| Committee(s): | Date(s): |
|---|---|
| Police Performance and Resource Management Committee- For information | 21st June 2019 |
| **Subject:** Human Resources Monitoring Information 1st October 2018 – 31st March 2019 | **Public** |
| **Report of:** Commissioner of Police Pol 47-19 | **For Information** |
| **Report Author:** Julia Perera, HR Director | |

**Summary**

This report sets out the City of London Police ('the Force') Human Resources monitoring data for the period **1st October 2018 – 31st March 2019** unless stated otherwise**.** 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 March 2019 was 735.47 (FTE) Police Officers and 413.02 (FTE) Police Staff which includes PCSOs and a further 20.16 (FTE) Police Staff which includes apprentices and staff that are in funded posts not recorded in our Establishment.
- Please note that the Establishment is at 451.1 for staff and 756 for Officers the strength is based on how many FTE's were in force at the end of March 2019.
- **Sickness** – the average working days lost for Police Officers is 3.4 days and for Police Staff is 4.8 days during the reporting period. For both Police Officers and Police Staff the City of London Police is below the national average.
- **Grievances** – 6 grievance cases have been submitted by 4 Police Officers and 2 Police Staff during the reporting period.
- **Employment Tribunals** – There have been no Employment Tribunal cases submitted during the reporting period.

**Recommendation**

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 Sub Committee. This report covers the reporting period between 1st October 2018 and 31th March 2019.

**Workforce Management**

2.  As of 31st March 2019, the City of London Police had an overall strength of 735.47 Police Officers, against an Establishment model of 756. 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.  Recruitment activity is ongoing for Police Officer posts. This targets skill gaps within the force such as Financial Investigators and Firearms Officers.

4.  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.

5.  The strength of Police Staff is currently 413.02 (FTE) against an Establishment model of 451.1, this indicates a decrease from the same period last year (417.12). 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 reduce the number of agency staff roles which has been achieved and continues to be closely monitored by the Strategic Workforce Planning Meeting.

*Table of CoLP Officer and Staff Establishment Figures vs Strength as of 31/03/2019*

| Rounded FTE | | 31/03/14 | 31/03/15 | 31/03/16 | 31/03/17 | 31/03/18 | 31/03/2019 |
|---|---|---|---|---|---|---|---|
| Officers | Establishment | 732.5 | 730.5 | 730.5 | 735 | 735 | 756 |
| | Strength | 742 | 727 | 698.86 | 675.49 | 695.38 | 735.47 |
| Staff | Establishment | 470 | 460.7 | 450 | 468.1 | 451.10 | 451.10 |
| | Strength | 400 | 396 | 413.71 | 411.46 | 443.20 | 413.02 |
| PCSO's (included in the Staff numbers) | Establishment | 22 | 16 | 22 | 22 | 14 | 6.79 |
| | Strength | 12 | 10 | 16 | 11 | 8 | 5.79 |
| Specials | Establishment | 100 | 100 | 100 | 100 | 100 | 100 |
| | Strength | 82 | 61 | 55 | 58 | 73 | 76 |
| | | | | | | | |
| Agency | Strength | 74 | 31 | 18 | 18 | 33 | 24 |
| | | | | | | | |
| Volunteers | Strength | 15 | 16 | 23 | 21 | 9 | 12 |

6.  As per the workforce Plan, the force has scheduled a yearly student officer campaign, the force has also profiled in regular transfer officer campaigns which will target skills that the force require.

7.  In 2019/2020 following Strategic Management Board (SMB) approval the force will be undertaking a new process for Student Officer Recruitment which will

aim to attract a diverse range of applicants. This will also assist us in exploring the option of Direct Entry Detectives and Direct Entry Cyber Detectives.

8.  In order to meet the Corporate Plan objectives the Force is also undertaking a National Pilot led by the Special's Commander James Phipson which will look at recruiting a cadre of Volunteers with a variety of skills that could be utilised by the Force especially when we need to flex our resources around major events such as the Lord Mayor's show or critical incidents. This will involve Volunteer Recruitment days and collating a data base of all the Volunteers with each of their specific skills. Additionally it will enable the Force to utilise specialist skills in other areas where we lack them which could enable us to deal with operational matters or projects in a more efficient and cost effective manner. The project is well-advanced, with 14 newly recruited volunteers already deployed, and over a hundred in the pipeline. Announcements will be made shortly about partnerships with some major financial institutions under the ESP (Employer Supported Policing) scheme.

9.  Based on our attrition rates and predicted retirements over the next five years the Force has built within its workforce plan and recruitment strategy that we will be recruiting 100 probationers and 220 transferees, which supports the Force's corporate plan. In terms of what skills the Force will require for the next 5- 10 years in order to meet the corporate plan will be determined through a variety of avenues: The 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 eight strategic objectives (Counter terrorism, Fraud, Cyber Crime, Roads Policing, Public Order, Anti-Social behaviour, Vulnerable People, Violent and Acquisitive Crime).

**People Development**

10. The PDR year runs from April – March for both Police Officers and Police Staff, therefore at this present time we are unable to report on completion rates and scores given for 2018/2019, this will be included in the Monitoring Report which covers the period of April 2019 – September 2019. Following the introduction of the on-line PDR System in April 2018, which allows updates to be made throughout the year in regards to training, development and skills as well as career aspirations, will provide the force with qualitative data which will assist in identifying training needs within the force. This in turn will feed in to our training plans, and workforce planning in terms of skills required and ultimately enable us to meet the corporate plan objectives.

11. The College of Policing is in the process of reviewing the manner in which Police Officer Personal Development Reviews are assessed and relating the performance to pay reviews. The CoLP are actively participating in the working group to advise on processes and implementation.

12. A new PDR and Skills Matrix reporting system has been implemented as part of the HR systems upgrade. This automated system will allow the force to capture and analyse any further development needs of each employee, however the benefits of these new reporting systems will not be seen immediately but their benefits and reports will be highlighted in future committee reports.

13.     The Talent Development Strategy 2017-20 at the City of London Police provides the framework that we use to ensure that we attract, retain and develop our total workforce and ensure our approach is consistent, fair and equitable. The Talent Development delivery plan gives a strategic overview of the framework for the delivery of the plan against define, attract, select, develop, 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. This will dovetail with the final BAME Action Plan also.

14.     Work on the implementation of the Policing Education Qualifications Framework (PEQF) continues with a focus now on costings. Bids from the Higher Education Institutions (HEIs) have been evaluated and a clear 'winner' identified to collaborate with CoLP on the design and delivery of the framework programmes. A potential issue with the costings of the 'winner' have now been clarified (and are within the levy funding threshold) and we will be proceeding imminently following guidance from our colleagues in CoL Procurement.

15.     We have recently procured a new first-aid training provider, a company which has a great deal of experience in this field, most notably as the sole provider for first aid training to the National Crime Agency, both in the UK and overseas. Their team is made up of ex-military trauma medics and others with similar emergency service backgrounds. They are creative and innovative in their delivery- for example, using video footage of real-life scenarios and various props including cyber t-shirts to bring anatomy to life, specialised black-out goggles and adrenaline simulator gloves which add to the realism. Despite only starting with us last week, the new package has already made quite an impact on the force with excellent feedback from across all ranks. The course capacity has increased from our previous provider, meaning that more training places are available at a lower cost, resulting in an additional cost saving to the force (approx. £15,000).

16.     The Training Needs Analysis remains a priority for the force, we need to better understand the skills that both officers and staff already have, we well as where any training gaps exist. An initial scoping exercise has identified some priority mandatory areas where training is required, work continues to fill these in the most cost-effective and efficient way possible. Workshops will start taking place from June with each department to work through their individual templates, testing that the profiles are accurate, that the detail remains up-to-date and where efforts need to be focussed to find solutions for any skills shortfall.

**Training Review Programme**

17.     The Custody training tracker is closely monitored and all are currently in date with their training. These courses are delivered to both Custody Sergeants and Gaolers to ensure they have the correct knowledge and skills to perform this specialist role, with refreshers providing them with any new knowledge or lessons learned from across our policing partners. During this 6 month period, 19 have been trained as Sergeants and 11 Dedicated Detention Officers. In addition, we have identified certain training needs and delivered bespoke courses as and when required.
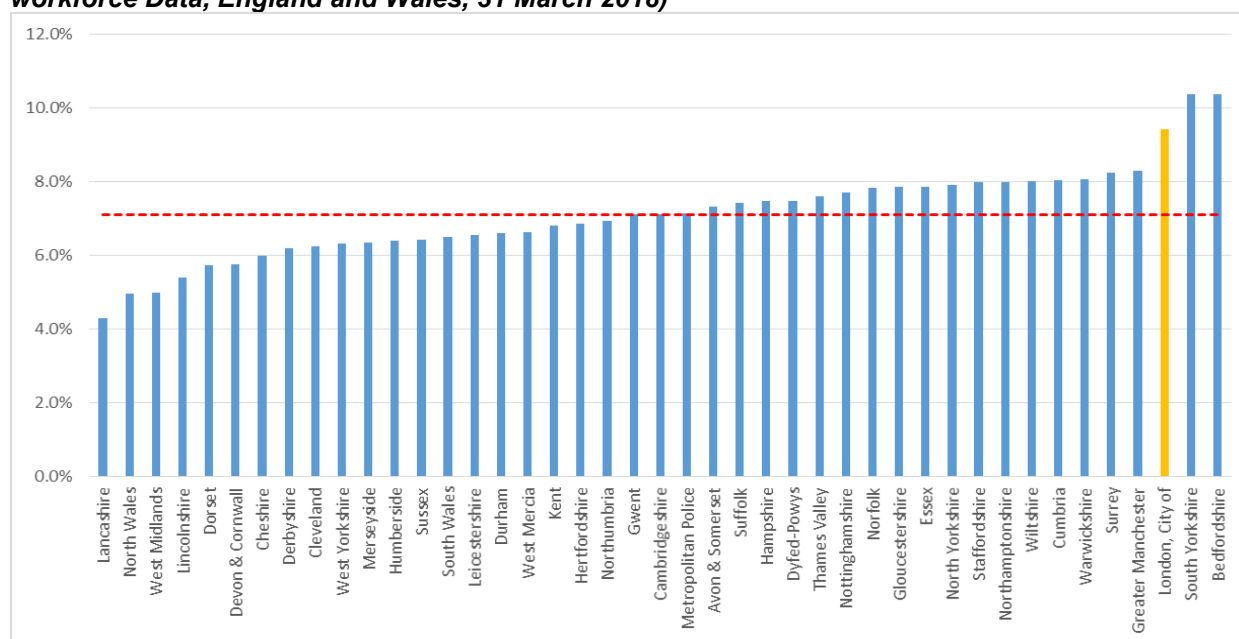
18.     A review of non-attendance at training has recently taken place. Following the addition of new mandates (requiring a higher level of authorisation to cancel training) and initiatives working with Internal Communications (to reinforce the importance of attending mandatory training and impact of failing to do so), L&D has witnessed an increase in attendance of just over 50%. A financial value has been added to each student place, based on the National Working Model Calculator, to show the losses incurred by each department as a result of non-attendance, this piece continues to be monitored.

19.     As part of the larger 'Transform' piece currently being undertaken by the force, work continues to review our general training provision. In doing so, we are considering collaborative working in areas such as Custody Training and Investigative Training, with a view to not only producing a potential cost-saving, but also making us leaders for best practice. L&D are also proactively identifying commercial opportunities for example the ability to 'sell out' our new classroom space when not in use as well as selling places externally on sought after training courses delivered in central London.

20.     Alongside this, L&D continues to focus on its commitment to build a skilled and agile workforce, addressing the skills gaps identified within the Training Needs Analysis and rolling out new Continuous Professional Development (CPD) initiatives for officers and staff to take advantage of. Every week from July 2019, a new 'Ted-Talk'[1] style lecture will take place within L&D classrooms, providing a refresher on a diverse range of topics including forensic examination, road traffic legislation, procurement, and critical incidents.
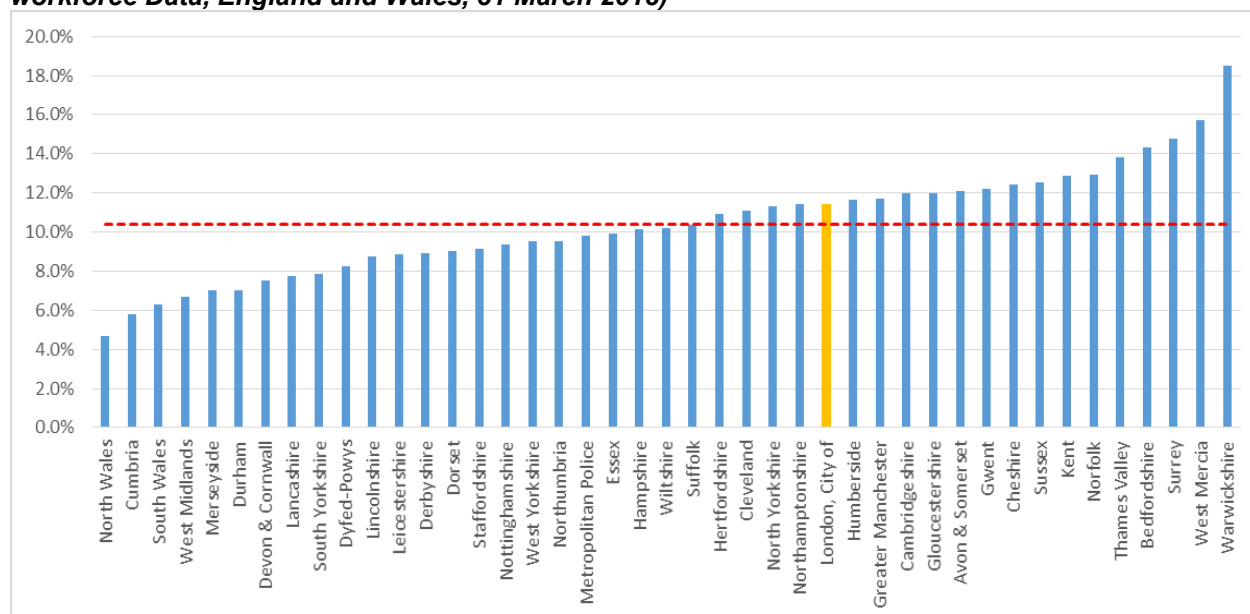
**Labour Turnover**

21.     During the reporting period, 30 Police Officers and 33 Support Staff left the City of London Police, this equates to a 4% and 7.6% turnover rate respectively. 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 (supplied by Police workforce data).

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[1] TED Conferences LLC is a media organization that posts talks online

**Graph 1 - Table of Police Officer Leavers (headcount) – National Comparison (Source: Police workforce Data, England and Wales, 31 March 2018)**



**Graph 2 - Table of Police Staff Leavers (headcount) – National Comparison (Source: Police workforce Data, England and Wales, 31 March 2018)**



**Breakdown of reasons for Leaving (Officers) Breakdown per Financial Year**

| Police Officers | | | | | | |
|---|---|---|---|---|---|---|
| **Reason for leaving CoLP** | **2013/14** | **2014/15** | **2015/16** | **2016/17** | **2017/18** | **2018/19** |
| Death in service | 0 | 0 | 1 | 0 | 0 | 0 |
| Dismissed | 0 | 1 | 1 | 0 | 1 | 1 |
| Medical Retirement | 3 | 0 | 4 | 1 | 2 | 0 |
| Retirement | 39 | 25 | 37 | 38 | 36 | 35 |
| Transfer | 7 | 2 | 7 | 7 | 9 | 16 |
| Resignation | 16 | 13 | 19 | 15 | 25 | 7 |
| **Total** | **65** | **41** | **69** | **61** | **74** | **59** |

*Breakdown of reasons for Leaving (Special Constabulary) Breakdown per Financial Year*

| Special Constabulary | | | | | | |
|---|---|---|---|---|---|---|
| Reason for leaving CoLP | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
| Death in service | 0 | 1 | 0 | 0 | 0 | 0 |
| Resignation | 9 | 11 | 13 | 6 | 14 | 6 |
| Joined Regulars | 1 | 0 | 3 | 0 | 0 | 1 |
| Dismissal | 0 | 1 | 0 | 0 | 0 | 0 |
| **Total** | **10** | **13** | **16** | **6** | **14** | **7** |

*Breakdown of reasons for Leaving (Staff) Breakdown per Financial Year*

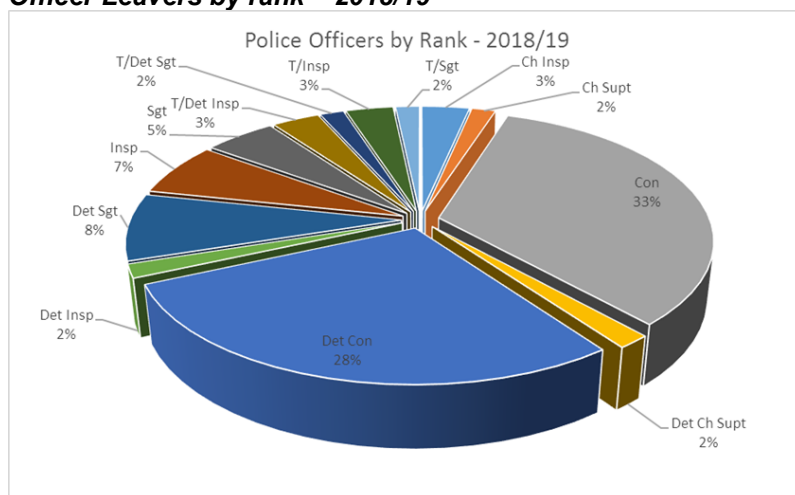| Police Staff | | | | | | |
|---|---|---|---|---|---|---|
| Reason for leaving CoLP | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
| Death in service | 0 | 0 | 0 | 0 | 1 | 1 |
| Dismissed | 1 | 4 | 3 | 1 | 1 | 1 |
| Medical Retirement | 1 | 0 | 1 | 1 | 1 | 0 |
| Retirement | 11 | 5 | 3 | 6 | 3 | 10 |
| Transfer | 1 | 1 | 7 | 3 | 2 | 0 |
| Resignation (incl end of contract) | 43 | 42 | 52 | 42 | 37 | 49 |
| (To join the Police Service, not CoLP) | 1 | 6 | 0 | 0 | 2 | 2 |
| Redundancy | - | - | - | - | 6 | - |
| End of Secondment | - | - | - | - | - | 1 |
| **Total** | **58** | **58** | **66** | **53** | **53** | **64** |

22. The below tables show a breakdown for Police Officers and staff leavers during the 2018/19 period by Directorate. In 2018/19, 59 Officers left the force with the highest number (15) leaving from ECD and (23) UPD. The primary reason for police officers leaving within UPD is retirement and voluntary resignations; within ECD the primary leaving reasons are resignations. The majority of transfers are to the Metropolitan Police (21%) with 2% of transfers going to Thames Valley, Essex and BTP respectively. In the 2018/19 financial year a total of 17 DC's left the force (9 Retirements, 5 Voluntary resignations, 3 Transfers to other forces).

23. In 2018 there were a total of 2 Transferee and Rejoiner campaigns for the DC rank. These campaigns generated 135 applications and in the same period there was a total of 47 new DC joiners. As of March 2019 the current DC applicant pool consists of 23 applicants; this indicates a healthy selection pool for any future vacancies that may arise for this rank.

24. Police Staff had a total of 64 Staff leaving the force in the reporting period, the highest number of leavers come from both BSD (24) and ECD (18), however the number of leavers within ECD occur at a slightly higher rate than other directorates. The grades with the highest number of Police Staff leavers among all directorates are C and D grades, this correlates with the proportion of the CoLP workforce.

25. HR has now implemented a new simplified and electronic exit interview form captured using Survey Monkey which allows the force to capture Exit Interview

data with greater detail and assist with further analysis into resignation reasons amongst all CoLP Police Officers/Staff.
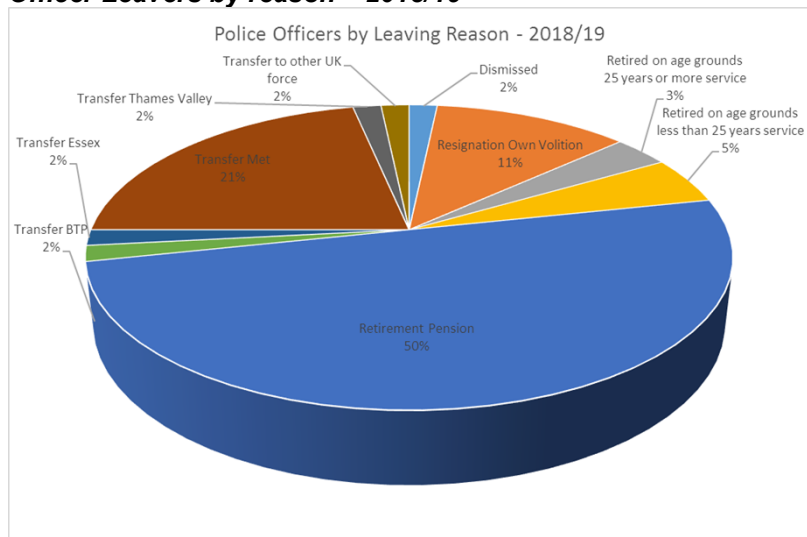
## *Officer Leaver's breakdown by Directorate*

| Directorate | 2018 | | | | | | | | | 2019 | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | |
| BSD | - | | - | - | - | 1 | 1 | 1 | - | | 1 | - | 4 |
| Crime | - | 1 | - | 1 | - | - | - | 1 | - | 4 | 2 | - | 9 |
| Economic Crime | 2 | | 3 | 2 | 2 | 1 | 2 | 1 | | | 2 | - | 15 |
| Intelligence and Information | - | 2 | - | - | 1 | - | - | - | 2 | - | - | 3 | 8 |
| Uniform Policing | 2 | 1 | | 2 | 2 | 6 | | 1 | 1 | 3 | 2 | 3 | 23 |
| **Total** | **4** | **4** | **3** | **5** | **5** | **8** | **3** | **4** | **3** | **7** | **7** | **6** | **59** |

## *Officer Leavers by rank – 2018/19*



## *Officer Leavers by reason – 2018/19*

## Staff Leavers Breakdown for Staff

| Directorate | 2018 | | | | | | | | | 2019 | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | |
| BSD | 3 | 1 | - | 1 | 1 | 5 | 2 | 4 | 1 | 4 | | 2 | 24 |
| Crime | - | 2 | - | - | 1 | | | 1 | 2 | 1 | 1 | 1 | 9 |
| Economic Crime | 3 | 2 | 1 | 1 | 2 | 4 | 1 | - | 1 | 1 | 1 | 1 | 18 |
| Intelligence and Information | - | 2 | - | - | - | - | 1 | 2 | - | 3 | - | 1 | 9 |
| Uniform Policing | - | 2 | - | - | - | - | - | - | - | 1 | 1 | | 4 |
| **Total** | **6** | **9** | **1** | **2** | **4** | **9** | **4** | **7** | **4** | **10** | **3** | **5** | **64** |

## Staff Leavers by Grade – 2018/19



## Staff Leavers by reason – 2018/19

**Recruitment**

26. In the reporting period of 1 April 2018 – 31st March 2019 The City of London Police have run 101 Police Officer recruitment/selection Campaigns, this does not include the Probationer or rolling transferee campaigns. There has also been four promotion campaigns, these were at the rank of Superintendent, Chief Inspector, Inspector, Sergeant and Constable – Inspector Fast Track campaign also took place and one officer is now on the programme following successful selection at the College of Policing.

27. 112 Police Staff recruitment and selection campaigns have taken place during the same period.

28. 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 required.

**Police Officer Recruitment**

29. 38 Police Officers were recruited during the reporting period (1st October 2018-31st March 2019) of which 37 are from transferee campaigns and 1 Direct Entry Superintendent, which is part of the College of Policing yearly programme.

30. A new online recruitment system recently introduced will enable candidates to track where they sit in the application process. This system will also enable us to hold select lists for certain campaigns which include holding data (applicant pools) for potential future campaigns. The new online recruitment system which was launched in April 2019, will enable HR to record and analyse applicant data at each stage of its process, including BAME, Age and Gender for both Officers and Staff.
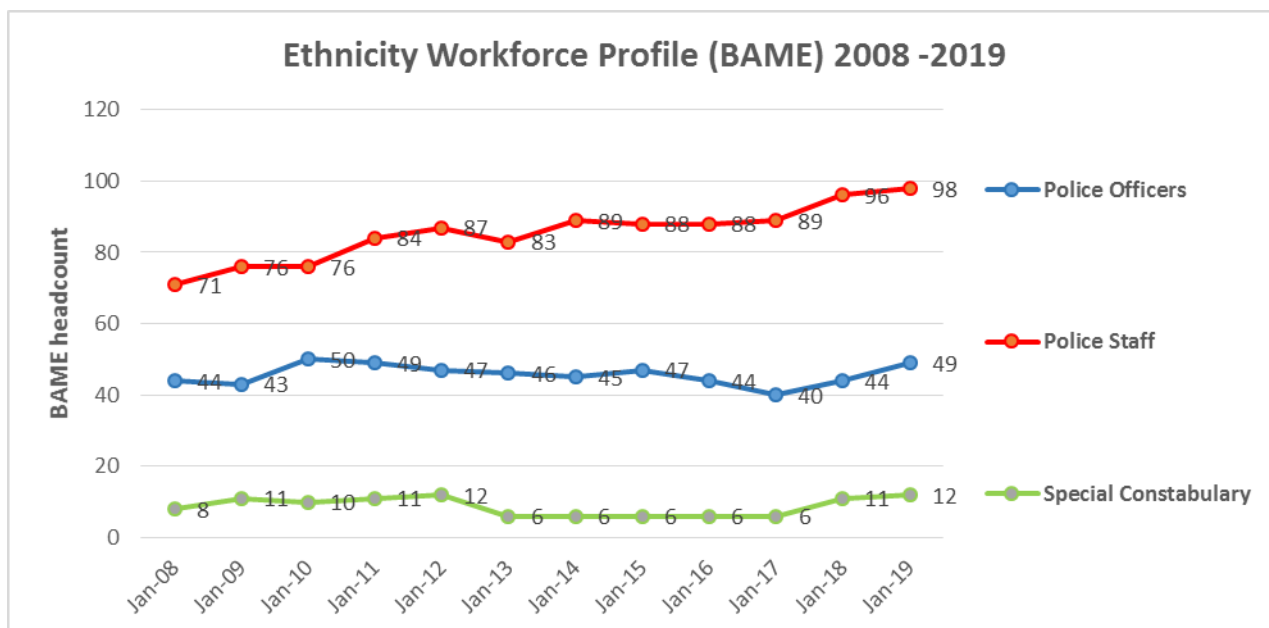
**Police Staff Recruitment**

31. A total of 13 police staff have been appointed to substantive and fixed-term roles during the reporting period (1st October 2018-31st March 2019).
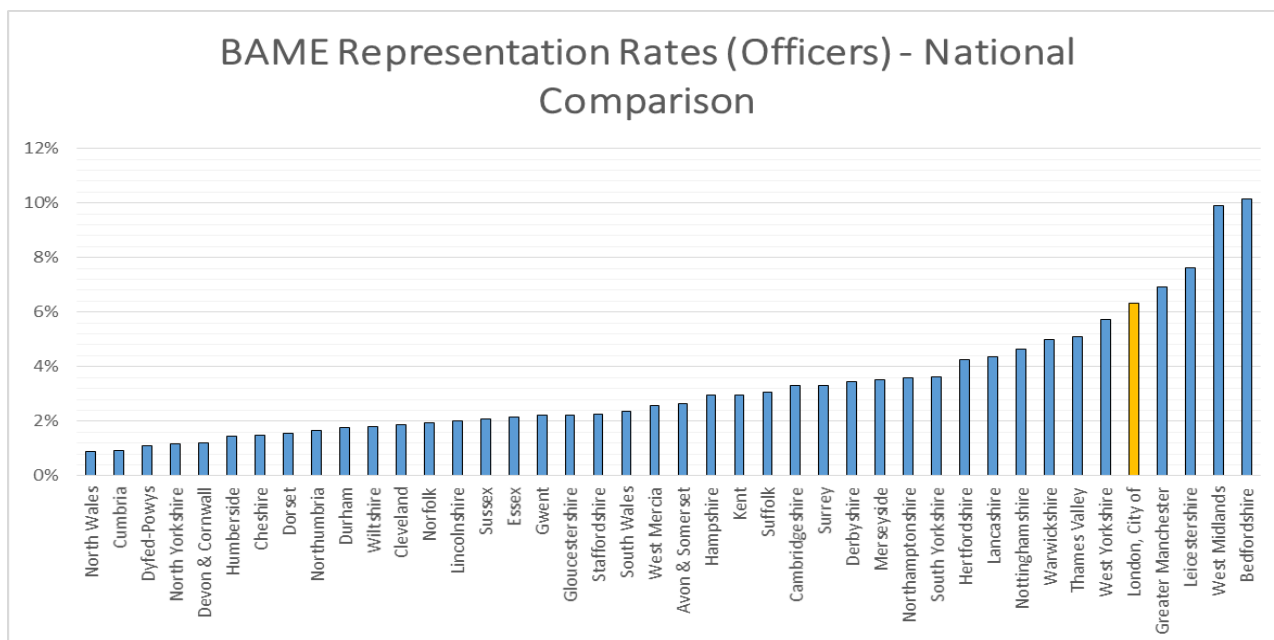
**Equality and Inclusion**

32. As per the graph below, at the end of January 2019, there has been an increase in the number of Black, Asian and Minority Ethnic (BAME) Police Staff and officer numbers from the previous year. When compared nationally the CoLP is ranked as second highest among all National forces for BAME staff representation rates and fifth highest for officer representation.

33. The Force is developing a BAME Action plan that is underpinned by the NPCC Workforce Representation, Attraction, Recruitment, Progression and Retention Delivery toolkit 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 and

Inclusion Board continues to oversee the work on the plan and how BAME representation can be further improved in the Force.
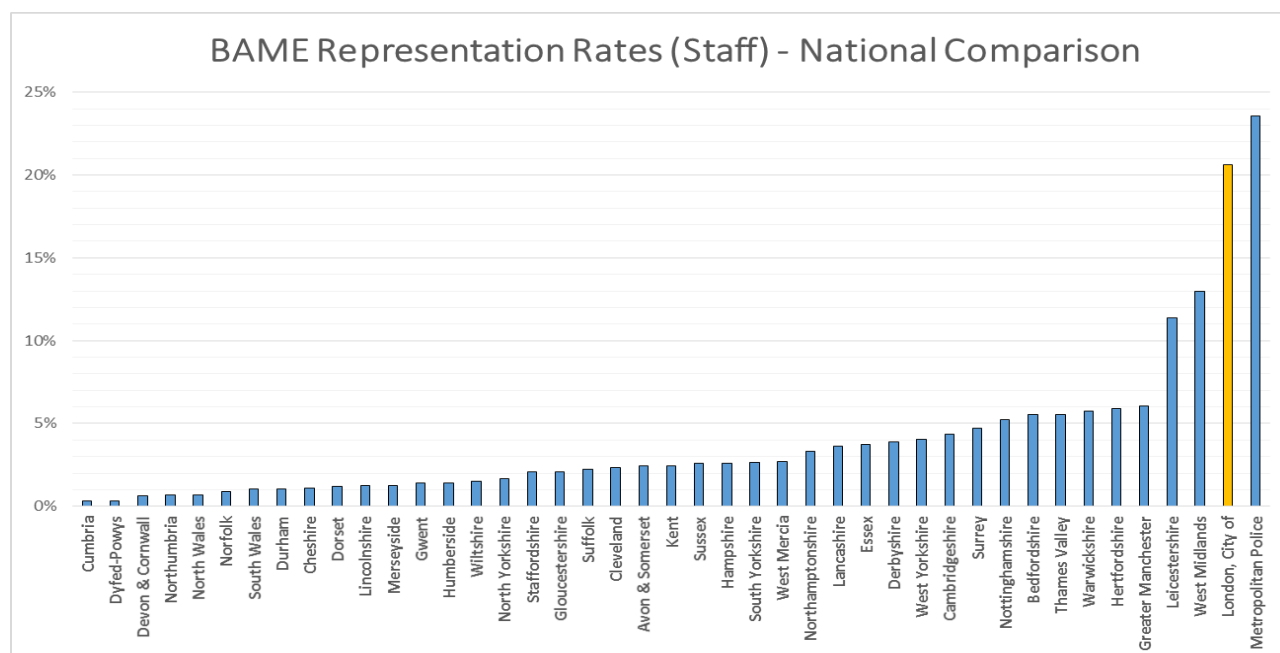
*Ethnicity Workforce Profile*



*Officer BAME representation - National Comparison (Police workforce Data, England and Wales, 31 March 2018)*
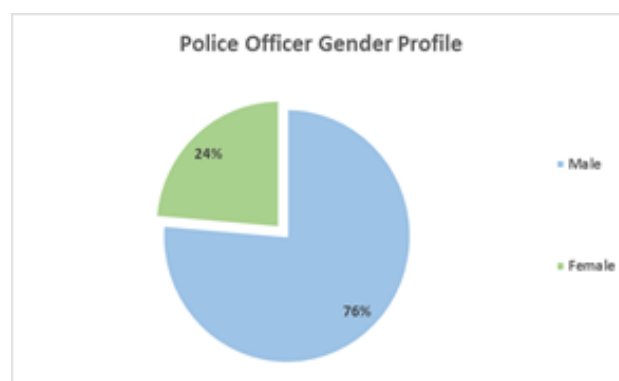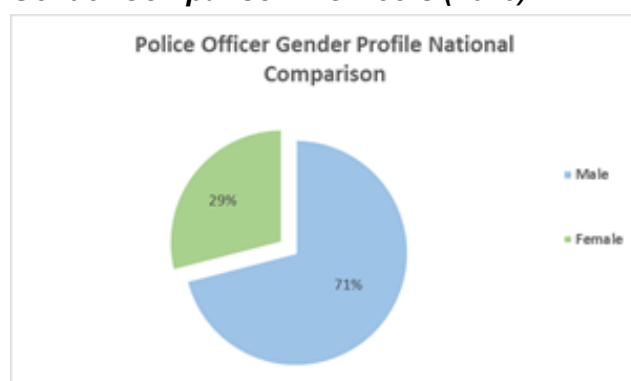
***Staff BAME representation - National Comparison (Police workforce Data, England and Wales, 31 March 2018)***



### Gender

34.   During the last 5 years (2013 – 2018), the percentage of female Police Officers has started to increase with a trend for growth in this area. Again as part of 2018-2023 People Strategy a number of activities are being undertaken to improve female representation. During the recent probationary campaign we have had the following positive outcomes in attracting female applicants; of the 26 applicants 3 were female and all 3 passed initial sift for final assessment with all 3 female applicants passing this assessment.

35.   The national average Female staff employee rate stands at 61%, although the CoLP's Female representation rate sits slightly below the national average it is worth noting that the Force has achieved a higher equilibrium of gender amongst staff employees, with the male representation rate slightly higher than the national average.  The number of female Police Officers within the force has slightly increased for the reporting period which sits slightly under the national average.
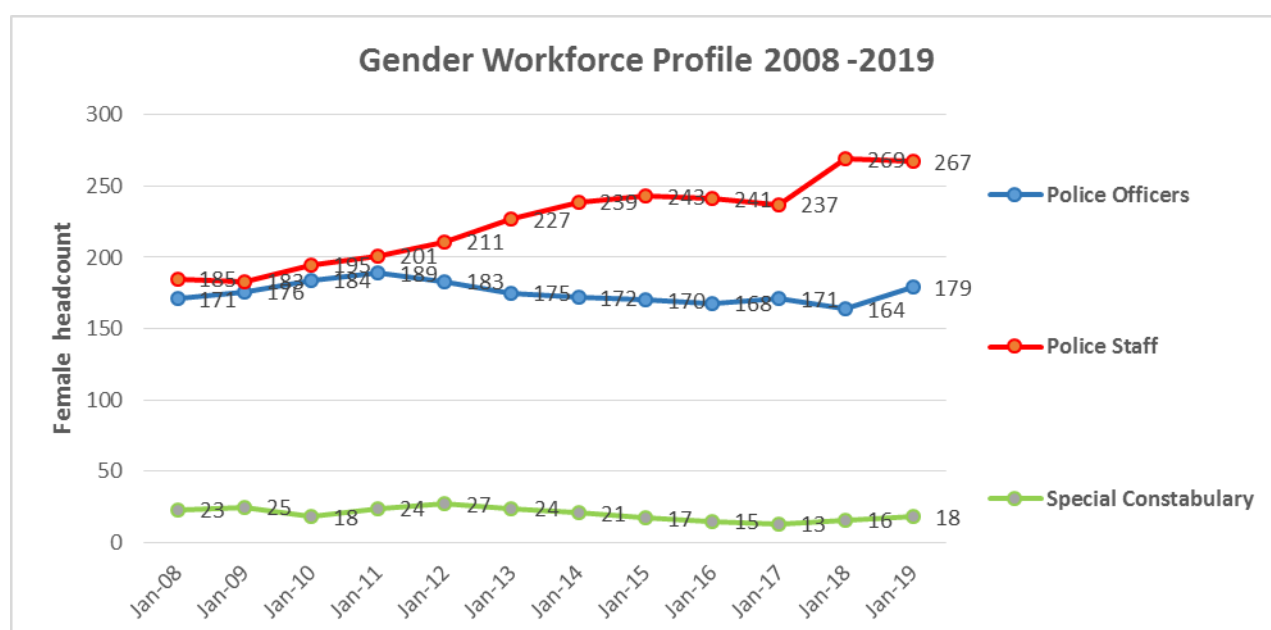
***Gender Comparison – Officers (2019)***

*Gender Comparison – Staff (2019)*





*Workforce Female Gender Profile – 2008-2019*



*Disability – 31st March 2019*

36. There are currently 23 Police Officers and 15 Police Staff who identify themselves as having a disability.

37.  As of 31st March 2019, 15 Officers and 5 members of staff are working under 'recuperative duties' (short term) and we currently have 19 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 - 31st March 2019

38.    All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 10 staff members and Police Officers have identified themselves as lesbian, gay or bisexual with 164 employees choosing not to disclose this information.

### Age - 31st March 2019

39.    The current age profile of the Police Staff workforce ranges between 20 and 60+. There are currently 163 Police Staff aged 50 and over. 290 members of staff are between the ages of 22 and 49.

40.    The age profile of Police Officers ranges between 20 and 60. Police Officers can retire once 30/35 (depending on pension scheme) years' service has been completed. The Force currently has 19 Officers who are eligible to retire immediately and a further 31 Officers who are approaching retirement in 2019/20. UPD have the highest projected retirements with 15 Officers approaching retirement age and 7 officers eligible to retire immediately.
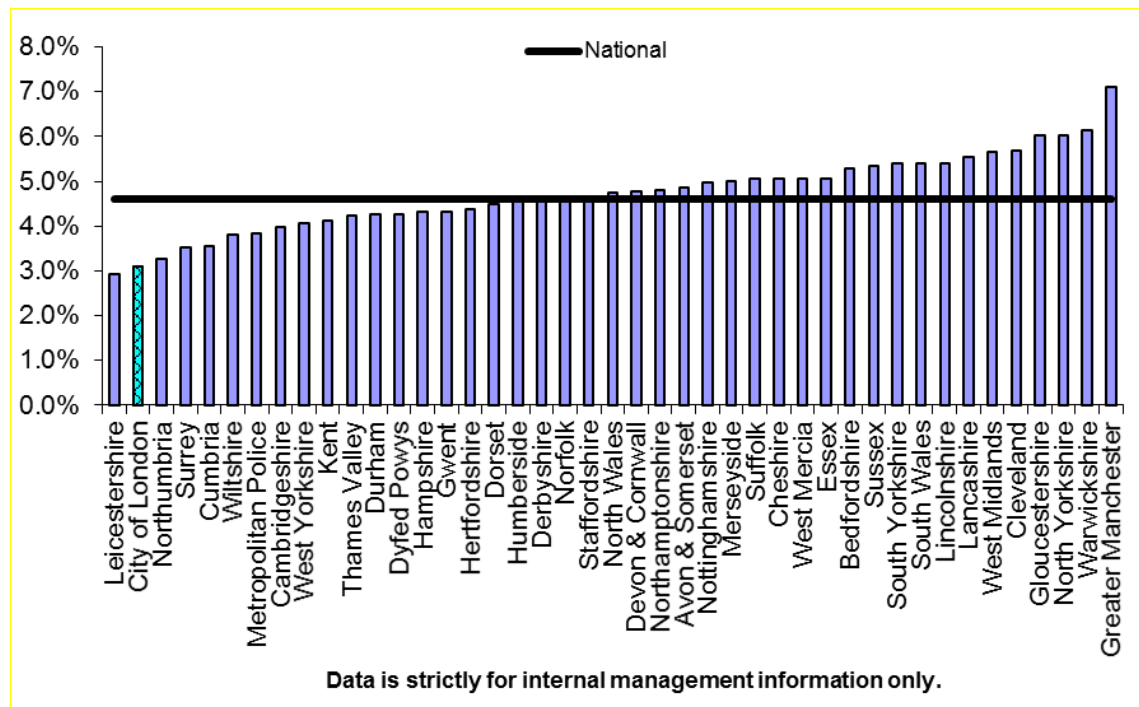
### Religion and Belief - 31st March 2019

41.    Currently 15.8% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2.2% as 'Muslim; 11.4% as 'another religion'; 17.4% as having no religious belief: 53.1% have chosen not to disclose their religion or belief.
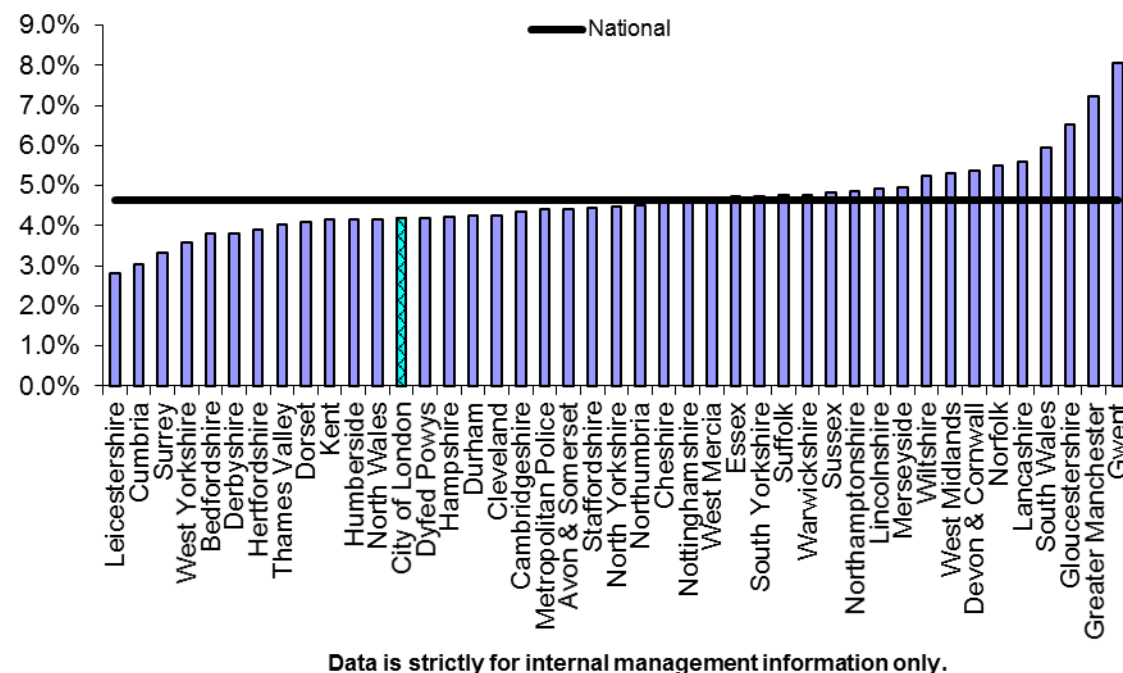
### Sickness Absence Management - *31st March 2019*

*42.*    The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2017/18, in percentage terms, (working time lost / contracted hours available) this is 3.1% for Police Officers and 4.2% for Police Staff. For Police Officers the City of London Police is second in the Home Office League tables out of all forces for sickness performance.

*Police Officer sickness data – year ending March 2019 (data sourced from I-Quanta)*
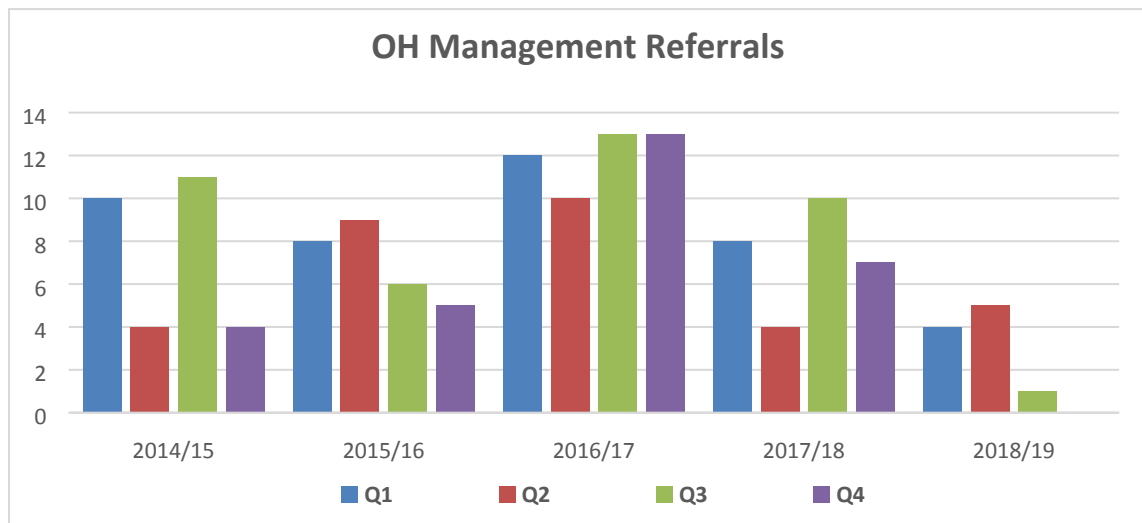


Data is strictly for internal management information only.

*Police Staff sickness data – year ending March 2019 (data sourced from I-Quanta)*



Data is strictly for internal management information only.

43.    The City of London uses working days lost as a comparator.  The average
working days lost for Officers are 3.4 against a target of 6 and staff 4.8 against
a target of 7 (for the reporting period).

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

**OH Management Referrals**



**Grievances and Employment Tribunals (1st October 2018 – 31-March 2019)**

45. During the reporting period a total of 6 grievances have been raised which consisted of 2 grievances from Police Staff and 4 grievances from Police Officers.

46. The City of London Police did not receive any new Employment Tribunal claims within the reporting period.

**Well Being**

47. The Force has a Well Being Champion– Chief Supt Glenn Maleary who had a remit to lead this area forward in the Force Health and Safety Board and enshrine the ethos throughout the Force. The Force has a wide ranging timetable of wellbeing initiatives which links directly to the needs of our workforce.

48. The Force has also implemented a Well Being Framework for 2017 – 2021 which outlines the importance of ensuring the Well Being of our Officers and staff whether it is mental or physical in order to have a workforce that can meet the challenges facing the Force and thereby supporting the tenets of the Corporate Plan.

49. 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 such as Prostate Cancer awareness, National Cholesterol Month and Ovarian Cancer awareness.

**Staff Survey**

50. The Force undertook The Durham University & College of Policing Staff Survey in the summer of 2017. This is a survey that has been used by 33 Police Forces and one Fire & Rescue Service.

51. The Force had one of the highest return rates of any of the Forces that undertook this survey with the results being presented to the Force at the later end of 2017.

52. The Key findings were around perceived fairness, perceived hindrance stressors and perceived lack of ethical and supportive leadership.

53. T/Chief Inspector Luke Baldock has been appointed as a tactical lead. This has led to the adoption of the 8 Commitments to staff based on the survey findings, with the action plan supporting this which is available to view through the internal Talkback portal. Talkback itself was also relaunched as an online forum for staff to raise concerns, ideas and receive responses. This has been well adopted and is now busy with conversation. The Force is currently reviewing how and when it will conduct the next Staff Survey with a report to the next Strategic Management Board to be considered in July 2019.

54. Members are asked to note the report.

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