

**SURREY POLICE AND CRIME PANEL**  
**26 SEPTEMBER 2022**

**RECRUITMENT AND WORKFORCE PLANNING**

**1. INTRODUCTION**

- 1.1 This report details the Force's recruitment, workforce plan and retention strategy. The following information details how many officers have been recruited to date under the national uplift programme and projections for the rest of the financial year.

**2. OVERALL WORKFORCE DATA**

- 2.1 The current force intake plans for 2022/23 and projected wastage means that the force anticipates that it will meet the end of financial year officer target. The table below shows future new recruit intakes planned up to the closure of the financial year, totalling an additional 295 officers. We also have courses available for transferees. If we were to fill all spaces on the courses, we should exceed our uplift target for the year.
- 2.2 However, it is important to recognise that we are currently operating within a challenging recruitment market and application numbers are lower than anticipated. Through the force's Gold Group (Op Mascot) we are reviewing the retention strategy, attraction plans and application numbers. There is an extensive focus on attraction currently taking place across multiple channels which we hope will build the pipeline to provide some flexibility should we need to respond to increased attrition.

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
PCDA	15	24		24	36		24
Police Now	17						
DHEP		24		24	36		24
Det DHEP		24					24

2.2 The latest recruitment table detailing the progress for cohorts joining in the last year is shown within Appendix A.

Key	
IPS – Independent Patrol	PIP1/PIP2 – “Professionalising Investigation Programme”, accredited qualifications for detectives
PCDA – Police Constable Degree Apprenticeship	SNT – Safer Neighbourhood Team
DHEP – Degree Holder Entry Programme	NPIT – Neighbourhood Policing Investigation Team
DDHEP – Detective Degree Holder Entry Programme.	DA - Domestic Abuse
	RPU - Roads Policing Unit

2.3 In terms of substantive postings for PC and DC probationers, all new officers are posted to local neighbourhood policing teams. However, there will only be small increases in neighbourhood team numbers over time as existing, more experienced officers then get moved on to other areas where investment has been decided as being operationally required by the Chief Constable.

### 3. RECRUITMENT

3.1 In terms of recruitment in 2022/23 and the final year of Op Uplift, Surrey Police will carry on with the continuous attraction campaign for new police officers, with two entry routes:

- Police Constable Degree Apprenticeship (PCDA) for those who don't have a degree and wish to study for one whilst undertaking police officer training
- Degree Holder Entry Programme (DHEP) for those who hold a degree. Direct entry routes for existing detectives also continues.
- We will continue to be open for experienced officers to transfer to Surrey

3.2 In addition to Police Officer roles, Police Staff ended the financial year with a 11.2% vacancy rate. The vacancy rate for 2022/2023 has been set at 8% for Police Staff. Staff establishment numbers will reduce slightly from 1,978 in 2021/21 to 1,961 in 2022/23. Precept investment has meant that operational staff posts remain protected. Due to the current competitive job market, we are experiencing higher than normal attrition for police staff and reduced numbers of applications for roles. We are currently holding at 14% vacancy rate and a new Gold Group has been established to try to address this.

#### 4. PLANS FOR 2022/23

4.1 Plans for 2022/23 workforce were provided to the Panel as part of the precept proposal paper. Officer budgeted establishment will increase from 2,107 by the end of 2021/22 to 2,211 by the end of 2022/23. This is due to national uplift funding. Intakes of recruits will take place over the year to bring these extra officers in and to replace officers who retire or leave the force. The first phase of allocating the new uplift posts has been agreed and are currently being prioritised in terms of operational requirements and resourcing.

*Posts agreed during 2021/22, formalised funding:*

Team	PC	DC	PS	DS	Insp	DI	CI
Performance Inspectors					3		
MARAC DI						1	
Federation EDI Officer	1 post (any federated rank could be elected)						
CJ Ch Insp							1
NSOs posts	22						

*Investment **agreed** in collaborated teams, matched by Sussex Police:*

Team	PC	DC	PS	DS	DI
Intelligence Operations	5		1		
Op Centurion	3	1			
Outside Enquiry Team	3		0.5		
Firearms & Explosives Licensing	2				

*Surrey-only investment **agreed** at Force Organisation Board, 1/7/22:*

Team	PC	DC	PS	DS	DI	Priority
Dedicated Investigative Coaching Unit				3		0*
HHPU Western				1		0*
Child Abuse Teams				3		1
SOIT (SOLO & Investigation work)	6			1		1

DAT					3	1
POLIT Investigations	6			1		1
POLIT Intervention team	4					1
MS, HT & OIC Support Hub	2			1		2
DFT	2					2
Drones	0.5					2
PSD (PC to replace IO post)	1					2
PSD (Growth posts)	3					2
Forensic Radio Freq Operator	1					3
PPSU	2		1			3

\*Priority 0 means staff already in post

Surrey-only investment under consideration:

Team	PC	DC	PS	DS	DI	Priority
Op Falcon		1		1		2

Key	
MARAC - Multi-agency Risk Assessment Conference	HHPU – High Harm Perp Unit
EDI – Equality, Diversity and Inclusion	SOIT – Sexual Offences Investigation Team
CJ – Criminal Justice	SOLO - Sexual Offences Liaison Officer
NSO – Neighbourhood Specialist Officer	DAT – Drug & Alcohol Team
Op Centurion – Aimed at consolidating good working practices across both Surrey & Sussex, the region and nationally into one specialised and dedicated unit tasked with dismantling the upstream of county drug lines.	POLIT - Paedophile Online Investigation Team
MS – Modern Slavery	DFT – Digital Forensics Team
HT – Human Trafficking	PSD – Professional Standards Department
	PPSU – Public Protection Support Unit

## 5. RETENTION

- 5.1 Force Level attrition is reported and monitored through the Capacity, Capability and Performance Board (CCPB) and reviewed at 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. 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.

- 5.2 The Force has seen increased officer attrition since the end of 2021, but rates have slowed down since April 2022. There is an early warning system in place, where potential leavers are identified and there are local interventions to encourage officers to stay on. For student officers a new role of Student Support Officer who engages early intervention when there are any signs that a student officer may be considering leaving, this has already resulted in the retention of student officers. All student officer leaver reasons are recorded by L&PD in addition to the corporate exit surveys. Surrey attrition on Initial Police Learning and Development Programme (IPLDP) (from 2014) prior to change in entry routes averaged 17.9% during probation period, the new entry routes have a lower attrition rate than IPLDP. It may not feel that way for divisions though because in numbers they are losing more student officers than they have done before, but they have more joiners than previously, so as a percentage they are losing fewer.
- 5.3 Police staff attrition remains stable, there are some pockets of higher attrition in Contact & Control and specialisms where skills are in high demand, this is being addressed through work that is monitored by the Specialist Recruitment and Retention Working Group and also now through a new Gold Group 'Op Enroll'.
- 5.4 Across officer and staff exit data the most common leaver reasons are career development and work life balance. Over the past six months we are beginning to see pay being cited as a reason. For officers, prior to the pension changes in April, detriment to pension appeared as a new reason for the first time.

**RECOMMENDATION**

That the Police and Crime Panel note the content of the report.

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## Appendix A

Entry Route	Date Recruited (Started Training Phase at HQ)	Total Number in Cohort	Stage of Process as of August 2022.	Commencement of Next Stage
DHEP	29/03/2021	13	This cohort have recently started the final year of the 2-year DHEP programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 10/04/2022-06/11/2022.	Following the end of the operational attachments, this cohort will move into the final phase of the of the DHEP programme and complete a university module in either Response or Investigations as their specialism. This will take place from 13/11/2022-26/03/2022.
PCDA	31/05/2021	9	This cohort have recently started the 2 <sup>nd</sup> year of the 3-year PCDA programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 12/06/2022-14/05/2023.	Following the end of the operational attachments, this cohort will move into the final year of the PCDA programme and complete a university module in either Response or Investigations as their specialism. This will take place from 04/06/2023-26/11/2023.
DHEP	02/08/2021	12	This cohort have recently started the final year of the 2-year DHEP programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 21/08/2022-12/03/2023.	Following the end of the operational attachments, this cohort will move into the final phase of the of the DHEP programme and complete a university module in either Response or Investigations as their specialism. This will take place from 19/03/2023-30/07/2023.
PCDA	02/08/2021	12	This cohort have recently started the 2 <sup>nd</sup> year of the 3-year PCDA programme. They are currently carrying out their operations attachments across SNT, NPIT, DA and RPU. These attachments are taking place from 14/08/2022-16/07/2023.	Following the end of the operational attachments, this cohort will move into the final year of the PCDA programme and complete a university module in either Response or Investigations as their specialism. This will take place from 06/08/2023-28/01/2024.

DHEP	11/10/2021	23	This cohort are currently at the divisional coaching stage on division.	This cohort moves into the final year of the DHEP programme. The next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 23/10/2022-25/05/2023.
PCDA	11/10/2021	29	This cohort are working on an NPT borough and rota within their division.	This cohort moves into year 2 of 3 of the PCDA programme. The next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 23/10/2022-24/09/2023.
DDHEP	11/10/2021	9	This cohort are currently carrying out their operational attachment phase which consists of attachments to NPT, SNT, NPIT. These attachments are due to finish 29/09/2022	Following completion of the operational attachments, this cohort will start the second year of their programme which consists of a PIP 2 attachment for 1 year. The Officers will also complete their NIE and become LDC's (pending NIE pass)
DHEP	10/01/2022	8	This cohort gained IPS as of 08/08/2022 and officers are now working on an NPT borough and rota within their division.	This next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 22/03/2023-20/08/2023. This will form this cohort's final year of the DHEP programme.
PCDA	10/01/2022	31	This cohort gained IPS as of 08/08/2022 and officers are now working on an NPT borough and rota within their division.	This next learning phase for this cohort consists of short-term operational attachments across SNT, NPIT, DA and RPU. These attachments will take place from 22/03/2023-31/12/2023. This will form the 2 <sup>nd</sup> year of the 3-year PCDA programme.
DHEP	28/03/2022	10	This cohort are currently at the divisional coaching stage on division.	This cohort are expected to receive IPS as of 24/10/2022. The Officers will be allocated a borough within their NPT division and will be posted to this borough once IPS is gained.

PCDA	28/03/2022	28	This cohort are currently at the divisional coaching stage on division.	This cohort are expected to receive IPS as of 24/10/2022. The Officers will be allocated a borough within their NPT division and will be posted to this borough once IPS is gained.
DDHEP	28/03/2022	10	This cohort are currently at the divisional coaching stage on division.	This cohort are expected to receive IPS as of 24/10/2022. The Officers will then complete 3 attachments across NPT, SNT and NPIT prior to starting a 1 year PIP 2 Investigative attachment in March 2022 where they will become LDC's (pending NIE pass).
PCDA	27/6/2022	37	This cohort are currently at the training school phase at HQ.	This cohort will start divisional coaching as of 10/10/2022.
DHEP	27/6/2022	15	This cohort are currently at the training school phase at HQ.	This cohort will start divisional coaching as of 10/10/2022.