

HR Monitoring Report

Q4 – January 2024 to March 2024



A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

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Summary

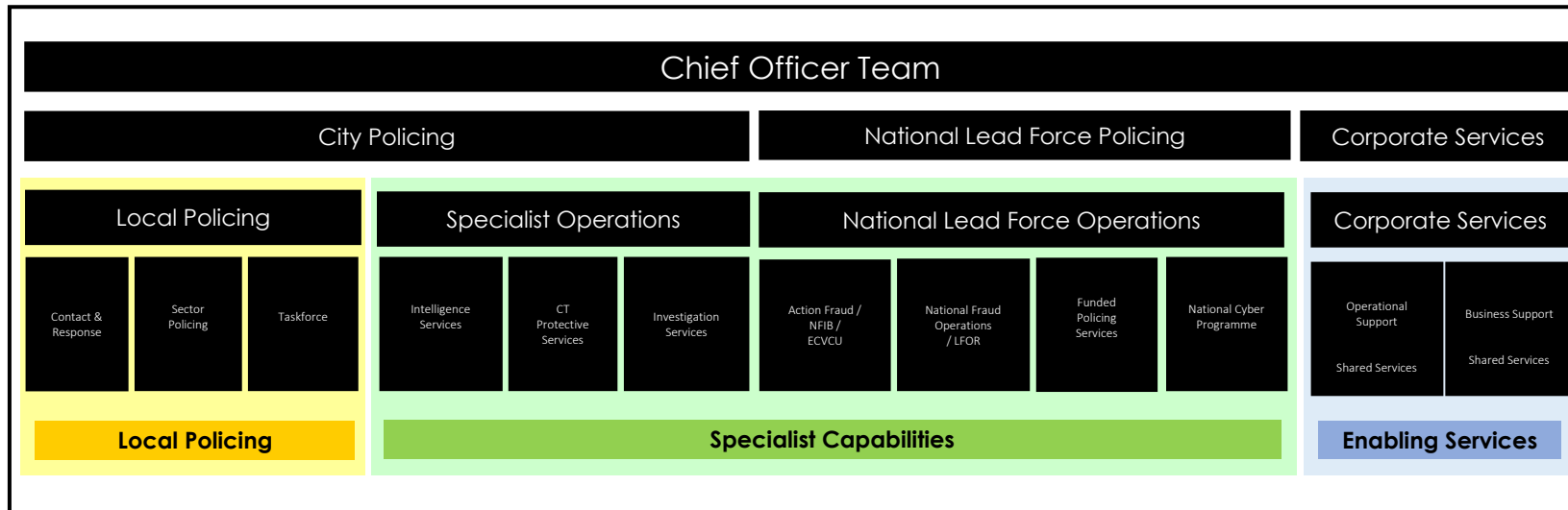
- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q4 2023/24 between **1st January to 31st March 2024** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates all the Uplift numbers and details our future position. Focused recruitment activity throughout 2023/24 enabled us to meet our officer uplift requirements, and this continues to be the focus in 2024/25 to ensure we continue to secure £3 million in ringfenced funding.
 2. **Recruitment:** The recruitment strategy for 2023 through to 2026 has been written to include Staff and Specials (Slide 17 and 18). The plans reflect how we will monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment, but also recruit to priority roles including: detectives and firearms officers.
 3. **People Turnover:** During the reporting period, 25 Police Officers and 10 Police Staff left the force, this equates to a 2.5% and 1.7% turnover rate, respectively. The national data for 2022/23 showed Officer turnover rate for England and Wales was 6.6% excluding transfers (7.5% including transfers), the force had a turnover rate of 10% which is higher than the national average. This can be attributed to retirements and probationer resignations, which had been predicted looking at previous trends.
 4. **Sickness:** The average working days lost per worker for Officers was 6.34 days and for Staff was 6.94 days (April 2023 – March 2024). Using Home Office national measures (converted to days instead of hours), the absence rate in the reporting period was 2.46% for officers and 2.84% for staff. National sickness data via iQuanta is no longer being updated, 2021/22 data showed the national percentage of contracted hours lost to sickness for officers was 4.6% and staff was 5%, the Force contracted hours lost for officers was 4.4%, and for staff was 4.8%, which at the time was lower than the national average.
- This report will be provided quarterly with some information presented bi-annually (Wellbeing and Occupational Health (OH) Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee).
- Detailed force diversity data is now being presented to the Professional Standards and Integrity Committee as part of the quarterly Equality and Inclusion Updates.



Workforce Establishment Headlines

- The Force has a clear understanding of its budgeted core establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted core establishment
- Our Police Staff model establishment numbers are within our budgeted core establishment.
- HR and Finance continue to work on a Resource Model that shows permanent core establishment and temporary funded posts across the organisation. This model provides a clearer understanding of our workforce, funding streams, recruitment activity and reporting of vacancies.
- A recruitment plan has been developed which aims to have all police staff permanent established posts (517) filled by November 2024.

OPERATING MODEL:



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Workforce Establishment

- As of 31 March 2024, the Force has an overall strength of 992 (FTE) Police Officers, against our agreed budgeted establishment of 978 (Force Strength Indicator, FSI, December 2023). The Establishment is based on the agreed force structure models.
- Our Staff budgeted permanent establishment is 517 (FTE). The strength of Police Staff is currently 458 (FTE), but with staff in Temporary Funded posts as well our total staff strength is 556 (FTE),
- The People Board, which is chaired by the Assistant Commissioner Operations and Security, 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 and is aligned to our Policing Plan 2022-2025. The Force's Workforce Plan is aligned to the financial position and the City of London Policing Plan 2022-25.
- A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the People Board.
- Any establishment changes or Temporary Funded recruitment is scrutinised at the People Board before it can be signed off, any additions to establishments will be added with a new budget in April of each year. The Corporate Services Review has been completed and implementation commenced on 27 November 2023.
- Our data at the People Board has been developed further and now uses a RAG rating to reflect operational risks around the force and within each team. The RAG rating is as follows:



Over 100%
(close monitoring)



90% and above
(no action required)



Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action
required)

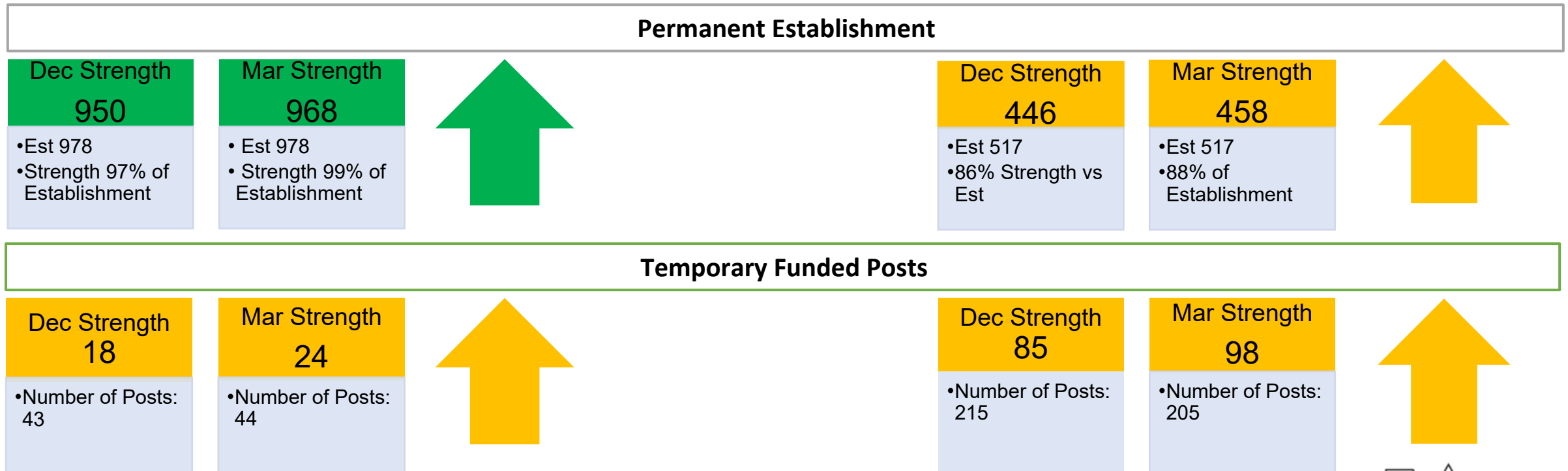


Workforce Establishment

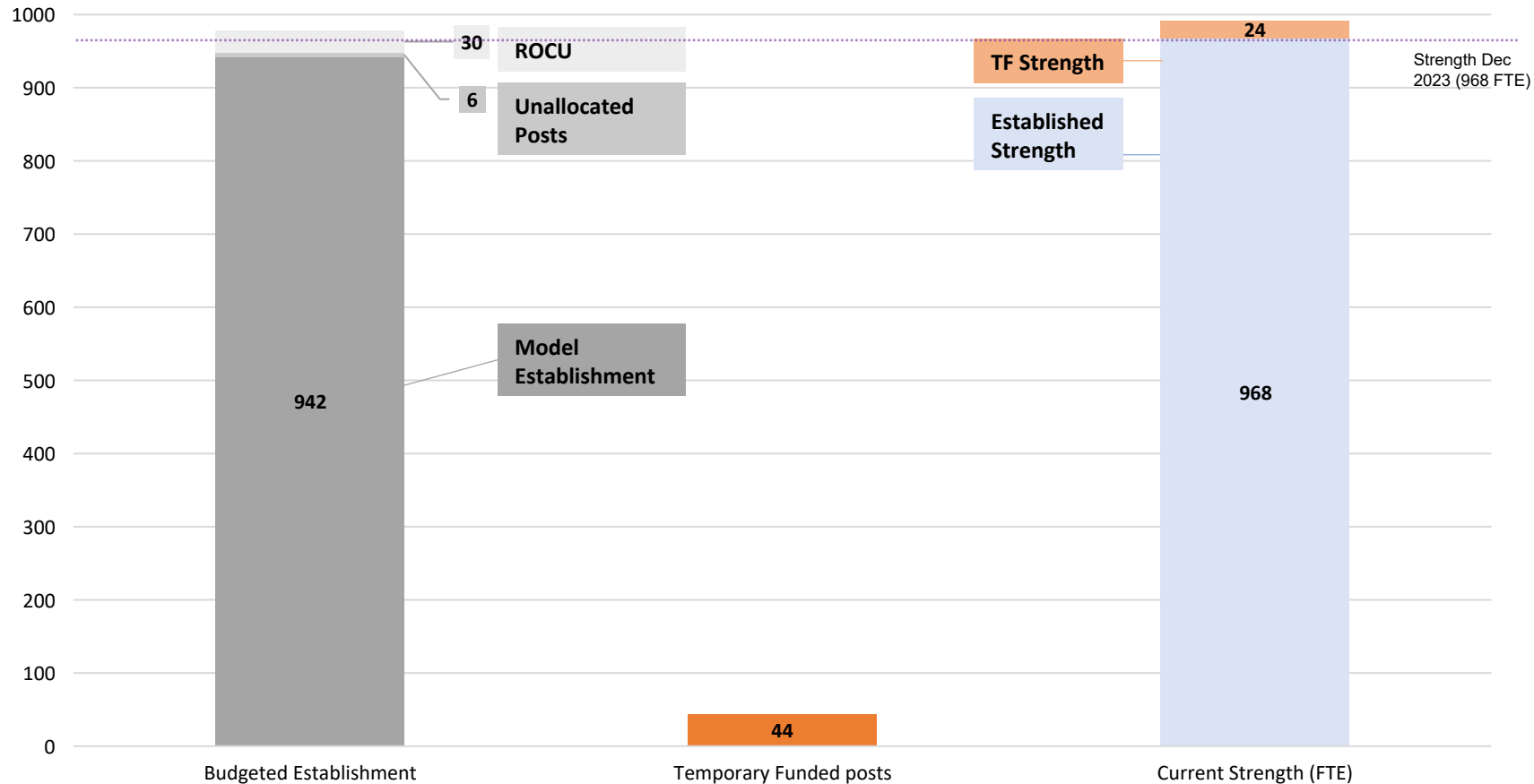
The graphic below shows establishment vs strength (FTE) for the workforce between December 2023 and March 2024. Officer strength has increased as planned to meet the 996 headcount target. Staff strength percentage change was a 4.7% increase. Strength has been separated between permanent establishment strength and temporary funded (TF) strength (see Appendix 1). HR and Finance continue to improve classification of posts to match across reporting and the HR system; TF posts funded by a held established posts have been removed from posts/strength to prevent double counting of posts.

Officers

Staff



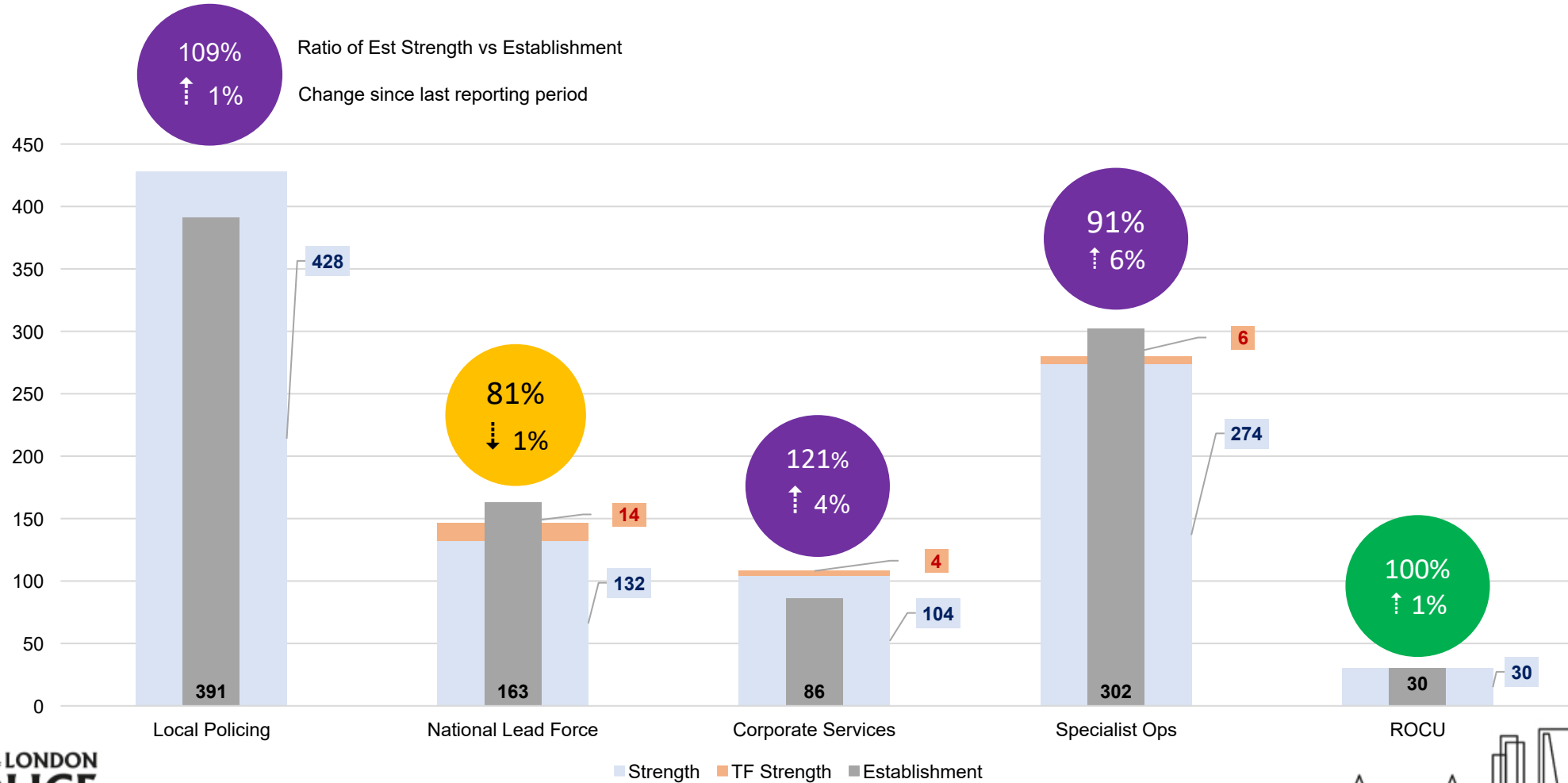
Officer Operational Model Establishment FTE



- **Budgeted Establishment: 978 FTE**
- **Budgeted Establishment made up of:** Model Establishment (942), Unallocated Posts (6) of which 5 have now been assigned to Corporate Services, and ROCU allocation (30)
- **Temporary Funded (TF) posts: 44**
 - TF posts externally funded e.g., NextGen, DCPCU OLAF, NPCC Cyber Crime, Op Neutron, SOCT and ART. [32 TF posts funded by holding a post elsewhere [majority Student Officer Trainers in L&OD and Response] have been removed this quarter to prevent double counting of posts.]
- **Officer Total Strength: 992 FTE = 968 FTE Established Strength & 24 FTE TF Strength**
- Current overall established strength against budget: 99%

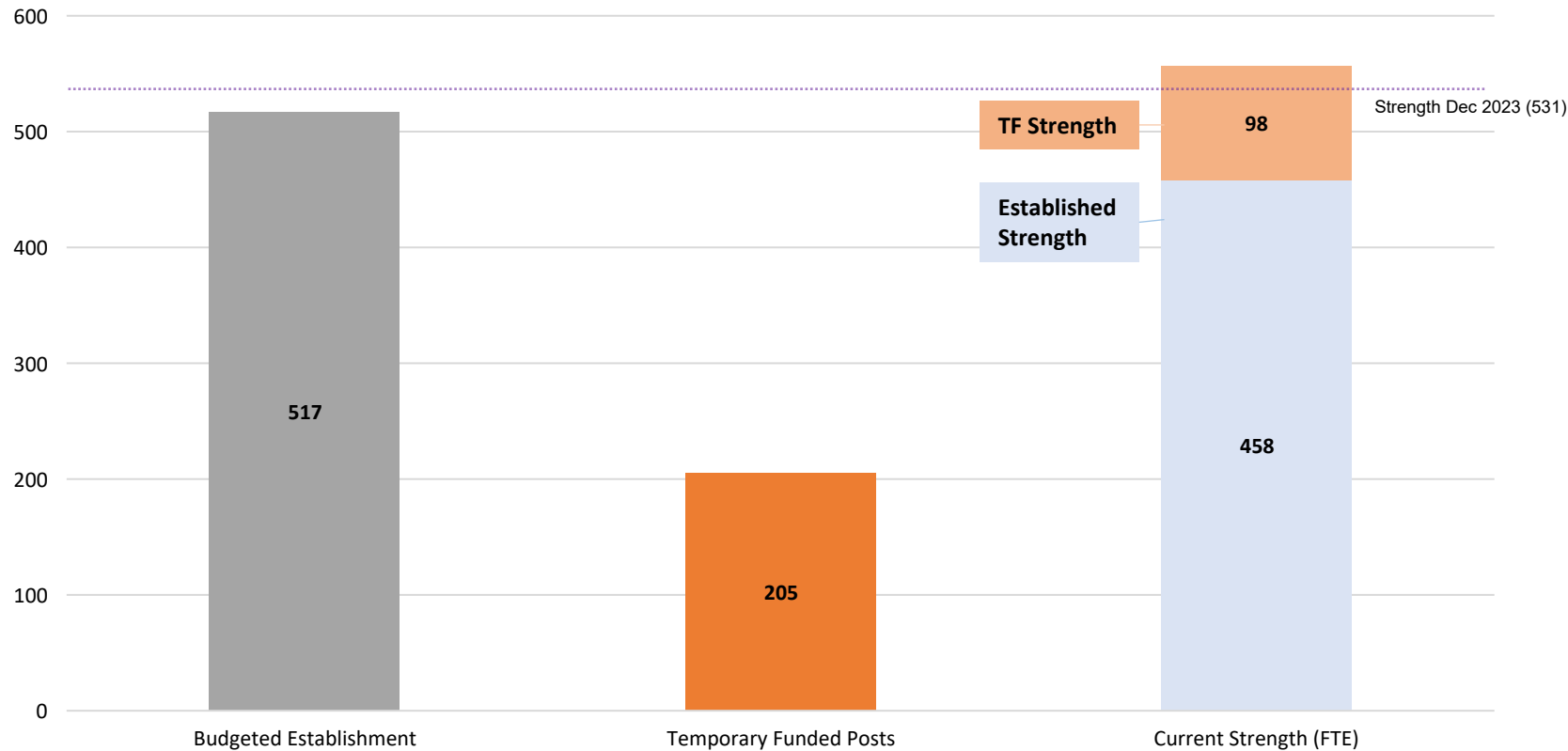


Officer Strength vs Establishment FTE (rounded)



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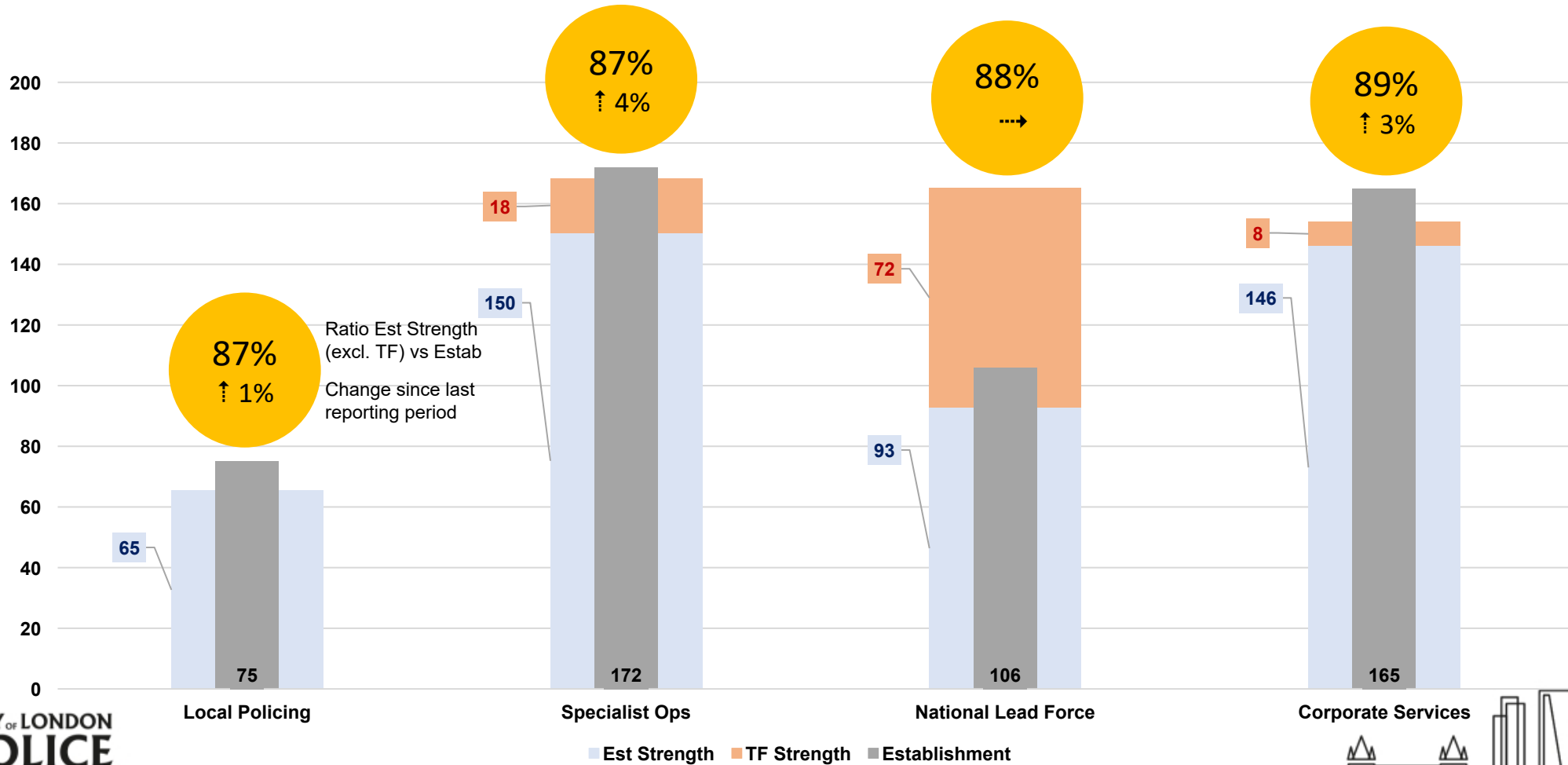
Staff Operational Model Establishment FTE



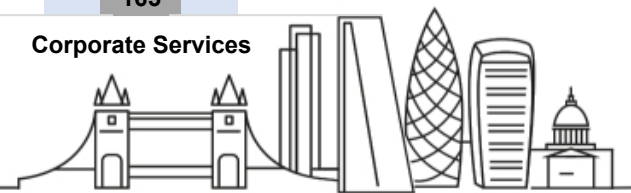
- **Budgeted Establishment:** 517
- **Current Established Strength:** 458 FTE
- **Current vacancies of Established posts:** 59 FTE
- **TF posts:** 205 (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength:** 98 FTE
- **Total Staff Strength:** 556 FTE



Staff Strength vs Establishment FTE (rounded)



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23/24 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted FTE						
Officers	978	403	290	193	86	6
Staff	517	75	172	106	164	0
Total	1495	478	462	299	250	6
Budgeted £m						
Pay Costs	131.1	33.3	30.6	22.4	18.3	26.5
Non Pay Costs	60.9	2.7	2.5	34.4	13.8	7.5
Total Expenditure	192.0	36.0	33.1	56.8	32.1	34.0
Income	(91.0)	(6.5)	(6.1)	(50.0)	(3.1)	(25.3)
Net Budget	101.0	29.5	27.0	6.8	29.0	8.7
Functions incl.		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units AF / NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Def POCA Recharges Unalloc roles Temp roles

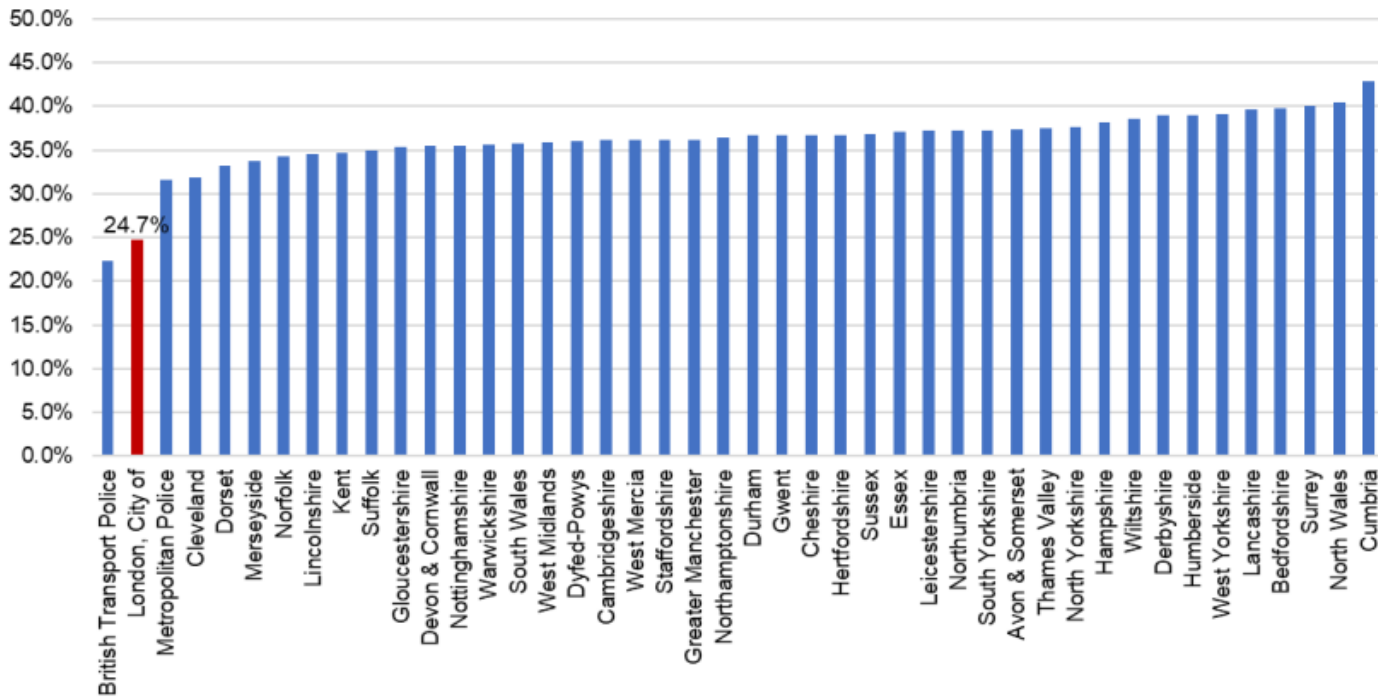
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Staff establishment of 517 FTE, plus natural vacancy factor of 15.



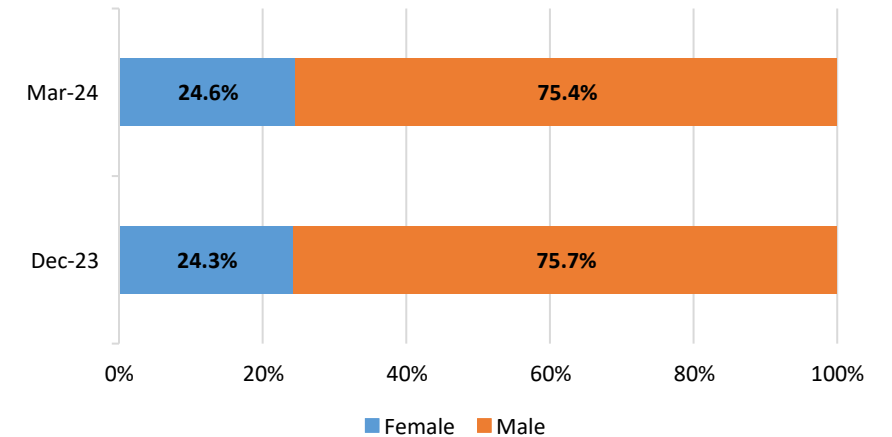
Diversity: Officer Gender

Officer gender profile is slightly increased by 0.3% with 24.6% female of 1001 total officer headcount, compared to 24.3% of 979 headcount in December 2023. 23.7% of all officer joiners (93 officers incl. transfers) between April 2023 and March 2024 were female, 22% of 22 Student Officers recruited over the same period were female.

National Comparison Female Officers (% of Headcount) - 31 March 2023



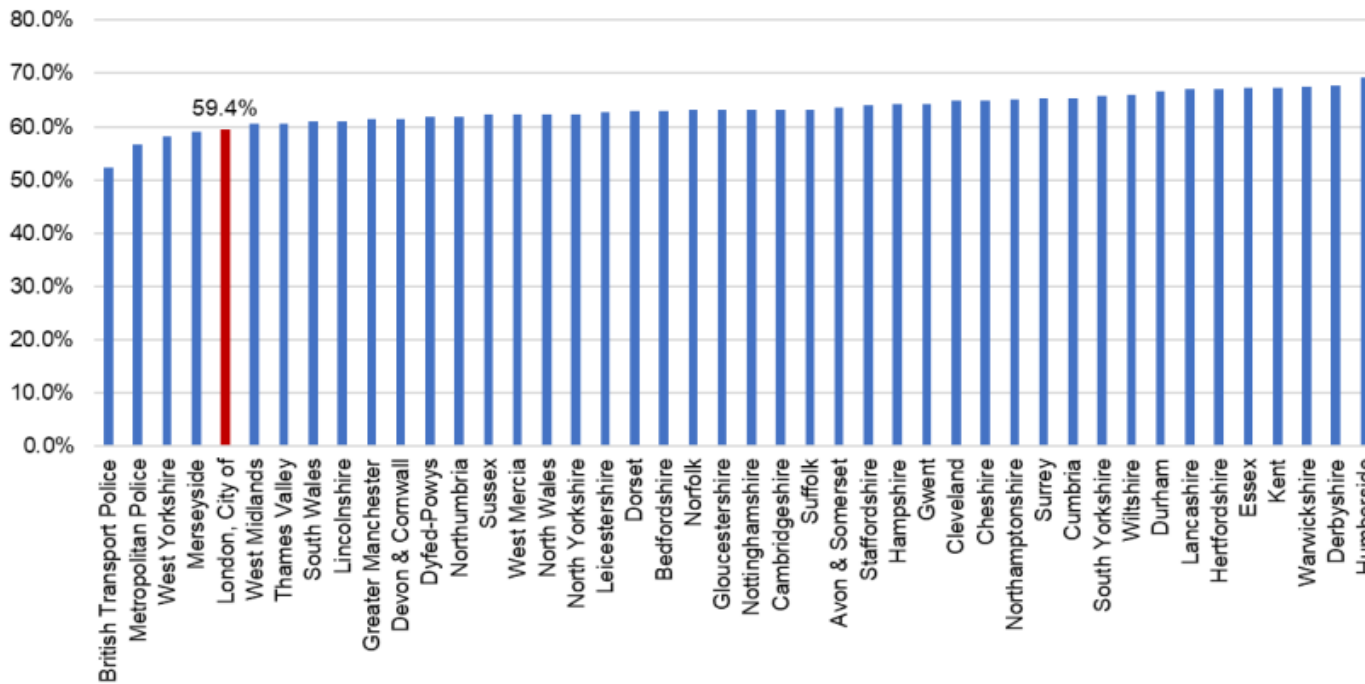
Officer Gender March 2024 % comparison to December 2023



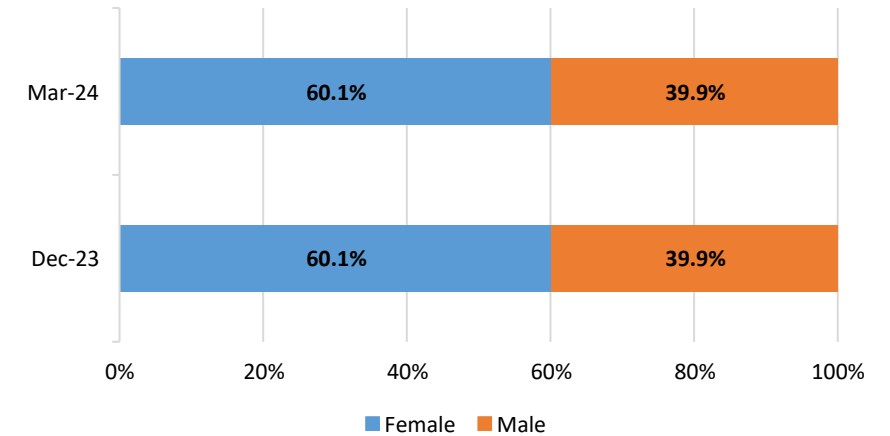
Diversity: Staff Gender

Staff gender profile has not changed since the last reporting period, the female profile at the end of March was 60.1% of 569 total Staff headcount (increased from 547 headcount).

National Comparison Female Staff (% of Headcount) - 31 March 2023



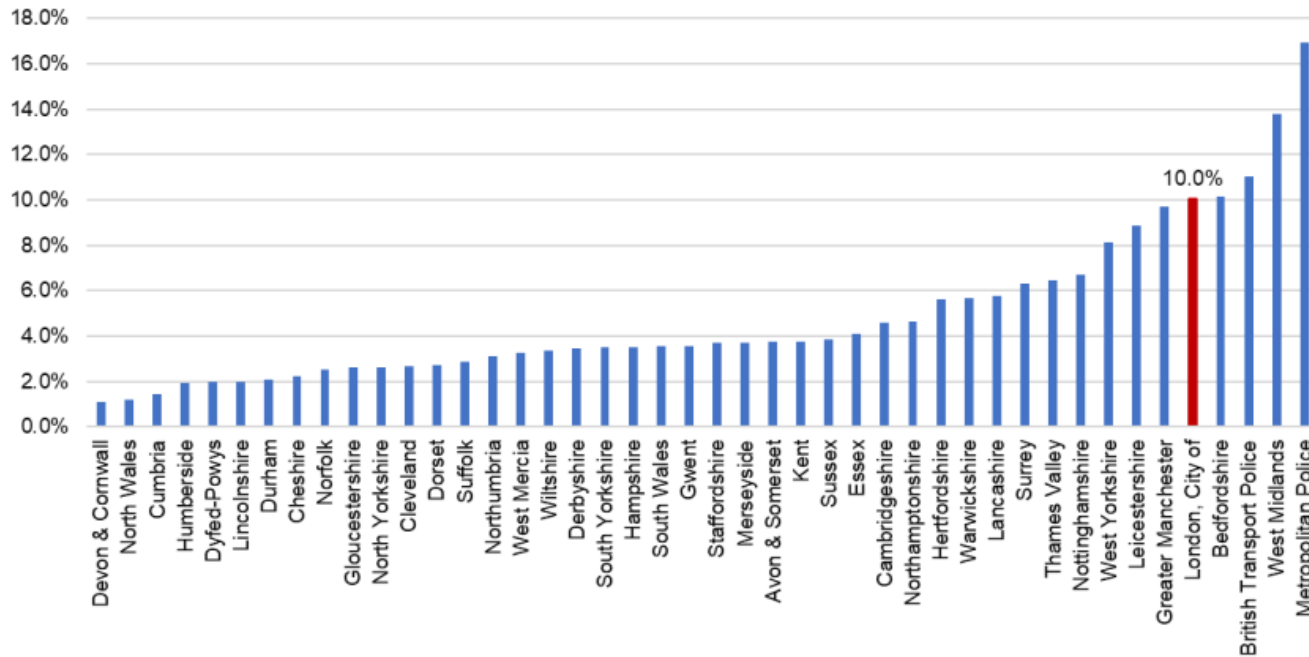
Staff Gender March 2024 % comparison to December 2023



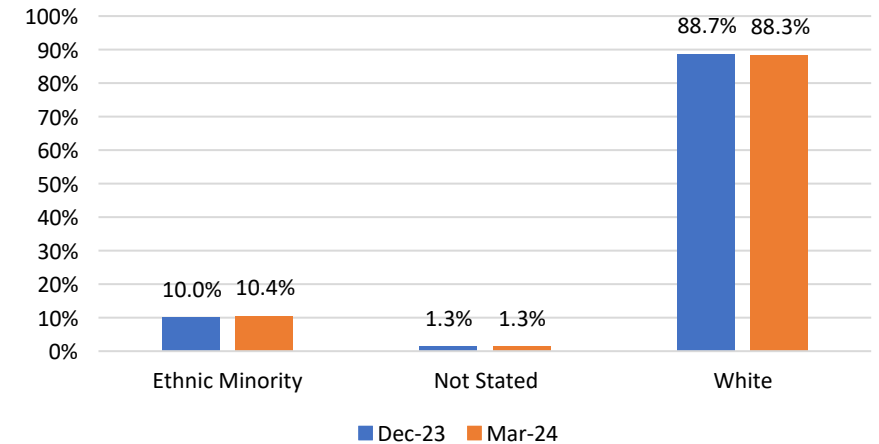
Diversity: Officer Ethnicity

Officer Ethnicity profile has slightly increased from 10% in December 2023 to 10.4% of a total 1001 Officer headcount identifying from an ethnic minority background. 11.8% of all officer joiners and 22.7% of student officers in 2023-2024 were from an ethnic minority background. Of 104 ethnic minority officers, 28% are female and 72% male. CoLP ethnic diversity is towards the higher end of ethnic diversity among other forces but is low compared to the City population.

National Comparison Ethnic Minority Officers (% of headcount) - 31 March 2023



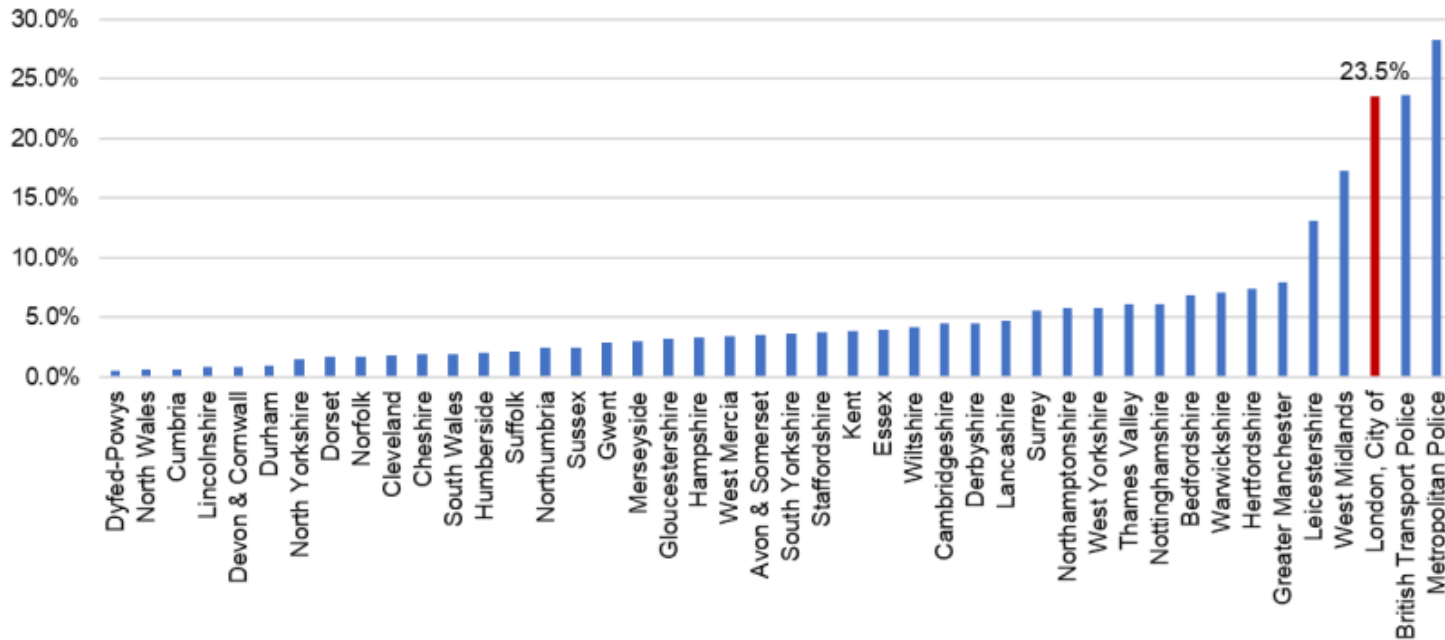
Officer Ethnicity Profile March 2024 % comparison to December 2023



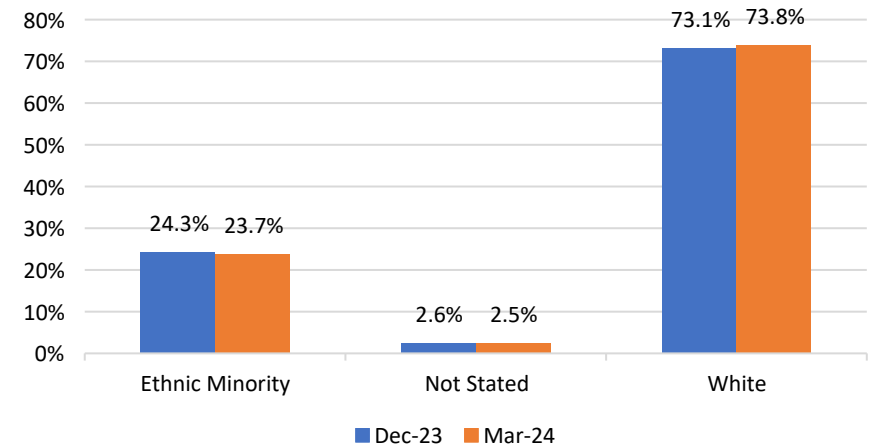
Diversity: Staff Ethnicity

Staff Ethnicity profile has decreased by 0.4% since the last reporting period to 23.7% of an increased 569 total headcount (previously 24.3% of 547 headcount). Of 135 ethnic minority staff, 64% are female and 36% male.

National Comparison Ethnic Minority Staff (% of Headcount) - 31 March 2023



Staff Ethnicity Profile March 2024 % comparison to December 2023



Recruitment

We have continued to recruit against our workforce strategy and maintained our Police Officer headcount in September and March. Our next student officer intake is in September 24, when the force will welcome 14 uniform constables on the newly created Police Constable Entry Programme (PCEP) course from the College of Policing, replacing the previous popular Initial Police Learning and Development Programme (IPLDP) route. For the first time we are offering a part time student officer pathway into force and September's intake will be the pilot for this. We continue also to attract experienced talent into the force and have maintained a steady flow of transferees each month, selected against the force's priority posts such as detectives and firearms. We have recruited 2 transferee Special Constables with a further 3 due to join in the next few months. A further intake is planned this summer for 12 new Student Special Constables.

Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none">• Strategy currently includes a mixture of Uniform and Detective PCEP and we are looking to pilot a specific Fraud and Cyber detective programme through Police Now.
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none">• 'Buddy' system: Supporting under-represented candidates through the recruitment & onboarding process• A new reasonable adjustments process was trialled during the promotion boards for Sergeants and Inspectors. Due to the positive feedback received, this will now be utilised across all recruitment, improving the experience for candidates requiring any reasonable adjustments.• Vocal coach training has been delivered to assist officers or staff who are planning to apply for promotion within the next 12 months. The training focused on developing presentation skills, effective communication and how to manage your speech in pressured environments. The training received a 100% positive response from all participants who attended, further sessions are being planned.
Resources	<ul style="list-style-type: none">• Additional recruitment and vetting resources have been recruited to support the volume of recruitment over the next 3 financial years.• Additional resources have been hired to support the project across Learning & Organisational Development (L&OD), OH and Corporate Communications.
Attraction Strategy introduced	<ul style="list-style-type: none">• Our social medial content is continuing to provide excellent candidate engagement• We are engaging with a wide variety of advertising platforms as well as external partners via our outreach team.• Use of external advertising via Indeed and Croton.• Promoting many more roles on a part time basis to try to attract more underrepresented groups into the force.



Recruitment

Our workforce plan tracker (below) shows the profile for 2023/24 – 2025/26 and reflects our attrition and intake numbers. This was designed to meet the target Officer headcount of 996 by March 2024, we met and exceeded this target with a headcount of 1001. 11 Student Officer joined in September and 10 Student Officers joined in March.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	23/24	24/25	25/26
Headcount Start Month	1,007	995	993	982	979	980	998	990	984	980	990	987	1,007	1,001	997
Target Headcount (986)	986	986	986	986	986	986	986	986	986	986	986	986	986	986	996
Increase / (Decrease) in FTE															
Retirement	(4.0)	(3.0)	(3.0)	(1.0)	(2.0)	-	(3.0)	(3.0)	(4.0)	(3.0)	(4.0)	(2.0)	(32)	(42)	(42)
Other			(1.0)	-		(1.0)							(2)		
Medicals	-	-	-	-	-	-	-	-	-	-	(1.0)		(1)	(1)	(1)
Transfer Out	(2.0)	(2.0)	-	(3.0)	(1.0)	(2.0)	(2.0)	-	(2.0)	(4.0)	(4.0)	(2.0)	(24)	(28)	(72)
Resignations incl Probationers	(6.0)	(3.0)	(9.0)	(4.0)	(2.0)	(3.0)	(3.0)	(4.0)	(2.0)	-	(1.0)	(3.0)	(40)	(30)	(101)
Secondment out not paid by COLP	-	-	-	-	-	-	-	-	-	-	-	-	-	(6)	(6)
End of Contracts	(1.0)	-	-	(1.0)	(1.0)	-	-	-	(1.0)	-	(1.0)		(5)	(4)	(13)
New Probationers	-	-	-	-	-	11						10	21	28	28
Transfers In / Other (returners/rejoiners)	1	6	2	6	7	13			5	15	8	11	74	68	72
Sgt Promotions (including Internals approx. 17)										2			2	8	6
Insp Promotions (including Internals approx. 10)								1					1	3	7
Total Increase / (Decrease)	(12)	(2)	(11)	(3)	1	18	(8)	(6)	(4)	10	(3)	14	(6)	(4)	2
Headcount End Month	995	993	982	979	980	998	990	984	980	990	987	1,001	1,001	997	998
FTE End Month	985	983	972	969	970	988	980	974	970	980	977	991	991	987	988
FTE Establishment (978)	978	978	978	978	978	978	978	978	978	978	978	978	978	978	978
Staff Leavers (Established posts)	(5)	(4)	(3)	(3)	(1)	(4)	(3)	(2)	(2)	(4)	(1)	(4)	(35)	(65)	(65)
Staff Recruitment (Established posts)	11	6	10	3	3	7	5	5	7	13	4	5	79	70	65
Staff Strength (Established posts)	413	416	423	424	426	427	430	433	438	448	451	450	450	491	
Staff Leavers (Temporary posts)	-	(1)	(1)	-	(1)	(1)	-	-	-	-	-	-	(4)	(20)	(20)
Staff Recruitment (Temporary posts)	4	2	4	2	-	3	2	5	2	5	1	3	32	93	20
Total Staff FTE (End month)	492	496	506	508	509	514	518	526	533	546	551	555	555	632	632
Specials Recruitment												2	2	36	36

Recruitment

For the next financial year 2024/25, we will move to using the workforce plan tracker (below) which show our recruitment plans for officers, staff and specials in more detail. This follows on from slide 17, which provided an overview of recruitment for 2023/24.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	24/25
Headcount Start Month	1,001	992	990	987	985	985	995	989	986	984	983	985	1,001
Target Headcount (996)	996	996	996	996	996	996	996	996	996	996	996	996	996
Increase / (Decrease) in FTE													
Retirement	(4.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(37)
Medicals	-	-	-	-	-	-	(1.0)	-	-	-	-	-	(1)
Transfer Out	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(3.0)	(2.0)	(2.0)	(1.0)	(24)
Resignations incl Probationers	(2.0)	(2.0)	(3.0)	(2.0)	(2.0)	(3.0)	(3.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	(29)
Secondment out not paid by COLP	-	-	-	-	-	-	(1.0)	-	(1.0)	(1.0)	-	(2.0)	(5)
End of Contracts	(1.0)	-	-	(1.0)	-	-	-	(1.0)	-	-	-	(1.0)	(4)
New Probationers	-	-	-	-	-	14	-	-	-	-	-	14	28
Transfers In / Other (returners/rejoiners)	-	5	5	6	7	-	4	5	8	8	9	5	62
Ch Insp Promotions	-	-	-	-	-	4	-	-	-	-	-	-	4
Supt promotions	-	-	-	-	-	-	-	-	-	-	-	-	-
Sgt Promotions (excluding Internals approx.)	-	-	-	-	-	-	-	-	-	-	-	-	-
Insp Promotions (excluding Internals approx.)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Increase / (Decrease)	(9)	(2)	(3)	(2)	-	10	(6)	(3)	(2)	(1)	2	10	(6)
Headcount End Month	992	990	987	985	985	995	989	986	984	983	985	995	995
FTE End Month	982	980	977	975	975	985	979	976	974	973	975	985	985
FTE Establishment (983)	983	983	983	983	983	983	983	983	983	983	983	983	983
Staff Leavers (Established posts)	-	(4)	(3)	(6)	(4)	(3)	(4)	(4)	(3)	(4)	(3)	(7)	(45)
Staff Recruitment (Established posts)	8	10	10	10	10	12	10	12	5	5	7	7	106
Staff Leavers (Temporary posts)	-	(1)	(1)	-	-	(1)	(1)	(1)	(2)	(1)	(2)	(1)	(11)
Staff Recruitment (Temporary posts)	1	4	4	4	4	4	4	4	4	4	4	4	45
Total Staff FTE (End month)	563	572	582	590	600	612	621	632	636	640	646	649	649
Specials Recruitment		4	13		2								19

Recruitment: Staff Plan

The force has an overall police staff establishment of 517 posts. Of which, 23 of these have been frozen to fund temporary posts, therefore our recruitment strategy aims to recruit to the 494 active posts within the current establishment. The force, in addition, has 205 Temporary Funded Staff posts, separate resources have been allocated to recruit to vacancies within this model. Three recruitment proposals were presented at People Board in October 23, and agreed a plan based on the balance of demands on the recruitment and vetting teams from Police Officer and Specials recruitment. The aim is to start the new FY at 89% permanent strength, rising incrementally up to 96% by November 24 (excluding held posts). The police staff leavers have been profiled based on 5 years of leavers data, to give the overall recruitment required each month.

There are several variables which we have already accounted for when designing the strategy, but some which we will need to continue to monitor closely for their impact

- A proportion of the vacant roles identified are within Corporate Services (CSD). The new model has now been finalised and implementation has commenced. Recruitment commenced in January 2024.
- The impact of the volume of the recruitment requirements for the new Action Fraud reporting system. Additional resources have been supported and recruitment has begun for these; however, staff working across BAU to support the uplift ambition will be abstracted to support and train these additional resources (mitigated by using a 28hr rather than 35hr working week when producing the demand data).
- Recruitment into the new roles across the new model for Action Fraud could see internal candidates apply, increasing the attrition against the BAU strength and therefore increase the volume of recruitment required against this strategy
- We have recruited an additional 2 recruitment officers to support the Police Staff recruitment, one of whom has started with the force, with the other due to start in June. Vetting continue to recruit into their vacancies to support the additional demand the increase in candidates will have on their department.



Recruitment: Risks and Priorities

Recruitment activity is being managed in relation to all officer and staff posts across the force. The completion of the Corporate Services Review has led to prioritisation of staff roles to ensure key vacancies are filled whilst managing the demand into vetting and HR. Recruitment has begun via a dedicated team within HR to recruit for roles within the FCCRAS and Fraud Reform projects. Separate governance has been set up with the forces Service Delivery Director to oversee FCCRAS recruitment, whereas BAU is monitored via People Board.

Risks identified by Uplift Programme to maintain target

Attrition higher than projected levels

This is being monitored via the Exiting and Retention Meetings. The force has begun to adopt the National Leavers Framework recommended by the former uplift team with the aim of improving retention for officers and staff across the force. The stay pathway work is in the later stages of development and will be rolled out this summer. This will involve a group of volunteers of different ranks and grades speaking to those officers and staff who are thinking of leaving CoLP and discussing any options which may enable them to stay.

Volume of vetting

Demand profiling for the BAU roles has been undertaken to identify resource requirements and recruitment has taken place to support the maintenance of uplift numbers and additional demands from BAU.

Tutoring constables

L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts

Attraction for Police Staff

Work on Job Families has begun with Korn Ferry to update the way we grade, evaluate and compensated. Targeted recruitment for hard to fill roles via different job sites such as The Guardian. We have also engaged officers and staff with large social media followings to promote roles via their X (Twitter) / LinkedIn pages.



Recruitment continued

- We have just completed a Chief Inspector Promotion Board, resulting in the force promoting 13 new Chief Inspectors with a further 4 candidates successful via lateral transfer. Development opportunities were offered to 3 candidates who fell just short of the pass mark to support their progress to this rank in the future. Research by HR and L&D is currently underway with candidates from underrepresented groups who were not successful, looking at any indicators which the force can work on to ensure a greater representation of underrepresented groups at senior ranks. The pilot programme for the reasonable adjustments changes has been successful and is now embedded within every promotion board; offering a face-to-face review of a candidate's reasonable adjustment with two members of the Disability Enabling Network and written recommendations submitted to HR to ensure bespoke support for each candidate requesting adjustments.
- The Vetting Unit within Professional Standards has introduced a new IT System which allows candidates to complete their vetting forms online, moving away from a postal submission. This system indicates to applicants where there are gaps in their information, therefore streamlining and quickening the submission process. The vetting process is being reviewed regarding how it can be improved further now the IT system is embedded to make the process even more efficient.

JOINERS

- A total of 45 police officers transferred into the force during the reporting period, including 10 student officers that joined in March 2024 via a Detective Direct Entry pathway. 93 officers in total have joined CoLP between April 2023 and March 2024.
- A total of 31 police staff joined the force in substantive and fixed-term roles during the reporting period. 112 staff joined in total between April 2023 and March 2024.



People Turnover

During the period (January to March 2024), 25 Police Officers left the force, this equates to a 2.5% turnover rate. A total of 104 Officers left the force in the year 23/24, which is a turnover rate of 10.5% for the full year. Compared to 2022/23 where 112 Officers left the force (11.8%), the number of leavers has slightly reduced. Reasons for leaving are provided in the tables below, the main reason for leaving in 23/24 has been resignation, which is a significant difference to 2022/23 reasons for leaving and is replicated at a national level*.

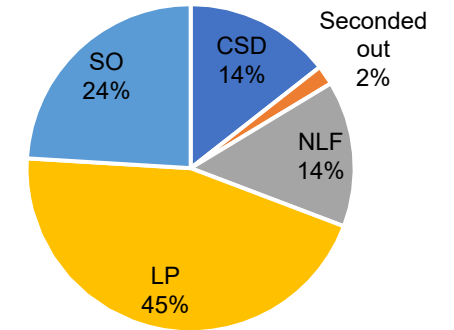
Of the 104 Police Officers that left the force, the majority left from Local Policing (47) and Specialist Operations (25). 22 officers left during their probation. The number of leavers varies per month, on average 8-9 leavers left in 2023/24 and mostly from constable rank.

Police Officers – Reasons for Leaving (per Financial Year)

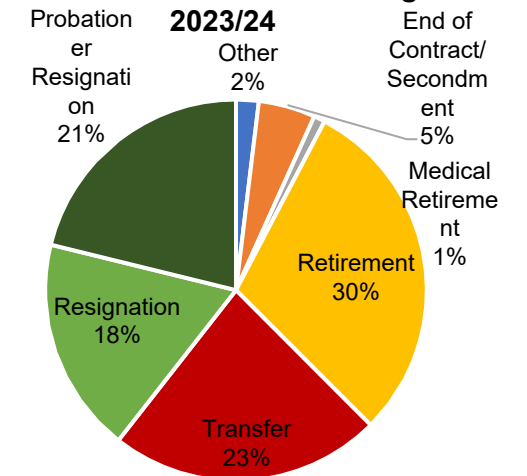
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Other	0	0	0	1	0	1	1
Dismissed	1	1	0	0	0	1	1
End of Contract/ Secondment	1	0	0	4	1	11	5
Medical Retirement	2	0	2	1	0	2	1
Retirement	35	37	31	29	42	43	31
Transfer	9	17	22	14	26	20	24
Resignation	26	7	22	21	27	34	41
Total	74	62	77	70	96	112	104

The Retention and Exiting Working Group continues to review the exiting process to better understand why people are leaving and develop retention strategies. From the exit interviews for both Officers and Staff (April 2021 – March 2024), found another job and retirement were the main reasons for leaving. Between April 2023 – March 2024, those that completed the survey were positive towards their role, working on unique projects, servicing the public and their team. Areas which scored lower across the survey included feelings towards career development and training, management of tasking and planning, communication and morale.

Officer Leavers by Directorate 2023/24



Officer Reasons for Leaving 2023/24



*[Police workforce, England and Wales: 31 March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2023)

People Turnover

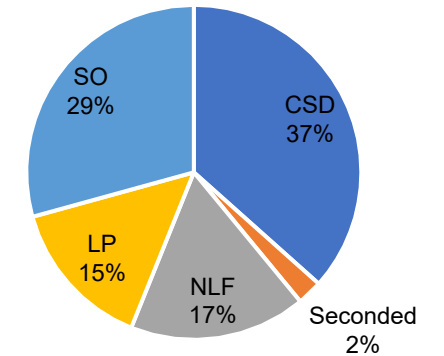
During the reporting period, 10 Police Staff left the force, this equates to 1.7% turnover rate. A total of 41 Police Staff left the force in 2023/24, a 7.6% turnover rate. The number of leavers is significantly lower compared to 2022/23 in which 78 Staff left (16%).

Police Staff – Reasons for Leaving (per Financial Year)

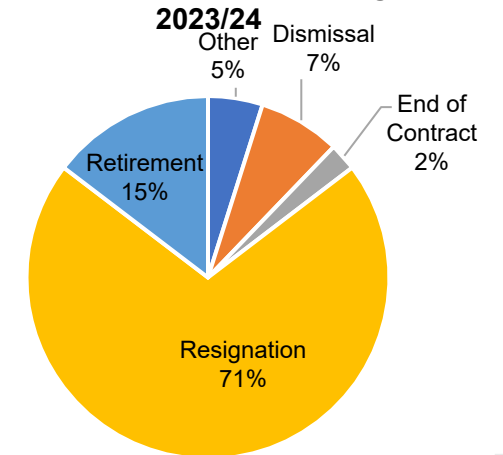
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Other	1	1	0	1	0	0	2
Dismissed	2	1	1	2	0	3	3
Medical Retirement	0	0	0	0	0	0	0
End of Secondment/ Contract	0	1	0	0	1	1	1
Redundancy	1	1	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	28
Resignation joined Police	7	2	0	0	2	2	1
Retirement	5	10	6	7	8	11	6
Transfer	2	0	0	0	0	0	0
Total	60	65	51	35	63	78	41

The main reason for leaving was resignation, the majority of leavers were from Grades C and D. 39% of leavers had up to 5 years' service, 41% had between 5- and 15-years' service, and 19% had 16 years or more service at the time of leaving.

Staff Leavers by Directorate 2023/24



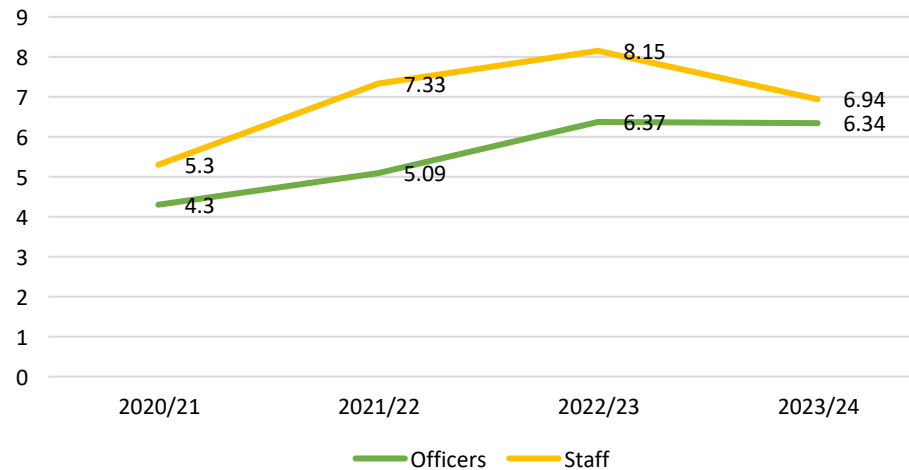
Staff Reasons for Leaving 2023/24



Sickness

- The Home Office (HO) & His Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During April – March 2024, the force's sickness absence rate was 2.46% for Officers, and 2.84% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 6.34 days and for Police Staff was 6.94 days during this period. In comparison to 2022/23, average days lost is similar for Officers but has reduced for Staff in 2023/24 (2022/23 reported: Officers – 6.37, Staff – 8.15 average days lost). The graph below shows the total average days lost by financial year since 20/21.
- The force has reviewed its internal sickness target and agreed a target of 'less than 10 days sickness in a 12-month period' for officers and staff, this links to the sickness triggers already in place and allows for greater link up between management boards.

FY Comparison of Average Sickness Days Lost by Employee Headcount



Occupational Health (OH) Referrals

The City of London OH Service undertakes pre-employment medical assessments for officers and staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements.

For the period 1 April 2023 to 31 March 2024, OH have received 92 pre-employment requests of which 87 were responded to within their SLA of 2 working days (95% response rate) . Please note that review appointments, officer transferee and student officer recruitment medicals are not included in these figures.

Within the same period, the OH Advisors received 208 referrals of which 176 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 84%. In addition, there were 71 referrals to the OH Physician (OHP) all of which 69 were seen within the SLA, a response rate of 97% (the SLA for OHP is to offer appointments within 14 days of receiving a referral. The OHP is contracted 1 day per week for 45 weeks). Please note that health surveillance and case management review appointments are not included in these figures.

The Memorandum of Understanding between OH and the Force is being reviewed to ensure OH have the resources they need to meet the increase in demand for OH services from the Force.



Health & Safety

There has been a slight decrease in the total number of health and safety incidents reported during the last quarter of 2023/24 in comparison to Q3. However, the number is consistent with the other quarter during the year. The highest number of health and safety incident reports were as a result of assaults on police officers and police staff. In comparison to 2022/23 the overall number of health and safety incident reports has increased slightly. The largest increase was against assault reports which has been seen across all quarters. It is thought this is due to work undertaken to increase awareness of assault reporting and the introduction of annual reporting to the Home Office in ADR submissions.

Of the reports received 2 were reportable to the Health and Safety Executive under the category of over 7-day category where an employee is unable to undertake their role or usual work activities for a period of 7 days or more immediately following the incident. One incident related to a member of the public who reversed into a police motorcyclist who intended to stop the vehicle. The remaining incident related to training incidents one where an officer was trialling a new fitness programme during which an awkward fall resulted in a fracture to the officer's thumb.



Wellbeing

A presentation was made to the Police Authority Board in February 2024, where the importance of wellbeing in HMICFRS inspections and the top-down and bottom-up approach adopted by CoLP was explained. The key steps were outlined as:

- Established monthly rhythm and tempo with the strategic and delivery boards both in place
- Governance and accountability in place
- Agreed on the strategic 'top down' approach
- Prioritised ground up areas to explore
- Strategic representatives secured for statutory areas of OH and HR (crucial to HMICFRS)
- 40+ wellbeing ambassadors
- Wellbeing ambassadors into teams and assigned tasks to support top down and ground up work streams

Progress so far

The Strategic Wellbeing Board is now established, it will meet monthly and will be chaired by T/Assistant Commissioner Adams. The strategic priorities for CoLP are:

- **Mental Health** - the greatest reason for sickness absence at CoLP this is reflected in national statistics
- **Sleep and fatigue recovery** - National data shows policing causes severe fatigue, which affects sleep quality and duration; 70% officers and 60% staff report being highly fatigued. This is a national priority, so CoLP will benefit from support products with minimal investment.
- **Preventative and Proactive Initiatives** - taking steps to prevent ill health supports individual wellbeing, reducing the demand for Occupational Health support. It is recognised that Wellbeing is vast and demands vary in each area. Keeping it broad allows flexibility for a bespoke approach whilst having a shared and agreed priority



Appendix 1: Key Terms

Budgeted Establishment (FTE) – The number of Full Time Equivalent posts that our current budget can afford.

Operational Model Establishment (FTE) – The number of Full Time Equivalent posts that are currently allocated in our operational model.

Current Strength (FTE) – This is the current number of Full Time Equivalent people we have sitting in posts. Strength related to roles filled for established posts and Temporary Funded (TF) posts.

Current Headcount (People) – This is the actual number of people we have in the organisation either part time or full time. (NB this is the figure used for the National Workforce Data Tracker, previously Uplift Programme)

Temporary Post funded from budgeted establishment – a temporary role that is funded by money already accounted for within the budgeted establishment.

Temporary Post funded from existing post not backfilled – a temporary role that is funded by holding a substantive funded post vacant.



Appendix 2: Operating Establishment

Operating establishments in four areas at 31 March 2024:

- Local Policing
- Specialist Operations
- National Lead Force
- Corporate Services



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Neighbourhood Policing	99	82	6	7
Response & VCU	76	166	9	7
Taskforce	190	155	15	12
Contact & SMT	26	25	45	39
Total Local Policing	391	428	75	65



Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	104	92	73	80
Investigation Services	159	158	25	23
Forensic Services	7	8	29	25
Criminal Justice System	27	27	45	40
SO SMT (Supt above)	5	4	0	0
Total Specialist Ops	302	283	172	168



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	62	10	11
NLF Fraud	50	37	15	29
NLF Coordination	11	12	8	9
NFIB	18	21	46	76
Action Fraud	0	0	24	39
NPCC Cybercrime	9	8	3	1
NLF SMT (NLF Ops) & Officer Secondments	10 (4 Secondments)	6 (2 Secondments)	0	0
Total National Lead Force	163	146	106	165



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Chief Officer Team	5	6	2	3
HQ Services	27	27	40	32
Support Services	2	4	66	63
IMS and IT (Incl. Business Insights)	4	3	41	33
Professionalism and Trust	48	66	16	23
Total Corporate Services	86	106 (incl. 2 secondments)	165	157 (incl. 3 secondments)



A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

Appendix 3: Recruitment Delegation – Strategic Workforce Planning

- 1. Internal Police Officer Recruitment** – (approval level LRPM only) Posts that are funded through either core funding or external/national funding can and should be recruited to with LRPM approval only. Due to the Force being at or over establishment of officers every effort should be made to develop and recruit internally, including specialist skills such as Detective and Firearms.
- 2. External Police Officer Recruitment** – (approval level People Board) Any request for an external advert for Police Officers must be approved by People Board and if approved the post(s) would need to be accounted for in our transferee numbers across the next 12 months which are limited and will only be considered after point 1 above has been exhausted.
- 3. Police Officer posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 4. Police Staff posts other than Corporate Services** (funded externally / national funding / Core funded i.e. in establishment) – (approval level LRPM only). Police Staff vacancies other than Corporate Services Posts can be recruited to internally and externally with LRPM approval. A careful balance of developing our own staff and bringing new capacity and capability into the organisation should be considered.
- 5. Police Staff posts in Corporate Services** during the review (approval level People Board), these need to be carefully considered as we go through change to mitigate any risk of redundancies.
- 6. Police Staff posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 7. Any suggested conversion of posts** from Staff to Officer or Officer to Staff must come to People Board for decision.

