



## PCC Performance Meeting May 2019 – Workforce Planning

<b>Required for:</b>	<i>PCC Performance Meeting May 2019</i>
<b>Security Classification:</b>	<b>Official</b>
<b>Handling information if required:</b>	
<b>Suitable for publication:</b>	Yes
<b>Title:</b>	PCC Performance Meeting May 2019 – Workforce Planning
<b>Version:</b>	2
<b>Purpose:</b>	PCC Performance Meeting Briefing
<b>ACPO / Strategic Lead:</b>	Adrian Rutherford
<b>National Decision Model compliance:</b>	Yes
<b>Date created:</b>	29/04/2019
<b>Date to be reviewed:</b>	

<b>AUTHOR:</b>	
<b>Name:</b>	Adrian Rutherford
<b>Job Title:</b>	Director of People Services for Surrey and Sussex Police
<b>Telephone number:</b>	101



**What are the Policing Principles?**

Accountability	<input checked="" type="checkbox"/>	Fairness	<input checked="" type="checkbox"/>	Honesty	<input checked="" type="checkbox"/>
Integrity	<input checked="" type="checkbox"/>	Leadership	<input checked="" type="checkbox"/>	Objectivity	<input checked="" type="checkbox"/>
Openness	<input checked="" type="checkbox"/>	Respect	<input checked="" type="checkbox"/>	Selflessness	<input checked="" type="checkbox"/>

## **1. Purpose**

- 1.1. The purpose of this paper is to inform the PCC Performance meeting of the workforce plan for 2019/2020 including recruitment plans for officers and staff.

## **2. Workforce Plan 2019/2020 - Officers**

- 2.1. The precept increase of £24 in Surrey on a band D property has resulted in the opportunity to invest in resources within the Force's priority areas; Neighbourhoods - Prevention and Deterrence, Vulnerability - Protecting Vulnerable People and High Harm - Investigations.
- 2.2. A total of 65 new officer posts and 14 police staff posts have been created and incorporated in to the workforce plan.
- 2.3. In order to help balance the 2018/2019 budget the officer establishment was operating under established during quarter 4.
- 2.4. In order to recruit to the under establishment from 2018/2019, Force projected wastage for 2019/2020 and to grow the workforce to the new establishment, significant recruitment needs to take place.
- 2.5. There are plans in place to recruit a total of 179 PC trainees over 6 cohorts during 2019/2020. 64 of these have already been offered and accepted start dates during May and July 2019 and an additional 15 officers will join via the Police Now entry route.
- 2.6. The Force is actively recruiting to fill the cohorts beyond July 2019.
- 2.7. In addition to the probationer recruitment the Force will be open for PC transferees. Unlike PC probationers that require a significant amount of training before becoming operationally deployable, transferees are deployable within 2 weeks of joining the Force. There will therefore be focus on continuing to support the Neighbourhood function with transferees whilst the probationers are completing their initial training in the training school.
- 2.8. The Force will continuously remain open for transferee applications and are currently scoping and developing a media campaign to support this.
- 2.9. The Force will continue to progress the successful Detective transferee campaign which during 2018/2019 led to 18 DCs joining the Force. A cohort of 12 DCs transferred to Surrey during April 19, the majority of whom were posted in to safeguarding roles.
- 2.10. Part of workforce planning activity is to regularly monitor Force turnover. There has been an increase in officer turnover and have the workforce plan has been updated accordingly. This has mainly been a result of officers transferring to other forces to cover priority areas such as Custody, as well as for relocating for personal reasons. This will continue to be monitored, however there is nothing to suggest this trend will continue. As a result we now project that we will meet officer establishment in approximately July 2020. This is subject to change as there are some variables in the plan, namely officer wastage and transferees. If the Force is successful in recruiting additional officer transferees during the year, the establishment will be met earlier than currently projected.
- 2.11. It is important to note that a significant number of neighbouring forces are also recruiting this year and Surrey is operating in a highly competitive environment which may have an impact on the numbers that are attracted to apply.

## **3. Workforce Plan 2019/2020 - Police Staff**

- 3.1. In order to add support to the neighbourhood function whilst the Force recruits to meet the officer growth, it has been agreed to recruit additional PCSOs
- 3.2. We have current plans to recruit two cohorts of PCSOs during 2019/2020, October 19 and March 2020. If we recruit to our full course capacity we will end the 2019/2020 year with +20 PCSOs above budgeted establishment.
- 3.3. In addition to current course capacity it is being scoped whether this can be increased further. However, all PCSO recruitment plans need to have financial profiling and approval beforehand, and this is being undertaken.
- 3.4. To support investigative capability and ensure best use of resources, Surrey will be reviewing the

police staff Investigating Officer requirements and utilising agency and Fixed Term Contracts where appropriate to do so. This will be monitored via the workforce plan and through the Surrey Strategic Resource Management Meeting.

#### 4. EDHR recruitment plans

- 4.1. It has been acknowledged that the workforce mix is not as representative as the Force would like it to be. With the volume of recruitment taking place during 2019 and beyond, it provides with new opportunities to change this
- 4.2. The Force is continuing with a Positive Action team that is responsible for engaging with our communities, breaking down potential barriers and exposing roles and career opportunities within Surrey Police.

#### 5. Summary of Value for Money Profiles

- 5.1. The Value for Money (VfM) profiles provide comparative data on a wide range of policing activities and allows comparison between forces. It is important to note that the VfM profiles highlight the differences, but do not provide any commentary to the reasons why, so explanation has been provided where necessary.
- 5.2. HMICFRS group forces in MSG's (Most Similar Groups). Surrey Police is grouped with Thames Valley, Cambridgeshire and Dorset. HMICFRS VfM profiles state that "MSGs were last updated for our 2013 VfM profiles, using data from the 2011 Census. They do not take account of changes that have occurred since 2011. While most forces' demographics are similar to the rest of their group, a few are less closely aligned (in particular the Metropolitan Police Service, Dyfed-Powys Police, Surrey Police and City of London Police).
- 5.3. The most recent VfM profiles published cover the period of 2017/2018 and this summary will highlight any significant differences in the workforce category for Surrey compare with the previous VfM profile. It will also be indicated where Surrey is an obvious outlier with our most similar forces.
- 5.4. With regard to the use of this data, there are some limitations with the data provided in that it relies on each force using the same definition and category of post, which is not always the case and can therefore make a direct comparison problematic. However, it is a useful yardstick and can, alongside other data sources, e.g. Force Management Statements, allow the Force to make informed decisions regarding investment and resourcing.
- 5.5. In terms of differences of categories of officers and staff it shows a relatively stable picture between 2016/17 and 2017/18 with the strength reducing by 53 FTE across officers and staff, which is in line with plans. It shows that the Force has more in Public Protection and ICT and less in Investigations but we stress that this only reflects the strength at a particular moment.
- 5.6. In terms of comparison with the MSG, the below chart shows how staffing is made in each force as a percentage.

Force	PSCO	Constable	Sergeant	Inspector & Chief Inspector	Superintendent & above	Designated Officer	Other Staff
Surrey	2.9%	40.09%	9.5%	3.11%	0.73%	3.43%	39.43%
Thames Valley	5.03%	43.05%	8.78%	3.18%	0.62%	2.9%	36.44%
Cambridge	4.82%	48.03%	8.09%	3.33%	0.74%	1.13%	33.86%
Dorset	4.88%	37.48%	8.19%	3.82%	0.8%	2.69%	42.14%

The table shows that Surrey has less PCSOs than MSGs and a lower proportion of constables but more sergeants, than most of the MSGs. However, the table below shows an increase in constables from the previous VfM period.

- 5.7. The below table show the comparison to Surrey's headcount broken down in each rank against the MSGs.

Force	Constable	Sergeants	Inspector	Chief	Superintendent	Chief	Chief
-------	-----------	-----------	-----------	-------	----------------	-------	-------

							Inspector				Superintendent		Officers	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Surrey	1524	1539	358	356	98	93	21	22	18	17	4	6	5	4
Thames Valley	3263	3236	656	650	184	178	53	56	26	30	9	10	5	5
Cambridge	1034	1129	231	189	62	59	26	18	14	9	5	4	4	4
Dorset	988	980	231	212	61	70	25	26	12	12	4	4	3	4

5.8. The below table shows the salary spend per 1,000 population.

Force	Police Officer costs	PSCO Costs	Other Staff
Surrey	£83.51	£2.78	£52.70
Thames Valley	£84.53	£5.44	£42.93
Cambridge	£80.48	£5.23	£39.67
Dorset	£82.60	£4.34	£41.06

In relation to the MSGs, Surrey spends more per population on non-operational staffing and the least on PCSOs. As can be seen from earlier in the report, agreement has been reached to recruit more PCSOs, actual numbers are currently being discussed.

## 6. Conclusions

- 6.1. The workforce plans are still in development and are subject to change.
- 6.2. There are factors that influence the plan that are outside of the Force's control, e.g. Force turnover fluctuations and attraction of the volume required in a highly competitive market.
- 6.3. Close inspection of the VfM profiles for Surrey workforce indicate little change from the previous year. Looking at the comparison with the MSGs, the Force has less PCSO and Constables as a proportion of the workforce, although these are two areas where investment is being made during 2019/20.

## 7. Decision[s] Required

- 7.1. None this paper is for information only

## 8. Attachments / Background Papers

- 8.1. Police officer workforce plan attached below (*data correct as of 2 May 2019*)

Police Officer Workforce Plan 2017-2023

■ Strength    — Establishment    — Precept Growth

