

Committee(s): Strategic Planning and Performance Committee	Dated: 3 rd November 2021
Subject: Human Resources Data Monitoring Information 1 April 2021 – 30 September 2021	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
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 78-21	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 April 2021 to 30th September 2021**. The data provided in this report provides detail as to whether as a force we are on target to deliver the requirements as set out by the forces Strategic Workforce Plan. 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 September 2021 was 844.56 (FTE) Police Officers and 478.70 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts.
- Please note that the Establishment was 933 for Officers and 513.10 for staff.
- **Sickness** – The average working days lost for Police Officers is 2.9 days and for Police Staff is 3.7 days during this period. Using Home Office national measures, the absence rate for officers for the financial year 2020/21 was 3.5% and the absence rate for staff was 3.9%. [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.

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 April 2021 and 30th September 2021.

Workforce Management

2. As of 30th September, the City of London Police has an overall strength of 844.56 Police Officers, against an Establishment model of 933. The Establishment is based on the agreed Force Structure models. Following the financial pressures placed upon the force in the last six months 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 challenges regarding funding, the Recruitment Oversight Board, which oversees recruitment activity also approves all start dates for new joiners to ensure it is operating within the financial boundaries.
4. Recruitment activity is ongoing for all externally funded Police Officer and Police Staff posts.
5. Recruitment activity is being managed in relation to Police Officer posts where there is a skills gap within the force, such as firearms officers and officers from the economic crime sector. The force has also continued with promotion processes within the reporting period.
6. The force's Workforce Plan (which was introduced in December 2016) is refreshed and updated every 12 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 12 month recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 12 month training plan which takes into account the skills required across the force. The Workforce Plan is reported to your Risk, Resource and Estates Committee as agreed with the Chairs.
7. As of 30th September 2021, the strength of Police Staff is currently 478.70. (FTE) against an Establishment model of 513.10. 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 30/09/2021

Rounded FTE		31/03/17	31/03/18	31/03/20 19	31/03/20 20 *	30/03/20 21*	30/09/20 21*
Officers	Establishment	735	735	756	843	888	933
	Strength	675.49	695.38	735.47	767.72	861.35	844.56
Staff	Establishment	468.1	451.10	451.10	518.22	506.06	513.10
	Strength	411.46	443.20	413.02	444.49	493.87	478.70
PCSO's (included in staff numbers)	Establishment	22	14	6.79	6.79	5.79	5.00
	Strength	11	8	5.79	4.79	4.79	3.79
Specials	Establishment	100	100	100	100	100	100
	Strength	58	73	76	76	79	79
Agency	Strength	18	33	24	8	14	17
Volunteers	Strength	21	9	12	10	18	20

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

8. Following the National Uplift programme where the government has allocated additional posts to the force the first student officer intake of 2021/22 took place in September 2021. This is the first student cohort within CoLP to undertake the Policing Education Qualifications (PEQF) route, which has replaced the traditional Initial Police Learning and Development Programme (IPLDP) route of training student officers. The force continues to also profile in regular transferee officer campaigns which will target skills that the force require.
9. 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.
10. Following the changes made to recruitment processes during the pandemic and more staff and officers returning to the workplace, recruitment methods have been reviewed with a hybrid approach being adopted. Some interviews and selection processes are still taking place on line however an increasing amount are being performed in a face to face setting. The situation will continue to be monitored and adapted when required.

11. The Vetting Unit within Professional Standards has introduced a new IT System which has streamlined and improved vetting times. They still play a key role in the Recruitment Oversight Board, where any issues can be raised and dealt with quickly.
12. As detailed in our previous report our collaboration with Police Now resulted in a diverse group of high-calibre graduates joining the Specialist Operations Directorate in January 2021 as direct entry detectives. Due to the success of this programme we have engaged with Police Now for a further cohort of direct entry Detectives to join the force. They are due to join in early 2022.
13. Based on our attrition rates and predicted retirements over the next five years the force has built within its workforce plan & recruitment strategy the number of probationers and transferees we will need to recruit to support the force's corporate plan. This plan reflects the national uplift for year 2 and year 3 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:

14. 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 work has now been aligned to the CoLP/ NPCC Equality and Inclusion Plan which will ensure that the many initiatives that have been delivered both by Learning & Organisational Development (L&OD) and business areas across the force are communicated across the Force.
15. Delivery of application and Interview workshops for all officers and staff has continued throughout the pandemic. Workshops specifically linked to the recent Chief Inspector process have been well attended and positive feedback received from candidates
16. The three tier mentoring has been reviewed and we recruited 11 new internal mentors in 2021 and currently have active relationships with BTP and MPS. We are also working with the Princes Trust on delivery of the Mosaic Program which was put on hold due to the pandemic.
17. Reverse mentoring – we 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 later in 2021. The feedback has been positive, the pilot will be reviewed in the Autumn with a view to further rollout.
18. The Positive Action Leadership Scheme (PALS) was launched in December 2020 and the final Module (6) was delivered in September. The final module was attended by the Commissioner designate. 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 autumn to plan how this programme will be rolled out across the force.

19. Over the past 18 months we have been running some pilots for development programmes- in ECD, with PALs and with the Gender Equality Network. All three are focused on different types of development.

- ECD (NLF) Development programme – was initially targeted at staff
- PALs – was targeted to under represented groups
- Leading with Impact - aimed at those in a supervisory role (or those wishing to move into a supervisory role) led by the Gender Equality Network and will be delivered in 2022.

These pilots will be reviewed to ensure the programmes complement each other and both Officers/Staff can identify which are most suitable to them.

20. Work continues with the senior leadership team (SLT) to embed the forces leadership and cultural commitments. A leadership development CPD event was delivered to SLT in March and we ran 8 workshops with Superintendents, Chief Inspectors and equivalent grade Staff during July and August. The outcomes of these workshops have been shared with the Chief Officer Team in September. We have aligned this work with development and implementation of the cultural journey that will support the force in both the short term including and up to 2025. This work will include business areas working together to solve problems and develop a single force ethos.
21. The 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. Since the beginning of 2021, L&OD have been working closely with Coventry University to design the new PEQF programme for our future student officers. We were able to meet the criteria for sign off from the College of Policing earlier in the Summer and were delighted to receive commendations for our proposals in the areas of recruitment, Equality and Inclusion and Support & wellbeing. Our first cohort of students receiving this new training programme starts with us in September 2021 with some completing the two year programme (for existing degree holders) and others the three year programme (for new apprentices).

Training Needs Analysis:

Detective Professionalising investigation Programme (PIP) Training Needs Analysis

23. In early 2021, CoLP was the first force in the country to implement the Chronicle PIP training system, which allows for the monitoring of detective accreditation and ongoing development, as well as identifying training and skills gaps. One such skills gap is that of mandatory development for those at DS and DI ranks. To address this skills gap CoLP L&OD have commenced a partnership with an external provider to deliver the new College detective programme of training for Supervisors. In addition to upskilling our own, we are able to sell spaces to delegates from other forces to help offset our own costs.
24. To date, the Chronicle PIP system has been implemented for all PIP2 detectives and work has begun to configure PIP3 and PIP4 roles on the system as well as general detective CPD. Work is also in progress to align this system with the Force's central training system (TAS), via an interface, to ensure a single point of truth for all PIP related records. The L&OD team are in the process of setting up and launching the ePortfolio functionality on the system which is to be piloted in late 2021 on a PIP2 Investigator course. This will allow the electronic submission of work based portfolios for trainee DCs for the first time.

Forcewide Training Needs Analysis for Transform Operating Model

25. At the beginning of the year, the Transform Programme board worked with Business Area Leads to scope out the training needs which would emerge from each of the new models. This is critical to ensure that the workforce are suitably skilled to carry out their roles under the new operating models.
26. Findings were passed to L&OD and we have since led on two Training Boards (in July and August), chaired by T/Commander Evans, to assess the skills gap and prioritise training accordingly. This process has resulted in a potential saving from the initial 'ask' to a more refined model whereby essential areas have been prioritised and resources effectively pooled to increase our accessibility to skilled individuals across the force.

Custody Training:

27. We have successfully upskilled two additional trainers to deliver gaoler and Sgt courses, thereby providing additional resilience and allowing us to broaden our offering. There have been 2 x custody courses in 2021 with a third planned for October 2021. All custody refreshers are booked for March 2022 and there has been a request for a Gaolers course prior to the end of 2021. All custody courses have been mapped into our demand calendar to assist with future planning.

Continued Professional Development (CPD)

28. Our 'Focus on' sessions since April 2021 have focused on areas of Diversity and Inclusion. We have delivered sessions on each of the protected characteristics, using our own staff but also external speakers from other forces and agencies. Topics have included Unconscious Bias in policing, Gender Imbalance and Stereotyping in Gypsy, Roma and Traveller Communities. Over 700 officers have attended these sessions and we will continue to build on these with a programme of Equality and Inclusion training opportunities.
29. From October 2022, CPD will focus on detective training, we have a number of Senior Investigating Officers lined up to present to our investigators with a focus on best practice.
30. Two modules of the Management Development Programme (MDP) have been delivered in 2021 focusing on effective finance and budgeting, leadership styles, the PRI (Performance Requires Improvement) process and Occupational Health referrals. Over 80 managers attended the sessions. The next will be delivered in November and will focus on Leadership development, the PDR process and Misconduct procedures.
31. The Management course for Sergeants- the 'Core Leadership Programme' was delivered in May and run online. The equivalent Inspectors course is planned for November following the latest promotion process. The learning outcomes will assist officers with the professional promotion portfolio. Consideration is being given to provide a bespoke training package for new and acting sergeants on response groups.
32. 250 officers will receive additional public order training at Gravesend training centre to fulfil our commitments to mutual aid and Operation Benbow. This will be recorded and a video produced to assist with future training. At the same time, frontline officers will have started receiving additional vulnerability training covering themes including modern slavery, online grooming and the importance of the voice of a child, this is being delivered online. Stop search training will be delivered separately from public order training and will also be taught virtually to maximise training numbers.

Driver Training and Future Demand

33. The demand for driving school has been identified through the Training Boards conducted this Summer as part of our Transform Programme of work, a planner has been produced which enables operational capability to be maintained. The current fleet is being used to full capacity to deliver this and will need to be increased to meet the future demand. The future of motorcycle training needs to be explored as the pathways into police riding require different types of bikes including electric options to ensure the development of riders. This will be in line with the Force Fleet Strategy.

IT Training

34. PND and PNC training has caught up with demand and procedures implemented to ensure appropriate allocation of courses. ViSOR courses can now be offered to satisfy demand identified by transform. Niche and Pronto training has been delivered to all that require it in-force and a supervisor and refresher package has been developed.

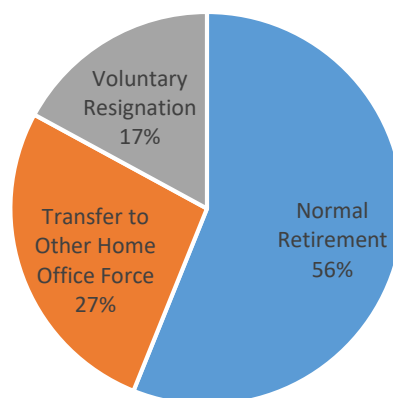
Labour Turnover

35. During the reporting period (April 2021 – September 2021), 41 Police Officers and 25 Police Staff left the City of London Police, this equates to a 4.7% and 4.9% turnover rate respectively. The breakdown of reasons for leaving the force is provided in the tables below for each staff group; a further six years of data has been added for trend purposes.

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

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in/not in active service	1	0	0	0	0	1	0
Dismissed	1	0	1	1	0	0	0
End of Contract/Secondment	0	0	1	0	0	4	0
Medical Retirement	3	2	2	0	2	1	0
Retirement	40	37	35	37	31	29	23
Transfer	7	7	9	17	22	14	11
Resignation	20	14	26	7	22	21	7
Total	72	60	74	62	77	70	41

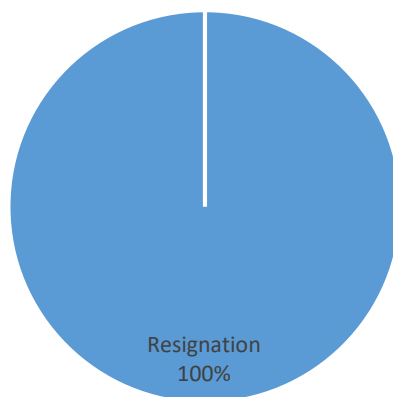
Officers Reasons for Leaving (2021/22)



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

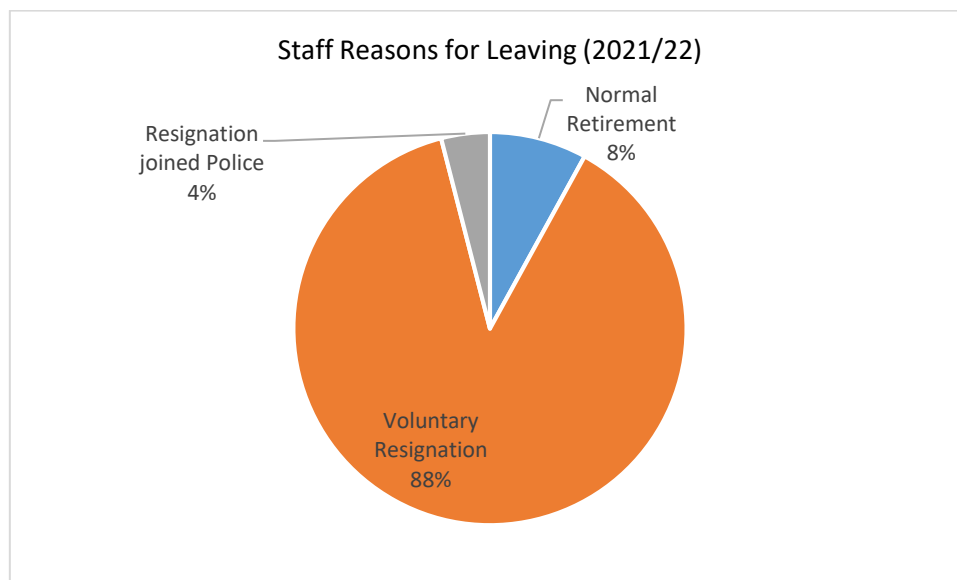
Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in service	0	0	0	0	0	0	0
Resignation	6	14	8	6	3	5	5
Joined Regulars	0	0	2	1	9	1	0
Dismissal	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0
Medical Retirement	0	0	0	0	0	1	0
Total	6	14	10	7	12	7	5

Specials Reasons for Leaving (2021/22)



CoLP Staff - Reasons for Leaving (per Financial Year)

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in service	0	1	1	1	0	1	0
Dismissed	1	1	2	1	1	2	0
Medical Retirement	1	1	0	0	0	0	0
Retirement	8	2	5	10	6	7	2
Transfer	6	2	2	0	0	0	0
Resignation ¹	44	37	42	49	44	25	22
Resignation joined Police	2	2	7	2	0	0	1
Redundancy	5	6	1	1	0	0	0
End of Secondment	0	0	0	1	0	0	0
Total	67	52	60	65	51	35	25



36. For the reporting period, 41 Police Officers left the force with the highest number leaving from Specialist Operations (14), followed by NLF/ECD (13) and Local Policing (12). The main reasons for Police Officers leaving during this

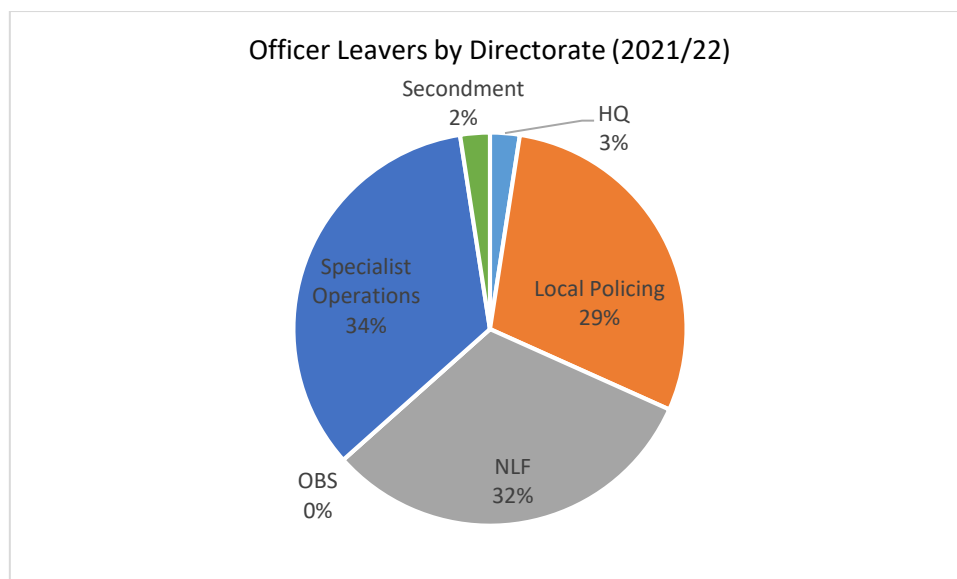
¹ Resignation includes the conclusion of fixed term contracts

period was retirement followed by transferring to another force for either career development or personal reasons. The College of Policing actively encourage officers to move to other forces to gain a wider insight and develop in their careers, within CoLP we have a number of officers that have rejoined us from other forces bringing with them new ideas, experiences and innovations.

37. 25 Police Staff in total left the force in the reporting period, the greatest number of leavers were in what is now Operational Business Support (OBS) (7), followed by Specialist Operations (6) and HQ (6). The main reason for leaving was resignation.
38. HR have been collating online exit interview data via Survey Monkey since the beginning of 2019. The exit interview survey was reviewed and relaunched with a new format and updated questions in April/May 2021. HR continue to offer the facility of a face to face exit interview to CoLP officers and staff if preferred and in addition if staff prefer they can have an exit interview with one of the staff networks.
39. For the financial year, 24 online exit interviews have been completed, including 10 Police Officers and 14 Support Staff. Of these exit interviews, the majority of responses were positive to questions about working at the CoLP, such as, having a clear understanding of what was expected of them and how their work related to the CoLP's goals, and that individuals felt they were given opportunities to learn new things.

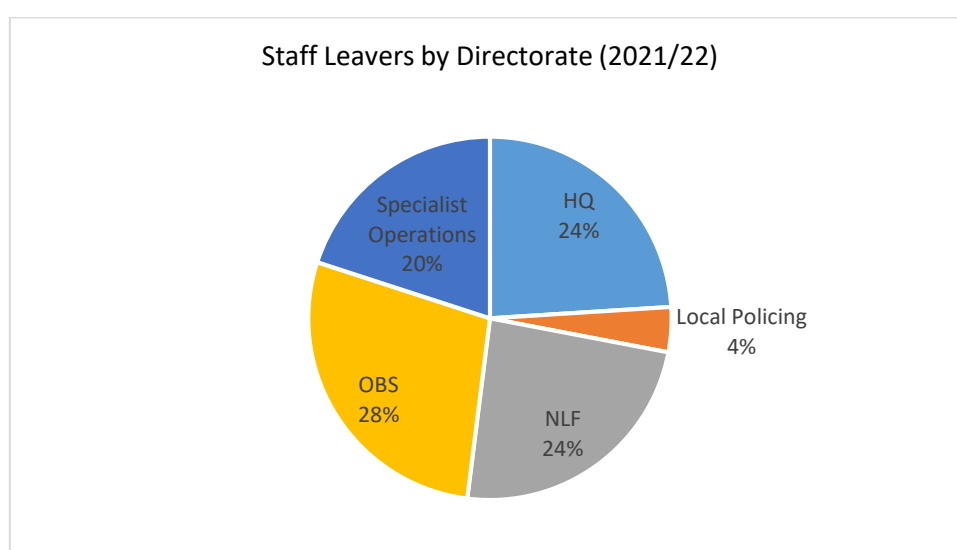
CoLP Officer Leaver's by Directorate (Financial Year 2021/2022)

Directorate	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sept 21	Total
HQ	1	0	0	0	0	0	1
Local Policing	2	0	1	5	1	3	12
NLF	1	0	5	3	1	3	13
OBS	0	0	0	0	0	0	0
Specialist Operations	2	1	5	1	4	1	14
Secondments	0	0	0	0	1	0	1
Total	6	1	11	9	7	7	41



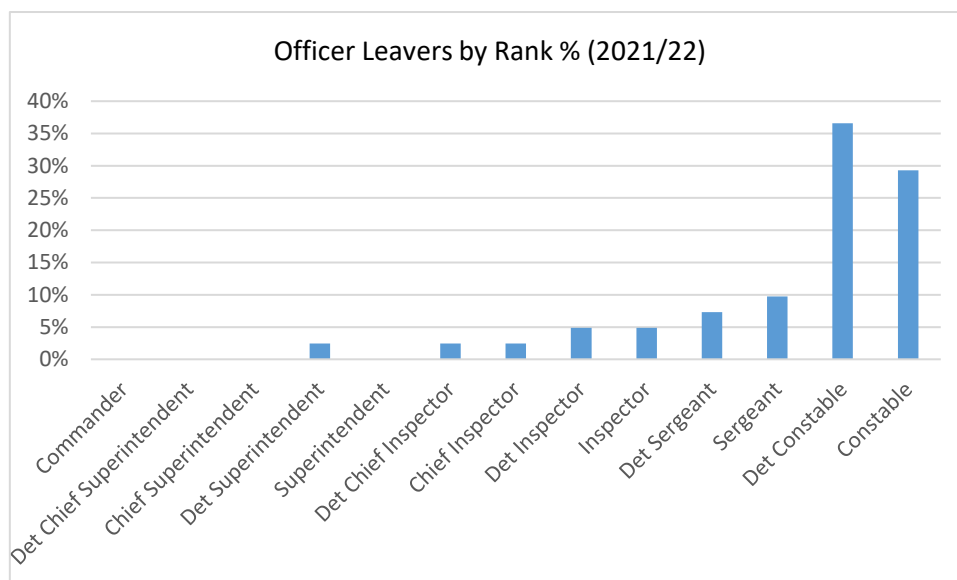
CoLP Staff Leaver's by Directorate (Financial Year 2021/2022)

Directorate	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sept 21	Total
HQ	0	1	2	2	1	0	6
Local Policing	1	0	0	0	0	0	1
NLF	1	1	0	2	1	1	6
OBS	2	2	1	0	2	0	7
Specialist Operations	0	0	0	2	2	1	5
Total	4	4	3	6	6	2	25



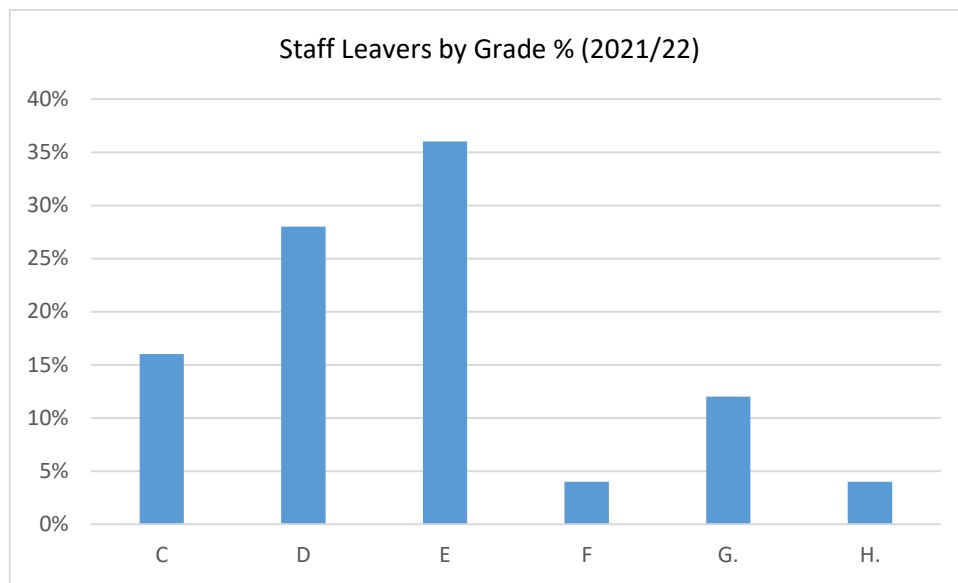
CoLP Officers Leavers by Rank (Financial Year 2021/2022)

Rank / Grade	Police
Commander	0
Det Chief Superintendent	0
Chief Superintendent	0
Det Superintendent	1
Superintendent	0
Det Chief Inspector	1
Chief Inspector	1
Det Inspector	2
Inspector	2
Det Sergeant	3
Sergeant	4
Det Constable	15
Constable	12
Grand Total	41



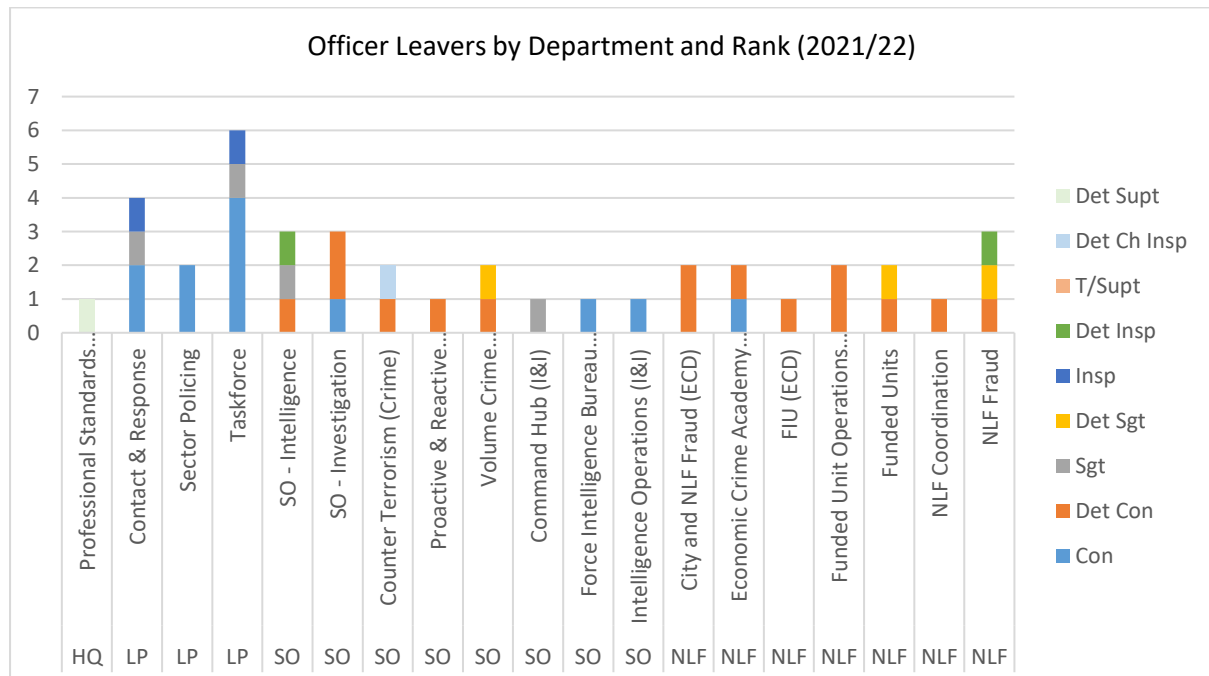
CoLP Staff Leavers by Grade (Financial Year 2021/2022)

Rank / Grade	Support Staff
A.	0
B	0
C	4
D	7
E	9
F	1
G	3
H	1
Total	25



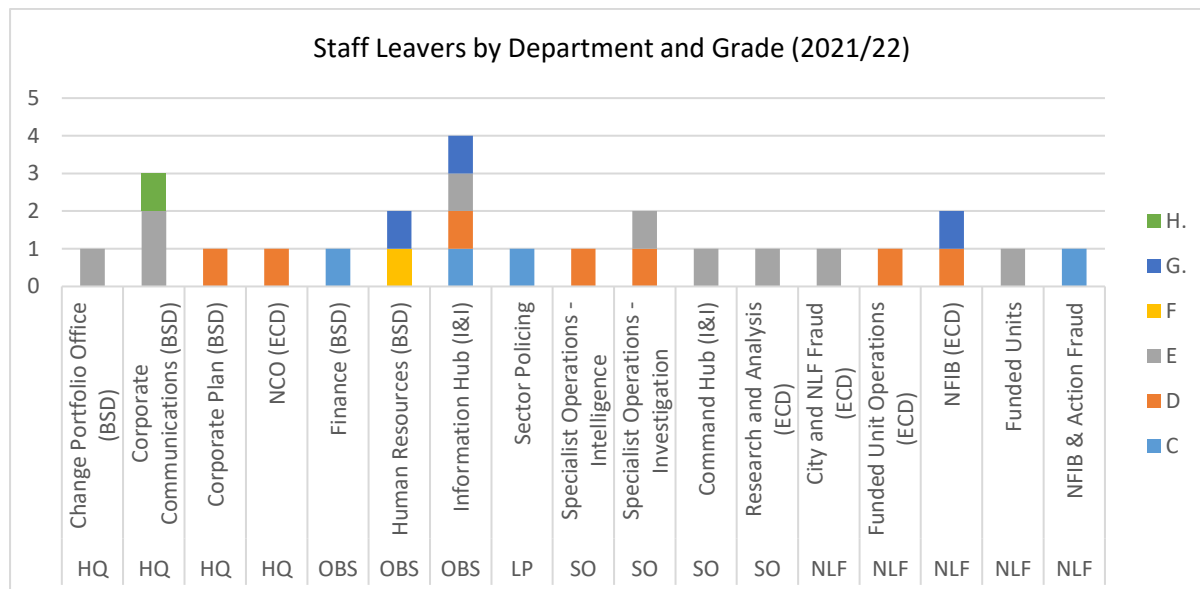
CoLP Police Officer Leavers by Department and Rank (Financial Year 2021/22)

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



CoLP Staff Leavers by Department and Grade (Financial Year 2021/22)

41. The graph below shows Staff leavers by Department and Grade. During this reporting period, 4 employees left Information Hub, now in OBS.



Recruitment

42. In the reporting period of 1st April 2021 – 30th September 2021, the City of London Police have had 35 Police Officer recruitment campaigns. There have been 5 promotion campaigns, these include the Assistant Commissioner campaign launched in August 2021, and a Chief Superintendent, National Business Crime Superintendent, Chief Inspector, and Inspector. A Commissioner campaign was launched in May 2021 and an appointment has been made, the new Commissioner will start towards the end of the year. 33 Police Staff campaigns have taken place during the same period.
43. 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, repeat recruitment campaigns are often required.
44. In April 2021, a Chief Inspector promotion and selection campaign was launched, this received 29 applications, 6 applicants were successful, 4 of the successful candidates were female, and 3 were internal.
45. An Inspectors promotion and selection process was launched in January 2021 which resulted in 67 applicants, of which 38 shortlisted for interview. 27 were successful and have been posted as a result of the posting panel that took place in in September 2021. Both of these campaigns, Chief Inspector and Inspector, have enabled the force to fill some of its immediate vacancies. The Inspectors process has enabled the force to maintain a select list where officers can be posted as vacancies arise at this rank.

46. 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 joined the force in April 2021.

Police Officer Recruitment

47. A total of 45 Police Officers were recruited during the reporting period including 12 Student Officers/Probationers.

Police Staff Recruitment

48. A total of 22 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.

Equality and Inclusion

49. 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.
50. The force's HR Self Service system enables employees to self-define their protected characteristics. This links in with a national initiative that has recently been launched through the uplift programme to encourage officers and staff to record their characteristics.
51. The force has also introduced a new Equality and Diversity Strategy.
52. Full reporting on matters relating to E &I are now reported to the Professional Standards and Integrity Committee, this includes a Highlight report and updates on progress on all workstreams, so is not repeated here. However, data on all aspects of E&I protected characteristics is reported below where available.

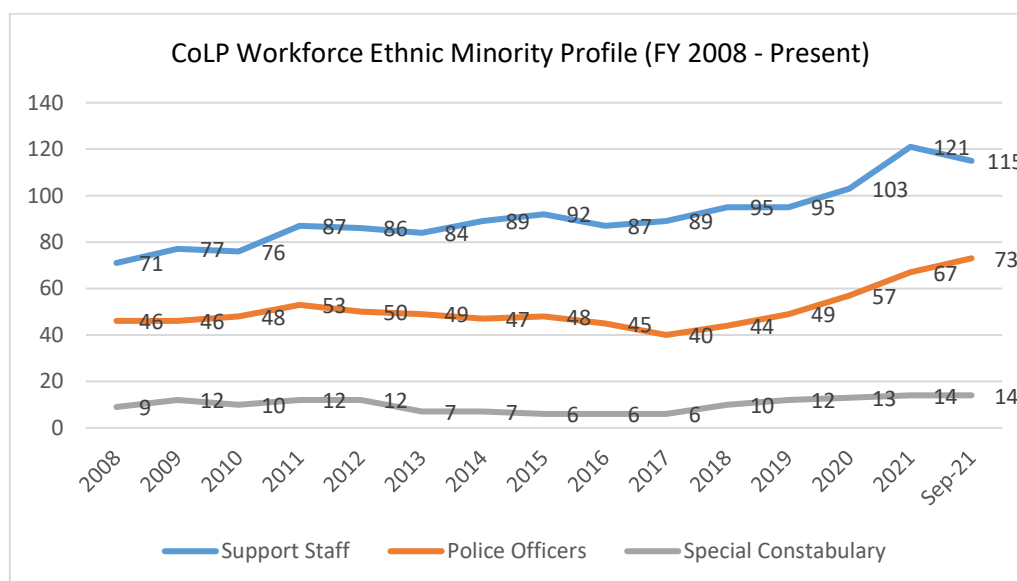
Ethnicity

53. For this reporting period (1st April 2021 to 30th September 2021), the number of BAME Police Officers has increased to 73, which is in large part due to a Student Officer intake in September 2021, and the number of BAME Police Staff has decreased to 115, this decrease is due to a number of leavers and individuals moving to the Next Generation Programme (the officers and staff within this programme are not counted on the forces strength due to it being a two year funded programme). 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 2007/8 to 2021/22.

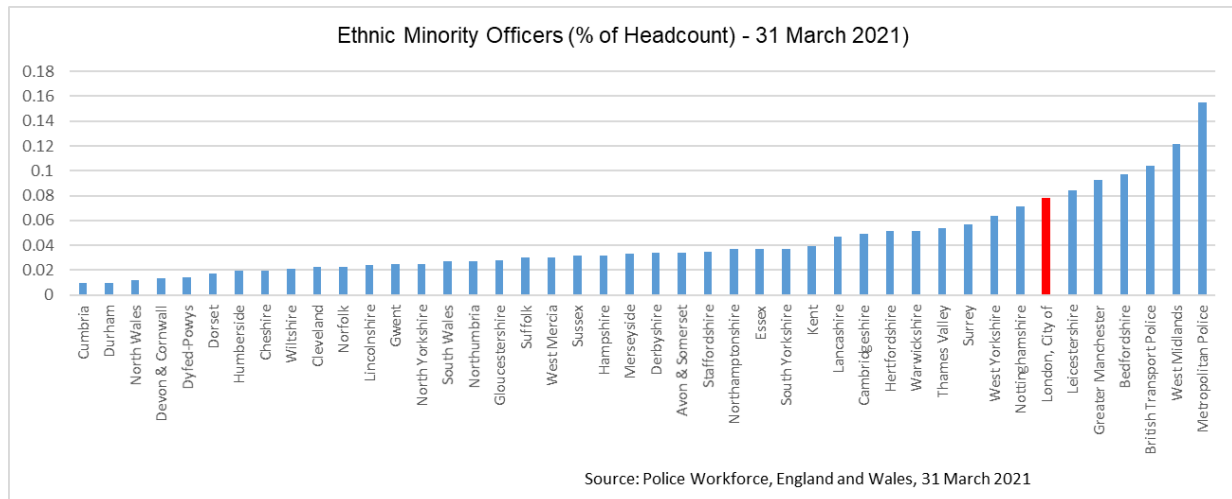
54. When compared nationally, CoLP Staff BAME representation rate is ranked as second highest among all national forces (not including BTP as a non-HO force) and is sixth highest for Officer representation (not including BTP).
55. The force has made a decision to incorporate the BAME Action Plan into 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 this 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 were 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 2008-2022 (financial year to present)



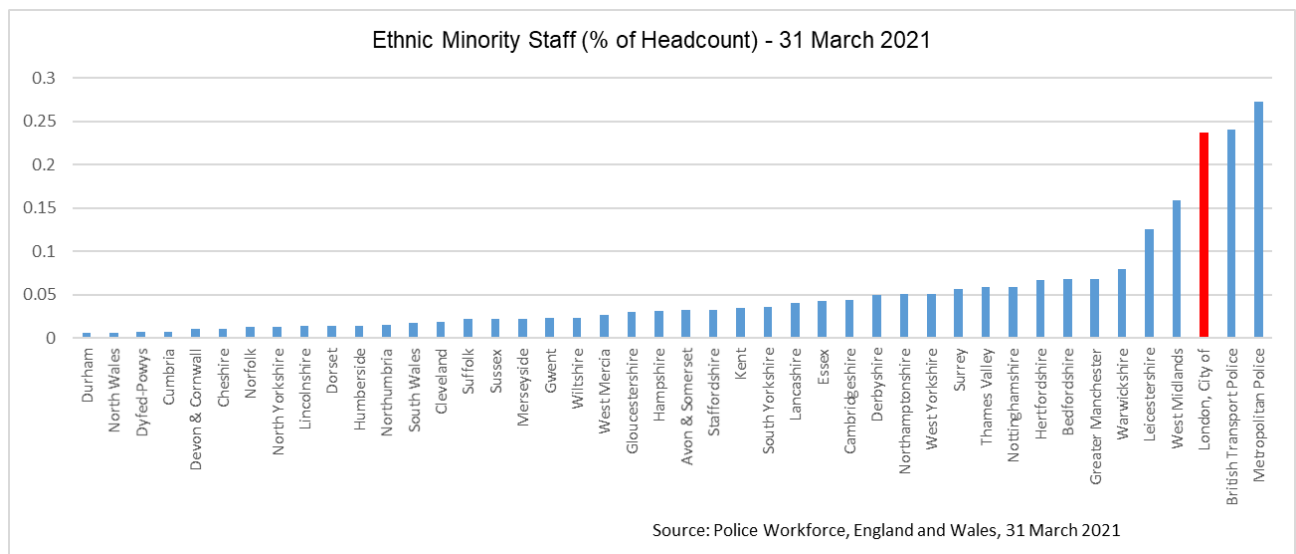
Officer BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2021)



Staff BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2021)



Gender

56. The percentage of female Police Officers stands at 23.7% in September 2021. As part of 2019-2024 People Strategy, CoLP is continuing to undertake a number of activities to improve female representation. Approximately 42% of applications received for Police Officer roles were from female applicants; 11% of Police Officer new joiners were female in the reporting period. It must also

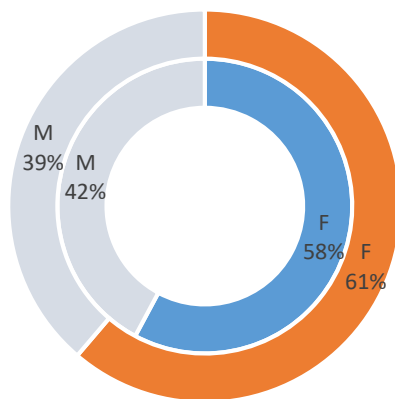
be noted that at the recent Chief Inspector promotion process 4 of the 6 successful applicants were female.

57. The national average for female Police Staff stands at 61.2% as at 31 March 2021, as of September 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.

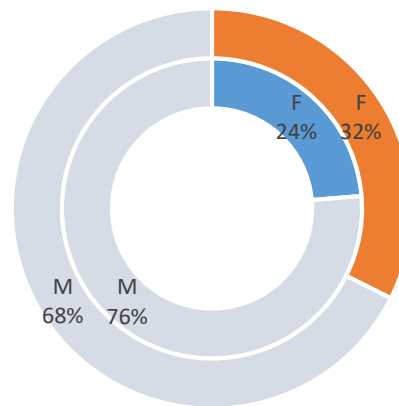
Gender Comparison

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

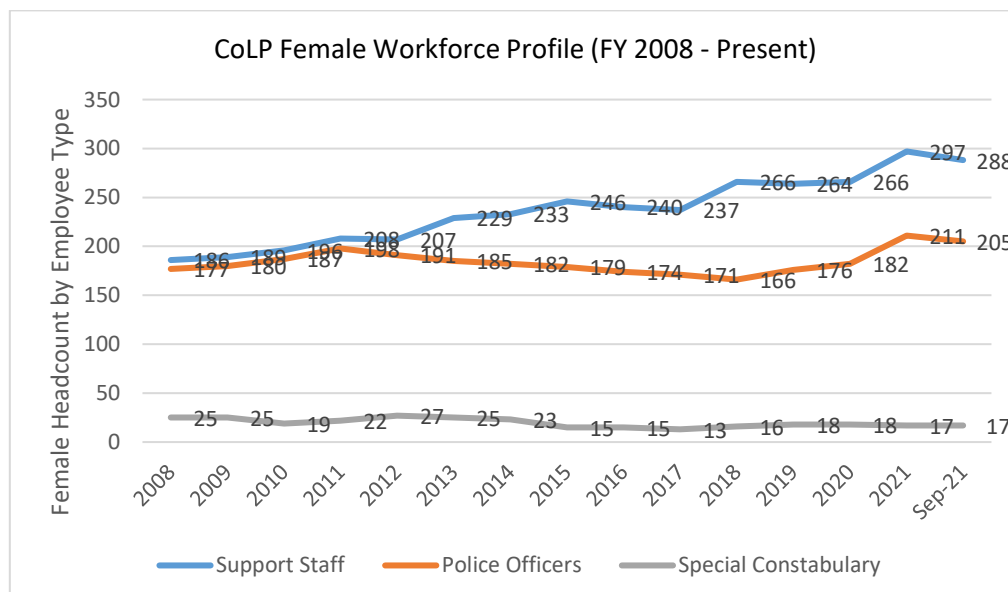
Staff Gender Profile



Officers Gender Profile



Workforce Female Gender Profile – 2008-2022



Disability

58. The CoLP's disability profile remains similar to data previously reported with 20 Police Officers and 14 Police Staff currently identifying themselves as having a disability.
59. As of 30th September 2021, 36 Officers are working under 'recuperative duties' (short term) and we currently have 33 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).
60. 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

61. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 36 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual (up from 33 previously reported), with 884 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

62. The current age profile of the Police Staff workforce ranges between 22 and 65+. There are currently 189 Police Staff aged 50 and over. 308 members of Staff are between the ages of 22 and 49.
63. The age profile of Police Officers ranges between 20 and 60+. There are currently 169 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 20 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 3 Officers that could be eligible to retire in 2021/2022 as they currently have 29.5 years' service.

Religion and Belief

64. Currently 21.4% 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, 0.2% as Judaism and 0.5% as Sikh, whereas 73.2% either have no religion, prefer not to say or have chosen not to disclose their religion or belief.

65. 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

66. 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 2020/21, in percentage terms, (working time lost / contracted hours available) was an average of 3.5% for Police Officers and 3.9% for Police Staff. For Police Officers CoLP sickness rate was 4.5% in the Home Office data for the financial year.
67. 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 April 2021 to 31 August 2021 the OH have responded to a total of 18 pre-employment requests within their SLA of 2 working days. Please note that Police Officer recruitment medicals are not included in these figures.
68. For the period 1 April 2021 to 31 August 2021 the OH Advisors received 93 referrals of which 90 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 97%. In addition, there were also 18 referrals to the OH Physician all of which 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 April 2021 – 30th September 2021)

69. During the reporting period only one new grievance was submitted, this investigation was concluded in early August 2021. In this reporting period we continue to have few grievances. This trend could be attributed to earlier intervention in cases which de-escalated the issues progressing to a grievance. Additionally, as with the previous six months staff have been prominently working from home due to the continued pandemic restrictions so issues and potential conflicts that might normally arise in the working environment appear to have continued to be diminished.
70. In the last two financial years we have had the following number of grievance: 2019/20 16 and 2020/21 2 and in the last 6 months we have only had one grievance submitted, so the volume of new cases is extremely low.
71. The City of London Police received one new Employment Tribunal claim within the reporting period. This has been submitted by an officer for disability discrimination related to their view that insufficient reasonable adjustments have been made and they have been placed on Unsatisfactory Performance measures. The case is scheduled for an ET merits hearing in November 2021.

72. The tables below summarise the recent and live Employment Tribunals during the reporting period.

New ET's submitted and opened	One
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ET's closed	Two
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ET's still in progress / concluded	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.</p> <p>The judge determined that this case should be heard by the Court of Appeal in relation to one element of the grounds of appeal. This was scheduled to be heard in the Royal Court of Justice on 21st and 22nd April 2021.</p> <p>In May the Court of Appeal confirmed that they did not uphold the appeal and they awarded the CoLP costs..</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 went to the Court of Appeal in January 2021. The appeal was heard on 13th/14th January 2021.</p> <p>The Court of Appeal upheld the original decision but did not find against the force in terms of any direct discrimination and remitted the indirect discrimination claim back to the Employment Tribunal however, the Force reached a settlement agreement with the officer. In light of the Court of Appeal decision around interpretation of Police regulations we have written to the Home Office around the ambiguity of the Police Regulations and the financial burden it has now placed on those forces that have interpreted the regulations as such, this has been supported by the Metropolitan Police Service, Thames Valley Police and Hampshire Constabulary.</p>
Case 3 (New) – Disability Discrimination	<p>Our resistance to the ET1 claims were submitted to the ET on 26th July. We have been notified that a Case Management Hearing has been scheduled with the ET judge on in November to discuss the merits of the case.</p>

Well Being

73. City of London Police recognises that a strong commitment to wellbeing benefits both staff and the organisation as a whole and seeks to consider both physical health and mental health. The Force's wellbeing strategy aims to go further than the legal duty to employee wellbeing, in line with the Force's vision and values.
74. The Wellbeing Strategy consists of six areas, all of which interrelate. The areas are:

- physical wellbeing
 - mental wellbeing
 - emotional wellbeing
 - team wellbeing
 - financial wellbeing
 - organisational wellbeing.
75. Individual and organisational wellbeing are essential enablers of organisational performance with extensive research demonstrating that staff who feel valued and engaged perform better than those who do not.
76. The strategy will be reviewed annually and amended as necessary. The strategy has strong links to the Force's Diversity, Equality and Inclusion (DEI) toolkit, the Wellbeing Champion is a member of the DEI Strategic Board which was chaired by AC Sutherland.
77. The Force Health and Wellbeing Network is resourced by volunteers within CoLP who do this alongside their primary role. The network promote wellbeing by running events and linking to national events and campaigns such as the annual Mental Health Awareness week.
78. Health and Wellbeing Network events during the reporting period including wellbeing coffee mornings attended by the Wellbeing Champion along with one of the Police dogs and their handler in attendance. There is mounting evidence showing the positive effect animals can have on human wellbeing, even for short periods of time, and this is clearly evident with the dog in attendance always being a star attraction.
79. Oscar Kilo is the online home and brand of the National Police Wellbeing Service who's aim is to encourage the sharing of best practice and learning and encourage everyone to understand more about what wellbeing meant to them and their organisation.
80. As part of the supported offered to Police Forces and Fire and Rescue Services is the Blue Light Wellbeing Framework. The framework provides an audit and benchmarking section with standards that have been tailored to meet the specialist needs of emergency service staff. The areas of scrutiny are:
- Mental Health
 - Occupational Health
 - Personal resilience
 - Absence Management
 - Creating the environment
 - Leadership
 - Protecting the workforce.
81. The Force's Wellbeing Champion recently completed the Blue Light Wellbeing Framework self-assessment for CoLP and this will be reviewed by the National

Police Wellbeing Service before the results and recommendations are returned to CoLP.

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