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| <b>Committee(s):</b><br>Police Performance and Resource Management Committee                       | <b>Date(s):</b><br>11 <sup>th</sup> November 2020 |
| <b>Subject:</b><br>HR Monitoring Report 1 <sup>st</sup> April 2020-30 <sup>th</sup> September 2020 | <b>Public</b>                                     |
| <b>Report of:</b><br>Commissioner of Police<br>Pol 80-20   | <b>For Information</b>                            |
| <b>Report author:</b><br>Julia Perera, Hr Director   |   |

### Summary

This report sets out the City of London Police ('the Force') Human Resources monitoring data for the period **1<sup>st</sup> April 2020 to 30<sup>th</sup> September 2020**. 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 2020 was 821.96 (FTE) Police Officers and 465.34 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts.
- Please note that the Establishment was 504.06 for staff and 888 for Officers.
- **Sickness** – The average working days lost for Police Officers is 1.97 days and for Police Staff is 2.53 days during this period. Using Home Office national measures, the absence rate for officers for the period was 1.54% and the absence rate for staff was 2.01%. [Note that this data does not include Covid-19 related sickness]
- **Grievances** – No new grievance cases have been submitted during this period.
- **Employment Tribunals** – There have been no new Employment Tribunal cases submitted during the reporting period.

Members are asked to:

- Note the Report.

## **Main Report**

### **Background**

1. The City of London Police Human Resources Directorate provide a performance monitoring report to the Police Performance and Resource Management Committee. This report covers the reporting period between 1st April 2020 and 30th September 2020.

### **Workforce Management**

2. As of 30<sup>th</sup> September 2020, the City of London Police has an overall strength of 821.96 Police Officers, against an Establishment model of 888. The Establishment is based on the agreed Force Structure models. Significant work continues to be taken regarding workforce planning. The Strategic Workforce Planning Meeting, which is chaired by the Assistant Commissioner, oversees all workforce planning activity within the force and reviews the force structure to ensure that we continue to operate in line with financial boundaries.
3. Due to the increase in recruitment activity in the last year, additional governance reporting into the Strategic Workforce Planning Meeting has been enacted. This included a Recruitment Gold Group chaired by The Director of HR.
4. Recruitment activity is ongoing for Police Officer posts. This targets skill gaps within the force such as Firearms Officers, Operation Servator and Financial Investigators as well as filling management gaps via promotion processes.
5. 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 STRA process. 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.
6. As of 30<sup>th</sup> September 2020, the strength of Police Staff is currently 465.34 (FTE) against an Establishment model of 504.06. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts. A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the Strategic Workforce Planning Meeting.

**Table of CoLP Officer and Staff Establishment Figures vs Strength as of 30/09/2020**

| <b>Rounded FTE</b>                       |               | <b>31/03/16</b> | <b>31/03/17</b> | <b>31/03/18</b> | <b>31/03/2019</b> | <b>31/03/2020 *</b> | <b>30/09/2020*</b> |
|--|---------------|-----------------|-----------------|-----------------|-------------------|---------------------|--------------------|
| Officers                                 | Establishment | 730.5           | 735             | 735             | 756               | 843                 | 888                |
|  | Strength      | 698.86          | 675.49          | 695.38          | 735.47            | 767.72              | 821.96             |
| Staff                                    | Establishment | 450             | 468.1           | 451.10          | 451.10            | 518.22              | 504.06             |
|  | Strength      | 413.71          | 411.46          | 443.20          | 413.02            | 444.49              | 465.34             |
| PCSO's<br>(included in<br>staff numbers) | Establishment | 22              | 22              | 14              | 6.79              | 6.79                | 6.79               |
|  | Strength      | 16              | 11              | 8               | 5.79              | 4.79                | 4.79               |
| Specials                                 | Establishment | 100             | 100             | 100             | 100               | 100                 | 100                |
|  | Strength      | 55              | 58              | 73              | 76                | 76                  | 80                 |
| Agency                                   | Strength      | 18              | 18              | 33              | 24                | 8                   | 11                 |
| Volunteers                               | Strength      | 23              | 21              | 9               | 12                | 10                  | 12                 |

\* Please note that posts previously shown as unfunded off establishment (for both officers and staff) are now reflected in these numbers)

7. Due to both the growth last year of 61 posts and the allocation of posts as part of the government's drive to increase UK Police Officers by 20,000 the force has added additional probationer intakes into the workforce plan for 20/21. The force has also profiled in regular transfer officer campaigns which will target skills that the force require.
8. In order to manage this growth in Police Officer numbers, revised recruitment methods and procedures have been developed to increase capacity and improve the customer experience for all. Learning & Organisational Development have had to adapt to larger intake classes and different methods of instruction to maintain delivery.
9. Covid 19 has led to changes in ways of working for all staff, however the recruitment during this period has not been greatly impacted by the effect of the pandemic. We continue to monitor the situation and risk assess all work, whilst maintaining the pace of growth required to reach establishment.
10. The vetting unit with Professional Standards, which supports recruitment activity is a key strand with the Recruitment Gold Group and we continue to streamline and improve vetting times. The vetting unit have also been impacted by Covid 19 but suitable risk assessed processes were introduced to ensure we could maintain the service.
11. The force will be undertaking a new process for Student Officer Recruitment using the College of Policing's 'Police Educational Qualifications Framework' (PEQF) which will aim to attract a diverse range of applicants and further professionalise our Service. The first intake in this method will join us in Summer 2021, we will work with our Higher Education Partner, Coventry University, to jointly deliver. Working groups at both tactical and strategic levels have been created and are meeting weekly to implement plans as the launch of this challenging new development draws closer.
12. Our collaboration with Police Now is well underway with plans to utilise a direct entry detective route from January 2021. A diverse group of high-calibre graduate candidates will be joining our Crime Directorate as part of an agreed national process. We have appointed a Syndicate Lead within CoLP to coordinate the training and development functions to ensure that these new officers receive the best possible start to their detective careers.

13. Currently in CoLP we have 12 volunteers spread across all directorates of the force. 2 of these have recently joined and work is on-going to increase this number. In addition, we have in excess of 100 in the First Aid Nursing Yeomanry (FANY) some of whom supported the response to Covid 19.
14. Based on our attrition rates and predicted retirements over the next five years the force has built within its workforce plan & recruitment strategy that we will be recruiting increased intakes of probationers and more transferees, which supports the force's corporate plan. This plan now reflects the growth from The Corporation and the governments Operation Uplift for year 1. Year 2 of the uplift has not yet been announced by the government, due to delays caused by Covid 19. We remain prepared to meet the demand. The 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 Strategic Threat and Risk (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 Policing Plan objectives (Counter terrorism, Fraud, Cyber Crime, Roads Policing, Anti-Social behaviour, Vulnerable People, Violent and Acquisitive Crime, Public Order).

## **People Development**

### Talent Delivery:

15. The Talent Development delivery plan gives a strategic overview of the framework for the delivery of the plan against define, attract, select, develop & manage, engagement & retention and management of talent linked to the Corporate Plan, clearly outlining the roles and responsibilities across the force. Action leads from across the force meet quarterly to monitor implementation of the plan. A relaunch of the Talent Delivery Working Group (TDWG) is planned for November 2020, this will now be via remote delivery to still allow a broad range of participation from across all departments. Focus will be on the new PDR, promotion opportunities, showcasing opportunities for development and programmes of Continuous Professional Development. In conjunction with this, we will continue to roll-out our Core Leadership Programme to newly promoted Sergeants. Our Management Development Programme will continue to be delivered in modules; both will be re-launched next month to coincide with the newly formed TDWG.
16. Delivery of Application and Interview workshops for all officers and staff has continued throughout Covid 19, with 2 workshops being delivered in July, which 25 officers and staff attended. Two application writing workshops linked to the sergeant's promotion board also took place in September with 29 candidates attending.
17. The Positive Action Leadership Scheme (PALS) will launch in November 2020. The L&OD Team have been working with key Equality and Inclusion stakeholders to design a development programme for under-represented groups which meets the specific needs of the organisation. The programme will run as a pilot, focusing initially on BAME police officers and police staff. The programme will concentrate on the personal and professional development

individuals, providing tools for colleagues to progress their careers, whether for promotion or lateral development.

18. In January 2020, Commissioner Dyson commissioned a review of the leadership programme with the following agreed scope:
  - Review **content of the programme** to ensure that it is in line with the changing strategic direction of the force, whilst maintaining key messaging
  - **Recruit** new in-house facilitators (11 have been recruited)
  - Look at ways to **embed leadership principles** across the force

Work is ongoing with the Chief Officer Team and this will be developed into an action plan.

19. The PDR system will be upgraded further next year with a version that will be able to provide a more holistic people development structure for the force. It will be able to capture and analyse any development needs of each employee and will have the ability to report it. The system is designed to be highly flexible allowing the force to adjust the requirements to suit prevailing conditions. The benefits of the new system will be highlighted in future committee reports as the system implementation is likely to take place in March 2021.

#### PEQF (Policing Education Qualifications Framework):

20. We have maintained our representation at the National PEQF Implementation Working group and continued quarterly meetings with the College of Policing SPOC. This has ensured that we are on track and taking advantage of lessons learned by other forces who have implemented the new pathways already.
21. Our contract with Coventry University was confirmed in May. We continue to work closely with our College of Policing SPOC and maintained our representation at the National PEQF Implementation Working group. Through weekly tasking and co-ordination meetings with Coventry University we are able to ensure that both our tactical and strategic plans are on track for delivery in summer 2021 as planned.

#### Training Needs Analysis:

22. The Training Needs Skills Analysis Database was manually refreshed in June 2020 and continues to feed into the overall training improvement process and is a key tool in the prioritisation of training. It is anticipated that the ability to automate reports from the database will be greatly improved following a skills audit that is due to be carried out as part of the HR Integrated Project in late 2020/early 2021. In addition, a training audit was carried out in June 2020 regarding critical skills within MIT and work has commenced to cost the Training Needs Skills Analysis Database in collaboration with Finance.

### Recovery Options for Mandatory Training (Op Tamar)

23. We have produced contingency training plans since March to ensure that mandatory training can proceed with the relevant risk assessments in place. As part of this process, we have closely monitored compliance rates and proactively targeted those who would be 'out of ticket' at the earliest opportunity. This, combined with the 3 month blanket extension applied by the College of Policing, has meant that our compliance rates have actually risen over this period to 95% (Personal Safety Training) and 96% (First Aid Training), substantially higher than the National average of between 40 and 60%.

### Initial Police Learning & Development Programme (IPLDP)- Probationer Training

24. Our second intake of this year joined us at the end of March where we were swiftly required to adapt to the many challenges brought about by Covid 19. Where possible we utilised online platforms to facilitate remote delivery of training but have balanced this with the necessity to conduct face-to-face training for certain aspects of basic training (defence skills, first aid and suchlike). 22 students successfully passed out at Guildhall Yard in July, the event was live-streamed so that families and guests could still participate, albeit virtually.

Our third intake of the year consisting of 24 officers joined in late July with lessons learnt from the March cohort being implemented. Preparations are well underway for our next cohort, joining us in November 2020 and passing out in March 2021.

### Custody Training:

25. The Custody Trackers continue to be updated to ensure all staff are current and up to date. In the period 1<sup>st</sup> April to 30<sup>th</sup> September there has been minimal training due to the restrictions imposed by the Covid 19 regulations. However, the force made use of the 3-month extension proposed by the College of Policing, this has ensured that all of our staff remain in ticket. Since restrictions were lessened, we have delivered one gaoler course, we have training planned for the remainder of the year which includes 8 Custody refresher courses (for staff due to go out of date imminently), with further Custody Officer courses planned for early 2021.

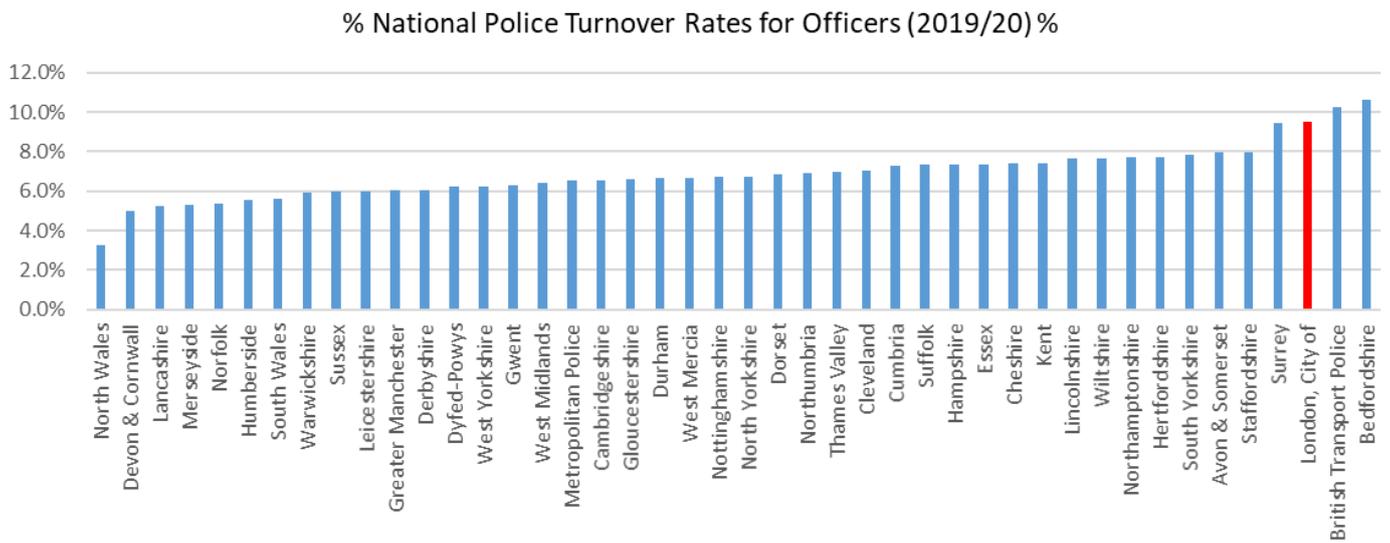
### Continued Professional Development (CPD)

26. CPD remains a priority for the force, we are working closely with the College of Policing to promote our own 'CPD week' next month. We continue to deliver weekly 'Focus on' sessions, available to all staff and officers regardless of rank and role, these have now moved to online delivery with attendance continuing to thrive. Themes have recently included topics as diverse as investigating deaths, standards of behaviour, interviewing suspects and the implications of Brexit on policing.

## Labour Turnover

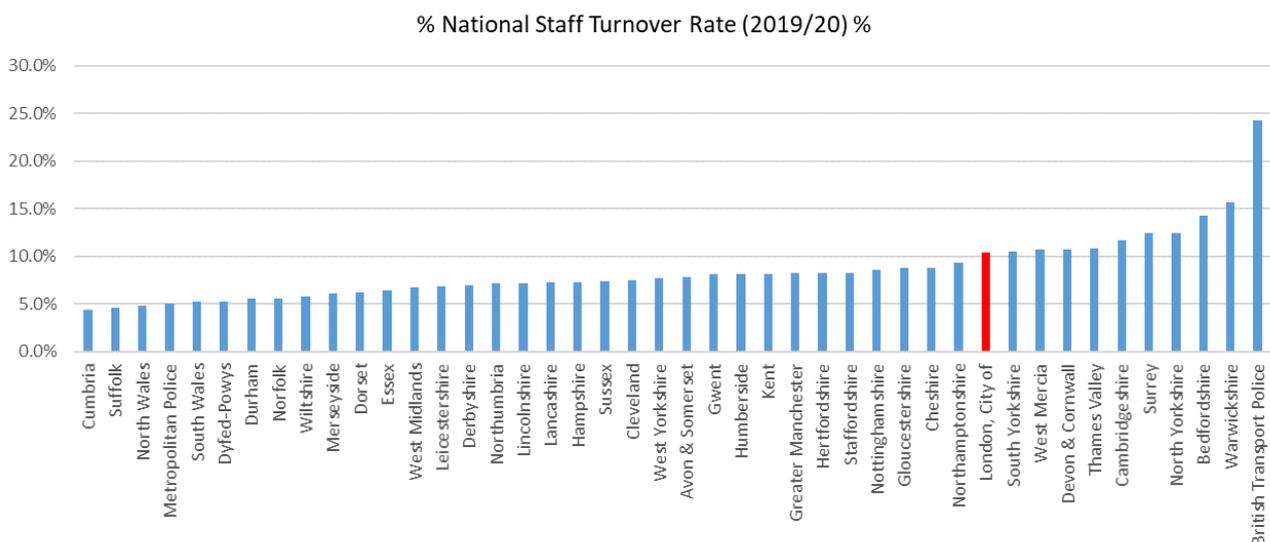
27. During the reporting period (April 2020 – September 2020), 33 Police Officers and 19 Police Staff left the City of London Police, this equates to a 4.1% and 4% turnover rate respectively. Please note that this is a cumulative figure and so if the same rate of attrition continued for the rest of 20/21 then the total turnover rate could be 8.2% for Officers and 8% for Staff. The breakdown of reasons for leaving the force is provided in the tables below for each staff group; a further five years of data has been added for analysis. Below is also a National Comparison table of Officers/Staff leavers by headcount as a percentage of the total workforce.

### National Statistics for Police Officer Leavers (headcount)



Source: National Statistics Police workforce open data tables March 2020

### National Statistics for Police Staff Leavers (headcount)



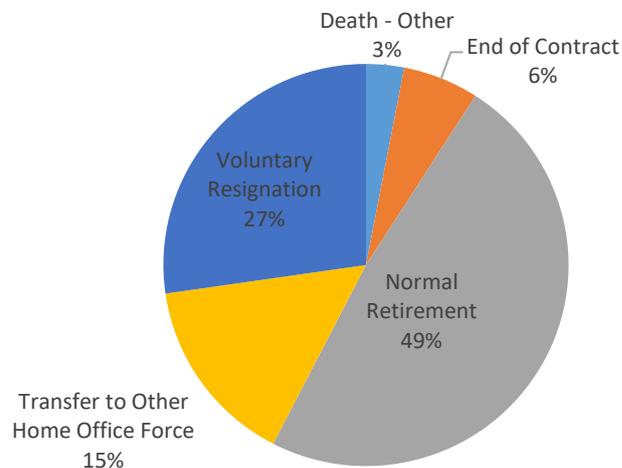
Source: National Statistics Police workforce open data tables March 2020

### CoLP Police Officers - Reasons for Leaving (per Financial Year)

| Reason for leaving | 2014/15   | 2015/16   | 2016/17   | 2017/18   | 2018/19   | 2019/20   | 2020/21*  |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Death in service   | 0         | 1         | 0         | 0         | 0         | 0         | 1         |
| Dismissed          | 1         | 1         | 0         | 1         | 1         | 0         | 0         |
| End of Contract    | 0         | 0         | 0         | 0         | 0         | 0         | 2         |
| Medical Retirement | 0         | 4         | 1         | 2         | 0         | 2         | 0         |
| Retirement         | 25        | 37        | 38        | 36        | 35        | 33        | 16        |
| Transfer           | 2         | 7         | 7         | 9         | 16        | 22        | 5         |
| Resignation        | 13        | 19        | 15        | 25        | 7         | 23        | 9         |
| <b>Total</b>       | <b>41</b> | <b>69</b> | <b>61</b> | <b>74</b> | <b>59</b> | <b>80</b> | <b>33</b> |

\*2020/21 data April to September 2020

### Officers Leaving Reasons (April 2020 - Sept 2020)

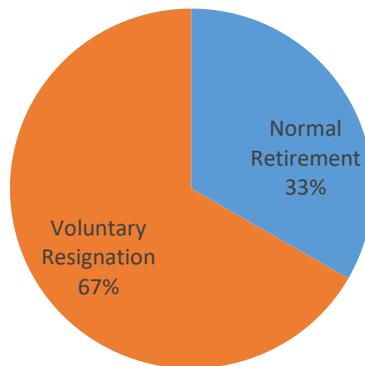


### CoLP Special Constabulary - Reasons for Leaving (per Financial Year)

| Reason for leaving | 2014/15   | 2015/16   | 2016/17  | 2017/18   | 2018/19  | 2019/20   | 2020/21* |
|--------------------|-----------|-----------|----------|-----------|----------|-----------|----------|
| Death in service   | 1         | 0         | 0        | 0         | 0        | 0         | 0        |
| Resignation        | 11        | 13        | 6        | 14        | 6        | 3         | 2        |
| Joined Regulars    | 0         | 3         | 0        | 0         | 1        | 7         | 0        |
| Dismissal          | 1         | 0         | 0        | 0         | 0        | 0         | 0        |
| Retirement         | 0         | 0         | 0        | 0         | 0        | 0         | 1        |
| <b>Total</b>       | <b>13</b> | <b>16</b> | <b>6</b> | <b>14</b> | <b>7</b> | <b>10</b> | <b>3</b> |

\*2020/21 data April to September 2020

Special Constabulary Leaving Reasons  
(April 2020 - Sept 2020)

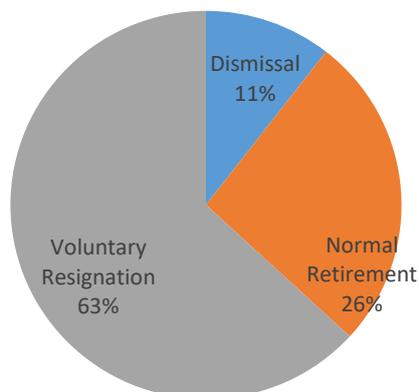


CoLP Staff - Reasons for Leaving (per Financial Year)

| Reason for leaving         | 2014/15   | 2015/16   | 2016/17   | 2017/18   | 2018/19   | 2019/20   | 2020/21*  |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Death in service           | 0         | 0         | 0         | 1         | 1         | 0         | 0         |
| Dismissed                  | 4         | 3         | 1         | 1         | 1         | 1         | 2         |
| Medical Retirement         | 0         | 1         | 1         | 1         | 0         | 0         | 0         |
| Retirement                 | 5         | 3         | 6         | 3         | 10        | 6         | 5         |
| Transfer                   | 1         | 7         | 3         | 2         | 0         | 0         | 0         |
| Resignation <sup>1</sup>   | 42        | 52        | 42        | 37        | 49        | 37        | 12        |
| Resignation joining Police | 6         | 0         | 0         | 2         | 2         | 6         | 0         |
| Redundancy                 | 0         | 0         | 0         | 6         | 0         | 0         | 0         |
| End of Secondment          | 0         | 0         | 0         | 0         | 1         | 0         | 0         |
| <b>Total</b>               | <b>58</b> | <b>66</b> | <b>53</b> | <b>53</b> | <b>64</b> | <b>50</b> | <b>19</b> |

\*2020/21 data April to September 2020

Staff Leaving Reasons (April 2020 - Sept 2020)



<sup>1</sup> Resignation includes the conclusion of fixed term contracts

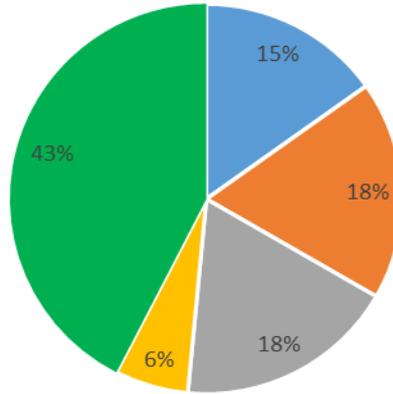
28. For the reporting period, 33 Police Officers left the force with the highest number leaving from UPD (14). The main reasons for Police Officers leaving during this period was retirement and resignation.
29. In April 2020 there was a Chief Superintendent promotion campaign which generated 17 applications, 6 new joiners were recruited from this campaign. Currently, there is a Sergeant recruitment and promotion live campaign, of which we received 53 applications, and these are currently being shortlisted. A Probationer campaign was run in early 2020 which received 102 applications. There has been an intake of 24 Student Officers/Probationers in July 2020. We continue to progress a number of candidates at the on boarding stage to start in November 2020, together with a further 30 applicants awaiting a Day 1 Assessment Centre.
30. Data as of September 2020 shows 19 Police Staff in total left the force in the reporting period, the greatest number of leavers were in BSD (7) and I&I (7), the main reason for leaving was resignation.
31. HR have been collating online exit interview data via Survey Monkey since the beginning of 2019. HR continues to offer the facility of a face to face exit interview to CoLP officers and staff if they would prefer.
32. For the reporting period, 11 online exit interviews have been completed, including 5 Police Officers and 6 Support Staff. Of these exit interviews, over half responded positively to the question that asked them if they knew who their senior managers were, they had a clear understanding of what was expected of them, and their job made good use of their skills and abilities.

**CoLP Officer Leaver's by Directorate (Financial Year 2020/2021)**

| Directorate    | Apr 20   | May 20   | Jun 20   | Jul 20    | Aug 20   | Sept 20  | Total     |
|----------------|----------|----------|----------|-----------|----------|----------|-----------|
| <b>BSD</b>     | 1        | 0        | 0        | 2         | 0        | 2        | <b>5</b>  |
| <b>Crime</b>   | 0        | 1        | 2        | 2         | 1        | 0        | <b>6</b>  |
| <b>ECD</b>     | 1        | 1        | 0        | 1         | 1        | 2        | <b>6</b>  |
| <b>I&amp;I</b> | 0        | 0        | 0        | 2         | 0        | 0        | <b>2</b>  |
| <b>UPD</b>     | 2        | 3        | 1        | 3         | 1        | 4        | <b>14</b> |
| <b>Total</b>   | <b>4</b> | <b>5</b> | <b>3</b> | <b>10</b> | <b>3</b> | <b>8</b> | <b>33</b> |

Police Leavers by Directorate (April 2020 - Sept 2020)

■ BSD ■ Crime ■ ECD ■ I&I ■ UPD

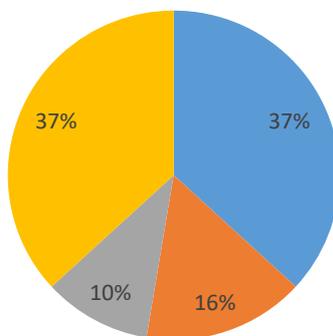


CoLP Staff Leaver's by Directorate (Financial Year 2020/2021)

| Directorate  | Apr 20   | May 20   | Jun 20   | Jul 20   | Aug 20   | Sept 20  | Total     |
|--------------|----------|----------|----------|----------|----------|----------|-----------|
| BSD          | 1        | 2        | 1        | 2        | 1        | 0        | 7         |
| Crime        | 0        | 1        | 0        | 1        | 1        | 0        | 3         |
| ECD          | 1        | 0        | 0        | 0        | 1        | 0        | 2         |
| I&I          | 0        | 2        | 0        | 2        | 1        | 2        | 7         |
| UPD          | 0        | 0        | 0        | 0        | 0        | 0        | 0         |
| <b>Total</b> | <b>2</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>4</b> | <b>2</b> | <b>19</b> |

Staff Leavers by Directorate (April 2020 - Sept 2020)

■ BSD ■ Crime ■ ECD ■ I&I

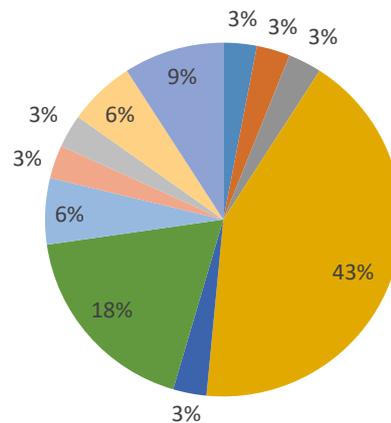


**CoLP Officers Leavers by Rank (Financial Year 2020/2021 - April to September)**

| Rank / Grade             | Police    |
|--------------------------|-----------|
| Commander                | 1         |
| Det Chief Superintendent | 0         |
| Chief Superintendent     | 1         |
| Det Superintendent       | 1         |
| Superintendent           | 0         |
| Det Chief Inspector      | 1         |
| Chief Inspector          | 1         |
| Det Inspector            | 2         |
| Inspector                | 2         |
| Det Sergeant             | 1         |
| Sergeant                 | 3         |
| Det Constable            | 6         |
| Constable                | 14        |
| <b>Grand Total</b>       | <b>33</b> |

**Officer Leavers by Rank (April 2020 - Sept 2020)**

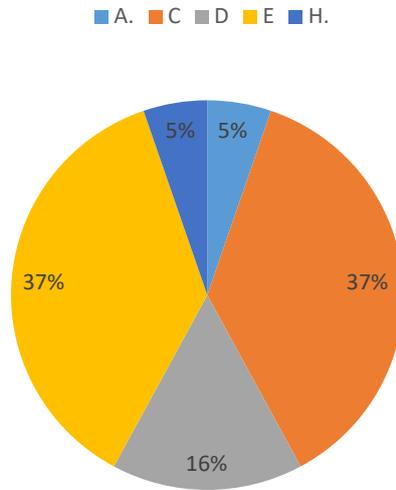
■ Ch Insp   
 ■ Ch Supt   
 ■ Cmndr   
 ■ Con   
 ■ Det Ch Insp   
 ■ Det Con  
■ Det Insp   
■ Det Sgt   
■ Det Supt   
■ Insp   
■ Sgt



**CoLP Staff Leavers by Grade (Financial Year 2020/2021 - April to September)**

| Rank / Grade | Support Staff |
|--------------|---------------|
| A.           | 1             |
| B            | 0             |
| C            | 7             |
| D            | 3             |
| E            | 7             |
| G.           | 0             |
| H            | 1             |
| <b>Total</b> | <b>19</b>     |

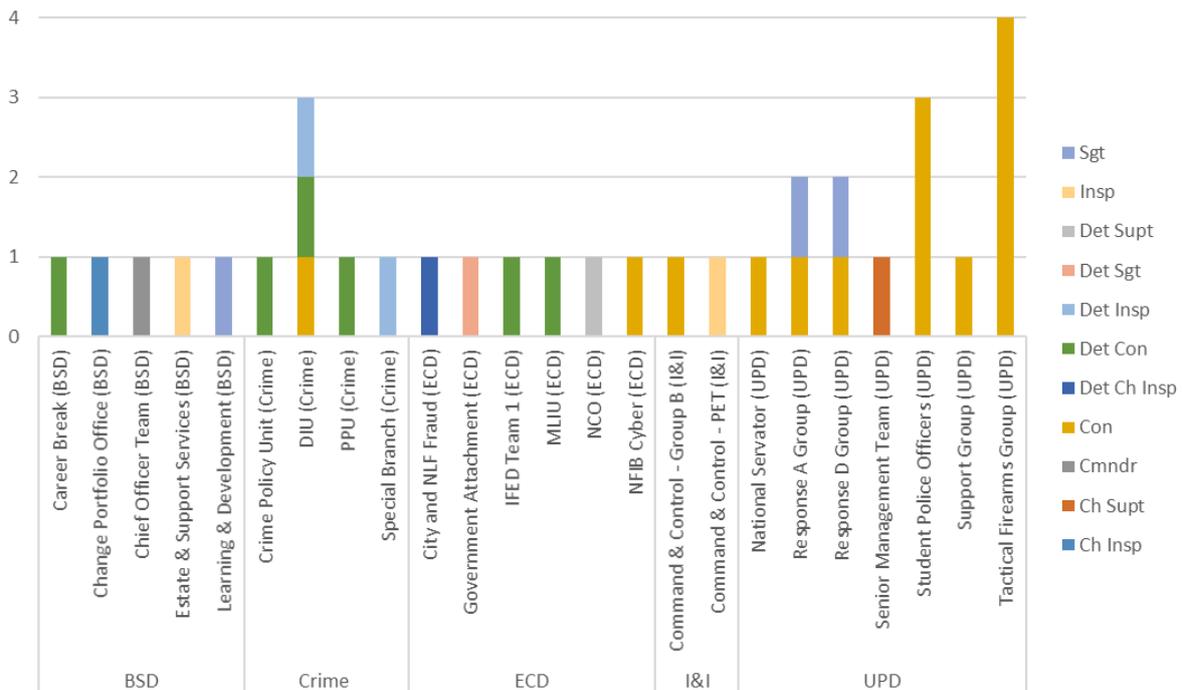
### Staff Leavers by Grade (April 2020 - Sept 2020)



### CoLP Police Officer Leavers by Department and Rank (Financial Year 2020/21)

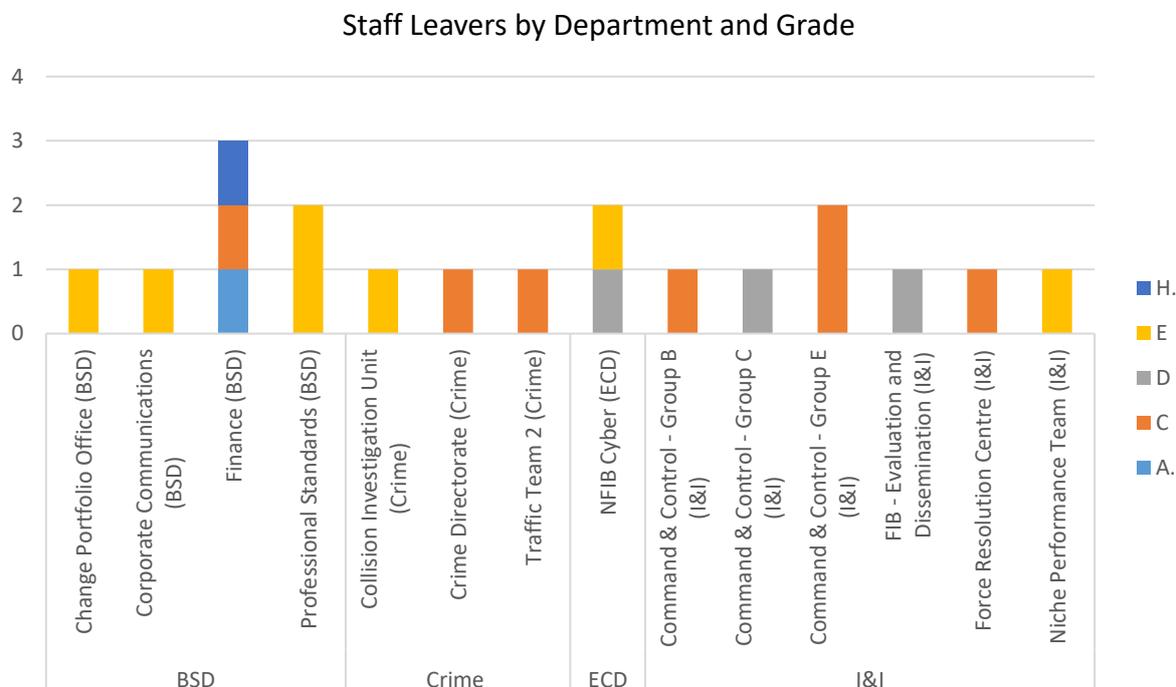
The graph below shows the number of Officer leavers by Department and Rank. During this reporting period the greatest number of leavers was in Tactical Firearms Group with 4 leavers, followed by DIU in Crime and Student Police Officers in UPD, both had three leavers in the last six months.

Officer Leavers by Department and Rank



### CoLP Staff Leavers by Department and Grade (Financial Year 2020/21)

The graph below shows Staff leavers by Department and Grade. During this reporting period 3 employees left the Finance team.



### Recruitment

33. In the reporting period of 1<sup>st</sup> April 2020 – 30<sup>th</sup> September 2020, The City of London Police have had 56 existing Police Officer recruitment campaigns. In addition, there has been 1 probationer campaign.
34. There have also been 2 promotion campaigns. These were at the ranks of Commander and Chief Superintendent. For the Commander process, 4 applications were received. There was no successful candidate. The Chief Superintendent recruitment and promotion campaign started just before this reporting period. 6 appointments were made. In addition, there is currently as Sergeant recruitment and promotion live campaign that has generated 53 applications.
35. 44 Police Staff campaigns have taken place during the same period.
36. 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 assessments. As a result, further recruitment campaigns are often required.

## **Police Officer Recruitment**

37. A total of 88 Police Officers were recruited during the reporting period including appointments from the transferee campaigns. 24 probationers are part of this number. There are some transferees still being progressed from the activity during this period. They will be join CoLP during the last half of 20/21 once vetting & medicals assessments have been completed.

## **Police Staff Recruitment**

38. A total of 46 Police Staff have been appointed to substantive and fixed-term roles during the reporting period
39. 3 volunteers joined the force during this period and 8 Specials are currently on a training programme.

## **Equality and Inclusion**

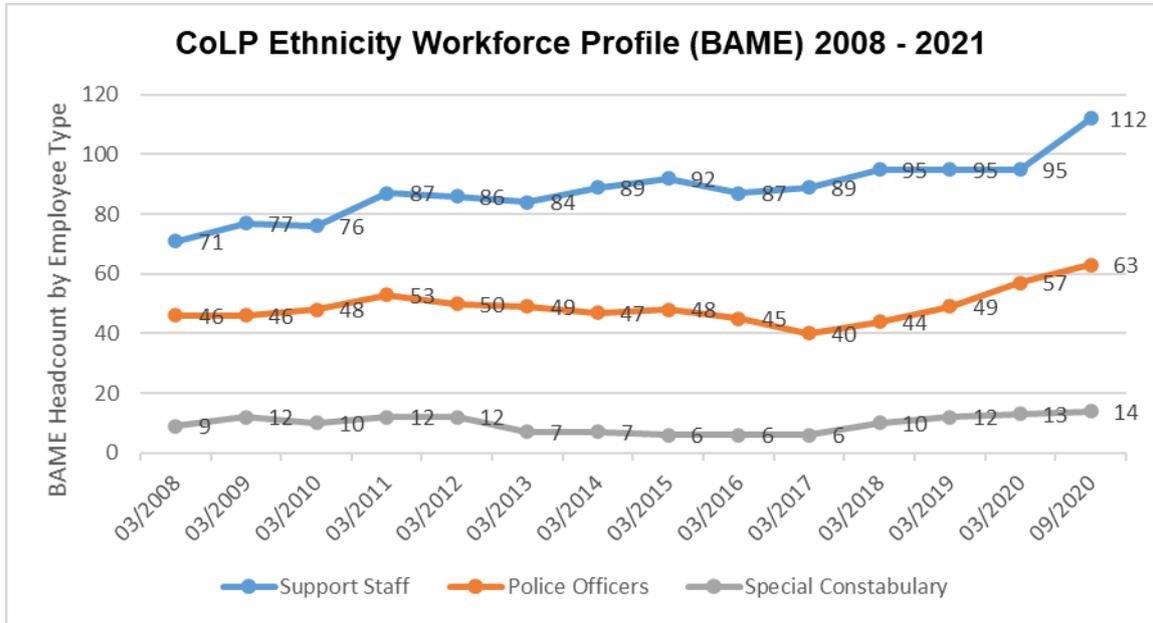
40. The Equality and Inclusion Operational Board was formed in June 2020 and its purpose is to raise any issues that impact on the force's performance, in relation to equality, diversity and inclusion. It supports the force's performance in creating an inclusive and diverse organisation. The board includes representatives from all support networks and staff from several of the force's organisational units. A separate report on Equality and Inclusion now reports to your Professional Standards and Integrity Committee as directed by the Chairman of the Police Authority Board and Police Authority Team.
41. The Force has recently upgraded the HR self-service system to enable employees to self-define their protected characteristics. This change has been widely publicised and with continued publicity this should enable a clearer picture of the CoLP's workforce data in the future.

## **Ethnicity**

42. For this reporting period (1<sup>st</sup> April 2020 to 30<sup>th</sup> September 2020), the number of BAME Police Officers has increased to 63 (57 previously reported) and the number of Police Staff has increased to 112 (95 previously report). The graph below represents the number of Black, Asian and Minority Ethnic (BAME) Police Staff, Officers and Special Constabulary within the CoLP by financial year from 2008 to 2020.
43. When compared nationally CoLP is ranked as second highest among all National forces (not including BTP) for BAME Staff representation rates and is fifth highest for officer representation (not including BTP).
44. The Force continues to review its BAME Action Plan which is based on the national NPCC Workforce Representation, Attraction, Recruitment, Progression

& Retention Delivery plan, which will drive further changes in this area. The Force, as an example, is advertising more widely and is supporting internal applicants through application writing and interview workshops. The Force's Equality & Inclusion Operational Board continues to oversee the work on these plans and how BAME representation can be encouraged further in the force.

**CoLP Workforce Profile by Ethnicity 2008-2021 (financial year)**

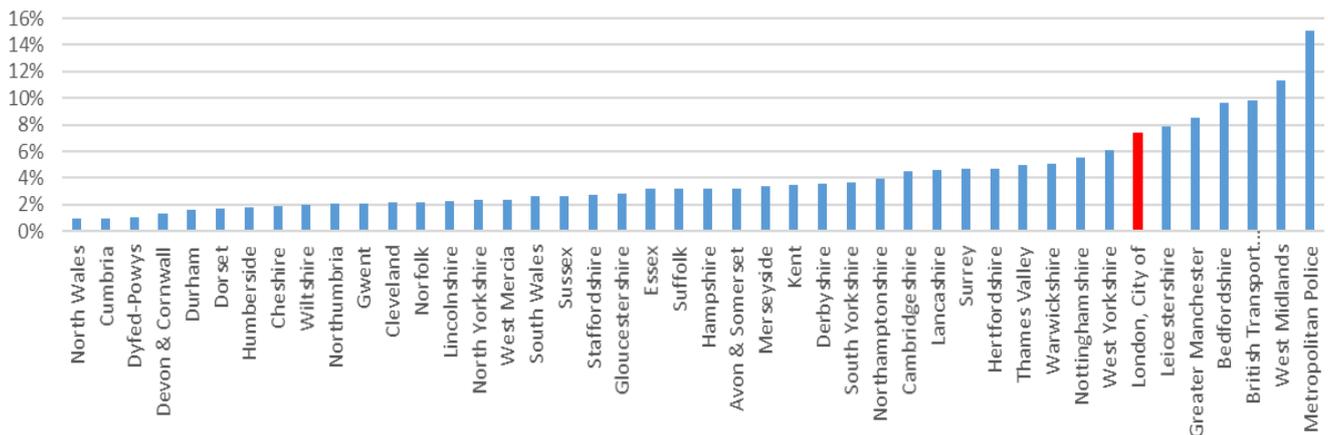


\*Note: 09/2020 represents half 2020/21 financial year.

**Officer BAME representation - National Comparison**

(National Statistics Police workforce open data tables March 2020)

**BAME Officers (% of Headcount) - 31 March 2020**

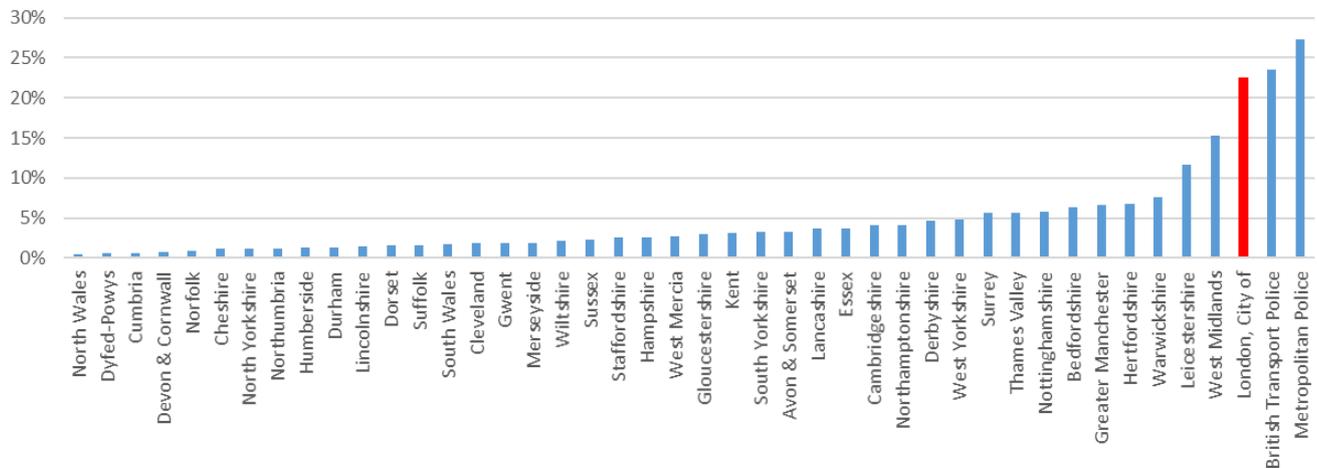


Source: Police Workforce, England and Wales, 31 March 2020

## Staff BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2020)

### BAME Staff (% of Headcount) - 31 March 2020



Source: Police Workforce, England and Wales, 31 March 2020

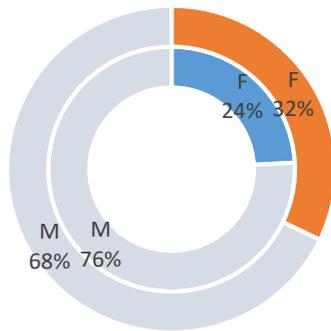
## Gender

45. The percentage of female Police Officers has continued to increase since 2018. As part of 2018-2023 People Strategy, CoLP is continuing to undertake a number of activities to improve female representation. Approximately 23% of applications received for Police Officer roles were from female applicants; 30% of Police Officer new joiners were female in the reporting period.
46. The national average for female Police Staff stands at 62% as at 31 March 2020, as of September 2020 CoLP's female Police Staff representation rate is 57.9%. It is worth noting that the force has a more even representation of male and female Police Staff.

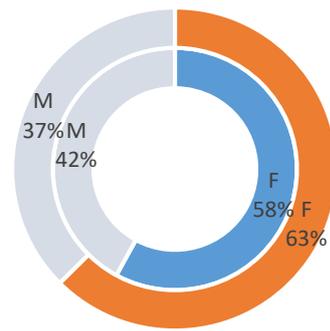
## Gender Comparison

- City of London – September 2020
- National Comparison (England and Wales) - March 2020

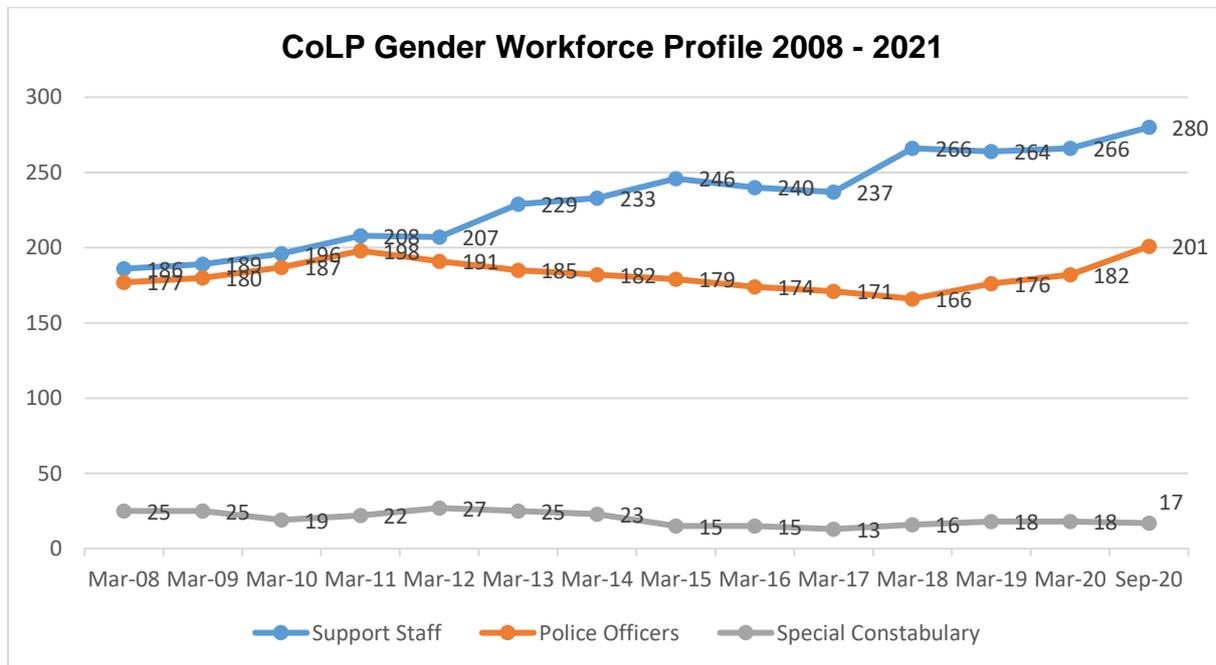
### Officer Gender Profile



### Staff Gender Profile



## Workforce Female Gender Profile – 2008-2020



\*Note: 09/2020 represents half 2020/21 financial year.

## **Disability**

47. The CoLP's disability profile remains similar to data previously reported with 23 Police Officers and 15 Police Staff currently identifying themselves as having a disability.
48. As of 30<sup>th</sup> September 2020, 19 Officers are working under 'recuperative duties' (short term) and we currently have 31 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: a) be attending work on a regular basis and b) 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**

49. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 23 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual, with 893 employees choosing not to disclose this information or choosing "prefer not to say". With the introduction of new functionality to the HR system (mentioned above) we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

## **Age**

50. The current age profile of the Police Staff workforce ranges between 20 and 65+. There are currently 178 Police Staff aged 50 and over. 320 members of Staff are between the ages of 20 and 49.
51. The age profile of Police Officers ranges between 19 and 60+. There are currently 164 Police Officers aged 50 and over. Police Officers can retire once 30/35 years' service has been completed (depending on pension scheme). The force currently has 18 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 13 Officers that could be eligible to retire in 2020/2021 as they currently have 29 years' service.

## **Religion and Belief**

52. Currently 22.1% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.3% as 'Muslim'; 0.8% as 'Hindu', 0.5% as Buddhist. 1.7% identified as having another religious belief, including Judaism and Sikh, whereas 72.6% either have no religion or have chosen not to disclose their religion or belief.

## **Sickness Absence Management**

53. The Home Office (HO) & Her Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2019/20, in percentage terms, (working time lost / contracted hours available) was an average of 4.6% for Police Officers and 4.8% for Police Staff. For Police Officers CoLP sickness rate was

4% in the Home Office data. **Please see 'Restricted' Appendix for data for data relating to this section.**

54. When using the HO & HMRCFRS measure converted to days, the sickness absence rate for officers for the FY to 30<sup>th</sup> September 2020 was 1.54%. Using working days lost over average headcount as a comparator, the average working days lost for officers was 1.97 (target for the rolling year is an average of 6 days per head). For staff the HO & HMRCFRS absence rate for the FY to 30<sup>th</sup> September 2020 was 2.01%. Using working days lost as a comparator, the average working days lost for staff was 2.53 (target for the rolling year is an average of 7 days lost per head). These figures are for six months only. Sickness has decreased during the first half of 20/21 compared to 19/20. It should be noted that sickness related to Covid 19 isolation (Covid 19, Isolation Symptomatic and Isolation Non-Symptomatic) has been removed from the sickness statistics and does not count against an individual's record.
55. The City of London Occupational Health Service undertakes pre-employment medical assessments for support staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements. OH report on a quarterly basis. For the period 1 April 2020 to 30 September 2020 the OH have responded to all pre-employment requests within their SLA of 2 working days. A total of 42 have been completed. Please note that Police Officer recruitment medicals are not included in these figures.
56. For the period 1 April 2020 to 30 September 2020 the OH Advisors received 75 referrals of which 70 were delivered within their SLA (offered within 5 days of receipt of a referral), which is an SLA response rate of 93%. In addition, there were also 23 referrals to the OH Physician of which all were seen within the SLA a response rate of 100% (the SLA for OH Physicians is to offer appointments within 14 days of receiving a referral. The OHP is contracted 1 day per week for 45 weeks). There has been a considerable increase in referrals between July to September compared to quarter 1 of this financial year (2020/21).

### **Grievances and Employment Tribunals (1<sup>st</sup> April – 30<sup>th</sup> September 2020)**

57. During the reporting period no new grievances have been submitted. This period has coincided with Covid 19 and it is useful to note that we had 12 grievances submitted in the corresponding period last year. Since a large majority of staff and certain officers have been working remotely and the number of grievances has plummeted, this may indicate that people have been less likely to have discord with work colleagues as they are predominantly working away from the work environment.
58. The City of London Police received no new Employment Tribunal claims within the reporting period.
59. The tables below summarise the recent and live Employment Tribunals.

|                               |     |
|-------------------------------|-----|
| New ET's submitted and opened | Nil |
|-------------------------------|-----|

|             |     |
|-------------|-----|
| ET's closed | Nil |
|-------------|-----|

| ET's still in progress                         | Details  |
|--|--|
| Case 1 – Sex Discrimination                    | <p>ET1 submitted in December 2017 relating to officer failing eye sight test for Firearms.</p> <p>ET held in June 2019 – ET determined that the Force had acted appropriately and case dismissed.</p> <p>Appellant lodged an Appeal in October 2019.</p> <p>In April 2020 at the EAT preliminary hearing the Appeal's judge dismissed the appeal as there was no merit.</p> <p>Appellant lodged an appeal in August 2020 with the Court of Appeals. We are awaiting judgement as to whether this will be allowed to proceed as we have challenged the merits of this appeal.</p> |
| Case 2 – Sex Discrimination                    | <p>ET1 submitted in December 2017 relating to the cessation of an allowance during Maternity Leave.</p> <p>ET hearing in October 2018 found in favour of the officer but CoLP appealed the decision based on the Regulations being unclear.</p> <p>EAT held in May 2019 and the appeal upheld the original decision.</p> <p>Based on Legal advice this matter is now going to the Court of Appeals with the hearing scheduled for January 2021</p>   |
| Case 3 – Constructive dismissal and Harassment | <p>ET1 submitted Nov 2019.</p> <p>PHR was held on 22.01.20 and both parties agreed to Judicial Mediation which was initially booked March 2020 but was postponed due to COVID19. It was rescheduled and took place in September. No agreement was met so a hearing is scheduled for March 2021.</p>  |

## Well Being

60. The force has implemented a Wellbeing Framework for 2017 – 2021 which outlines the importance of ensuring the wellbeing of our officers and staff whether it's 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. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing, and highlights initiatives and events that are available to our workforce.
61. It is recognised that across society the Covid 19 pandemic has presented wellbeing challenges of varying scales both inside and outside of the workplace. In March, the force introduced dedicated Bronze Welfare leads as part of the command structure set up to deal with City of London Police's Covid 19 response.
62. The pandemic has seen some changes to the way City of London Police Staff and Police Officers work. Changes include working from home (where roles allow), the wearing of PPE to prevent the spread of Covid 19 while undertaking frontline activities and involvement in the delivery of services that could be challenging to the psychological wellbeing of those involved.
63. In response to these changes the force has introduced a number of packages to support our staff and officers such as Working from Home guidance that considers both the physical working environment, equipment and psychological wellbeing and promotes the need to take regular breaks and taking exercise such as a daily walk.
64. The Head of Health and Safety worked in collaboration with colleagues from the Corporation of London to produce Individual Risk Assessment Guidance and templates regarding the risks that Covid 19 poses to individuals, especially those from recognised higher risk health groups. The guidance and risk assessment also includes psychological wellbeing issues.
65. Psychological wellbeing was a key consideration in the delivery of the Pandemic Multi Agency Response Team (PMART) who were responding to sudden, unexplained deaths in the community. A welfare plan was drawn up at the outset and include the details of escalation processes and access routes to psychological support including Occupational Health Services, Trauma Response Incident Management (TRIM) the Employee Assistance Programme.
66. The force's wellbeing network continue to support Police Officers and Police Staff providing access to wellbeing related events, such as an initiative with an external company who provided free access for 50 CoLP employees to a 4 week training package that included online workout sessions, access to catch-up workout sessions, access to nutrition and positive mind-set sessions and each participant was supported by a dedicated coach.

67. The Mental Health Working Group is a supplementary group to the main Health and Wellbeing Network. The Group have worked together to provide information on mental health issues and provide signposting to additional support. During Mental Health Awareness week in May, the Group put together a number of information pieces that ran each day on CityNet during the week.
68. As reported previously the force's wellbeing champion retired and a new Wellbeing Champion, Chief Supt Steve Heatley, was appointed. Chief Supt Heatley joined the force in September and has already met with the Health and Wellbeing Network and Mental Health Working Group to discuss the work undertaken by the Networks and his strategy moving forward.

### **Staff Survey**

69. The Staff Survey 2020 went live and was open for returns for 4 weeks starting the 21<sup>st</sup> September. At the time of writing over 400 people have taken part in the survey in less than 2 weeks. The results of the Staff Survey, which will also inform the continuing cultural journey, will be announced in a briefing to the Chief Officers on 24<sup>th</sup> November, and the next stage of the response will be planned after the briefing is received. A further update will be provided to this Committee in February and there is already an OR in relation to this.
70. The National Wellbeing Survey results, prepared by Durham University, were returned, and these have been fed into the cultural journey work underway as part of Transform. The results have also been used to support the current cultural workshops being run virtually due to the Covid 19 crisis.
71. Talkback remains a useful staff forum to post and receive answers to questions, including being able to directly "Ask the AC." Updates on the previous Staff Survey have been widely shared on Talkback so people can see the actions being taken.

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