU.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Any significant increases in demand will lead to reduction in service delivery from CCU. The unit are already unable to offer proactive support to areas such as cyber stalking and can only offer support on a request basis. The CCU investigate a fraction of cyber-crime reported, other cases remain with NFIB and are not reviewed by cyber investigators. The volume is such that this position must be tolerated despite NFIB assessments not always being effective at recognising solvable cases. The gaps in meeting demand are based on resourcing levels which have been set for CCU.

Risk assessments are undertaken within MCT to establish the historical/legacy cases which are investigated first as the MCT are unable to clear this backlog with resources as present. A matrix is being developed to assist with prioritisation. The historical/legacy cases are being tolerated within the Force as the need to prioritise and respond to new investigations and mitigate current threats and risks take precedence.

Serious violence demand should be met with the aforementioned plans put in place subject to divisional policing support, particularly as demand is relatively stable across the Force.

ECU will continue to adopt the most high-risk cases and will maintain support and visibility to neighbourhood teams in order to meet demand. The gaps remain in asset denial, although it is hoped that the introduction of more scrutiny of performance in Surrey will improve this aspect of performance in line with Sussex Police. Without a dedicated volume fraud team possessing the relevant skills volume fraud continues to be dealt with on division. With CID teams operating below DC establishment (please refer to Section 5.2) successful outcomes for fraud remain low. Without further investment fraud cases are not fully dealt with. Chief Officers are aware of gaps in this area, a task and finishing group has recently been set up with ACC oversight to mitigate currently tolerated risks.

There are currently no gaps identified in meeting demand for SOCU as the SCC can flex resources in order to assist incoming demand where necessary. The Force will continue to address the HMICRFS AFIs from the Surrey SOC inspection to improve performance and mitigate risks.

DISU will continue to meet demand unless there is a substantial rise. Gaps are currently mitigated through the use of a colleague who assists in upskilling the Force as a whole so that the DISU is not overwhelmed with requests.

Section 8.2: Serious and Organised Crime – Operations

FMS	STEP 1 (Demand Trend	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	3 Substantial	3 Substantial	36	Moderate
FMS 7 score	4 Increasing Slightly	3 Substantial	3 Substantial	36	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Centurion specialise in drugs crime, which includes County Drug Lines (CDL) and the movement of drugs by OCGs. Demand derives from force TTCG, divisional County Lines Intelligence Meeting (CLIM) and fast time requests regarding high-risk incidents. The current demand is relatively stable and requests for Centurion support are consistent with previous years. It is expected that the team will exceed the disruption data from the previous financial year. Fast time requests for assistance have increased along with Centurion managing their own longer-term operations. This is due to the ability of the team to develop into managing SOC level operations, along with having specialist skillsets within the team who are experts in locating individuals who do not want to be found by police

Intelligence is information that has been collated for a policing purpose, reviewed, assessed and disseminated to allow decisions to be made about priorities and tactical options. Demand within the Intelligence department has maintained an increasing trajectory throughout 2024 and is expected to remain high (see Appendix for data). National taskings for support are increasing, and there has been an increase in the data requirements coming into intelligence departments. The breath of key activity has expanded, with increased horizon scanning to support strategic products. There has also been new Governmental accreditation requirements introduced for those involved in and conducting cell site analysis, resulting in increases in demand both short and long term. Technology advancement, the volumes of data and the use of AI remains a constant risk and driver to increased demand upon intelligence capabilities. Increasing demand has the potential to adversely impact the efficiency, timeliness, and quality of service delivery within the command. Diminished intelligence collection, assessment, and targeted development will reduce the collective understanding of the threat picture.

RIPCOM demand is measured on CHARTER and Surveillance Register where the majority of RIPCOM work is recorded and logged. Overall, demand in 2024 has increased slightly, with the number of Telecoms applications increasing by 22.2% between 2023 and 2024 and Directed Surveillance Activity (DSA) by 9.1%. With a 25% reduction in higher authorities, largely due to an unusually high number of intrusive surveillance authorities in 2023 (see Appendix for data). Officers/Staff are being trained and thus awareness of how communications data can assist their investigations is being raised and in general communication device-based technology is more easily accessible to a wider target audience, causing increased demand.

CSE demand is determined from the weekly multi-agency Risk Vulnerability Meetings (RVMs) held with Children's Services, Police, Health, and Education to agree levels of risk, discuss and review assessments and safeguarding plans. Demand is also determined through reports of crimes with flagged Child Criminal Exploitation (CCE)/CSE. There is not a specific criminal offence of CSE, there are numerous criminal offences so there is reliance on appropriate flagging. Over the last three years the number of reports flagged have continued to decline and this is expected to continue. The 'Totality Report' highlights that the true scale of CSE remains an intelligence gap and research conducted by academics and non-charitable organisations indicate the scale far exceeds police crime recorded data. Surrey Police and Sussex Police have commenced work on a problem profile for CSE, however are cognisant that intelligence in this area, in particular about group based offending and extra-familial abuse, is limited and the current CEMU structure and staffing does not support effective intelligence gathering and assessment in this area. The Force are identifying other areas of extra-familial harm within the assessment and screening tool for CSE and are looking more broadly to encompass, Serious Youth Violence, Radicalisation, Missing and CCE.

MSOIC demand is determined through requests for pre deployment advice and guidance, requests for tactical advice at MS and OIC incidents, requests for investigation reviews, development of intelligence into actionable packages, supporting proactive operations with partners, safeguarding visits, and training. MSOIC demand has been increasing and during 2024 included 78 arrests, 9 out of custody processing without arrest, £3,150,000 fines issued/HO civil penalties instigated, 91 training inputs delivered, and 155 SOC disruptions claimed. There has been increased reporting by the public directly to police, Crimestoppers and the Modern Slavery Helpline, and increased submissions of National Referral Mechanism (NRM) forms by police and partner agencies. Increased awareness of MS and OIC by police officers and staff who are proactively identifying cases that they previously would not have, and an increase in intelligence reports from economic crime investigators that have an MS or OIC element. MSOIC are also dealing with more exploitation welfare incidents which often require proactive enquiries and visits for safeguarding purposes.

PROJECTED DEMAND

There have been small variations in the demand of the Centurion team from year to year, therefore the Force foresees demand remaining stable. Under the new Government a change at a national level regarding focus for policing could impact the demand on the team. There is nothing to indicate that this is the case at present and £30 million has recently been assigned by the Government to tackle the issue of CDL offending, for the next 3 years.

Based on the current demand-resource position, the socio-economic climate, increasing SOC capabilities and reduction in real-time funding to support Intelligence Command growth, it is assessed that intelligence demand will continue to increase. Technological advances and sophistication of offending within SOC is outpacing the ability to respond. Strategic positions changing within regional and national law enforcement partners, along with strategic positions changing within regional and national public sector authorities would impact demand.

DSA demand is increasing approximately 10% year on year for RIPCOM and the Force foresee this continuing and will only be limited by investigative capacity to progress the operations. Communications data applications are likely to increase as officers gain greater investigative experience and confidence, and Internet of Things leads to greater opportunities to target that data in the fight against crime.

CSE demand is foreseen to continue decreasing before reaching a period where the Force will see an increase following a new structure for CSE being implemented. The predicted volume however will still remain lower than prior years given the hidden nature of CSE.

The Force foresees that MSOIC demand will increase in line with national trends due to greater awareness and higher reporting levels. There will be increased reporting and identification of OIC due to media focus and requirement to respond to the NCA national tasking. There will be political and public pressure to focus on OIC, along with the HMICFRS thematic inspection report on OIC. Surrey is likely to remain the SE regions hotspot for clandestine migrant incidents due to its position as a transit force for OIC. Changes in asylum claim legislation may make it less appealing for migrants to seek asylum in the UK and more likely that they will enter illegally with the intention of disappearing into the illicit work force. This will also lead to a change in the current pattern of lorries dropping large groups of migrants together, making it more likely there will be multiple single drops in rural locations. This will impact the Force's ability to manage those coming from migrant drops, understand the threat/harm/risk from OIC and will increase the numbers of those who are vulnerable to exploitation. A withdrawal of support or arrangements with partners who have a critical role in identifying victims/ offences would also impact the force.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Centurion is keeping pace with technology, and how it can be used to tackle CDLs. The team has a base station that is located on the Surrey and Sussex border and has sufficient vehicles to perform the roles required. The team are highly trained and often regarded as experts in their field at regional level. They receive CPD which assists with maintaining their skillsets. The team is small and therefore resilience remains low. The wellbeing and condition of the team is good and regularly monitored.

The capacity and capability of the Intelligence team continues to be challenging. The turnover of officers and staff has settled from previous years and targeted recruitment campaigns have been conducted. Intelligence Command have worked closely with enabling capabilities to improve the quality of training and IT capabilities. It is consistently utilising Intelligence Professionalisation Programme (IPP) to ensure core skill development is aligned to functional roles. The Force has successfully introduced Niche Portal Intelligence Briefing as the single means through which officer and staff briefing will be undertaken.

The RIPCOM team are managing current demand and as confidence and productivity of the team improves, it is expected capacity will too. Wellbeing is regularly monitored to address concerns and the premises are adequate, awaiting the impact of the Surrey HQ redevelopment. Pegasus (CHIS authority software) is out of date and awaiting a time for the team to move to Charter, which itself is due an upgrade to the CHIS element. There is uncertainty on the security of supply as a few members have indicated a desire to move into new areas of work in the next 12-18 months. Recruiting and training their replacements will inevitably have a long lead time, particularly until they are confident to perform the on-call function.

For the workforce and non-workforce assets for CSE please refer to Section 5.2.

The MSOICU team is a small team, with low resilience. During 2024 the capacity and capability has been impacted due to long term sickness. All officers have good overall knowledge and experience in MS and OIC. They have capability to review intelligence, set initial investigative strategies, complete a range of enquiries and visits, create submissions on APMIS, plan and deliver proactive road operations. The team have the knowledge and experience in delivering training in force and the DS manages external training to partners. The team currently have sufficient premises, vehicles and technology.

PERFORMANCE

The key frameworks for Centurion include APMIS and PND and there are no set force targets. Performance is published weekly at both a local and regional level and discussed monthly at a management level. Overall comparative data for 2023 and 2024 shows a significant increase for Centurion performance data from APMIS (see Appendix for data). The team receive positive feedback monthly regarding their performance. Their high performance is recognised by external forces, such as the MET where staff have been awarded an Assistant Commissioners' commendation in the last 12 months, and Hampshire Police seeking to adopt a similar approach and implement a new team like the Centurion model.

The Intelligence command is responsible for ensuring the Force meets national reporting standards e.g. APMIS MoRiLE and disruptions submissions. The Command has also introduced bespoke KPIs to increase assurance and accountability of service delivery. These include active supported operations (overall), active supported operations (against Control Strategy), number of recorded disruptions, proportion of time dedicated to control strategy, number of gateway taskings, number of active DSU CHIS, and crime types being reported on. There has been a significant increase in disruptions reported by Surrey Police in 2024 compared to 2023 (55.36% increase). This is across threats, 4P responses, and impact and resulted in Surrey significantly out-performing forces in the SE region (see Appendix for data).

In regard to RIPCOM there are no national standards, beyond the accreditation itself, or annual Investigatory Powers Commissioners Office (IPCO) inspections to ensure compliance with Codes of Practices, nor performance targets. Surrey Police monitor individual contributions to performance on a monthly basis, although CHARTER does not lend itself to providing performance management data.

For the performance for CSE please refer to Section 5.2.

Overall, Surrey MSOIC Unit has performed well in recent years compared to other forces within the SE region. During a rolling 12-month period, disruption performance has reduced during 2024, this is due to staff absence with a small team and supporting some more complex investigations (see Appendix for data). Safeguarding activity has remained similar between 2023 and 2024, and a similar level of arrests was made in 2023 and 2024. There has been a vast increase in the amount of illegal working civil penalties instigated. In 2023, £901,000 fines were instigated, and because of the increase in fines from £10,000 to £45,000 for each illegal worker, the fines issued in 2024 total £3,150,000. Surrey is in the top 5 forces for National Referral Mechanism (NRM) referrals relative to the size of its population.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

Centurion demand will continue to be assessed together with new ways of working to improve performance. The team have adopted new methods of targeted working in 2024, which will continue to develop and be assessed in 2025. A request is due to be presented at the Forensic Accountability Board to allow Centurion officers to be suitably triaged trained to be self-sufficient in terms of download and triage for Centurion owned investigations. If demand significantly increased, then assistance would be sought from the SOC units in the short term. If the demand is longer term, then a decision will be made whether to review establishment or manage the number of operations by only focusing on those known to be high risk. This would carry significant risk as frequently the threat and risk of a CDL is not truly understood until executive action is taken against it.

A single 'Gateway' entry point for all 'Requests for Support' (RFS) for Analysis & Research (A&R) resources is being established. This will enable Specialist Crime Command (SCC) Intelligence to transition from monitoring effort and outcomes reactively to a forward-looking position whereby it can better manage resource capacity and priorities/close activity based on real-time threat/harm/risk and force priorities. Dedicated Senior Analyst portfolios will be created to assist with shaping tasking for A&R support and reduce wasted effort on intelligence assessment products that do not meet the needs. Specialist analysis and research systems, training and expertise will be focused towards the most complex and high harm investigations, increasing the opportunity to identify persons of interest, secure charges and achieve positive CJ outcomes. The command will prioritise those categories of crime and disorder within the control strategy, the SOC Master List and those prioritised by national partners. A new Online Reporting Portal for partners has been developed and the new online forms will sit alongside an instruction/interactive training product that the Force have developed to support partners in understanding of intelligence and the wider context. Changes are being introduced under a model of continuous improvement and not as part of a supported transformation project. This iterative approach will need to mature to realise full expected benefits of changes in strategic focus, and operational delivery (see Appendix for data).

The Force is restructuring its three CEMUs to become Child Exploitation Teams (CETs), with a focus on targeting exploiters and disruption activities to keep children safe from harm. Each team will have a DI, a DS, 2 DCs and 2 Exploitation Coordinators. The Exploitation Coordinators will review intelligence, occurrences including missing reports, return home interviews and other information to identify and assess risks of exploitation and ensuring the multi-agency process is followed. They will raise reports to the Risk Vulnerability Meeting where the multi-agency response will start. They will also support the investigations. The DCs will manage and oversee PIP 2 investigations as well as attending multi-agency meetings where required. The CETs went live on the 3rd of March 2025.

A Force Problem Profile for Group Based CSE is also being developed. An improved child abuse App on MDTs will help officers responding to incidents, identify all forms of child abuse. The Extra Familial Harm Screening tool has been developed for partners and police to identify hidden crime including CSE. The use of Buddi Tags will continue to help locate children quickly and safely who might be at risk of CSE. The Force will be embedding the Child Centred Policing Strategy to improve the response and engagement with children. There will be CPD training for teams on Anti-Victim blaming language and responding to reports of sexual offences and the Force are organising training with colleagues from Children's Services and Health covering professional curiosity, improving outcomes from strategy meetings to safeguard children and carrying out joint investigations.

The identification of MSCOIC investigations continues to increase. In 2025 a review of the existing model will take place including how demand and performance is measured. The aspiration is the team would be able to take on more of an investigation function, as well as providing tactical advice, and completing safeguarding and partner visits. Additionally, demand is managed better in a larger team as resilience in such a small team is low when sickness and restrictions occur as they have done in 2024.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresees that most demand for the departments will be met as a result of the planned changes. Activities will be prioritised to limit consequences of any demand that is not met. The implementation of the new CET will enable the Force to further understand and manage CSE demand. Chief Officer have supported continuous improvement plans that have included a re-designed Control Strategy which provides mitigation through enabling Intelligence to better prioritise tasking of assets and resources, under the governance of TTCG processes. With the current Intelligence Command operating model dedicated horizon scanning cannot be provided and at present this will remain unmet and tolerated.

Section 8.3: Serious and Organised Crime – Forensics

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	2 Moderate	3 Substantial	24	Moderate
FMS 7 score	4 Increasing Slightly	4 Substantial	3 Substantial	48	Substantial

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Forensic Investigations (physical forensics) is a joint team covering Surrey and Sussex. It is responsible for the recovery, examination and processing of forensic evidence from a wide range of crime scenes and police related incidents. The Digital Forensics Team (DFT) is also a joint team and is responsible for the extraction and analysis of data from a wide range of digital devices, predominantly mobile phones, providing the information to crime investigations. The Quality Management Team is a relatively new addition to the department and oversee accreditation across Surrey and Sussex in relation to forensic science activity.

During 2024 the number of DFT submissions have increased and exhibits examined have decreased slightly (see Appendix for data). This is good management of demand as although submission numbers have increased the department have been stricter on the exhibit management, which in turn assists with the outsourcing budget. In digital forensics a number of factors are causing increased demand. It is now estimated that 95% of investigations have a digital element. Furthermore, the Force is seeing an increase in judge requests to disclose full data downloads in active CJ cases preparing for trial. The examination of devices, whether phone or computer, is expensive and Forensics are a collaborated function with one budget so outsourcing costs include Surrey and Sussex. To combat the demand issues and outsourcing costs a Gold Group chaired by the Head of Forensics has been established. The ACC is also reviewing operating practices seeking efficiencies including operating practices in the Online Child Abuse Team (OCAT)/POLIT and how it affects the outsourcing costs.

Physical forensics demand has been stable (see Appendix for data). Crime Scene Investigation (CSI) attendance, alongside other departments work to an agreed deployment model. The Force are able to deal with all fingerprint submissions in house as of 2024.

Quality management demand is growing which means that in all functions of forensics investigations the processes are subject to SOP, scrutiny, audit and verification whilst seeking or maintaining accreditation.

PROJECTED DEMAND

The Force foresee that the demand in physical forensics will remain stable and digital forensics demand will continue to grow and will require management to adapt to changing capacity and capability.

The Government is introducing a Police Reform Bill and Agenda. Within the proposed structure is a National Policing Centre which includes forensics. This is intended to go live operationally in financial year 2028/2029. This means that forensics, both physical and digital will become centrally managed, yet locally delivered. There will need to be substantial budgetary consideration and associated investment decision in the year to come, yet the pace of technology and science will still be rapid. Other changes that could impact demand include the arrival of Version 2 of the Forensic Science Regulator Code of Practice, which is due in 2025 and the arrival of a new Digital Fingerprint capability.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The physical forensics teams have an establishment that meets demand, a relatively stable environment, and well-established operating procedures with a renewed focus on performance. The digital environment is much less

mature and with a younger workforce. This means that staff retention has been problematic with career progression in other organisations, both private and public sector being more appealing. The significant outsourcing costs associated with digital forensics highlights the current capacity issues to meet demand. To manage the number of secondments into the department a policy of "minimising secondments" has been put in place.
Forensic Investigations hold its own training budget, as the majority of training is conducted by specialist suppliers. Training is broken down across core skill training for new staff and secondary skill training which is managed locally. CPD sessions are provided quarterly, run by Forensic Investigations. There are no allocated training days, so training is managed alongside deployment rotas. With a high turnover of staff the training requirements is a constant process and with specialist skills it takes time to become fully competent.
Compliance with the Forensic Science Regulator (FSR) Code of Practice and ISO accreditation has been an issue for the Force for a while, however the risk escalated when it became statutory in October 2023. The risk area is Digital Forensics and Surrey and Sussex remain 2 of 3 forces without accreditation in this area. This is on the force risk register and the Force is likely to be scrutinised by the FSR in 2025. The Forensics Capability Network are auditing the Force readiness in March 2025 and the aim is for some accreditation to be granted within 2025.
Sickness levels are below the Force average and not a concern. Staff in both DFT and CSI have annual psychological screening due to the nature of the subjects that they witness. There are trained defusers and MH advocates amongst the teams.
The refurbishment of Mount Browne will impact the large Forensics Building. This building will consume the digital forensics team which will bring about challenges to DDaT, as well as servicing the server room for Surrey. There is a dedicated project in force to manage these significant issues and the timeframes are to be confirmed.
There are sufficient vehicles in the department for the use of all personnel. The establishment of the Microsoft Azure environment to give cloud storage capacity with DFT means that data being returned from outsource suppliers is uploaded directly to the cloud negating the needs to purchase specialist servers. This will also greatly assist the retention and deletion of data in accordance with The Data Protection Act. In physical forensics there has been a focus to better utilise Niche and NICE Investigates. Forensic hits are now uploaded direct to Niche and on inspection, because of the visibility, Officers in Charge are better progressing the forensic harvest to the benefit of their investigations.

PERFORMANCE

Performance for the department is monitored through the departmental KPIs. This was a focus area during 2024. During 2024 the department produced over 105 forensic hits per month for six months (see Appendix for data). In 2024 a national data set was agreed by NPCC for digital forensics and the Force currently awaits the results of the national data set. The Force now submits the data to the NPCC and is captured in the KPIs. Each unit within Forensic Investigations and Digital Forensics is subject to departmental SLAs, as required for accreditation, where the performance levels and service delivery is detailed. Meeting theses SLAs is managed via the quality standards audits and processes. There is one national KPI (HO) which DFT must adhere to which is a 24-hour turn-around time for the mobile phones of adult victims of rape, for which the Force adherence is good.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The Op Aladdin Gold Group has been established to address the demand versus capacity issues with a number of initiatives. The areas of focus include:

- Merge of Tier 1 and Tier 2 in digital forensics so the Force can secure and preserve the data on mobile devices quicker
- Insertion of an Investigations Manager in digital forensics to enhance discussions about what demand is both necessary and proportionate to undertake and develop a service catalogue
- Produce an options paper in how to best work with POLIT/OCAT because of the demands created on the forensics outsourcing budget
- Develop a technology strategy in order that there is a clear plan to provide the tools that DFT needs in the next three years
- Reduce the amount of additional work requests that are progressed in DFT to reduce costs
- The Force tolerates the demands on DFT by agreeing to pay the outsourcings costs
- Monitor and respond to national KPI's contrasting the Force with DFT operations in other forces
- Significant effort ascertaining data from other forces to identify better ways of working and structure.

Clear plans have been developed to bring about pathways to accreditation and improve quality. The initial focus is on accreditation in DFT, CCTV and the issue of declarations of compliance with the codes of practice.
A Niche Forensics Module project is in progress to better align the work of physical forensics within the wider functionality of Niche. This is due to be completed in 2026 and will bring about better visibility to the work of the department and reduce duplicated efforts across force systems and link into PowerBI. The National Digital Fingerprint capability is due to go-live in 2025 and a technology strategy is to be developed in the DFT environment in order to keep pace with technology over the next three years.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresees that physical forensics demand for the department will be met as a result of planned changes. Digital Forensics demand is currently being met due to the significant outsourcing bill that is funding the costs, and the Force is currently tolerating this. The work of Op Aladdin and the ACC review is designed to address the demand vs capacity issues. It is uncertain at present what options the Chief Officers will have to decide and whether further costs will be tolerated or demand will not be met.
The issue of quality management will be an important risk for the Force to manage. There is a vast array of forensic science activity undertaken across the organisation and Version 2 of the Codes is going through Parliament. Setting out the journey to accreditation in all areas is a significant challenge for all forces, which impacts on workflow and associated costs.

Section 9.1: Roads Policing

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	3 Stable	3 Substantial	5 Very Significant	45	Moderate
FMS 7 score	3 Stable	4 Significant	5 Very Significant	60	Substantial

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Roads Policing Unit (RPU) has a vital part to play in ensuring that the road network operates efficiently (National Highways and local authority have this responsibility with Surrey Police support) and that those who use it can do so safely. Demand is determined through monthly performance and governance structures, providing an overview of year-to-year data, including locations to maximise deployment of resource. Performance is also measured based on deployment outside of the Roads Policing arena of incidents, for instance supporting local policing with routine daily deployment demand.

During 2024 RPU officers reported 1276 of Surrey's collisions, a 17% increase from the 1058 reported in 2023. There was a total of 739 Killed or Seriously Injured (KSI) in Surrey, 33 fatalities and 706 Serious Injuries, which is a slight reduction from 2023. In support of improving attendance times at incidents RPU attended a higher number of matters which were not roads related. Overall demand has remained stable but has been impacted by ongoing vacancy rates increasing demand on individual officers, affecting workloads and welfare (see Appendix for data).

Current demand includes RPU being the Force's primary pursuit resolution capability. Pursuits remain regular and are a high-risk area of policing for which the RPU has specialist skills. RPU provides the Force's primary response to maintaining the Strategic Road Network across Surrey. This is a particular risk as junctions 9-14 of the M25 are the busiest stretches of road in the United Kingdom (UK). The introduction of SMARTStorm in 2023 allows for the RPU to explore the demand generated from this specific stretch of road in more detail. Continuing during 2024 and into 2025 the M25 Wisley interchange has undergone vast changes with periods where stretches of the A3 and M25 were closed. The closures impact on RPU having to reshape resourcing.

Demand for Serious Collision Investigation Unit (SCIU) and Forensic Collision Investigation Unit (FCIU) has been impacted by the new requirements for ISO accreditation, resulting in changes in process and additional requirements.

PROJECTED DEMAND

The Force aspiration, through the Operations Command strategy, is to relentlessly work to reduce KSI on the roads in Surrey and increase the Force's ability to deny criminals the use of the roads. As demand decreases regarding KSI, the RPU will have further capacity to deny criminals the use of the Surrey roads network both proactively and reactively.

Surrey Road Safe Partnership, of which Surrey Police are a part, has recently implemented the 'Vision Zero' approach to road safety alongside key partners, with the objective to reduce road deaths and serious injury to zero. It is anticipated that these factors combined will likely ensure a continued, steady decline in KSI on Surrey roads. Demand around KSI, specifically from specialist SCIU and FCIU teams will increase because of additional requirements to those teams around accreditation under ISO.

There are a number of external factors that increase the likelihood of KSI with a particular risk area being that of drug driving. Drug driving now exceeds drink driving as a reason for arrest within Surrey. That aside, with the remaining factors considered it is believed that the Force can be confident in predicted demand.

An increase in extreme weather events have and will undoubtedly continue to increase demand on RPU due to the high proportion of strategic road network within the County. A strong partnership approach is key in roads policing. This can/could be impacted by the recent change of Government but that has not yet been seen. The priorities for National Highways set by the Department of Transport, for example, have a direct impact on its ability to support Surrey Police and reduce demand on the Force, and any new council boundaries have the potential to affect how roads are managed by local authorities within Surrey.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The capacity of RPU has been impacted during 2024 due to several vacancies and recruitment being paused for RPU due to Local Policing challenges. Agreement is in place for Surrey to recruit through 2025 which will mitigate this. The SCIU/FCIU timeliness is currently a challenge due to volume of KSI, reducing their capacity to be present on the roads. The Commercial Vehicle Unit is currently an unfunded unit resourced from within RPU.

Sickness has remained at acceptable levels, however there are officers on long term recuperative or medical restrictions, and they are seconded to roles where their specialist knowledge provides value. RPU officers are highly trained with mandated CPD. The implementation of a qualified stolen vehicle examiner has increased the capability of the force. The SCIU now have trained Detectives performing key investigative roles and activity is ongoing to standardise this. This will bring the Force in line with NPCC guidance around fatal collision investigation standards which require PIP 2 investigators.

The nature of roads policing is that officers will witness significant traumatic incidents daily and when combined with a high vacancy rate this compounds the issue. There is a now standardised approach to offering defuse to those involved in KSI. Operations Command have instigated a bespoke process to advise staff of the support available to them promptly post attendance at an incident which is in its infancy but seeing early evidence of offering good value.

Technology remains stable for RPU with appropriate investment and innovative trials. There continue to be small investments made in upgrading key parts of the enforcement equipment. RPU have sufficient vehicle capacity. Estates are supporting a review of the working environment at Burpham, and it is likely the Caterham team are relocated to a smaller Godstone site in the future.

PERFORMANCE

Performance for RPU is monitored through the following indicators:

- Fixed Penalty Notices,
- Vehicle stops,
- Vehicle seizures,
- Anti-social driving warnings,
- Traffic Offence Reports,
- Vehicle Defect Rectification Scheme (VDRS) reports,
- Summons submissions,
- Intelligence submissions,
- Arrests,
- CRASH report completion.

Performance is reviewed monthly in a meeting with Inspectors and the Chief Inspector. Overall performance has been consistent in 2023 and 2024 with seasonal variations (see Appendix for data). An indicator which has reduced is Vehicle Defect Rectification Scheme (VDRS) notices with 125 fewer issued in 2024 (32% reduction) however officers now opt to issue a Traffic Offence Report (TOR) for those defects and issuing of those has increased by 1203 reports in 2024.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

Demand is expected to remain stable over the upcoming period, however ensuring appropriate resourcing will assist with ensuring that RPU are well placed. This will be further supported by effective training to NPT staff in responding to incidents on fast roads (not strategic) ensuring their safety whilst increasing the Force capacity. A review of minimum staffing numbers has also proven successful in ensuring that there is effective capacity in place to respond to need.

The placing of an RPU on call capability for Inspector level is being reviewed and may be adopted in 2025. This will support the oversight of critical incidents on Surrey roads by an expert in the field and manage capacity when this becomes stretched.

Ongoing recruitment campaigns will support RPU in maintaining their capability by reducing high vacancy rates. Increased staffing will result in greater sharing of workload and emotional/trauma impact. It will also provide more officers to support local policing and to target KSI reduction.

A continued collaboration with key stakeholders will ensure that the Force can hold them to account on their requirements to service the Strategic Road Network and release policing resources.

The development of a bespoke performance product for roads policing and inclusion in both Operations Command and Force Performance Board meetings will ensure that supervisors are able to work with effective data and had appropriate oversight and governance.

Surrey is a trial force for the use of infrared binoculars to identify the use of "ghost" registration plates to evade detection by Automatic Number Plate Recognition (ANPR) cameras, funded by the Department for Transport. The trial period ended in February 2025 when a report will be submitted for consideration to expand the project. Overall, the project has evidenced a high use of illegal plates by licensed vehicles to evade charges associated with congestion zones, Ultra Low Emission Zone (ULEZ), and airport drop off fees. The project is now considering wider uses to tackle VAWG especially around the night-time economy.

In 2025 RPU will trial problem solving plans for high harm routes identified from repeat KSIs. This will involve working with RPU internal and external partners. Success will be measured by lack of repeat collisions but will also be reflected in officer's returns of the existing KPIs. RPU will also seek to increase support to local policing through closer working with SNT. This is currently at a scoping stage, the aspiration is to support with neighbourhood problem solving using RPU skills, leading to future increases in public satisfaction and higher levels of enforcement

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

An agreement has been made to recruit to reduce vacancy rates within Roads Policing and a change to establishment within SCIU to include PIP2 trained staff in all roles. As an interim measure whilst resourcing is stretched, Vanguard resource is being utilised to supplement RPU to ensure minimum staffing is achieved. This will provide additional resilience and capability on the roads of Surrey, whilst also allowing the traumatic incidents attended to be shared between more staff, reducing the impact on a smaller number of individuals.

Once recruitment is complete the RPU will remain a relatively small team and there will be times when RPU won't be able to support divisions, particularly following a KSI, and times when they will require divisional support to effectively manage road related incidents. The Force is tolerating this.

Section 9.2: Keeping the peace

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	2 Moderate	3 Substantial	24	Moderate
FMS 7 score	4 Increasing Slightly	2 Moderate	3 Substantial	24	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Operations Planning track all public order demand through existing processes, which includes ensuring that effective command is in place. Protest and event demand is tracked through a weekly tactical meeting at bi-force level, which oversees upcoming issues and supports an early and efficient response. Civil Contingency Planning demand is difficult to predict, the team plan against national and local risks with multi-agency partners to plan for the most likely scenarios and consequences. Demand driven by the activation of plans and processes depend on largely seasonal factors such as adverse weather. There is also a spontaneous aspect to Civil Contingency planning, for which it is very hard to predict demand.

Events are assessed by Operations Planning using an events matrix against the NPCC event categories. In 2024 in Surrey there was a total of 178, with 1 Category A, 1 Category B, 16 Category C and 160 Category D.

Op Navette was the national response to disorder during the summer of 2024. This created additional demands on policing in Surrey both for mutual aid requirements and locally, with a small number of protests and incidents recorded in Surrey. This led to a dedicated command to oversee and respond but led to an increased number of officers having rest days moved and cancelled and saw a spike in necessary overtime to ensure an effective response.

A dedicated Public Order Public Safety (POPS) command structure was required in 2024 for 33 protests in Surrey and Sussex. Protests relating to the ongoing conflicts in the Middle East, environmental protests and Anti-Government sentiment have formed the majority. In 2024 Surrey Police donated 970 officer days in public order roles to other forces via mutual aid. A significant increase largely due Op Navette as well as frequent support to the MET for Op Brocks relating to the Israel-Palestine conflict. In 2024 demand caused by activations of plans and processes in response to a major incident was relatively low compared to 2023. In contrast 2024 was a busy year in terms of demand for planning, training, and exercising and getting back onto a proactive footing post Covid-19. Increased demand within public order, impacts on front-line response to the public as the bulk of the staff are taken from response capability. Whilst this can be mitigated for set events such as the Epsom Derby, this is less achievable for spontaneous and short notice issues arising impacting on resource numbers.

PROJECTED DEMAND

It is anticipated that demand relating to protest, and potentially associated disorder will increase through the upcoming period, however this is influenced by a number of external factors and is largely beyond the control of police. The ongoing conflicts in Europe, the middle east and anti-Government sentiment all influence the likelihood of protest. Further potential precursors to protest include oil drilling for which plans continue to be discussed at a number of Surrey sites, the M25/A3 road improvement activity and the potential expansions of airports within the region at Heathrow and Gatwick. Within the civil contingencies environment there is no indication of a notable change of demand, albeit this would have potential to be impacted by any change in funding structures or oversight from local resilience structures. Chronic risks such as climate change have the potential to increase the frequency and impact of existing risks meaning that demand to respond to both individual and concurrent incidents are likely to increase.

Public disorder is difficult to predict, however Surrey have appropriate oversight and governance structures in place to quickly and effectively respond to any changes in demand or environment. The Force have weekly meetings with the regional information and coordination centre who keep Surrey Police briefed on upcoming events and intelligence on expected demands both regionally and nationally. For Civil Contingencies there is confidence that the team structure can flex to manage demand switching between BAU planning and response to incidents.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Public Order/Dogs teams are maintaining establishment, although it takes time to recruit and train handlers and their dogs. The supply of dog trainers has been a force risk. This has been supported by the ability to convert two staff dog instructors to PC and the supervisor to a Sergeant, providing resilience and opening the pool of candidates; whilst also providing a career path for handlers. General Purpose (GP) Dog capacity within the Force is good and the ability to forecast and ensure resilience is good but does depend on force level resilience and the release of officers. The Emergency Planning Team is now fully staffed and as such capacity within the team is good. Internally wellbeing of teams is good and sickness rates low.

Maintaining sufficient officers with a D1 driving licence to support Tactical Driving in Public Order operations is a risk and is recognised nationally. Dog section have a good range of skills, with exception that the availability of Firearms Support Dog (FSD) handlers which is being addressed through courses through 2025. Quick action training on new dog legislation was completed nationally during 2024. Whilst there is no shortage in training request for public order staff there are often challenges in obtaining staff for short notice deployments once trained.

Commanders are at a reasonable level for all roles, with succession planning in place through the standardisation and verification meetings. To maximise capability of resource in the event of a spontaneous or national period of disorder requiring effective command Public Order Gold Command on call has been added to that of the existing Silver and Bronze capability.

An agreement has been reached to standardise the PSU vehicle fleet with windscreen caged vehicles that are less liable to expensive costs when damaged than existing reinforced screens. This will reduce cost and maximise availability. Taser is currently still run using a paper system of booking in and out and a project is ongoing to utilise a data led system to achieve this, which will be necessary as the Force move to the new model Taser over the next 2 years. Dog Section have appropriate kit and equipment which is in good serviceable condition.

The Surrey Police Estate Program is likely to have a significant impact on Operations Command areas, particularly public order, taser training and dog training, where moves will be seen in 2025. This will impact on the ability to deliver courses in a timely fashion and is being managed with strategic estates to minimise this.

PERFORMANCE

Whilst Surrey Police are maintaining an effective public order response for both planned and spontaneous demand, the resourcing of large-scale public order requirements and meeting the terms of mobilisation needs remains a challenge for both Surrey Police and other forces regionally and nationally. Following Op Navette, Surrey Police are reviewing its own processes and procedures to ensure it can respond to any future mobilisations as effectively as possible whilst the force awaits further developments from the CoP and the NPCC.

The Dog section consistently meet their deployable unit demand which is monitored through the Daily Management Meeting (DMM) process and shared with the Force Management Process. The Strategic Policing Requirement is being met in overall trained numbers, but challenges remain in retention and spontaneous availability.

In relation to Civil Contingencies, Surrey Police are achieving the expected levels of performance. As a Category 1 responder Surrey Police have a statutory duty under the Civil Contingencies Act 2004 to plan, train, and exercise for emergencies. To achieve this, all plans held should be reviewed as per the review schedule. In 2025 a program of plan socialisation will commence to ensure that stakeholders understand their role should the plan(s) be activated. The Emergency Planning Team should also be engaging with the Local Resilience Forum to ensure that a joined-up approach to planning, Training and Exercising.

Overall, performance in 2024 has improved from the last few years in terms of ability to be proactive as the focus has moved from Covid-19 recovery back to BAU. Through regular meetings with the regional coordination centre and other forces, the challenges of resourcing public order operations is a common difficulty for all forces, and the Force will continue to collaborate and explore new ways of working through the exchange programme to ensure that any learning or innovations can be of benefit to Surrey Police.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The existing governance structures such as Local Resilience Forum (LRF), protest and event meeting and standardisation and verification meetings provide an efficient way in which to identify increases and reduction in demand and respond appropriately.

The nature of contingency planning means that the team are very used to prioritising workload depending on risk and demand. Demand levels are expected to remain stable, but should unexpected demand emerge then workload will be prioritised to accommodate this.

The Force will ensure sufficient course provision to maintain trained numbers in all Public Order disciplines in line with policy and strategic policing requirements. The ability to recruit officers into dog training has already seen an improvement and ongoing training will be planned against skill gaps and onboarding against establishment. Additional bespoke training plan will be implemented to support transition to taser T10. The introduction of taser T10 will increase the less lethal capability provided to officers across the Force in responding to incidents where significant risk of harm occurs.

The implementation of a separate Gold within the Force, and a force silver role to respond to demand and best place the force for Joint Emergency Services Interoperability Protocol (JESIP) principles are yet to be fully tested and influence demand. A bid is in process for the reinstatement of an operational Inspector into the dog section to maximise and oversee the operational dog section and provide resilience to the training school.

The Surrey LRF have implemented an automated notification system to improve the speed and effectiveness of communications with multi-agency partners during an incident. The new system allows response meetings to be set up faster and more efficiently when a major incident is declared.

Surrey Police will, jointly with Sussex Police, review its arrangements for delivery of mobilisation requests to ensure that officers are effectively equipped, trained and able to respond to requests for mutual aid and meet demands of public order operations in Surrey. Operations Planning will be reviewing the Op Rally mobilisation plan to ensure it remains fit for purpose following the publication of a new draft national mobilisation plan.

The Force is implementing a digital solution for the issue and return of taser assets and for the reviewing of taser usage. It will also explore use of Virtual Reality (VR) within Taser training to potentially reduce costs of consumables. The Dog School is exploring re-investment opportunities gained through income generation to ensure it remains a trailblazer and fit for the future.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The HMICFRS review of Op Navette identified areas for development in the ability of UK policing to respond to significant periods of national disorder. Whilst many of the recommendations require a national response, the work the Force are undertaking will ensure Surrey Police is as prepared as possible to respond to any further such periods of disorder and ensure the Force are playing its part in responding to these recommendations.

The agreement by Chief Officers for the instigation of a Silver commander for the Force, a split Gold command and Strategic Firearms Commander (SFC), and the continuation of the public order on call command to cater for public order specific matters provides additional resilience and grip in the event of incidents occurring within and external to the Force, with appropriate trained commanders available.

The Force response to increased demands is well established, and increased demand is impossible to forecast however all exceptional events, such as Op Navette, were managed in 2024, and it is therefore reasonable to suggest this would be the case in 2025 and future years.

Section 9.3: Firearms

FMS		STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score		5 Increasing Significantly	4 Significant	4 Significant	80	High
FMS 7	Firearms	5 Increasing Significantly	3 Substantial	4 Significant	60	Substantial
	FELU	5 Increasing Significantly	4 Significant	4 Significant	80	High

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Armed police provide the response to Spontaneous Firearms Incidents (SFIs) and support planned operations across Surrey and Sussex. The Firearms and Explosives Licensing Unit (FELU) manages licenses currently in existence and advise on applications for new licenses and permits.
The number of SFIs across Surrey and Sussex have continued to increase, 28% in 2024 from 2023 and 25% from 2022 to 2023. The number of SFI's where primary weapons are non-firearms equated to approximately 47%. Other areas of the Firearm's portfolio have remained relatively stable (see Appendix for data). National media coverage of serious violence, including the use of firearms and knives impacts demand. During 2024 the Force responded to NX121 (Chris Kaba MPS shooting) and Op Sefton (Police officer shooting). FIM consistency has been a driving factor to ensure that the threshold for a firearms deployment is consistent.
The changes to the dangerous dogs legislation were an additional demand during 2024 and required new training (4 days initial, 2 days refresher). To increase the Force capability and provide an improved response, shotguns to dispatch to dangerous dogs were purchased and are now in Armed Response Vehicles (ARV). Surrey Police and Sussex Police are one of a few forces adopting this approach.
Mutual aid requests, protests and close protection support is a demand on the team and can be unpredictable. Training is a significant demand for Firearms. Each ARV officer is abstracted for approximately 120 hours per year and other specialisms e.g. Chemical, Biological, Radiological and Nuclear (CBRN), require additional training. Further training requirements are frequently added by the CoP, impacting capacity.
The number of overall firearms license holders has reduced by 18% since 2020. However, the demand on renewal continues and the turnaround time has increased (see Appendix for data). The department priorities renewals over new grants as holders are in possession of weapons and the Force must ensure they remain suitable applying the National Decision Model (NDM). Demand is impacted by varying factors. The continued use of Statutory Guidance offers more scrutiny in respect to DA and MH, requiring additional information and investigation, therefore applications take longer. Whereas the introduction of clearer medical history requirements allows for quicker review of applications, reducing the number of supervisory reviews required. The increase in HO fees from February 2025 saw holders renewing at the 6 months point rather than nearer their renewal date to avoid the increased fee. A Gold Group was established during 2024 for property stores resulting in additional demand for FELU to destroy a large number of weapons. This was achieved by overtime and redeploying officers.
Terrorism demand has remained stable in line with previous years. The ACC chairs a Force Contest Board (Surrey Police and Sussex Police) which links to the Regional Contest Board. There are Superintendent leads for each of the 4P strands. A multi-agency Protect and Prepare Working Group is attended by all divisions and departments. A Regional Protect and Prepare board feeds into force activities and a separate sub-group around testing and exercising has recently been established. The Force continues to participate in the Regional Force Incident Manager Working Group and the Regional Planners' Working Group.

PROJECTED DEMAND

The Force foresee that Firearms demand will continue to increase in similar levels to those seen over the last few years. As awareness of legislation increases this will support public confidence in reporting offences either as a victim or witness. There continues to be emerging threats around 3D printed firearms and converted firearms, the Force will monitor and prepare. There will be a continued focus on improved intelligence reporting, supporting Local Policing and proactive policing. Demand would be impacted by any future legislation changes, changes to Government, attack methodology updates, UK threat level changes and changes to training requirements.

In 2025 there will be a significant spike in FELU demand which is known and recorded on the Force risk register. This is due to two elements; Covid-19 applications now due for renewal which all require a face-to-face visit, but also the renewal cycle has changed from three to five years. Therefore 2025 is the year where these changes align, and the expected demand is 8000 visits. On the 15th of January 2025 the HO announced the introduction of licensing of “miniature rifle ranges” by May 2025. This will be a new demand for the team in terms of licensing and inspection by firearms licensing officers. There is uncertainty at present how much demand this will be, and the Force is awaiting further communications from the HO and CoP. The Government is discussing the licensing of crossbows; and early conversations indicate this could be merged with firearms licensing. The introduction of the National CoP approved training courses for all roles within FELU, will be an additional demand. Training will be mandated and lasts 1 week, however, will include pre-learn and work-based workbooks post course. The rolling programme will start with Firearms Enquiry Officers (FEO) before expanding across the unit.

Terrorism demand is projected to remain stable. The placement of offenders when leaving custody, if placed in the local area, may have an impact on demand.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Firearms is a collaborated area for Surrey Police and Sussex Police and establishment is maintained. The vacancy rate is low, and attrition is below the Force average. Recruitment from surrounding forces with a financial incentive may see armed officers leaving. The team comprises experienced officers who are highly motivated and skilled. Overall wellbeing is good and there are supportive one-to-ones with all staff and regular away-days. Traumatic incidents are debriefed and defused in line with the Forces wellbeing provisions and suitable sign posting is in place. Increased media attention and several high-profile investigations into armed policing has caused increased concern within the unit.

Firearms teams use existing force devices and systems to support their role. A shared situational tool is being rolled out (SSAS) to the Force in June 2025, which will enable the units and commanders to gain and share further information during any deployments. This will also allow for the location of vehicles to be tracked both internally and nationally, providing a greater degree of interoperability. Airwave coverage at times can be problematic although the teams are able to operate with contingencies. Opportunities with advancement of technology are being considered to improve the abilities and abilities of the unit, e.g. SMARTStorm flags for calls and addresses.

Several options are being explored to improve the working environment and capacity which will require investment. Surrey Police and Sussex Police do not have an entirely suitable firing range. This results in additional costs of hiring suitable firing ranges and travel expenses. This risk now has a strategic lead and project manager. The business case and funding has been agreed. This is a significant risk faced by the Force and is on the Force risk register. As part of the Surrey Police estates redevelopment the indoor range at Surrey Police HQ will be closed for 18 months. This will impact training for Surrey officers as they be required to attend other venues e.g. Lewes, Gatwick, external. This will add further pressure to the range estate and greater use of external facilities impacting costs, availability, travel, accommodation, wellbeing and abstraction time.

The current carbine (H&K G36) is 26 years old and requires enhanced maintenance. A NAPCO led carbine program is expected in 2025, and the Force intends to utilise this scheme. Training will be required to convert officers, a plan has been drafted and will be a further demand and abstraction.

There is a requirement for armed officers to have the use of Body Worn Video (BWV), which should also be used on their helmets or hats. The current equipment is not completely fit for purpose for firearm officers. A full review is taking place by DDaT of the Force equipment and the requirements for firearms BWV has been requested. A new tendering process is due to be started this year.

Establishment is below what is optimal and has unfunded posts, comprising 1 Chief Inspector and 4 Police Staff, to manage current demand. This is based on the post implementation and organisational review of the team. Due to resource capabilities, FELU have been unable to meet all its mandated requirements. The yearly reviews of explosive holders were a concern and made a priority area. Following this FELU have visited all explosive license holders in recent months and a programme has been developed for the future. There is currently no CoP training course for explosive licensing which is a gap. All other training is delivered locally for Surrey Police and Sussex Police and a CPD calendar is in place to track CPD completed and planned. The attrition rate and sickness levels are below the Force average and there no concerns. FELU has a significant amount of experience. There are, however, a number of staff who are coming to retirement age which would leave a skills/knowledge gap and needs

planning. The staff within FELU are managing significant risks and there have been concerns regarding the demand and stability which is being monitored. FELU are not currently on the Occ Health screening list as a 'high risk' role. FELU vehicle capacity is good, however the type of vehicle is being reviewed as the current fleet is not fit for purpose and makes transporting weapons difficult due to length and quantities. The vehicle fleet comprises of marked and unmarked advanced vehicles that are all suitable for use in pursuits, with the aim to get the mix to 50:50. The future of the fleet is continually monitored due to the weight and hard use of the vehicles. There is a team of vehicle SPOCs within the unit to ensure that the vehicles are available for deployment.
FELU has legacy IT systems to manage holders, resulting in double keying and limited visibility of work and demand across the Force. This increases process times, performance monitoring and holder visibility. The Document Management System (DMS), Cyclops, is due to be replaced as the contract expires in 2025. A business case has been approved to transition to Niche Firearms in Autumn 2025 and is expected to increase organisational awareness of holder's activity resulting in increased suitability reviews.

PERFORMANCE

Overall, Firearms performance continues to be high and in line with the increased demand. The performance target for Firearms is attendance at SFIs within 20 minutes. During 2024 the response times for SFIs were being met approximately 88% of the time. Response with a firearms dog was met 52% of the time due to a lack of dogs available. Obtaining and training these dogs is difficult due to their specialism. There is always an ARV deployable to cover issues at handover times. There is the option for Surrey Police to call on Sussex Police resources and vice versa. Through the SE Firearms forum, the Force have an agreement that it can use the firearms units closest to the incident even if they are from other counties. Performance is managed on an individual basis upon completion of firearms training and through Focus and Future Focus meetings. Commanders' performance is also monitored though yearly accreditation. The implementation of PowerBI has enabled improved performance management.
FELU have been processing applications within the 120 days national benchmarking. The mandated yearly visits as per APP and Statutory Guidance for Registered Firearms Dealer (RFD) and explosive licences have been a concern and are now being mitigated. There has been a positive reduction in use of temporary permits and turnaround times have improved. Compared to other forces, FELU are mid table. However, it does not consider some processes e.g. some forces visit on grant only and then conduct admin renewals thereafter.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

Minimum staffing levels for Firearms are set by the Strategic Threat and Risk Assessment (STRA). These minimum levels are met on each duty and continually assessed. Where unavoidable, the minimum staffing levels are met using overtime. Mutual aid to other forces and time spent travelling for range training can make meeting staffing levels problematic.
A review of the training calendar has been conducted and approved by the ACC to reduce abstractions. The 2025/26 training calendar now includes plain clothed (discreet) deployment and specialist roles as part of the initial course reducing abstractions and improving wellbeing. A review of numbers required to maintain specialisms, such as rifle and close protection is done to ensure minimum numbers are met. This is a potential risk and SMT are scoping the idea of specialist skills being a requirement after 3 years.
Airbox Mosaic (SASS) is being introduced to all armed officers in June 2025 enabling the control room to map where armed officers are and will show all firearms officers in the SE. This will improve visibility and response times. An upgrade to Chronicle is taking place in April to prevent issues with the armory and asset monitoring. A temporary fix has been in place since Chronicle stopped working fully following an upgrade to Windows 10.
The range facilities are not available in both Surrey and Sussex for all the qualification shoots required. A plan has been developed for a new firing range facility and this will continue to be addressed to manage this force risk.
Once a replacement for the current BWV has been procured and implemented it will provide increased auditability and accountability for armed policing. The replacement carbine will provide developments and improvements over aging current weaponry once implemented and officers trained. The roll out of taser T10 is expected in winter 2025 and will require conversion training. Once taser T10 is in use there will be improved functionality and effectiveness providing enhanced less lethal opportunities.
The SMT are looking at an innovative option with the Special Constabulary to consider Specials work within the firearms team which could assist with managing demand and provide immediate unarmed support at incidents e.g. driving kit vans, custody transport, drones.
A demand and resource review of FELU is being conducted to assess what structure is required to manage future demand as the current model with unfunded posts is unsustainable. This is due to go to the ACC then Chief Officer

Boards. Ensuring succession planning is in place will create the ability to recruit and train whilst a leaver is in role to provide training and handover to reduce loss of knowledge and skill set.
FELU went live with utilising GoodSAM technology in January 2025. There is a strict criterion in place to ensure only the lowest risk cases are conducted via this method (provides true location and virtual check) and that all cases with higher risks will still be conducted face-to-face. It is expected to reduce travel time, assist demand and allow applications to be progressed more efficiency. It is too early to evaluate benefits. The implementation of Niche as a DMS system will provide efficiency by preventing double keying and providing wider force visibility of holders. The Force are looking at opportunities for robotics and AI e.g. summarising reports. SMARTStorm markers have been set up for Explosive License holders and currently work is in progress for Firearms holders. This allows improve holder visibility and continued assessment of holder's suitability but also officer safety and welfare when attending incidents.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCE

The Force foresee that most demand for Firearms will be met as a result of the planned changes. The range facilities will continue to be a risk the Force will tolerate until a new facility is developed. Activities will be prioritised to limit consequences of any demand that is not met. Un met demand will be lower prioritised activities, typically value add activities.
FELU demand is a risk to the Force and is currently being managed with unfunded posts, which the Force is tolerating. A decision by Chief Officers will be required on the future structure following the demand and resource review. Chief Officers have previously approved the implementation of Niche Firearms and GoodSAM which will mitigate current risks and improve performance over time.

Section 10.1: Digital Data and Technology (DDaT)

FMS	STEP 1 (Demand Trend	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	3 Stable	2 Moderate	3 Substantial	18	Moderate
FMS 7 score	4 Increasing Slightly	2 Moderate	3 Substantial	24	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

DDaT supports both Surrey Police and Sussex Police with IT infrastructure, applications and devices. This includes obvious items like software, servers, networks, WIFI, laptops/desktops, airwave radios, telephony and smartphones but also CCTV, BWV, the Data Warehouse, PowerBI reporting, the intranet and drones. Demand for DDaT is managed via three specific routes. These are 1) service requests/support tickets 2) DDaT required initiatives or small business change that does not meet the criteria for Change Delivery requests 3) Business change initiatives.
Overall, demand continues to increase year on year. The department supported the migration of both forces onto upgraded HR platforms for SAP and Origin with significant platform builds needed. Legacy technology continues to create an increase in demand, however significant progress has been made. Backup Reviews were conducted e.g. tape to Cloud, and an overall backup review is underway with the supplier to implement further efficiencies in 2025. Op Yorton, the upgrade, decommission, or replacement all remaining 2003 and 2008 servers was completed, and the Force is now concentrating on the remaining 2012 servers. Planning has started for Server 2016 upgrades; the route depends upon the application/service on each server. In relation to patching, a backlog of patching (Kerberos authentication) has mostly cleared, with work to improve automated schedules. The database servers have required additional work and will continue in 2025. All servers in the manual patching groups are being re-reviewed and actioned to maintain current patch status. A range of Business Change initiatives are also within the portfolio e.g. Enabling Services Programme, Video Redaction, Smart Key Cases. Demands have also included Oracle upgrades, Firewall devices upgrades, annual Niche upgrade, Airwave refresh, network switches, support to PowerBI dashboard developments, Wi-Fi/airwave improvements at Gatwick, and pre-emptive works to support Surrey HQ redevelopment. There are large Estates Programmes underway, including the full redevelopment of Surrey HQ and a review of Custody across Surrey, these both place additional demand on DDaT.

PROJECTED DEMAND

The Force assessment of future demand is that multi-year internal programmes will still be underway and National programmes will continue. The implementation and mature usage of DDaT tools such as IT Service Management (ITSM) should increase self-service options for the business implementation. The Change Delivery led processes are robust and give good oversight of future demand and the understanding of the need to maintain and in time replace legacy systems is good therefore there is confidence in the foreseen demand. The National policing reform may mean technical programmes are required to adopt national ways of working and budget constraints may mean force ambitions to introduce new capabilities have to be cut back.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The introduction of the Target Operating Model (TOM) for DDaT has increased overall establishment and implemented a number of new roles. Establishment is monitored carefully, and regular reconciliation takes place. The department has a relatively low vacancy rate having developed a number of recruitment strategies to ensure recruitment is done in the most effective and efficient ways. This has included using Global Recruitment Agency to fill a number of specialist roles e.g. Technical and Solutions Architects. A key principle of the TOM has been that there are no fixed term contracts, agency workers or secondments within the department and permanent contracts are offered as standard. DDaTs sickness levels are low, and attrition is relatively stable, where hot spots arise, the team take a targeted approach e.g. considering the causes and potential remedies. The SLT have placed an increased focus on wellbeing across the department. This has been supported by a bi-monthly Wellbeing and Inclusion Forum and a dedicated plan with SLT sponsors and working groups.

DDaT is still faced with maintaining legacy technology, with varying degrees of risk of failure and insecurity, tracked through recorded risk, however decommissioning of these services is a key priority within the DDaT strategy, and other transformation programmes for example Enterprise Resource Planning (ERP). The condition of the workforce and other assets is sufficient and following a recent audit, the retention of the Data Rooms CCTV has been changed to 30 days.

DDaT have an appropriate training budget and are using it to provide career development across the department e.g. undertaking specialist training via Quality Assurance Training and developing technical expertise. A programme of mandatory leadership training for the DDaT Management cadre has been developed. DDaT are working on an overall Service Maturity Framework, which will enable a more focused review of skills and capabilities at key milestones within project delivery for new services.

PERFORMANCE

DDaT performance relating to SLAs for the services that it supports are outlined within a published Service Criticality Framework. There are specific response and resolution times within this framework, based on the priority and impact of a given service being unavailable or degraded. The SLAs are embedded within SupportWorks, which is the main IT Service Management tool used within DDaT to manage operational support demand. There is also external SLAs with external suppliers, which will invariably be documented within commercial agreements and contracts.

SLA Performance is not wholly consistent due to varying factors including increased demand for technical services, the continued management of legacy technology, and need for refined processes. However, improvements have been made and outstanding user call queues have been significantly reduced. These elements are being addressed through changes to the TOM, decommissioning of legacy technology and improvement to service management process and technology. Call queue management has been a key focus, to reduce call backlog and response times to better align with SLAs.

DDaT utilise online monitoring of systems and services using tools such as SolarWinds, Niksun and Nessus to ensure oversight of performance. Operational teams will use this data to ensure services operate with agreed tolerances and will proactively use this data where possible to avoid service issues. As part of the TOM a Network Operating Centre (NOC) has been introduced to ensure optimisation of performance monitoring is in place.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The TOM has been designed to anticipate future demand and structure the department in a manner designed to support both current and future demand. This has provided a focus on splitting BAU and Business Change with dedicated resources for each, and a move to proactive not reactive work, adopting tech, not adapting tech and keeping things simple and streamlined all help to ensure future demand can be managed.

A rationalisation of applications is underway focused on decommissioning older, non-supported applications, helping to provide a clearer roadmap of software and ensure resources can be better utilised, focusing on newer technologies and not spent on legacy applications. New IT Service, Stock and Asset Management (ITSM) Tooling is due to be implemented in 2025/26 to improve capability and response in resolving technology issues, provide more self-serve facilities, and greater efficiencies in the management of assets

The Force has a mature transformation portfolio planning approach, which enables demand to be planned in against dedicated resources for delivery of change. By ring-fencing specific resources, when new initiatives are successfully passed through the Force governance processes, DDaT can use its portfolio approach to forecast ahead and determine when future demand can be started against the timeline for completion of current demand.

A Change Prioritisation Meeting and Change Work Assessment (CWA) tool was implemented in April 2024 to ensure demand is managed effectively. The CWA tool is essential for ensuring all DDaT tasks/projects are visible and prioritised accordingly. The CWA will be further refined to ensure a clear view on priority is provided.

The build of laptops has been outsourced to an external vendor who build laptops on demand based upon an approved specification. The outsourcing of this will help to free up capacity within the Devices Team in DDaT. This was completed in December 2024 and at present it is too early to determine the effect of these changes on demand. An 'Amazon-like' route to market for IT commodities has been established that drives efficiency saving and improves service to users.

DDaT have placed an emphasis on proactive operational monitoring of IT services to pre-empt and troubleshoot any anticipated service continuity or degradation problems. It is also working towards the removal of complex and effort-sapping legacy technology and applications to build a solid foundation upon which agile and inter-operable IT services can co-exist to provide seamless capability to the users. DDaT work in partnership with key suppliers to leverage their skills and knowledge to create innovation and investment into new facilitating technologies. There will be an increased use of MS365 Guest Access to support better collaboration with external partners.

The Digital Innovation and Digital Delivery teams within DDaT horizon scan and test technologies that help to improve policing. Examples of this include supporting a pilot using AI to review Niche case logs to aid efficiency. The use of Robotic Process Automation is currently in early stages as part of proof of values in a small number of user cases. This will be expanded during 2025.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The prioritisation of business change programmes and DDaT's ability to meet this demand is an ongoing process. The ability to meet this demand will be under constant review and dependent on the size of projects, may result in fewer items being delivered from the initial list. There may be a need to tolerate excess demand or pay for third parties to deliver. Any unmet demand is as low priority as possible with a focus on critical, prioritised work. The aim is to ensure risk is as low as possible. DDaT's capacity to meet demand for Business Change Programmes is clearer now a dedicated Subject Matter Expert (SME) change team is in place. These ring-fenced resources allow for more transparent capacity planning approaches and excess demand that cannot be delivered can now be accompanied by alternative options if needed, however ongoing technology developments require a permanent budget for technical training and development, therefore ability to delivery to support demand will be dependent largely on affordability.

To manage demand an agreed and prioritised yearly planned schedule of business change work, DDaT change work, operational support for technology services, ability to support individual and broader incident management has been approved by Chief Officers. The investment in a renewed TOM for DDaT including additional resource and a comprehensive training budget, to improve the capability and capacity of DDaT staff to operate and support the force objectives.

Section 10.2: Change Delivery

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	3 Stable	2 Moderate	2 Moderate	12	Low
FMS 7 score	5 Increasing Significantly	2 Moderate	2 Moderate	20	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Change Delivery supports Surrey Police and Sussex Police to put in place value-for-money transformational change that enhances frontline policing and each organisation as a whole. Demand is determined by the Change requests that come in via the business, as National mandates or from Chief Officers. Governance processes are in place to assess financial viability and benefit gains. If determined suitable to progress changes are put through a matrix to assess where they sit in priority order for project and programme work.

Overall, there is an increased demand for Change and the requirement to save money. Greater transformation work is being requested to support the funding gap and not just technical solutions. The three main workstreams for Change Delivery are currently Transformation, change projects and Op Solve.

A number of projects and programmes are managed in the Change Management Portfolio, with the priority of each project ranked relative to the others. During the last year there were eighty-six projects in the Change Management Portfolio, sixty-five of which were scheduled to start-up in 24/25. The number of Business Cases that pass through the Strategic Change Board/Portfolio Strategy Board continues to increase (7 in 2021/22 to 26 in 2023/24).

The increasing demand does however create increased stress levels through both those engaging with departments at an operational and project level as well as within SLT. There are increasing workloads for the team and in addition more welfare and wellbeing work required for those within teams.

PROJECTED DEMAND

The Force foresee there will be a continued increase for demand, however the department can only service the same amount as present as establishment has not changed therefore prioritsation is key. Changes that could also impact demand for Change Delivery include changes in Government/PCC/Chief Officers, HMICFRS inspections, failing systems and national mandates. The Force are confident with this projection as there is a good governance structure in place and strong project management to ensure capture of information incoming. There is a well-maintained prioritisation matrix and consistent and co-operative discussions between DDaT and Change Delivery to ensure any information picked up regarding Change requests coming in is shared.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The department is at establishment; however, the overall demand is greater than capacity. There have been a few issues recruiting into Project Manager roles with suitable qualifications for the salary paid, however the Force have taken the approach to recruit those with relevant experience or capability and train in house. There have also been issues recruiting into Business Analyst roles with suitable abilities and therefore the department has restructured to accommodate this and created a career path within the team. These methods have been adopted to ensure supply of staff is maintained.

The team is strong and balanced who work well together and look after and support one another. There is a mixture of experience and 'in-house' training is available. There is good retention and a low turnover of staff. Staff who are on Fixed Term Contracts apply for the permanent roles when changed. The wellbeing of the team is regularly monitored and discussed in focus meetings.

PERFORMANCE

Performance for the department is monitored through the departmental KPIs which are reviewed every 2 months. There are currently no national measures. The departmental KPI's are in relation to:

- Integration and Planning Change Planning Board
- Portfolio maintenance
- Business Case approval
- Financial data
- Risk and Issue assurance
- Absenteeism and attrition
- Focus meetings

Performance is regularly monitored and being met. The department are increasingly working closer with DDaT and fine tuning prioritsation.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

To meet demand continued prioritisation and working closely with DDaT on resourcing and scheduling will be fundamental. The Force will be relooking at the weighting of the prioritisation matrix, it will not necessarily reduce the demand but could change the scheduling order. There will be a greater focus on performance and inspection results and less on finance. Improving technology implemented in teams to assist with performance and a potential use of AI to do transactional work to free up capacity for people to do other tasks will assist managing demand. Future changes could also include closer working relationships and efficiencies with other departments where skills and people can then be used to work on tasks where there are currently gaps.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

A continued prioritisation and working closely with DDaT on resourcing and scheduling will be fundamental. There will need to be an understanding that not all projects/programmes can be completed in time and advising if there are critical priorities so that they can be moved up the scheduling list if required. Any unmet demand is as low priority as possible with a focus on critical, prioritised work.

Section 10.3: Corporate Development

FMS		STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score CDD		4 Increasing Slightly	1 Low	3 Substantial	12	Low
FMS 7 score	Business Intelligence	5 Increasing Significantly	5 Very Significant	3 Substantial	75	High
	Strategic Governance	5 Increasing Significantly	4 Significant	3 Substantial	60	Substantial
	Information Management	3 Stable	1 Low	4 Significant	12	Low

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Corporate Development Department (CDD) brings together a range of central functions to help Surrey Police develop the Force's strategic plan and align that with performance objectives. The teams focus on strategy, performance management and business improvement and internal control mechanisms for the Force. They support Chief Officers to manage risk and monitor performance.
Overall demand for data analytics, insight and appetite has accelerated. The transition to the Cloud in 2024 allowed the Force to connect data sources to exploit data in ways it never could, using methods which currently are at concept/proof of concept stage, e.g. robotics and AI. The transformational potential of this has been seen in how PowerBI dashboards have affected change in the Force understanding and governance of performance.
During 2024 there were 28 requests for PowerBI products (updates to existing and new products) and ranged from single department/command requirements to organisational products, varying in scale and resource level required. PowerBI training has been rolled out to senior officers in regard to performance management and understanding to improve data literacy and therefore improve self-service.
Freedom of Information (FOI) requests increased significantly over the year (average of 16 per week compared to 9) and due to the complexity of many and other teams resourcing levels it pushed additional demand into Business Intelligence. Insight into how both the internal and external community feel about the service provided by the organisation has also increased
The Information Access Team (IAT) has seen an increase in request types during 2024 and probation requesting checks have increased overall. Disclosure and Barring Service (DBS) demand has remained stable whereas change and governance demand has been remained high and been mitigated by the close working relationship with Sussex colleagues.
PEEL 2023 performance deemed Surrey Police as a 'force of concern' with significant increased activity from HMICFRS. CDD provide internal insight, reporting and governance against Causes of Concern, Recommendations and AFIs to facilitate increased reporting into the Force Liaison Lead. There has been an increasing expectation that the Force will apply the same standard of governance and assurance as it gives to HMICFRS inspection reports to other national reports (e.g. Angliolini), which also stretches capacity.
The introduction of KETO has triggered improved comprehension of risk management, with the associated involvement of the Strategic Governance team to raise standards. The number of risks relative to issues indicates that risk management practices need more work to be forward-thinking.
The Consultation and Survey Team demand has experienced increased internal demand e.g. annual staff survey for Surrey and Sussex, health checks and pulse surveys which are now wholly provided by the Surrey team, rather than externally commissioned. There are further demands for increased use of surveys to understand workforce needs, satisfaction and engagement.

The shift to working to a strategic plan, performance objectives and accountability, and a realignment and coalescence of investment and resourcing on 'Our Plan' is a significant shift in the way Surrey Police operates as a force. The Force looks to CDD to drive this transformation which is a new demand not envisaged in the original 2019 specification for CDD. The lean resourcing model is not expected to be sustainable in the long-term.

PROJECTED DEMAND

The Force has high confidence that organisational demand will increase significantly into the medium to long term. Op Solve is a complete re-set of the Surrey Police Operating Model for the next decade and draws resource from CDD to design, inform, and provide data to the new model, therefore impacting demand and assets.
The new Government intent on gathering data and driving national performance improvements will impact CDD. The Neighborhood Policing Guarantee draft metrics indicate a significant increase in scrutiny of satisfaction and confidence data carried out through the Consultation and Survey Team. The Government devolution is likely to result in changes to multiple strategic partnership arrangements, governance and likely ambition, for which CDD is expected to provide the Force's liaison.
The Force can reasonably foresee an increasing range and volume of inspection activity due to the new Government stance. It is still somewhat early to tell, however HMICFRS have stated their expectation that forces are employing organisational problem-solving. This is in line with CDD direction of travel and strategic business plan but represents a significant new demand beyond the original specification of CDD.
Risk management knowledge, skills and support in the practical application of this within business areas will need more intervention activity from the Strategic Governance team. AI, Robotics Process Automation (RPA), PowerApps and other data exploitation tools will be a further demand trigger, however they cannot be accommodated without investment. It is expected that data exploitation tools and advanced analytics will be central to organisational problem solving, productivity improvements and unnecessary demand prevention. Capacity would need to increase to meet this need.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The capacity and capability of the Information Management team has been maintained and there are currently no concerns. The Strategic Governance team is a small team, and turnover is c.25% annually, and attempts to find a recent maternity cover absence failed which led to a 12-month absence. Since 2019 the team have not reached a state of a stable, experienced and independently capable team. Overall the team can meet demand as projected in 2019, however new requirements have created stresses within the team manifested in staff wellbeing. The Strategic Governance team as created in 2019 is unlikely to be able to adequately meet the needs of the organisation in the long-term with a more diverse skill and experience set needed within a bigger team and remit for CDD overall.
Within the Business Intelligence team a prioritisation tool is used to good effect to manage demand and project requirements against resource availability. The team have experienced some tension and frustration from Chief Officers and senior leaders at the timescales of dashboards needed for performance improvement. Despite repeated attempts to recruit, the team cannot secure permanent skills needed for the model it has. There is a plan in place to build this but the team are vulnerable to any one person leaving and have some skills and experience held by single individuals which carries a significant risk of single point of failure. During 2024 there has been wellbeing concerns in the Strategic Governance and Business Intelligence teams, with stress indicators and long work hours.
The security of supply of data specialists/analysts is a significant concern – evidenced in multiple failed recruitment attempts for roles such as PowerBI Developer, Data Engineer. Despite market supplements the Force struggle to compete. Recruitment to performance analyst roles is becoming difficult as many are up-skilling in the marketable PowerBI skills. The Force is increasingly reliant on PowerBI dashboards and insight – and the skills needed to build these – if the Force do not retain or cannot recruit into these specialist roles the ability to use data to drive deployment, investment and resourcing decisions quickly degrade. Consequences of poor decisions will impact public confidence. Strategic Governance Officer adverts don't attract many applicants when advertised externally for permanent posts. Fixed term posts attracted no applicants (internally or externally). Attracting and retaining talented staff is increasingly difficult.
The forthcoming estates changes at Surrey Police HQ will impact CDD and will be a challenge to navigate to maintain relationships with business areas.

PERFORMANCE

Performance for the department is monitored through the following key areas:

- Information Commissioners Officer (ICO) set standards for subject access requirements (*breached in 2024*)
- DBS set standards for DBS performance (*one inadequate grade in 2024*)
- HO data reporting requirements (*expected to increase*)
- FMS completed annually
- HMICFRS inspections must be facilitated, and any findings be overseen and assured (*increased demand while a force of concern*)
- OPCC/PCC oversight expectations must be met
- Internal governance requirements (*Chief Officer meetings are wholly reliant upon CDD provision of performance and governance data).*

Overall, the Business Intelligence team has exceeded performance during 2024 in terms of impact of outputs, however, has not met performance against appetite and to meet BAU delivery needs. Due to the increasing demand performance, sustained delivery cannot be met by the Strategic Governance team without an adverse impact on staff.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The enabling services programme team have completed a review of CDD for opportunities to improve operations and efficiencies. There were none identified in Business Intelligence and Strategic Governance, and limited opportunity in Information Management. Internal Audit (Southern Internal Audit Partnership - SIAP) have reviewed the teams in detail and all recommendations are either complete or underway. However, no recommendations are going to have the transformational impact that is needed to fulfil the Force's requirements. It is likely that there will be an investment in CDD aligned to Op Solve but is yet to be determined. The Force has directed that Op Solve will provide long-term future sustainable investment for a Force Insights Team (with a short-term intent to second people into this team). A Force Insights Team would provide an internal inspection mechanism or capability. The Force recognise this is needed as a method for reality testing, assessing and assuring force improvements are embedded, and to provide insight on areas where it experiences complex problems/risks or otherwise lack an objective assessment of 'on the ground' matters. This is a much-needed tool for organisational problem solving and needs assessment, the outcome of which is intervention to remove or reduce preventable demand, or productivity improvements for poorly performing processes.

The Force has agreed to brigade all performance analysis resources under CDD professional direction to standardise role and responsibilities and optimise the investment in such assets. Scoping work needs to begin, but it is proving challenging to find the capacity for this. Being a Centre of Excellence for a Data Exploitation and/or broader problem-solving capability is in the early stages of development to outline demand, needs, future need and opportunity against present model and capabilities

The Force intend to use the FMS as a mechanism to identify the biggest needs/opportunities (scanning for problem), then remit into a team with diverse skills, specialisms, characteristics, experience to come up with potential solutions.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Overall, the capacity and capability of CDD would need to increase to meet the future demand. The current changes identified in Step 3 are at the conceptual/'to be' stage and therefore it is too early to determine what demand will be met and what will remain unmet/plan to tolerate. Activities will be prioritised to limit consequences of any demand that is not met.

Section 11.1: People Services – HR

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	3 Substantial	2 Moderate	24	Moderate
FMS 7 score	4 Increasing Slightly	3 Substantial	2 Moderate	24	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Human Resources (HR) manages the human aspect of the organisation e.g. recruitment, retention, duties, complex casework, pensions and payroll. Demand during 2024 has included: Implementing phase 1 of the People Services Change Programme, attraction and recruitment, development of PowerBI products and services for people performance, embedding the new Casework Team model, Police Officer Pension Remedy and complex pensions matters, payroll demand, reward interventions, Race Action Plan, employment tribunals, and employee engagement activity.

A significant demand on resource until July 2024 was the implementation of the People Services Change Programme, with phase 1 now complete. The People Resolution Centre has continued to form following the launch in April 2024. There has been an increase in demand for support, particularly around providing dedicated resources to particular projects.

During the year there has been a greater demand for retention data and information, highlighting key themes and recurrent issues, resulting in the funding of a Retention Advisor for 6 months. There has been an increasing demand for people data from external and internal sources. The development of PowerBI products and services for management of people performance has been ongoing. PowerBI is due to be in place in Spring 2025 and should enhance the ability to report. Future phases may provide opportunities for reduced reconciling behind the scenes.

National reviews e.g. Angliolini, have included recommendations and mandated changes/additions to policies and processes, resulting in additional resource requirements. People Services have also been responding to AFIs from the Surrey PEEL 2023 inspection report.

There has been continued levels of bulk recruitment to maintain numbers for critical staff areas e.g. Contact, DOs, IOs, PCSOs. Due to the absence of integrated technology and there being two HR systems across the two forces manual work is necessary to align areas, creating inefficiencies.

There has been an increase in submissions of formal workplace concerns and Employment Tribunals submitted are now more complex requiring additional resource and time. Casework has seen an increase in demand for support where cases are proved to be more complex and hold significant financial and reputational risk for the organisation.

PROJECTED DEMAND

With political commitments around increased resources in policing, increased national reviews and likely national reform additional demand for HR services are likely e.g. Neighbourhood Guarantee and maintaining the Officer Uplift programme. The potential for local Government devolution and changes to the governance of policing and potential employee structures would also increase demand.

It is foreseen that there will be an increase in casework, with increasing complexity and risk management around cases. Recruitment and retention of specialist skills will continue to be challenging. It is forecast is that the wider labour market pressures will settle but cost of living pressures will continue.

As levels of experience across the Force increase the line manager capacity, capability and confidence should improve and result in less support and intervention. The work to meet the Force objectives under the Race Action Plan will continue and the ability to report people performance data will improve once PowerBI is implemented.

Alongside the pension remedy there is a requirement for the launch of a new pension dashboard, a national Government initiative which will allow individuals to see their pension information, including state pension in one place at a time. All schemes and providers in scope are legally required to be connected to the pension dashboard

and be ready to respond to request for pension information by 31 October 2026 at the latest. The dashboard will add further demand to the current workload.
The Employment Rights Bill amendments could impact upon the department in terms of advice given to line managers and transactional activity required. If other changes to employment and discrimination legislation are implemented, they could also have an impact. The new duty for Sexual Harassment is likely to increase both workplace concerns and tribunal claims. There potentially could be an increase in flexible working claim appeals if the government change the legislation to enable more home working.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

During 2024 the department implemented the People Services Change Programme. From the 1st of April 2024 a leaner HR model has been implemented with more specialist, clearer roles and responsibilities. Overall, there are less FTEs with more functional and specialist posts which allows Officers/Staff in the Force to know who to contact. Whilst in the early stage of the People Services Change implementation there were some vacancies, however each area has now stabilised, and the vacancy rate is in line with the Force average. Establishment is almost met and now needs to be maintained. Overall, the department has an experienced team. As part of the implementation there were some new roles and teams. Those teams have now established working processes and gained experience. The department has expanded the recruitment team to allow it to be able to do social media job advertising and specialist training is available for this. CPD continues to take place to allow continuous improvement.
The department's wellbeing was affected during 2024 by the implementation of the Change Programme but should improve as the new model becomes established. There is a People Services Wellbeing Board. The SMT is trying to improve connections with teams and bring staff back into the office with the new structure.
Each force has their own people system, and the information needs to be manually extracted, exported and presented to illustrate collaborated people information. The department is impacted by the absence of integrated technology therefore impacting demand and creating inefficiencies.
The team works in an open-plan, hot-desk environment and is encouraged to work at least 40% of their working week at a police site. The current space at Surrey Police has been reduced to accommodate other teams whilst work is completed as part of the Estates Plan.

PERFORMANCE

KPIs are being developed for each function as there have not previously been any formal KPIs to measure performance as an enabling service. For complex casework KPIs and SLAs will be developed and finalised as well as a Team Charter as it moves from implementation of the casework team and into the next phase. Areas which have previously been reviewed include enabling of line management interventions to reduce people gaps, payroll on time and accurate, workforce plans developed and achieved, reduction in employment resolution matters and informal resolution, and accurate reporting and quality data.
Once the new specific KPIs have been established, the department will be able to monitor and govern the acceptable performance levels more formally. A performance pack will be produced for the SMT.
During 2024 the Force worked to a Workforce Plan and all targets were met e.g. Uplift. Currently there are anomalies in the accuracy of data due to the different systems and the different management across Surrey Police and Sussex Police. The Data Governance Board monitors specific quality of data in the systems. Once PowerBI is implemented it will enable improved opportunities to report on quality. There are a number of national deadlines linked to Pensions Remedy, the team are working hard to ensure these are met, as well as providing a good service to our Officers.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The People Services model gives better accountability and clarity of job role for each area. The payroll team will be subject to review and as part of the next phase of the People Services review during the financial year 2025/26. This may result in a more efficient coordinated teams and may see efficiencies. The pensions team will also be reviewed under phase 2 of the People Services Change programme, but this team has required additional resource to meet demand so may have a different outcome.

Improved analytics as an enabling service. PowerBI will enable the Force to further understand demand thematically rather than anecdotally and enable a better narrative around workforce capacity, capability and demographic over time. This gives an opportunity to target specific issues.
The launch of the ITSM Helpdesk will take place across 2025/26 and work has already commenced with members of the teams to understand the system functionality and the pre-design scoping ahead of launch. For some of the teams this will be a new helpdesk function allowing customers the ability to do some self-serve and provide the teams with a helpdesk which will provide call log references, the ability for a call to be moved from one team to another, the customer to see the status of their call, and it will reduce the need for manual identification of demand and trends. For some teams this will be a change from the existing helpdesk to a new helpdesk. There has been and continues to be a significant requirement for the teams above to add the implementation of this to their current demand.
Making best use of HRMS/SAP systems with support from the Centre of Excellence, to ensure that processes are efficient. The implementation of a joint service desk across Payroll, Pensions and the People Resolution Centre (HALO) will help service delivery efficiencies, continuing to improve the links between the Casework Team and other departments in the People Services Model. The department will continue to review processes and deliverables to reduce multiple handling and work in partnership with other parts of policing e.g. CDD to reduce demand for people information and early intervention to people performance matters.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresee that most demand for the department will be met as a result of planned changes. Activities will be prioritised to limit consequences of any demand that is not met. Unmet demand will be lower prioritised activities, typically value add activities. The implementation of the next phases of the People Services Change Programme and PowerBI will enable the Force to further understand and manage demand.

Section 11.2: People Services – Learning and Professional Development (L&PD)

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	3 Substantial	4 Significant	48	Substantial
FMS 7 score	4 Increasing Slightly	2 Moderate	4 Significant	32	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Demand in L&PD is determined through a series of streams. This includes business intelligence, whereby the department head attends different portfolio meetings to create engagement with the business overall and pick up business needs which, alongside the modelling of previous demand helps the department to understand what is likely as a result of previous experience and what is likely as a result of the current business model. This also allows the department sight on change programmes, forcewide projects and recruitment drives. The department also manages the training of all new officers as well as officer CPD.

Demand can be variable due to different sized intakes which is linked to workforce planning. This can make planning for training challenging and affects the whole programme. Despite variability, the demand exceeds L&PD capacity. There is increased compliance training as a result of Uplift which has led to increasing numbers of people doing increasing numbers of courses. The introduction of licencing for Public and Personal Safety Training (PPST) and Driving as well as the separation of First Aid from wider PPST has also increased demand. To compound this issue, there are regularly no-shows to courses meaning that L&PD have to run additional courses for the same thing to cover those who have missed the content, this is being monitored on the Force risk register. Alongside the increasing numbers of people being employed who need training there has also been an increase in the number of people requiring additional support, the reasons for which can include Neurodiversity. Additional support and requirements add to demand within L&PD. Furthermore, the attrition rate leads to repeat recruitment and training requirements. The drive to recruit detectives who need to be Soteria compliant is also increasing demand to ensure that all investigators are appropriately accredited. There are also ad hoc training requests from across the Force and requests for support where new initiatives are rolled out, these include Sergeant development days, increasing CPD and CoP/Higher Education Institutes (HEI) initiatives (Leadership Programmes and Ethics Training). As the Force is going through a period of change with the implementation of Our Plan and Op Solve some departments are remodeling, this adds to pressures within L&PD whereby new training requests are then put in place.

PROJECTED DEMAND

It is anticipated that demand will continue to increase although confidence in this can be difficult due to the fluctuations in workforce numbers. The recruitment of new officers is currently difficult to gauge as Government priorities and policies are established although there is an indication that the Government will focus on Neighbourhood policing. CPD requirements continue to increase, and it is thought that there will be the need for approximately 20% more over the coming four years. CoP licencing rules continue to change and it is felt that the demand in this area will increase by 25%. For example, Sudden Child Death training is thought to be licenced soon and may also come with it assessment criteria for assessors to evaluate. The Force aspires to increase detective numbers by 25-30%, these detectives will require accreditation, as such this demand will continue to rise. L&PD are going through a transformation programme which may see a reduction in service to make savings as such demand could decrease in L&PD specifically, but demand would not disappear from the Force overall. The reduced budget coupled with force change programmes that require development and learning can all impact on demand.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The capacity of L&PD is somewhat stretched. Meeting current demand is currently only as a result of overtime and additional working. Capacity varies across the department in different teams. Coaching and Assessing Teams are currently at full capacity and are conducting coaching/assessing for above the recommended numbers of students/staff. There are also resourcing issues in some teams which creates additional demands for staff who are picking up vacancies.

The Surrey Estates Strategy is going to put pressure on the department whose non-workforce assets are already stretched. Some of the areas controlled by L&PD, for example the Driving School, are the first to be impacted by the wider Estate Strategy. During 2024 external venues have been necessitated as the capacity is not currently fit for purpose. The Hydra suite is coming to the end of life, not only used by Surrey Police, the suite is also used by the Regional Organised Crime Unit (ROCU). Due to its condition, the suite is currently underutilised. There is the possibility of income generation as well as financial cost recovery from updates if work is done to improve the condition.

There has been no investment in technology to provide efficiencies and more effective ways of working. Much work is still done manually. There are examples of VR in other forces to assist with 'fast roads' training which could be adopted within Surrey Police. One piece of technology aimed to be included in the transformation programme is a timetabling tool which would save on manual work as currently all timetabling is controlled via a spreadsheet.

Although the capacity of the department is being exceeded, the capability is good. All Trainers are required to have level 4 qualifications or attend the Training Essentials Programme which is currently being delivered in-house. This training is planned to be extended to Coaches and Assessors by the end of 2027. All Trainers at Surrey Police are in possession of this qualification. Assessors require an A1 assessment qualification; some assessors are currently working towards this however anyone assessing portfolios/work-based evidence must attend the in-house Assessment in the Workplace (PSAS) course for which Surrey Police has no gaps.

The wellbeing of the department is a priority for the SLT. Regular checks are made through Focus meetings and there are regular team meetings which allow the opportunity for staff to offer feedback/suggestions. Flexible working patterns are used to support wellbeing where required. Sickness levels in the department are low and long-term sickness is minimal.

The department has good resilience. A supportive term work ethos is adopted, and work is underway to ensure omnicompetence across the department as a whole to better manage the varied and fluid demand while improving resilience across teams.

PERFORMANCE

Performance is managed at a team level. The governance structure in place ensures that the department is meeting the standards set by the CoP and other partners including OFSTED, the Education Skills Funding Agency (ESFA), Skills for Justice and HEI partners. Performance is also measure nationally regarding First Aid, PPST and Driving. Training is discussed at force strategic boards to ensure that levels are being met and maintained. Surrey Police have recently been evaluated by ESFA and OFSTED and has scored well. HEI partners have also just signed another 2-year contract to deliver the new officer entry route Police Constable Degree Apprenticeship (PCDA).

Measuring performance is improving year on year as there is now increasing data to scrutinise and the ability to do so quickly through the use of PowerBI. An integral part of the L&PD transformation programme is to review how Surrey Police can further improve data provision ad implement an evaluation structure that goes beyond the standard level and supports L&PD in efficiency.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

There is currently a L&PD transformation project in place, as such, plans to meet demand are dependant on which model is agreed by Chief Officers. The transformation should be fully in place by the end of 2025. The scope of the transformation is being assessed as presently there is little that the department does that is not critical or compliance based and so much has to remain in place and efficiencies sought through effective ways of allocating resource against demand.

A large part of meeting demand is increasing business intelligence. A better understanding of the capability of the workforce allows L&PD to better understand projected demand. Following the introduction of Totara Learn L&PD will have a better indication of workforce capability, once fully embedded, as all courses will be on the system and people won't have personal responsibility for their bookings, rather L&PD will manage and arrange them. It is hoped that Totara Learn will be fully in place over the next 12 months, however, without additional resource this could take 18-24 months which would impact on the Force understanding of who is doing what training and when. Continued and increased close working with departments will support the understanding of predicted recruitment demand. L&PD is implementing a Curriculum Board which involves all senior stakeholders to provide an improved process for signing off all learning solutions, this will also assist in improving business intelligence. L&PD continue to work to a more omnicompetent design to support resilience across teams and improve performance.

There is an enhanced prioritisation of training requests in place which has improved visibility of requests, however, the department still struggles with non-compliance for mandatory training resulting in multiple running's of the same course as it can be unmanageable to complete all mandatory training in a timely manner.

Where demand is not being met the risk remains that training is delivered locally. This means that the consistency of delivery is compromised and while resource is saved in L&PD demand increases in divisions and departments. This means that training records and the monitoring of compliance is challenging to track, as such, it is difficult to understand the future capability of the workforce.

A PIP2 assessment team is being developed to reduce demand on the wider force and create a central and consistent assessment approach to ensuring all detectives are fully accredited. This requires additional resource but could improve detective performance across the Force.

The department need to invest to create efficiencies. Blended learning (a mix of online and in person) has already improved compliance allowing people to attend training more easily. A development in virtual learning would also improve efficiency and effective delivery. Some training sessions have also been modularised to allow those undertaking the training more flexibility in their training sessions which supports student needs and business abstraction. A timetabling tool has also been requested to improve oversight.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Based on the current model all new recruit training, compliance training and enhanced leadership training will be met alongside the assessment of learner portfolios. Dependent on the future operating model (due December 2025) agreed by Chief Officers, the following demand will be a challenge to meet, additional requests as a result of change programmes, enhanced assessments of portfolios, ad hoc training requests and requests for additional entry routes. The Force is currently tolerating several investigators who are not accredited but have completed learning programmes. A further risk is non-attendance at some refresher courses (including PPST). This is not unmet demand on the part of L&PD, rather it is individuals not attending courses which leads to inefficient practices and increased training demands on L&PD.

Section 11.3: People Services – Occupational Health

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	5 Increasing Significantly	5 Very Significant	4 Significant	100	Critical
FMS 7 score	5 Increasing Significantly	4 Significant	4 Significant	80	High

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

Demand within Occupational Health (Occ Health) is assessed through a series of measures. These include force health surveys alongside the Blue Light Framework from the CoP, assessments of vulnerable roles through psychological health surveillance and screenings, the number of referrals received into the department and logs of wellbeing support.

Demand has been increasing significantly and continues to do so. Since 2020 the number of appointments, including management referrals, pre-employment and periodic medicals, have increased by 25% year on year. Management referrals specifically have increased over 120% between June 2023 and June 2024.

There are a number of reasons contributing to the increase in demand. In the first round of savings (2018) Occ Health took a 20% cut on the basis of a smaller workforce, however, Op Uplift was then introduced which increased the size of the workforce. To add to this, internal Change Programmes can impact on the demand felt within Occ Health, particularly where they focus on restricted officers. Surrey Police have an aging workforce, particularly since changes to pension arrangements and typically this leads to further referrals. Further to this a breakdown, or perceived breakdown, in primary health care provision is leading employees to rely on Occ Health as their first medical intervention.

The increasing workforce naturally brings additional requests and requirements from Occ Health. As recruitment increases so too do new intake medicals. As staff numbers grow so too do routine and specific medical numbers including CBRN, Taser and Armed Firearms Officers (AFOs). The Equality Act also has an impact as more recruits are brought into the Force where previously they would have been excluded on medical grounds. Such recruits require reasonable adjustments and managers require additional support.

Changes in working practices have meant that Occ Health Nurse Advisors (OHNAs) are now more involved in Ill-Health Retirement (IHR) cases which requires significant amounts of information gathering in advance of the IHR. This can lead to OHNAs being abstracted into these pieces of work.

A significant area of increased demand revolves around MH. As understanding of ill MH increases and policing roles are becoming more varied there has been a significant increase in Vulnerable Role Screenings (VRS) and psychological health surveillance requirements. The CoP defines the roles which need screening and the list is increasing. Funding for such screening from the CoP is also decreasing which adds strain to Occ Health budgets. To meet demand, more administration support would be required.

All Occ Health staff are feeling the effects of an increasing workload. The department overall works quite reactively and in order to continue to meet demand to the performance levels currently being seen some longer-term preventative work is deprioritised. This includes workstation assessments which can prevent limb disorders and subsequent litigation and EAP assistance programmes/helplines.

In 2024, an additional stressor for Occ Health has been software issues which has led to staff absences. What was billed as an update by the supplier was in fact a whole new system which was not set up correctly. This meant that all roles that required the system were affected and all jobs took longer to process. This led to a quarter of staff (2/8) being off sick citing the software as a cause of stress. This issue is now mostly resolved.

PROJECTED DEMAND

It is recognised by Chief Officers that the Surrey Police Occ Health department does not fully understand its demand. In order to realistically predict demand a full-scale review of the department is currently taking place, this is reflected on the Force risk register. There are a number of areas which might influence demand over the next five years including, an indication from the Government of an increase in front-line Officers and Staff which will add to demand for medical surveillance and potentially to VRS. A longer-term piece of work required from Occ Health will be in resilience building while assisting on reactive support to critical and major incidents. An example of the reactive work on wellbeing in 2024 was Op Unison which required inputs of support and debriefing. Such cases are likely to continue to arise and require Occ Health support.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Following two years of being short on clinical staff, at the time of writing there is only one vacancy for an Occ Health clinician. While this is good news, the current model does not fit demand and therefore Occ Health have a bank of nurses at their disposal. An assessment of assets would need to be undertaken as demand changes. Occ Health work from five locations and the main premises is due for redevelopment, therefore a new workplace is required that covers space required for specialist medical facilities.

All staff receive CPD and a strength of the department is that many staff are omnicompetent which adds to resilience. The Occ Health department is Safe, Effective, Quality Occupational Health Service (SEQOHS) accredited. This means that the department and its staff are meeting clinical excellence.

Wellbeing within Occ Health is generally good, as the aforementioned issues with software improves so too should wellbeing. There are provisions for the team in place including team meetings/catch ups, team building days and more informal coffee mornings and lunches.

The resilience of Occ Health has been tested over the last year with the introduction of new software. This was a temporary situation which was managed with the movement of staff to support. There is a UK wide shortage of Occ Health clinical staff. To support recruitment challenges Surrey Police are now paying salaries in line with the NHS which has improved the quality of applicants for vacancies. This change has also meant that there has been no leavers citing salary as an issue in the last two years. To further increase applications, Surrey Police has offered an additional training position for a screening nurse to undertake a degree in Occ Health which has attracted good candidates, encouraged talent progression and created pathways for development.

PERFORMANCE

The department is achieving clinical excellence and remains the only in-house Occ Health service to have SEQOHS accreditation. While there are no national formal performance measures this means that, as SEQOHS accreditation is held to a higher standard, the Force is meeting all CoP requirements and more. The wellbeing team have also won a number of awards over recent years for programmes in place such as improving nutrition, sleep and other aspects of wellbeing. That said, despite these areas of performance, the Force still struggles to meet SLAs and has done so for a number of years. Some wait times are as long as 4-6 weeks. It is worth noting however that this performance measure, although poor, has remained at the same level despite shortages in clinical staff and more than a doubling of demand.

The department has a number of AFIs which require work, some of which date back a number of years. Meeting SLAs is something that the department has been working hard on, however, it is clear that the Force and the HMICFRS recognise that there is still significant work to be done to improve the way in which the department works. New staff nurses have started in their role meaning that delays have been reduced to 9-13 days which is a positive. However, an increase in complex cases being referred to doctors has meant that wait times for doctors have increased. At the time of writing, Occ Health waiting times have been as follows; Occ Health Advisor (OHA) 11-13 days (SLA 10 days), Occ Health Practitioner (OHP) 27-35 days (SLA 12 days) and medicals 14-21 days (SLA 5 days). There is planned analysis of referrals in 2025 to fully understand demand and ensure that wait times reduce. Audits have been completed to improve the quality of Occ Health reporting that demand can be more appropriately managed and reviewed.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

At the time of writing, to assist with meeting demand a departmental review is underway. A temporary bolster to SLT has been put in place to allow the review to be undertaken effectively. It is thought that once the review is complete the department will have a better understanding of the demand that it faces. The review aims to engage with stakeholders to get a clearer view of the issues felt across the Force and look at how referrals can be better managed through hand-offs with Occ Health, line manager and people services as a whole. A review of the triage processes in place is also to be completed to make it clearer for line managers as to what they should be referring to Occ Health and what could be managed without additional support.

To support where there are vacancies the Force uses a bank of clinical staff, although as vacancies are filled the bank size is reducing. This enables flexibility for the resource to engage or reduce as demand changes. Most of the department is omnicompetent, this means that most of the clinical staff are able to undertake other aspects of the clinical duties giving the team the ability to adapt to areas for development if shortages appear in other areas of the department.

To improve processes the department is reviewing the possibilities of automating areas of administration. Currently, in regard to VRS an external company assess reports and these are then manually loaded onto peoples Occ Health files. This process is completed in excess of 2000 times per year. There is the possibility to automate this process with HR software. This would support demand.

To further support meeting demand a second senior OHNA post has been created to strengthen the SMT which reduces risk and increases resilience. There has been an increase in in-house resource to reduce the dependent on third-party suppliers, again improving resilience, quality and consistency of the Occ Health service. To assist with remote appointments nurses have been employed from out of area to bolster appointment numbers and improve access. To assist with non-attendance for appointments the department are improving their reminders system to ensure that people attend Occ Health appointments.

To further improve performance and meet demand the department are offloading a function provided to the fire service. Currently, the administration team are keeping a manual spreadsheet monitoring the 3-year medicals for firefighters, this is a task being completed since 2018. The spreadsheet contains 300-400 names and this process is arduous particularly given the upkeep whereby 40% of appointments are listed as ‘Did Not Appear’ (DNA).

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

There is currently a full-scale review taking place within the Occ Health department, as such, until the review is completed, and recommendations made it is difficult to suggest what gaps would remain in meeting demand. Once the need is more known suitable actions can be put in place to improve the current situation where SLAs are not being met. The review will consider the other mitigating factors which can influence demand including an increasing size of and aging workforce alongside the introduction of more psychologically stressful roles.

Section 11.4: Fleet

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	3 Stable	2 Moderate	2 Moderate	12	Low
FMS 7 score	3 Stable	2 Moderate	2 Moderate	12	Low

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Joint Transport Service (JTS) is tasked with the efficient, cost effective and sustainable provision of fleet vehicles which includes cars, vans, motorbikes and bicycles and vehicle born specialist equipment such as communication, ANPR, CCTV, defibs and vehicle boot signage and lights.
There are currently 1450 vehicles out of a planned 1600 vehicles with Airmax telemetry, of which 800 have active driver identification. The operational demand over a 24-hr period is profiled across the weekly demand to allow a baseline of vehicle to number of drivers per shift. This sets the fleet size which in turn generates a vehicle technician to vehicle ratio. This provides the repair and maintenance demand which is resourced either across the JTS workshops or third-Party workshops and dealer network.
Over the past 3 to 4 years demand has been stable, however in-force Vehicle Technicians at Stonebridge have decreased to a current level of 3 technicians out of 7 funded posts. The shortage of fully staffed workshops at Stonebridge and Crawley Down require an increased logistical cost as vehicles are sent to other workshops and dealerships.

PROJECTED DEMAND

A reduction of force vehicles is planned for and will reduce the number of vehicle purchases. However, if vehicle mileage continues at the current level while operating less vehicles it will add additional mileage per vehicle which may result in further maintenance and repair activities.
Following a soft launch of SMART Key Cases in West Surrey a forcewide rollout and redeployment of fleet assets will take place over the year to meet current operational demand.
The Government has reversed the ban on the supply of Internal Combustion Engine vehicles (ICE) from 2035 to 2030. A future investment in non-emission vehicles may require additional vehicles to allow vehicle recharging/refuelling while maintaining the correct number of operational vehicles available to meet operational demand. A small number of electric/battery charged vehicles will be placed in a few teams to understand the impact on operational policing processes, estate infrastructure and any increase or decrease in vehicle servicing, repair and maintenance activity.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The in-force vehicle technicians have been below establishment and recruitment is challenging with the current salary packages behind the commercial job market and neighbouring police forces. The majority of vehicle technicians in JTS have an Institute of the Motor Industry (IMI) level 3 qualification for Internal Combustion Engine with mechanical powertrain. Staff that have been trained to meet a IMI level 3 Battery/Hybrid electrical vehicles and diagnostic qualification have had limited use of this skill so experience remains low and will require future refreshment training as the electrical powertrain vehicles increase in the fleet. A recent investment in the Stonebridge Workshop site has had a positive impact on the teams wellbeing.
With vehicle technology, servicing, maintenance and repair requirements continually advancing it could impact the capability and security of supply of the team, requiring an increased level of investment in training and equipment. The investment in SMART Key Cases will provide new technology and data sets for a workshop to

improve productivity. However, the main fleet system based in the SAP system is currently labour intensive and cumbersome.

PERFORMANCE

A new National Standard for fleet has been published by the NPCC Fleet lead. The JTS Engineering Policing and the Lowe's Transport Manager's & Operator's Handbook has ensured that Surrey Police are above the NPCC National Standard. A Mission Critical dashboard for each National Association Fleet Manager (NAPFM) Operational vehicle code and number of vehicles per Operational location is reviewed daily and reported to the Engineering Standards Manager and operational teams when requested. This process will be developed to encompass the new SMART Key Case information and move away from a silo fleet operating model to a force wide Whole Fleet Model.
Overall, the level of vehicle availability is 85% and to ensure the correct level of vehicle availability per silo of vehicles the limited number of spare vehicles are moved across divisions when required. The vehicle availability, is at times, impacted by the national parts supply issues from Stellantis who reduced their vehicle stock holding of certain parts. Performance has been consistent for the last 3 years and vehicle availability has been maintained by slowly growing the fleet, holding onto the older vehicles after they have been replaced as a short-term fix and using more third-party suppliers and the dealer network.
A review of regional and other forces highlight vehicle parts and lack of timely dealership warranty work as a common issue. Regional forces are seeing on average a 40% Vehicle Technician vacancy rate.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The department operates on a 5-year Asset Management Plan which allows a planned change of fleet either by change of supplier, fleet size or legislation changes e.g. 2030 ban of selling new petrol and diesel vehicles.
Active Driver ID on all vehicles with vehicle telemetry will be complete in February 2025 and will continue to improve driver behaviour and reduce road risk for the Force. The use of vehicles and their journeys can now be monitored by the supervisor to ensure the best use of the vehicle and resource are being used efficiently and safely. Any driver behaviour concern or Police Vehicle Incident (PVI) investigation can be quickly reviewed and with CCTV images provide a timely determination of events. The user vehicle telemetry and Driver Vehicle Management has already provided force savings through a significant reduction in insurance premium.
Future investment in an up-to-date fleet management system is being scoped as an enabler to reduce head count on processing paperwork.
To improve distribution and use of vehicles, the fleet team are working to further understand demand at each site through a digital system that will automatically notify when there is an over or under supply of vehicles. Requests for vehicles will be made using a software application that has an intuitive user interface where the driver can book a type of vehicle for a certain duty before collecting the keys from a SMART key case. Key cases on site will release the lowest mileage vehicle (based on the data for the last month) in the desired category. The high-level plan is to:

- Get all vehicle keys into cabinets to provide clear oversight of where keys are
- Have all drivers added to one system to provide keys access with audited usage
- Provide an easy-to-use booking system for drivers to request vehicles
- Provide data that will assist the fleet team with the distribution of vehicles
- Circulate the fleet around the estate to where needed, based on mileage.

The aim is for the roll out of key cases to be completed and operational by Spring 2025 and this will deliver the following benefits:

- Increased operational productivity with access to keys when you need them
- Increased vehicle utilisation as vehicles are distributed to where you need them
- Increased asset security with fewer lost keys
- Reduced costs from unnecessary vehicle hire
- Reduced admin time with clear auditing of usage.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Demand will be met by the planned reduction in fleet and improved utilisation of the remaining diverse vehicles. With the current establishment gaps in vehicle technicians the workshop throughput might be impacted upon until the posts are filled, and staff trained.

Section 11.5: Estates and Facilities

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	2 Moderate	3 Substantial	24	Moderate
FMS 7 score	3 Stable	2 Moderate	3 Substantial	18	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Estates and Facilities team is responsible for maintaining the existing built environment, supporting the delivery of the Estates Strategy and on-going minor alterations whilst providing the requisite technical construction knowledge.
The Estates Strategy deliverables set the demand; however, the strategy is dynamic and reacts to internal operational decisions and external factors beyond the Force control with regards to political and or market changes.
The demand during 2024 included: Delivering the Mount Browne Redevelopment to Royal Institute of British Architects (RIBA) Stage 3 and planning approval, delivery of an Eastern divisional accommodation Strategy in line with the discovery of RAAC in Reigate Police Station, delivery of a new Custody provision to RIBA Stage 1, work to define the divisional accommodation proposition, delivery of the housing project, and disposals in line with the Estates Strategy.
The Force move from a smaller strategy proposal (Leatherhead) to delivery of the wider Surrey Estates Strategy has significantly increased the programme of work. Overall, the team demand is stable, the team is near full establishment with the ability to flex by using framework consultants to bridge any gaps.

PROJECTED DEMAND

It is foreseen that the demand on the team will be stable over the next 4 years. The strategy and all emerging potential changes in direction are set and there are no concerns currently. The Force Operating Model changes (Op Solve) and Government devolution plans are both understood and impact has been assessed.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

An increased focus on recruitment has reduced issues due to a lack of capacity. The Force need to be mindful of maintaining staffing levels as it continues to have challenges associated with reward compared to the local market, and the extended recruitment timescales due to vetting requirements.
Staff capability has been impacted due to historically inadequate training regimes and inexperienced staff and management. The Force are implementing significantly increased technical and specialist training programmes to address the gap.
Wellbeing of staff is sometimes a challenge as they feel under pressure to the capacity and capability challenges.
The serviceability of the estates is reasonably in hand due to the overall strategy and Estates Management Plan, combined with increased financial investment into the maintenance of the infrastructure.
The workforce condition is in a reasonable position. Surrey Police have an aging workforce in several teams, the demographics are understood, and recruitment strategies are in place. The fabric of the estate requires replacement/refurbishment; however this is understood, and an Annual Works Programme is fully documented.
Security of the workforce supply is low and lacking resilience. Surrey Police are not a high quartile payer, and policing is not regarded as an attractive employer. Furthermore, the vetting requirements deter potential employees who can start in other roles immediately.

PERFORMANCE

A comprehensive Estates Management Plan is in place which outlines service levels and supplier performance expectations, as well as the Quality Management System which facilitates daily, weekly, monthly, and quarterly Health & Safety site management checks, the findings of which are subject to regular management reviews. Compliance data is included in management reporting and shared with stakeholders.
Overall performance is reasonable in most areas. Capacity constraints in property storage of evidential items is an ongoing challenge which requires substantial changes in operational policing culture and process. The capability across Estates and Facilities is improving. Other forces are experiencing similar challenges in maintaining Estates infrastructure within tighter financial constraints

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The Surrey Estates Strategy is planned and resourced. An increased focus on the recruitment of Estates and Facilities staff, combined with increased investment into training and development, is mitigating the risk profile. The team will continue to work closely with the Op Solve team to ensure operational efficiencies are identified and buildings reflect operational needs
All Estates Strategy projects will be scoped and delivered to ensure buildings and the technology / infrastructure that supports them are as future proofed as possible. The Estates Strategy seeks to deliver substantial revenue savings through sustainable design and reduced footprints leading to reduced year on year running costs.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Demand will be met. The Estates Strategy is a 10-year plan with monthly governance via the Estates Board, chaired by the PCC. The strategy is also visible at the Joint Audit Committee with quarterly scrutiny.

Section 11.6: Professional Standards and Anti-Corruption

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	5 Increasing Significantly	3 Substantial	5 Very Significant	75	High
FMS 7 score	4 Increasing Slightly	2 Moderate	5 Very Significant	40	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The PSD is responsible for the investigation of public complaints and police conduct issues. The Anti-Corruption Unit (ACU) is responsible for assessing and investigating allegations of all types of police corruption including Surrey Police employees or investigations into members of the public who are suspected of attempting to corrupt serving employees. Demand for the department can be split into four key areas; public complaint and FOI requests, conduct investigations, ACU activity (intelligence development, proactive activity and preventative interventions) and training.

Training demand is an ongoing and increasing area of demand for the department. During 2024 training inputs to senior leaders were provided at all Our Plan days and during 2025 there will be 4 inputs per week at Our Plan and You sessions. This is alongside regular training to specific teams/departments.

The number of complaints recorded, and conduct issues have increased compared to the previous year (see Appendix for data). The ACU demand has remained consistently high and is highlighted by the number of investigations and intelligence submissions. The demand for ACU is not just the number of investigations, as the complexity varies significantly.

Demand has been driven by the national spotlight on Police Conduct which has encouraged public challenge, along with the Casey and Angliolini report. Overall, there is less tolerance within the service for those that fail to meet the standard and PSD have been proactive in engagement, giving high visibility and encouraging reporting. There are clear expectations set regarding the standard and positive obligation to challenge and report. ‘Mystery shopping’ is conducted to test effectiveness and understanding. There is extensive training and internal communications to encourage reporting as well as the launch of the PSD Intranet site in October 2024. Since its launch there has been over 5,000 views and the whole force has access. Yearly integrity reviews are conducted and have raised awareness and increased the number of enquiries into PSD. Proactive work is also conducted to identify and respond to misconduct.

PROJECTED DEMAND

Demand for the department is likely to be impacted by internal and external changes. An internal PSD Prevention Plan and Strategy has been developed and is designed to reduce demand over the next two to three years. The HO Accountability Review is anticipated to be finalised in 2025 and is predicted to make demand more manageable as it will allow greater use of Regulation 13 and Fast Track procedures as well as a presumption of dismissal for Gross Misconduct matters. The department will be launching an online PSD handbook to cover conduct, obligations of vetting, code of ethics, changes to personal circumstances. It is expected to be circulated to the workforce from April 2025 and has the potential to increase demand. A Misconduct Prevention Strategy and action plan was designed in October 2024 to address the growth in demand and reduce incidents of complaint and misconduct over time, but it may increase demand before reducing it. This is because it is reminding and encouraging people to report and to reduce actual demand it requires a change in culture which can take time to embed.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

PSD has undergone investment as a result of the issues raised in FMS 6. The departments establishment has increased by approximately 10% with 2 new overt PC Investigator posts, an additional police staff Auditor ACU, as well as a growth in ACU DS and Detective Chief Inspector (DCI) role to support the team. It is expected the roles will be in post in April 2025.

PSD is a mixed team consisting of PC and Police Staff Investigators. As part of the Enabling Services Part 1 Transformation project the PSD workforce mix has changed slightly, with some police staff posts converted into officer posts to provide enhanced operational capability and resilience. The capability within the team has been affected slightly during 2024 due to retirements and officer posting moves, which impacts on mentoring and operational competence. PSD posts, when advertised, attract good levels of applications and is seen as a desirable, specialist role within the Force.

An increase in demand has led to higher workloads. The current caseloads in PSD are 21.7 averaged over 19 officers, this places workload at just below critical, however this will improve once the additional posts are in place. The team are trained by an external provider to a national standard. They undertake a development portfolio with defined milestones and are supported by a mentor prior to being signed off as operationally competent. The department has a nominated training lead and there is a regular programme of CPD with specialist inputs on areas relevant to PSD. Capability within PSD is tracked which assists in identifying and responding to gaps.

The wellbeing of the team is a departmental priority. There is a welfare SPOC and a programme of local initiatives to maintain self-motivation and welfare e.g. PSD monthly team breakfast and PSD social events. The department have 2 in-house Defusers, 3 Mental Health First Aiders and a number of Police Welfare Support dogs owned and operated by team members. PSD staff are all expected to complete the force psychological screening programme as an identified higher risk post.

The Surrey Estates redevelopment at HQ will impact the current PSD estate. The department are awaiting to hear when and where they will be relocated when the work starts later in 2025. All PSD staff have laptops and MDTs and the department have sufficient fleet.

PERFORMANCE

PSD performance is scrutinised by the Independent Office for Police Conduct (IOPC) and the OPCC, as well as tracked at the monthly PSD SLT meeting. It will also feature in future Force Performance Board meetings once a PSD PowerBI product is finalised, expected mid-2025. The two main timeliness performance indicators are time take to make initial contact with complainants, and time taken to handle complaints. The national average for time taken to make contact is 8 working days, and 4 working days for our MSF. Surrey Police has seen handling times increase in the last year (see Appendix for data) this is indicative of the increase in public complaints which has been felt nationally. Overall, the Force consistently performs well against MSF and the national average across a variety of key indicators for public complaints i.e. average days to make contact, average days to handle non section 3, average days to handle Other Than By Investigation (OTBI) and average days to handle local investigations. The Force recognises that it records higher allegations per 1000 employees than its MSF, this is because Surrey Police breakdown the recording of each allegation in a complaint e.g. 1 complaint with 4 allegations, which provides greater data and analysis.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The Force is awaiting the publication of the Surrey Police Integrity Inspection report and graded judgments. Once published Surrey Police will action any recommendations and areas for improvement accordingly. Following the inspection debrief the Force is reviewing the processes for a few areas e.g. Business Interests which are currently managed by Vetting. It is unknown at this stage if this demand will move from Vetting to ACU/PSD.

Through the increase in establishment, change in workforce mix and improved crime management processes through PowerBI the department will be able to better manage demand. Once implemented, PowerBI will provide more accurate data and enable greater performance management. It will also provide efficiency to the team as the data will be automated rather than accessed via manual extraction. Existing scrutiny arrangements with the IOPC and the OPCC will be maintained to ensure performance and service delivery continues to improve.

At periods of exceptional demand or particular complexity PSD can flex support from Sussex PSD and a Central Command Resource e.g. Op Euro (Caterham dog attack) and Op Edgbaston (Epsom murder) where Senior Investigating Officer (SIO) support and analyst capability was seconded to PSD for the duration of the operation.
The Force is exploring AI applications which could be beneficial to PSD e.g. writing letters and automated reports, they would require quality assuring but would improve efficiency. The implementation of retrospective facial recognition has been successfully used in ACU to identify victims and officers. There is planed upgrades to Centurion (national PSD investigation management system) which will automate some tasks and allow easy retrieval of data (Insights module) and make the system more efficient.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresee that most demand for the department will be met as a result of the planned changes. The decisions by Chief Officers to approve uplift in the department establishment and workforce mix changes will enable better demand management. The Force awaits the publication of the HMICFRS integrity inspection report and gradings and will action accordingly. Activities will be prioritised to limit consequences of any demand that is not met. Un-met demand will be lower prioritised activities, typically value add activities.

Section 11.7: Vetting

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	5 Increasing Significantly	2 Moderate	5 Very Significant	50	Substantial
FMS 7 score	5 Increasing Significantly	3 Substantial	5 Very Significant	75	High

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Joint Force Vetting Unit (JFVU) identifies those who are unsuitable to work within the police or to have access to police assets. They ensure that those in post are re-vetted at the appropriate intervals.
During 2024 the number of completed vetting applications has continued to increase significantly, over 25% increase from 23/24 to 24/25 (see Appendix for data).
Vetting demand from Police Officer bulk recruitment has continued across both forces. The recent changes in Government and precept figures have seen last minute increases in numbers of each intake e.g. 20 additional officers requiring vetting in the January 2025 intake. Demand has been met by prioritising these applications as and when required.
In October 2024 a new process for officers moving roles across both forces was implemented by the vetting team, in line with the Angliolini report recommendations. This saw a significant increase in demand in this area, with over 100 officers moves a month requiring vetting. Consequently, two full time Caseworkers are working on this demand. A new process for adding a vetting level to new job descriptions has also been implemented to ensure every job role has a vetting level assigned to it and linked to HR. Vetting panels, a minimum of 2 people, are in place to agree the appropriate vetting level for the job role.
The new vetting APP was delivered in December 2024, and details the need for more stringent vetting procedures, increasing demand. The vetting manager has reviewed the new APP and early scoping to measure the impact of this has identified. There are 24 areas that require additional work, which the Force needs to address.
Following the publication of the Casey review and Angliolini Part 1 report as well as the specific recommendations for vetting, a significant demand for the team has been reviewing, addressing and implementing recommendations. This is alongside the implementation of the HMICFRS Vetting, Misconduct and Misogyny recommendations and the HMICFRS Integrity inspection being conducted in both forces in October 2024.
From January 2025, the Vetting DCI role has become a permanent post, currently unfunded, which reduces some of the strategic demand for the Joint Force Vetting (JFV) Manager. A quality assurance process was implemented in July 2024 whereby supervisors audit and dip-check a sample of cases every 2 weeks. This is a continual audit process and was changed from a 4 weekly to 2 weekly process following a HMICFRS recommendations review meeting. Annual integrity reviews are conducted by line managers, and these can cause peaks in changes in personal circumstances notifications, with some requiring a complete re-vetting.
The Surrey HQ redevelopment project has increased demand for contractors working on site and this will continue for the next 4 years. A significant demand was required from the department in October when approximately 2000 contractors required vetting. There is potential for an additional 5000 contractors needing further clearance to work on site in the near future. To resource this demand overtime was initially provided and from April 2025 a additional team (1 Supervisor, 3 Caseworkers, 1 Administrator) funded by Estates will be in place for four years. Experienced Caseworkers will be required to train the new team members which could impact general demand.

PROJECTED DEMAND

Vetting demand has seen a continuous increases over the past few years and the Force can confidently foresee this will continue with the forthcoming inspection report, next stages of the Angliolini Inquiry and estates programmes. The HMICFRS Integrity inspection for Surrey Police and Sussex Police was conducted in October 2024 and the debrief has highlighted areas for improvement. The Force is awaiting the publication of the report, expected May 2025, and the department is likely to see further changes to processes and demand. The JFVU is aware that further work is required in relation to additional checks for designated posts, an area highlighted during the recent Integrity inspection. The additional demand from the Surrey Estates project will continue to impact the team particularly as contractor vetting lasts between 3 to 7 years so some will need re-vetting over time. There is a large project pending for the Sussex Police Estates and if progressed it would require additional contractors and vetting. Changes in Government, Precept and National cases all have the potential to impact vetting demand. Vetting processes and procedures are likely to increase to ensure that vetting continues to be as robust as possible. This will likely see more checks or reviews required for certain clearances.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The capacity of the vetting team cannot meet the current demand and expected performance, particularly at supervisor level, as all medium to high-risk cases are escalated to supervisors. An uplift of 4 Caseworkers was agreed in September 2024. The DCI role and a supervisor role which were secondments have become permanent posts. A number of roles are currently unfunded posts, and this causes uncertainty and needs reviewing. Recruitment and training does impact the capacity and capability of the team as experienced caseworkers are used to train new team members and it takes 6 months to become fully competent and operate independently.
The team work a hybrid model, in 2 days per week. The office space is unable to accommodate the whole team and therefore cannot have the entire team working together at the same time. There is currently no space for supervisors to conduct vetting interviews for new applicants which HMICFRS have recommended should take place. The Head of Vetting has reviewed office space and requirements and awaits a decision on future plans.
Staff retention has remained stable over the last 12 month, which has enabled a more consistent approach to vetting, enhancing the capability of the team. Recruitment pools are kept for 6 months at each recruitment period, to allow fast recruitment when required and workforce planning. The supervisory team are strong and have progressed up from caseworker roles. They have sufficient vetting knowledge and skills which are invaluable. Over 50% of Caseworkers have less than 2 years' experience within vetting and some in policing in general, which has caused additional training needs and impacted on the teams overall capacity and capability. Sickness levels have fluctuated during the year, due to increasing demand and pressures affecting staff wellbeing. Training for the vetting team is mainly conducted on the job and each role is assigned a workplace mentor to support the training of each role. The newest members of the team are likely to attend the Sancus course for Vetting to support overall capability of the team. There is welfare lead and a welfare SPOC who maintains a regular calendar of events to promote a healthy and cohesive team.
The main system the team use is CoreVet which meets requirement. In January 2024, the JFVU upgraded CoreVet amendments and in April 2024 adopted an Application Programme Integration (API) to allow CoreVet to integrate with other systems. Every year the manufacturer of CoreVet will hold a user meeting during which they will discuss developments that could assist with efficiencies. The issues the team occur is other data/systems not linking to CoreVet e.g. Surrey Origin – HR data.

PERFORMANCE

The JFVU unit performance level targets are set at 90% of clearances within a certain number of days defined by clearance type;

- Non-Police Personnel Vetting level 1 = 10 days
- Recruit Vetting & Non-Police Personnel Vetting level 2 = 30 days
- Management Vetting & Non-Police Personnel Vetting level 3 = 60 days

Individual vetting Caseworkers have a target of completing a minimum of 50x cases per month.
During 2024 the JFVU has not been meeting the expected target of 90% of clearances within a 30-day period. There has been a backlog throughout the year, with periods of over a 12-week backlog, this is due to the increase in demand and changes already detailed. Performance management is monitored by the SMT on a monthly basis at a departmental and individual level to achieve acceptable performance levels. The JFVU are seeing similar workload demands as other forces. Benchmarking requests and discussions at regional and national vetting meetings, have indicated that other forces are in a similar position, with the majority having a backlog of between 4 and 20 weeks.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

The JFVU Manager is conducting a vetting demand review to enable better demand management. Firstly, an evaluation of the current workloads was conducted to identify patterns and trends. To understand where efficiencies can be made and the tasks which are core vetting demand a review of the time taken and resources will now be conducted. Following the publication of the HMICFRS Integrity inspection report a full resource review will be conducted, assessing the structure and functions of the team and reflecting the demand review.

With the changes required from the new vetting APP and a review of workstreams it identified workstreams which vetting are involved in and are no longer required e.g. Government Procurement Cards, cycle to work. This will reduce the demand and allow the team to focus on core vetting functions.

The SMT are reviewing plans to implement a period of 2 weeks when limited new work is undertaken, to clear past work and allow the team to concentrate on reducing the backlog. This idea is currently being scoped for timing. During the HMICFRS inspection the process of prisonisation was raised, the Force are therefore looking to implement a triage system based on risk assessment. As mentioned in 11.3, the Force is reviewing the processes for a few areas currently managed by vetting e.g. Business Interests and it is unknown at this stage if this demand will move from Vetting to ACU/PSD.

The Force are looking at changing the process for contractor vetting, in line with other forces. Scoping work is being conducted to look to charge for contractor vetting. This would increase revenue to the team, support efficiencies for resourcing and avoid wasted effort for vetting that isn't always required. It may also reduce demand as contractors are likely to apply for fewer or more targeted bulk requests if being charged.

The creation of a PowerBI dashboard will assist with identifying gaps in specific vetting areas. e.g. correct vetting levels for designated posts. The vetting team is working with HR to understand the data to improve accuracy and efficiency. To assist with the automation of processes the Force is also looking to utilise CoreVet API, as it allows CoreVet to 'talk' to other systems for automatic checks to get completed.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

Vetting demand is being met but not within expected performance levels and with unfunded posts, which the Force is currently tolerating. The Force awaits the publication of the Integrity inspection report and gradings and will action accordingly. The changes identified in Step 3 will review the current demand and resources and a decision by the Chief Officers will be required on the future structure and responsibilities.

Section 11.8: Corporate Communications

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	5 Increasing Significantly	2 Moderate	4 Significant	40	Moderate
FMS 7 score	4 Increasing Slightly	2 Moderate	4 Significant	32	Moderate

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Corporate Communications and Engagement Department services the communication needs of 5000 officers, staff, and volunteers, approximately 1.2 million residents along with businesses and stakeholders across the eleven County boroughs. In August 2024 the department also took on the responsibilities for all force awards and ceremonies with the team moving from People Services.

Demand is across 5 core functions; Strategic Communications, News and Media, Engagement and Brand, Production, and Awards & Ceremonies. Demand is determined through a range of measures including; requests for service via the online form, requests for service into the news desk/production/corporate communications mailboxes, monitoring of social media, supporting incidents in and out of hours, supporting national bodies, recognition events, supporting Change and Transformation programmes, and Chief Officer team conferences and requests.

During 2024 a revised tasking and prioritisation process was introduced, digitising the way in which teams request communications support and enabling the team to track demand and use the data to understand which areas of the Force are generating the most activity.

HO funded initiatives are an area of demand and includes supporting Hot Spot Policing, continued support to Safer Streets, and the delivery and implementation of a youth-based VAWG campaign.

A volatile society fuelled by divisive online content and polarising media has perhaps raised fear amongst communities and an increased requirement to monitor and respond to misinformation on social media channels. During 2024 there was several high-profile incidents and cases which had local, national and international interest, e.g. Op Baglan (incident where a cow was injured by a police vehicle), Op Bridgefoot (murder and suicide in North Surrey) and Op Sefton (police officer shooting). The Op Unison murder trial (Sara Sharif in 2023) lasted over two months, was prefaced with a pre-trial media briefing and establishment of a media portal for assets. Approximately 160 media calls were logged and responded to as well as interviews conducted with 13 major news outlets for the conclusion as this was the lead story nationally for several days.

Internally the department have published at least one feature piece per month of a key operational success or example of great teamwork highlighting different parts of the Force. Incoming media call demand has continued to increase, with an average of 141 per month in 24/25 compared to 135 per month in 23/24, and a total of 495 press releases were issued in 2024. The scale and complexity of planned changes for Surrey Police has evolved and required dedicated support which also meant working more closely with Sussex colleagues. The absence of a dedicated asset management system continues to create demand in the storage, tracking and locating of digital assets.

A Public Affairs strategy has been created. It is now being developed for bespoke audiences and an internal and external narrative that can be utilised. Surrey has seen a 50% change in Member of Parliament (MP) and the parties they represent. This required the development of a more comprehensive public affairs plan to increasethe level of understanding on policing matters.

During 2024 two conferences were delivered covering Our Plan and public engagement events were held, however the online streamed element reduced from 11 to one overall. Ceremonial events have increased in number and volume of officers attending due to the uplift in cohorts joining the Force. A new Chief's Gala event was introduced in 2024 alongside the distribution of the Kings Coronation medals and coins.

PROJECTED DEMAND

Demand will include the scoping, development, and implementation of a replacement for the current intranet and movement/decommissioning of existing content. The department will continue to progress the learnings and recommendations from national reports: Nicola Bulley Review, Casey Report, the Angliolini Reviews part 1 & 2 and the Accountability Review. The department will also be leading the Surrey Police Open Day in 2026 and 2028.
The launch of an employer brand and a shift towards continual promotion as an employer of choice will help alleviate some of the demand for single role recruitment campaigns. There will be a greater need for understanding engagement data, particularly social media, to identify the mechanisms which improve trust and confidence in the Force. This requires specialist analytical skills which is currently not available in the team. The role of social media in policing is to be reviewed and enhanced support directed to this area as more communications, engagement activity, and contact, is handled through ever evolving channels.
It is foreseen there will be an increase of situations where activists use misinformation and disinformation to create fallout and the communication response to those situations, e.g. protests must be assessed. There will also be an increase in situations where activists use misinformation and disinformation to hijack channels and create polarising debate that needs to be monitored, moderated, and responded to.
Evolving technology and emerging channels could impact on demand and where it originates from. Changes to the local political landscape and the potential of moving to a unitary authority with a mayoral model and what this means for partnerships and policing accountability could impact demand on the department.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

Corporate Communications and Awards and Ceremonies are both located at Surrey Police HQ, currently in separate offices. Team members are encouraged to visit other police locations to enable their work as Borough SPOCs and are able to work from home. The split is 60% of time should be in a police premises.
The capability within the department is varied, 35% have two years or less service in police communications and 51% have five years or more. The vacancy rate for the department is approximately 10% and sickness levels are above the Force average, mainly due to long term sickness. The number of Occ Health referrals have increased during the last year.
The team are regularly exposed to difficult information and materials. This, combined with high workload and the fast-paced nature of the department, remain factors that can lead to poor wellbeing of team members. Local support is in place, with access to other support where required.
The condition of technology is varied, with a range of items faulty requiring replacement, some technology is covered by IT and some is not. The majority of production technology requires specialist servicing outside of force IT. During 2024 Sprinklr was having an impact on the department in its implementation and ongoing issues were resolved with the decision to move back to Orlo, this has created capacity back into Production Team.

PERFORMANCE

Performance for the department is monitored through departmental KPIs. The KPIs for 24/25 are:

- All calls for service via the shared email box will be acknowledged within 24 hrs
- Requests for communications support are reviewed weekly, with a commitment to respond/ acknowledge requests after the meeting are held
- FOI timescales of 20 days for enquiries linked to communications will be met within 20 days
- All priority 1 and 2 programmes of work as per the departmental strategy will be serviced.
- Deliver 52 forcewide Global Emails (GEMs), 6 Offbeats, 252 media digests and 52 DripFeed bulletins per year.
- Awards and Ceremonies will deliver 28 events per year, 400+ service milestone awards, 70+ retirement presentations, 40+ promotion certificates, 200+ commendations awarded, 25 Surrey Stars, 30+ Gala winners, award 10+ PCSO apprenticeships and recognise volunteer contribution to approximately 200 Police Support Volunteers (PSVs). Attest over 200 new officers and the passing out of over 250 officers will be arranged
- A 24/7 news desk/media function, with support of on call leads for out of hours enquiries will be available.

During 2024 the department has not been able to deliver all priority 1 programmes due to reactive demand. At times of peak reactive demand, this impacts on the ability to service BAU media requests unless critical.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

An Opportunity Review of the department is planned to be conducted during 2025 to identify efficiency improvements and alternative ways of working to best support modern day police communication requirements. A review of the Departmental Strategy will be conducted for 25/26, and current demand will be taken into consideration.

To have greater evidence at where the department has the greatest value a data and performance pack will be developed. A revised set of KPIs will be identified to align to department objectives and a SMT performance scrutiny meeting established to review performance, KPIs, outputs and identify learning opportunities. A department SLA will also be created and reflect the ability to service demand. A revised Memorandum of Understanding (MoU) with the OPCC will be implemented to agree provision of service for PCC led activity.

The department will further embed the prioritisation process within the organisation and reduce the number of flagship programmes of work from three per year, to two.

The implementation of a departmental AI Usage Log and AI Working Group will allow the department to collate, discuss and distribute learnings to improve quality-of-delivery and efficiency through leveraging AI. The return to Orlo will help manage and triage social demand.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresees that most demand for the department will be met as a result of the planned changes. Activities will be prioritised to limit consequences of any demand that is not met. Un-met demand will be lower prioritised activities, typically value add activities.

Section 11.9: Finance

FMS	STEP 1 (Demand Trend)	STEP 2 (Assets Shortfall)	Impact of Service Failure on the Public	TOTAL	Heat Map
FMS 6 score	4 Increasing Slightly	2 Moderate	4 Significant	32	Moderate
FMS 7 score	4 Increasing Slightly	3 Substantial	4 Significant	48	Substantial

CURRENT AND PROJECTED DEMAND - STEP 1

CURRENT DEMAND

The Finance department supports the delivery of policing to the residents of Surrey and Sussex, by ensuring sound financial governance and enabling informed decision making.
Demand for the Finance department includes supporting the Joint Transformation Programme and Change programmes, supporting Medium Term Financial Forecast (MTFF) savings gap, overtime reduction work, rolling out Planful, statutory compliance, external audits, user acceptance testing for ERP upgrades/system change and claims handling. Procurement function demand comes from several sources: contract renewals, Change Delivery Programmes, new identified/ad-hoc requirements, contract management matters and other external factors.
During 2024 there was 315 contracts awarded, an average of 686 purchase orders raised per month, over 4800 live vendors with approximately 20 added per month, an average of over 1,150 invoices paid by suppliers per month, and over 3200 email/support works requests on average per month.
There has been increased demand on the finance team to achieve a significant number of Change Delivery and transformational programmes over the past 3 to 4 years. Along with increased demand supporting structural changes and supporting the MTFF gap.
The Insurance Claims team has brought motor claims handling in-house, which has led to an increased volume of work, as well a greater autonomy over settlements and the service provided to the public. The volume of regional/collaborative work carried out by the Joint Insurance Service has increased due to capacity issues in the Insurance and Claims teams of collaborating partners.
There has been greater spend falling above the threshold that requires the Procurement Team to be involved. The thresholds have remained static whereas expenditure has increased e.g. inflation factors.

PROJECTED DEMAND

Financial management demand will continue to increase as budgets tighten. For example, the reduction in overtime budgets has created demand for changes to how the budget is set, processes, analysis and more detailed reporting. There are projects in the pipeline to help simplify and modernise processes which should help stabilise demand. Overall, even with some tension and strain in places, overall demand may increase slightly, and then stabilise.
From a procurement perspective, it is hoped that the volume of contracts to be awarded will plateau, however additional activities arising out of the introduction of the Procurement Act legislation are difficult to quantify at this stage. More demand will be driven by greater focus on forcewide commercial improvements. The Force has a reasonable level of confidence on contract volumes at least 2 years out. Additional activities are harder to quantify and therefore have a lower level of confidence.

WORKFORCE ASSESSMENT - STEP 2

WORKFORCE AND NON-WORKFORCE ASSETS

The Business Partnering and Financial Accounting Teams have had several new starters over the last 2 years as part of the finance transformation, all are now fully trained. Finance Operations has experienced high attrition which lowers the experience within the team. Some team members have secured roles with the Business Partnering and Financial Accounting Teams which is positive and has enabled them to progress their career within the Force. Insurance is a small team with a high level of experience and the Procurement team have a reasonable level of experience.

The overall vacancy rate is below 10% and sickness across the department is low. The finance team have been focusing on resilience and moved into working in a pooling arrangement within the Business Partnering Team to provide resilience during any periods of high demand or leave. Wellbeing is discussed on a regular basis at team meetings, monitored and any issues addressed.

The department makes best use of training opportunities e.g. Chartered Institute of Public Finance and Accountancy (CIPFA) and Bluelight Commercial to maintain and improve the capability of the teams. The Procurement Team have had extensive training on the Procurement Act over the last year which positions the team well for demand in the future. The Finance Team have a good level of qualified accountants that positions the team well to meet future demand and statutory changes.

Overall the technology and premises are satisfactory for most activities. The teams are based at both Surrey Police and Sussex Police Headquarters however most individuals work from home the majority of time, depending on the demand for the areas they cover. The Insurance team works closely with other forces in the Southeast & Eastern region and attends regional sites on a regular basis. There have been fewer ongoing issues with accessing and using systems across both forces.

PERFORMANCE

The work of Finance Operations is monitored through KPI. The other finance team deliverables include financial management and routine reporting timeframes which are required to be met. Performance is also monitored through the accounting standards, as timelines must be met to meet statutory requirements.

The work of the Joint Insurance Service team is subject to KPIs on claims, in addition to working to the MOJ's deadlines relating to civil litigation. Procurement is measured by ensuring adherence with Contract Standing Orders, Legislation, NPCC Benchmarking and savings (through HO savings return).

Due to the levels of demand and high attrition resulting in an inexperienced teams the expected performance for Finance Operations is not always met, other areas of deliverables however are being met. Overall, performance has improved across finance in terms of financial management and reporting.

PRIORITISATION AND PLANNING - STEP 3

MEETING THE DEMAND

An Enabling Services review of finance will be undertaken and will provide a review of resources, structures and processes. This is to ensure fitness for purpose of future demand and therefore help to address any gap in demands. The programme review will look at finance from May 2025 and it is anticipated to run for 12-16 weeks. The outcomes from the review will then be implemented over time. Through the Enabling Services review a range of technological developments are set to be explored to develop ERP and peripheral systems, as well as specialised/stand-alone systems, and process improvement.

A contract tiering model will be adopted within procurement and will allow resources to be prioritised ensuring delivery of the most critical procurements. Training and preparation for the Procurement Act took place during 2024 however implementation started when the Act went live in February 2025.

An upgrade to Figtree Claims database will streamline claims-handling processes and automate time-consuming administrative tasks, allowing more time for the technical elements of the role.

The Finance Modernisation Programme will assess process improvements that can be made, explore system development and optimisation to improve functionality/automation. It has many opportunities some of which can be delivered within existing budgets such as Purchase to Pay process improvement, and others that will require resources.

The replacement of invoice scanning systems (Esker & Zebra) will reduce demand in Finance Operations e.g. 1000s of manual invoice transactions, however this is not high in terms of force prioritisation.

The development a PowerBI reporting tool for finance would enable greater self-service and could assist with reducing demand. It is currently being developed in Sussex Police for budgeted workforce and overtime reporting.

RISK MANAGEMENT - STEP 4

MEETING FUTURE DEMAND AND CONSEQUENCES

The Force foresee that most demand for the department will be met as a result of the planned changes. Activities will be prioritised to limit consequences of any demand that is not met. Un-met demand will be lower prioritised activities, typically value add activities. It is expected that statutory requirements and core compliance will be met in all instances, but value add activities will be concentrated on either/both higher risk and higher reward value requirements.