



## 2019/2020 Precept & Op Uplift Progress Report

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<b>ACPO / Strategic Lead:</b>	ACO Rutherford
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**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. Background**

- 1.1. This paper provides an update on progress made against the growth enabled by the 2019 precept and details plans that have been developed to achieve the additional growth provided through Op Uplift. It further details the process undertaken for allocation of Op Uplift posts to new roles, and the timeline for that.

## **2. 2019/2020 Precept Growth**

- 2.1. People Services anticipates that the overall officer workforce will be approximately 16FTE under establishment by the end of the financial year 2019/20. This will mean that Surrey Police will have achieved a growth of 48 from the 64 additional posts provided by the 2019/2020 precept increase. The full officer increase will be achieved through the Police Constable cohort in May 2020.
- 2.2. There are some influences on officer establishment projections that could require adjustments to be made to the workforce plan; such as the remaining new recruit cohorts for this financial year running at full strength and a stable police officer attrition rate. However, the current assessment of the recruitment pipeline is that the March intake will run at full capacity.
- 2.3. Unplanned Police Officer attrition in Surrey is high when compared to other forces. People Services monitors this closely and adjusts the workforce plan accordingly throughout the year. This has increased slightly during 2019 which has had a small impact on the timeline to achieve the precept-enabled increase in full.
- 2.4. Prior to the agreement of the increase in precept, Surrey Police's recruitment plan and existing pipeline was sufficient to maintain budgeted establishment. Additional recruitment for the required growth needed to take place, which takes approximately 10 months from application. As a result, most of the growth takes place in Quarter 4 of this financial year and Quarter 1 of 2020/21. Attraction has been difficult in Surrey previously, but significant progress has been made in this area, and this work continues. People Services now has a concerted effort and dedicated team looking to address these issues.
- 2.5. Alongside recruitment for trainee Police Constables, Surrey Police has been open for experienced police officer transferees. To date, the Force has welcomed 42 transferees this year and a further 18 are in process to join, alongside the 133 new recruits that have joined and a further 48 planned in March 2020.
- 2.6. In recognition of the gap between a PC commencing their initial training, and gaining Independent Patrol status and therefore being available for deployment by the Division, Surrey Police is temporarily recruiting Investigating Officers (IOs) via a third party in order to provide investigative capability and resilience to the Divisions. These IOs will be supporting NPT by taking witness statements, CCTV enquiries, conducting phone triage, house to house enquiries, victim contact, interviews in custody, disclosure schedules and file preparation.
- 2.7. Additional PCSOs have also been recruited to provide resilience to the local policing teams whilst new officers are recruited. In October 2019 17 new PCSOs joined and there is a pipeline to support an additional intake in April 2020 which will maintain this position.
- 2.8. Recruitment to the additional police staff posts enabled by the 2019/20 precept increase will be complete by the end of this financial year.

## **3. Operation Uplift Growth**

- 3.1. Operation Uplift is the name given to the Government's plan to invest in 20,000 Police Officers over the next 3 years.
- 3.2. Surrey Police's proportion of the year 1 allocation of 6000 officers is a total growth of 78 officers to be achieved by March 2021.
- 3.3. Completion of the 2019/2020 precept will take priority and therefore Op Uplift growth will commence with the July 2020 Police Constable cohort.

- 3.4. The workforce plan has been updated to reflect this growth, and estimated growth targets for years 2 and 3 of the programme. It is anticipated that Surrey Police will first reach the year 1 growth target in October 2020, and then again (following some reduction due to foreseen leavers) in January 2021, whereafter these officer levels will be sustained.
- 3.5. By year 2 of Op Uplift (2021/2022) People Services plan to have established a robust recruitment pipeline that will allow the Force to meet future growth early in the year. The national year 2 allocation will be 8,000 officers, of which Surrey Police's proportion is estimated to be in the region of 100 officers.
- 3.6. In order to develop and achieve the right capability mix as well as overall headcount, the Force will be utilising various entry routes to policing during 2020 and beyond, including Police Now, Police Constable Apprenticeship Degree (PCDA), Degree Holder Entry (DHEP) and Fast track Detective DHEP.

#### 4. Operation Uplift Allocation

- 4.1. In order to allocate the 78 additional officer posts funded by Op Uplift in year 1, reference was made to the paper *Force Workforce Plan for the Future* submitted to the PCC's Performance Meeting on 6<sup>th</sup> November 2019. That paper had assessed potential growth for Surrey Police within four priority categories (Vulnerability, Prevention & Proactivity, Understanding & Meeting Demand, and Organisational Enablers) and against evidence from the PCC's *Policing Plan*, the Force's *Plan on a Page*, the force's *Force Management Statement*, and recent HMICFRS inspection recommendations.
- 4.2. The proposals set out in *Force Workforce Plan for the Future* were prioritised at the DCC's Strategic Planning Board on 22<sup>nd</sup> November 2019. In addition, at that meeting, it was agreed that final Divisional allocation of resources would be by two criteria:
- Reactive resources (e.g. NPT, CID, SIU) would be allocated in proportion to the levels of crimes and incidents on that division
  - Proactive resources (e.g. SNT, LPT) would be allocated in proportion to the Index of Multiple Deprivation for each area.
- 4.3. Using these priorities and guiding criteria, a more detailed proposal for allocation of posts to teams and Divisions was taken to the ACCs' SMT Meeting on 12<sup>th</sup> December 2019, where the number of posts allocated to each role was debated and agreed.
- 4.4. This detailed allocation of posts was subsequently reviewed and approved at the DCC's Strategic Planning Board on 10<sup>th</sup> January 2020.
- 4.5. Having confirmed the allocation of posts across teams and Divisions, the allocation was taken to the Strategic Resource Management Meeting on 21<sup>st</sup> January 2020, where the timescales for postings were agreed, in line with the workforce plan and anticipated recruitment milestones.
- 4.6. The table below therefore outlines the teams prioritised, the numbers of staff allocated, and timeline for recruitment:

Vulnerability		
CEMU	8 PCs (East = 4, North = 2, West = 2 based on demand)	March 2021
Divisional SIU	21 Officers (East = 7, North = 6, West = 8 based on demand)	March 2021
Prevention & Proactivity		
Divisional Proactive Teams	3 PSs & 24 PCs (East = 1&8, North = 1&9, West = 1&7 based on demand)	January 2021
PSD	1 PC (As requested)	Now (normal recruitment process)
Understanding & Meeting Demand		
C&D Resolution Centre	3 PSs and 18 PCs (3 rotas of 1 & 6 as minimum viable establishment)	October 2020

## **5. Conclusion[s]**

- 5.1. In summary, the 2019 precept requirement for Police Staff will be met by March 2020 and for Police Officers will be met in May 2020.
- 5.2. Surrey Police is confident that the Force will be able to meet the Op Uplift requirement in 2020/2021 utilising the new entry routes to policing, with the allocation and timescales for deployment agreed.
- 5.3. The risks to the plan are any sustained increase to unplanned Police Officer attrition and low attraction rates. Both of these risks are recorded and monitored through the Op Uplift Delivery Board and the Capacity and Capability Board (CCPB)

## **6. Decision[s] Required**

- 6.1. No decisions required

## **7. Attachments / Background Papers**

- 7.1. No attachments to this paper.