

Committee(s): Resource Risk and Estates Committee	Dated: 27 May 2022
Subject: Workforce Monitoring Information 1 October 2021 – 31 March 2022	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe (CoLP Policing Plan ‘Our People’ priority)
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 39-22	For Information
Report author: Julia Perera, HR Director; Kelly Harris, Assistant HR Director	

Summary

This report sets out the City of London Police (‘the Force’) Human Resources monitoring data for the period between **1st October 2021 to 31st March 2022**. The data presented is in the format previously agreed by the Strategic Planning and Performance Committee at which this data was previously presented.

In line with discussions with the Police Authority Director and Team, and the refreshed Terms of Reference for the Authority’s Committees’, this Workforce data is now being presented to this Resource Risk and Estates Committee. The Diversity Workforce data is now being presented to the Professional Standards and Integrity Committee as part of the quarterly Equality and Inclusion Updates.

The data in the report includes information on:

- **Workforce** – Our Establishment for officers and staff will be detailed in the report being presented by AC Betts as it incorporates all of the Uplift numbers and details our future position. Focused recruitment activity continues to increase our officer strength to meet our uplift requirements, This focus will continue on our 2022/2023 year-3 uplift. We have also managed to maintain the vacancy factor as required by the Force.
- **Recruitment** – A new recruitment strategy has been written with input from the Police Uplift Team. The strategy details various different entry pathways such as Police Now, Police Education Qualification Framework (PEQF) and Pre-Join into Force. We have opened as many pathways as possible to ensure we can attract a diverse range of candidates, with some targeted specifically at graduates and others at school leavers or older candidates with relevant skills and experience to bring to policing.

- **Organisational Development Initiatives – The** Organisational Development Team has run various initiatives throughout the year to develop our officers and staff. These include the Leadership Development Programme, development support for promotion boards, Three tier and reverse mentoring, Positive Action Leadership Programme, Senior Police National Assessment Centre (PNAC) development and support and the Leading with Impact programme.
- **Wellbeing** – The Force has implemented a Wellbeing Strategy encompassing physical, mental, emotional, team, financial and organisational wellbeing.
- **Sickness** – The average working days lost per worker for Police Officers is 5.09 days and for Police Staff is 7.33 days during this period. Using Home Office national measures (converted to days rather than hours), the absence rate for officers for the financial year 2021/22 was 1.98% and the absence rate for staff was 2.9%. [Note that this data does not include Covid related sickness]
- **Grievances** – During the reporting period we have received 4 new grievances of which 2 have concluded.
- **Employment Tribunals** – There has 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 now provide workforce data monitoring report to the Resource Risk and Estates Committee. This is in line with the revised Terms of Reference for the Committees.
2. This report has been provided bi-annually presenting Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee.
3. This report covers the reporting period Q3 and Q4 21-22 between 1st October 2021 and 31st March 2022.

Workforce Management

4. As of 31st March, the City of London Police has an overall strength of 884.49 Police Officers, against our agreed Establishment model. The Establishment is based on the agreed Force Structure models. The Strategic Workforce Planning (SWP) Meeting, which is chaired by the Assistant Commissioner Operations and Security, 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 and is aligned to our Policing Plan 2022-2025.
5. A new Recruitment strategy has been written with input from the Police Uplift Team to detail how the Force will achieve the 100 additional officer headcount required to achieve the 22/23 uplift numbers assigned to us taking into consideration attrition.

6. The strategy details the various different entry pathways such as Police Education Qualification Framework (PEQF), Police Now and Pre-Join into the Force along with the targets for transferee recruitment.
7. 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. A dedicated focus on increasing our numbers of underrepresented groups into the Force has been rolled out by way of Positive Action recruitment methods and an in Force “Buddy’s” system to support under-represented candidates through all the recruitment and onboarding process.
8. A new Programme team has been created to execute the strategy with additional resources hired to support the project across HR Operations, Learning & Organisational Development (L&OD), Vetting, Occupational Health (OH) and Corporate Communications.
9. A dedicated attraction strategy is also being worked on and we are engaged with a wide variety of advertising platforms as well as external partners such as Universities who have offered the Professional Policing Degree.
10. Business as usual recruitment activity is ongoing for all externally funded Police Officer posts.
11. Police Staff recruitment is currently being reviewed with increased scrutiny at Strategic Workforce Planning (SWP) and is only authorised in exceptional circumstances while the Corporate Services review takes place
12. 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 National Lead Force. The Force has also continued with promotion processes within the reporting period.
13. The Force’s Workforce Plan is aligned to the financial position and the City of London Policing Plan 2022-2025.
14. As of 31st March 2022, the strength of Police Staff is currently 476.72. (FTE) against an Establishment model of 516.10. 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.

15. 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.
16. The Vetting Unit within Professional Standards has introduced a new IT System which allows candidates to complete their vetting forms online, moving away from a postal submission. This process indicates to applicants where there are gaps in the information therefore streamlining and quickening the submission process. The vetting process is being looked at with regard to how it can be improved further now the IT System is embedded to make the process even more efficient.
17. 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 in March 2022.
18. Based on our attrition rates and predicted retirements the Force has built into its planning the number of probationers and transferees we will need to include to meet the year-3 uplift.

People Development

Talent Delivery:

19. The Talent Management Strategy 2020 – 23 which provides an overview of how we attract, select, develop & manage our Officers and Staff is embedded across the HR Directorate. The following Organisational Development initiative updates are aligned to this strategy:
 - i. Leadership Development Programme
 - ii. Development support for promotion boards
 - iii. Fast Track Development
 - iv. Three Tier Mentoring
 - v. Reverse Mentoring
 - vi. Positive Action Leadership Scheme
 - vii. Leading with Impact programme
 - viii. Senior Police National Assessment Centre (PNAC) development and support
 - ix. Our People Development Framework

The following paragraphs provide an update on work undertaken during this reporting period.

20. Leadership Development Programme (LDP) – we have continued to deliver the monthly LDP for all new Officers and Staff, including Students and Special

Constables, as part of the Induction programme. During this period, we recruited and trained 11 new facilitators to deliver this one-day programme.

21. Support for Promotion Boards - Delivery of Application Writing and Assessment Centre Preparation Workshops have continued throughout this period, specifically to support officers through the constable – sergeant process. In addition, Positive Action Masterclasses were delivered for female and ethnic minority officers.
22. The selection process for the College of Policing’s Fast Track (constable – inspectors) programme ran during this period. A comprehensive schedule of development activity was delivered, which included a full mock national assessment centre and peer support sessions for candidates. Four candidates were selected internally to attend the National Assessment Centre and three were successful. They will commence the programme in December 2022. It has been noted by candidates and the College of Policing that the support offered to candidates by Organisational Development far surpasses that of any other Force in the country.
23. The three-tier mentoring scheme continues to run, with steady requests for mentoring coming in from the workforce. During this period, fifteen new mentoring partnerships have been brokered. A cross-organisational mentoring scheme is currently being developed with Amazon Web Services (AWS). A Memorandum of Understanding has been drafted and is currently being reviewed by the AWS legal team.
24. The Reverse Mentoring pilot concluded and was reviewed. Overall, feedback from mentors and mentees was positive and as a result, new mentees (Superintendent – Assistant Commissioner and police staff equivalents) and mentors (Constable – Inspector and police staff equivalents) have been recruited and trained. Matching of mentors to mentees is currently taking place and suitability meetings between the pairs and introductory meetings will take place in April 2022.
25. The Positive Action Leadership Scheme (PALS) concluded in September 2021. A structured debrief was commissioned, which highlighted positive feedback as well as some learning. The Equality and Inclusion Operational Delivery Board was supportive of a second PALS programme being run in 2022, aimed at officers and staff from ethnic minority background. As part of the planning for this, learning from the structured debrief has been incorporated. AC O’Doherty has taken up the role of senior sponsor of PALS. Marketing for the next programme is underway and AC O’Doherty hosted a briefing and information sessions. The L&OD team are currently seeking expressions of interest from officers and staff who would like to participate. The programme will commence in May 2022.
26. Leading with Impact – We are working with the Gender Equality Network on the Leading with Impact programme. This has now been brought in Force and the first programme will be delivered in the Autumn. This is part of our positive action offer and will be aimed at female Officers and Staff in the first instance.

27. PNAC Development and Support – we have worked with the Chief Officer Team in delivery of a PNAC Awareness Briefing and an internal application process. We had three successful internal applications, one female, two males, made up of one Staff member and two Officers. A programme of support has been delivered to prepare them for the College of Policing PNAC, i.e., an internal senior sponsor, an external coaching programme and CoP 360 assessment.
28. As part of the realisation of the Policing plan, L&OD are working with the Chief Officer Team on a People Development Framework which will centralise development opportunities and career pathways to ensure that we continue to provide the right tools and support to all our all Officers and Staff across the Force.

PEQF (Policing Education Qualifications Framework):

29. The Force successfully onboarded the first intake of PEQF students in September 2021, consisting of 6 students on the Degree Holder Entry Programme and 5 on the Police Constable Degree Apprenticeship. The programme is delivered collaboratively between the City of London Police (CoLP) L&OD team and lecturers at Coventry University, our academic partners, to deliver an integrated programme blending both academic and practical areas. The students completed their classroom studies in March 2022 and have now progressed to their tutored patrol phase where they will be mentored and coached by an experienced officer to put their classroom skills into practice. Work is now in hand to conduct a full debrief of the classroom training and to ensure improvements are incorporated into future programmes. Planning for the second year of the programmes has also started including development of work-based learning attachments and the confirmation of operational assessment criteria.

Training Needs Analysis:

Force wide Training Needs Analysis – new system functionality

30. In April 2022, CoLP will launch new functionality across its HR systems including enhanced features on the training admin system (TAS). One of the new features is the ability to create training profiles (including courses, skills, eLearning) which can then be allocated to posts and people with the ability to monitor compliance. This will mean that automatic skills gaps analysis and 'out of ticket'¹ reports can be produced and will be visible to individuals/teams/line managers.
31. L&OD has contributed to in-depth testing of the new system functionality since October 2021 and will soon start planning the process of undertaking a refresh

¹ Out of Ticket refers to where a particular qualification has lapsed, for example Public Order Level 2

of the existing training needs analysis baseline document with consultation with business areas in Force before configuring the system.

32. The training needs analysis aligned to the new operating model was signed off in Autumn 2021 and work continues to ensure the training needs identified through the process are delivered as needed.

Detective Training Needs

33. The Chronicle system continues to be used to monitor and record the training and accreditation of detectives. CoLP L&OD continue to work with an external partner to deliver a mandatory development programme for Detective Managers and Supervisors. Following review and refinement from the pilot course, this programme now includes an innovative immersive software tool, developed by KPMG, which allows learners to participate in an investigative scenario with injects such as bespoke videos, documents, logs and social media feeds to simulate a real-life investigation.

Custody Training:

34. All custody staff have received their refresher training and are competent in the role. An additional custody sergeants course is planned for May 2022 to train the newly promoted cohort of sergeants. The courses are mapped into the training calendar to coincide with promotion boards. It is likely that 3 x custody courses will be required each year.

Continued Professional Development (CPD)

35. The 'Focus On' series has continued into 2022 and has been responsive to priority events and issues. These have included a focus on Banter in response to Operation Hotton and a focus on covering Violence Against Women and Girls. These were well received and provoked constructive discussion. 'Focus on' live sessions and written bulletins will continue throughout 2022
36. Two training courses for Detective Sergeants & Detective Inspectors have been hosted by CoLP, with internal and external delegates attending. This professionalises the transition to detective roles and ensures detectives have the correct qualifications and accreditations. This also enables Detective Inspectors to continue onto higher and more specialist training courses.
37. Three 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, Occupational Health referrals, Leadership development, the PDR process and Misconduct procedures. Over 80 managers attended each of the sessions. The next MDP will be delivered in March 2022 and will focus on management of maternity and paternity support within the Force. Further management development courses will be run throughout 2022.

38. An initial sergeants course has been developed to enable new and acting Sergeant to understand the role and perform competently as first line leaders. This includes practical inputs on case file and crime supervision alongside an introduction to leadership styles and disciplinary procedures. Core leadership Sergeant and Inspectors courses form part of the development pathways on promotion as does the command and Major incident training sessions for Chief Inspectors and Superintendents. Major incident and Killed/Serious Injury refresher training is planned for all front-line officers summer 2022.
39. All officers from PC to C/Insp are scheduled to receive a refresher in public order tactics to assist with upcoming deployments. This will be supplemented by a video of tactics at each briefing to ensure officers are well prepared.

Driver Training and Future Demand

40. The driver trainer unit continuously performs well, and once new vehicles are in place will be able to meet the demand within the Force. The motorcycle strategy identifies a pathway for non-riders to complete their civilian and police rider qualifications in a structured way. It will allow for increased patrol on motorcycles. Testing is planned for electric motorcycles which will also assist with the ULEZ compliance and Vehicle Fleet Strategy.

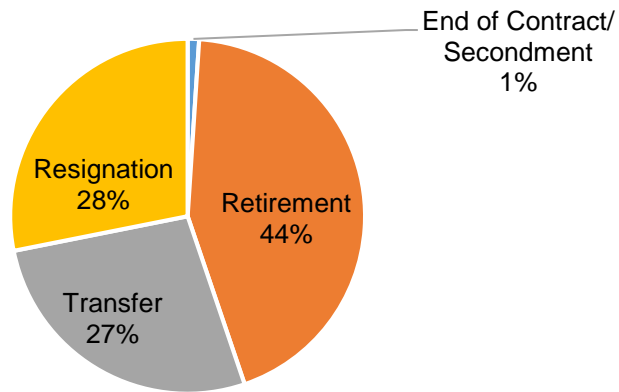
Turnover

41. During the reporting period (October 2021 – March 2022), 55 Police Officers and 38 Police Staff left the City of London Police, this equates to a 6.3% and 7.7% turnover rate, respectively. Overall, 96 Police Officers and 63 Support Staff left the Force during the financial year 2021/2022. The attrition rate was 11% for Police Officers and 12.7% for Support Staff. 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 analysis.

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	1
Medical Retirement	3	2	2	0	2	1	0
Retirement	40	37	35	37	31	29	42
Transfer	7	7	9	17	22	14	26
Resignation	20	14	26	7	22	21	27
Total	72	60	74	62	77	70	96

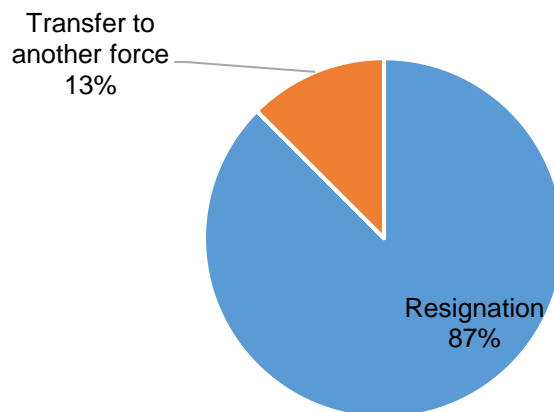
Officers Reasons for Leaving (2021/22)



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	7
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
Transfer to another force	0	0	0	0	0	0	1
Medical Retirement	0	0	0	0	0	1	0
Total	6	14	10	7	12	7	8

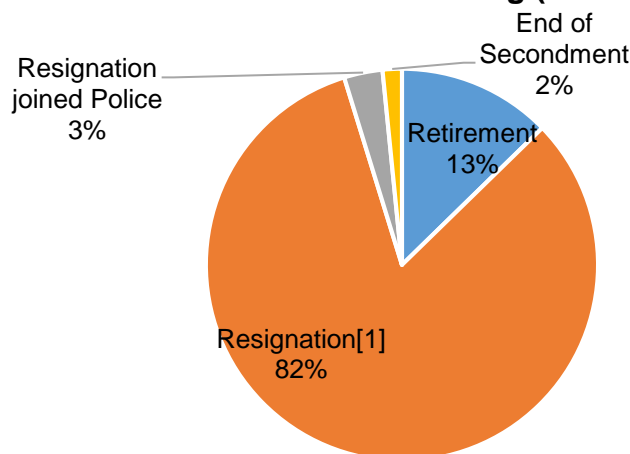
Special Constabulary Reasons for Leaving (2021/22)



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	8
Transfer	6	2	2	0	0	0	0
Resignation ²	44	37	42	49	44	25	52
Resignation joined Police	2	2	7	2	0	0	2
Redundancy	5	6	1	1	0	0	0
End of Secondment	0	0	0	1	0	0	1
Total	67	52	60	65	51	35	63

Staff Reasons for Leaving (2021/22)



42. For the financial year, 96 Police Officers left the Force with the highest number leaving from Local Policing (31), Specialist Operations (30), followed by NLF (23). The number of leavers per month varied from 4 to 16. The main reasons for Police Officers leaving during this period was retirement citing the pension changes as their reason for retirement, followed by resignation and transferring to another force. The College of Policing actively encourage officers to move to other forces to gain a wider insight and develop in their careers.

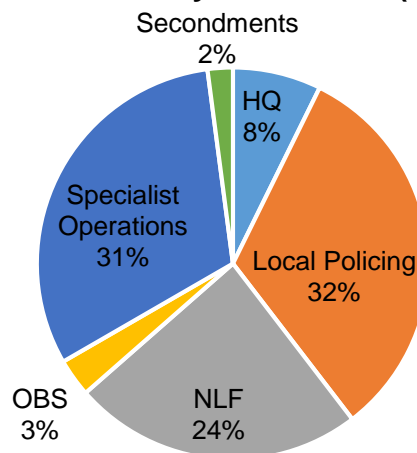
² Resignation includes the conclusion of fixed term contracts

43. 63 Police Staff in total left the Force in this financial year, the greatest number of leavers were in Specialist Operations (19), followed by NLF and HQ, both with 15 leavers. The main reason for leaving was resignation.
44. Survey Monkey is used to collate exit interview data, 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. The Force also has launched new retention initiatives focussing on officers and staff within directorates that might indicate they may wish to resign from the Force.
45. For the financial year, 49 online exit interviews have been completed by 26 Police Officers and 23 Support Staff. Of these exit interviews, the average responses were very positive to questions about working at the CoLP, such as, having a clear understanding of what was expected of them and getting on well with their team-mates, as well as positive responses about questions around line management, particularly questions around treating individuals fairly, providing positive recognition and being good team leaders.

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

Directorate	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
HQ	1	0	0	0	0	0	1	2	0	2	0	1	7
Local Policing	2	0	1	5	1	3	6	6	0	4	1	2	31
NLF	1	0	5	3	1	3	2	3	2	1	1	1	23
OBS	0	0	0	0	0	0	0	0	2	0	1	0	3
Specialist Operations	2	1	5	1	4	1	2	5	1	4	3	1	30
Secondments	0	0	0	0	1	0	0	0	0	0	1	0	2
Total	6	1	11	9	7	7	11	16	5	11	7	5	96

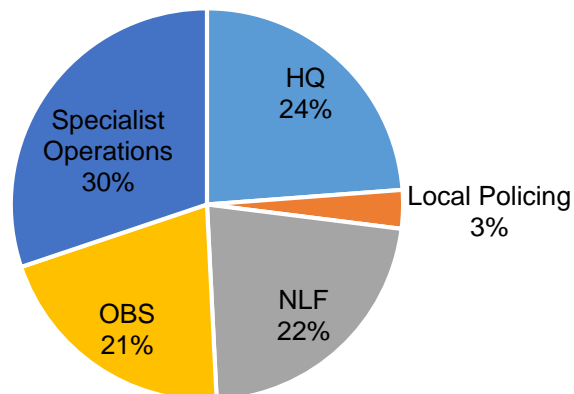
Officer Leavers by Directorate (2021/22)



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

Directorate	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
HQ	0	1	2	2	1	0	2	1	0	3	0	3	15
Local Policing	1	0	0	0	0	0	0	0	0	0	0	1	2
NLF	1	1	0	2	1	1	4	1	1	1	1	0	14
OBS	2	2	1	0	2	0	0	0	1	1	0	4	13
Specialist Operations	0	0	0	2	2	1	3	1	1	3	2	4	19
Total	4	4	3	6	6	2	9	3	3	8	3	12	63

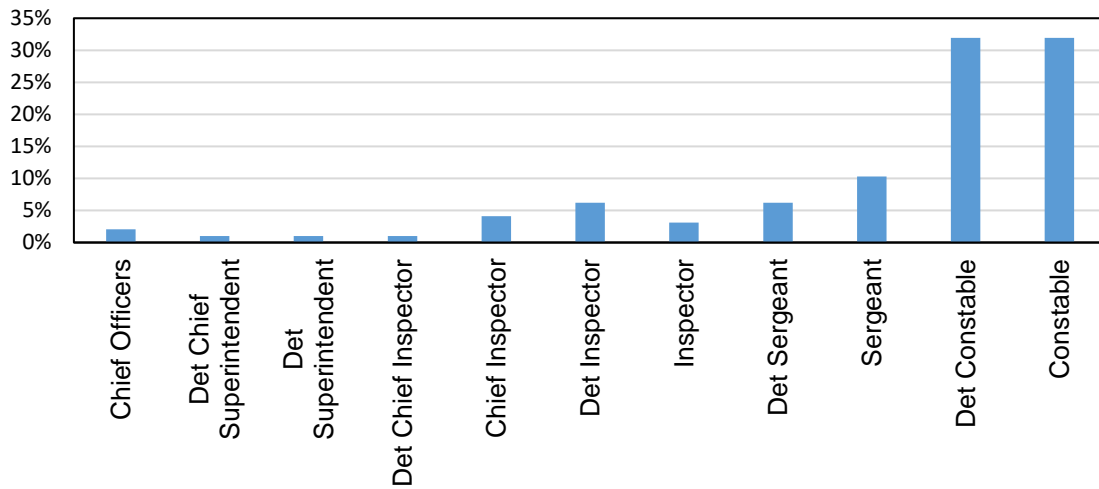
Staff Leavers by Directorate (2021/22)



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

Rank / Grade	Police
Chief Officers	2
Det Chief Superintendent	1
Det Superintendent	1
Det Chief Inspector	1
Chief Inspector	4
Det Inspector	6
Inspector	3
Det Sergeant	6
Sergeant	10
Det Constable	31
Constable	31
Grand Total	96

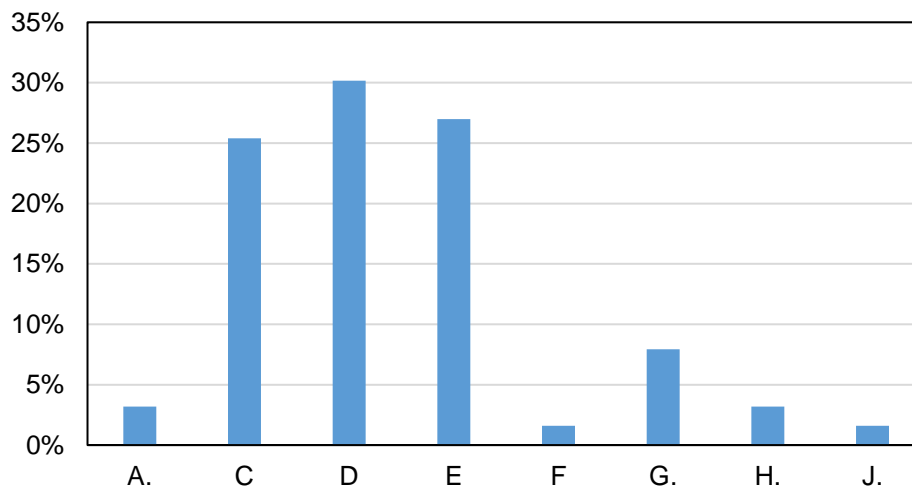
Officer Leavers by Rank % (2021/22)



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

Rank / Grade	Support Staff
A.	2
B	0
C	16
D	19
E	17
F	1
G	5
H	2
J	1
Total	63

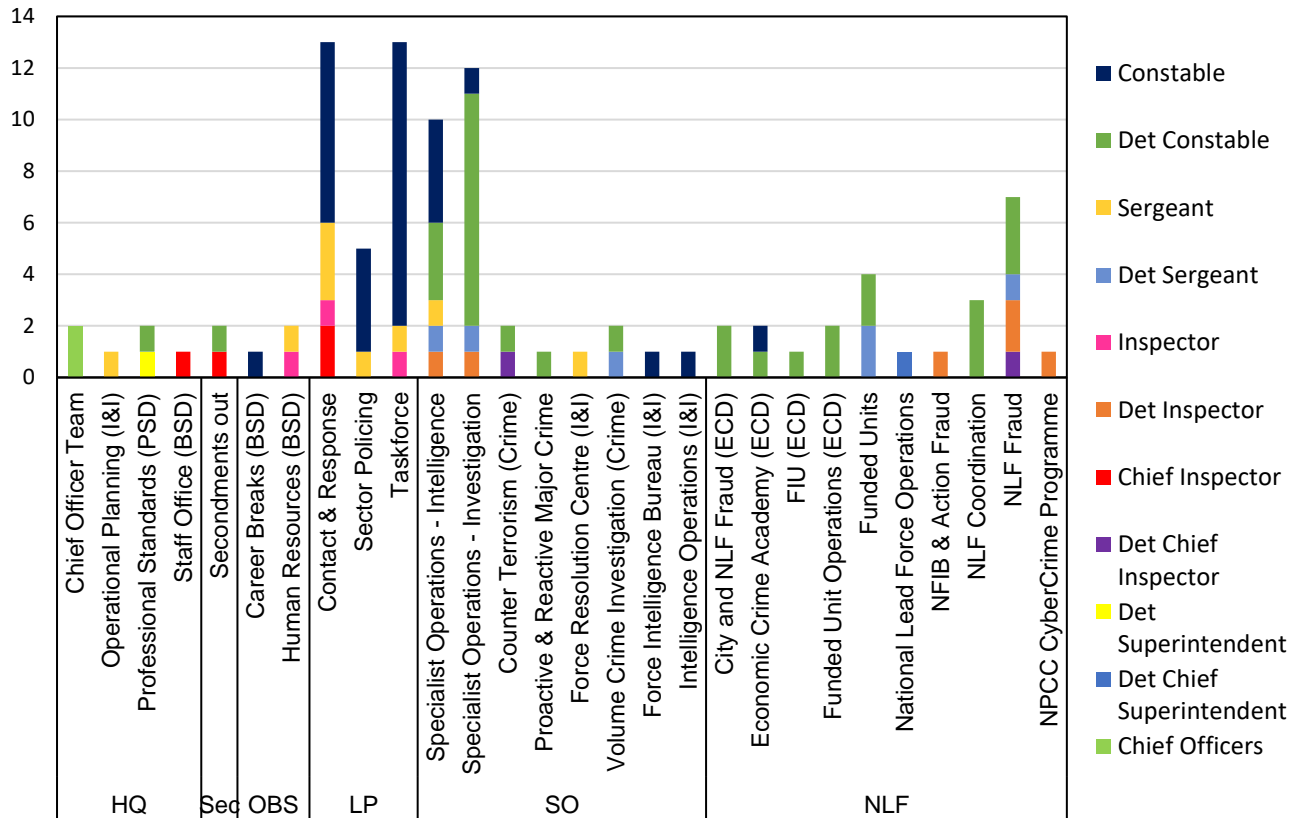
Staff Leavers by Grade % (2021/22)



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

46. The graph below shows the number of Officer leavers by Department and Rank, Sec means Secondments out of Force. During this reporting period, the greatest number of leavers were from Taskforce, Contact & Response with 13 leavers each. The majority of leavers were in either Constable or Detective Constable rank.

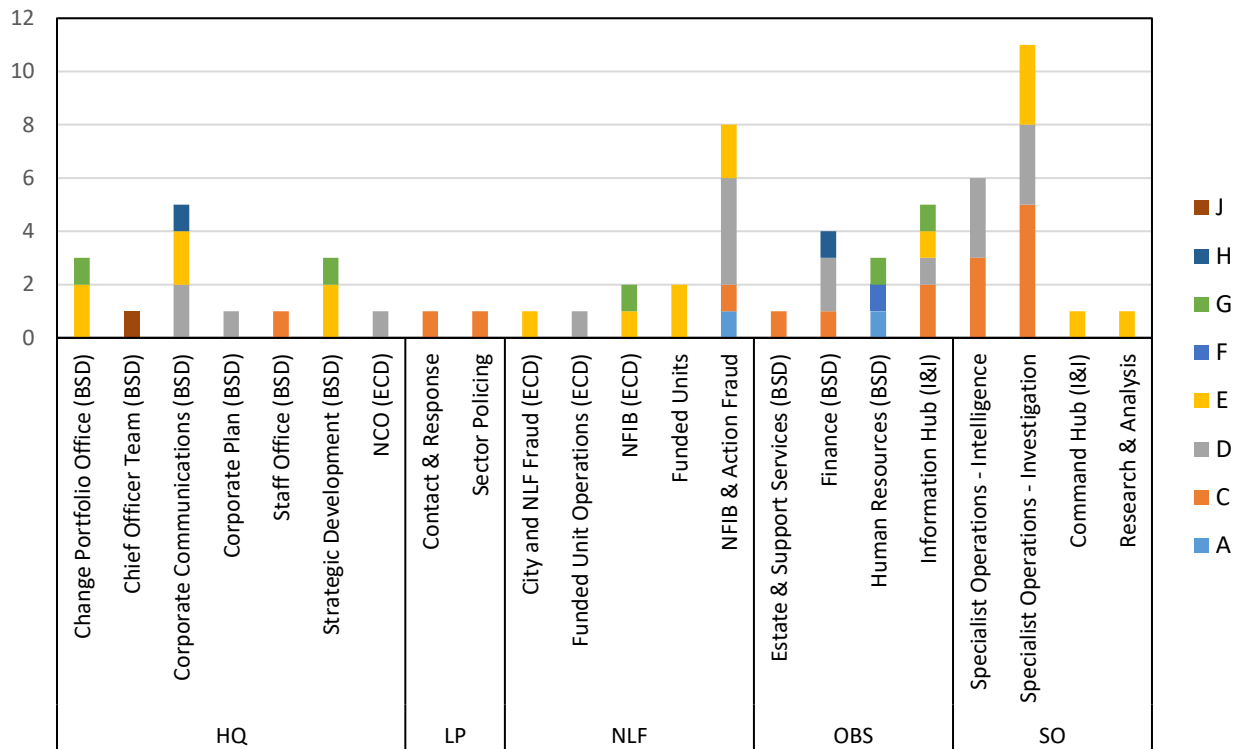
Officer Leavers by Department and Rank (2021/22)



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

47. The graph below shows Staff leavers by Department and Grade. During this reporting period, 11 employees left Specialist Operations Investigations department.

Staff Leavers by Department and Grade (2021/22)



Recruitment

48. In the reporting period of 1st October 21- 31st March 22, the City of London Police have had 85 Police Officer recruitment campaigns. There have been 3 promotion campaigns, these include a Commander campaign launched in December 2021, Chief Inspector and Sergeant during this reporting period. 50 Police Staff campaigns have taken place during the same period.
49. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessments. As a result, further recruitment campaigns are often required.

Police Officer Recruitment

50. A total of 61 Police Officers were recruited during the reporting period including 16 Student Officers/Probationers.

Police Staff Recruitment

51. A total of 25 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.

Sickness Absence Management

52. 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 2021/22, the sickness absence rate in days at CoLP was 1.98% for Officers, and 2.92% for Police Staff (working days lost / contracted days available). In the Home Office data for the financial year 2020/21 (source: iQuanta Project Fusion), CoLP Police Officers sickness rate was 4.5.
53. The average working days lost for Police Officers is 5.09 days and for Police Staff is 7.33 days during this period. Sickness has increased during the FY 21/22 compared to 20/21. Sickness related to COVID-19 isolation and positive cases has been removed from the sickness statistics and does not count against an individual's record.
54. The City of London Occupational Health (OH) 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 2021 to 31 March 2022 the OH have responded to a total of 44 pre-employment requests within their Service Level Agreement (SLA) of 2 working days. Please note that Police Officer recruitment medicals are not included in these figures.
55. For the period 1 October 2021 to 31 March 2022 the OH Advisors received 99 referrals of which 97 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 98%. In addition, there were also 27 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 OH Practitioner is contracted 1 day per week for 45 weeks). Please note that health surveillance and case management review appointments are not included in these figures.

Grievances and Employment Tribunals (1st October 2021 – 31st March 2022)

56. During the reporting period there were four new grievances submitted of which two have already been concluded. There was one outstanding grievance concluded in this period following an appeal. In this case the appeals manager upheld 3 elements, partially upheld another three and did not uphold the other three. In addition, we concluded a grievance that was submitted following legal advice following complaints made by a member of staff to Professional Standards Directorate around bullying behaviour. This was undertaken by an external Grievance Resolution manager and the outcome was there was no evidence of bullying, some individual learning and organisational learning was identified and is being taken forward through appropriate channels. Since gradually returning to the office the Force has seen an increase in Employee Relations cases especially grievances which have gone from 1 new grievance in the previous six months to 4 in the latest six-month period.

57. The City of London Police has not received any new Employment Tribunal claims within the reporting period. However, the Force has received early conciliation requests via ACAS but none of these have materialised to a claim being submitted. In terms of the sex discrimination case, 2 pertain to maternity allowances for police officers from the previous 6 month report the Force has settled all but 3 of the 42 claims. In relation to Case 3 from the previous report we have held a Judicial Mediation session in February and signed a Memorandum of Understanding (MOU) to stay the process pending a trial period of the new ways of working in order to come to a meaningful resolution.
58. 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 / concluded	Details
Previous Reporting Period Case 2 – Sex Discrimination update	Following the Court of Appeal judgement, we have changed our pay rules and have settled all of the claims with an agreement with the exception of 3 which are in the process of being conducted.
Previous Reporting Period Case 3 – Disability Discrimination Update	We have entered Judicial Mediation to resolve this. After a meeting on 1 st February all parties signed up to a Memorandum of Understanding (MOU) to progress this matter by trialling a new way of working for the individual which would resolve some of the issues. The Judicial Mediation will reconvene once the trial has concluded to determine whether the issue can be resolved with agreed financial and non-financial remedies.

Wellbeing

59. 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.

60. 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.
61. 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.
62. 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 Equality and Inclusion Strategic Board.
63. The Force Health and Wellbeing Network is resourced by volunteers within CoLP who do this alongside their primary role. The network promotes wellbeing by running events and linking to national events and campaigns such as the annual Mental Health Awareness week.
64. Wellbeing events that took place during the reporting period include:
- Taking care of yourself, this event was linked to World Mental Health day in October 2021.
 - Self-care webinar exploring mental health as we return to work.
 - Two events were held to hear the female workforce's concerns following the conviction of Wayne Couzens and were hosted by Commissioner Dyson and then, AC McLaren. The second event was a female only event hosted by AC McLaren.
 - Wellbeing network coffee mornings, with a police dog 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.
 - Wellbeing network event offering free health checks.
 - Acupressure chair massages have recommenced in a covid-safe way at Bishopsgate.
65. Oscar Kilo is the online home and brand of the National Police Wellbeing Service³ its 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.

³ [Oscar Kilo | Oscar Kilo](#)

66. One example of the support 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.
67. The Force's Wellbeing Champion recently completed the Blue Light Wellbeing Framework self-assessment for CoLP the survey will be peer-reviewed by Nottinghamshire Police, the results and recommendations will be returned to CoLP.
68. It is anticipated that actions identified will be integrated into the Force's Health and Safety Plan, which will become the Force Health, Safety and Wellbeing Plan, and will see progress monitored at the Force Health, Safety and Wellbeing Committee.

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