

**To: SURREY POLICE AUTHORITY**  
**Date: 15<sup>th</sup> DECEMBER 2011**  
**By: T/CHIEF CONSTABLE CRAIG DENHOLM**  
**Title: T/CHIEF CONSTABLE'S QUARTERLY REPORT  
(SEPTEMBER – NOVEMBER 2011 PART 1)**

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**Purpose of Report/Issue:**

This report provides a summary to the Authority on performance between September and November 2011.

**Summary:**

The report provides information regarding performance of the force, highlighting any particular areas of success.

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**Recommendation(s) -**

Members are asked to note contents of report

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**Equalities Implications – Considered – n/a**

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**Risk—Considered – n/a**

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**Human Rights – Considered – n/a**

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## **PART ONE**

### **T/Chief Constable's Report to Surrey Police Authority**

**September - November 2011**

#### **Introduction**

Since the summer we have not only seen the external environment changing, as shown with the national riots and continued tough financial challenges but there have also been changes internally to the Chief Officers Group (COG). This is my first Police Authority meeting as Temporary Chief Constable and I now lead a team with Jerry Kirkby as Temporary Deputy Chief Constable (DCC), Charlie Doyle as Temporary Assistant Chief Constable, with Clare Davies and Olivia Pinkney continuing in their Commands. Although this maybe a short promotion, I look forward to the challenges ahead, with a great team that will continue to provide the outstanding leadership they've been providing to date.

Mark Rowley has now taken up his new post as Assistant Commissioner in the Metropolitan Police. He has an exciting and challenging role, in charge of the Central Operations area where he has responsibility for specialist operations which include managing protests. We wish him well and remain very grateful for the leadership he provided to Surrey and the excellent legacy he leaves behind.

The last few weeks have also been challenging for another different and more tragic reason - the death of DC Heather Cooper, a serving officer, has been felt throughout the force, particularly for those who knew her. She was an exceptional officer and much loved by friends and colleagues. I cannot praise enough the professionalism of those affected as they have continued to do their jobs at a time of personal grief. Along with a number of Heather's work colleagues and friends, I attended Heather's funeral at York Minister on 21<sup>st</sup> November and memorial service at Guildford Cathedral on 29<sup>th</sup> November. I had the absolute privilege and honour of reading the eulogy and was humbled by the courage and dignity of Heather's parents. They were difficult and emotional days as family and friends said goodbye to a much loved mother, daughter, friend and colleague. The support for the Heather Cooper Fund, which will be used to provide financial support for her 2 young children, has given me a real sense of pride and reminds me what it really means to be part of the Surrey Police family.

The DCC will update the Authority in more detail on our performance for Quarter 2, however, to Sept-Nov 2011 Part 1

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summarise; public confidence remains high with 88.7% of the public surveyed in the first two quarters of this financial year confident in their neighbourhood police compared to 88.2% in 2010/11. This continued high level of confidence mirrors the latest result from the British Crime Survey which shows Surrey continuing to have the highest level of confidence when compared to other Forces nationally.

Customer satisfaction for Anti-Social Behaviour (ASB) at the end of quarter 2 stood at 78.2%, which is 1.5% points higher than the level achieved in 2010/11. All ASB satisfaction indicators have seen a year on year improvement on end of 2010/11. Lastly, at the end of quarter 2 the force had recorded 7025 serious acquisitive and violence with injury crimes, this is a reduction in crime of 7.5% when compared to the same two quarters last year. The force has recorded a year on year decrease in violence with injury of 17.4% and vehicle crime of 6%. The force is currently in line to meet the end of year target of less than 13.6 serious crimes per 1,000 population (15138 crimes).

On 28<sup>th</sup> October Her Majesty's Inspectorate of Constabulary (HMIC) launched the 'Crime and Policing Comparator', a new online tool which presents a range of data on crime, finances, workforce and service quality. It allows the public to compare Surrey with other forces in England and Wales, as well as looking at data over time. The force, with the Police Authority, has also provided performance information and frequently asked questions on our websites to better inform the public.

The 1st December marked the start of changes resulting from the Management of Crime Review. The Force's three Crime Management Units closed and a new Event Assessment Unit (EAU) opened in the Contact Centre, led by three Detective Sergeants. The EAU will demonstrate the benefits of the Response and Investigation Commands working closely together. It will also improve the initial phase of investigations, as well as ensuring we use our resources to best effect and better manage customer expectations. We anticipate it will also have a positive affect on overall detection rate as better focus is brought to the early stages of crime investigations.

Despite difficult times, 2011 has seen some excellent performance, including the force launch of Operation Hibiscus in November. Operation Hibiscus is the large scale operation aimed at tackling the supply of class A drugs and burglaries within the Woking borough. As a result of the initiative a quantity of drugs, cash and stolen property has been recovered, 23 people arrested, 17 of whom charged with a variety of drug and burglary offences. The action demonstrates our determination to tackle head on the supply and selling of illegal Class A drugs, together with associated offending.

Wednesday 30th November saw the biggest one-day strike since 1979. Hundreds of rallies were held in cities and towns across the UK including two within Surrey. Both events passed peacefully with very little police intervention required. Despite the additional demand placed upon the organisation, we provided two Police Support Units, consisting of 42 Police Officers on mutual aid to the Metropolitan Police. Whilst continuing to provide the public of Surrey with the service they have come to expect. This included

responding to two serious road traffic collisions on Surrey's motorway network.

This event provided a real opportunity to test our business continuity plans and resilience. Although less than fifty members of staff took part in the strike, all front counters remained open and our response to emergency and non-emergency calls remained well within targets. Little dependency leave was taken, demonstrating people's commitment to organising alternative childcare in the event of school closures. The local branch of UNISON remained professional throughout the planning phase and supportive of the Force's aim to maintain public confidence. Two pickets were established outside the entrances to Mount Browne which had been previously planned and were peacefully operated.

Lastly, this afternoon we have our second workshop on setting the local policing plan for 2012-13. Last week we heard in detail about the financial challenges we are facing. This week we will learn more about local consultation and survey results and how our partners and the national landscape contribute and help shape our decision making on the policing plan and setting stretching but achievable targets.

## Confidence and Satisfaction

### Event Assessment Unit

### Force: Contact Management

On 1<sup>st</sup> December the Force saw a change to the way in which it manages crime. The existing Crime Management Units at Reigate, Staines and Guildford closed and a new Event Assessment Unit based within the Contact Centre was created. The new team, led by three Detective Sergeants, are responsible for guiding the recording of crime to address our current practice of over-recording. They assess incidents within a 72 hour 'window' to establish whether a crime has occurred and undertake telephone-based investigation to improve the standard of our initial investigation.

This new team, along with an amended management of crime process, is expected to realise benefits in terms of efficiency, improved detection rates and better management of customer expectations. The three Detective Sergeants will also bring strong operational policing experience into the wider Contact Centre supervisory team.

### 101 Single Non-Emergency Number

### Force: Contact Management

Following the initial 'technical' go-live of the 101 non-emergency number in July there was a full public launch on September 1<sup>st</sup>. The old 0845 number now has a recorded message advising customers that the 101 number is available and the cost to them. An average 40% of non-emergency calls are now

## NOT PROTECTIVELY MARKED

delivered through this number showing that uptake so far has been successful. Whilst Financial Year To Date (FYTD) (April-Oct) total non-emergency volume is down, September and October 2011 demand showed an increase in volume on the same months the previous year indicating that some of this is likely to be new demand generated from 101 awareness. The 0845 number will be removed in early 2012 once all forces have adopted 101.

Both emergency and non-emergency call handling performance remains strong with FYTD figures for emergency calls showing that 92.1% are answered in 10 seconds against a target of 90%. Non-emergency performance is standing at 79.8% which is just below the target of 80% of calls answered in 60 seconds. This is the highest non-emergency performance for over four years.

### **Builders Watch**

### **Elmbridge**

In early 2011 it was identified that a number of building sites and builders vans in the Cobham and Oxshott areas were being targeted for thefts and non-domestic burglaries, both whilst sites were in operation and outside operating hours. The local team visited a number of sites and put together a network of contacts to allow for better sharing of information around crime. This network became known as Builders Watch and it is believed is the first of its type in the country.

Over recent months the local officers have teamed up with the Elmbridge Crime Reduction Advisor (CRA) to further develop Builders Watch. There are now nearly 30 scheme members in the target areas and the information sharing networks have been further improved to provide a very good base for sharing intelligence both ways. Regular visits are carried out to sites and crime prevention advice is provided by the CRA and local team members. The inclusion of more permanent builders companies makes the scheme more self managing and has led to the development of a Logo. This is currently being incorporated in a sign which will be displayed in the area of all Builders Watch sites. SelectaDNA have become involved in the scheme and are currently trialling a bespoke marking kit for builder's tools and vans.

The local team have carried out two operations concentrating on both overt and covert patrols of the areas around the sites and plans are in place for greater use of ANPR and other resources through tasking and further operations.

The regularity of thefts and burglaries relating to builders sites and builders vans has decreased, whilst information sharing and liaison with sites and individual builders has improved since the introduction of the scheme. As a result, we are currently in the process of introducing the scheme to other areas.

**Drugs House Closure****Epsom & Ewell**

The Safer Neighbourhood team in Longmead, working alongside key partners and other departments within Surrey Police obtained the first crack house closure in the borough in November. Over a period of several months, evidence was gathered from a number of sources, significantly from local residents who took a stand alongside partners such as Rosebery Housing Trust against the anti-social behaviour and drugs use from the premises.

On the 4<sup>th</sup> November at Redhill Magistrates Court a closure order was ordered by the Magistrates and within a few hours of the notice being given the premises had been emptied, the resident and other users of the property evicted and the property boarded to prevent re-entry. The area has already seen a decrease in the levels of anti social behaviour and a very significant message has been sent to those who think they can get away with drug use and anti-social behaviour in our communities.

**National Roads Safety Week****Guildford**

During National Roads Safety Week 2011 (21<sup>st</sup> – 27<sup>th</sup> November) the Stoughton Safer Neighbourhood Team attended Northmead School to raise awareness of road safety to the pupils.

The team portrayed a road traffic collision to bring to life a scenario that shows a series of events that could happen when crossing the road in an unsuitable place. Pupils were directly involved as Ambulance Service and Police Officer assistants as well as in the scene itself. Several scenarios were played out within the school grounds and were watched by the rest of the school. An ambulance from St Johns Ambulance as well as a marked police vehicle displaying blue lights were used to bring some realism to the pupils.

The pupils had time to discuss the road collision with their teachers and classmates and the neighbourhood team then discussed with each class the preventative measures and other ways of remaining safe on our roads.

Each pupil was provided with a road safety book, a first aid children's booklet and a letter for the parent or guardian to show what the police team have been promoting. The team are confident that this new approach and creative way of educating young people about road safety left them with a memorable experience from Surrey Police and its partners.

**Off Road Motorbikes****Mole Valley**

The rural community expressed concerns about an increase in anti-social driving, particularly by off road motorbikes and 4 x4s, on rural lanes and bridleways. The concerns of the community were echoed by partner agencies, including the National Trust who were reporting considerable damage being caused to sites of special scientific interest by off road vehicles. Many repeat calls about the anti-social driving taking place were received and the team resolved to tackle the issue by working closely with key stakeholders. A meeting was held with a number of concerned parties and stakeholders.

The Mole Valley Safer Neighbourhood Team reviewed the issue and successfully raised sufficient funds, with the community and partners to patrol their beats on off-road motorbikes for 6 months. The introduction of the motorbikes enables the officers to effectively police areas that have traditionally been difficult to access either by car or foot; such as byways, bridleways and footpaths. Officers will be able to deal with offences such as anti-social behaviour, inconsiderate driving and criminal damages more easily while also providing support to tackle rural crimes such as poaching and theft from vehicles at beauty spots.

The scheme launched in November and has generated considerable positive press coverage, including a article in The Telegraph. It is hoped this innovative project will deliver tangible benefits for the rural community and reduce rural crime. It also displays the considerable support that the neighbourhood team have within the local partnership and community. The public can now phone in with greater confidence that we have the equipment and skills to deal with the issue.

**Brockham Bonfire****Mole Valley**

Due to some negative feedback received from the 2010 Brockham Bonfire a number of issues were addressed through close working with the Brockham Bonfire Committee and the local community for the 2011 event.

In preparation for the 2011 Brockham Bonfire a joint letter from Surrey Police and the Brockham Bonfire Committee was sent to all parents of school age children, outlining that the event was a family event and to be enjoyed by all. The letter also addressed the fact that alcohol use and disorder would not be tolerated. The night before the bonfire a joint operation with Trading Standards was run to identify outlets who were selling alcohol to under 18s. A number of premises were targeted, with three committing offences during the operation.

Local officers policed the area, engaging with people attending the event before they reached Brockham Green. Intelligence was gathered from those attending and any concerns raised were dealt with. Social

media sites (Facebook and Twitter) were used to post updates regarding the event as well as being searched for any information that could impact on the running of it.

Since the event, positive feedback has been received from local councillors and the community that it was a great family event. The Brockham Bonfire Committee stated that there had been much closer working from start to finish.

**Regenerating Redhill**

**Reigate & Banstead**

The Safer Neighbourhood Team continue to play an active role in the Redhill Regeneration Project. Although much of the project's focus is on planning issues, its ultimate aim is to produce a thriving town centre. In the early stages the team took part in a 'grot spot' walk, helping to identify problem areas that could be fixed quickly and, while participating in a transport workshop, the need for clear taxi rank signage so people leaving pubs could get home quickly was identified. The team also work closely with the Belfry Centre management and security teams and continue to provide a visible presence. They support the Regeneration Project's aims by promoting responsible licensing in pubs and clubs, particularly in relation to serving alcohol to those underage or those already drunk.

**Surrey Police Beat**

**Runnymede**

Following a successful trial by the Runnymede Safer Neighbourhood Team, the Surrey Police smartphone application 'Surrey Police Beat' was launched on the 23<sup>rd</sup> August 2011 at the Runnymede Civic Centre.

The Surrey Police App was created in conjunction with Multizone Ltd and is available for free public download from the Apple iPhone App store and will soon be available for Google Android and Blackberry. The 'Surrey Police Beat' enables users to engage with their local neighbourhood team, vote on policing priorities and report a crime on their smartphone. The application also enables officers to 'tweet' what they are doing so the public are able to observe what is happening in their neighbourhood.

Since the launch there has already been over 5000 downloads of the APP from the Apple iStore and the application will be being rolled out across the Force during 2012.

**Anti-Social Behaviour (ASB) Satisfaction Pilot****Surrey Heath**

Following the work of the ASB Working Group, Surrey Heath Neighbourhood Team Co-ordinators have been running a pilot scheme to improve the satisfaction of the victims of ASB. Since July this year every victim of ASB has received a follow-up call from one of the co-ordinators.

The pilot aims to ensure on-going contact with the Safer Neighbourhood Team by providing contact details of the local team and increase the opportunities for reporting future incidents. Another benefit of this contact is to 'recover' any missed opportunities to meet or manage the expectations of the customer. We are often engaged in work that impacts on the issue raised whether on our own or in partnership with another statutory or voluntary agency. The victim may be unaware of this and simply sharing this knowledge, in itself, can provide reassurance and increase satisfaction in our service.

The impact of the pilot on satisfaction figures has been positive and Surrey Heath has achieved overall increases in satisfaction for victims of ASB.

**Buddy Scheme****Spelthorne**

The Buddy Scheme has been introduced into all primary schools in Shepperton and Sunbury and is a joint venture between Surrey Police and Spelthorne Borough Council. The scheme is funded by Procter & Gamble and aims to highlight and tackle bullying within the school, build positive relations between students, local community and police, give young people a responsibility to help others and build confidence and respect for others within the community.

New Year 6 students are asked to be 'Buddies' to other students throughout the school and their role is to be a visible presence in the playground to assist other students. The Buddies all receive training from the Spelthorne Youth Police Community Support Officer, including training on what bullying is and how to combat it. Every month a member of the Youth Intervention Team joins the Buddies on patrol to offer support and discuss any issues they have had or potential new ideas to strengthen the scheme. The scheme has enabled the Spelthorne Youth Intervention officers to engage effectively with all primary school pupils in Shepperton and Sunbury and build a great rapport with them.

**Charity Collections****Tandridge**

A small section of the Tandridge Safer Neighbourhood Team has recently co-located to the Tandridge District Council Office. The benefits of working jointly were evidenced shortly after the move and give a good example of customer service at its finest for both organisations.

Residents in the Godstone area contacted the Council after becoming concerned about charity collections which were taking place. The Council liaised with the local officers who then made enquiries to ascertain when the donation bags were due to be left. They attended over the next two days and subsequently arrested three people for fraud. Impressed by the service, when further concerns were raised a couple of months later the Council were quick to let the local officers know and they duly obliged with another arrest.

**Rural Specials**

**Tandridge**

The Tandridge area suffers from sporadic rural crime which ranges from poaching of valuable livestock to theft of diesel and tack. The nature of the crime and the geography of the area lends itself to needing specialist knowledge in responding to and investigating this type of crime. There has been some hard work put into securing and delivering training to Officers, some of which has been delivered by local farmers and landowners. The Team has recognised the need to include other departments in this education and training.

From this has evolved the concept of having Rural Special Constabulary Officers. These officers are trained, tasked and patrol in the same focused way as their regular colleagues. Tandridge Specials are now included on the formal tasking system and will carry out specific patrols and operations, both with the Team and in support of them. By working closely with members of Country Watch we have ensured that we have focused our activity and made the best possible use of our resources. Landowners and members of the farming community now feel more reassured that when they have cause to contact us they will be speaking to a Team which understands their concerns.

**Hindhead Tunnel - Anti Social Driving**

**Waverley**

Following the opening of the Hindhead Tunnel at the end of July 2011 reports of Anti-Social Driving were being received from members of the local community. We visited the community members who had highlighted the issue and also raised the issue with partner agencies. The peak times and locations were identified and Roads Policing Units (RPU) were deployed to carry out regular patrols and robust enforcement action.

It was also identified that car clubs were organising tunnel runs via the internet. Following this, website's were monitored and resources deployed focusing on times which intelligence highlighted. Several 'runs' were disrupted or abandoned thanks to police intervention.

The issue received a considerable amount of media coverage and enabled a clear message that anti-social driving would not be tolerated and our interventions were having a significant impact on the issue. Within a few weeks of the intervention reports the anti-social driving in and around the tunnel has almost totally stopped.

The Waverley Safer Neighbourhood Team, RPU and Neighbourhood Support Team continue to remain vigilant around the situation. We are also working closely with Surrey County Council Highways and Balfour Beatty to arrange for additional signage and CCTV at the most affected locations as part of a long term preventative measure.

**Local Community helps disrupt drugs activity**

**Waverley**

The Farnham Safer Neighbourhood Team received concerns at their panel meetings and surgeries around drug use in the local area. The local community members and neighbourhood watch groups provided officers with excellent intelligence around those responsible. As a result of the intelligence warrants under Section 23 of the Misuse of Drugs Act 1971 were executed at six residential properties in the Sandy Hill, Upper Hale and Bricksbury Hill areas. The warrants resulted in twelve arrests and seizure of Class A and B drugs from the properties.

The local community were updated on the positive action via the Active Citizen System (ACS). The warrants demonstrated to the local community that action is taken on information they provide and was an excellent example of the local communities and police working together to disrupt drugs activity in our communities.

**Graylands Fun Day**

**Woking**

Working alongside the GreenOaks Housing Association and Woking Borough Council a Fun Day was held on 3<sup>rd</sup> September 2011. The Fun Day was for all residents of the Graylands estate following a recent 'crack house' closure where the individual had had a significant impact on the local community.

The event was an innovative idea of the Horsell Neighbourhood Support Officer and Woking borough council staff. It brought the local residents closer together and helped rebuild their community spirit. It also gave the residents the opportunity to speak to local services, including the police and discuss what had happened. The Horsell Safer Neighbourhood Team had a stand offering crime prevention advice and information as well as answering residents questions.

## Safety and Harm Reduction

### Operation Dividend

**CBIT**

Following a series of dwelling burglaries where the targets were high class detached houses in secluded areas within Surrey, Sussex, Kent and Thames Valley policing areas the CBIT led the investigation under Operation Shield in June 2011.

All the offenders were known to police with an offending history of burglary and theft. Intelligence had been received that the offenders were part of a wider Organised Crime Group (OCG). Initial observations were carried out on two of the known group by the Northern Intelligence Development Team, supported by the Force Surveillance Team (FST). These observations and ANPR research provided evidence linking the group to a car key burglary in Tadworth.

In August 2011 officers from the FST and the Force Development Team (FDT) commenced surveillance on one of the group in the Feltham area. He was observed to meet with three other members of his group and all were observed within a Ford Mondeo. The Police teams followed the car into the Windlesham/Sunningdale area when the car drove in to a cul-de-sac. When the Mondeo reappeared it was in convoy with a Vauxhall Zafira. Whilst some of the officers continued to observe the two cars others checked for an attacked premise. Having confirmed a burglary had occurred ANPR teams were utilised to arrest the four offenders and all the stolen property was recovered.

CBIT detectives conducted interviews and sought Crown Prosecution Service authority to charge. This was achieved and all were remanded. All four pleaded guilty to burglary at the first opportunity and in October 2011 all were sentenced to at least 30 months imprisonment. These offenders were all London based criminals travelling throughout the Home Counties and from these arrests an Organised Crime Group has been disrupted. Operation Dividend is an excellent example of cross strand interoperability under the banner of Operation Shield.

### Joint Command

**Firearms**

Within the new Surrey/Sussex Joint Command, the Tactical Firearms Units of both forces continue with work to enable both teams to be interoperable. This has involved some excellent work from instructors from both Surrey and Sussex who are now working together to ensure that Armed Response Vehicles will be sharing the same tactics and equipment from early in the new year.

The effect of Surrey and Sussex joining together and creating the Joint Command Tactical Firearms Unit will double the amount of firearms officers available to both forces and in turn ensure that the unit will continue to provide an excellent service to the communities in Surrey and Sussex.

**Joint working with Crimestoppers**

**Intelligence Hub**

Crimestoppers, the independent charity that asks the public for intelligence about crime, has worked closely with Surrey Police's burglary campaign this year, offering a cash reward for information leading to the arrest and charge of anyone committing the offence. This is the first time that Surrey Police through/via Crimestoppers has offered a reward targeted at a crime reduction as well as detection and represents a significant commitment from them to tackling crime in Surrey.

The campaign is using social media sources to engage directly with people thought most likely to have relevant information. This follows research conducted by intelligence units indicating that not only can we profile people committing these crimes with a high level of confidence, but that criminals and their associates routinely use social media to discuss their activity. In adopting this focussed approach, we are helping the campaign make the best use of its resources whilst maximising our chances of Surrey Crimestoppers receiving high quality intelligence to allow Surrey Police to reduce crime and protect the public.

**New approach to Strategic Road Closures**

**Roads Policing Unit (RPU)**

Roads policing has developed a new approach to the investigation of collisions which result in death or serious injury and occur on Surrey's strategic roads network. It aims to create a greater balance between the investigative needs and the regional / economic impact that a protracted closure has on the thousands of people who travel through the County.

The new method introduces a more proactive approach to the deployment of essential specialist assets, from both police and partners to maximise the evidential harvest, whilst saving time via robust, co-ordinated partnership working. A simplistic reference document was written in consultation with key stake-holders to ensure the process is efficient from the initial call, through to restoring the scene back to normality and where a protracted closure is unavoidable. This approach will ensure a consistent media message from all agencies that provides the worst case scenario to manage customer expectations.

The changes have already shown that this is a more efficient way of working, as following a recent fatal collision on the M3, despite it's complex nature was partly reopened within three hours of police arriving. Also, following the debrief this timescale was achieved as a direct result of the co-ordinated partnership work, as outlined above.

## People and Resources

### Positive Annual Audit letter

### Support Services: Finance and Services

At the Audit Committee meeting in September 2011, the 2010/11 Statement of Accounts was formally approved. The force received a positive Annual Audit letter and the District Auditor stated *'My overall conclusion is that you have adequate arrangements to secure economy efficiency and effectiveness in its use of resources.* The District Auditor was also fulsome in their praise for the high standard of the Accounts *'2010/11 was the first year in which local government and police bodies prepared their accounts under International Financial Reporting Standards (IFRS). This required major changes to the presentation of accounts. You managed the transition to IFRS well and achieved good overall compliance with CIPFA's Code of Practice on Local Authority Accounting in the United Kingdom'.* This is a pleasing result for the Finance team, particularly as the 2010/11 year-end coincided with the restructuring of the Finance department.

### Estates Strategy

### Support Services: Finance and Services

As part of the Operational Policing Review Estates Programme, the Dorking Neighbourhood Team has now moved into the Mole Valley District Council offices at Pippbrook, co-locating officers and staff with Community Safety partners. The front counter facility will follow in January, providing a convenient one-stop shop for the public to access both police and council services.

A further 'Police Post' has opened in Leatherhead providing a local base for the Neighbourhood team, a step on the way to freeing the station for disposal. Contracts have now been exchanged for the sale of Frimley and Ripley police stations and exchange of contracts is imminent for the sale of Sunbury and Lingfield stations. A further 8 stations have now gone on the market with viewing days scheduled over November/December.

### ICT Restructure

### Support Services: ICT

On the 1st October 2011, the ICT Restructure was implemented, seeing the new structure of a resource pool comprising of Core Change, Core Improve and a Dynamic Pool coming into effect. The structure is managed and co-ordinated by Service, Resource and Delivery Managers together with Business Partners and a Design Team. All work is now scheduled into a 'time box' to ensure tasks are allocated and coordinated according to priority. The new Head of ICT, started on the 24th October 2011. He is working hard with the team to complete the delivery of the restructure and embed efficient working practices, in particular managing the flow of demand.