

Committee(s): Police Performance and Resource Management Sub Committee	Date(s): 23 rd November 2018
Subject: Human Resources Monitoring Information 1 st April 2018 – 30 th September 2018	Public
Report of: Commissioner of Police Pol 83-18	For Information
Report author: Kelly Harris, Assistant HR Director	

Summary

This report sets out the City of London Police ('the Force') human resources monitoring data for the period between 1st April 2018 and the 30th September 2018. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- The Force strength – which at the end of September 2018 was 730.60 (FTE) Police Officers and 432.32 (FTE) Police Staff which includes PCSOs
- Please note that the Establishment is at 451.1 for staff and 756 for officers the strength is based on how many we had in force at the end of September 2018.
- Sickness – the average working days lost for Police Officers is 2.3 days and for Police Staff is 2.9 days
- City of London Police continue to be below the national average for working days lost due to sickness.
- Grievances – 6 grievance cases have been submitted in the reporting period
- Employment Tribunals – There have been 2 Employment Tribunal cases submitted during the reporting period.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

This report sets out the City of London Police ('the Force') human resources monitoring data for the period between 1st April 2018 and the 30th September 2018, which covers Quarter 1 and 2.

Workforce management

1. As of 30th September 2018 The City of London Police has an overall strength of 730.60 Police Officers, against an establishment model of 756. The establishment is based on the 'agreed Force Structure models. We have a high number of uniform and detective constables in the final stages of recruitment (vetting) and project to reach our agreed establishment by February 2019, this is taking into account officers leaving the force also.
2. The increased activity for Police Officer recruitment has increased our strength significantly. At the time of reporting we have had over 50 transferee officers in the final stages of recruitment (Vetting and Medical) waiting to join us. This will ensure we reach full strength against our establishment and also have a healthy select list to pull from when future vacancies arise.
3. The force's Workforce Plan which was introduced in December 2016 is a living document and updated every 6 months to ensure that as a force we have an understanding of our current priorities, demands and threats, mapped against our workforce numbers, skills and demographics. The Workforce Plan is closely linked with the Strategic Threat and Risk Assessment (STRA) process which takes place in the autumn of each year. The Workforce Plan is supported by a 5 year recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 5 year training plan which takes into account the skills required across the force. All of this activity is driven by the City of London Police's Corporate Plan.
4. The strength of Police Staff is currently 432.32 (FTE) against an establishment model of 451.1. These figures are inclusive of Police Community Support Officer's (PCSO's). A robust framework has been implemented to reduce the number of agency staff covering supernumerary roles which has been achieved and continues to be closely monitored by the Strategic Workforce Planning Meeting. The SWP also monitors all recruitment activity and where appropriate certain posts are placed into Holding Branch so that they can be redistributed across the force where the demand is greatest. Currently we have 18.56 police staff posts in Holding and 1 officer post.

Table of CoLP Officer and Staff Establishment Figures vs Strength as of 31/03/2018

Rounded FTE		31/03/14	31/03/15	31/03/16	31/03/17	31/03/18	30/09/2018
Officers	Establishment	732.5	730.5	730.5	735	735	756
	Strength	742	727	698.86	675.49	695.38	730
Staff	Establishment	470	460.7	450	468.1	451.10	451
	Strength	400	396	413.71	411.46	443.20	432.32
PCSO's (included in the Staff numbers)	Establishment	22	16	22	22	14	14
	Strength	12	10	16	11	8	5.79
Specials	Establishment	100	100	100	100	100	100
	Strength	82	61	55	58	73	79
Agency	Strength	74	31	18	18	33	38
Volunteers	Strength	15	16	23	21	9	9

5. The Force recognised it had a shortage at Detective Constable, Police constable and Police Sergeant ranks as part of the Strategic Workforce Planning (SWP) process. Reviewing the current attrition rate the Force will now be running an annual intake of Probationers in tandem with a rolling Transferee Campaign that will focus on the ranks and skills that the force requires in line with the Workforce Plan and STRA outcomes. In this financial year (2018/2019) it should be noted that we have already recruited 58 officers (38 constables, 18 Detective constables, 1 Sergeant, and 1 Commander).
6. In order to increase our Detective Constable capability the SWP Board has approved for the Force to undertake a pilot scheme whereby 6 of the probationers joining in May 2018 would be able to undertake a direct entry Detective Constable process which would mean that at the end of their two year probationary period they would become fully qualified Detectives.
7. In 2019 the intake, subject to Strategic Management Board (SMB) approval, is for 50% of all probationer intakes being detective direct entries. This will enhance our detective capability in line with the Corporate Plan and strategic objectives.
8. The Force as part of its Workforce Plan will be undertaking an annual intake of 15 Special Constables.
9. In order to meet the Corporate Plan objectives the Force is also undertaking a National Pilot led by the Special's Commander which will look at recruiting a cadre of Volunteers with a variety of skills that could be utilised by the Force especially when we need to flex our resources around major events such as the Lord Mayor's show or critical incidents. This will involve Volunteer Recruitment days and collating a data base of all the Volunteers with each of their specific skills. Each volunteer would be expected to complete a minimum of 3 mandatory volunteer days in a year which would include the Lord Mayor's show which would enable us to free officers from marshalling to be deployed to support operations that require warranted powers. Additionally, it will enable the Force to utilise specialist skills in other areas where we lack them which could enable us to deal with operational matters or projects in a more efficient and cost effective manner.
10. Based on our attrition rates and predicted retirements over the next 5 years the Force has built within its Workforce Plan and recruitment strategy that we will be recruiting 100 probationers and 220 transferees, which supports the Force's Corporate Plan. In terms of what skills the Force will require for the next 5- 10 years in order to meet the Corporate Plan will be determined through a variety of avenues: The STRA process; the Transform Programme outcomes; the analysis of our Skills data base and Professional Development Review assessments. This in turn will assist in meeting the eight strategic objectives (Counter terrorism, Fraud, Cyber Crime, Roads Policing, Public Order, Anti-Social behaviour, Vulnerable People, Violent and Acquisitive Crime).

Table of CoLP Officer PDR return rates as of 31/03/2018

Directorate	PDR's Due in 17/18	Grade: Improvement Required	Grade: Satisfactory – Good	Grade: Very Good – Outstanding	Grade: Outstanding	Not yet Completed	Completion rate
Business Support and Chief Officer Team	42	0	3	22	8	9	78%
Crime Investigation	116	1	20	80	12	3	97%
Economic Crime	136	0	18	52	10	56	58%
Intelligence & Information	85	0	13	45	14	13	84%
Uniformed Policing	266	2	80	120	33	31	88%
TOTALS	645	3	134	319	77	112	82%

Table of CoLP Staff PDR return rates as of 31/03/2018

Directorate	PDR's Due in 17/18	Grade: Improvement Required	Grade: Satisfactory – Good	Grade: Very Good – Outstanding	Grade: Outstanding	Not yet Completed	Completion rate
Business Support and Chief Officer Team	81	1	12	45	21	2	98%
Crime Investigation	61	0	12	32	17	0	100%
Economic Crime	111	2	29	61	15	4	96%
Intelligence & Information	87	1	20	48	18	0	100%
Uniformed Policing	29	0	6	14	9	0	100%
TOTALS	369	4	79	200	80	6	98%

11. The College of Policing is in the process of reviewing the manner in which Police Officer Personal Development Reviews (PDR) are assessed and relating the performance to pay reviews. CoLP has been asked to participate in the working group to advise on processes and implementation.
12. A new PDR and Skills Matrix reporting system has been implemented as part of the HR systems upgrade. As of the 30th April 2018, these automated systems will allow the force to capture and analyse any further development needs of each employee. However, the benefits of these new reporting systems will not be seen immediately but improvements will be seen in reporting going forward.
13. A Talent Development Delivery Plan is being implemented for the 2018/19 period, this will include a review and update of Talent development delivery focusing on attracting, selecting, developing, engaging, retaining and managing employees. This plan will also look at identifying training skills gaps for current roles, to develop and capture the skills of officers and staff across the force in order to ensure we meet the objectives of the Workforce Plan and the Corporate Plan.
14. In 2020 all Forces will launch the new Police Educational Qualification Framework (PEQF) which is a 3 year programme for all student probationer constables resulting in the probationers selecting their elected specialism in the

3rd year. This will assist all Forces nationally to increase their detective capability.

Training Review Programme

15. In 2017 Learning and Development commenced a Training Review. The review had a number of objectives and was initially driven by HMICFRS. Its key objectives were:
 - The purpose of the City of London Police (CoLP) Training Review Programme was to establish the current training need for each area of business.
 - To assess CoLP's capability to deliver services in compliance with the College of Policing (CoP) Authorised Professional Practice (APP) and other national standards/policy/statute.
 - To identify skills gaps and outline areas of risk linked to these.
 - To plan and implement a programme of training to fill any skill gaps that were mandated, and to fully cost any training programme required
16. The structure of Learning and Development (L&D) was remodelled during City First change programme in 2012/13. Since then, L&D has had a reduced administrative function including the administration of the Training Admin System (TAS), which is the CoLP's main directory/record of training. TAS has its limitations, and due to this restricted functionality, has posed challenges in identifying the current position for training. However, as outlined below there will be changes and improvements to the system under the HR Integrated IT Project which will include the provision for extraction of relevant skills information with greater report functionality.
17. L&D's strategic aims encompass turning potential into performance to deliver an exceptional policing service, this is linked to the Workforce Plan, Corporate Plan, and the Transform Programme. Continued learning and development of our workforce will provide the knowledge, skills and experience required to carry out their role and also to provide an innovative and excellent service to our customers. This mirrors the objectives of the Leadership Development Programme and is an intrinsic theme of CoLP business. The training review programme encompassed an analysis of each and every role in CoLP.
18. Both Police and Police Staff roles were analysed to identify the individual training requirement of that role, and how the CoLP could improve efficiency in the provision and planning of training. It enabled CoLP to understand its workforce capabilities in order to identify any gaps and put into place plans to address them, as per the HMICFRS area for improvement. It links into the Corporate and Workforce Plans, and aims to provide best value and succession planning for the years ahead.

19. Work commenced in November 2016 to enable the force to fully understand workforce capability. A consultation began to acquire and accurately record skills from the workforce and capture the skills/training, inputting them onto TAS. Subsequent to this, a training needs analysis for each police officer role across the force was mapped/baselined.
20. L&D have consulted with each directorate to establish the training needs for each of these posts, broken down from directorate/area/team/individual role. A subsequent review of this initial consultation was then overlaid against the known mandated skills for each of the roles – namely Authorised Professional Practice/Standards Operating Procedures/Statute. Individual subject Matter Experts (SME) within these fields of business were then further consulted to discuss findings and provide the appropriate rationale when no mandated requirement could be ascertained.
21. In October 2017 the training needs analysis (TNA) was completed and work then commenced on identifying the actual training provided to officers – thereby identifying the skills gaps for each of the roles and highlighting any training requirements. This had been preceded with an update of TAS which commenced in early 2017. The HR Integrated Project has supported this work, in that the HR system interfaces with TAS automatically and includes a new suite of reporting functionality. This enables the system to extract management skills information quick time, and will soon (expected November 2018) be able to produce bespoke reports, including detailed breakdowns of individual business areas and capability assessments based from this.
22. In summary, detailed below are the key phases of the entire programme:

Phase	Outline	Timescales	Supporting notes	Status
1	Update the force Training Administrations System (TAS) with skills trained (complete backlog)	January – August 2017	This action derived from HMICFRS AFI and was initiated by the previous L&D lead.	Complete
2	Complete a Training Needs Analysis – Police Officers	June – October 2017	Staged approach with consultation based on force structure in May 2017	Complete
3	Complete skills gap analysis for Police Officers	October 2017	The analysis outlined mandatory skills required for certain roles and quick started training for those roles.	Complete
4	Complete a Training Needs Analysis – Police Staff	December 2017 – February 2018	Staged approach with consultation based on force structure in December 2017	Complete
5	Complete a Training Needs Analysis – Special Constabulary	December 2017 – January 2018	Staged approach with consultation based on force structure in December 2017	Complete
6	Complete skills gap analysis for Police Staff	March 2018	Development of staff woven into the Talent Development Strategy	Complete

7	Complete skills gap analysis for Special Constabulary	April 2018	Training plan initiated in partnership with SC.	Complete
8	Consolidate findings and prepare costed training map (amalgamated with workforce plan)	May 2018 onwards	Three month core training map completed. Custody Training Plan implemented. Stop Search and Vulnerability Training Plan implemented. A mandatory skills training map is at the formation stage.	Ongoing

23. A staged implementation plan has been adopted to ensure success, with certain key areas taking precedence. For example, Custody Training has been mapped out with a full plan for delivery to ensure compliance with College of Policing mandatory requirements. This plan has ensured that all Custody Sergeants, Constables and Police Staff are trained to the required standards, and that all newly promoted Sergeants are scheduled to receive their Custody training in a timely fashion.
24. Stop Search and Vulnerability training are also being delivered in a phased roll out. All of the officers identified as requiring the training are now scheduled to receive their training, and have been designated their training days via the Duty Planning team. The above examples of mandatory training are deemed core skills with particular risk, and have therefore been prioritised. There are a number of other areas which require training, and a detailed plan of delivery is in formation to ensure that a phased implementation will mitigate risk in different areas of the force. This is in addition to L&Ds 'business as usual' with over 40 thematic areas of training delivery routinely delivered, including NICHE (Crime/ Custody/ Intelligence system), Detective Training, and new recruits. Demand is high within the L&D team, including the back office functionality which supports the administration of the training team. L&D have explored options to tackle this high demand, and have successfully taken up the services of an Apprentice who assists with day to day administration in the L&D office.
25. Commander Operations and Security now chairs the new Training Improvement Board (TIB), a centralised coordinating function that allows all new training demand to be scrutinised, prioritised and implemented effectively. The TIB process has ensured that training is relevant to the business and ensures efficiency through a rigid gatekeeping process. This intrinsically links into the force Transform Programme and in turn, the Workforce Plan. The Training Review Programme's findings were also fed through the TIB process and *all non-mandated* training has ceased, thereby reducing unnecessary training cost. Since April 2018, over £15,700 of cost has been avoided through the new measures in place. All of the Directorate Heads are alive to the new TIB and mandatory training requirements, again introducing a new mind-set applying for training across the force.

Labour Turnover

26. During the reporting period, 30 Police Officers and 33 Support Staff left the City of London Police. It is worth noting that as reported in the 2016/17 Police workforce Census (Graph 1 & 2), CoLP are far below the national average in

terms of Staff and Officer Leavers. The breakdown of reasons for leaving the Force is provided in the tables below (A-C) for each staff group; a further five years of data has been added for analysis.

Table of Police Officer Leavers – National Comparison - based on number of leavers

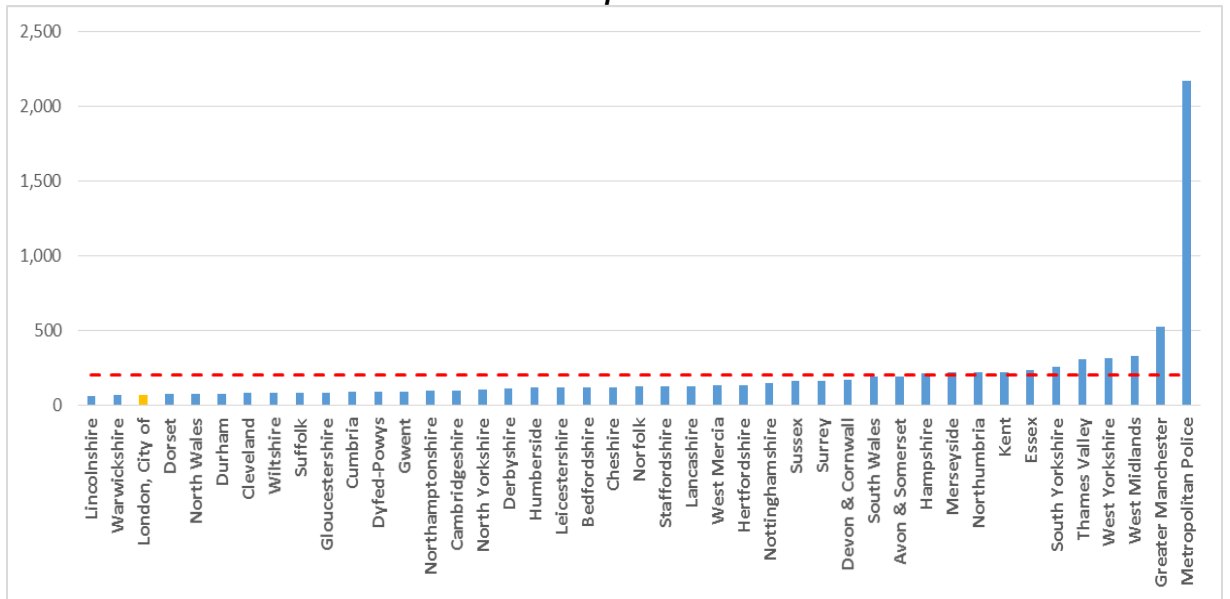
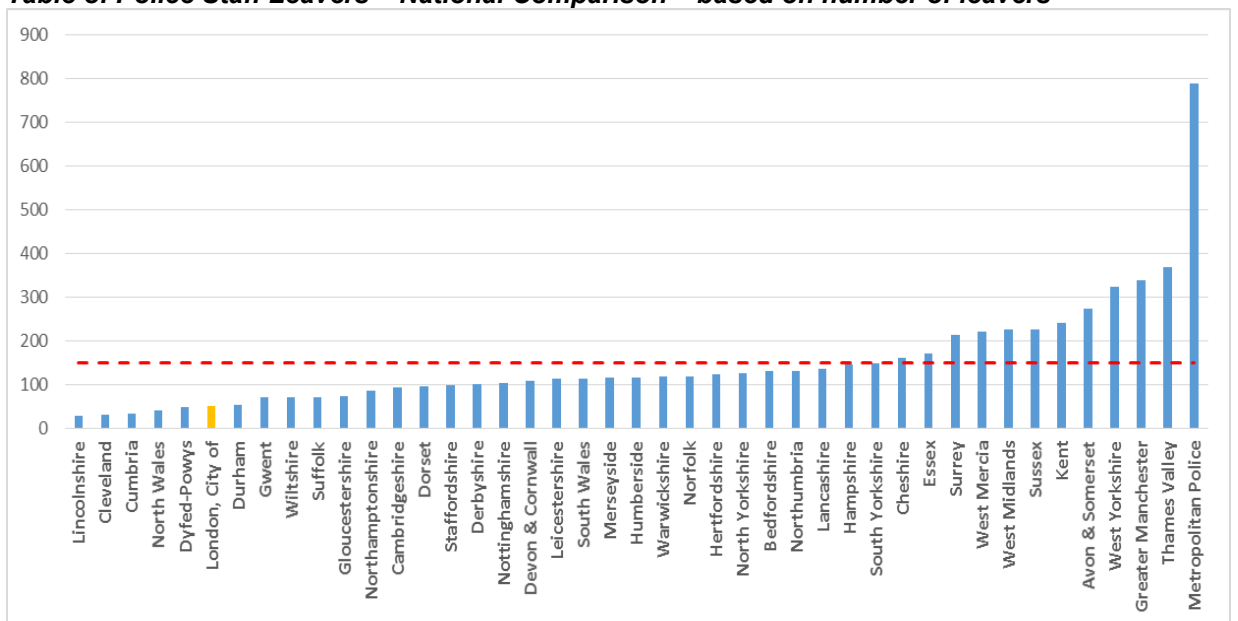


Table of Police Staff Leavers – National Comparison – based on number of leavers



Breakdown of reasons for Leaving (Officers)

Police Officers							
Reason for leaving CoLP	2012 /13	2013/14	2014/15	2015/16	2016/17	2017/18	18/19 Mid Review
Death in service	0	0	0	1	0	0	0
Dismissed	1	0	1	1	0	1	0
Medical Retirement	0	3	0	4	1	2	0
Retirement	37	39	25	37	38	36	21
Transfer	5	7	2	7	7	9	4
Resignation	7	16	13	19	15	25	5
Total	50	65	41	69	61	73	30

Breakdown of reasons for Leaving (Special Constabulary)

Special Constabulary							
Reason for leaving CoLP	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	18/19 Mid Review
Death in service	0	1	0	0	0	0	0
Resignation	9	11	13	6	14	10	2
Joined Regulars	1	0	3	0	0	0	0
Dismissal	0	1	0	0	0	0	0
Total	10	13	16	6	14	10	2

Breakdown of reasons for Leaving (Staff)

Police Staff							
Reason for leaving CoLP	2012/13	2013 /14	2014/15	2015/16	2016/17	2017/18	18/19 Mid Review
Death in service	0	0	0	0	1	1	1
Dismissed	1	4	3	1	1	4	2
Medical Retirement	1	0	1	1	1	0	0
Retirement	11	5	3	6	3	4	6
Transfer	1	1	7	3	2	1	0
Resignation (incl end of contract)	43	42	52	42	37	49	22
(To join the Police Service, not CoLP)	1	6	0	0	2	0	2
Redundancy	-	-	-	-	6	2	0
Total	58	58	66	53	53	61	33

27. In 2017/18 73 officers left the force with the highest number (22) leaving from ECD and UPD with the monthly average turnover for ECD being 1.8 officers and 1.7 officers for UPD. The primary reason for police officers leaving within UPD is retirement/ medical retirement followed by voluntary resignations; within ECD the primary leaving reason is resignations. Detective Constable and Constable Ranks show the highest turnover in rank. Police Staff had a total of 61 Staff leaving the force in the reporting period, the highest number of leavers come from both Business Support Directorate (18) and ECD (19), however the number of leavers within ECD occur at a slightly higher rate than other directorates. The grades with the highest number of Police Staff leavers among all directorates are C and D grades which represent 72% of the workforce, this correlates with the proportion of the CoLP workforce. HR is currently in the process of implementing a new simplified exit interview form which will be linked

to new IT software features which will allow the force to capture Exit Interview data with greater detail and assist with further analysis into reasons for resignations amongst all CoLP Police Officers/Staff. This is anticipated to go live in January 2019.

Recruitment campaigns

28. In the reporting period of 1st April 2017 – 31st April 2018 The City of London Police ran 54 Police Officer recruitment and selection Campaigns, this does not include the Probationer or rolling transferee campaigns. There has also been three promotion campaigns, these were at the rank of Superintendent, Chief Inspector and Inspector within the Control Room. 104 Police Staff recruitment and selection campaigns have taken place during the same period.
29. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessment. As a result further recruitment campaigns are required.
30. A new automated recruitment software package will enable the candidate to track where they sit in the application process, (Blue Octopus) which is GDPR compliant. This system will also enable us to hold select lists for certain campaigns which include holding data (applicant pools) for potential future campaigns. Blue Octopus will be launched in November 2018 and will enable HR to record and analyse applicant data at each stage of its process, including Black Asian and Minority Ethnic (BAME), Age and Gender for both Officers and Staff.

Police Officer recruitment

31. 81 Police Officers were recruited during the reporting period all of which are from transferee campaigns. A rolling campaign for Detective Constables and Constables has taken place to fill any vacant posts within UPD and Crime. The posts filled within these directorates will allow officers to be released into DC posts in ECD. ECD are currently under resourced for DC posts within the Fraud Team and in the reporting period of 2018/19 this post will also be part of the transferee process.

Police Staff recruitment

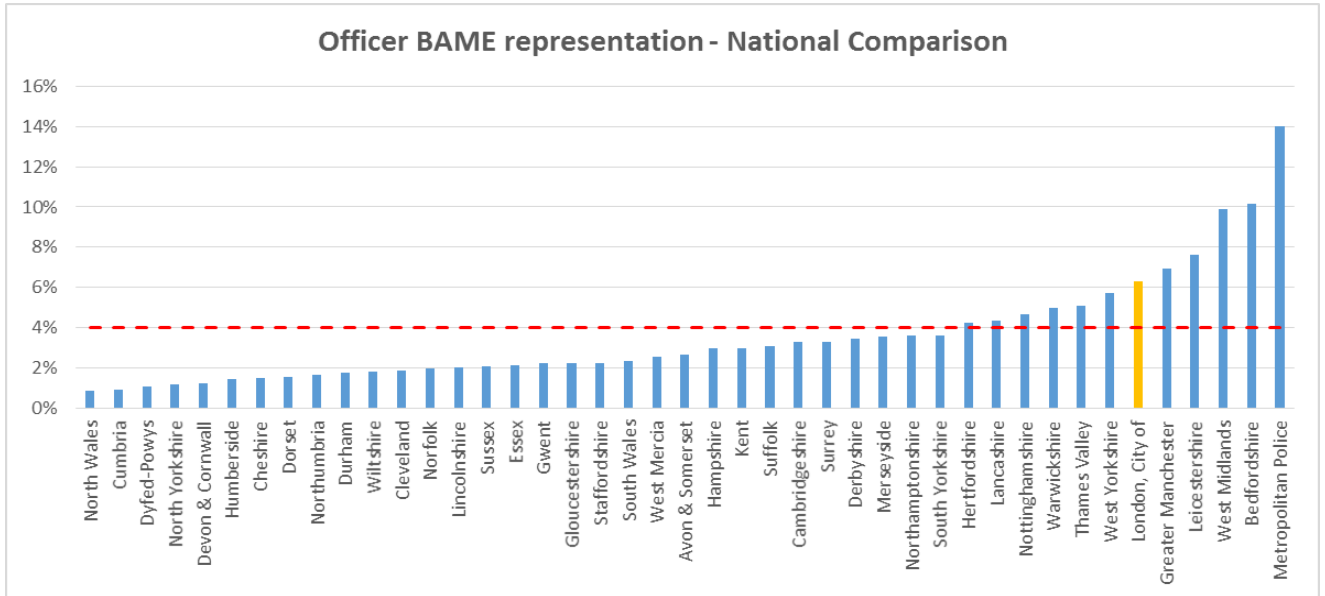
32. A total of 89 police staff have been appointed to substantive and fixed-term roles during the reporting period. No volunteers joined the force during this period.

Equality and inclusion

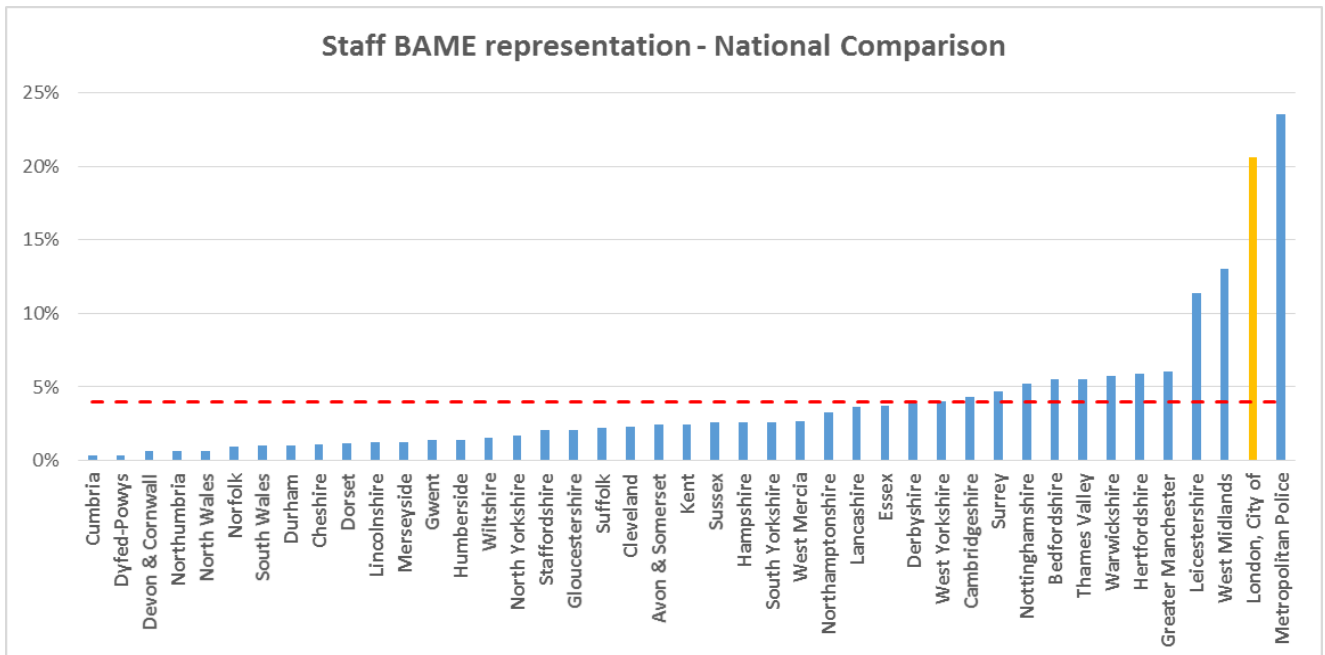
33. During the reporting period, as at the end of 30th September 2018, there has been a slight decrease in the number of BAME Police Staff numbers, however when compared nationally the CoLP is ranked as second highest among all forces nationally. The BAME 2018 action plan endorsed by the College of Policing and the 2018-2023 People Strategy is driving a number of activities and innovative approaches to recruitment and attraction strategies. These are

currently in the process of implementation to improve the BAME profile. Additionally the force has an Equality and Inclusion Board which is looking at ways of promoting the force to the BAME community to encourage increased representation. The Lead Member for Equality and Inclusion attends the Force E & I Board as does the Town Clerk's Policy Officer.

Officer BAME representation - National Comparison



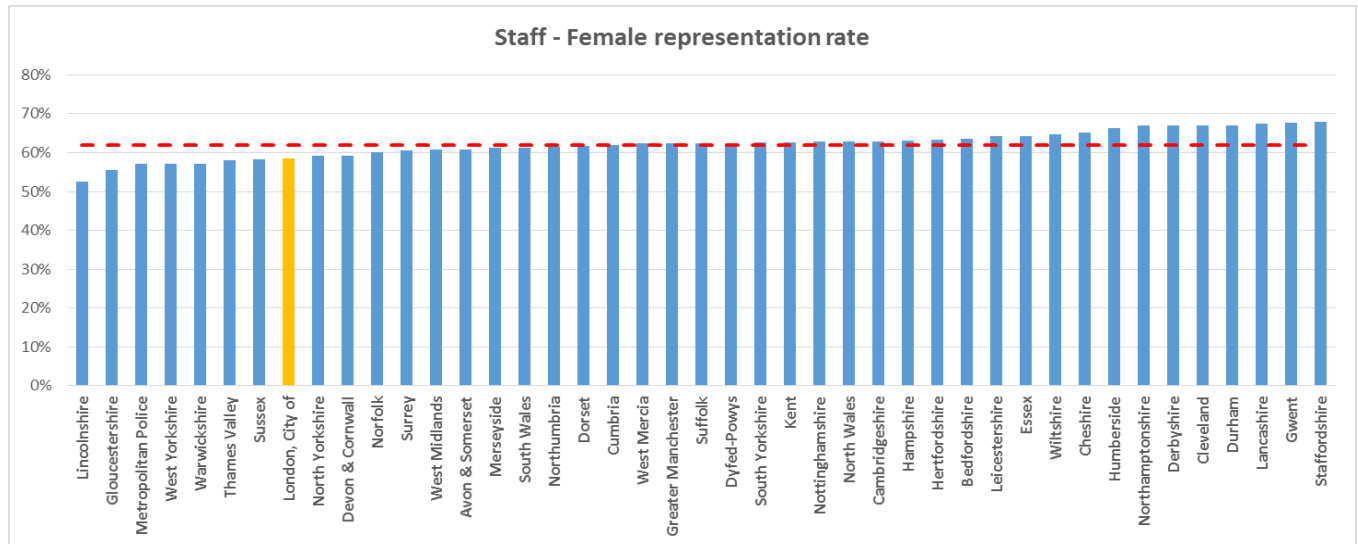
Staff BAME representation - National Comparison



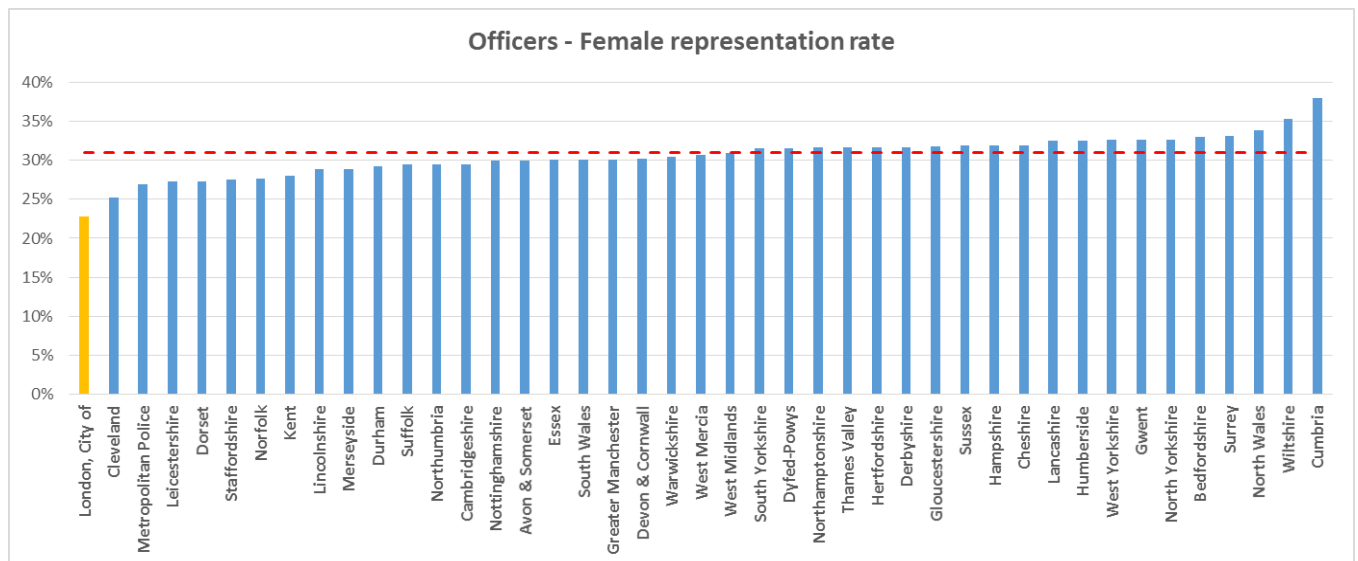
Gender

34. During the last 5 years (2013 – 2018), the percentage of female Police Officers has started to increase with a trend for growth in this area. Again as part of 2018-2023 People Strategy a number of activities are being undertaken to improve female representation.

Gender Comparison – Staff



Gender Comparison - Officers



Gender Pay Gap

Statutory part of template (data that must be provided under the Equalities Act)			
Pay rates	Gender pay gap - the difference between men's pay and women's pay as a percentage of men's pay		
Mean hourly rate	3.0%		
Median hourly rate	5.8%		
Pay quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	55%	45%	100%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	65%	35%	100%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	49%	51%	100%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	52%	48%	100%
Bonus pay	Bonus Gender Pay Gap - the difference men's bonus and women's bonus as a % of men's bonus		
Mean bonus	13%		
Median bonus	6%		
Bonuses paid	Women	Men	
Who received bonus pay	11%	17%	

Disability

35. There are currently 24 Police Officers and 17 Police Staff who identify themselves as having a disability.
36. As of 30th September 2018, 16 officers and 5 members of staff are working under 'recuperative duties' (short term) and CoLP currently has 2 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010) For an officer to be placed on adjusted duties, he/she must:
 - be attending work on a regular basis and
 - be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

Sexual Orientation

37. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 11 staff members and Police Officers have identified themselves as lesbian, gay or bisexual.

Age

38. The current age profile of the Police Staff workforce ranges between 22 and 50+. There are currently 152 Police Staff aged 50 and over, 286 members of staff are between the ages of 22 and 49.
39. The age profile of Police Officers ranges between 25 and 50+, with 1 officer over the age of 60 years. Police Officers can retire once 30 years' service has been completed. The Force currently has 13 Officers who are eligible to retire immediately and a further 16 Officers who are approaching retirement in 2018. UPD have the highest projected retirements with 7 officers approaching retirement age and 4 officers eligible to retire immediately. The current recruitment campaigns as well as promotional campaigns will be filling any vacancies left by projected retirements for 2018.

Religion and belief

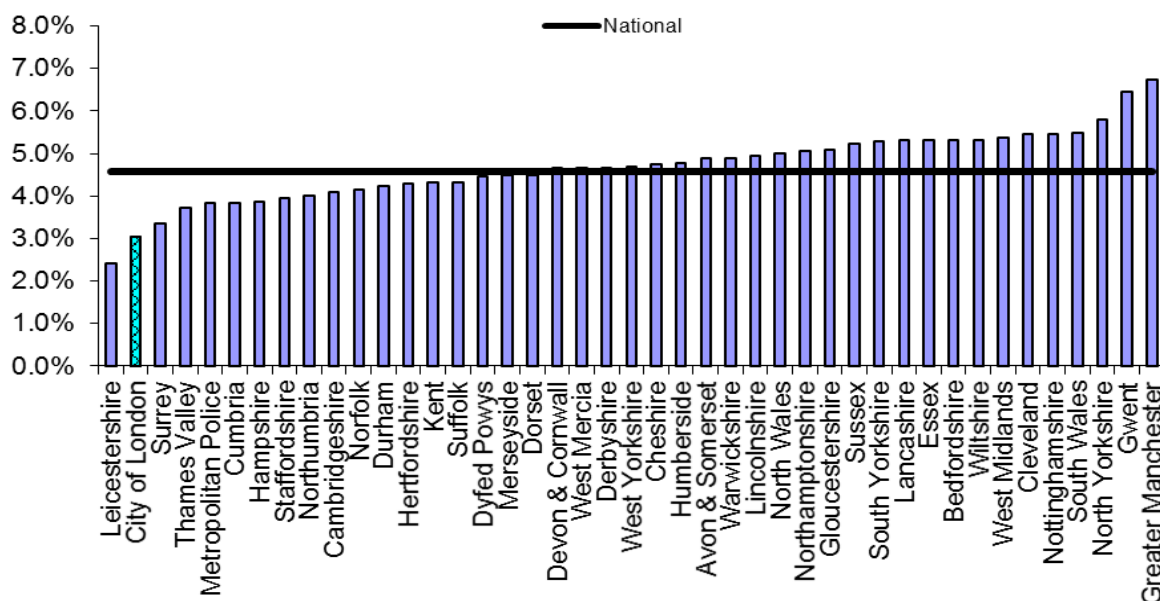
40. Currently 18% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2% as 'Muslim'; 13% as 'another religion'; 19% as having no religious belief; 47% have chosen not to disclose their religion or belief.

Sickness absence management

41. The Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2017/18, in percentage terms, (working time lost / contracted hours available) this is 3.0% for Police Officers and 4.3% for Police Staff. For Police Officers the City of London Police is

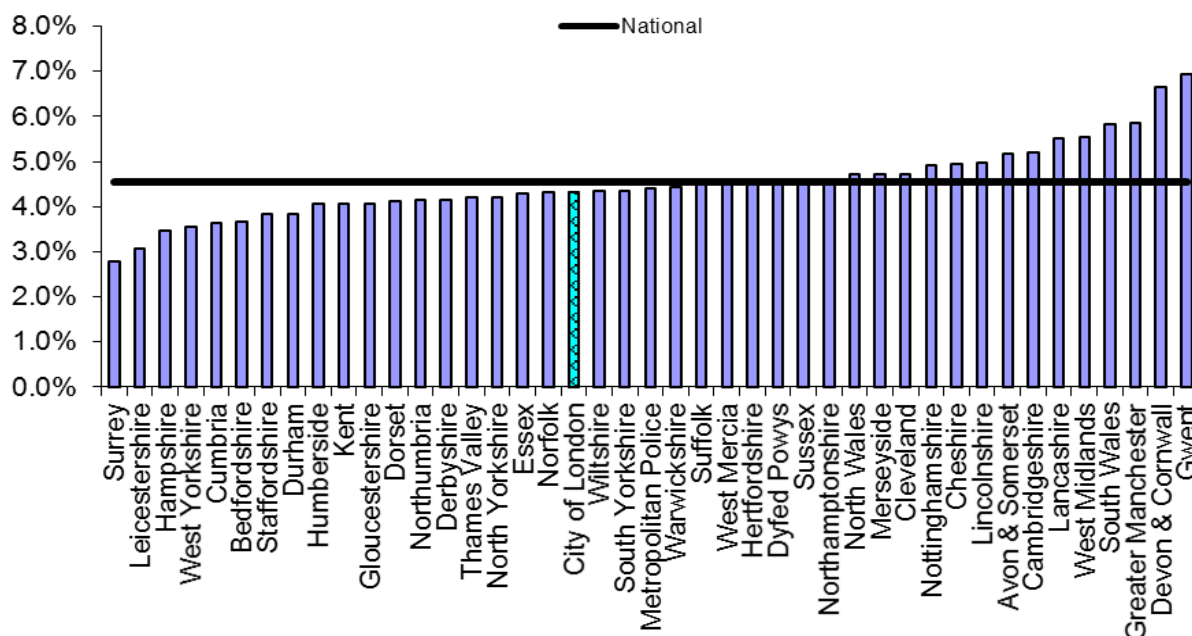
second in the Home Office League tables out of all forces for sickness performance.

Police Officer sickness data – year ending March 2018



Data is strictly for internal management information only.

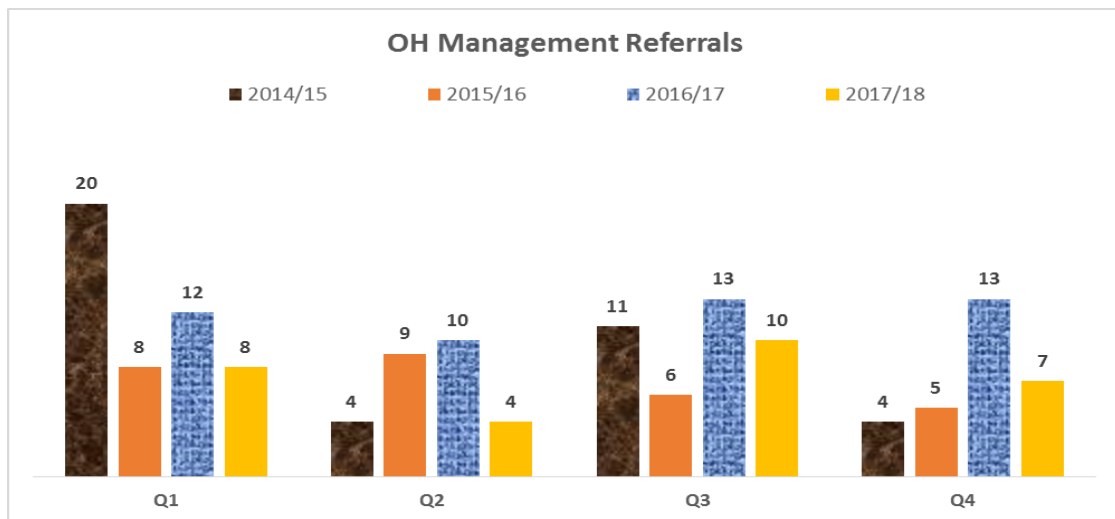
Police Staff sickness data – year ending March 2018



Data is strictly for internal management information only.

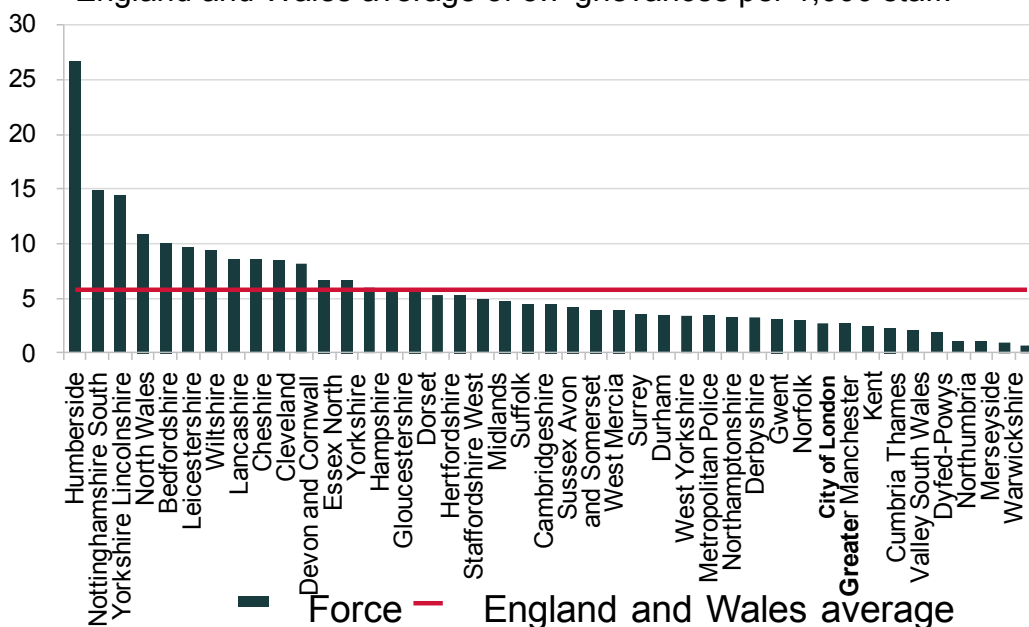
- The City of London uses working days lost as a comparator. The average working days lost for officers are 2.3 against a target of 6 and staff 2.9 against a target of 7, as at the end of September 2018. Both of these figures reflect a reduction in the reporting period.

43. The reporting of Occupational Health referrals is quarterly reporting and therefore this has been reflected in the management information contained in this report. The overall number of referrals has remained fairly consistent in quarters 2 and 3. It is also worth noting that appointments with OH advisors (offered within 4 days of receipt of a referral) are delivered as per SLA at an 85% rate.



Grievances and Employment Tribunals

44. During the reporting period a total of 6 grievances have been raised, 5 from Officers and 1 from a member of staff.
45. The City of London Police received 2 new Employment Tribunal claims within the reporting period. The chart below shows the number of grievances finalised per 1,000 workforce in police forces compared with the average for England and Wales, in the 12 months to 31st of March 2018. The number of grievances in the 12 month period ranged from 0.7 to 26.7 per 1,000 workforces, with England and Wales average of 5.7 grievances per 1,000 staff.



Source: HMIC Legitimacy data collection

Well Being

46. The Force has also implemented a Well Being Framework for 2017 – 2021 which outlines the importance of ensuring the Well Being of our officers and staff whether it is mental or physical in order to have a workforce that can meet the challenges facing the Force and thereby supporting the tenets of the Corporate Plan.
47. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing and is going to be updated every 6 months to highlight initiatives and events that are available to our workforce such as Prostate Cancer awareness, National Cholesterol Month, Stoptober (give up smoking), National cycle to work day and Ovarian and Breast Cancer awareness. The Force Well Being Network ran a major force event for staff at Wood Street Police Station on the 27th September which included, well being classes (yoga, bootcamp and Ninja Warrior assault course challenge); stalls promoting healthy eating and lifestyle and speakers on nutrition and posture.

Staff Survey

48. The Force undertook The Durham University & College of Policing Staff Survey in the summer of 2017. This is a survey that has been used by 33 Police Forces and one Fire & Rescue Service.
49. The Force had the highest return rate of any of the Forces that undertook this survey with the results being presented to the Force at the later end of 2017. The Key findings were around perceived fairness, perceived hindrance factors and perceived lack of Organisational Support.
50. As the lead for the Force Survey Chief Superintendent I&I has worked with Chief Inspector Strategic Development to develop an action plan. This action plan is due for submission to the Force Integrity Standards Board meeting on the 22nd November for consideration and sign off.
51. In response to some the key findings pertinent to the HR Directorate we are looking to implement increasing the opening hours of the HR department so staff are available later in the day, HR are working on a Management Development Programme, relaunching the Keep in Touch scheme for those out of force for any reason (secondments, maternity leave) and ensuring consistency across all the Local Resource Planning meetings so decisions made are equitable.
52. Members are asked to note the report.

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