



Year 3 Police Uplift Plan

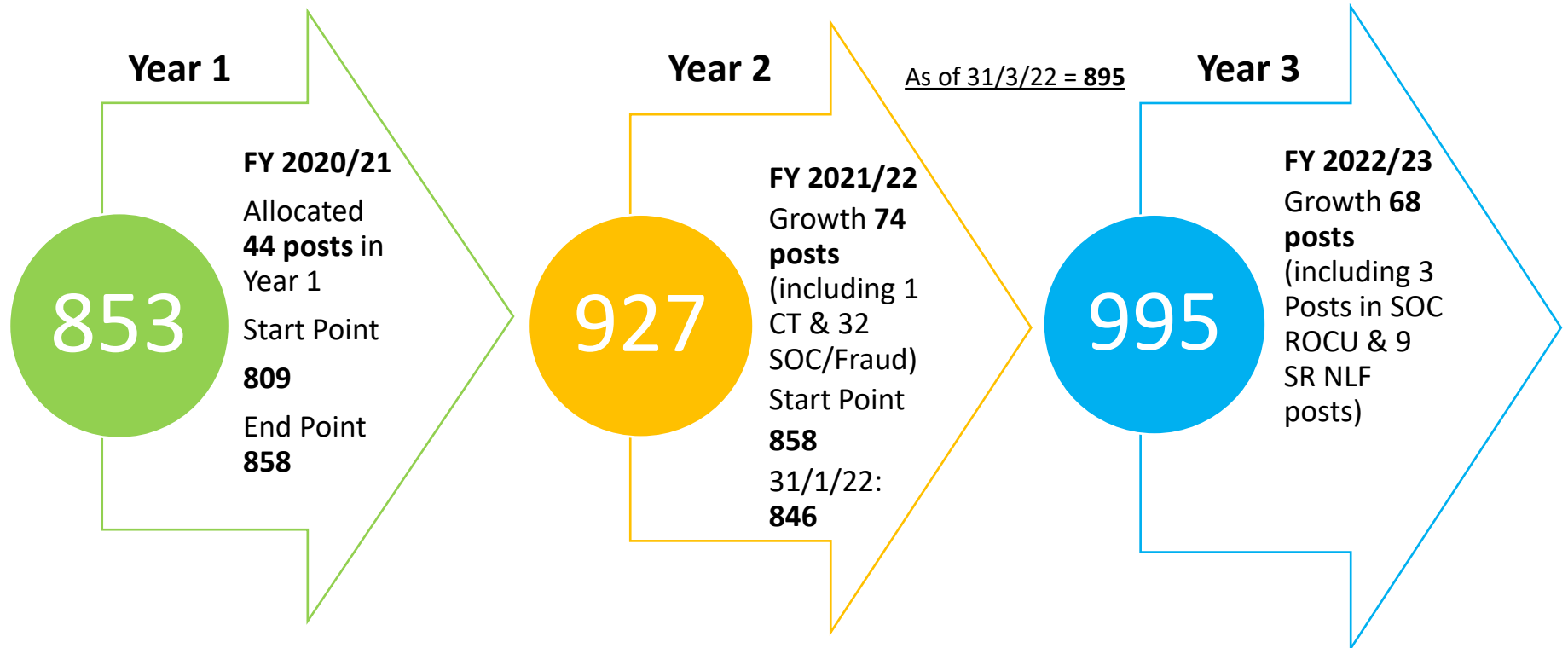


"A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion."

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Uplift Overview



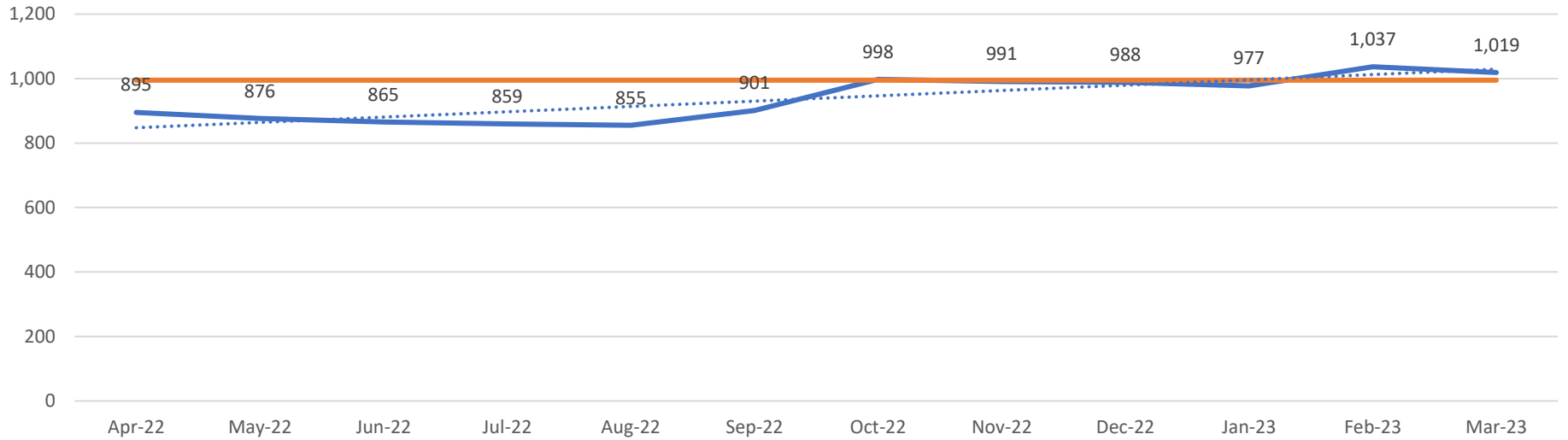
Year 2 Context

- In January 2022 it was recognised that CoLP below target for Year 2 Uplift. On 31st January the headcount was 846 (c. -10% of our required uplift) against a required final headcount of 927.
- The Commissioner instructed Assistant Commissioner Paul Betts to lead the response to this as Gold.
- Weekly Gold Groups and daily engagement with the PUP team ensured that CoLP exploited every opportunity to get as many officers as possible before 31st March.
- It was clear from some of the challenges all forces are struggling to release transferees and the extensive lead in time for new recruits makes dynamic recruitment relatively impossible.
- By the 31st March 2022 the Force had achieved 57% of it's required uplift, 42 out of 74, finishing with a headcount of 895. Whilst not where it wanted to be this was a strong achievement, positively increasing the headcount by 49 officers in 2 months.
- It is therefore critical that the CoLP have an ambitious Year 3 uplift plan to meet the Year 2 deficit and the Year 3 uplift whilst improving our diversity where we can.

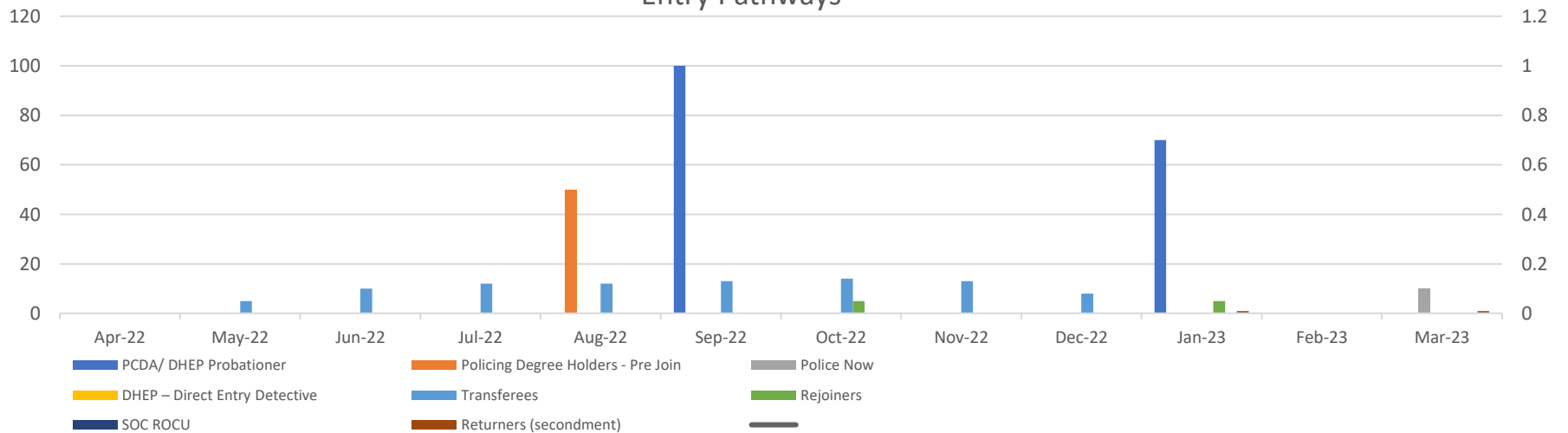
Year 3 Plan

- With the support of the PUP and contact with other Forces we have considered several entry routes to increase our officer numbers taking into account our increased attrition and financial savings challenges for next year (£6.1M). These savings, of course, cannot come from Police Officer reductions.
- We anticipate that we will need to recruit in excess of 300 officers to account for predicted attrition and uplift, this rate is set higher than the current levels of attrition to account for potential drop out of 10% of students. We are mindful from the recent PUP seminar at the Home Office that one of the learning points is that forces are underestimating their attrition. We will of course be attempting to reduce this as well.
- The number of joiners is estimated based on the possible entry pathways increasing exponentially with large probationer intakes. This will take a huge amount of investment in recruitment and training.
- We have created a dedicated internal police uplift team and attached officers to specialist roles such as Learning and Organisational Development. In addition the Force is recruiting temporary uplifts in Vetting, Occupational Health, Communications and HR.
- The National Police Uplift Programme Team and colleagues from the Home Office were invited to join us for a day and fully tested our planning assumptions and enablers.
- There remains logistical and financial challenges with equipment and accommodation but these are monitored by the SRO – Chief Superintendent Rob Atkin.

Officer Numbers



Entry Pathways



Month	Year 3 Uplift	PCDA/ DHEP Probationer	Policing Degree Holders - Pre Join	Police Now	DHEP – Direct Entry Detective	Transfe rees	Rejoine rs	SOC ROCU	Returners (secondment)	Leavers Estimate
Apr-22	895					0				(19)
May-22	876					5				(16)
Jun-22	865					10				(16)
Jul-22	859					12				(16)
Aug-22	855		50			12				(16)
Sep-22	901	100				13				(16)
Oct-22	998					14	5			(26)
Nov-22	991					13				(16)
Dec-22	988					8				(19)
Jan-23	977	70				0	5		1	(16)
Feb-23	1,037					0				(18)
Mar-23	1,019			10		0			1	(16)
Headcount at 31/03/22	1,014									
Year 3 target headcount	995	* Inc additional 9 from SOC Uplift**								
Uplift required from 1/4/22 to meet Year 3 target	100									
Recruitment required to 31/3/23	329									
Attrition to 31/03/23	(210)									
Over/(Under)	19									

Entry Pathways

- To meet our uplift numbers it is recognised that the force will need to recruit an increased number of probationers throughout year 3 of the uplift.
- We will utilise a number of different entry routes which will not only maximise our pool of candidates but also provide an opportunity for the force to increase its diversity profile, which cannot be generally achieved via transferee recruitment.
- The plan recognises that other forces will be recruiting transferees especially the MPS. This may increase our attrition and demand for transferees overall is going to be high.
- We have considered a variety of different entry routes at new officer level and our ability to attract transferees.



Strategy, Engagement, Diversity & Attrition

- **Attraction & Communications** - The force is using several innovative advertising campaigns to attract students, the current project plan shows an ambition of 3200 expressions of interest. Our attraction and communication strategies are bespoke depending on the entry route of the recruitment.
- **Candidate Engagement** - Only 40-50% of candidates make it to final offer. We are hosting monthly webinars to assist applicants with the application process, 30 applicants have attended per webinar with 80% applying. Once candidates have applied the 'Buddy scheme' further supports candidates working with OH, Vetting and HR to address any arising issues. We are holding additional force events for transferees, Specials, Cadets and Police Staff for them to learn more about the entry routes available.
- **Diversity** - Diversity video promoted across our adverts and webinars, personalised letters from Commissioner to add value to the application of underrepresented groups. Our Webinar, student officer and transferee campaigns all feature inputs from female & BAME officers to promote existing diversity within CoLP. We ensure a 1:1 or 1:2 buddy for candidates from underrepresented groups to provide added support. Any candidates from sifted at any part of the application process are subject of a formal case review.
- **Reducing Attrition** - We are proactively identifying officers that could retire, seeking to offer them alternatives to consider, we also have a retention scheme which has experienced success in the past. We are developing a reporting tool to track leavers / joiners against the year 3 uplift plan. Dashboards will track candidates across recruitment lines and attrition. We can review our pool and where females and BAME candidates drop out.

Governance and Resourcing

- In order to achieve the Year 3 Uplift plan significant resource investment will be required. A temporary CoLP Police Uplift Programme Team will be created.
- This will be led by the Chief Superintendent for HQ Services as the SRO working in conjunction with the Director of HR.
- The details of the team are being finalised but are likely to include a small core team of dedicated people including HR, Communications and Learning and Development working under a Programme Manager.
- This will be supported by enhancing existing Corporate Teams on a temporary basis.
- Weekly operational meetings chaired by the SRO will be in place where the pipeline is examined in detail to maximise candidate entry and reduce attrition at each stage of the process via interventions from our uplift team. We would very much welcome continued National PUP representation at these meetings which has been a great benefit.
- The SRO will report into the Monthly Strategic Workforce Planning meeting chaired by Assistant Commissioner Paul Betts who will report directly to the Commissioner.

Finance

- Based on the Year 3 Plan of projected joiners via the PEQF route, Transferees and re-joiners, the plan is affordable after accounting for the attrition we expect, around 183 officers across the full year 2022-23. This is subject to achieving;
 - a) the progress required across the year to enable full draw down of the £1m PUP ringfence for 22/23 and
 - b) the planned recruitment mix shifting much more towards probationers and direct entry detectives.
- There is likely to be financial risk attached to the level of on-cost which will require active management, particularly the size of the training commitment and impact of the uplift on accommodation and IT requirements.

Risks

The Year 3 Programme will run a CoLP risk log overseen by the SRO.

This will include risks to the delivery such as :

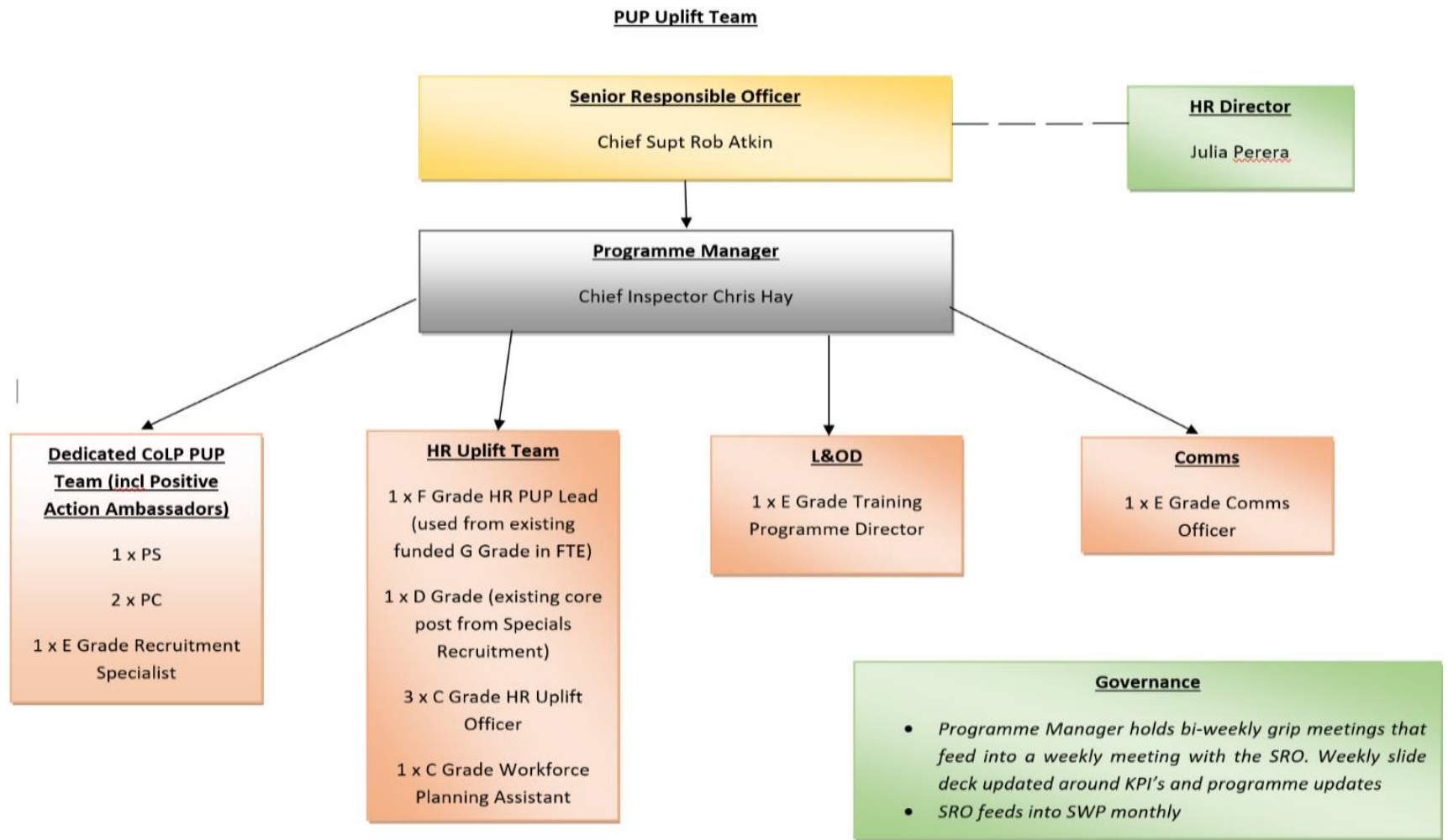
- Competing forces – e.g. huge campaign from the MPS
- Increased unpredicted attrition
- Insufficient diversity of recruits
- Insufficient resources to deliver in house training
- Ineffective delivery from HEI
- Financial risk created by the delivery
- Operational risk created by the drawing of current officers into training and tutoring roles

Enablers

A Police Uplift Team has been established to support achieving uplift ambitions.

- HR – to support the administration of applications for the uplift
- L&D – to support the whole training requirement
- Vetting – to conduct increased required checks
- OH – medical screening and practitioner medicals
- Communications – Drive the uplift campaign
- Positive Action Ambassadors – Outreach work for recruitment and support of applications

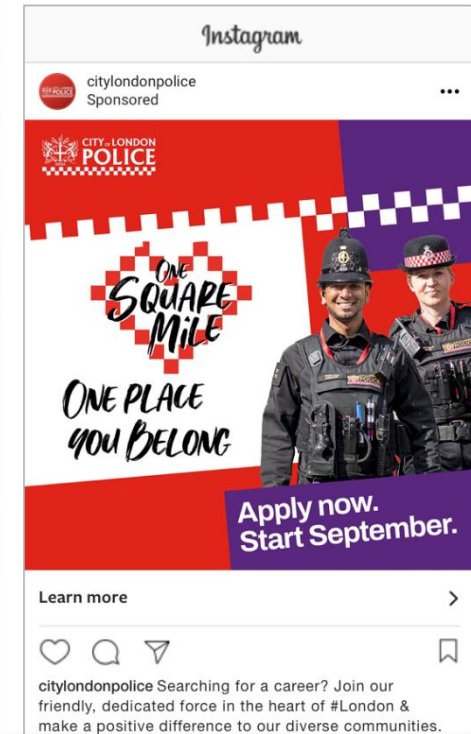
Police Uplift Programme Team



Beyond Year 3

- We are also considering post Year 3 how we retain our numbers, improve our diversity and keep a strong pipeline of recruits. Work we will undertake includes:
- Engagement with Universities who offer the PPP degree to build on intakes for next 3 years, specifically building on detective, Fraud and Cyber pathways.
- Community engagement with schools and colleges via the Positive Action Ambassadors to build up candidate pipeline for 18yr olds for PCDA.
- Specials / Cadets / Police Staff to PC pathway, programme for those interested in becoming Student Officers e.g. start on Day 1.
- Building of CoLP brand through media channels and links to recruitment pathways. Communications plan to follow.

Appendix 1 - Campaign Examples (new recruits)



Campaign Examples (Transferees)

Date	Officer	Post Text	Quote	Visual
06/05/2022	Gonzalo Balta	<p>DC Balta transferred to CoLP after 12+ years with another force.</p> <p>He currently works supporting police forces across the UK by coordinating operational activity against fraud that impacts the most vulnerable.</p> <p>Thinking of transferring? Find out more 👉</p> <p>https://bit.ly/CoLPrecruitment</p>	<p>"You are yourself at City of London Police - not just a number. Your work gets recognised and you can see the value it adds."</p>	
13/05/2022	Caroline Hay	<p><i>(Part 1)</i> Insp Hay joined CoLP after working with another force for 16 years.</p> <p>She heads up the Licensing Team, which includes working with the City's pubs, bars and restaurants to ensure a fun but safe night for all. 📺</p> <p>Thinking of transferring? Click below 👉</p> <p>https://bit.ly/CoLPrecruitment</p> <p><i>(Part 2)</i> With a key role in the night-time economy, Insp Hay recently worked with partners across the City to launch #OpReframe, ensuring nights out in the City are safe for all.</p> <p>http://cityoflondon.police.uk/safeinthecity</p>	<p>"One of the great things about the force is that you are encouraged to lead on new initiatives. Strategy needs to be brought to life, not just remain words on paper."</p> <p>"Working for CoLP, you can see the positive impact your work has had on the local area - as a police officer, there really is nothing more rewarding than that."</p>	
20/05/2022	Surinder Ram	<p>After 14 years with another force, DC Ram made the decision to transfer to CoLP.</p> <p>He currently works in @CityPoliceIFED, working on a wide range of cases, including #CrashForCash 🚗🚓 and fake death claims. 📺</p> <p>Thinking of transferring? Click below 👉</p> <p>https://bit.ly/CoLPrecruit</p>	<p>"Whichever policing role I've been in, I've always put the victim at the heart of what I do. Working for IFED, I feel that I help the victims who are often forgotten."</p> <p>"We must remember that every fraud type has an impact on the victim. I'm proud to be part of a force that shares these values."</p>	
27/05/2022	Neal Donohoe	<p>Ch Insp Donohoe transferred to CoLP after 20 years working across London.</p> <p>He currently works in the non-armed task force, managing...</p> <ul style="list-style-type: none"> 🚧 Public order 🚚 Roads policing 🐕 And our hard-working canine employees! <p>Thinking of transferring? Find out more 👉</p> <p>https://bit.ly/CoLPrecruitment</p>	<p>"Although I have moved from the country's largest force to the smallest, the opportunities I have been presented since joining CoLP have in fact offered me a more diverse work portfolio. The force faces the same challenges as any other police force, just on a reduced geographic scale."</p>	