

SURREY POLICE AND CRIME PANEL

24 APRIL 2025

Workforce Planning Update

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1 SUMMARY

1.1 This report provides an update on Surrey Police workforce numbers.

2 OFFICER UPLIFT

2.1 At the Panel's meeting in September 2023, the PCC confirmed that Surrey Police had managed to exceed its target for extra police officers under the Government's three-year uplift programme to recruit 20,000 officers across the country. Ultimately the programme had delivered an extra 395 officers locally – resulting in Surrey ending the recording period with more officers than ever before.

2.2 However, the Commissioner was clear that the significant investment in police officer numbers must not be undermined by high levels of attrition amongst new or existing recruits. The Panel were informed that the Home Office would continue to monitor officer numbers, and there were financial penalties in place for police forces that fell below their baseline post-uplift total.

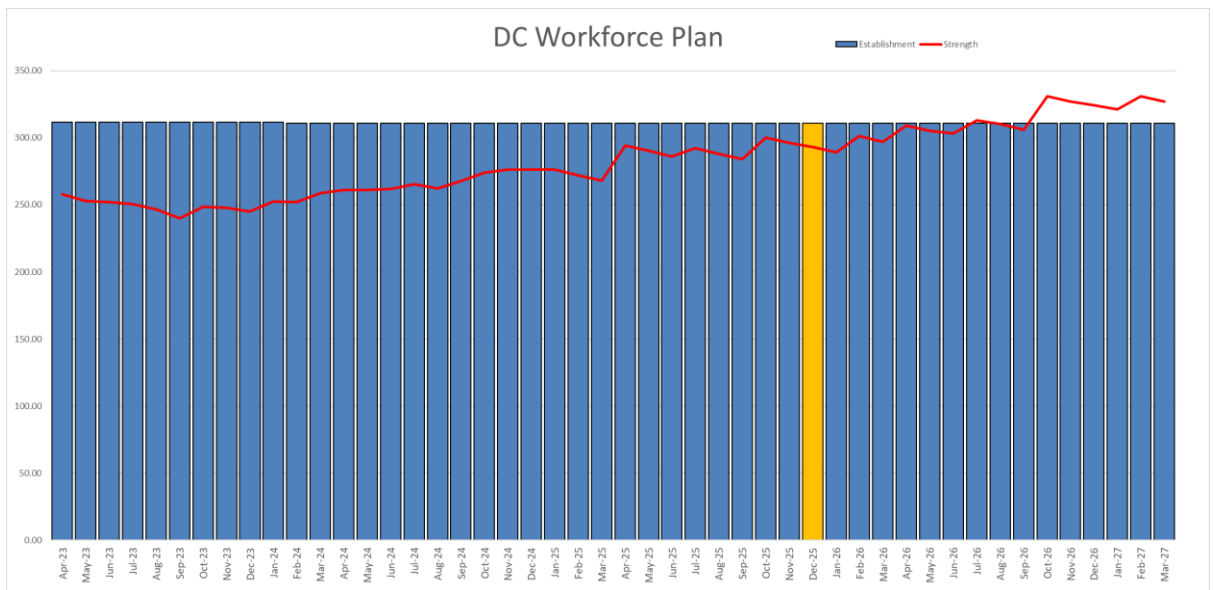
2.4 As per the table and table below, Surrey Police is continuing to meet its officer number targets. The Force is required to maintain a minimum headcount of 2,289 officers, with a EOY 2024/25 'Enhanced Target' of 2,311. At the time of writing and based on the March intake of new officers, we expect to be slightly above this enhanced establishment target come 1 April 2025.

	Headcount
Maintenance Target	2289
Enhanced Target	2311
Dec 24 Position	2303
Milestone Projection Mar 25	2331

2 Detective Constable Workforce Plan

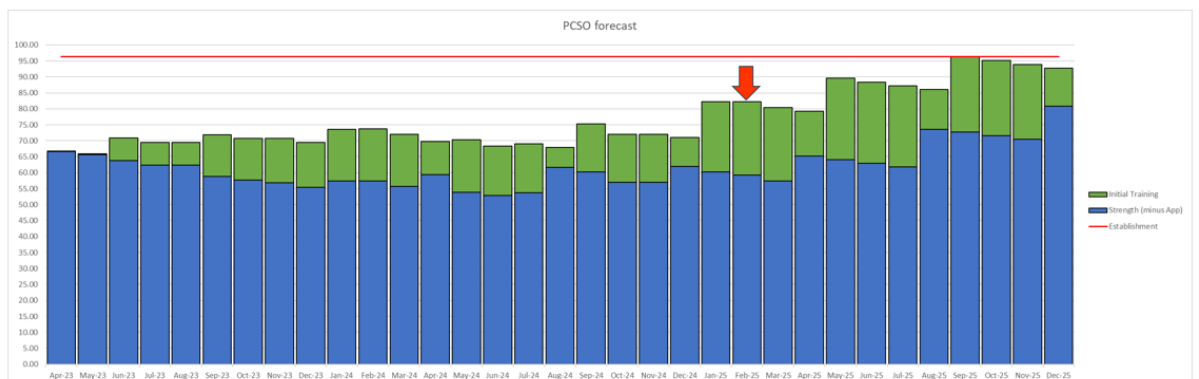
2.1 The forecast chart below includes all Detective Constables (DCs) and Learner Detective Constables (LDCs).

- 2.2 Since Surrey Police introduced its new Detective Coaching Units, we've seen real progress in how quickly our trainee detectives are completing their qualifications. These units give new detectives extra support and guidance while they work towards their PIP2 portfolio – a key step in becoming fully qualified.
- 2.3 Surrey Police has also increased the number of trainee detectives starting this process earlier in their careers – now just 12 months after joining. As a result, we're seeing steady growth in the number of fully qualified detectives, and we're on track to reach our target staffing levels by May 2026.
- 2.4 Recruitment for the Detective entry route is ongoing, and we continue to welcome DC transferees.



3 PCSOs

- 3.1 Average PCSO attrition is 1.16FTE per month and as of 17 March the PCSO vacancy rate was 16%. The next intakes are planned for May and September 2025 and, if attrition is maintained at the current rate, this will take the Force to establishment of 96.42FTE.



4. Managing Retention

- 4.1 Force Level attrition is reported and monitored through the Capacity, Capability and Performance Board (CCPB) and reviewed at the Strategic resource Management Meeting (SRMM). Locally it is monitored through Finance and Human Resource meetings. There is a joint Force retention review meeting held every six months where stakeholders review leaver data and qualitative information from exit surveys and interviews to identify any trends or issues and agree required interventions.
- 4.2 Outcomes from this group are reported to CCPB. In addition, officer attrition is monitored through the Force Op Uplift Strategic Delivery Board. We are also part of the South-East Regional Recruitment and Retention Group which looks at issues and trends for the region.

4. STAFF AND OFFICER FTE SUMMARY

- 4.1 The data below sets out the staffing position across both staff and officer roles at the start of the calendar year, with the latter broken down by rank.

31/12	Establishment	Strength	Vacancies	Strength %
Staff	1874.78	1720.71	154.07	91.78%
PCSO	96.42	70.96	25.46	73.59%
	1971.2	1791.67	179.53	90.89%

31/12/2024	Establishment	Strength	Vacancies	Strength %
ACPO	5	5	0	100.0%
Det C/Supt	2	3	-1	150.0%
C/Supt	4	6	-2	
C/Supt Total	6	9	-3	
Det Supt	7	9	-2	112.5%
Supt	9	9	0	
Supt Total	16	18	-2	
Det C/Insp	13	18	-5	123.1%
C/Insp	13	14	-1	
CI Total	26	32	-6	
Det Insp	34.45	40.91	-6.46	106.2%
Insp	52	50.93	1.07	
Insp Total	86.45	91.84	-5.39	
Det Sgt	110.65	103.25	7.4	101.8%
LDS	0	5	-5	
Sgt	243.5	252.42	-8.92	
Sgt Total	354.15	360.67	-6.52	
Det Con	291.6	189.51	102.09	94.5%
LDC	0	68.69	-68.69	
Con	1361.96	1305.05	56.91	
Probationer Posts	66	109	-43	<i>Including initial training</i>
Con Total	1719.56	1672.25	47.31	97.2%
OFFICER TOTAL (excl. Region)	2213.16	2188.76	24.4	98.9%

6. Annual Integrity Reviews:

- 6.1 Last year saw the introduction of Annual Integrity Reviews for all officers and staff. These take place yearly with line managers
- 6.2 The reviews seek to explore any matters which may give rise to concern regarding vetting clearance: corruption risks, including Abuse of Position for Sexual or Inappropriate Emotional Purposes; sexual misconduct; changes to personal circumstances; changes or additions to recorded business interests or notifiable associations; any welfare concerns, such as unmanageable debts or alcohol or substance misuse.
- 6.2 Public trust and confidence in the police depends on all officers and staff demonstrating the highest level of personal and professional behaviour. Compliance with this framework is monitored through the Force Service Board, which the OPCC attends.

7. Vetting

- 7.1 Over the past 18 months, the demand for vetting has increased significantly. This is largely due to improvements in how we carry out vetting checks, making sure the process is thorough, consistent, and up to date.
- 7.2 National inquiries and inspections – including the Angiolini Inquiry and assessments by His Majesty’s Inspectorate of Constabulary – have led to important changes in how vetting is carried out. These changes aim to ensure we have a robust and effective vetting process, but they’ve also meant introducing new steps that have increased our overall workload. For example, we now carry out vetting checks when police officers move between roles within the force – something that wasn’t done before.
- 7.3 Surrey Police has also introduced the Annual Integrity Review (AIR), which encourages officers and staff to regularly report any changes in their personal circumstances. This has led to an increase in updates we receive and process.
- 7.4 To help manage this growing demand, the Force have introduced a system where teams can request priority clearance for certain roles. Each request is assessed individually and must meet strict criteria, which have been set jointly by our Head of People Services and the Force Vetting Manager.

8. Staff and Officer Wellbeing

- 8.1 As set out in the PCC’s new Police and Crime Plan, she is committed to supporting the health, morale, and welfare of those who serve our communities. As reported the Police and Crime Panel previously, both the Surrey Police Staff Survey and the Police Federation of England and Wales (PFEW) Pay and Morale Survey have provided valuable insight into the current experience of officers and staff within Surrey Police.
- 8.2 These surveys have revealed that whilst most felt clear about their roles and supported by their immediate teams, there remained some serious concerns. These include instances of perceived discrimination, bullying, high workloads and a lack of

confidence in senior leadership. Some staff also reported dissatisfaction with performance management processes and the availability of essential equipment.

8.3 The PFEW Pay and Morale Survey in particular highlighted dissatisfaction around pay, workloads, and limited opportunities for professional development - with a significant proportion of officers indicating that they were considering leaving the police service.

8.4 These findings have underscored the urgent need for the Force to address these challenges and further invest in staff wellbeing. In response, Surrey Police undertook a comprehensive refresh of its Wellbeing Strategy, covering the period 2023–2025.

8.5 Key elements of the refreshed strategy include:

- A targeted and evidence-based approach to wellbeing, focusing on the issues most likely to have a meaningful impact.
- Enhanced support for wellbeing leadership across the organisation, informed by external inspections, staff feedback, and best practice from other forces and sectors.
- A robust governance structure led by the Strategic Wellbeing Board, which meets quarterly and oversees wellbeing activity across both Surrey and Sussex Police.
- Tactical Wellbeing Working Groups within each force, led by dedicated Wellbeing Champions, and supported by local Wellbeing Leads and Single Points of Contact (SPOCs) from across the organisation.
- Operational wellbeing groups embedded within individual departments to focus on local priorities, feeding into the wider strategic framework.

8.6 The OPCC continue to monitor progress against these commitments and seek regular assurance that the steps being taken are making a positive and measurable difference to staff wellbeing. The PCC has requested a full update from the Force on delivery of the Wellbeing Strategy at her Resources & Efficiency meeting with the Chief Constable in July, as well as information on the next proposed refresh.

8.7 Current Core Themes of the Wellbeing Strategy



1 Mind Health



- Redesign of Demobilising and Defusing
- Deployment of Trauma Informed presentations
- Smash the Stigma webinars
- Increase the number of Mental Health First Aiders
- Roll out of Trauma Impact Prevention Techniques workshops (TiPT)

2 Physical Wellbeing



- Promotion of Sports Associations
- Nutrition and Fitness support
- Focused Men's and Women's health initiatives
- Free Health checks with our Wellbeing Screening Practitioner

3 Leadership



- Onboarding of all leaders to engage with wellbeing services
- Utilisation of Wellbeing at major incident protocol
- Awareness of Duty of Care Risk Assessments (DoCRAs)
- One-stop-shop of wellbeing tools to assist leaders looking after the wellbeing of colleagues

4 Financial Wellbeing



- Promotion of Police Mutual, Salary Finance, Sussex Police Charitable Trust and Surrey Police Welfare Fund
- Awareness of local Cost of Living support
- Employee Assistance Programme support with debt management education
- Financial support and signposting for new colleagues joining the organisation
- Increased local visits from PMAS and Copperpot raising financial awareness and providing support and advice

5 Workplace Wellbeing



- Increase our volunteer numbers within our Police Chaplaincy
- Promotion of Team Building Days incentive
- OK9 Wellbeing and Trauma Dogs project
- National Police Chiefs Council (NPCC) Weeks of Action
- Career Transition Courses
- Force wide delivery of Wellbeing and You! Roadshow

10 RECOMMENDATIONS

10.1 The Police and Crime Panel is asked to:

- Note the content of the report.

11 CONTACT INFORMATION

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