



## SURREY POLICE AND CRIME PANEL 26 SEPTEMBER 2024

### Workforce Planning Update

#### 1 SUMMARY

- 1.1 This report provides an update on recruitment, retention, misconduct, vetting and wider organisational challenges facing Surrey Police.

#### 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 chart 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 March 2025 'Enhanced Target' of 2,311. Current data puts us on course to hit 2,328 officers in September 2024. The numbers will naturally vary month-to-month due to attrition (around 17 officers per month) and staggered recruitment rounds, but the overall trajectory is positive.

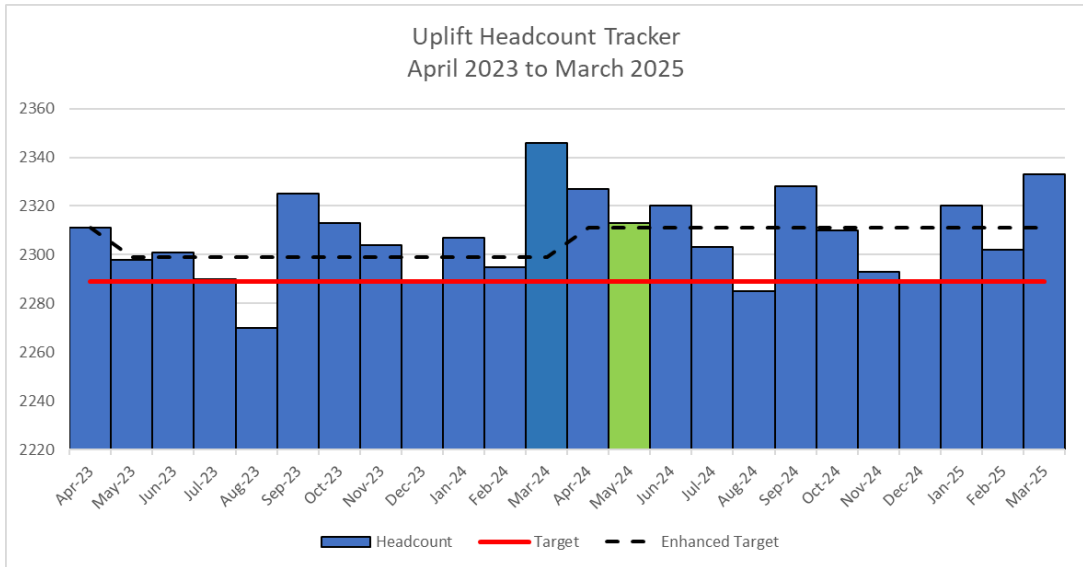


Fig. 1

### 3 RETENTION & ATTRITION

3.1 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.

3.2 Current unplanned attrition rates for Surrey officers and staff are set out in the charts below. Some teams have seen higher levels of unplanned attrition than others, but the main challenge remains amongst new intakes, the data for which is provided in Section 4.

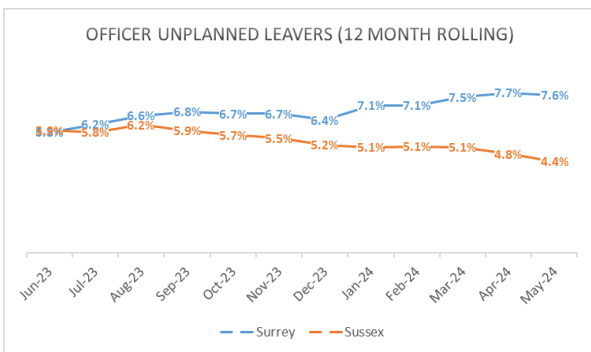


Fig 2

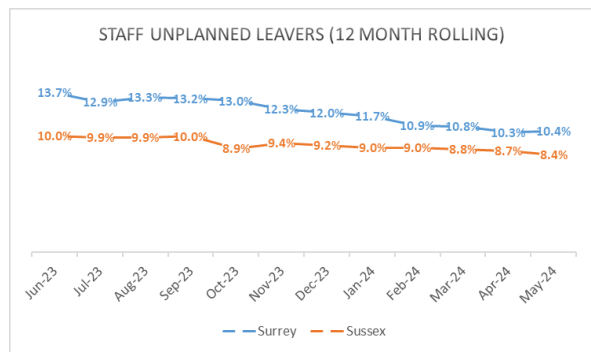


Fig 3

3.3 PCSO unplanned attrition is monitored separately from staff attrition, and the data is provided below:

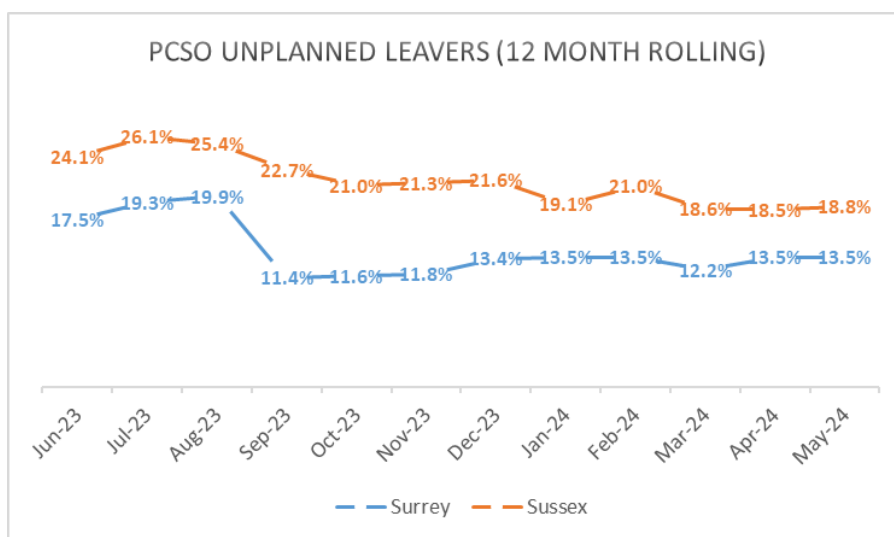


Fig 4

#### 4. STUDENT OFFICER ATTRITION

The data below looks at probationers who joined from 1 January 2020 to 31 May 2024.

	Headcount					Average Service at Leaving Date (Years)
	Joiners	Passed	Still in Probation	Changed Route	Left in Probation	
PCDA	525	96	161	138	130	1.1
DHEP	207	81	38	36	52	0.9
Det DHEP*	191	27	100	39	25	0.8
IPLDP+	66	0	63	0	3	0.3

Original Route	Changed Route	Headcount				Average Service at Changing Route (Years)
		Changed Route	Passed	Still in Probation	Left in Probation	
PCDA	IPLDP+	138	52	78	8	1.4
DHEP	IPLDP+	36	2	29	5	0.8
Det DHEP*	IPLDP+	29	7	22	0	0.9
Det DHEP*	DHEP	10	2	8	0	1.1

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

#### 5. MISCONDUCT

5.1 Since 2012 cases of alleged serious misconduct have been considered by a panel comprised of three persons: a legally qualified chair (LQC), a senior police officer (usually a Superintendent or Chief Superintendent) and an Independent Panel

Member (IPM). Since 2014 police misconduct cases have been heard in public, except where there are special reasons for all or part of a hearing to be in private.

5.3 At the beginning of last year, the government announced that there would be a national review into the process of police officer dismissals. The objective of the review was to make sure that the system is as fair and effective as possible and to ensure that officers who are not fit to serve can be removed.

5.4 The review has now concluded and will introduce several national changes to strengthen the police misconduct, vetting and performance systems. The first set of changes will affect misconduct hearings and came into effect on 7 May.

5.5 The key changes included:

- Removing the role of Legally Qualified Chair (LQC) as Chair of misconduct hearings. Non-senior hearings will now be chaired by chief officers or their delegate.
- The Chair for senior officers will be either a more senior officer selected from a separate force or His Majesty's Chief Inspector of Constabulary (HMCIC) or nominated His Majesty's Inspector.
- A new legal advisor role will provide misconduct panels with advice on legal and procedural matters, with panels for non-senior officers will now consisting of a Chair and two independent panel members.
- The introduction of a new conflict of interest position that places responsibility on individuals not to act in a regulated position if it would give rise to any conflicts of interest.
- Enhanced scrutiny to local policing bodies – the Chair of the hearing will now be required to provide certain information to local policing bodies (the PCC in Surrey), including where it is decided to hold a hearing in private or where an officer is found to have committed gross misconduct, but a decision is made not to dismiss them.

## 5.6 Police Appeal Tribunals

5.7 A police officer of a rank up to and including chief superintendent has a right of appeal to a Police Appeals Tribunal (PAT) against any disciplinary finding and/or disciplinary outcome imposed at a misconduct hearing held under the relevant Police Conduct Regulations. Senior police officers, in addition, have the right to appeal to a PAT against any disciplinary finding and/or outcome imposed at a misconduct meeting.

5.8 The composition of a PAT is set out in Schedule 6 to the Police Act 1996 (as amended). Where the appeal is made by a police officer who is not a senior officer, the PAT appointed by the local policing body will consist of: a legally qualified chair drawn from a list maintained by the Home Office, a serving senior officer, and a lay person.

## 5.9 Role of the OPCC

- 5.10 To support the above processes, Police and Crime Commissioners are responsible for the recruitment of Legally Qualified Chairs (now Legally Qualified Advisors) and Independent Panel Members, who are then appointed by Commissioners to assist in proceedings. The OPCC also organises and runs training for these individuals.
- 5.11 More generally, the OPCC maintains oversight of Surrey Police's professional standards functions, holding regular meetings with the Head of Professional Standards and the Independent Office for Police Conduct (IOPC) to better monitor emerging complaint and misconduct data. The team also has direct access to complaint management databases, allowing it to conduct regular dip checks on cases, with a specific focus on investigations that have exceeded 12 months.

## 5.12 Data for 2023/24

- 5.13 The following table provides a summary of all misconduct cases considered during 2023/24 and the outcome. This data is published by Surrey Police in accordance with the associated regulations.

Date	Type	Officer / Staff	Standard of Professional Behaviour alleged to have been breached.	Outcome
<b>Q1 2023/24 (4 proceedings)</b>				
14/04/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Confidentiality</li> <li>• Orders and Instructions</li> </ul>	Would have been dismissed had they not already resigned.
07/06/2023	Accelerated Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Dismissed without notice.
16/06/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> <li>• Duties and Responsibilities</li> </ul>	Matters not proven.
30/06/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Matters not proven, no sanction.
<b>Q2 2023/24 (12 proceedings)</b>				
05/07/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Orders and Instructions</li> </ul>	Written Warning.
12/07/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
12/07/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
19/07/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Confidentiality</li> <li>• Discreditable Conduct</li> </ul>	Written Warning for confidentiality matter.
11/08/2023	Accelerated Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Would have been dismissed had they not already resigned.
14/08/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
15/08/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Written warning.

16/08/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct.</li> </ul>	Resigned.
12/09/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> </ul>	Written Warning.
18/09/2023	Misconduct Meeting	STAFF	<ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Equality and Diversity</li> </ul>	Written Warning.
25/09/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Duties and Responsibilities</li> <li>• Honesty and Integrity</li> </ul>	Written Warning.
25/09/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Duties and Responsibilities</li> <li>• Honesty and Integrity</li> </ul>	Written Warning.
<b>Q3 2023/24 (12 proceedings)</b>				
13/10/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Honesty and Integrity</li> </ul>	Would have been dismissed had they not already resigned.
03/11/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> </ul>	Written Warning.
06/11/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Written Warning.
07/11/2023	Misconduct Meeting	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
14/11/2023	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> <li>• Orders and Instructions</li> </ul>	Would have been dismissed had they not already resigned.
27/11/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> </ul>	Dismissed without notice.
29/11/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Use of Force</li> </ul>	Reflective Practice Review Process (RPRP).
05/12/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Authority, Respect and Courtesy</li> <li>• Discreditable Conduct</li> <li>• Duties and Responsibilities</li> <li>• Honesty and Integrity</li> </ul>	Dismissed without notice.
06/12/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Duties and Responsibilities</li> </ul>	Matters not proven.
07/12/2023	Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Discreditable Conduct</li> </ul>	Final Written Warning.
14/12/2023	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Duties and Responsibilities</li> </ul>	Matters not proven.
14/12/2023	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Duties and Responsibilities</li> </ul>	Dismissed without notice.
<b>Q4 2023/24 (6 proceedings)</b>				
31/01/2024	Gross Misconduct Hearing	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> </ul>	Would have been dismissed had they not already resigned.
01/02/2024	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> <li>• Fitness for duty</li> </ul>	Dismissed without notice.
05/02/2024	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> </ul>	Written warning.
07/02/2024	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Discreditable conduct</li> </ul>	Matters not proven.
23/02/2024	Misconduct Meeting	OFFICER	<ul style="list-style-type: none"> <li>• Honesty and Integrity</li> </ul>	Final Written Warning
22/03/2024	Gross Misconduct Hearing	STAFF	<ul style="list-style-type: none"> <li>• Honesty and Integrity</li> </ul>	Final Written Warning

5.14 The table below provides a summary and prevalence of the 'Standard of Professional Behaviours' alleged to have been breached by officers during 2023/24.

Professional Standard of Behaviour	Allegations	Percentage
Discreditable Conduct	21	39.62%
Authority, Respect and Courtesy	10	18.86%
Duties and Responsibilities	7	13.20%
Honesty and Integrity	6	11.32%
Confidentiality	3	5.66%
Orders and Instructions	3	5.66%
Equality and Diversity	1	1.88%
Fitness for Duty	1	1.88%
Use of Force	1	1.88%
Challenging and Reporting Improper Conduct	0	0.00%
<b>Total allegations</b>	<b>53</b>	

#### 5.15 Comparisons with 2022/23

- Surrey Police held 47% more misconduct proceedings during 2023/24 than in the previous year (34 vs 23). However, it's important to recognise that Surrey Police employs over 4000 officers and staff and in comparison the actual number of individuals facing misconduct proceedings are small.
- The top 3 standards of professional behaviour alleged to have been breached were broadly the same across both periods, however, there has been a significant increase in 'Discreditable Conduct' which accounted for 40% of all allegations in 2023/24 versus 23% in 2022/23.
- During 2022/23, 74% of individuals subject to misconduct proceedings were police officers and 26% were police staff. Of these, 82% were male and 18% were female.
- During 2023/24, 67% of individuals subject to misconduct proceedings were police officers and 33% were police staff. Of these, 72% were male and 28% were female.

## 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 During the height of the Government's Uplift Programme, Police vetting teams were under significant pressure to process applications, balancing the need to meet prescribed targets with ensuring only suitable individuals were accepted into the force. At the same time, the day-to-day demands of recruitment into other teams did not stop, leading to very high workloads and the need for careful prioritisation of workloads.
- 7.2 However, workloads are now much more in line with historical levels and the backlog that had accumulated has been addressed. As such, there are currently no significant issues to report on.

## **8. Staff Surveys**

- 8.1 The Surrey Police Staff Survey, conducted in November 2023, aimed to gauge the sentiments of staff and identify areas for improvement. With a 38.2% response rate, the survey revealed that while a majority of staff feel clear about their roles and supported by their teams, significant concerns remain. These include reports of discrimination, bullying, overwork, and a lack of confidence in senior leadership. Additionally, some staff expressed dissatisfaction with their workload, the availability of necessary equipment, and how performance issues are managed.
- 8.2 Similarly, the PFEW Pay and Morale Survey, which collected feedback from Surrey Police officers, underscored low morale, high stress levels, and dissatisfaction with pay, workload, and professional development opportunities. A notable portion of respondents also expressed an intention to leave the police service within the next two years.
- 8.3 Both surveys highlight the need for targeted actions to improve the working environment, address concerns about leadership, and enhance support for staff well-being. These insights will guide ongoing efforts to make Surrey Police a more supportive and effective workplace.
- 8.4 To address the key concerns raised, the Force has developed a comprehensive action plan focusing on critical areas such as trust, feeling valued, line management, role readiness, well-being, and addressing discrimination, bullying, and harassment.
- 8.5 A governance process has been established to monitor and measure the progress of these initiatives, with specific actions assigned to responsible parties. This process includes local action plans tailored to individual divisions and departments, which are being developed and implemented with the support of People Business Partners.
- 8.6 To ensure transparency and ongoing engagement, regular updates will be shared with the workforce, highlighting the steps being taken in response to their feedback. Additionally, pulse surveys will be conducted periodically to gauge the effectiveness of these efforts and to track improvements in employee engagement over time. The



goal is to foster a positive cultural and behavioral change within the Force, demonstrating that feedback is valued and leads to meaningful action.

## **9. Tackling misogyny & victim blaming**

9.1 Surrey Police has for some time had a range of workstreams and activities in train or upcoming in support of its organisational commitment to ensuring a healthy workplace culture, including driving improved responses to VAWG and reducing misogyny and victim-blaming. The content of the Force's "Our Plan", VAWG Strategy, Op Soteria and the various governance structures which oversee operational business, all prioritise these elements in recognition of the imperative which exists for all forces nationally.

9.2 The OPCC has conducted specific research around the experiences of female officers and staff, and combined with data gathered from other force feedback mechanisms, such as the staff survey, and wider national work, the following themes have been identified and provide a "pillar" structure under which work and activity can be organised and progressed:

- I. Misogyny/Sexism
- II. Myth-Busting (Rape/DA/Victim's Responsibility)
- III. Standards & Expectations
- IV. Alienation/Disaffection of Men
- V. Compassion Fatigue
- VI. Mistrust of Colleagues/Fear of reporting poor behaviour
- VII. Victim Voice

9.3 The OPCC continues to receive updates on the above and wider work through its regular Resource & Efficiency meetings with the Chief Constable.

## **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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