

<b>Committee:</b>	<b>Date:</b>
Police: Performance and Resource Management Sub Committee	15 <sup>th</sup> November 2013
<b>Subject:</b> Human Resources - Monitoring Information April 2013 – September 2013	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 55/13	<b>For Information</b>

### SUMMARY

This report sets out the Force's Human Resources monitoring data for the six month period from 1 April 2013 to 30 September 2013. The data is presented in the format previously agreed by the Committee.

The data in the report includes information on:

- Force strength - which is currently 752 (rounded FTE) Police Officers and 385 (rounded FTC) Police Staff (including PCSO's).
- Joiners and leavers - 5 Police Officers joined the Force during this period and 26 left. There have been 19 new Police Staff joiners, and 21 leavers.
- Ethnicity - The proportion of regular officers from an ethnic minority in the Force is 5.9%.
- Sickness - average working days lost are for Police Staff 7.6 days and for Police Officers 5.2 days
- Grievances - 7 separate grievance cases, submitted by 1 Police Officer and 6 Police Staff.
- ETs – 4 received during the reporting period.

### **RECOMMENDATION**

It is recommended that:

Members note the contents of this report.

## **BACKGROUND**

1. It has been agreed that Human Resources would provide a performance monitoring report every six months. This report provides information for the reporting period between 1 April 2013 and 30 September 2013.

## **WORK FORCE MANAGEMENT**

2. The City of London Police currently has an overall strength of 752 (rounded FTE) Police Officers, against an establishment model of 730.5. The establishment is based on the 'City First' model which was implemented on the 1<sup>st</sup> April 2013; however there have been a number of agreed changes since 'go live', due to new units established as a result of additional funding streams received, which has increased the overall establishment figure since 1<sup>st</sup> April 2013. As previously reported to your Sub Committee there are limited options for reducing Police Officer numbers, and as a Force, we continue to manage Police Officer numbers down to strength over a planned three year period in a manageable way using natural wastage, the three year period being 2012 to 2015. All vacancies are managed via a Budgeted Post Board which is chaired by the Assistant Commissioner and oversees all workforce planning activity within the Force and reviews the model to ensure that we continue to operate and reduce the number of staff in line with the Medium Term Financial Plan (MTFP).
3. The strength of Police Staff is currently 385 (rounded FTE) against an establishment model for City First of 446.7. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current Fixed-term contracts. However this figure excludes agency workers (of which there are 66) who are principally employed to deliver time limited work, projects and transitional arrangements to the new structure

<b>Rounded FTE</b>		<b>31 March 2011</b>	<b>31 March 2012</b>	<b>1 April 2013</b>	<b>1 October 2013</b>
Officers	Establishment	878	886	712.5	730.5
	Strength	872	822	775	752
Staff	Establishment	417	412	422.5	446.7
	Strength	337	330	394	385
PCSO's (included in the Staff numbers)	Establishment	52	52	16	16
	Strength	44	38	16	15.48
Specials	Establishment	100	100	100	100
	Strength	84	99	89	74
Volunteers	Strength	4	24	25	16

4. The Force is actively recruiting Special Constables during 2014, given that current strength falls below our target establishment.

## LEAVERS

5. During the reporting period, 26 Police Officers, 7 Special Constables and 21 Support Staff left the City of London Police. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group.

### Police Officers

<b>Reason for leaving CoLP</b>	<b>2012 /13</b>	<b>2013/14</b>
Death in service	0	0
Dismissed	1	0
Medical Retirement	0	2
Retirement	37	14
Transfer	5	4
Resignation	7	6
<b>Total</b>	<b>50</b>	<b>26</b>

### Special Constabulary

<b>Reason for leaving CoLP</b>	<b>2012/13</b>	<b>2013 /14</b>
Death in service	0	1
Resignation	9	5
Joined Regulars	1*	0
Dismissal	0	1
<b>Total</b>	<b>10</b>	<b>7</b>

\*Joined another force

## Support Staff

Reason for leaving CoLP	2012/13	2013 /14
Death in service	0	0
Dismissed	1	3
Medical Retirement	1	0
Retirement	11	3
Transfer	1	0
Resignation (inc end of contract)	43	15
(To join the Police Service, not CoLP)	1	0
<b>Total</b>	<b>58</b>	<b>21</b>

## RECRUITMENT

6. The City of London Police has run 55 recruitment campaigns aimed at recruiting to vacant posts for Police Officers, and 50 recruitment campaigns aimed at recruiting to vacant posts for Police Staff.
7. 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 a result further recruitment campaigns are required.

### Police Officer recruitment

8. Five Police Officers were recruited during the period (recruited into specialist posts), all of whom were transferees; no Special Constables were appointed during this period.

### Support Staff recruitment

9. Nineteen individuals have been appointed during this period.

## EQUALITY & DIVERSITY ELEMENTS

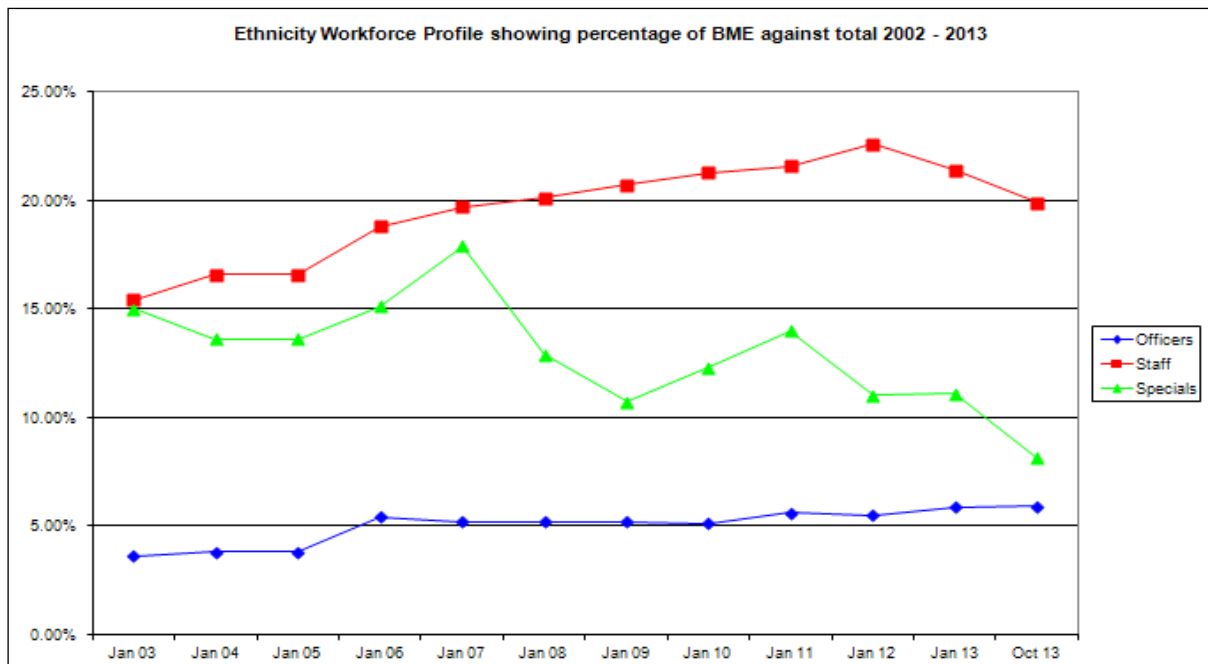
### Ethnicity

10. During the previous 12 months there has been a small increase in the percentage of Black and Minority Ethnic (BME) Police Officer numbers. However on closer examination of the data, it is evident that the increase is as a result of the reduction in the numbers of Police Officers identified as 'white' as opposed to an increase in the numbers of Police Officers identified as

'BME'. The Force continues to work to increase the numbers of BME Police Officers as part of its ongoing recruitment initiatives

***How the workforce has changed over the last 10 years...***

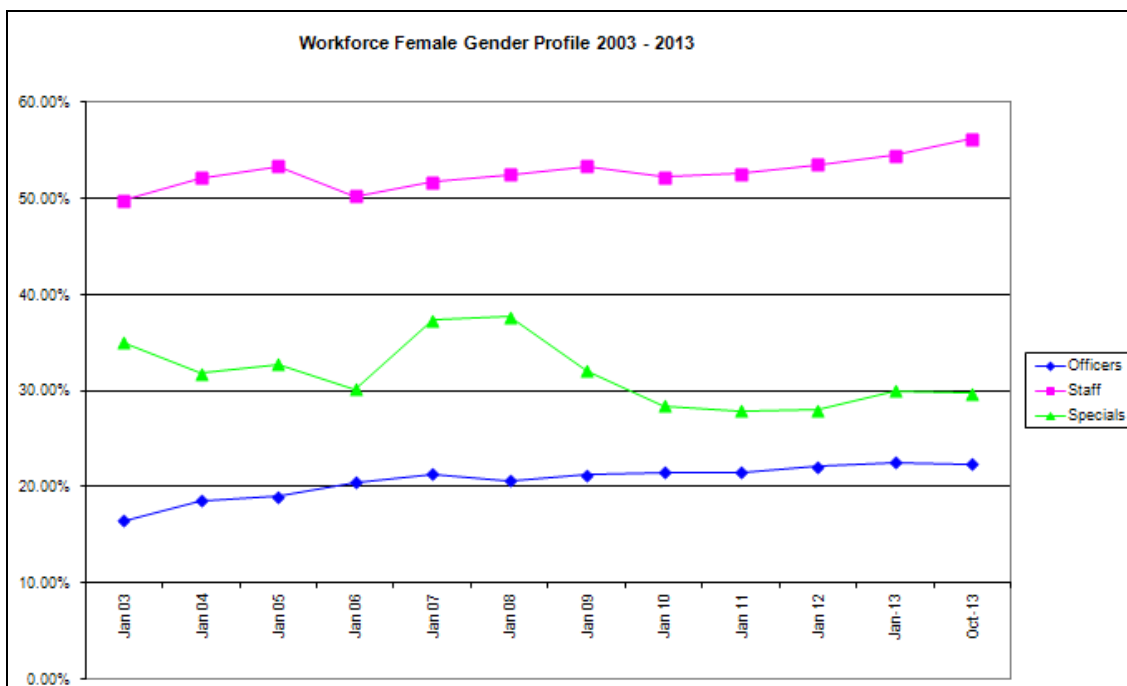
11. The graph below identifies the percentage changes over the last 10 years, of the proportion of BME staff in the City of London Police, against the total workforce. It is identified that in the case of Police Staff the percentage of people identified as BME has decreased slightly from 22.6% to 19.9% (Jan 2012 – Oct 2013). In the case of Special Constables there is little change between Jan 2012 (11%) and Jan 2013 (11.11%). However there has been a significant decrease to 8.11% between January 2013 and October 2013 due to a number of Special Constables leaving the force (the reasons for leaving identified earlier in this report). In the case of Police Officers, there has been slow growth in percentage terms from 3.6% in 2003 to 5.91% in 2013. Future growth will be affected by the recruitment of Student Officers, planned for 2014



**Gender**

12. During the 10 years 2003 - 2013 the percentage of female officers has steadily grown to 22%. Support staff female representation is 56.2%.

13. The graph below shows the percentage change, over the last 10 years, of the proportion of females against the total workforce. It can be seen that in the case of staff, the percentage of females has remained over 50%. In the case of Specials the percentage has fluctuated around  $\pm 30\%$  but that should be seen against a steady growth in Special Constables from around 50 in 2003/04 to 100 in 2012. In the case of officers there has been gradual growth in percentage terms from 16.5% in 2003 to 22.5% in 2013.



## Disability

14. There are currently 32 Police Officers, 23 Police Staff, 3 Special Constables and 1 Volunteer who identify themselves as having a disability.
15. Currently 40 officers and 13 staff are working under either 'recuperative' or 'restricted' duties. Restricted duties do not indicate disability as they are usually advised as a temporary solution following consultation with the Occupational Health Service to assist staff to return to work following injury or illness. All restricted and recuperative duties are regularly reviewed and managed as part of sickness absence management.

## **Sexual Orientation**

16. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 21 staff have identified themselves as Lesbian, Gay, Bisexual or Transgender (LGBT). However, many staff choose not to answer this question.

## **Age**

17. The age profile of Police Staff ranges between 20 and 60+. There are two staff members aged over 65 and 18 staff members who are aged between 60 and 65. Special Constables' ages range from 21 to 65.
18. The age profile of Police Officers spans between 23 and 59 years. There are 15 Officers between the ages of 56 and 59.

## **Religion and Belief**

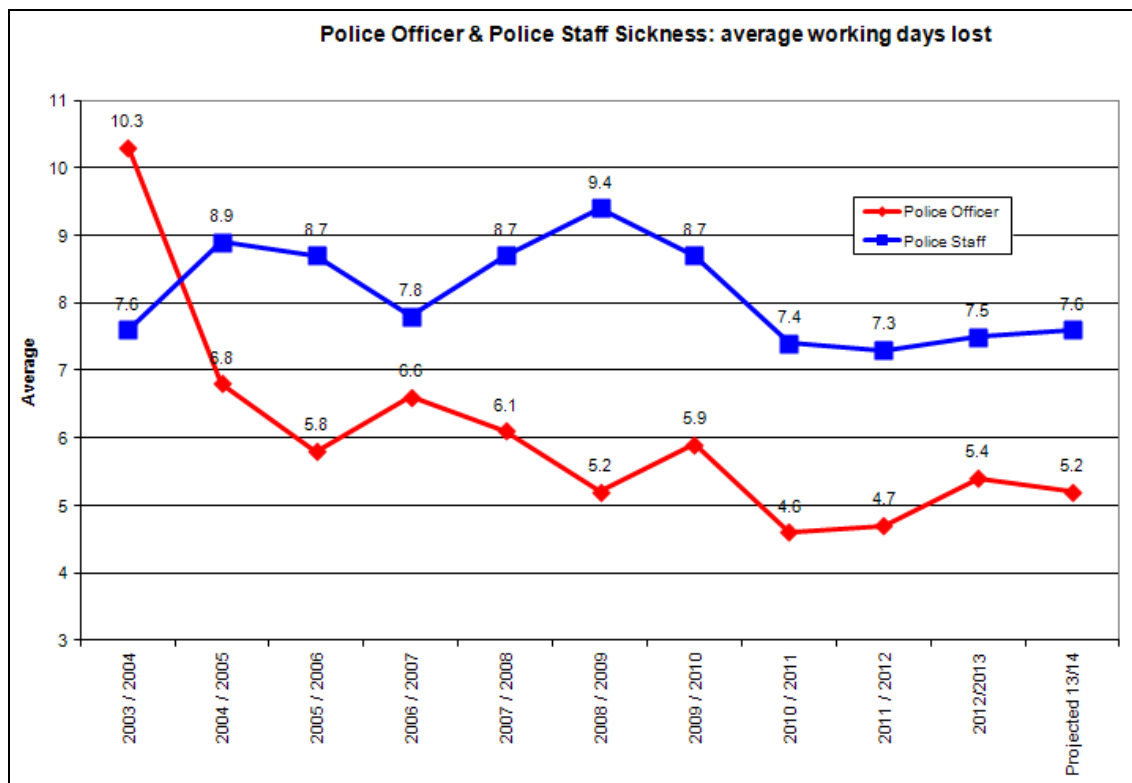
19. Currently 35.6% of the workforce identifies themselves as Christian, 2.8% as Muslim, 2.7% as 'another religion or belief' and 24.1% as having no religion or belief with the remaining 34.9% not disclosing a religion or belief.

## **SICKNESS ABSENCE MANAGEMENT**

20. The Home Office and Her Majesties Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against "available working hours". During the period under review, working hours lost were 17,302 for officers and 11,453 for police staff. In percentage terms, (working time lost / Contracted Hours available) this is 2.57% for police officers and 3.81% for police staff.
21. However, the City of London and other organisations use working days lost as a comparator. The average working days lost for officers is 5.2 against a target of 6 and staff 7.6 against a target of 7. Excluding long term sickness the average is reduced to 2.6 and 3.3 respectively. It should be noted that there were particular circumstances that contributed to the final figure of 7.5 for support staff last financial year, those being natural uncertainty around changes brought in by City First, (although a number of support mechanisms were in place) and

a number of teams running below strength. In addition, the group of staff most affected by the changes brought about by the City First model were PCSOs, who experienced a high level of sickness.

22. Support is provided to managers on dealing effectively with Sickness Absence Management, with a training programme being delivered to all managers during October and November 2013.



23. 50% (1,003 days) of Police Officer sickness and 57% (867 days) of Police Staff sickness is 'long-term'.

## GRIEVANCES

24. During the reporting period a total of 7 grievances have been raised which consisted of 6 grievances from Police Staff and 1 grievance from a Police Officer.
25. The City of London Police have received four Employment Tribunal claims within the reporting period which relate to claims of race discrimination and / or disability discrimination which are currently being actively managed with the



Comptroller and City Solicitors and are currently awaiting 'Case Management Discussion' meetings.

## **RECOMMENDATIONS**

26. Members are asked to note the contents of this report.

## **CONCLUSION**

27. The City of London Police continues to actively manage its workforce. Officer numbers continue to be monitored and are reducing to the City First model establishment in line with plans within the Medium Term Financial Plan. There is a significant amount of recruitment being undertaken, particularly for police support staff to fill vacant established posts permanently to create a more stable workforce and reduce the use of agency staff that will, going forward, only be utilised to meet time limited projects and areas of extraordinary need. Where 'areas of concern' have been noted, such as levels of support staff sickness, work is actively being undertaken around improved training for line managers. In addition, future planned recruitment for student officers will help to improve the direction of travel for the diversity mix of Officers.

## **Background Documents:**

HR Monitoring Information data  
Home Office Guidance  
Equality and Diversity Information 1<sup>st</sup> October 2013

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