

# HR Monitoring Report

Q2 - July 2022 to September 2022



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

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# Summary

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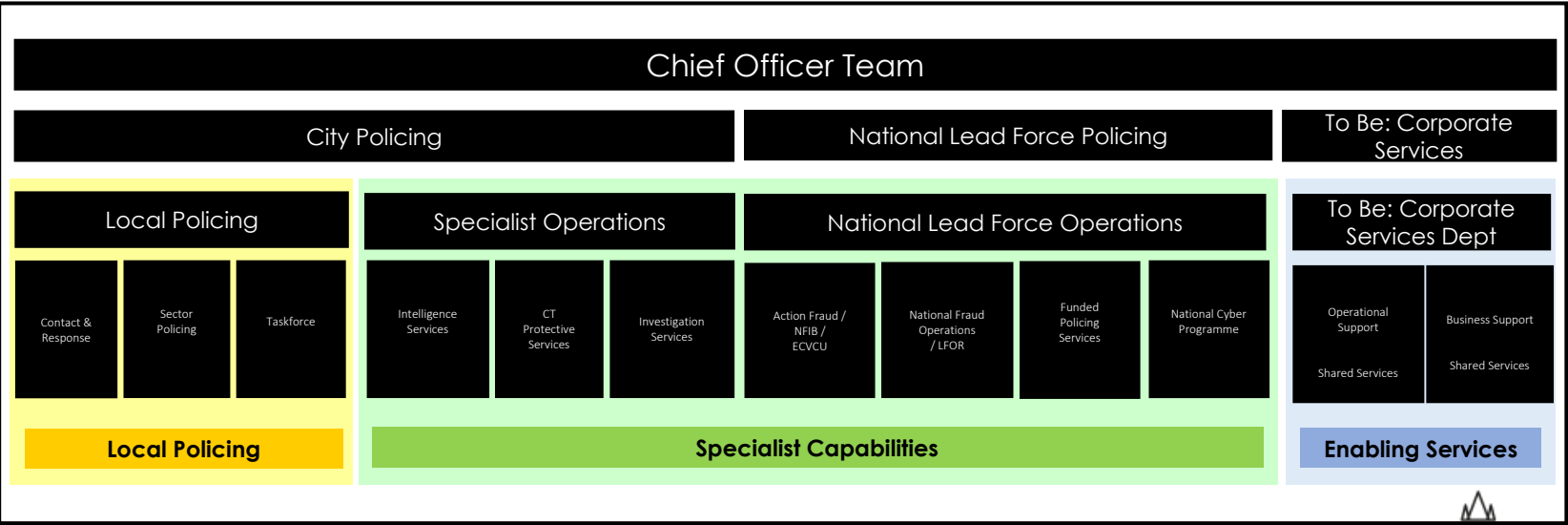
- This report sets out the City of London Police ('the Force') Human Resources monitoring data for Q2 2022/23 between **1<sup>st</sup> July 2022 to 30<sup>th</sup> September 2022**. The force's Human Resources department provide workforce data to the Resource Risk and Estates Committee (RREC). The report covers:
  1. **Workforce:** Our Establishment for officers and staff 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.
  2. **Recruitment:** The new recruitment strategy has been implemented and adapted to ensure that 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.
  3. **People Turnover:** During the reporting period, 15 Police Officers and 24 Police Staff left the force, this equates to a 1.6% and 4.9% turnover rate respectively.
  4. **Sickness:** The average working days lost per worker for Officers is 3.04 days and for Staff is 4.29 days (Apr – Sep 2022). Using Home Office national measures (converted to days instead of hours), the absence rate (Apr – Sep 22) for officers was 2.36%, staff was 3.4%. [Note data includes Covid related sickness].
- This report will be provided quarterly with some information presented bi-annually (presenting Grievance/Employment Tribunal (ET) statistics, Wellbeing and Occupational Health (OH) Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee).
- As previously agreed, detailed force diversity data is now being presented to the Professional Standards and Integrity Committee as part of the quarterly Equality and Inclusion Updates.



# Workforce Establishment Headlines

- CoLP has a clear understanding of it's budgeted establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted establishment (subject to rank and grade review)
- Our Police Staff model establishment numbers are over our budgeted establishment (+79 posts including funded supernumeraries at the end of September). The funded supernumeraries have increased since the last reporting period due to an uplift in funding for National Economic Crime Victim Care Unit (NECVCU), FCCRAS Next Gen Project, Intelligence Dev, and NLF Enhanced Cyber Reporting Services. A review of vacancies and funding for supernumeraries is being carried out by HR, Finance and Superintendent Isaacs, and the Corporate Services Project is being led by the new COO. As part of the work, HR has identified vacant Staff posts that could be removed from the model of 542 to start to align with the establishment of 517. HR and Finance continue to work through our establishment and supernumeraries so that the business have a full understanding of our workforce and funding streams.
- This was mitigated with a Police Staff recruitment freeze unless through People Board Governance
- The Force has to find £1M in savings from Police Staff posts (C.20) in addition to making the Police Staff model affordable.

## OPERATING MODEL:

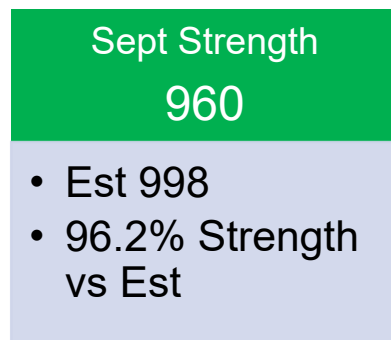
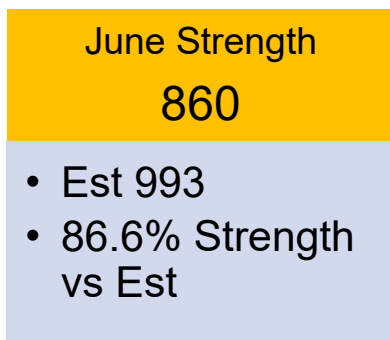


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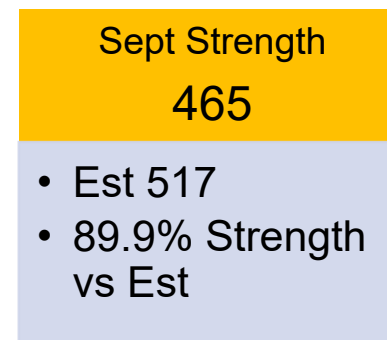
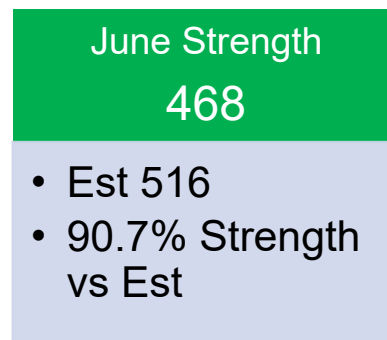
# Workforce Establishment

The graphic shows establishment vs strength for the workforce for June 2022 and September 2022. Officer budgeted establishment has increased from 993 in June 2022 to 998 in September 2022 including Year 3 Uplift headcount, establishment has increased by 5 FTE in NLF - NPCC Cyber Crime. Statistically, Officer strength has increased by 11.6% since June 2022. Staff establishment has increased by 1 FTE and strength has decrease by 0.6% between June 22 and September 22.

## Officers



## Staff



# Workforce Establishment

- As of 30th September 2022, the City of London Police has an overall strength of 960 (FTE) Police Officers, against our agreed budgeted establishment of 998 (Force Strength Indicator, FSI, Sept 2022). The Establishment is based on the agreed Force Structure models.
- The strength of Police Staff is currently 465 (FTE) against our budgeted establishment of 517 (FTE). These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts.
- The Operational model differs from establishment (refer to Appendix 1) for police staff this has grown by 6 posts in this reporting period, this is a mixture of funded roles and those that are required operational such as receptionists.
- The People Board, 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.
- The Force's Workforce Plan is aligned to the financial position and the City of London Policing Plan 2022-25.
- A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the People Board.
- Any establishment changes or supernumerary recruitment is scrutinised at the People Board before it can be signed off. Alongside this, work has been completed by Superintendent Isaacs to identify vacancies, and how long they have been vacant, within our Staff establishment. The Corporate Services Project has now begun under the new COO.
- Our data at the People Board has been developed further and now uses a RAG rating to reflect operational risks around the force and within each team. The RAG rating is as follows:



**90% and above**  
(no action required)



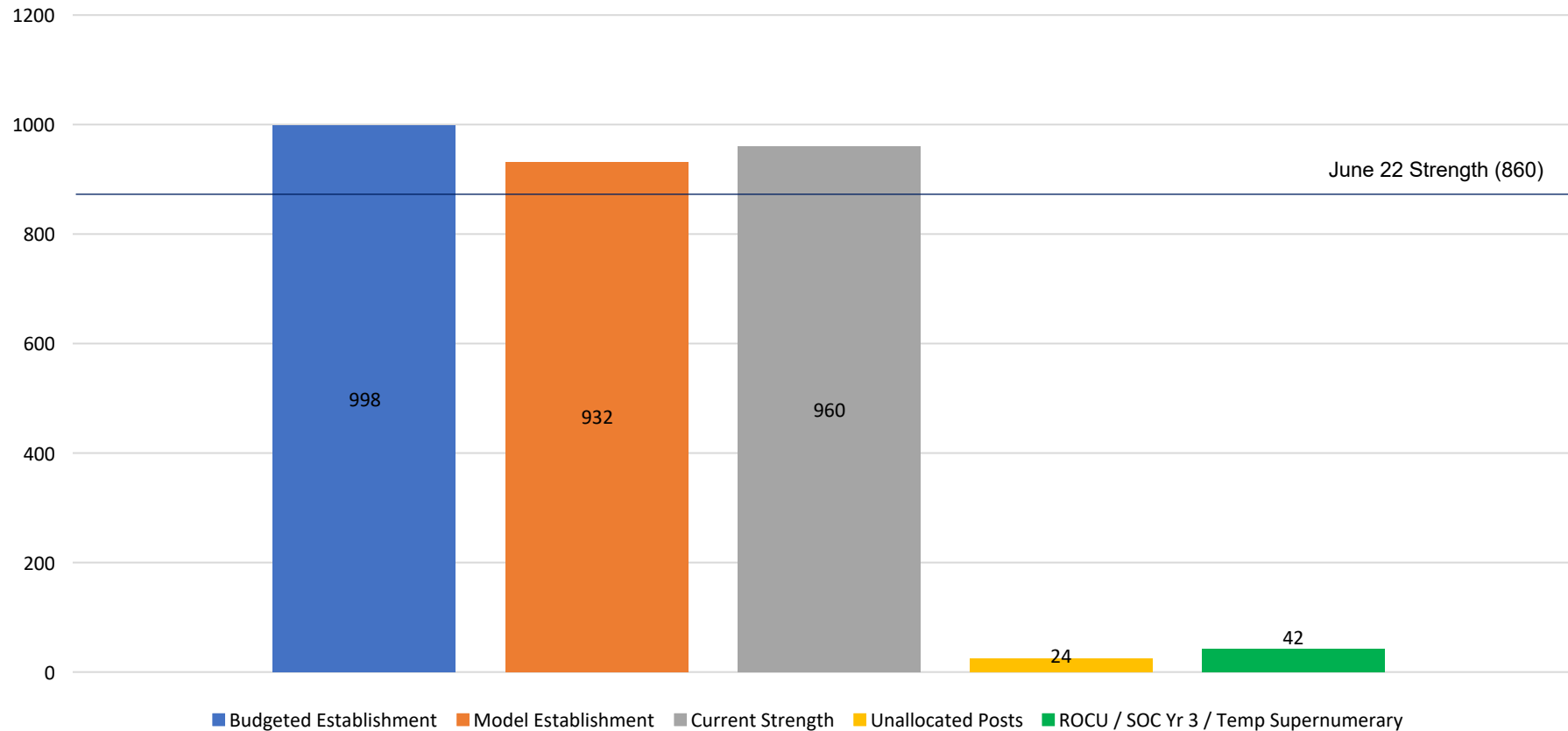
**Between 70-90%**  
(close monitoring)



**Below 70%**  
(further understanding  
needed - action required)



# Officer Operational Model Establishment FTE



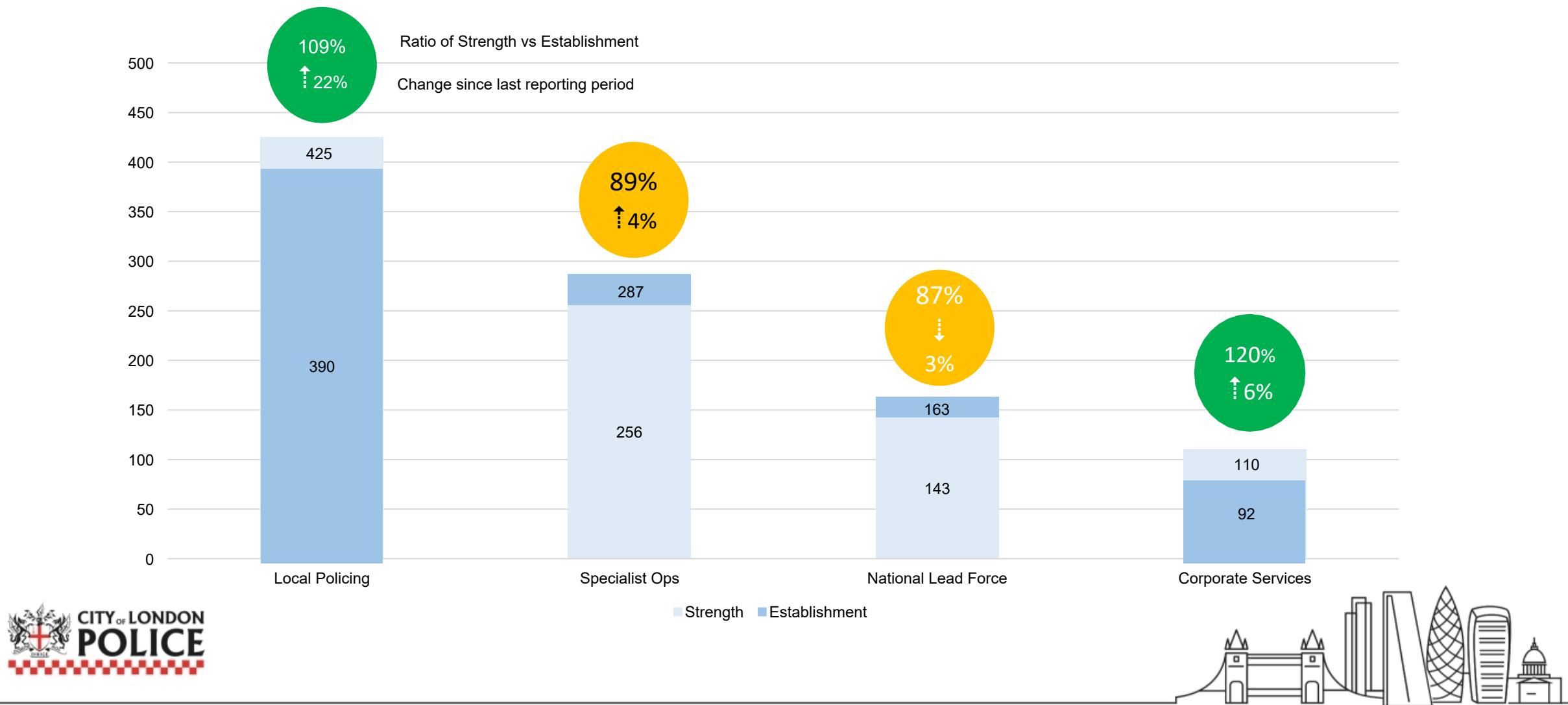
Budgeted Establishment of 998 FTE:

- Current CoLP model = 932 FTE
- ROCU/SOC/Funded Supernumerary = 42 FTE
- Current Unallocated Posts = 24 FTE
- Current overall strength against budget = 96%



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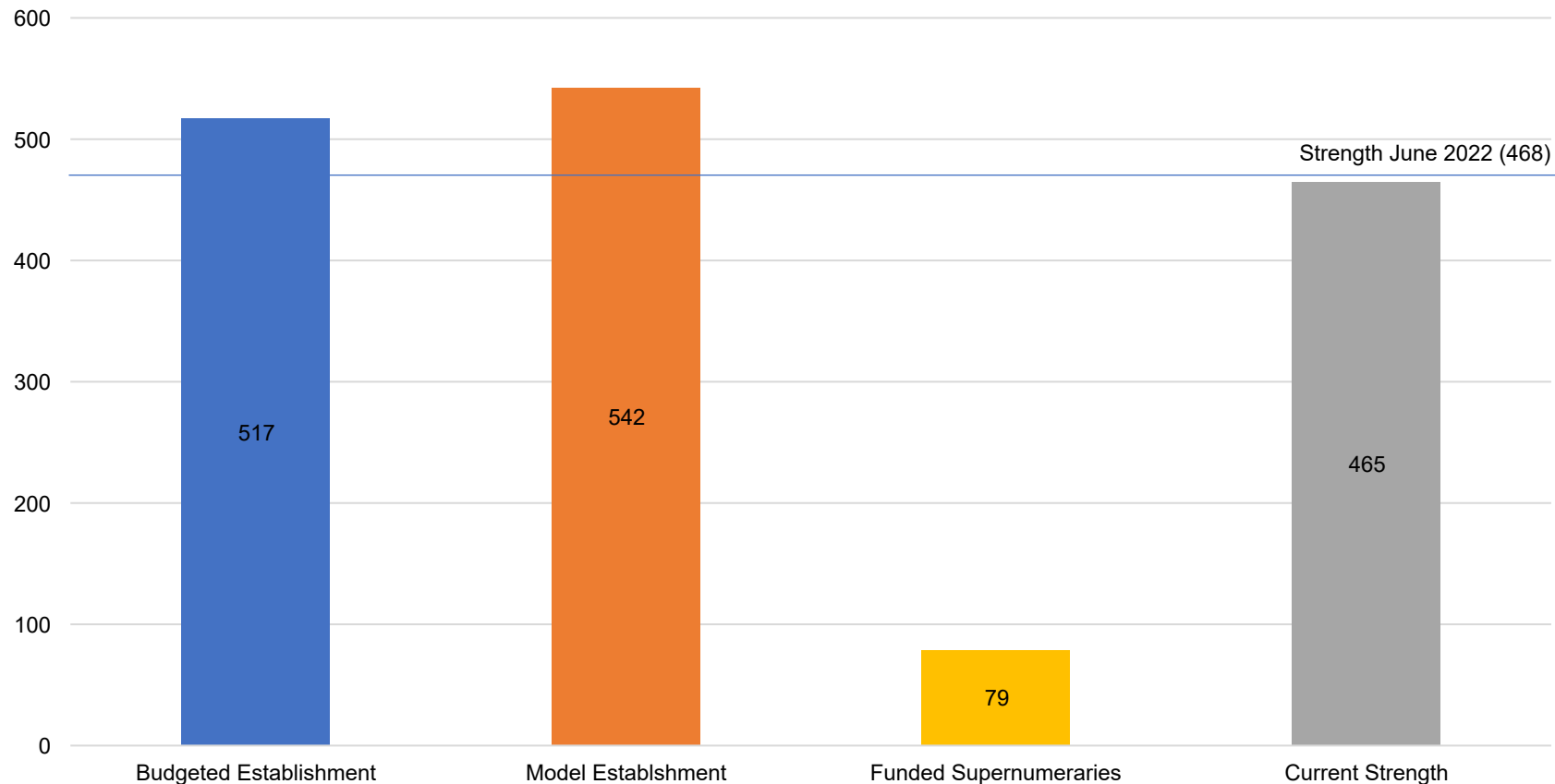
# Officer Strength vs Establishment FTE (rounded)



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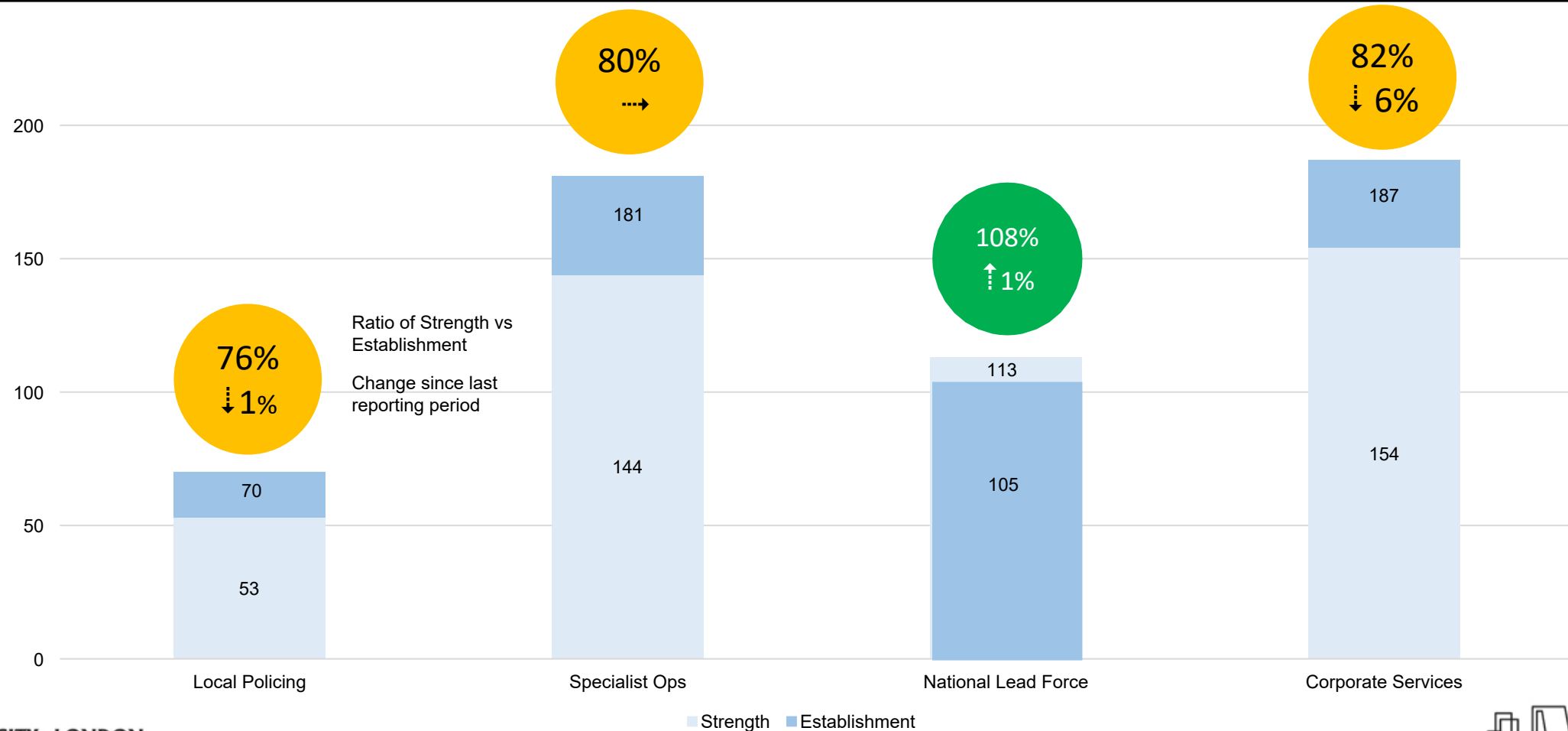
# Staff Operational Model Establishment FTE



- Model Establishment = 542
- Temporary Funded Supernumerary = 79 (↑ 31 due to NECVCU, Next Gen, Intel Dev, Enhance Cyber)
- Total = 621
- Posts over budgeted establishment = 104 FTE
- Current strength = 465 FTE
- Current vacancies under model = 156 FTE
- Current vacancies under budget = 52 FTE
- Does not include £1M in savings to be taken



# Staff Strength vs Establishment FTE (rounded)

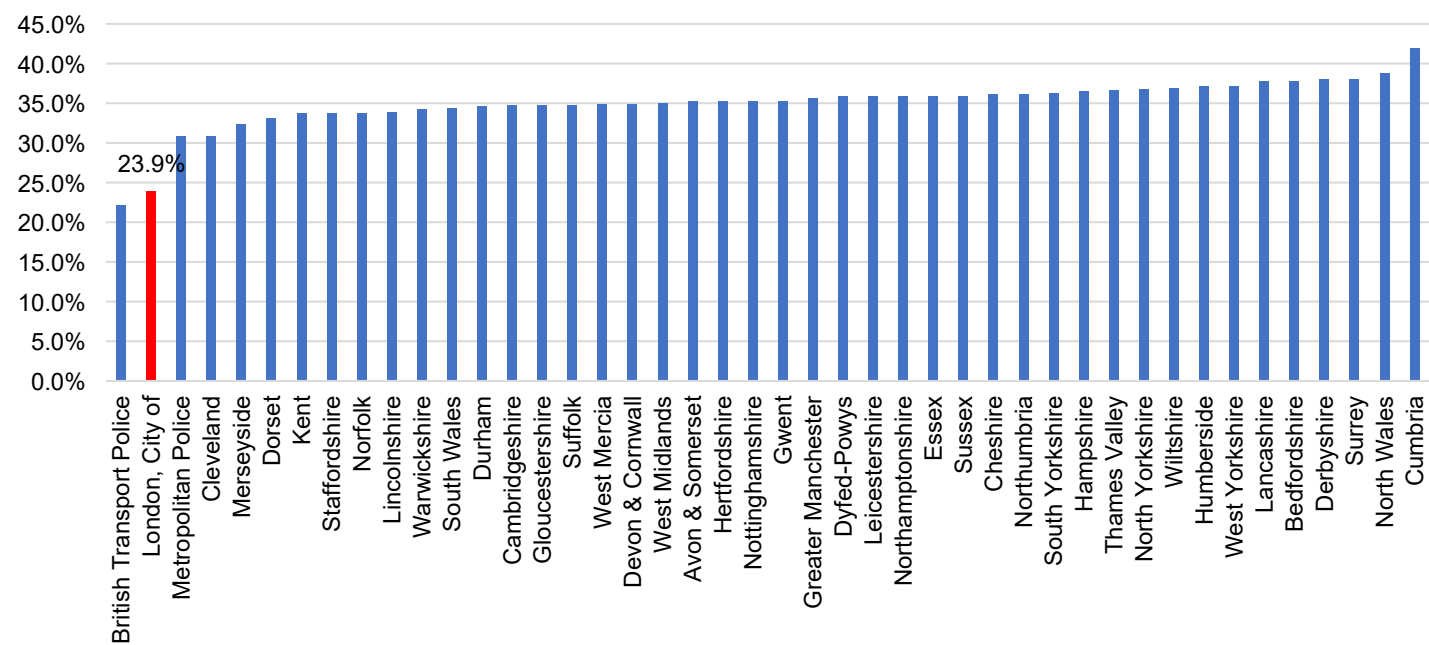


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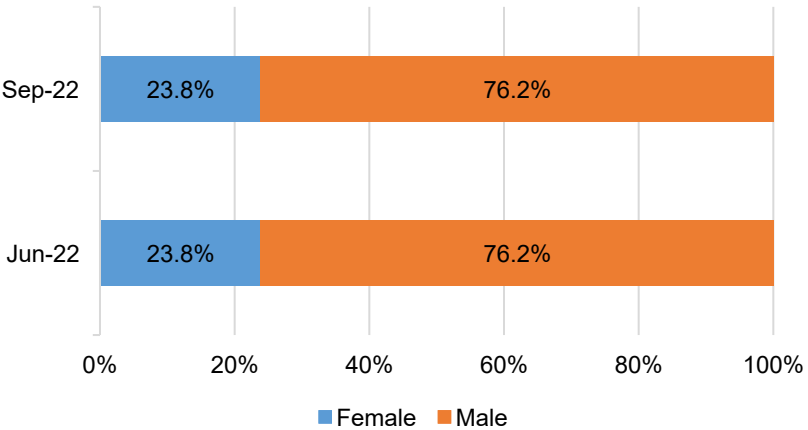
# Diversity: Officer Gender

Officer gender profile has not changed significantly since the last reporting period, the CoLP female officer profile is 23.8% of 970 officer headcount. 22.6% of 115 officers that joined in quarter 2 were female.

National Comparison Female Officers (% of Headcount) - 31 March 2022

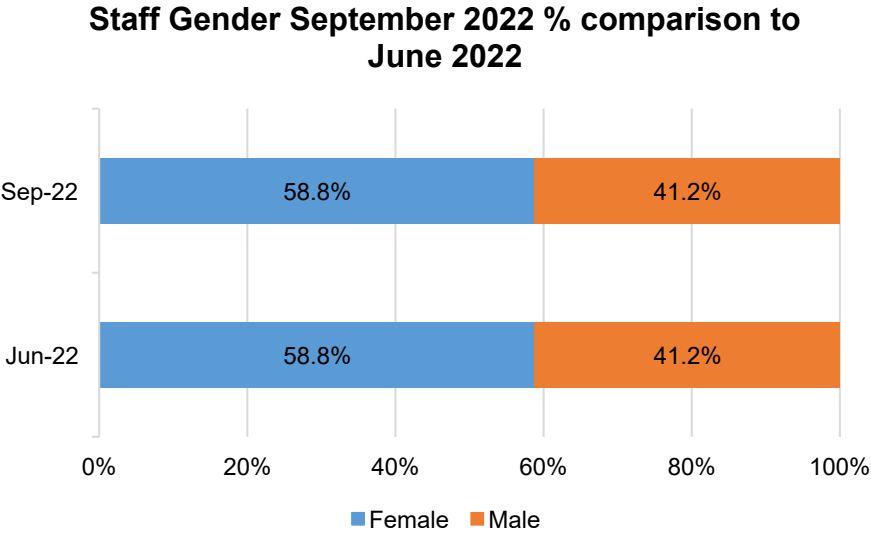
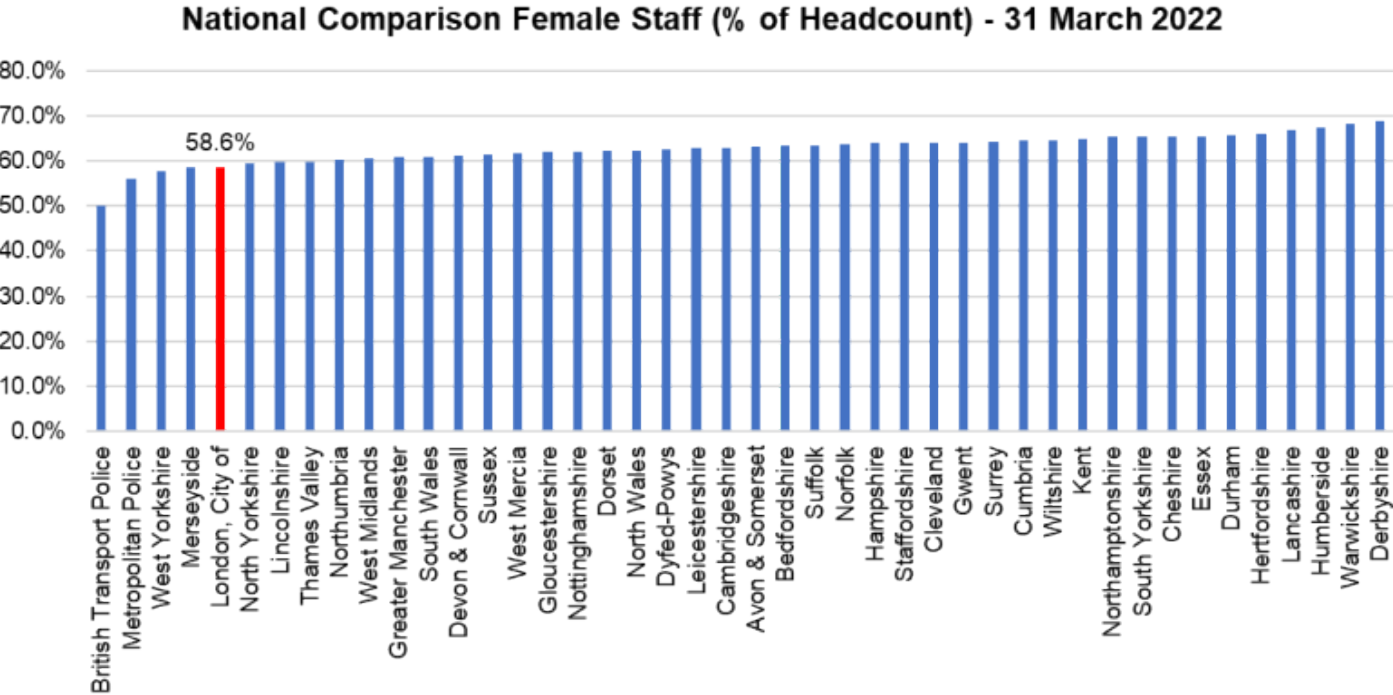


Officer Gender September 2022 % comparison to June 2022



# Diversity: Staff Gender

Staff gender profile has not changed significantly since the last reporting period, the female profile has decrease by 0.2% to 58.6% of 480 total Staff headcount .

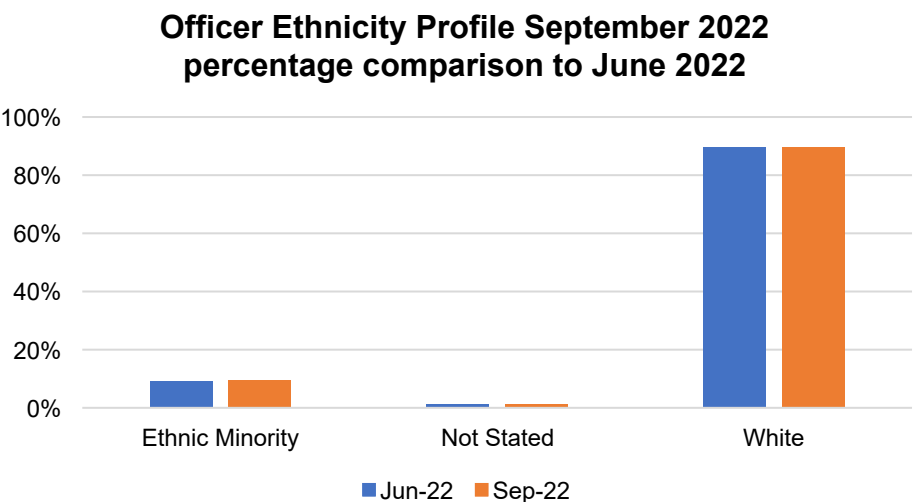


# Diversity: Officer Ethnicity

Officer Ethnicity profile has increased since the last reporting period, the Ethnic Minority profile has increase by 0.2% to 9.3% of a total 970 Officer headcount. Our Student Officer intakes in August and September 2022 included 14% new Officers from a Ethnic Minority background.



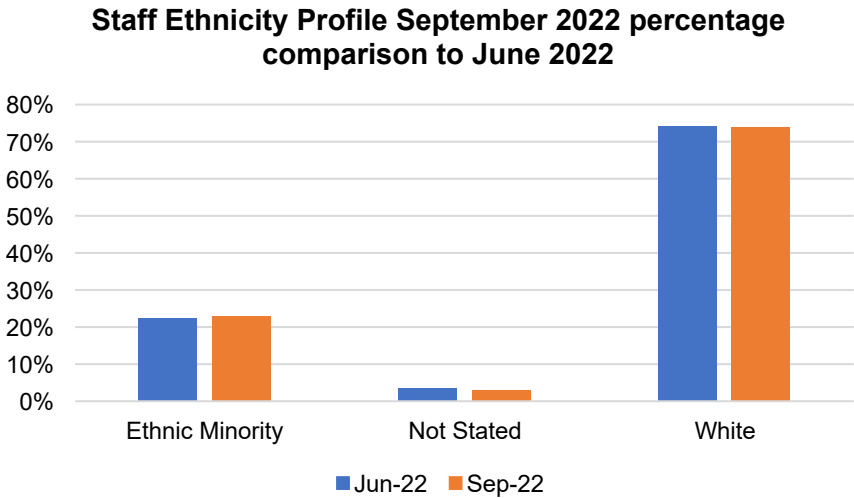
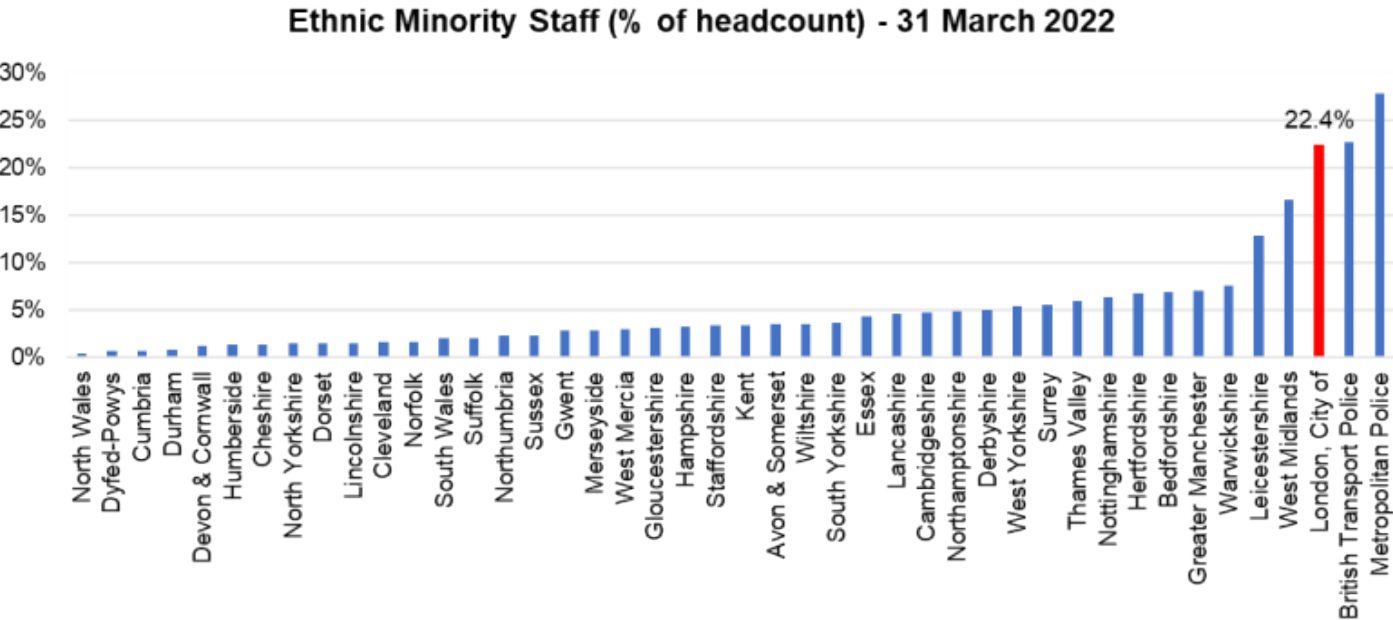
Source: Police Workforce, England and Wales, 31 March 2022



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# Diversity: Staff Ethnicity

Staff Ethnicity profile has not changed significantly since the last reporting period, the Ethnic Minority profile has increase by 0.5% to 22.9% of a total headcount of 480.



# Recruitment

The Recruitment Strategy was implemented at the start of the financial year. It details how the Force will look to increase Officer headcount by 109 officers required to achieve the 22/23 uplift headcount target of 896. An increase of 109 officers would require the recruitment of over 300 officers depending on predicted attrition rates, including retirements. Financial year to date, we have recruited 86 student officers across 4 cohorts in August and September. We have another 2 intakes planned at the end of November and early February with a further 28 students each, along side the monthly transferee recruits. We are currently tracking as Green “on course” to hit our uplift target in Year 3 of the programme.

## Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none"><li>• Strategy included a mixture of Police Education Qualification Framework (PEQF), Police Now and Pre-Join.</li><li>• Additional IPLDP pathway added until the end of March 2023 to attract a diverse pool of candidates. 4 intakes planned across August and November each with up to 25 candidates.</li></ul>
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none"><li>• Positive Action Team: Dedicated focus on increasing numbers of underrepresented groups into Force (Team consists of 1 Sergeant and 2 Constables)</li><li>• ‘Buddy’ system: Supporting under-represented candidates through the recruitment &amp; onboarding process</li><li>• Applicant Tracking System: Testing “Oleeo” ATS system, to be rolled out in July. All student officer recruitment will be done via this platform making it easier to apply and process candidate applications.</li></ul>
Resources	<ul style="list-style-type: none"><li>• A new Programme team has been created to execute the strategy.</li><li>• Additional resources hired to support the project across HR, Learning &amp; Organisational Development (L&amp;OD), Vetting, OH and Corporate Communications. The additional resources started in July.</li></ul>
Attraction Strategy introduced	<ul style="list-style-type: none"><li>• Our social media content is continuing to provide excellent candidate engagement</li><li>• We are engaging with a wide variety of advertising platforms as well as external partners, such as universities who have offered the Professional Policing Degree.</li><li>• Use of external advertising via Indeed and Crooton.</li><li>• In order to ensure we have a healthy recruitment pipeline for the future we are already contacting current university students regarding opportunities to join the force in 2023/24 and beyond.</li></ul>



# Recruitment

The Year 3 Uplift tracker (below) has been reprofiled to reflect our current attrition and intake numbers. Due to lower than anticipated levels of attrition in the first half of the financial year we have reduced our student officer intake numbers in November and February. The final 3 intakes for student officers will be a uniform IPLDP cohort, Police Now students and a Detective IPLDP group. This revised profile gives the force a 69% Student Officer and 31% transferee split across new recruits this year.

Month	Year 3 Uplift	PCDA/ DHEP/IPLDP+/P re Join	Police Now	DHEP – Direct Entry Detective	Transferees	Rejoiners	SOC ROCU	Returners (secondment)	Leavers Estimate	End of Month Headcount
Apr-22	893						1		-20	874
May-22	874				4		1		-8	871
Jun-22	871				5				-7	869
Jul-22	869				6				-4	871
Aug-22	871	51			10				-8	924
Sep-22	924	35			13				-2	970
Oct-22	970				14		3		-9	978
Nov-22	978	28			12		3		-13	1,008
Dec-22	1,008				15		1		-15	1,009
Jan-23	1,009				0			1	-12	998
Feb-23	998	25			0		12		-12	1,023
Mar-23	1,023		10		0			1	-13	1,021
Closing headcount at 31st March 2023	1,021									
Year 3 target headcount	986									
Recruitment required from 1/4/22 to meet Year 3 target	93									
Recruitment ambitions to 31/3/23	251									
Attrition to 31/03/23	-123									
Over/(Under)	35									

A rolling transferee campaign has been successful and we have received 258 applications to date. Attrition is below predicted levels, this is commensurate to the number of transferees joining CoLP and has been reflected in July and August's figures on the Year 3 Workforce Tracker.



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# Recruitment: Risks and Priorities

- 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 detectives. Alongside this, the People Board is managing priority posts in areas of the business where resourcing is a concern.
- Key priority posts for discussion at People Board, September 2022, include Media and Communications, Change Portfolio Office, Forensics (vetting stage), Duty Planning, PPU (vetting stage), L&D, HR, Custody Sergeants (advertised), Vetting, Uplift and Action Fraud.

## Risks identified by Uplift Programme to meet target

Competition with the Metropolitan Police	This is being monitored on a week by week basis.
Volume of vetting	Mitigated with extra resources, a Gold Group has been set up due to criticality and challenge of vetting. This is run by Assistant Commissioner Betts.
Tutoring constables	L&D created a Tutoring Plan: a forcewide approach to tutoring larger cohorts
Lead times for IT, uniform and accommodation	Dependencies Working Group set up to monitor this issue
Meeting ROCU targets	Unable to fully control other forces recruitment, mitigating by close monitoring and engagement with the national teams
Police Staff Retention	Police staff turnover is continually increasing, with pay and greater flexible benefits offered elsewhere.



# Recruitment continued

- The Force has continued with promotion processes within the reporting period and business as usual recruitment activity is ongoing for all externally funded Police Officer posts.
- In the reporting period, the force advertised 41 Police Officer recruitment campaigns. A Superintendent campaign is being launched on the 17<sup>th</sup> October. It is important to note that the number 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 Staff recruitment is currently being reviewed with increased scrutiny at People Board and is only authorised in exceptional circumstances while the next phase of the Corporate Services project takes place with a focus on the Corporate Services business group.
- Following the changes made to recruitment processes during the pandemic, and more employees returning to the workplace, recruitment methods have been reviewed and a hybrid approach adopted, e.g. continuing to conduct some online interviews but with an increased majority conducted face-to-face. The situation will continue to be monitored and adapted when required.
- 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 system indicates to applicants where there are gaps in the information, therefore streamlining and quickening the submission process. The vetting process is being reviewed regarding how it can be improved further now the IT system is embedded to make the process even more efficient.

## JOINERS

- 115 Police Officers were recruited during the reporting period, and 1 ROCU Officer was seconded to the COLP but continuing to work in other forces around the country.
- A total of 16 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
- A new Head of Communications has been recruited and started in October 2022.



# People Turnover

During the reporting period (July 2022 – September 2022), 15 Police Officers left the force, this equates to a 1.6% turnover rate. A total of 49 Officers left the force in the first half of the year, this is a turnover rate of 5%. Compared to the same period in 2021 where 41 Officers left the force, the number of leavers has increased in 2022/23. Current attrition predictions imply the total leavers for 2022/23 will be higher than 2021/22 by 25%. Reasons for leaving are provided in the tables below.

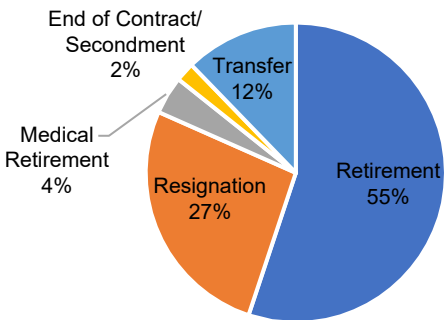
Police Officers – Reasons for Leaving (per Financial Year)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Q1-2 2022/23
Other	0	0	0	0	1	0	0
Dismissed	0	1	1	0	0	0	0
End of Contract/ Secondment	0	1	0	0	4	1	1
Medical Retirement	2	2	0	2	1	0	2
Retirement	37	35	37	31	29	42	27
Transfer	7	9	17	22	14	26	6
Resignation	14	26	7	22	21	27	13
Total	60	74	62	77	70	96	49

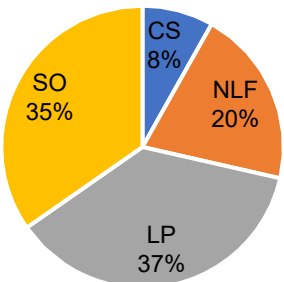
Of the 49 Police Officers that left the Force, the highest number left from Specialist Operations (17) and Local Policing (18). The main reasons for Police Officers leaving during this period was retirement correlating with pension changes, followed by resignation.

The number of leavers varies per month, 19 Officers left the force in April, 13 of which were retirements; on average 6 leavers left between May and September. The majority of leavers were Constables rank.

Officer Reasons for Leaving (Q1-2 2022/23)



Officer Leavers by Business Groups (Q1-2 2022/23)



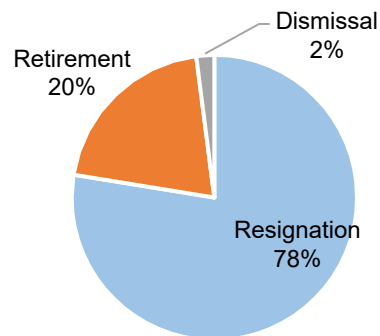
# People Turnover

During the reporting period, 24 Police Staff left the force, this equates to 4.9% turnover rate. A total of 49 Staff left the force in the first half of the year, a 10% turnover rate. The number of leavers has increase significantly compared to the same period in 2021/22 in which 25 Staff left. Current trends imply there will be a 55% increase in the total number of leavers in 2022/23 compared to 2021/22.

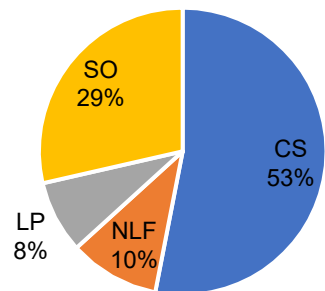
Police Staff – Reasons for Leaving (per Financial Year)							Q1-2 2022/ 23
Reason for leaving	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	
Other	1	1	1	0	1	0	0
Dismissed	1	2	1	1	2	0	1
Medical							
Retirement	1	0	0	0	0	0	0
Retirement	2	5	10	6	7	8	10
Transfer	2	2	0	0	0	0	0
Resignation (incl. FTC)	37	42	49	44	25	52	38
Resignation joined Police	2	7	2	0	0	2	0
Redundancy	6	1	1	0	0	0	0
End of Secondment	0	0	1	0	0	1	0
<b>Total</b>	<b>52</b>	<b>60</b>	<b>65</b>	<b>51</b>	<b>35</b>	<b>63</b>	<b>49</b>

The greatest number of leavers were in Corporate Services (26), followed by Specialist Operations (14). The main reason for leaving was resignation. The majority of leavers were in Grades C-E.

Staff Reasons for Leaving (Q1-2 2022/23)



Staff Reasons for leaving Q1-2 2022/23



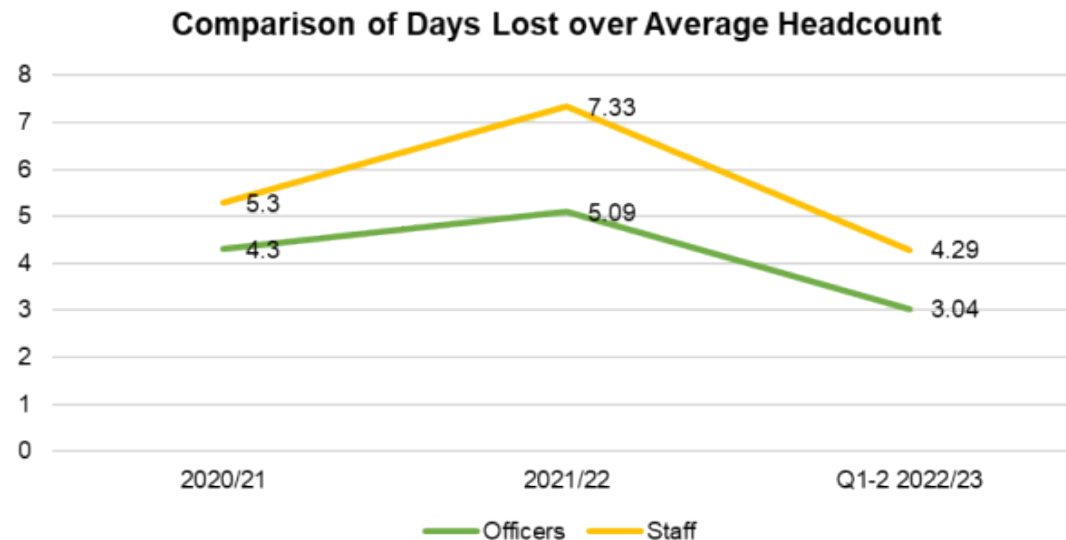
# People Turnover: Retention

- As mentioned, the force has launched new Retention initiatives as retention is a key focus for the force. As a result, CoLP's Police Uplift Programme Manager has composed a 'Retention Options Paper' which was discussed at July's Chief Officer Team Meeting. The paper explored a number of retention options and recommendations for the immediate and medium term.
- Immediate Term – to negotiate ATOC at current or further subsidised rate for another 4 years. Utilise Pension Abatement as an option should it be required and augment CoLP's benefits platform at nil cost and subsidise Blue Light Cards for all officers and staff. The CoLP now has a discounted gym membership scheme with Fitness First.
- Medium Term – to explore targeted variable payments should CoLP's pipeline be RAG rated as red based on the impact of MPS financial incentives. Exploring funding health insurance for officers and staff, getting further quotes than those detailed in this paper and to potentially offer a Corporate Gym Membership to all officers and staff.
- The above options focused on tangible financial benefits but there is also a great deal of work going on around CoLP's People Strategy in order to retain officers and staff. All business area leads have been tasked to have 'Retention Conversations' with all officers that have 28+ years' service and are due to retire. The initial findings of these conversations suggested that all though some officers are planning to retire, others are considering their options still and may be interested in staying within the force should the pension abatement be initiated.



# Sickness

- 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 April - Sept 2022, the sickness absence rate in days at CoLP was 2.36% for Officers, and 3.4% for Police Staff (working days lost / contracted days available).
- The average working days lost for Police Officers is 3.04 days and for Police Staff is 4.29 days during this period. Sickness related to COVID-19 isolation and positive cases now counts towards an individual's records from April 2022 onwards. If days lost due to sickness continue at the same rate as Q1-2 22/23 sickness for the rest of the year then sickness is likely to be higher for total Officers and Staff sickness for 2022/23 compared to 2021/22. Previously reporting has been bi-annual and annually, please see graph below which shows the total average days lost for 20/21 and 21/22 and April – Sept 22/23 only. Compared to pre-COVID sickness in Q1-2 2019/20, where sickness Officer was 2.5 and Staff sickness was 2.8 lost on average sickness has increased.



# Occupational Health (OH) Referrals

The City of London OH Service undertakes pre-employment medical assessments for officers and staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements.

For the period 1 April 2022 to 30 September 2022, OH have responded to a total of 46 pre-employment requests (100% response rate) within their SLA of 2 working days. Please note that review appointments, officer transferee and student officer recruitment medicals are not included in these figures.

Within the same period, the OH Advisors received 97 referrals of which 93 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 96%. In addition, there were 21 referrals to the OH Physician (OHP) all of which were seen within the SLA a response rate of 100% (the SLA for OHP is to offer appointments within 14 days of receiving a referral). The OHP 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.



# Wellbeing

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. The Wellbeing Strategy consists of six interrelated areas: physical, mental, emotional, team, financial and organisational wellbeing. 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.

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. 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.

Oscar Kilo is the online home and brand of the National Police Wellbeing Service whose 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. As part of the NPCC plan to address mental health in the workplace, along with forty-three other Forces, CoLP has signed up to the MIND Mental Health at Work commitment. There are a series of milestones and activities CoLP will be part of, alongside the other Forces aimed at improving responses to mental health.

During the reporting period, in conjunction with the Samaritans the Force has trained 60 staff and officers at different grades and ranks to recognise colleagues to be better listeners and recognise colleagues in crisis. Further training is being provided during the autumn. In addition to this a further 24 mental health first aiders have been trained up during the reporting period making a total of 26 in CoLP. Mental Health First Aiders provide peer-support to colleagues and act as a first point of contact for colleagues who may be experiencing mental health issues or emotional distress. Mental Health First Aiders are not trained to be therapists or psychiatrists, but offer immediate initial support through non-judgemental listening and guidance. They can then signpost colleagues to appropriate help, either from CoLP itself (for example Occupational Health should that be appropriate), or other external agencies.





# Grievances and Employment Tribunals

During the reporting period (April – Sept 22) we had two new grievances submitted of which one has been concluded. The tables below summarise the recent and live Employment Tribunals during the reporting period.

<b>Grievances submitted and opened</b>	2
<b>Grievances closed</b>	1
<b>New ET's submitted and opened</b>	2
<b>ET's closed</b>	Nil

<b>ET's still in progress/concluded</b>	<b>Details</b>
Case 1	2 ET claims, one submitted on 10 June 2022 followed by a second claim on 28 <sup>th</sup> July 2022. Final Grounds of Resistance have been lodged with the tribunal.



# Appendix 1: Key Terms

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**Budgeted Establishment (FTE)** – The number of Full Time Equivalent posts that our current budget can afford.

**Operational Model Establishment (FTE)** – The number of Full Time Equivalent posts that are currently allocated in our operational model.

**Current Strength (FTE)** – This is the current number of Full Time Equivalent people we actually have sitting in posts.

**Current Headcount (people)** – This is the actual number of people we have in the organisation either part time or full time. (NB this is the figure used for the National Uplift Programme)

**Temporary Post funded from budgeted establishment** – a temporary role that is funded by money already accounted for within the budgeted establishment.

**Temporary Post funded from existing post not backfilled** – a temporary role that is funded by holding a substantive funded post vacant.



# Appendix 2: Operating Establishment

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Operating establishments in four areas at 30 September 2022:

- Local Policing
- Specialist Operations
- National Lead Force
- Corporate Services (To be)



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# Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	107	75	11	9
Response & VCU	76	187	0	0
Taskforce	181	135	4	2
Contact & SMT	26	26	55	42
<b>Total Local Policing</b>	<b>390</b>	<b>425</b>	<b>70</b>	<b>53</b>



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# Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	100	89	75	69
Investigation Services	142	119	27	15
Forensic Services	6	10	32	19
Criminal Justice System	28	27	47	41
SO SMT (Ch Insp above)	11	11	0	0
<b>Total Specialist Ops</b>	<b>287</b>	<b>256</b>	<b>181</b>	<b>144</b>



# National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	61	61	10	11
NLF Fraud	48	32	16	15
NLF Coordination	12	10	3	1
NFIB (Incl. Next Gen Officers only)	16	18	47	63
Action Fraud	0	0	26	22
NPCC Cybercrime	9	6	3	2
NLF SMT (NLF Ops) & Officer Secondments	17 (4 Secondments)	16 (3 Secondments)	0	0
<b>Total National Lead Force</b>	<b>163</b>	<b>143</b>	<b>105</b>	<b>113</b>



# Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	6	6	2	2.5
HQ Services	12	11	59	44
Professionalism & Trust	18	18	8	13
NPCC business crime	1	1	0	0
Estates & Support Services	0	1	18	16
Human Resources	2	2	22	13
L&OD	27	25	7	8
Uplift	0	20	0	5
Info Mgt Services (Business Planning)	22	22	22	12
IT & Systems	4	3	34	29
Finance & Shared Services	0	0	15	10
<b>Total Corporate Services</b>	<b>92</b>	<b>110</b> (incl. 1 secondments)	<b>187</b>	<b>154.5</b> (incl. 2 secondments)



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# Appendix 3: Recruitment Rules – Strategic Workforce Planning

1. Police Officer posts that are funded through either core funding or external/national funding can and should be recruited to. The benefits of advertising these externally for transferees are clear in terms of Police Uplift.
2. Police Officer posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
3. Police Staff posts that are funded externally / national funding can be recruited to, but must be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
4. Police Staff posts that are core funded should be held vacant where possible to help balance current budget demands and keep opportunities open as we still go through the Corporate Services Project. If there are critical business issues that means they need to be recruited to then these should be brought to SWP for decision if approved by the relevant Commander., and if agreed will be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
5. Police Staff posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
6. Any suggested conversion of posts from Staff to Officer or Officer to Staff must come to SWP for decision.

