

<b>Committee(s):</b>	<b>Date(s):</b>
Police Authority Board	22 <sup>nd</sup> June 2020
<b>Subject:</b> Human Resources Monitoring Information- 1 October 2019 to 31 March 2020	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 41-20	<b>For Information</b>
<b>Report Author:</b> 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> October 2019 to 31<sup>st</sup> March 2020**. The data presented is in the format previously agreed by the Performance and Resource Management Committee to which this report is normally submitted. The data in the report includes information on:

- **The Force strength** – which at the end of March 2020 was 767.72 (FTE) Police Officers and 444.49 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts. Please note that the Establishment was 518.22 for staff and 843 for Officers.
- **Sickness** – The average working days lost for Police Officers is 7.52 days and for Police Staff is 9.61 days during full financial year 19/20. Using Home Office national measures, the absence rate for officers for the year was 2.89% and the absence rate for staff was 3.7%.
- **Grievances** – 5 grievance cases have been submitted by 2 Police Officers and 3 Police Staff during the reporting period.
- **Employment Tribunals** – There have 2 new Employment Tribunal cases submitted during the reporting period, both by Police Staff.

### **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 1<sup>st</sup> October 2019 and 31<sup>st</sup> March 2020.

### **Workforce Management**

2. As of 31<sup>st</sup> March 2020, the City of London Police has an overall strength of 767.72 Police Officers, against an Establishment model of 843. 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 (outlined below) additional governance reporting into the Strategic Workforce Planning Meeting has been enacted. This included a Recruitment Gold Group chaired by The Director of HR and an Uplift Working Group chaired by the Assistant 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.
5. The force's Workforce Plan which was introduced in December 2018 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.
6. The Workforce Plan is closely linked with the STRA process which takes place in the autumn. 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.
7. The strength of Police Staff is currently 444.49 (FTE) against an Establishment model of 518.22. 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 31/03/2020**

<b>Rounded FTE</b>		<b>31/03/15</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>
Officers	Establishment	730.5	730.5	735	735	756	843
	Strength	727	698.86	675.49	695.38	735.47	767.72
Staff	Establishment	460.7	450	468.1	451.10	451.10	518.22
	Strength	396	413.71	411.46	443.20	413.02	444.49
PCSO's (included in staff numbers)	Establishment	16	22	22	14	6.79	6.79
	Strength	10	16	11	8	5.79	4.79
Specials	Establishment	100	100	100	100	100	100
	Strength	61	55	58	73	76	76
Agency	Strength	31	18	18	33	24	8
Volunteers	Strength	16	23	21	9	12	10

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

8. Due to both the growth of 67 officer posts granted mid-year and the allocation of posts as part of the government's drive to increase UK Police Officers by 20,000 the force has added an additional 2 probationer intakes into the workforce plan for 19/20. The force has also profiled in regular transfer officer campaigns which will target skills that the force require.
9. In order to manage this growth in Police Officer numbers, additional officers & staff have been taken on within Learning & Organisational Development as well as the core HR recruitment team. This has been funded by government uplift funding. The timescale to achieve this has been challenging given the volume required which was unplanned.
10. The vetting unit within the Professional Standards Department, which supports recruitment activity, has also been enhanced with staff and has been through a review of processes in order to streamline and improve vetting timescales.
11. The force will be undertaking a new process for Student Officer Recruitment using new College of Policing Police Educational Qualifications Framework (PEQF) which will aim to attract a diverse range of applicants. The first intake in this method will be in April 2021 with our Higher Education Partner, Coventry University which has a base in the City of London.
12. The force will also be working with Police Now to utilise a direct entry detective route for late 2020. This will bring in high calibre graduate candidates through an agreed national process directly to our Crime Directorate. This will help improve numbers and also adopt this innovative and culturally changing approach to becoming a detective within policing.
13. Currently in CoLP we have 10 volunteers spread across all directorates of the force. In addition we have in excess of 100 in the First Aid Nursing Yeomanry (FANY) some of whom are currently supporting 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 100 probationers and 220 transferees, which supports the Force's Corporate Plan. This plan now reflects the growth from funding and posts agreed by the City of London Corporation/ Police Authority and HM Governments Operation Uplift for year 1. Year 2 is expected to be lower but will

be determined later in 2020 when the growth details are provided. The skills the force will require for the next 5- 10 years in order to deliver on the Corporate Plan objectives will be determined through a variety of avenues: The Strategic Threat and Risk Assessment (STRA) process; the Transform Programme outcomes; the analysis of our skills database 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 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. A three year review has been undertaken in readiness for an updated Talent Development Strategy, due in July 2020. 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.
16. During the reporting period, the following main areas have been delivered against the framework. **Define:** Workforce Plan and Skills matrix. **Attract:** Established new attraction plan. **Select:** Recruitment & Selection training for recruiting managers being developed. CVF incorporated into recruitment promotion and PDR process and officer & staff briefings delivered. **Develop & Manage:** Core Leadership programme established for newly promoted Sergeants. Delivery of Management Development programme for all managers. Application & Interview workshops for all officers and staff. Established feedback process delivered for all officers and staff. **Engage & Retain:** Return scheme established for retention of officers. Review of reward & recognition process in place.
17. 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 in 2020/21

### PEQF (Policing Education Qualifications Framework):

18. 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.
19. The Force has initiated discussions with the selected suppliers, Coventry University, curriculum design team and is confident that the Forces first PCDA

delivery will be ready for the spring 2021 cohort as planned. The Force is working with City Solicitors and Procurement to finalise details.

#### Training Needs Analysis:

20. The work undertaken previously to baseline mandatory training for all officers and staff within force via the Training Needs Skills Analysis Database now feeds into the overall training improvement process and is a key tool in the prioritisation of training. The ability to identify skills gap areas against this baselined mandatory training has been somewhat limited by the quality of data held within the training administration system so to remedy this, a skills audit is to be carried out as a strand of the HR Integrated Project, which will commence imminently and provide a means of ensuring that training records and skills are accurately recorded on the training system therefore improving the quality of data extracted by the skills matrix report.

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

21. As we have ensured procedures are in place to encourage excellent attendance rates for our mandatory training, the suspension of face-to-face training during the Covid-19 response period will not affect our compliance rates. The College of Policing has provided an accreditation extension of 3 months, this may be increased further. As such, our compliance rates for Personal Safety Training (92-95%) and First Aid Training (95%) are far higher than the National average and expected to remain as such. Recovery options for training have been proposed and are now being explored so that, once we are able to return to classroom training, we have a plan that we can implement both quickly and effectively, with minimal disruption to force assets and at minimal cost.

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

22. Our 'red' cohort of 10 students started on 30<sup>th</sup> January 2020 and completed on 17<sup>th</sup> April 2020. Our second intake of this year started on 30<sup>th</sup> March 2020, meaning we were dealing with a slight overlap. This cohort is more than double the size (24 students) to the previous cohort. Due to Covid-19, a decision was made that for the health of our students and resilience of our trainers, all IPLDP training would be delivered remotely for the time being. Using a combination of blended learning methods including virtual classrooms and online training packages, we have successfully flexed our delivery method.
23. Planning is underway to ensure that the mandatory training elements (which require practical application and cannot be trained remotely) are delivered as soon as guidance allows.

#### Custody Training:

24. The custody tracker continues to be updated to ensure all staff are current and up to date. In the period of 1st October 2019 to 31st March 2020 the following

training has taken place: Two Custody officer courses with 5 City Delegates and 3 BTP. One Gaoler course with 5 Constables. Four Custody Refreshers with 2 Designated Detention Officers, 10 Constables and 14 Sergeants. Also created during this period was an Inspector Custody course for newly promoted Inspectors – no courses run as yet.

### Continued Professional Development (CPD)

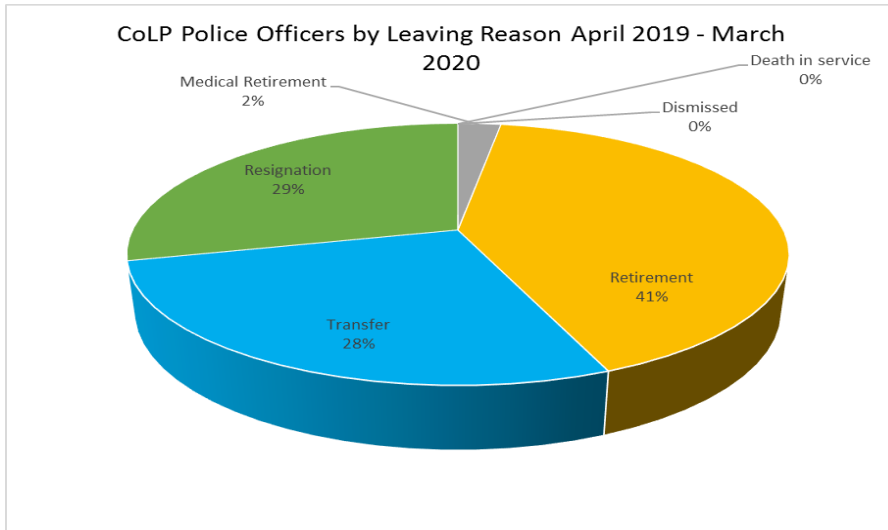
25. We have strived to increase CPD opportunities for both officers and staff across the force. A ‘grab bag’ was launched by our Chief Officer Team in December 2019, these are available to all officers in supervisory positions and contain a checklist of documents, SOPs and other useful information to assist with the many varied incidents that they may need to deal with. Weekly ‘Focus on’ sessions have been delivered to an audience of between 50 & 75 officers & staff. These have been thematic presentations from external guest speakers who have led on high profile investigations or incidents and offer learning.

### **Labour Turnover**

26. During the reporting period, 50 Police Officers and 19 Police Staff left the City of London Police. The turnover rate for the 19/20 year for officers is 9.9% and for staff is 11.1%. 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. This latest national data shows the turnover for officers reduced from 9.3% in 17/18 to 8.25% in 18/19, but staff turnover increased from 11.6% in 17/18 to 13% in 18/19.

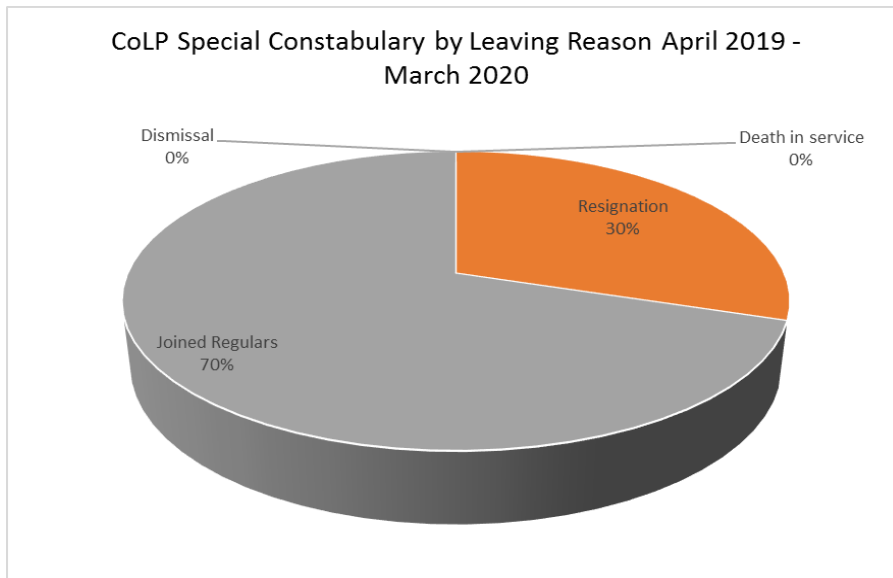
#### ***CoLP Officers- Reasons for Leaving (per Financial Year)***

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



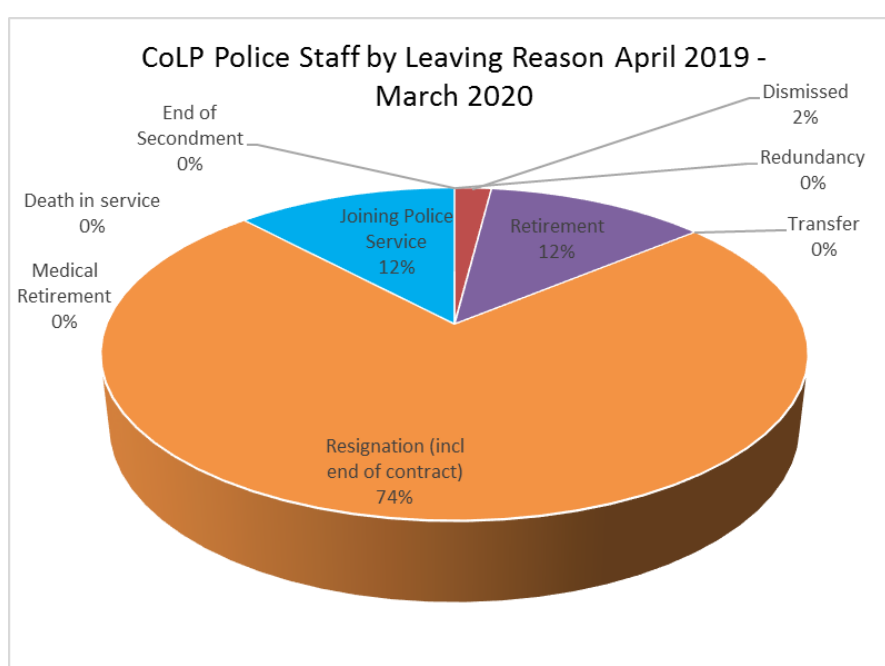
**CoLP Special Constabulary- Reasons for Leaving (per Financial Year)**

<b>Special Constabulary</b>						
<b>Reason for leaving CoLP</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Death in service	1	0	0	0	0	0
Resignation	11	13	6	14	6	3
Joined Regulars	0	3	0	0	1	7
Dismissal	1	0	0	0	0	0
<b>Total</b>	<b>13</b>	<b>16</b>	<b>6</b>	<b>14</b>	<b>7</b>	<b>10</b>



**CoLP Staff- Reasons for Leaving (per Financial Year)**

<b>Police Staff</b>						
<b>Reason for leaving CoLP</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Death in service	0	0	0	1	1	0
Dismissed	4	3	1	1	1	1
Medical Retirement	0	1	1	1	0	0
Retirement	5	3	6	3	10	6
Transfer	1	7	3	2	0	0
Resignation (incl end of contract)	42	52	42	37	49	37
Resignation to join the Police Service	6	0	0	2	2	6
Redundancy	0	0	0	6	0	0
End of Secondment	0	0	0	0	1	0
<b>Total</b>	<b>58</b>	<b>66</b>	<b>53</b>	<b>53</b>	<b>64</b>	<b>50</b>



27. For the reporting period (October 2019 – March 2020), 50 Police Officers left the force with the highest number leaving from ECD (11) and UPD (20). The main reasons for Police Officers leaving during this period was retirement, resignation and transferring to another Home Office force. For the financial year 2019/2020, of the 80 Police Officers that left the force the highest numbers were from ECD (21) and UPD (26), with retirement and resignation being the main reasons for leaving.
  
28. However, for the financial year 2019-2020, Police Officers headcount has increased by 26 Officers. This increase is as a result of a number of successful recruitment campaigns throughout the year, including a DC transferee



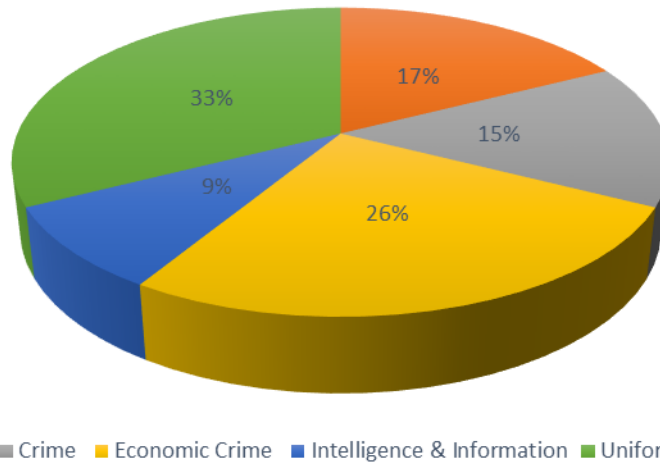
campaign, two probationer campaigns recruiting new Officers into the force and a Sergeant promotion campaign that received 78 applications of which 39 were interviewed and 22 selected; this suggests that the CoLP is continuing to attract good quality applicants.

29. For the reporting period (October 2019 – March 2020), 19 Police Staff in total left the force, the greatest number of leavers were in ECD (8), the main reason for leaving was resignation. For the financial year 2019/2020, 50 Police Staff left the force, the highest number of leavers left BSD (14), ECD (15) and I&I (12). The main reason for leaving continues to be resignation, including end of contracts.
30. HR has 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 it, however exit interviews are not mandatory or enforced.
31. For the financial year 2019/2020, 41 online exit interviews have been completed, which includes 17 Police Officers and 24 Support Staff. Of these exit interviews, over half responded positively to the question that asked them if they had a clear understanding of what was expected of them, how their role related to the overall organisation’s vision and if they felt proud to work at the CoLP.
32. Individuals answered less positively to questions around having the tools and equipment required to do their job, feeling recognised for completing good work, having opportunities to learn new things, having effective PDRs and communication with managers. Approximately one third of those that completed an exit interview felt their opinion counted. Information from the exit interviews is considered as part of organisational learning going forward.

**CoLP Officer Leaver’s by Directorate (Financial Year 2019/2020)**

Directorate	2019									2020			Total
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	2	1	1	0	1	1	1	2	1	2	1	1	14
Crime	1	1	0	0	0	2	0	3	1	1	1	2	12
Economic Crime	0	2	2	2	2	2	3	2	0	2	2	2	21
Intelligence & Information	1	1	0	0	0	2	0	1	1	0	0	1	7
Uniform Policing	3	0	3	0	0	0	1	4	4	1	1	5	26
<b>Total</b>	<b>7</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>12</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>11</b>	<b>80</b>

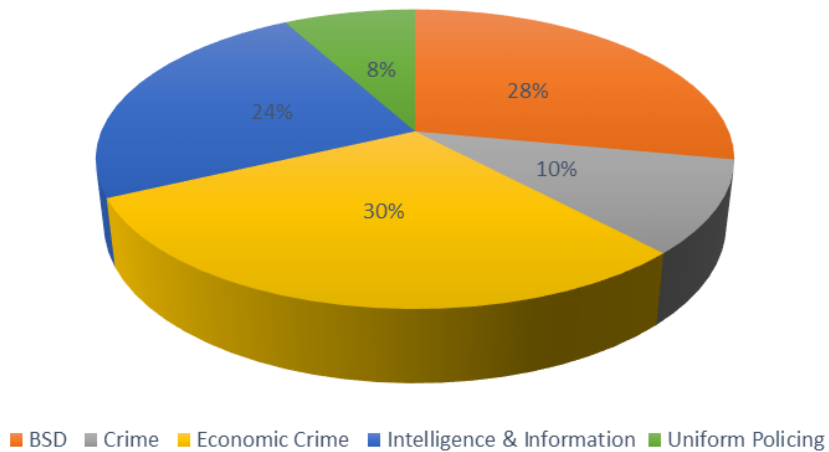
**CoLP Officers Leavers by Directorate**



**CoLP Staff Leaver's by Directorate (Financial Year 2019/2020)**

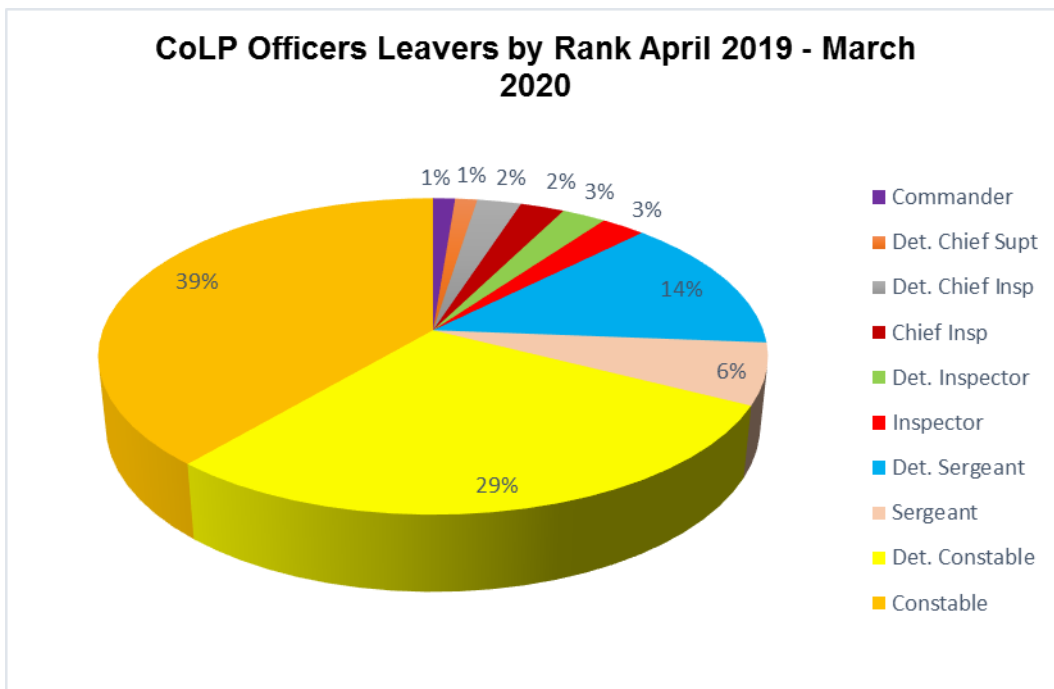
Directorate	2019									2020			Total
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	0	2	1	3	2	2	1	0	1	2	0	0	14
Crime	0	1	1	0	2	0	0	0	0	0	0	1	5
Economic Crime	1	3	0	1	1	1	3	0	1	1	2	1	15
Intelligence & Information	0	0	0	1	2	3	0	0	1	2	2	1	12
Uniform Policing	0	1	2	0	1	0	0	0	0	0	0	0	4
<b>Total</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>50</b>

**CoLP Staff Leavers by Directorate**



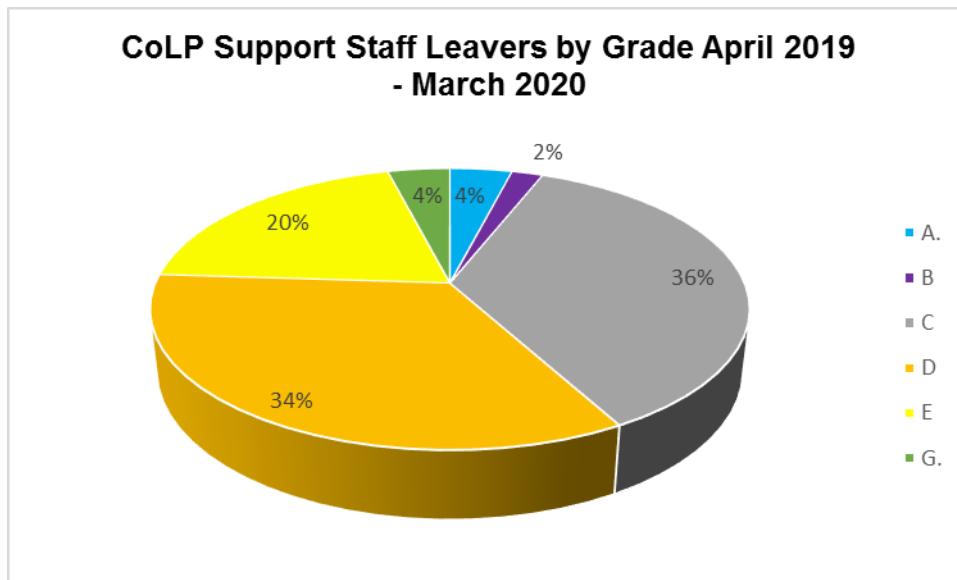
**CoLP Officers Leavers by Rank (Financial Year 2019/2020)**

Rank / Grade	Police	Total
Commander	1	1
Det. Chief Supt	1	1
Det. Chief Insp	2	2
Chief Insp	2	2
Det. Inspector	2	2
Inspector	2	2
Det. Sergeant	11	11
Sergeant	5	5
Det. Constable	23	23
Constable	31	31
<b>Grand Total</b>	<b>80</b>	<b>80</b>



**CoLP Staff Leavers by Grade (Financial Year 2019/2020)**

Rank / Grade	Support Staff	Total
A.	2	2
B	1	1
C	18	18
D	17	17
E	10	10
G.	2	2
<b>Grand Total</b>	<b>50</b>	<b>50</b>



## Recruitment

33. In the reporting period of 1 October 2019 – 31 March 2020, The City of London Police has held 59 Police Officer recruitment campaigns. In addition, there were 4 Transferee campaigns and 2 Probationer campaigns.
34. There have also been 3 promotion campaigns. These were at the ranks of Chief Inspector, Chief Superintendent and Commander. For the Chief Inspector campaign, 36 applications were received. 13 applicants were successful, out of which 3 applicants are external. The Chief Superintendent campaign's boards were delayed due to Covid -19. A Commander process took place in late April 2020- with 4 applicants, 2 withdrew. The successful candidate was offered the post but declined to take this up.
35. 55 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 47 Police Officers were recruited during the reporting period including appointments from the transferee campaigns (1 October 2019 – 31 March 2020). Out of 47 recruited, 34 Probationers have been recruited during this period. There are many (~60) transferees still in the pipeline from the activity during this period. They will be join CoLP during the early period of 20/21 once vetting & medicals assessments have been completed.

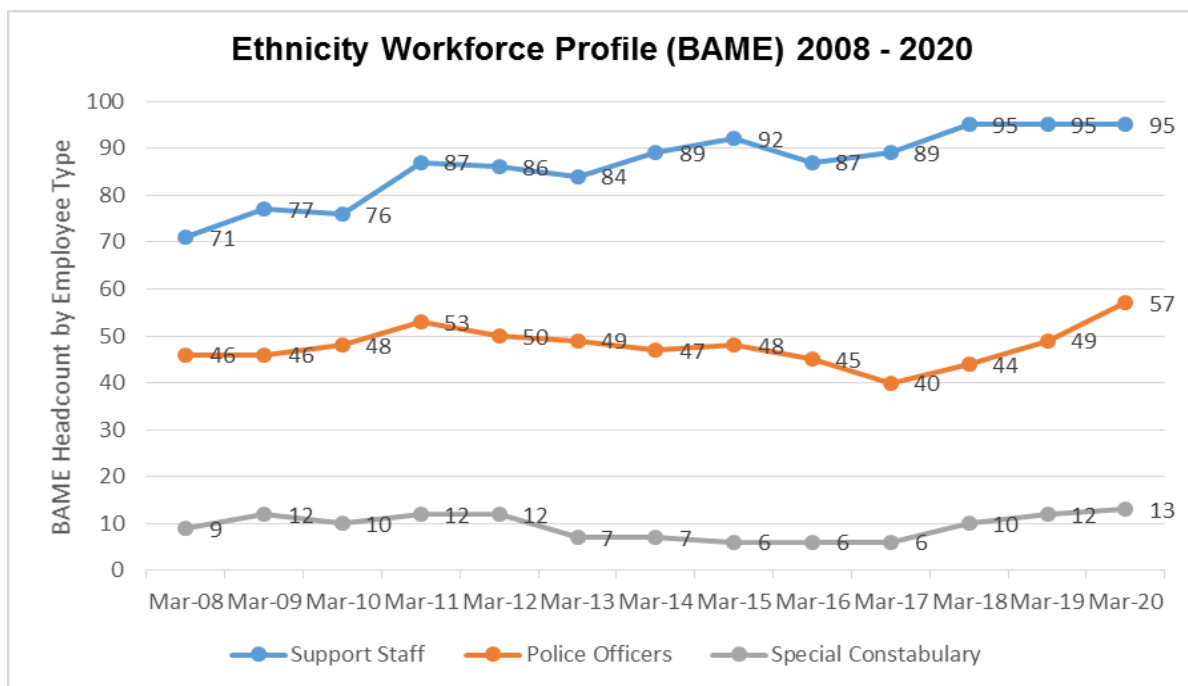
## Police Staff Recruitment

38. A total of 22 Police Staff have been appointed to substantive and fixed-term roles during the reporting period (1 October 2019 – March 2020)
39. 2 volunteers joined the Force during this period and 1 Special is currently on a training programme.

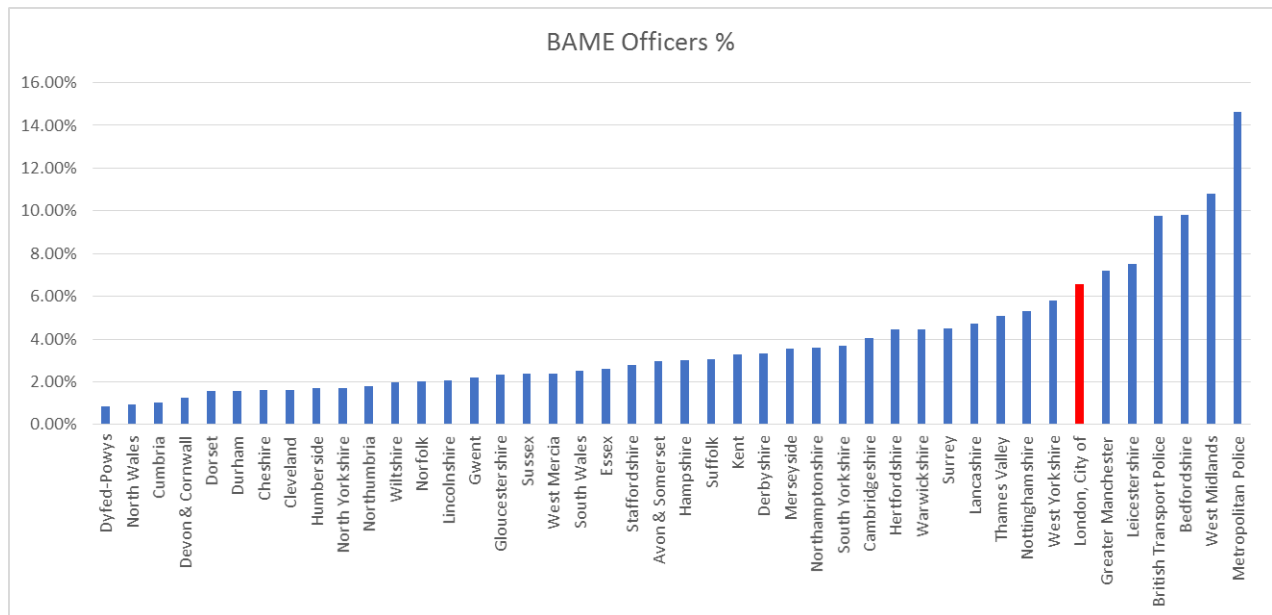
## Equality and Inclusion

40. From the graph below, the number of Black, Asian and Minority Ethnic (BAME) Police Staff numbers has remained the same compared with the previous year. At the end of March 2020, the number of BAME Police Officer increased to 57, this is in part due to a new intake of Student Officers/Probationers at the end of March 2020.
41. When compared nationally CoLP is ranked as second highest among all National forces (not including BTP) for BAME Staff representation rates and fifth highest for officer representation (not including BTP).
42. 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 Board continues to oversee the work on these plans and how BAME representation can be encouraged further in the force.

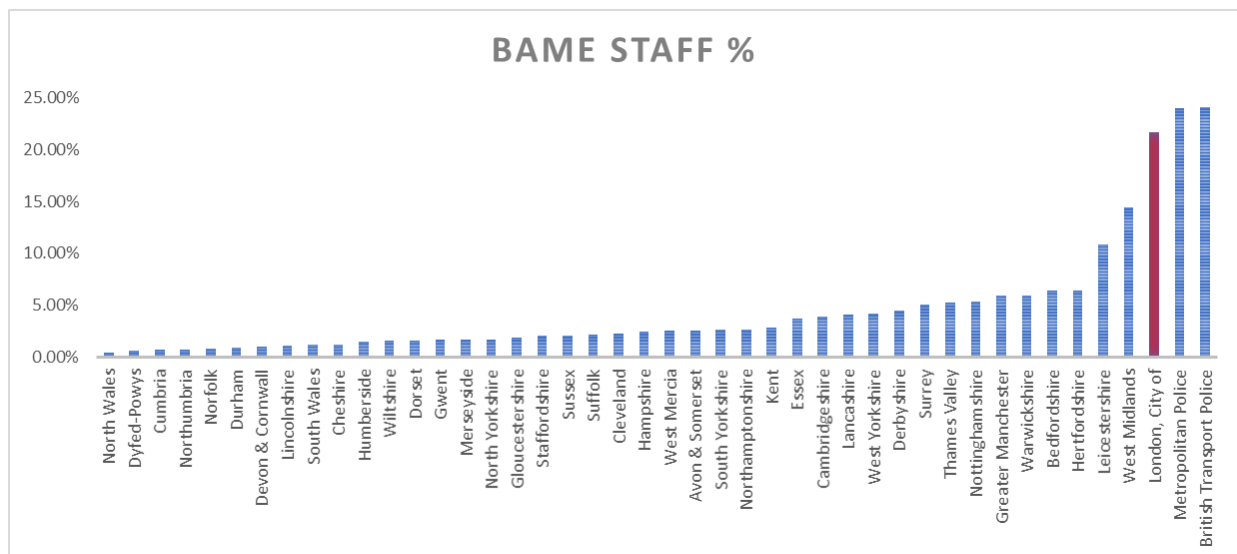
### Ethnicity Workforce Profile 2008-2020



**Officer BAME representation - National Comparison (National Statistics Police workforce open data tables March 2019)**



**Staff BAME representation - National Comparison (National Statistics Police workforce open data tables March 2019)**

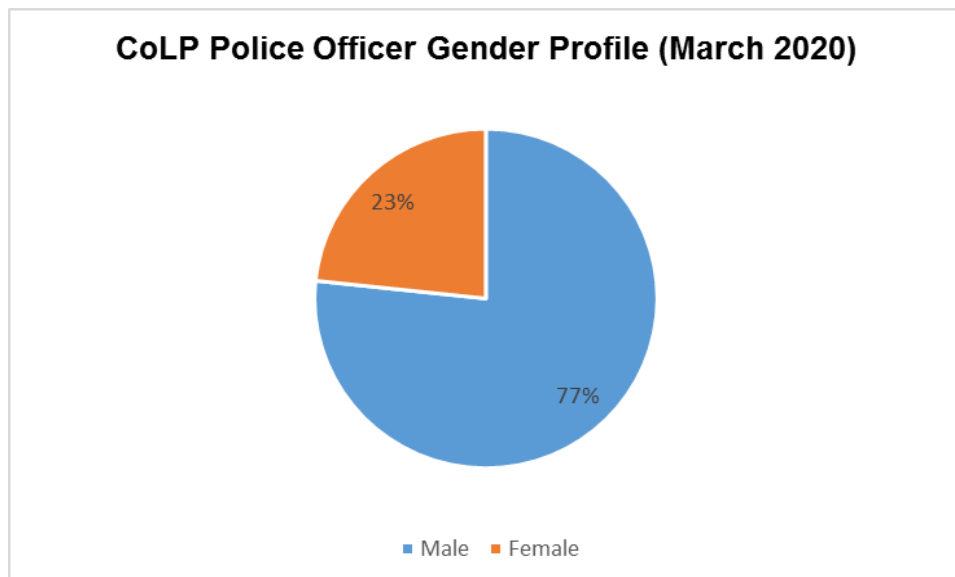
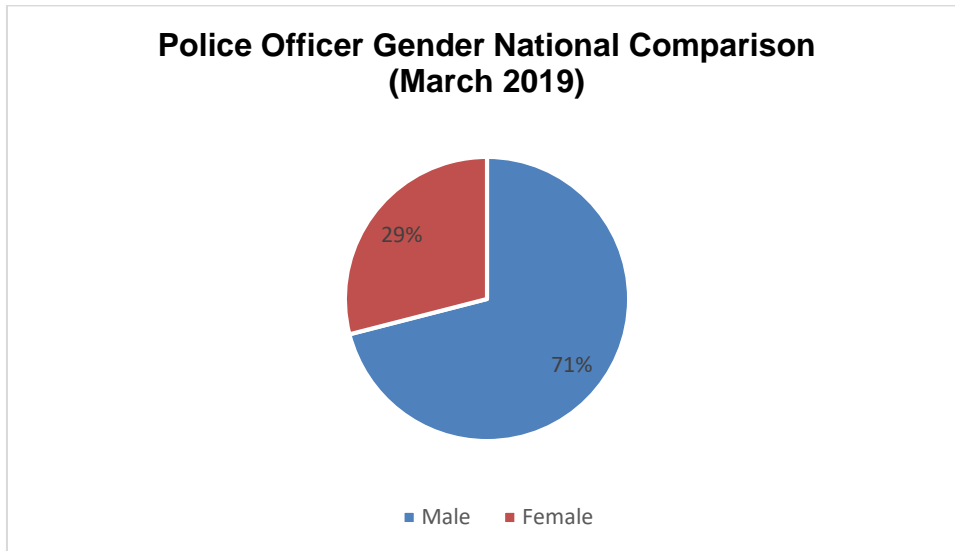


**Gender**

43. 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. For this financial year, approximately 20% of applications received for Police Officer roles were from female applicants, and approximately 40% of offers made for Police Officer roles were to women.
44. The national average for female Staff currently stands at 61%, although for the reporting period, CoLP's female representation rate sits slightly below the

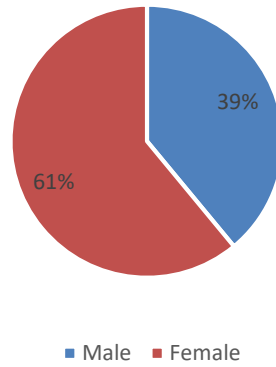
national average it is worth noting that the force has a more even representation of male and female Police Staff, with the male representation rate slightly higher than the national average. The number of female Police Officers within the force has slightly increased for the reporting period which sits slightly under the national average.

**Gender Comparison - Officers**

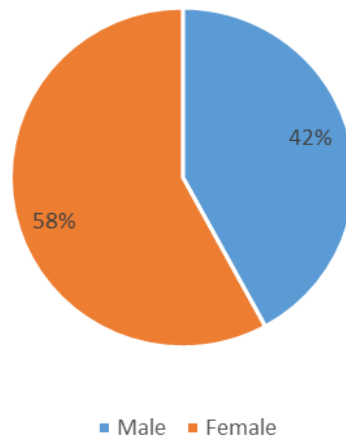


**Gender Comparison- Staff**

**Police Staff Gender Profile National Comparison (March 2019)**

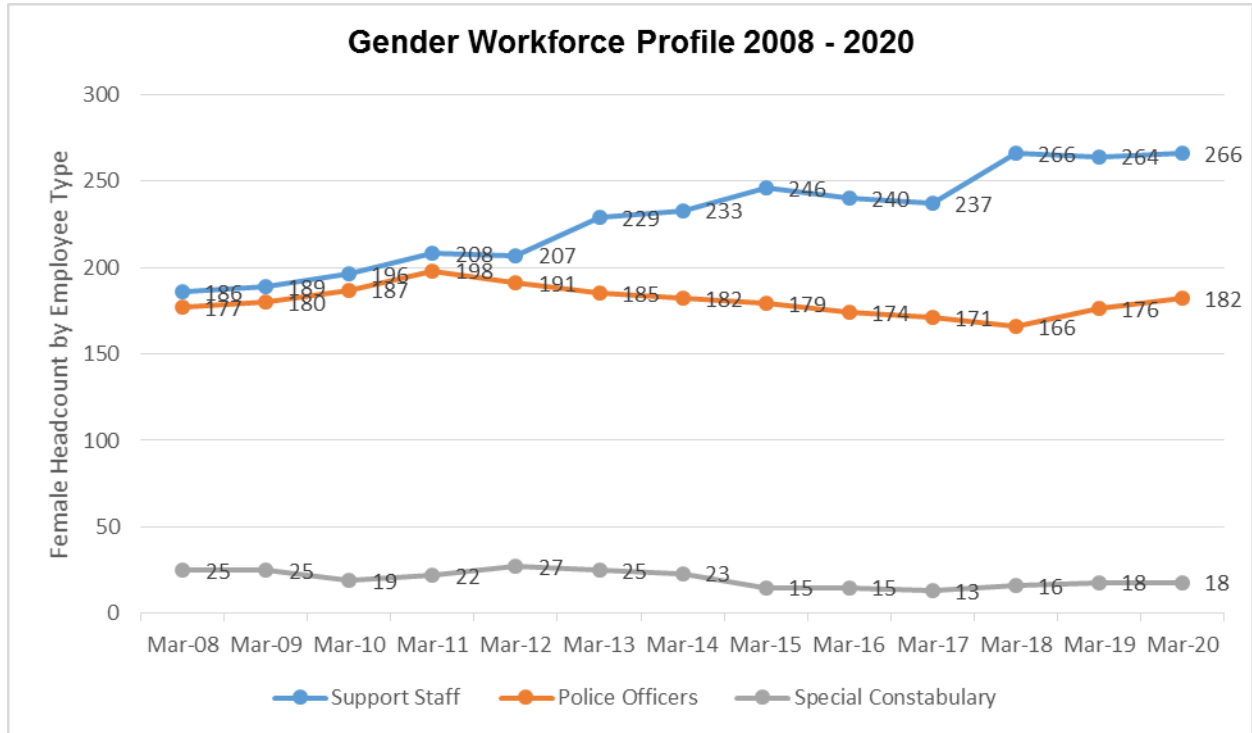


**CoLP Police Staff Gender Profile (March 2020)**





**Workforce Female Gender Profile – 2008-2020**



**Disability – 31<sup>st</sup> March 2020**

- 45. There is no change in the disability profile of CoLP since September 2019, with 24 Police Officers and 15 Police Staff currently identifying themselves as having a disability.
- 46. As of 31st March 2020, 26 Officers and 1 member of Staff are working under 'recuperative duties' (short term) and we currently have 27 Officers and 1 Special Constabulary member 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 – 31<sup>st</sup> March 2020**

- 47. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 11 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual, with 147 employees choosing not to disclose this information.

The force is in the final stages of testing an upgrade to the HR self-service system which, during Q1 2020/2021 will enable Staff to self-define their sexual orientation, as well as other protected characteristics. Working with the

LGBTQ+ network and Corporate Comms, the publicity of this should enable a clearer picture of the CoLP's workforce in the future.

### **Age – 31<sup>st</sup> March 2020**

48. The current age profile of the Police Staff workforce ranges between 18 and 65+. There are currently 174 Police Staff aged 50 and over. 285 members of Staff are between the ages of 18 and 49.
49. The age profile of Police Officers ranges between 18 and 60+. There are currently 165 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 16 Officers who have 30 or more years' service and therefore could be eligible to retire prior to April 2020 and have chosen to continue working. There also another 13 Officers that could be eligible to retire in 2020/2021 (from 1<sup>st</sup> April 2020-31<sup>st</sup> March 2021) as they currently have 29 years' service. Crime have the highest projected retirements with 5 Officers approaching retirement age.

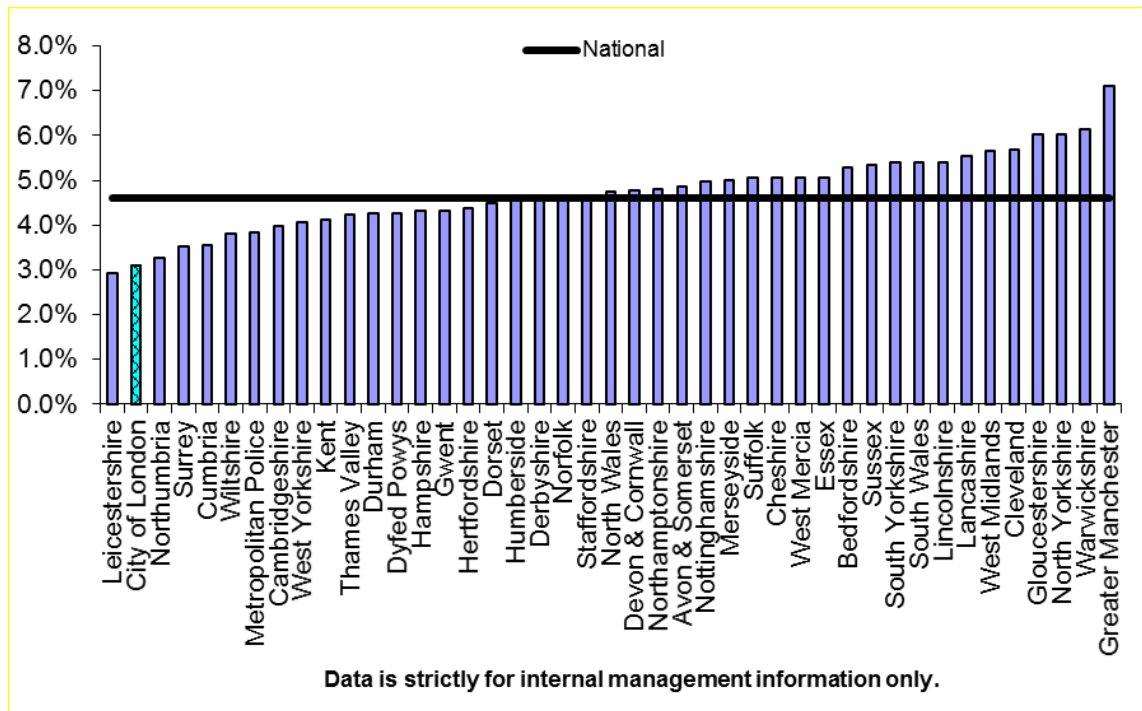
### **Religion and Belief – 31<sup>st</sup> March 2020**

50. Currently 21.95% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.17% as 'Muslim'; 0.64% as 'Hindu', 0.48% as Buddhist. 1.45% identified as having another religious belief, whereas 73.28% either have no religion or have chosen not to disclose their religion or belief.

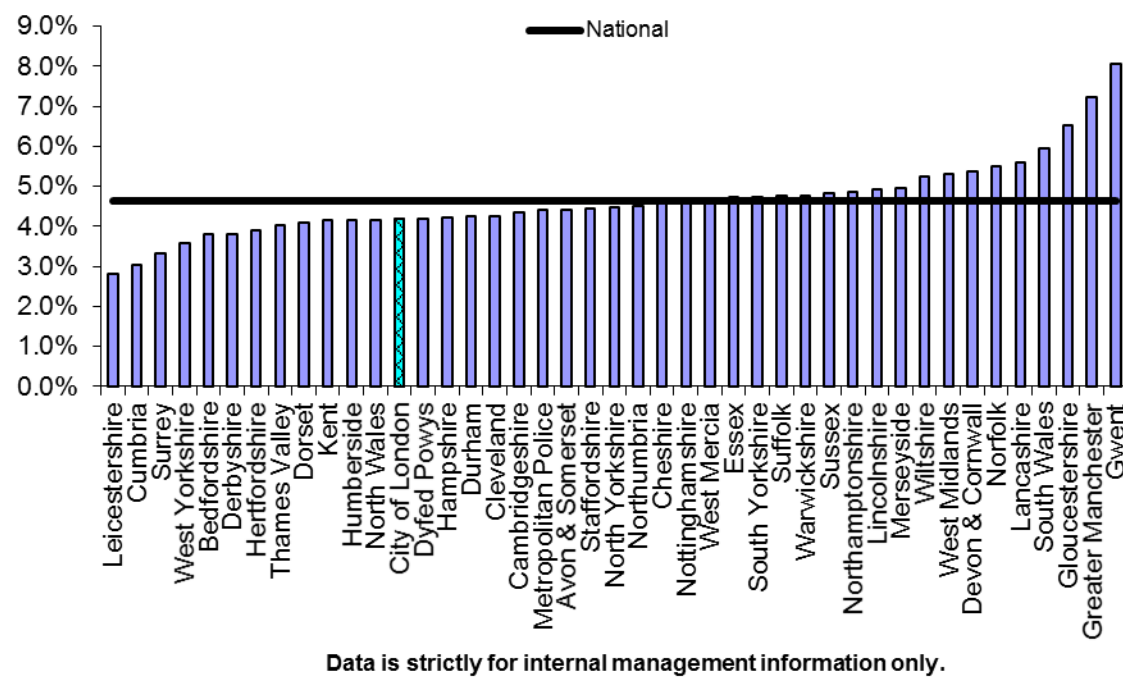
### **Sickness Absence Management – 31<sup>st</sup> March 2020**

51. 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 2018/19, in percentage terms, (working time lost / contracted hours available) this was 3.1% for Police Officers and 4.2% for Police Staff. For Police Officers CoLP is second lowest 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)**



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



52. When using the HO & HMICFRS measures as outlined above, the sickness absence rate for officers for the FY to 31<sup>st</sup> March 2020 was 2.89%. Using working days lost as a comparator, the average working days lost for officers was 7.52 against a target of 6. For staff the HO & HMRCFRS absence rate for the FY to 31<sup>st</sup> March 2020 was 3.7%. Using working days lost as a comparator,

the average working days lost for staff was 9.61 against a target of 7. Sickness for both officers and staff has been higher than desired during a lot of 19/20. This has been mainly due to a significant number of long term cases including some that led to resignation, dismissal or ill health retirement. With the removal of many of these cases in the last quarter together with a new monitoring and governance around sickness management designed by HR we are expecting to see reductions for both officers & staff as we move into 20/21.

53. The City of London Occupational Health (OH) department completes pre-employment medical assessments and referrals for existing Staff or Officers at CoLP, including assessing fitness for work and recommending reasonable adjustments. OH report on a quarterly basis, for Quarter 4 of the financial year the statistics include 1 January 2020 to 24 March 2020. During this quarter, OH have responded to all pre-employment requests within their SLA of 2 working days.
54. In Quarter 3, the OH Advisors received 37 referrals of which 35 were delivered within their SLA (offered within 4 days of receipt of a referral), which is an SLA response rate of 95%. This is an increase from 85% reported previously. During Quarter 4, OH Advisors received 50 referrals, 88% of these were offered within the SLA period; there was also 16 OH Physician referrals during Q4, of which the SLA rate was 81% (the SLA for OH Physicians is to offer appointments within 10 days of receiving a referral).

### **Grievances and Employment Tribunals (1<sup>st</sup> October 2019- 31<sup>st</sup> March 2020)**

55. During the reporting period a total of 5 grievances have been raised which consisted of 3 grievances from Police Staff and 2 grievances from Police Officers. This is a 55% decrease from the last period, and this is encouraging but the numbers are statistically low and so meaningful conclusions cannot be drawn.
56. The City of London Police received 2 new Employment Tribunal claims within the reporting period. They came in November & December 2019 and were both from Police Staff.

### **Well Being**

57. The force has also 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 such as prostate cancer awareness, national cholesterol month and ovarian cancer awareness
58. The force has a wide ranging timetable of wellbeing initiatives which links directly to the needs of our workforce. The Force's Wellbeing Network continue

to support Police Officers and Police Staff with details of online wellbeing related events. Events held during the reporting period included blood pressure checks, mortgage clinics and musculoskeletal assessments.

59. The force's Wellbeing Champion, Chief Supt Glenn Maleary, retired at the end of the period covered by this report. Expressions of interest in the role, which is to lead this area forward in the Force Health & Safety Board and enshrine the ethos throughout the force are being sought.
60. At the time of writing, the force is involved in delivering the policing response to Covid-19. During this time the Wellbeing of Police Officers and Police Staff is crucial. The force is providing support in a number of ways. This includes dedicated welfare leads who are able to raise concerns that are being brought to their attention by the workforce. Another example is where long shifts are being worked a number of hotels are on standby and able to provide overnight accommodation when needed

### **Staff Survey**

61. The National Wellbeing Survey took place in December, CoLP took part in this and had almost 20% of the force respond which was ahead of the National average. This will inform further force plans on Wellbeing strategy supported by high quality data. We are expecting results shortly (subject to Covid-19 related delays.)The Wellbeing survey is supporting a piece of work to transform and develop organisational culture through a series of workshops and events, but these are also currently delayed.
62. The next full Staff Survey has been commissioned and fully prepared by Durham University, this was set to launch in April but at the direction of the Commissioner has been delayed by at least 3 months due to the Covid-19 crisis.
63. Talkback continues to be used as a staff engagement portal to support officer queries and follow up on them. Staff Survey updates have been widely shared on Talkback so people can see what is happening.

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