

Committee(s): Police: Strategic Planning and Performance Committee	Dated: 4 th May 2021
Subject: HR Data Monitoring Report 1 st October 2020 – 31 st March 2021	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,3 and 8
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 35-21	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 between **1st October 2020 to 31st March 2021**. 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 2021 was 861.35 (FTE) Police Officers and 493.87 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts.
- Please note that the Establishment was 506.06 for staff and 888 for Officers.
- **Sickness** – The average working days lost for Police Officers is 4.3 days and for Police Staff is 5.3 days during this period. Using Home Office national measures, the absence rate for officers for the period was 1.6% and the absence rate for staff was 2.01%. [Note that this data does not include Covid related sickness]
- **Grievances** – One new grievance case has been submitted during this period.
- **Employment Tribunals** – There have been no new 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 Committee which has now bi-furcated and so this report will in future be reported to the Strategic Planning and Performance Committee (SPPC). This report covers the reporting period between 1st October 2020 and 31st March 2021.

Workforce Management

2. As of 31st March, the City of London Police has an overall strength of 861.35 Police Officers, against an Establishment model of 888. The Establishment is based on the agreed Force Structure models. Significant work continues to be taken regarding workforce planning. The Strategic Workforce Planning Meeting, which is chaired by the Assistant Commissioner, oversees all workforce planning activity within the force and reviews the force structure to ensure that we continue to operate in line with financial boundaries.
3. Due to the increase in recruitment activity in the last year, additional governance reporting into the Strategic Workforce Planning Meeting had been enacted. This included a Recruitment Gold Group chaired by The Director of HR. Following the success of the recruitment activity the Recruitment Gold Group has been closed. However due to the continuing high levels of recruitment activity and the challenges regarding funding a Recruitment Oversight Board has now been introduced to oversee activity.
4. Recruitment activity is ongoing for Police Officer posts. This targets skill gaps within the force such as Firearms Officers, Operation Servator and Financial Investigators as well as filling management gaps via promotion processes.
5. The force's Workforce Plan which was introduced in December 2016 is a living document and updated every 6 months to ensure that as a force we have an understanding of our current priorities, demands and threats, mapped against our workforce numbers, skills and demographics. The Workforce Plan is closely linked with the Strategic Threat and Risk Assessment (STRA) process. The Workforce Plan is supported by a 5 year recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 5 year training plan which takes into account the skills required across the force. All of this activity is driven by the City of London Police's Corporate Plan.
6. As of 31st March 2021, the strength of Police Staff is currently 493.87 (FTE) against an Establishment model of 506.06. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts. A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the Strategic Workforce Planning Meeting.

Table of CoLP Officer and Staff Establishment Figures vs Strength as of 30/03/2021

Rounded FTE		31/03/16	31/03/17	31/03/18	31/03/2019	31/03/2020 *	30/03/2021*
Officers	Establishment	730.5	735	735	756	843	888
	Strength	698.86	675.49	695.38	735.47	767.72	861.35
Staff	Establishment	450	468.1	451.10	451.10	518.22	506.06
	Strength	413.71	411.46	443.20	413.02	444.49	493.87
PCSO's (included in staff numbers)	Establishment	22	22	14	6.79	6.79	5.79
	Strength	16	11	8	5.79	4.79	4.79
Specials	Establishment	100	100	100	100	100	100
	Strength	55	58	73	76	76	79
Agency	Strength	18	18	33	24	8	14
Volunteers	Strength	23	21	9	12	10	18

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

7. Due to both the growth last year of 61 posts and the allocation of posts as part of the government's drive to increase UK Police Officers by 20,000 additional probationer intakes took place that were detailed in the workforce plan for 2020/21. The force continues to also profile in regular transferee officer campaigns which will target skills that the force require.
8. In order to manage this growth in Police Officer numbers, revised recruitment methods and procedures have been developed to increase capacity and improve the customer experience for all. Learning & Organisational Development have had to adapt to larger intake classes and different methods of instruction to maintain delivery during the Covid 19 pandemic.
9. Covid 19 has led to changes in ways of working for all staff, however in relation to recruitment HR Services during this period ensured that all recruitment continued by adopting different recruitment tools such as online interviews. We continue to monitor the situation and risk assess all work, whilst maintaining the pace of growth required to reach establishment.
10. The vetting unit within Professional Standards Department, which supports recruitment activity is a key strand with the Recruitment Gold Group and we continue to streamline and improve vetting times. The vetting unit have also been impacted by Covid 19 but suitable risk assessed processes were introduced to ensure we could maintain the service.
11. The force will be undertaking a new process for Student Officer Recruitment using the College of Policing's 'Police Educational Qualifications Framework' (PEQF) which will aim to attract a diverse range of applicants and further professionalise our Service. The first intake in this method will join us in Summer 2021, we will work with our Higher Education Partner, Coventry University, to jointly deliver. Working groups at both tactical and strategic levels have been created and are meeting weekly to implement plans as the launch of this challenging new development draws closer.
12. Our collaboration with Police Now resulted in a diverse group of high-calibre graduates joining the Crime Directorate in January 2021 as direct entry detectives. The appointed syndicate lead within CoLP coordinated the training

and development functions to ensure that the new officers received the best possible start to their detective careers. This has proved highly successful with all passing their National Detective examination.

13. Currently in CoLP we have 18 volunteers spread across all directorates of the force. Work is on-going to increase this number. In addition, we have in excess of 100 in the First Aid Nursing Yeomanry (FANY) some of whom supported the response to Covid 19.
14. Based on our attrition rates and predicted retirements over the next five years the force has built within its workforce plan & recruitment strategy that we will be recruiting increased intakes of probationers and more transferees, which supports the force's corporate plan. This plan reflects the national uplift for year 1 and year 2 and also reflects the skills the force will require for the next 5- 10 years. The workforce plan also takes into account the Strategic Threat and Risk (STRA) process and the Transform Programme outcomes.

People Development

Talent Delivery:

15. The Talent Development delivery plan gives a strategic overview of the framework for the delivery of the plan against define, attract, select, develop & manage, engagement & retention and management of talent linked to the Corporate Plan. This clearly outlines the roles and responsibilities across the force. Action leads from across the force meet regularly to monitor implementation of the plan. Focus in the next quarter will be on communicating the many initiatives that have been delivered both by L&OD and business areas across the force, we will ensure that the overall aims of the delivery plan are shared and good practice signposted across the force.
16. Delivery of application and Interview workshops for all officers and staff has continued throughout the pandemic. Workshops specifically linked to the recent Sergeants and Inspectors processes have been well attended and positive feedback received from candidates.
17. The three tier mentoring has been reviewed and we are recruiting and training 15 new internal mentors and developing relationships with external partners, including Amazon and the armed forces.
18. Reverse mentoring – we have launched a reverse mentoring pilot, with 5 mentors ranked from Constable to Inspector and 5 mentees ranked Superintendent and Chief Superintendent. We have 4 more pairs that will join the pilot in July.
19. The Positive Action Leadership Scheme (PALS) was launched in December 2020 and three out of six modules have been delivered. Feedback from delegates has been positive. The programme focuses on the personal and professional development of individuals, providing tools for colleagues to progress their careers, whether for promotion or lateral development. A review

will take place in the summer to plan how this programme will be rolled out across the force.

20. Work continues with the senior leadership team to embed the forces leadership and cultural commitments. A leadership development Continuous Professional Development (CPD) event was delivered to SLT in March and similar sessions will be rolled out to all supervisory ranks and grades over the coming months. Aligned to this work, Learning and Organisational Development (L&OD) are working with the Transform Team on a cultural journey that will support the force. The L&OD team continue to work with Transform through a series of cultural workshops and leadership development sessions which will all include an element of how business areas can work together to solve problems and develop a single force ethos.
21. The Personal Development Review (PDR) system has been further upgraded in April 2021. The new version is 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 these needs. The benefits of the new system will be highlighted further in future committee reports as the system is embedded within the force.

PEQF (Policing Education Qualifications Framework):

22. In March 2021, our final cohort of student officers under the 'IPLDP' (Initial Police Leadership Development Programme) successfully passed out at Wellington Barracks. Moving forwards, all of our student officer training will come under the PEQF umbrella. We continue to work closely with Coventry University as we design this training programme, the curriculum for both the two year programme (for existing degree holders) and the three year programme (for new apprentices) has been largely agreed and our initial submission approved by the College of Policing.
23. Our panel to gain formal approval from the College takes place at the end of next month and we continue to work towards both this and our application for RoATP (Registration for Apprenticeship Training Providers) where we aim to gain approval later in the summer. Through successful co-ordination with the College of Policing, where we continue to attend national PEQF working groups, and Coventry University, we are ensuring we will be able to deliver our first PEQF cohort later in 2021.

Training Needs Analysis:

Detective PIP¹ Training Needs Analysis

24. In late 2020/early 2021, work commenced between L&OD and the Crime Directorate to implement a new monitoring system for all PIP detective training, accreditation and continuing professional development. This new system provides a means of ensuring all CoLP PIP accredited detectives operate in

¹ Professionalising Investigation Programme- PIP

line with the College of Policing's requirements on operational competence to maintain accredited detective status. The new system will monitor this accreditation as well as identifying training and skills gaps. To date the current system has been implemented for all PIP2 detectives and work has begun to configure PIP3 and PIP4 roles on the system. This work complements the ongoing efforts of the L&OD Crime Training team who have re-launched the detective pathway programme for trainee detective constables and are establishing a programme of CPD for existing detectives alongside the Crime Directorate.

Forcewide Training Needs Analysis for Transform Operating Model

25. In response to the work of the Transform Programme, training requirements for each of the new services under the Transform Operating Model have been scoped by the respective design leads. This is to ensure the workforce is suitably prepared and skilled to ensure the changes to the operating model are successfully implemented and the benefits of the programme fully realised. The Transform Programme team and L&OD have been working closely together on this piece of work and an overarching review of the transform training requirements is to be held in Spring/Summer 2021 with ratification of the training being provided by T/Commander Evans. The current Skills Matrix Report will then be reconfigured to align to the new organisational structure and mapped to include the new training needs.

Recovery Options for Mandatory Training (Op Tamar)

26. Through the introduction of various safety measures including social distancing and insistence on lateral flow testing prior to participation, we have been able to re-start delivery of face to face mandatory training where necessary. In particular, where our compliance is a matter of critical risk, including personal safety training, first aid training, driving school courses and custody training. Our programme of prioritisation is ensuring that people are being refreshed prior to a lapse in training.

Custody Training:

27. Since October 2020 we have delivered 21 custody refreshers, 2 custody Inspector courses, 1 gaoler course and 2 custody Sergeant initial courses. We have also upskilled 2 additional staff for additional resilience - one to deliver gaoler training and one to deliver to custody Sergeant training.

Continued Professional Development (CPD)

28. CPD remains a priority for the force. We continue to deliver 'Focus on' sessions, available to all staff and officers regardless of rank and role, these have now moved to online delivery with attendance continuing to thrive.
29. In April 2021 we are launching Module 4 of our Management Development Programme (MDP), this session focuses on effective finance and budgeting with both first and second line management invited to attend. The sessions will be recorded and form part of an online learning programme for staff to refer to.
30. A number of Sergeants and Inspectors have started on pathways as part of the police professional promotion framework under the tutorship of L&OD staff. The management course for Sergeants 'Core Leadership programme' is booked for the second week of May and will be run online. The equivalent Inspectors course is planned for delivery later in the year.
31. All officers are receiving a bespoke refresher in public order and stop search training this summer, this is in response to recent events where we have witnessed an increase in protest activity. Front line officers will also be receiving additional vulnerability training covering themes including modern slavery, online grooming and the importance of the voice of a child.
32. Driver Training and Future Demand

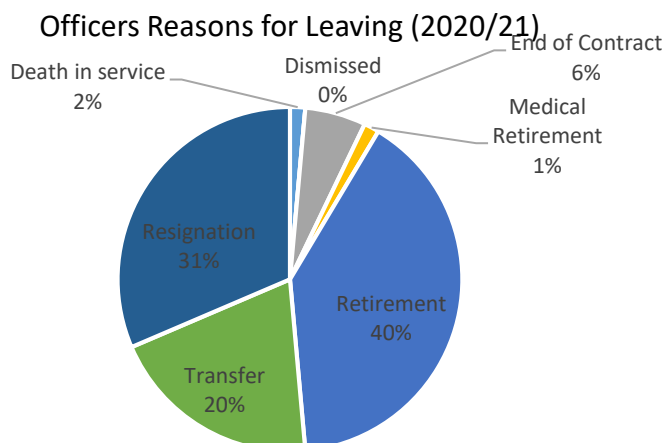
We continue to map the future demand in relation to driving school, with consideration given to environmentally friendly and ULEZ compliant vehicles including training in electric and hybrid vehicles. We are also planning to increase the use of motorcycles, mopeds and pedal cycles by officers to fit better with the changing design of the City of London. In order to do so, our current focus is on upskilling our own trainers and sourcing additional vehicles for our fleet.

Labour Turnover

33. During the reporting period (October 2020 – March 2021), 34 Police Officers and 16 Police Staff left the City of London Police, this equates to a 3.9% and 3.1% turnover rate respectively. Overall, 70 Police Officers and 35 Support Staff left the force during the financial year 2020/2021. The attrition rate was 8.4% for Police Officers and 7.2% for Support Staff. The breakdown of reasons for leaving the force is provided in the tables below for each staff group; a further five years of data has been added for analysis.

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

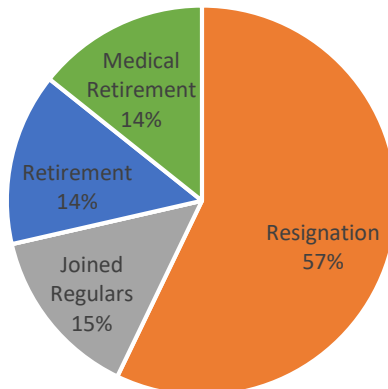
Reason for leaving	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Death in service	0	1	0	0	0	0	1
Dismissed	1	1	0	1	1	0	0
End of Contract	0	0	0	0	0	0	4
Medical Retirement	0	4	1	2	0	2	1
Retirement	25	37	38	36	35	33	28
Transfer	2	7	7	9	16	22	14
Resignation	13	19	15	25	7	23	22
Total	41	69	61	73	59	80	70



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

Reason for leaving	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Death in service	1	0	0	0	0	0	0
Resignation	11	13	6	14	6	3	4
Joined Regulars	0	3	0	0	1	7	1
Dismissal	1	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	1
Medical Retirement	0	0	0	0	0	0	1
Total	13	16	6	14	7	10	7

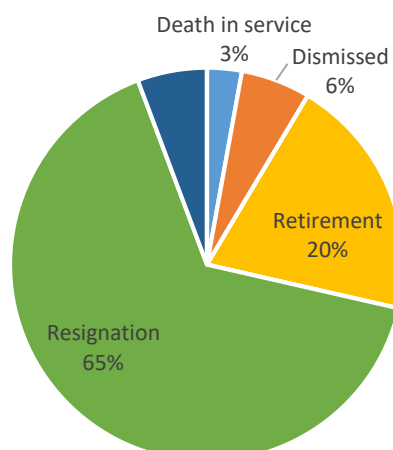
Specials Reasons for Leaving (2020/21)



CoLP Staff - Reasons for Leaving (per Financial Year)

Reason for leaving	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Death in service	0	0	0	1	1	0	1
Dismissed	4	3	1	1	1	1	2
Medical Retirement	0	1	1	1	0	0	0
Retirement	5	3	6	3	10	6	7
Transfer	1	7	3	2	0	0	0
Resignation ²	42	52	42	37	49	37	23
Resignation joining Police	6	0	0	2	2	6	2
Redundancy	0	0	0	6	0	0	0
End of Secondment	0	0	0	0	1	0	0
Total	58	66	53	53	64	50	35

Staff Reasons for Leaving (2020/21)



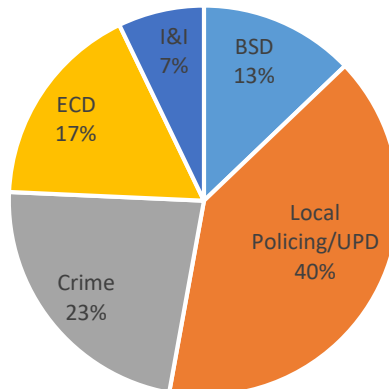
² Resignation includes the conclusion of fixed term contracts

34. For the reporting period, 34 Police Officers left the force with the highest number leaving from Uniform Policing Directorate (UPD)/Local Policing.
35. For the financial year, 70 Police Officers left the force with the highest number leaving from UPD/Local Policing. The main reasons for Police Officers leaving during this period was retirement followed by resignation.
36. 16 Police Staff in total left the force in the reporting period, the greatest number of leavers were in Economic Crime Directorate (ECD). For the financial year, 35 Police Staff left the force with the highest number leaving from Business Support Department (BSD) and I&I, the main reason for leaving was resignation.
37. HR have been collating online exit interview data via Survey Monkey since the beginning of 2019. HR continues to offer the facility of a face to face exit interview to CoLP officers and staff if they would prefer. HR are also looking at offering those leaving the force the opportunity to have an Exit Interview with one of the Staff Networks if the officer/staff member wishes.
38. For the financial year, 23 online exit interviews have been completed, including 14 Police Officers and 9 Support Staff. Of these exit interviews, over half responded positively to questions about working at the CoLP, such as, feeling that senior managers were visible, they had a clear understanding of what was expected of them and how their work related to the CoLP's goals, and that individuals felt valued by their manager.

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

Directorate	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
BSD	1	0	0	2	0	2	1	0	0	1	1	1	9
Crime	1	0	1	4	1	0	0	3	2	2	2	0	16
ECD	2	1	0	1	1	2	1	0	1	0	1	2	12
I&I	1	0	0	2	0	0	0	1	1	0	0	0	5
UPD/Local Policing	3	3	1	3	1	3	2	3	3	2	3	1	28
Total	8	4	2	12	3	7	4	7	7	5	7	4	70

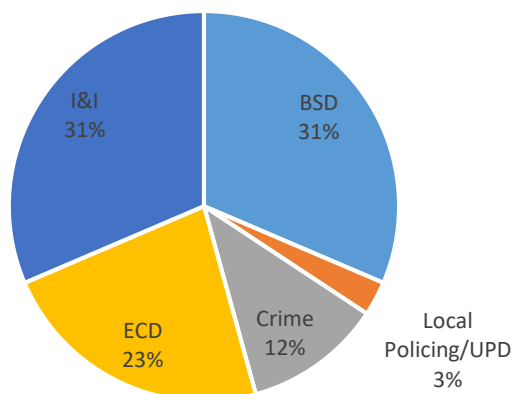
Police Officer Leavers by Directorate (2020/21)



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

Directorate	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
BSD	0	3	0	3	1	0	0	2	0	2	0	0	11
Crime	0	1	0	1	0	1	0	1	0	0	0	0	4
ECD	1	0	0	0	1	0	1	2	0	2	0	1	8
I&I	0	1	1	1	1	3	0	2	0	1	0	1	11
UPD/Local Policing	0	0	0	0	0	0	0	0	0	0	1	0	1
Total	1	5	1	5	3	4	1	7	0	5	1	2	35

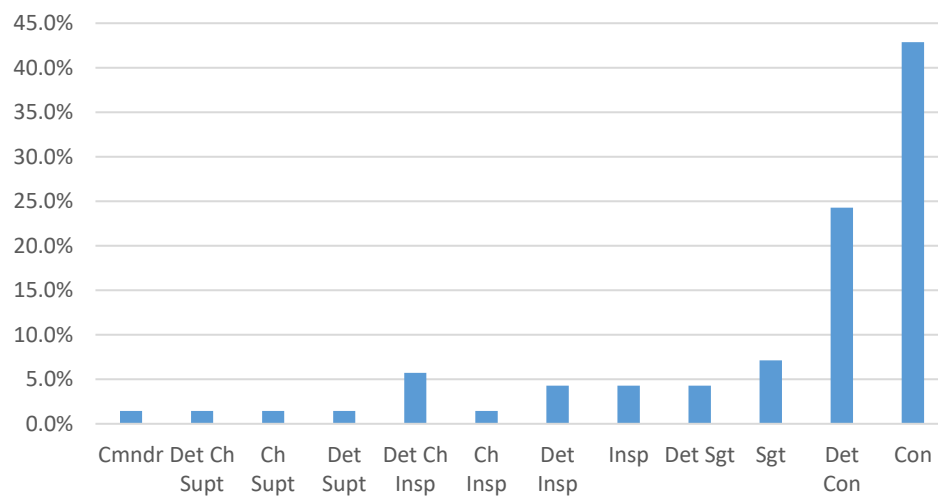
Staff Leavers by Directorate (2020/21)



CoLP Officers Leavers by Rank (Financial Year 2020/2021)

Rank / Grade	Police
Commander	1
Det Chief Superintendent	1
Chief Superintendent	1
Det Superintendent	1
Superintendent	0
Det Chief Inspector	4
Chief Inspector	1
Det Inspector	3
Inspector	3
Det Sergeant	3
Sergeant	5
Det Constable	17
Constable	30
Grand Total	70

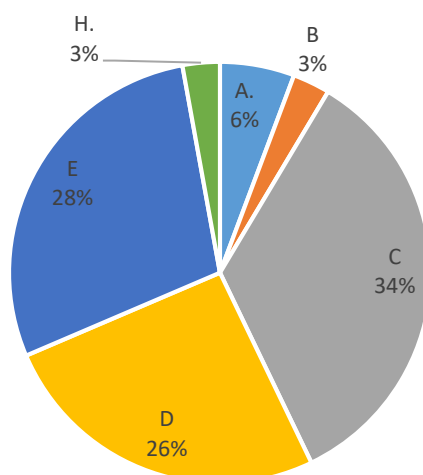
Police Officer Leavers by Rank % (2020/21)



CoLP Staff Leavers by Grade (Financial Year 2020/2021)

Rank / Grade	Support Staff
A.	2
B	1
C	12
D	9
E	10
G.	0
H	1
Total	35

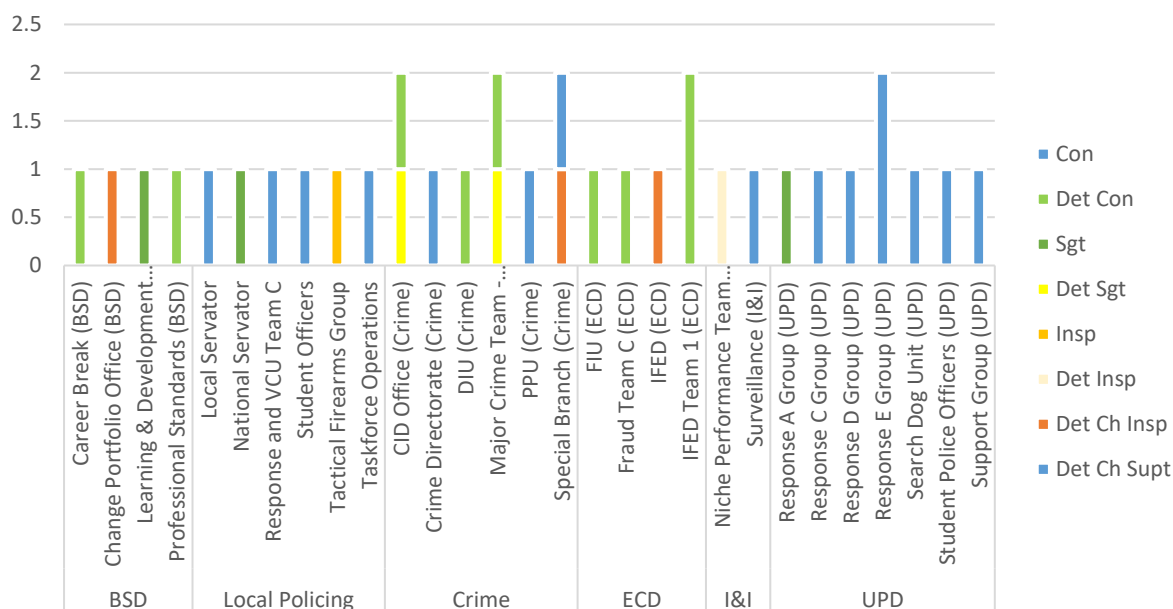
Staff Leavers by Grade (2020/21)



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

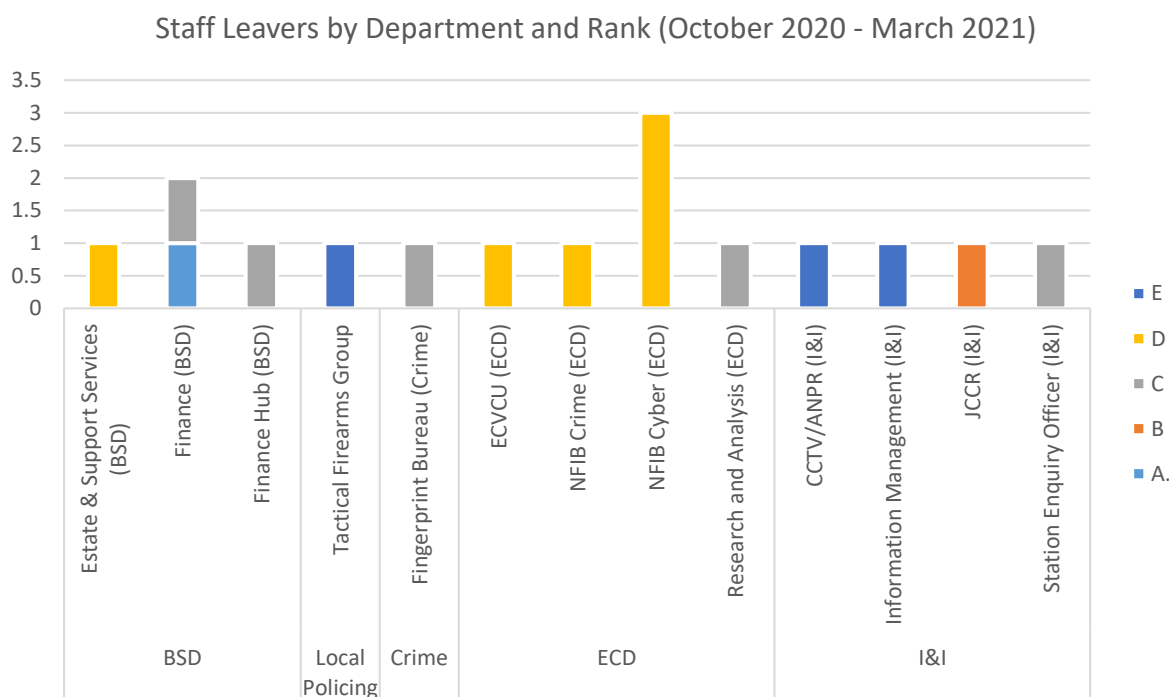
The graph below shows the number of Officer leavers by Department and Rank. During this reporting period, the greatest number of leavers was in Response Groups with 6 leavers.

Officers Leavers by Department and Rank (October 2020 - March 2021)



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

The graph below shows Staff leavers by Department and Grade. During this reporting period, 6 employees left the NFIB teams in ECD.



Recruitment

39. In the reporting period of 1st October 2020 – 31st March 2021, the City of London Police have had 49 Police Officer recruitment campaigns, including 1 Student Officer campaign.

There have been 4 promotion campaigns, these were at the ranks of Assistant Commissioner, Detective Chief Superintendent, Sergeant and Inspector. The Inspectors recruitment and promotion campaign began just before this reporting period.

20 Police Staff campaigns have taken place during the same period.

40. 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.
41. In September 2020 a Sergeant promotion and selection campaign was launched this received 54 applications, of which 32 applicants were successful. This has enabled the force to fill some of its immediate vacancies and maintain a select list where officers can be posted as vacancies arise at this rank.
42. There has been an intake of 24 Student Officers in July 2020, and 16 in November 2020. A Student Officer campaign which will follow the National

PEQF process was launched in November 2020 which received 164 applications. It is anticipated that the first cohort of student officers from this campaign will join the force later this year.

43. Following the decision that the force will be the National Lead in Cyber Crime a promotion/selection campaign took place in early 2021 to appoint a Detective Chief Superintendent they are scheduled to join the force in the next reporting period.
44. An Inspectors promotion and selection process was launched in January 2021 which resulted in 67 applicants, of which 38 shortlisted for interview. The interviews are ongoing with final results expected in April 2021.

Police Officer Recruitment

45. A total of 71 Police Officers were recruited during the reporting period including appointments from the transferee campaigns and 21 Student Officers/Probationers (including 5 Police Now Student Officers).

Police Staff Recruitment

46. A total of 46 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
47. 4 volunteers joined the force during this period.

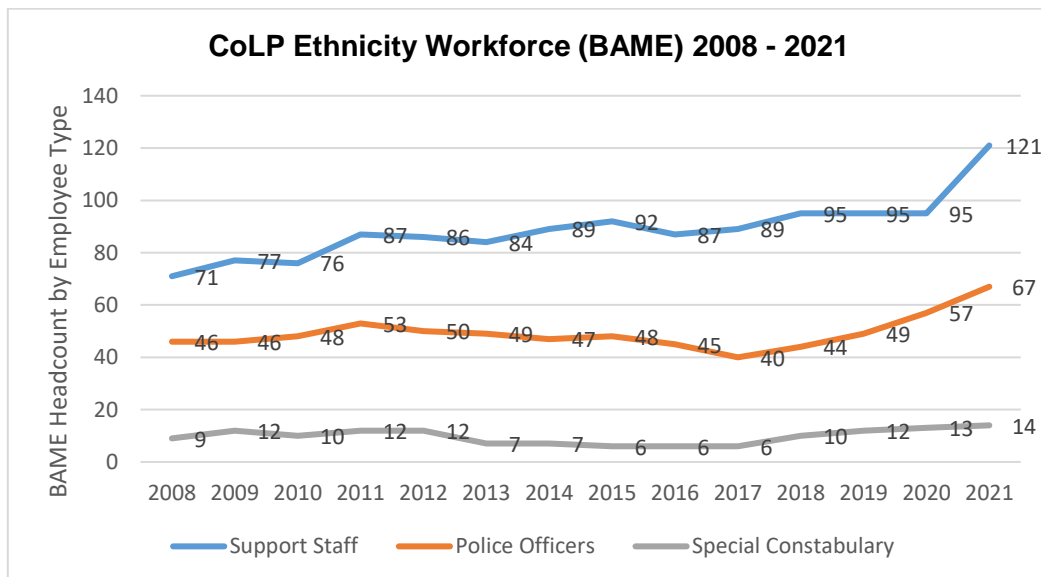
Equality and Inclusion

48. The Equality and Inclusion Operational Board was formed in June 2020 and is chaired by a T/Commander its purpose is to raise any issues that impact on the force's operational performance, in relation to equality, diversity and inclusion. It supports the force's performance in creating an inclusive and diverse organisation. The board includes representatives from all support networks and staff from several of the force's organisational units.
49. The force has recently upgraded the HR self-service system to enable employees to self-define their protected characteristics. This change has been widely publicised and it is envisaged will assist the force in having a clearer picture of the forces' workforce. This also will link in with a national initiative that will be launched through the uplift programme to encourage officers and staff to record their characteristics.
50. The force has also introduced a new Equality and Diversity Strategy. This is now reported on in full to your Professional Standards and Integrity Committee .

Ethnicity

51. For this reporting period (1st October 2020 to 31st March 2021), the number of BAME Police Officers has increased to 67 and the number of BAME Police Staff has increased to 121. The graph below represents the number of Black, Asian and Minority Ethnic (BAME) Police Staff, Officers and Special Constabulary within the CoLP at the end of the financial year from 2008 to 2021.
52. When compared nationally, CoLP Staff BAME representation rate is ranked as second highest among all national forces (not including BTP) and is fifth highest for Officer representation (not including BTP).
53. The force has made a decision to incorporate the BAME Action Plan into the national NPCC Workforce Representation, Attraction, Recruitment, Progression & Retention Delivery plan, which is reviewed continuously. The force's Equality & Inclusion Operational Board oversees the work on the NPCC plan. The force, has made improvements on a number of areas. For example, the force is now advertising more widely and is supporting internal applicants through application writing and interview workshops. In addition, there has been an introduction of a buddy system where BAME officers are supported from a buddy when they join the force. The force has also commenced some positive action initiatives.

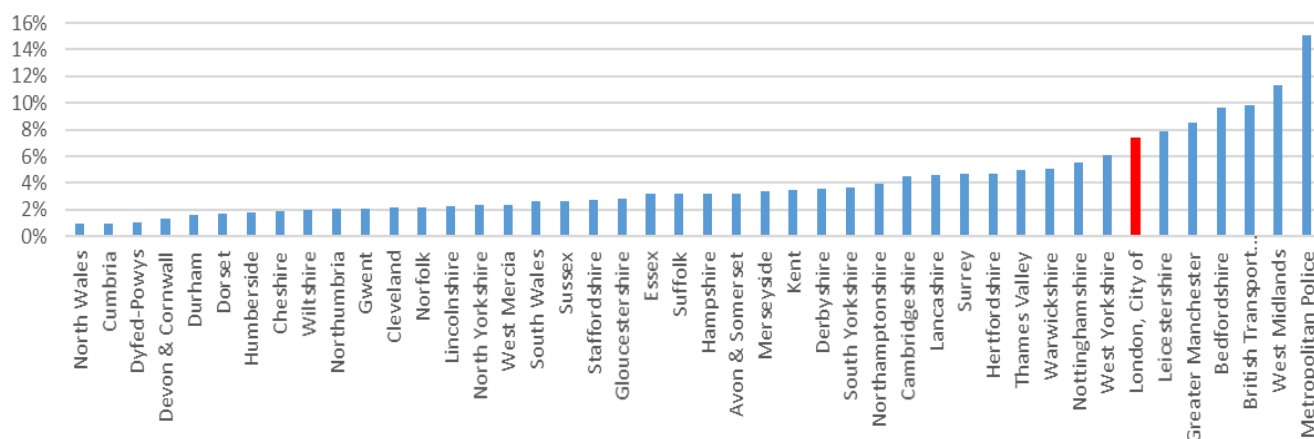
CoLP Workforce Profile by Ethnicity 2008-2021 (financial year)



Officer BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2020)

BAME Officers (% of Headcount) - 31 March 2020

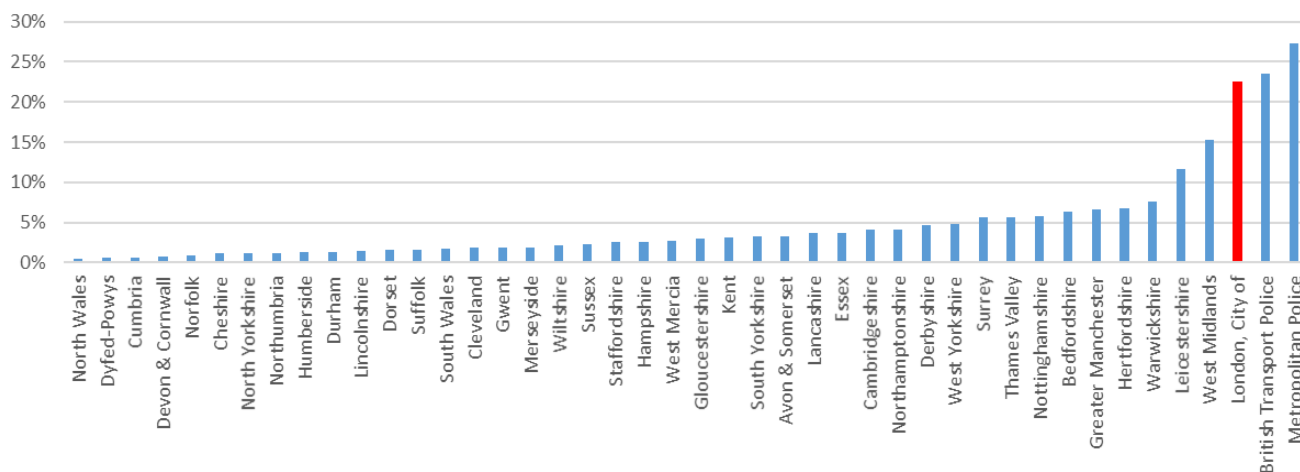


Source: Police Workforce, England and Wales, 31 March 2020

Staff BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2020)

BAME Staff (% of Headcount) - 31 March 2020



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

Gender

54. The percentage of female Police Officers has increased this financial year. As part of 2019-2024 People Strategy, CoLP is continuing to undertake a number

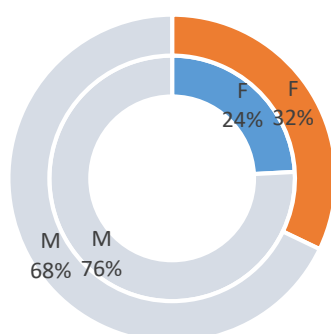
of activities to improve female representation. Approximately 21% of applications received for Police Officer roles were from female applicants; 26% of Police Officer new joiners were female in the reporting period.

The national average for female Police Staff stands at 62.5% as at 31 March 2020, as of March 2021 CoLP's female Police Staff representation rate is 57.8%. It is worth noting that the force has a more even representation of male and female Police Staff.

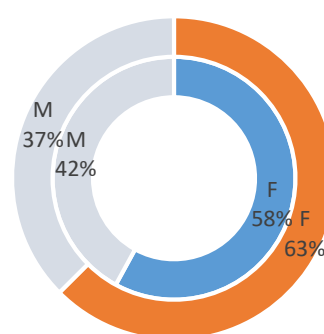
Gender Comparison

- City of London – March 2021
- National Comparison (England and Wales) - March 2020

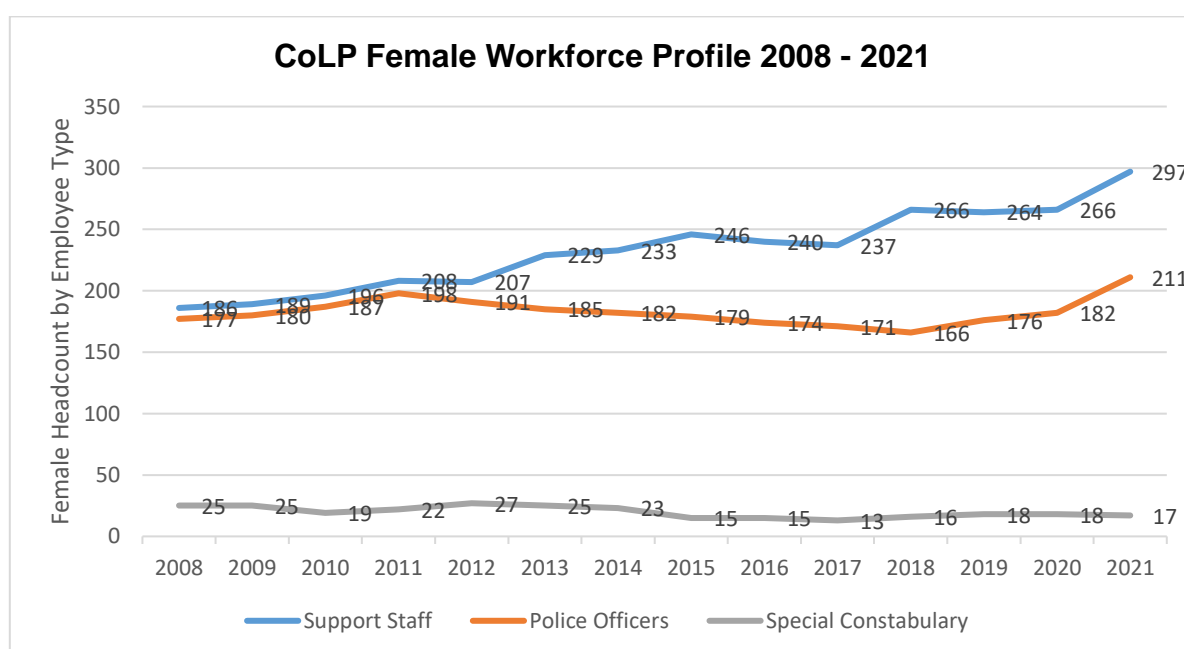
Officer Gender Profile



Staff Gender Profile



Workforce Female Gender Profile – 2008-2021



Disability

55. The CoLP's disability profile remains similar to data previously reported with 22 Police Officers and 15 Police Staff currently identifying themselves as having a disability.
56. As of 31st March 2021, 23 Officers are working under 'recuperative duties' (short term) and we currently have 34 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).
The force has also recently introduced Dyslexia Assessors at the force to support colleagues on all matters related to dyslexia including reasonable adjustments.

Sexual Orientation

57. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 33 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual (up from 23 previously reported), with 906 employees choosing not to disclose this information or choosing "prefer not to say". With the introduction of new functionality to the HR system (mentioned above) we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

Age

58. The current age profile of the Police Staff workforce ranges between 22 and 65+. There are currently 190 Police Staff aged 50 and over. 321 members of Staff are between the ages of 20 and 49.
59. The age profile of Police Officers ranges between 19 and 60+. There are currently 175 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 23 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 9 Officers that could be eligible to retire in 2021/2022 as they currently have 29 years' service.

Religion and Belief

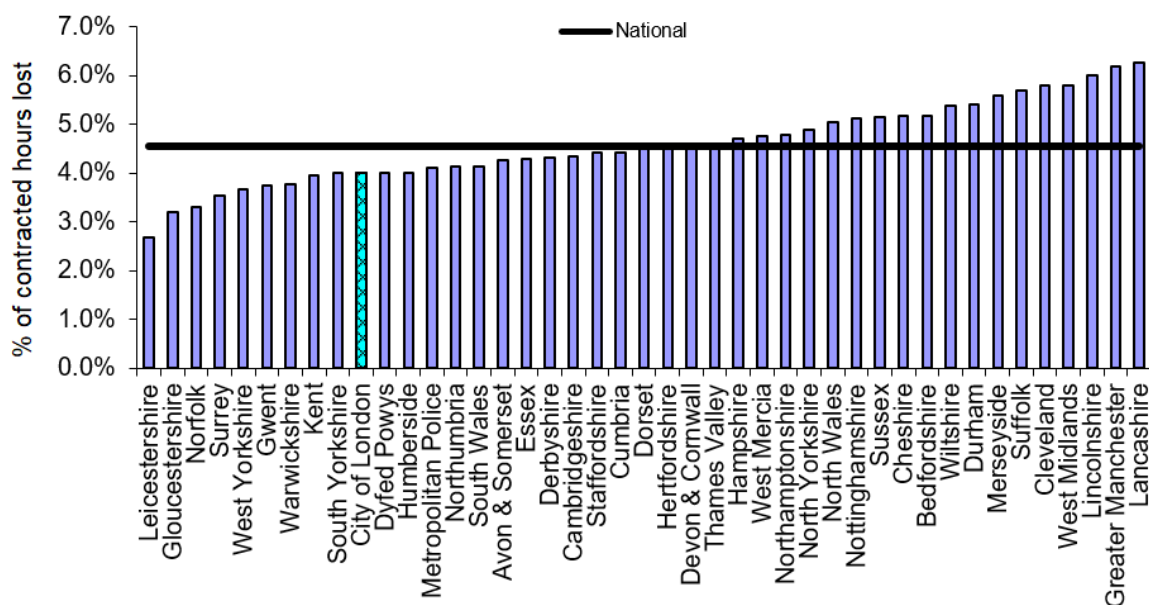
60. Currently 21.7% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.3% as 'Muslim'; 0.7% as 'Hindu', 0.5% as Buddhist. 1.2% identified as having another religious belief, 0.3% as Judaism and 0.5 as Sikh, whereas 72.7% either have no religion or have chosen not to disclose their religion or belief.

As previously mentioned, with the introduction of new functionality to the HR system we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

Sickness Absence Management

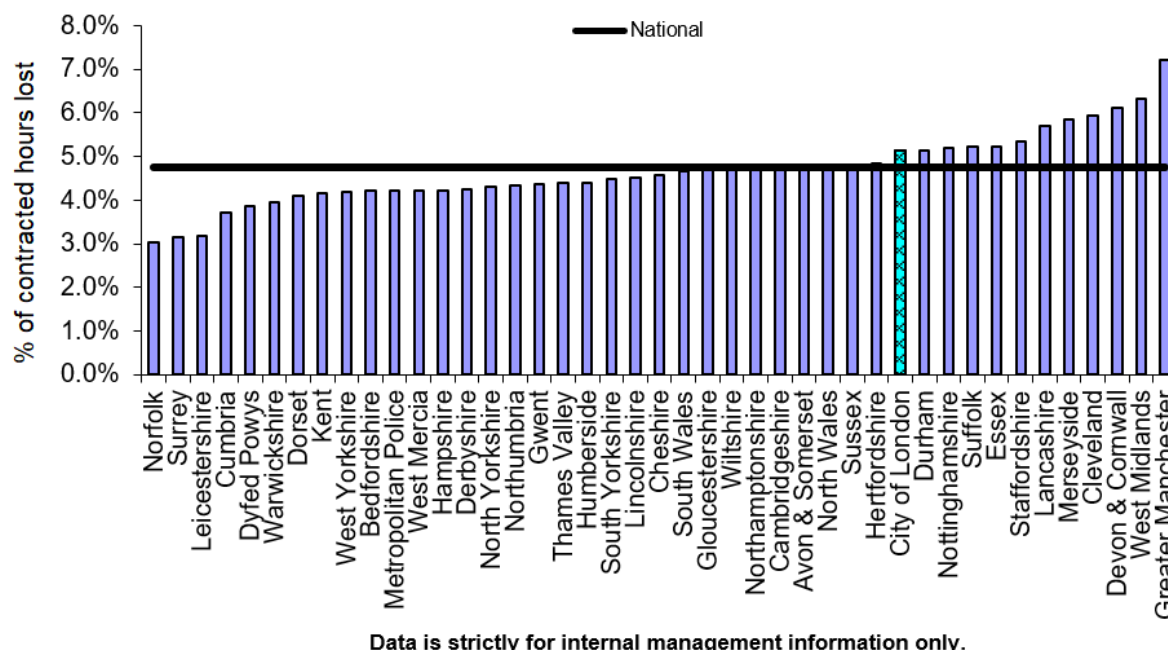
61. The Home Office (HO) & Her Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2019/20, in percentage terms, (working time lost / contracted hours available) was an average of 4.6% for Police Officers and 4.8% for Police Staff. For Police Officers CoLP sickness rate was 4% in the Home Office data.

Police Officer sickness data – year ending March 2020 (data sourced from I-Quanta Project Fusion)



Data is strictly for internal management information only.

Police Staff sickness data – year ending March 2020 (data sourced from I-Quanta Project Fusion)



62. When using the Home Office (HO) & Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) measure converted to days, the sickness absence rate for officers for the FY to 31st March 2021 was 1.60%. Using working days lost over average headcount as a comparator, the average working days lost for officers was 4.3 (target for the rolling year is an average of 6 days per head). For staff the HO & HMRCFRS absence rate for the FY to 31st March 2021 was 2.01%. Using working days lost as a comparator, the average working days lost for staff was 5.3 (target for the rolling year is an average of 7 days lost per head). Sickness has decreased during the 20/21 compared to 19/20. It should be noted that sickness related to COVID-19 isolation (COVID-19, Isolation Symptomatic and Isolation Non-Symptomatic) has been removed from the sickness statistics and does not count against an individual's record.
63. The City of London Occupational Health Service undertakes pre-employment medical assessments for support staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements. OH report on a quarterly basis. For the period 1 October 2020 to 31 March 2021 the OH have responded to 26 out of 27 pre-employment requests within their SLA of 2 working days. Please note that Police Officer recruitment medicals are not included in these figures.
64. For the period 1 October 2020 to 31 March 2021 the Occupational Health (OH) Advisors received 85 referrals of which 83 were delivered within their SLA (Service Level Agreement) (offered within 5 days of receipt of a referral), which is an SLA response rate of 98%. In addition, there were also 23 referrals to the OH Physician of which all were seen within the SLA a response rate of 100%

(the SLA for OH Physicians is to offer appointments within 14 days of receiving a referral. The OHP is contracted 1 day per week for 45 weeks).

Grievances and Employment Tribunals (1st October 2020 – 31st March 2021)

65. During the reporting period only one new grievance was submitted. This has been concluded with the outcome being presented in April 2021 which is outside of this reporting period. As with the previous six month period we have still been predominantly working from home as a result of Covid 19 and if we compare the numbers of grievances to the same reporting period in the corresponding period last year it is useful to note we had 7 grievances submitted. Therefore we have a substantial decrease in grievances and a correlation between working from home and the reduction in grievances. This could be attributed to staff and officers being less likely to have discord or workplace friction as they are working remotely away from the “normal” workplace environment. Year on year there has been a significant decrease in grievances submitted.
66. The City of London Police received no new Employment Tribunal claims within the reporting period.
67. The tables below summarise the recent and live Employment Tribunals during the reporting period.

New ET's submitted and opened	Nil
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ET's closed	Nil
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ET's still in progress	Details
Case 1 – Sex Discrimination	<p>ET1 submitted in December 2017 relating to officer failing eye sight test for Firearms.</p> <p>ET held in June 2019 – ET determined that the Force had acted appropriately and case dismissed.</p> <p>Appellant lodged an Appeal in October 2019.</p> <p>In April 2020 at the EAT preliminary hearing the Appeal's judge dismissed the appeal as there was no merit.</p> <p>Appellant lodged an appeal in August 2020 with the Court of Appeals. We are awaiting judgement as to whether this will be allowed to proceed as we have challenged the merits of this appeal.</p>

	<p>The judge has determined that this case should be heard by the Court of Appeal in relation to one element of the grounds of appeal. This has been scheduled to be heard in the Royal Court of Justice on 21st and 22nd April 2021.</p>
Case 2 – Sex Discrimination	<p>ET1 submitted in December 2017 relating to the cessation of an allowance during Maternity Leave.</p> <p>ET hearing in October 2018 found in favour of the officer but CoLP appealed the decision based on the Regulations being unclear.</p> <p>EAT held in May 2019 and the appeal upheld the original decision.</p> <p>Based on Legal advice this matter is now going to the Court of Appeals with the hearing scheduled for January 2021.</p> <p>The appeal was heard on 13th/14th January 2021. We are still awaiting the decision from the Court of Appeals</p>
Case 3 – Constructive dismissal and Harassment	<p>ET1 submitted Nov 2019.</p> <p>PHR was held on 22.01.20 and both parties agreed to Judicial Mediation which was initially booked March 2020 but was postponed due to COVID19. It was rescheduled and took place in September. No agreement was met at the judicial mediation so a hearing was scheduled for April 2021.</p> <p>Following negotiations with the claimant we agreed to settle the case via a CoT3 agreement. At the time of writing the CoT3 agreement has been signed and we are processing the settlement payment.</p>

Well Being

68. The force has implemented a Wellbeing Framework for 2017 – 2021 which outlines the importance of ensuring the wellbeing of our officers and staff whether it's mental or physical, in order to have a workforce that can meet the challenges facing the force and thereby supporting the tenets of the Corporate Plan. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing, and highlights initiatives and events that are available to our workforce. The Wellbeing Framework is due for review during the course of the year.

69. It is recognised that across society the Covid 19 pandemic has presented wellbeing challenges of varying scales both inside and outside of the workplace. In March, the force introduced dedicated Bronze Welfare leads as part of the command structure set up to deal with City of London Police's Covid 19 response.
70. The pandemic has seen some changes to the way City of London Police staff and officers work. Changes include working from home (where roles allow), the wearing of PPE to prevent the spread of Covid 19 while undertaking frontline activities, within Police vehicles and whilst in the communal areas of force buildings. It has also seen both officers and staff involvement in the delivery of services that could be challenging to the psychological wellbeing of those involved.
71. The Force Wellbeing Strategy was launched in early 2021 in line with the results of the staff survey.
72. The strategy provides a framework for changing our approach to wellbeing, promoting and encouraging it, and identifying the areas that require additional attention.
73. It recognises that a strong commitment to wellbeing benefits staff and the organisation as a whole. Therefore, the strategy seeks to go well beyond the standard legal duty, in line with the force's vision and values.
74. As previously discussed, the launch of the Wellbeing Framework was timed to launch at the same time as the 2020 staff survey results. Results of the staff survey show a significant improvement.
75. Analysis, as in 2017, was undertaken by Durham University, and reported that the force's approach to working from home was a key driver of improvement.
76. This reflects evidence gathered nationally that shows well-supported Working From Home guidance is greatly appreciated by staff with reduced commutes, and associated costs improving the perceptions of wellbeing and organisational support.
77. Agile working is something the force is considering as part of the Accommodation Programme. The Human Resources Directorate are currently working on developing an Agile Working guidance which will provide the framework and processes to support a more flexible approach to where work is undertaken.

Staff Survey

78. The Staff Survey 2020 went live in September, this was the second Staff Survey that the CoLP has taken part in. The second Staff Survey results have now been received, with wide ranging improvements across the board from the 2017 survey in a range of measures.

79. The Staff Survey summary has been reported to SMB and the Police Authority Board.
80. A range of focus groups for each Directorate are being planned for May 2021 to expand on the results from the Staff Survey. Staff feedback will then be incorporated into an Action Plan to deliver improvements based on staff feedback. Further reports on the Survey will be submitted to the PS&I Committee as directed by the PAB Chairman.

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