

SURREY POLICE AND CRIME PANEL

28 SEPTEMBER 2023

Surrey Police Uplift & Workforce Planning

1 SUMMARY

- 1.1 This report provides an update on Surrey Police's delivery of the Government Police Officer uplift programme and wider commentary on key workforce planning issues.

2 INTRODUCTION

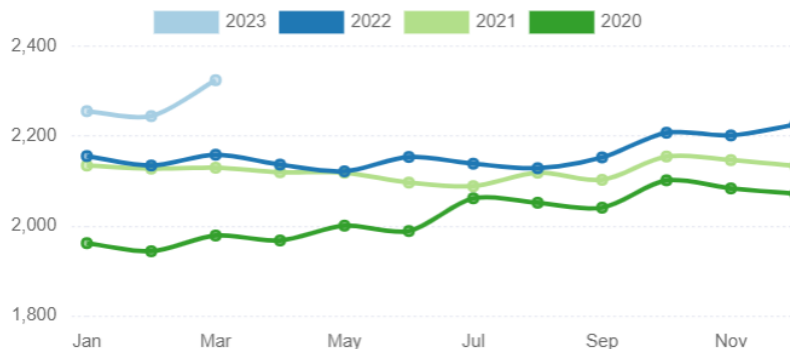
- 2.1 The Government's Police Officer uplift programme, whilst greatly welcome, has been a significant challenge for Surrey Police. Whilst all forces have had to contend with a buoyant jobs market and rising salary expectations, the recruitment challenge has been compounded in Surrey due to both the high cost of living and our proximity to London - which places us in direct competition with the Metropolitan Police for suitable recruits.
- 2.2 Although Surrey remains on target to meet officer uplift targets, the ongoing recruitment and retention challenge for both officers and staff remains a key challenge for the year ahead.
- 2.3 This report explores both these issues and work being undertaken by Surrey Police to mitigate.

3 OFFICER UPLIFT

3.1 Progress:

- 3.2 Since the last update to the Panel we can now confirm that Surrey Police 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. This means that since 2019 an extra 395 officers have been added to its ranks - giving Surrey more officers than ever before.
- 3.3 **Chart 1:** Monthly recruitment numbers by year*

Total Headcount at End of Month



* A small number of officers were recruited during the government uplift programme using local funding and these are not included in the above data.

3.4 Demographics:

3.5 Female representation amongst new joiners compares well to other forces, at 40.2% on 31 March. The number of officers identifying as Black, Asian, Mixed or Other stood at 6.5% of the total uplift cohort.

3.6 The Commissioner's Data Hub allows residents to view the latest publicly available uplift data for Surrey, including demographics: <https://data.surrey-pcc.gov.uk/uplift.php?nav=policeuplift&data=police>

3.7 The Home Office also publishes quarterly national data showing overall uplift performance for all forces. This data and additional information concerning the programme can be found online here: <https://www.gov.uk/government/collections/police-officer-uplift-statistics>

3.8 2023/24

3.9 The Commissioner has been clear that the significant investment in police officer numbers is not undermined by high levels of attrition amongst new or existing recruits. The Home Office will continue to monitor officer numbers during 2023/24, and there are financial penalties in place for forces that fall below their baseline post-uplift total. Penalties for minor slippage in numbers broadly reflect the gross cost of employing said number of officers, but the penalty increases dramatically once a certain threshold is reached.

3.10 The Force is projecting that we will meet our uplift milestone in both September 2023 and March 2024. Our average attrition for officers is down across the year and the workforce plan has been updated with a planning assumption of 17 leavers per month. However, we had 20 confirmed leavers in August and the Force is carefully monitoring attrition for deviations from expectations.

Table 1: Average Attrition Profile	
Planned	21%
Unplanned	47%
Probationer	32%

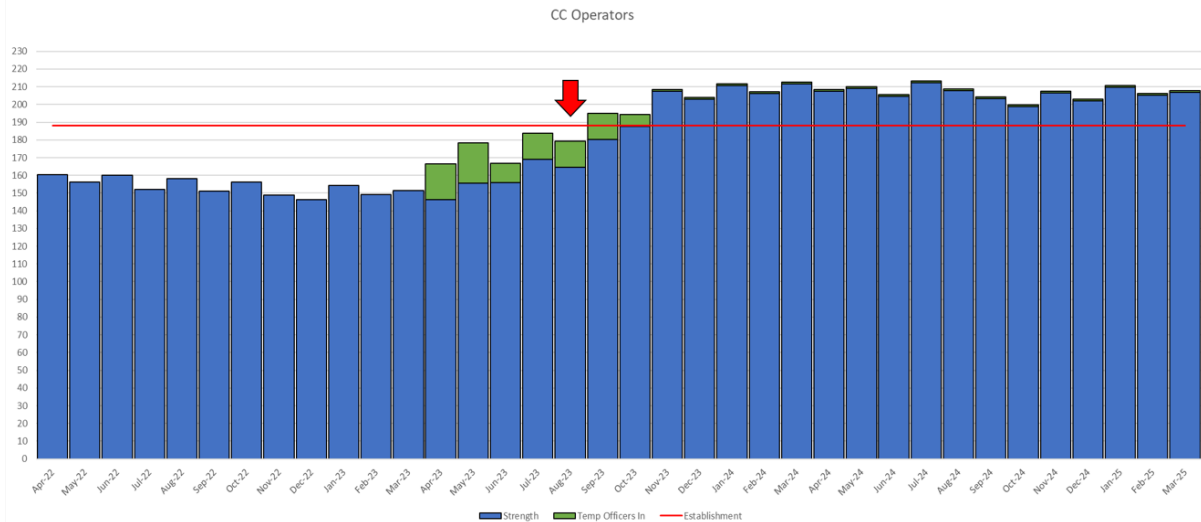
Table 2: Probationer Attrition Profile by learning programme	
PCDA	22.9%
DHEP	21.3%
Det DHEP	10.9%
Police Now	15.6%
Police Now Detective	27.8%
IPLDP+	0%

Key	
Det DHEP	Detective Degree Holder Entry Programme
DHEP	Degree Holder Entry Programme
IPLDP	Initial Police Learning and Development Programme (Traditional Entry)
PCDA	Police Constable Degree Apprenticeship

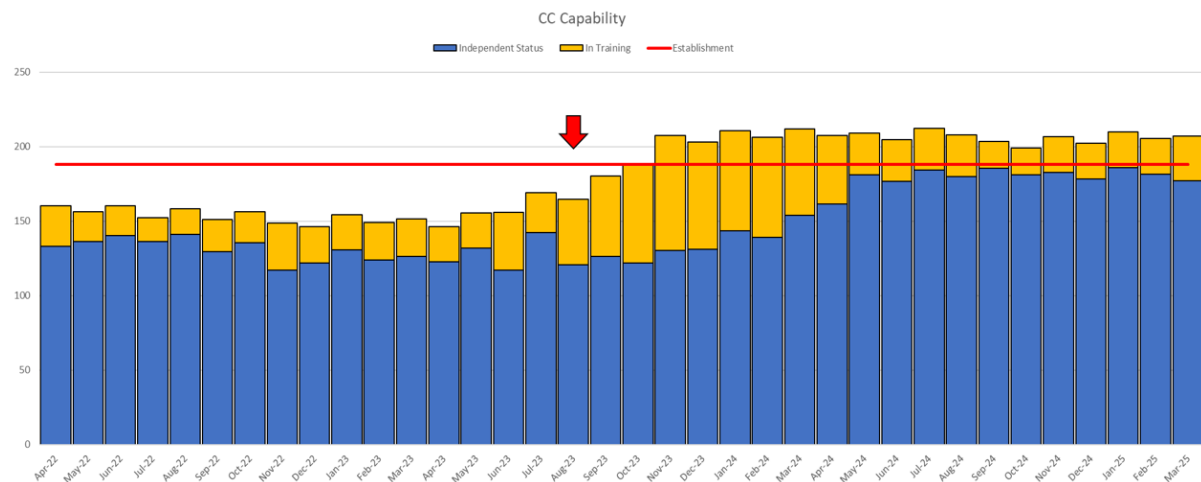
4. Key Areas

- 4.1 Detectives:** At the end of July we had 67.31FTE DC vacancies. However, the Force is projecting this will reduce to approximately 20 by the end of the financial year with officers commencing their PIP2 portfolio. Surrey Police have also recently introduced a dedicated post with a very experienced individual that is working to support both the hiring and training of new detectives.
- 4.2 PCSOs:** Surrey Police has seen low uptake of PCSO vacancies and this is a recognised issue, though not specific to Surrey. We have 8 individuals starting on the September PCSO course and 15 applications in process for the January course. However, it is to be expected that there will be some attrition during the selection process. By July 24 the force are projecting to be operating a 10% vacancy for PCSOs.
- 4.3 Contact Centre:** A previous report to the PCP detailed the challenges facing the contact centre and the significant investment the force has made in order to address issues around attrition and performance. The Contact Centre is forecast to meet establishment numbers later this year but ongoing work will be required to support new staff and build full capability within the team.

4.4 Chart 2: Contact Centre Operators against Establishment



4.5 Chart 3: Contact Centre Operator Capability against Establishment



4.6 Table 3: Departmental Strength as of 31 July 2023

	Strength	DC Strength	DC Inc Learners
East CA	102.65%	96.42%	104.75%
North CA	82.76%	78.33%	78.33%
West CA	88.24%	65.81%	80.38%
East DA	84.19%	96.93%	114.67%
North DA	80.33%	54.14%	80.29%
West DA	63.55%	26.07%	84.80%
East NPT (PC)	93.68%		
North NPT (PC)	93.75%		
West NPT (PC)	90.80%		
PSD	67.91%		

SOIT	86.05%	
Roads	94.64%	
Officers (all)	99.8%	
Staff (all)	88.98%	
PCSO	70.98%	

5 RETENTION

- 5.1 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. 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. 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 there is a new role of Student Support Officer who engages early 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.
- 5.3 Police staff attrition remains broadly stable, though as stated there are some pockets of higher attrition in Contact & Control and specialisms where skills are in high demand – such as IT and vehicle maintenance. Specific strands of work are in place to address and mitigate as much as possible.

6 RECOMMENDATIONS

- 6.1 The Police and Crime Panel is asked to:
 - Note the content of the report.

7 CONTACT INFORMATION

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