

Workforce and HR Monitoring Report

Q4 - January 2023 to March 2023



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Summary

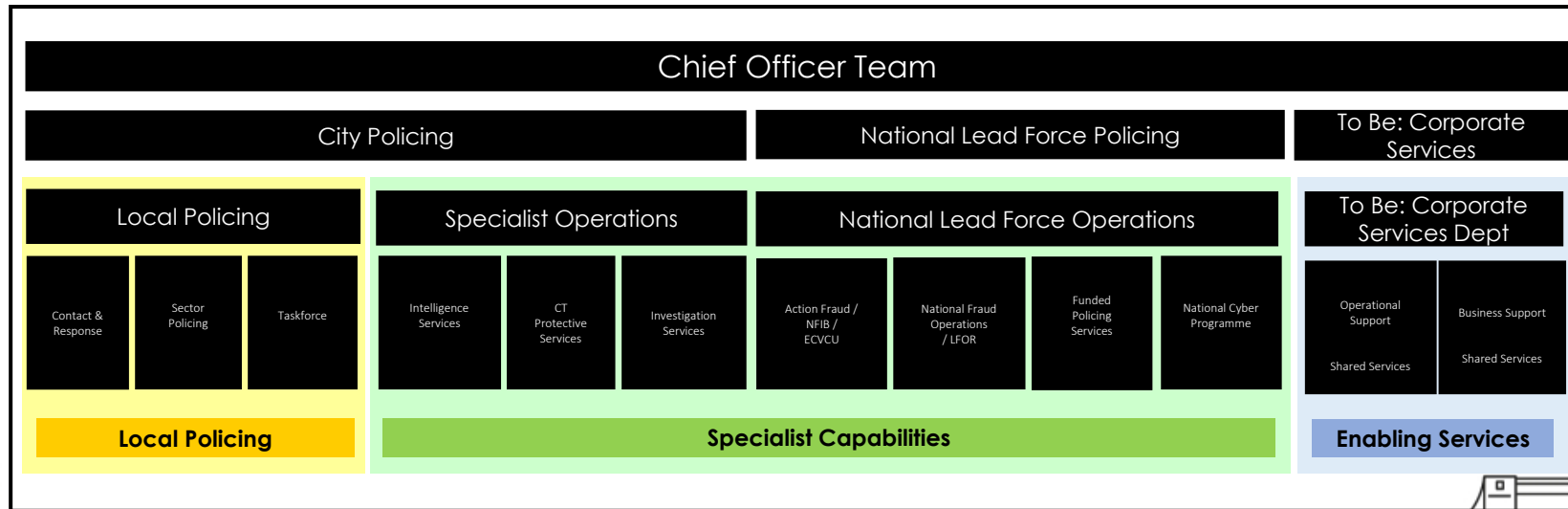
- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q4 2022/23 between **1st January to 31st March 2023** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates all of the Uplift numbers and details our future position. Focused recruitment activity throughout 2022/23 has enabled us to increase our officer strength to meet our uplift requirements for March 2023. This focus will continue for our 2023/24.
 2. **Recruitment:** The recruitment strategy for 2022/23 has been implemented to ensure we 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, 34 Police Officers and 8 Police Staff left the force, this equates to a 3.4% and 1.65% turnover rate respectively. Looking at national data for 2021/22, the Officer national average wastage rate (excluding transfers) for England and Wales was 6.0
 4. **Sickness:** The average working days lost per worker for Officers is 6.37 days and for Staff is 8.15 days (April 2022 – March 2023). Using Home Office national measures (converted to days instead of hours), the absence rate (22/23) for officers was 2.47%, staff was 3.21%. Home Office data (2021/22) shows the national percentage of contracted hours lost to sickness for officers was 4.6%, COLP officers was 4.4%. For staff, the national average (2021/22) was 5.1% and COLP staff percentage of contracted hours lost to sickness was 4.8%.
- This report will be provided quarterly with some information presented bi-annually (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 its budgeted establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted establishment (subject to rank review)
- Our Police Staff model at the end of December was 527 FTE, this is over our budgeted establishment of 517 FTE. As part of the vacancies review, 5 vacant posts were removed in January 2023, a further 9 vacant Staff posts have been identified and will be submitted to be removed following People Board in April 2023 to meet the budgeted establishment.
- HR and Finance have been working on a Resource Model that shows permanent establishment and temporary funded posts across the organisation. This model provides a clear understanding of our workforce, funding streams, recruitment activity and reporting of vacancies.
- Police Staff recruitment has resumed; however, Corporate Services and Temporary Funded roles will continue to be agreed via People Board Governance
- The Force has to find £1M in reductions against core budget and cannot remove Police Officers.

OPERATING MODEL:

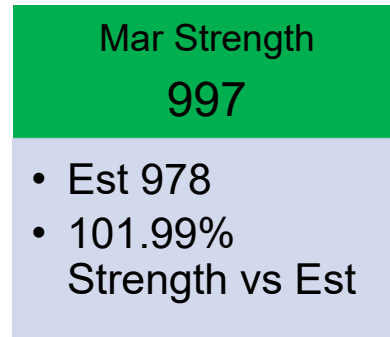
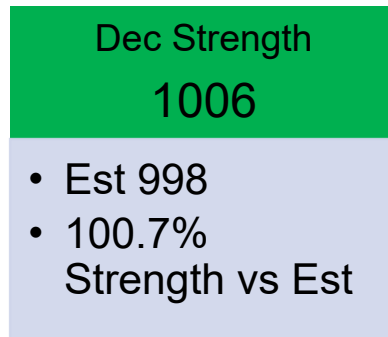


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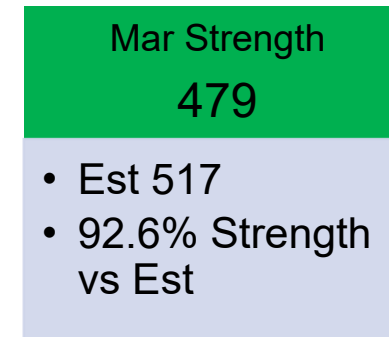
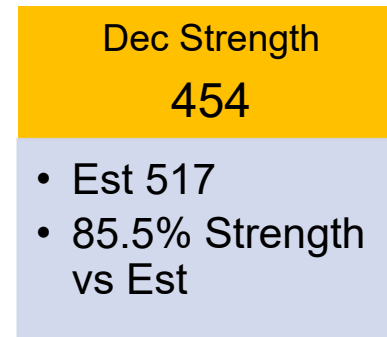
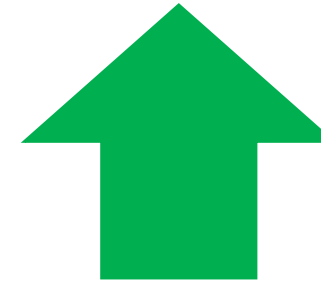
Workforce Establishment

The graphic below shows establishment vs strength (FTE) for the workforce between December 2022 and March 2023. Officer budgeted establishment has reduced from 998 FTE in December 2022 to 978 in March 2023. Officer strength remains above establishment. Staff strength has increase by 7.1%. Of note this data for staff does include strength of temporary roles as well. Future reporting will develop this further to separate out permanent and temporary establishments and strength.

Officers



Staff



Workforce Establishment

- As of 31st March 2023, the City of London Police has an overall strength of 997 (FTE) Police Officers, against our agreed budgeted establishment of 978 (Force Strength Indicator, FSI, March 2023). The Establishment is based on the agreed Force Structure models.
- The strength of Police Staff is currently 479 (FTE) against our budgeted establishment of 517 (FTE). These figures are inclusive of Police Community Support Officer's (PCSO) and staff on fixed-term contracts in Temporary Funded posts.
- The Staff operational model differs from establishment (refer to Appendix 1). This will reduce by 9 posts in the quarter 1 2023/24 following agreement at People Board. Deleted posts were all vacant posts in a variety of teams across each directorate.
- 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 Temporary Funded recruitment is scrutinised at the People Board before it can be signed off, any additions to establishments will be added with a new budget in April of each year. The Corporate Services Project, run by the AC, is ongoing.
- 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:



Over 100%
(close monitoring)



90% and above
(no action required)



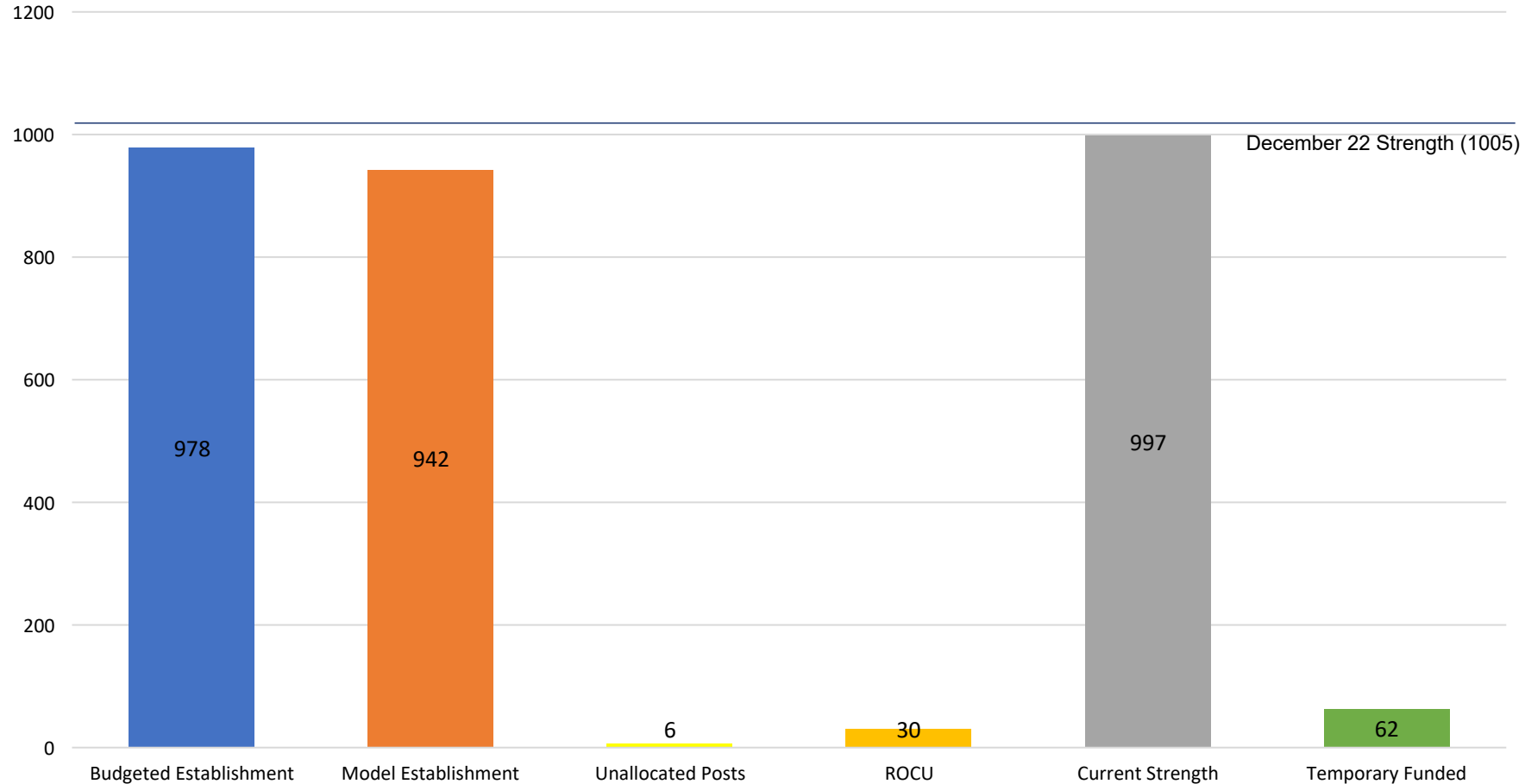
Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action
required)



Officer Operational Model Establishment FTE

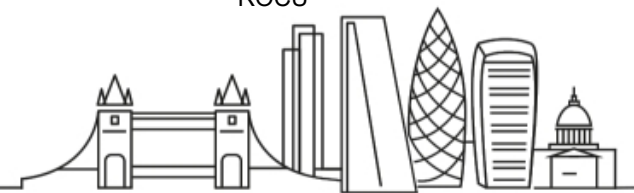
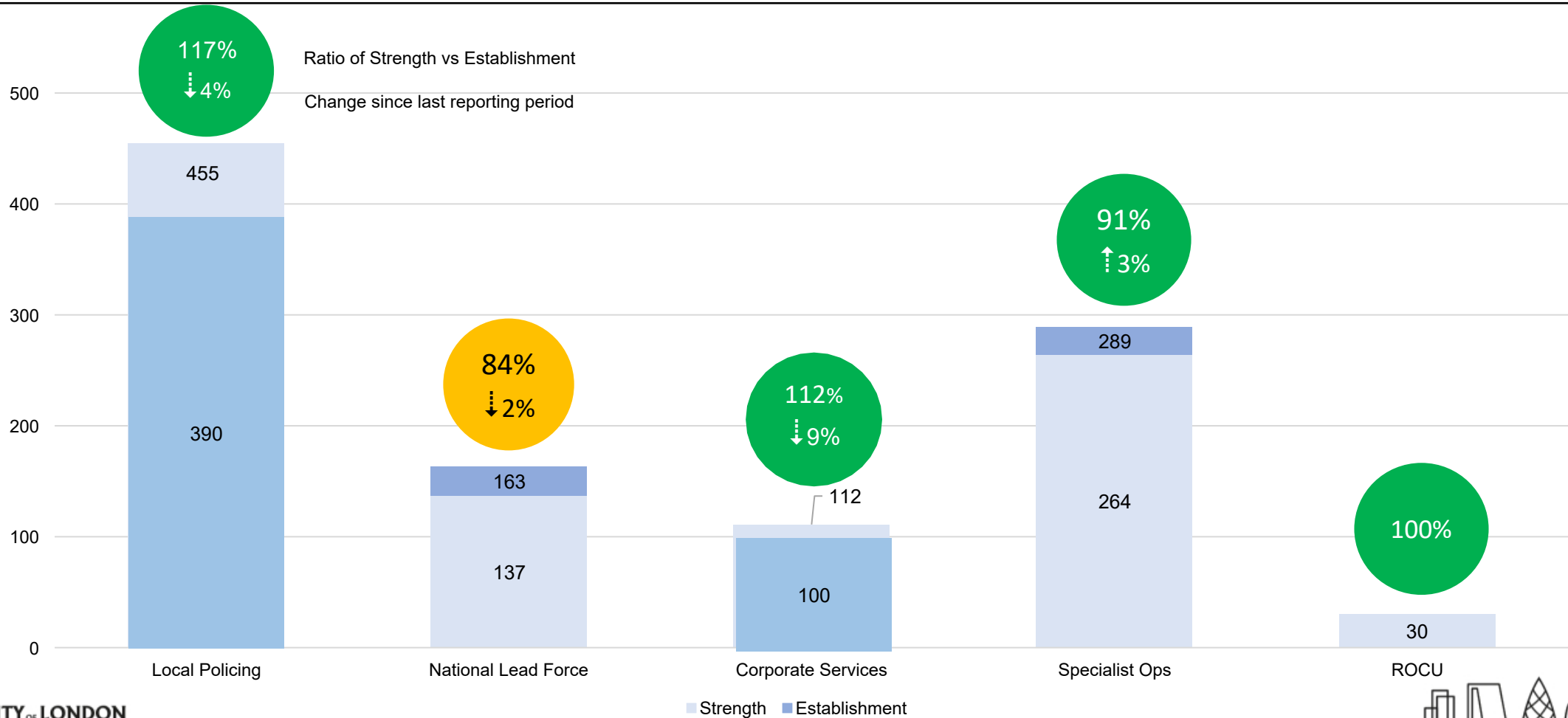


Budgeted Establishment of 978 FTE:

- Current CoLP model: 942 FTE
- ROCU: 30 FTE
- Current Unallocated Posts: 6 FTE
- Temporary Funded (TF) posts above establishment: 62 FTE (includes 33 roles funded by holding a post elsewhere – majority Uplift Trainers in L&OD and Response; 29 roles external funded by programmes such as NextGen, DCPCU OLAF, NPCC Cyber Crime, Op Neutron)
- Current overall strength against budget: 101.99%

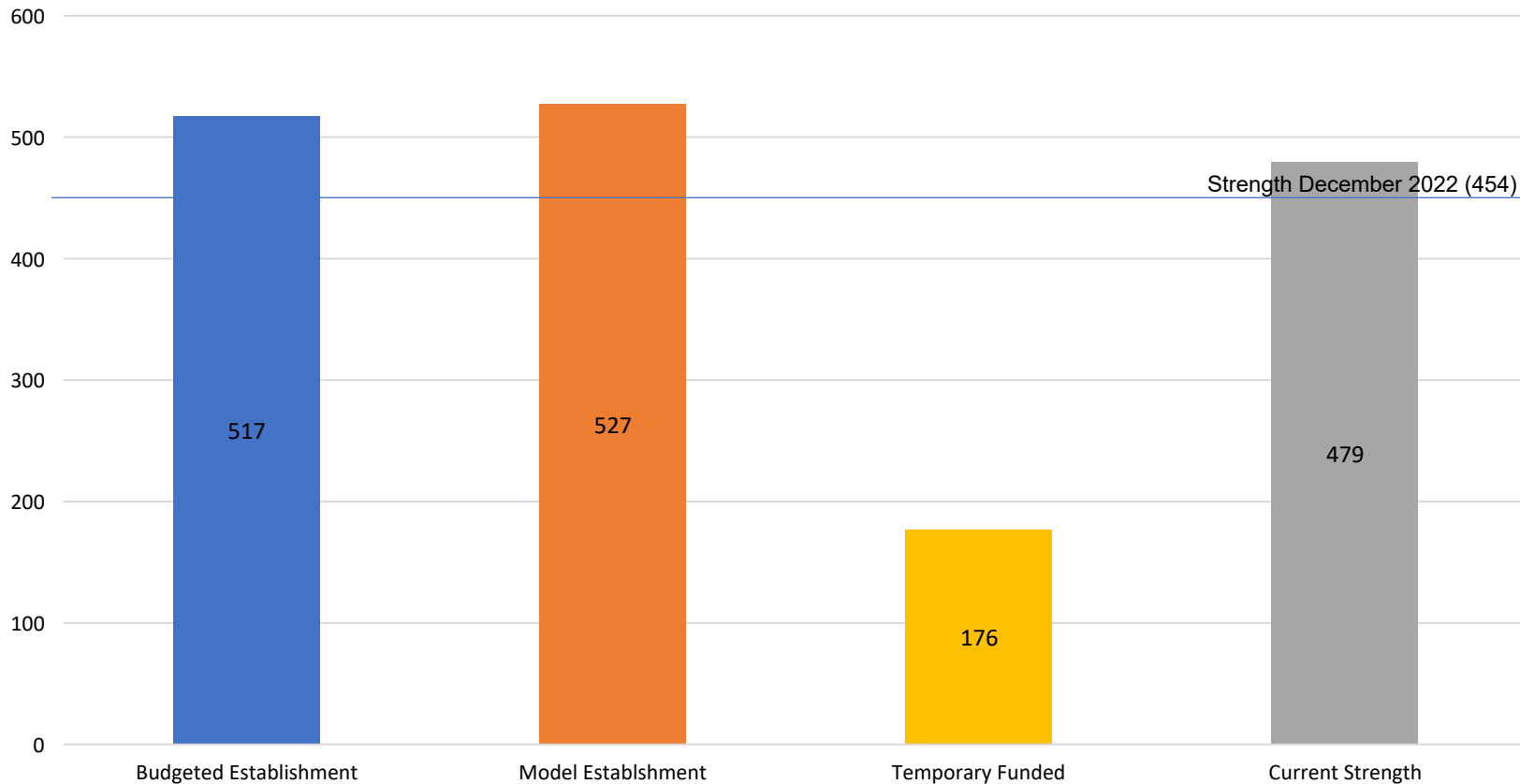


Officer Strength vs Establishment FTE (rounded)



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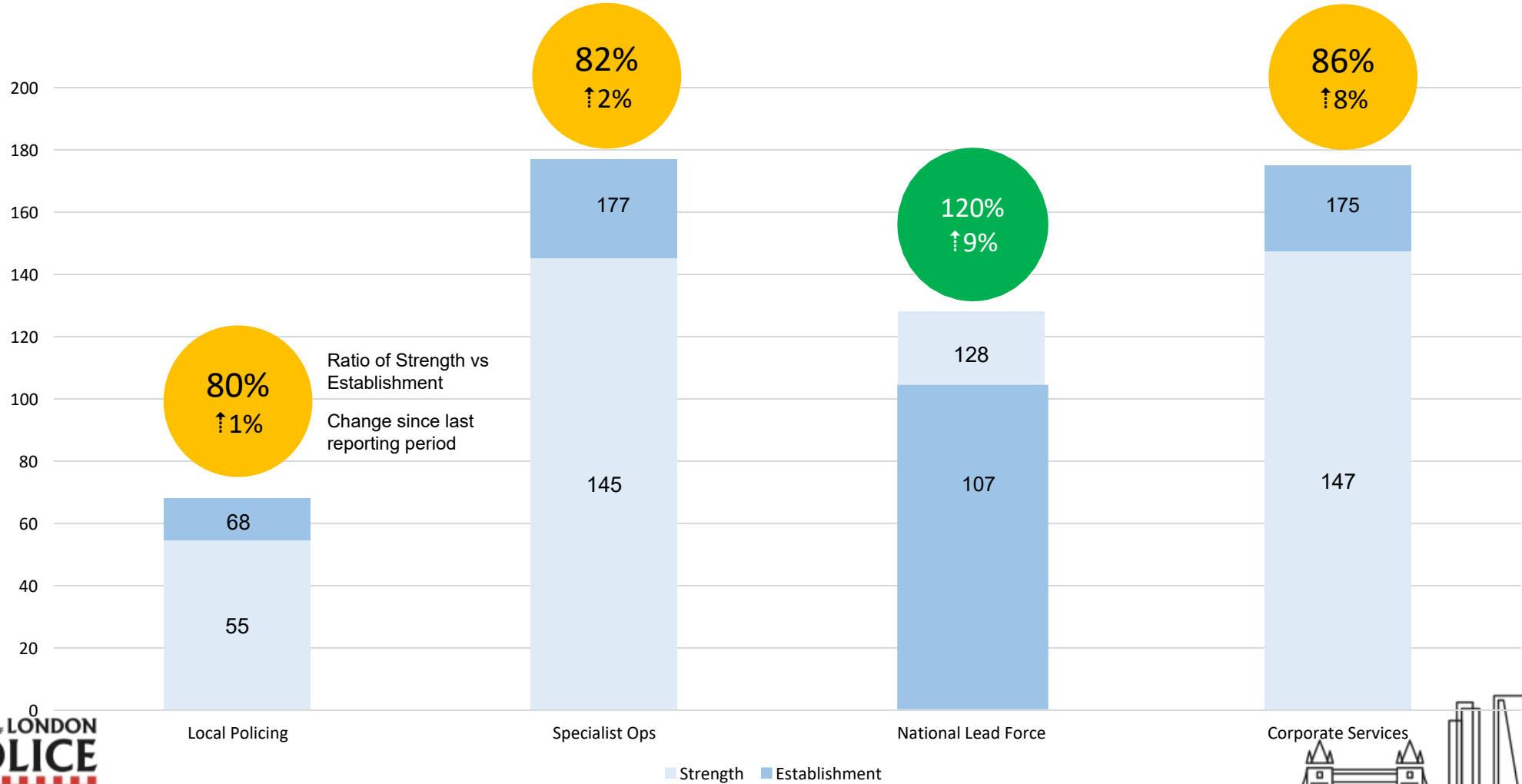
Staff Operational Model Establishment FTE



- **Operational Model:** 527 reduced from 531 with 4 posts deleted.
- **Posts over budgeted establishment excluding TF:** 9 FTE (9 posts in progress to be deleted)
- **Budgeted Establishment:** 517
- **Current Strength vs Establishment:** 393
- **Current vacancies** under 517 FTE, excluding TF: 124 FTE
- **Temporary Funded (TF) posts:** 176 (↑ 80 from last report due to NLF funded roles e.g. NECVCU, Next Gen)
- **Current Strength vs TF posts:** 86 FTE
- **Total Established and TF posts:** 703
- **Current vacancies within combined 703 FTE (Model and TF):** 224 FTE
- Does not include £1M in savings to be taken



Staff Strength vs Establishment FTE (rounded)



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22/23 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted FTE						
Officers	978	390	287	194	92	15
Staff	517	66	172	105	174	0
Total	1495	456	459	299	266	15
Budgeted £m						
Pay Costs	129.9	31.7	30.6	21.3	19.5	26.8
Non Pay Costs	59.6	2.7	2.2	35.6	14.4	4.7
Total Expenditure	189.5	34.5	32.8	56.8	33.9	31.6
Income	(88.5)	(6.5)	(4.9)	(50.0)	(2.3)	(24.9)
Net Budget	101.0	28.0	27.9	6.8	31.6	6.7
Functions incl.		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units AF / NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Def POCA Recharges Unalloc roles Temp roles

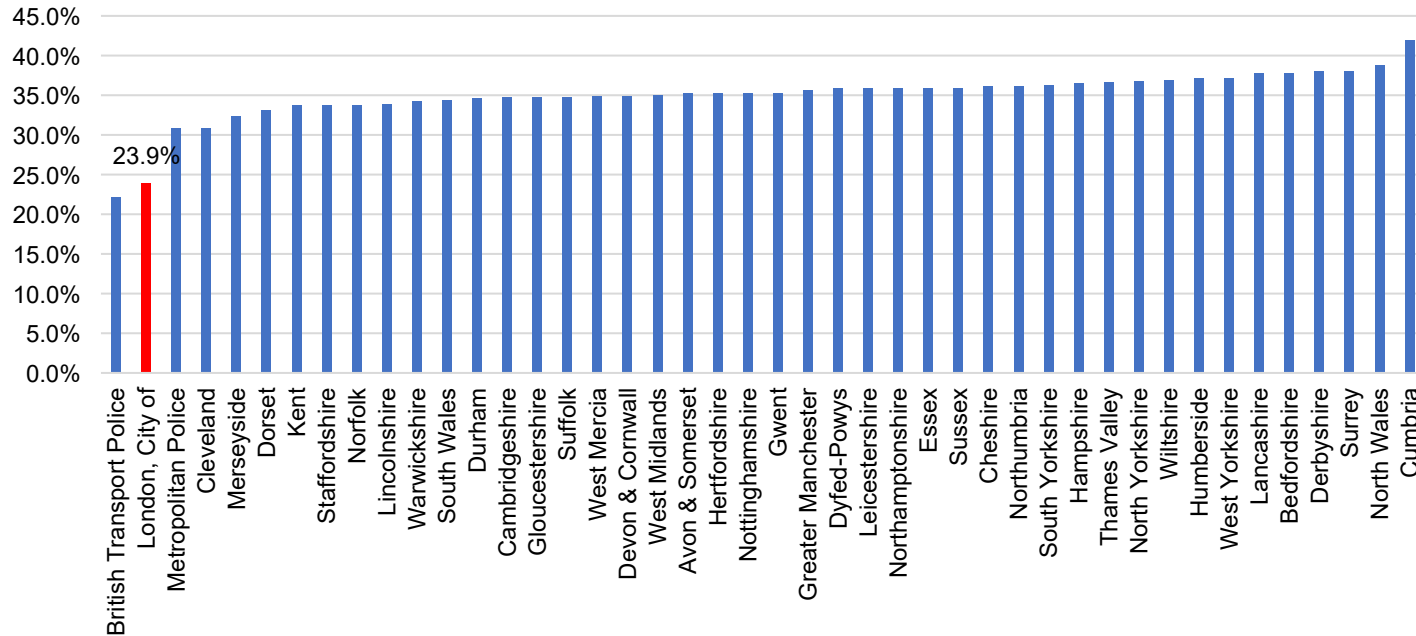
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Baseline staff level of 532 not affordable. Reductions made proportionately to get to 517 establishment
4. From 517, £1m staff saving required - plus natural vacancy factor of 15



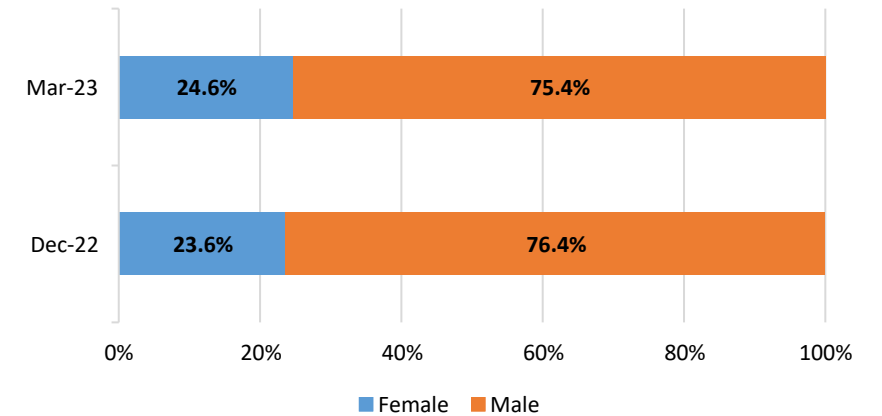
Diversity: Officer Gender

Officer gender profile has increased by 1% since the last reporting period, the CoLP female officer profile is 24.6% of 1007 officer headcount. 57% of 21 Student Officers that joined in quarter 3 were female.

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



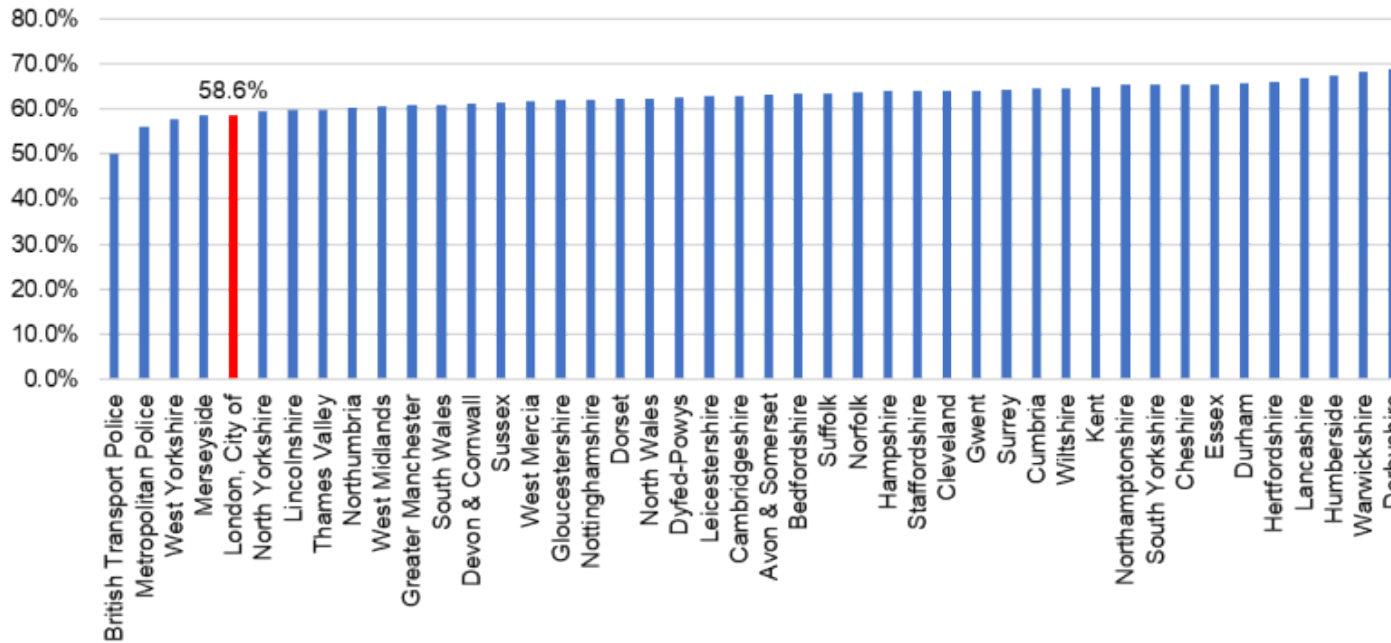
Officer Gender March 2023 % comparison to December 2022



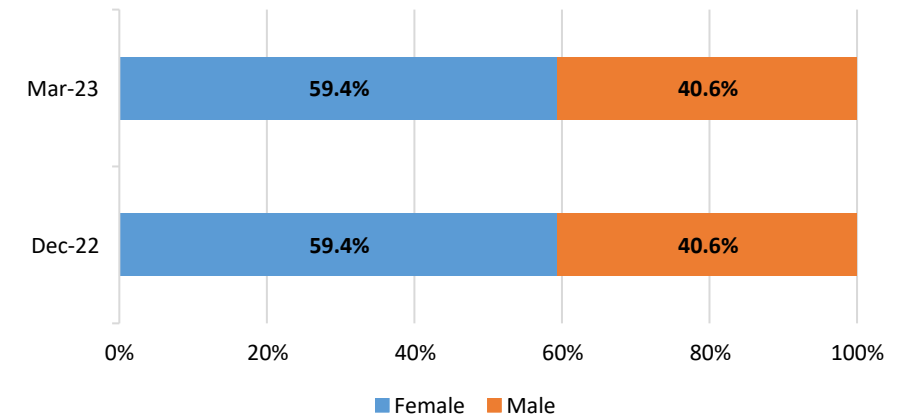
Diversity: Staff Gender

Staff gender profile has not changed since the last reporting period, the female profile at the end of March was 59.4% of 497 total Staff headcount.

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



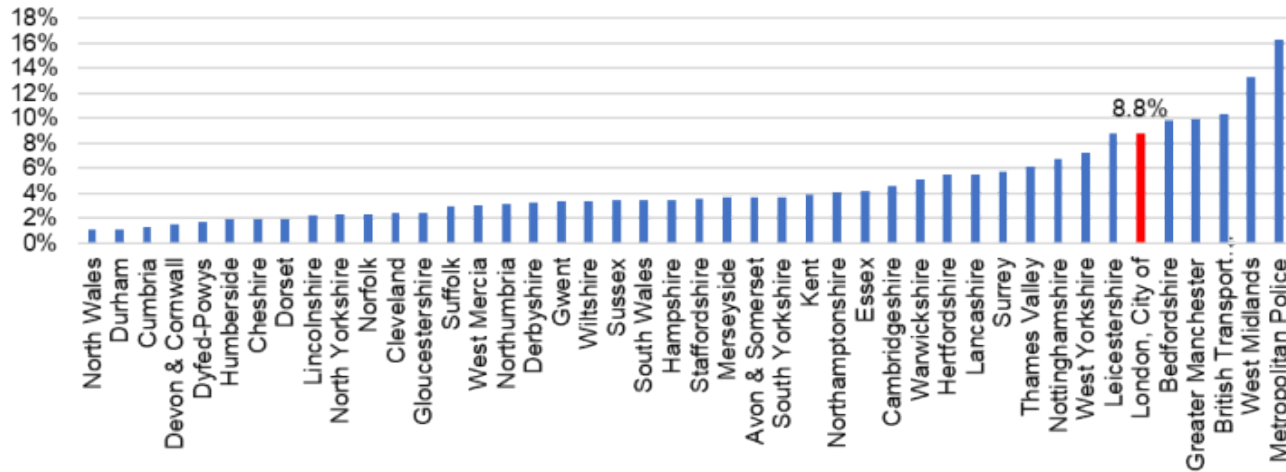
Staff Gender March 2023 % comparison to December 2022



Diversity: Officer Ethnicity

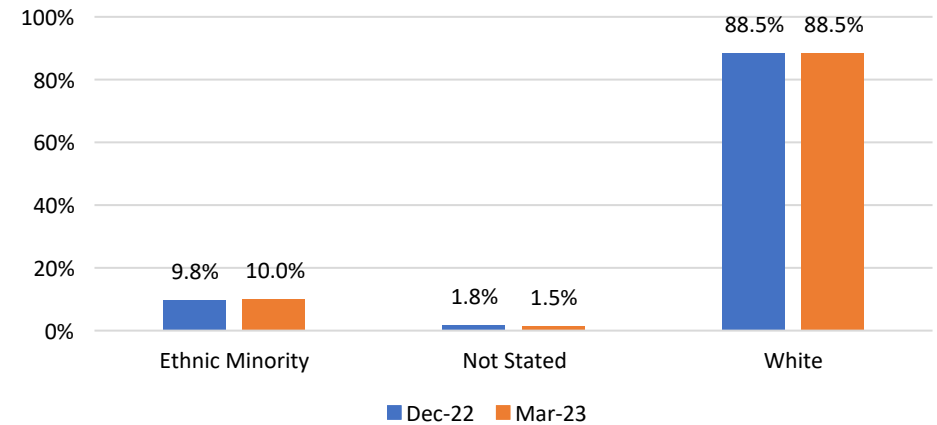
Officer Ethnicity profile has increased by 0.2% since the last reporting period to 10%% of a total 1007 Officer headcount. Our Student Officer intakes in March 2023 included 33% new officers from an Ethnic Minority background.

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



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

Officer Ethnicity Profile March 2023 % comparison to December 2022

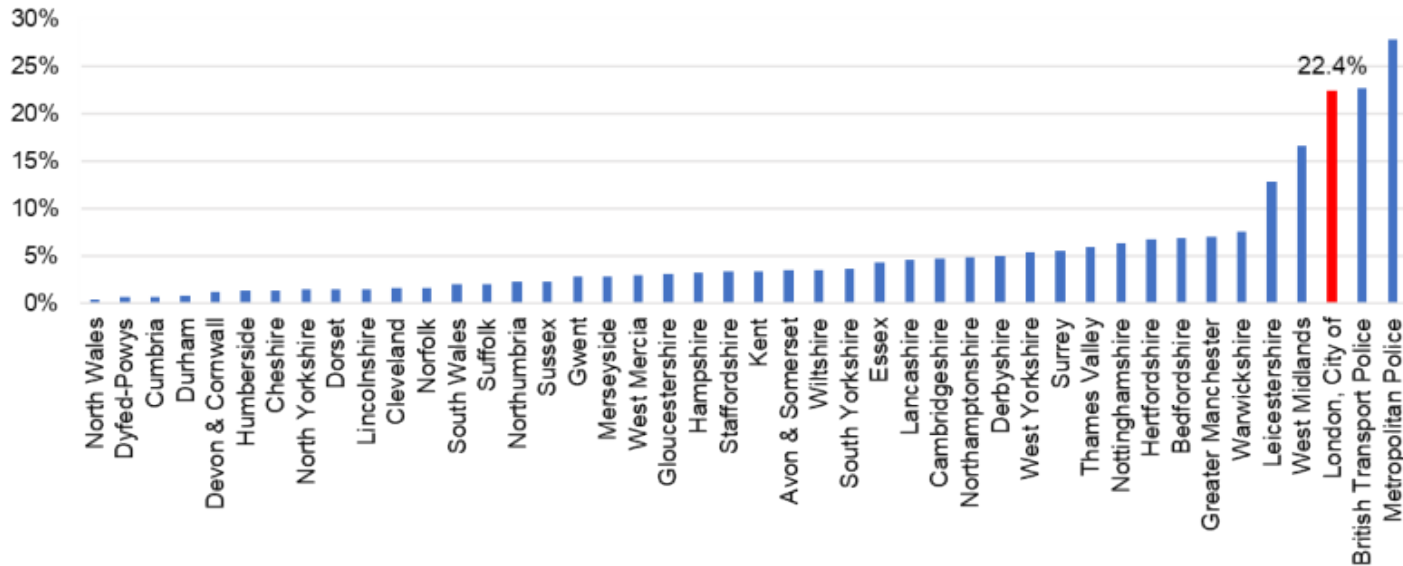


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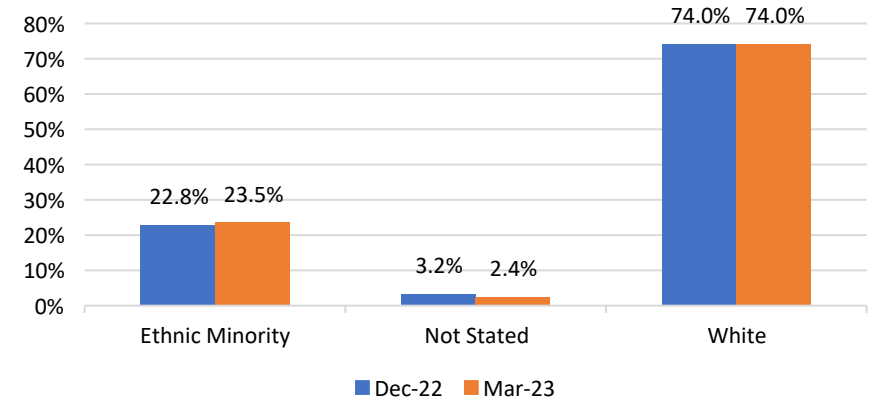
Diversity: Staff Ethnicity

Staff Ethnicity profile has increased by 0.7% since the last reporting period to 23.5% of a total headcount of 497.

Ethnic Minority Staff (% of headcount) - 31 March 2022



Staff Ethnicity Profile March 2023 % comparison to December 2022



Recruitment

After achieving our Uplift target at the end of March 23 we have written a workforce plan for how we will maintain the uplifted officer headcount by recruiting transferees and student officers into the force across the next financial year along with the recruitment of Police Staff and Specials. We have split the ratio of transferees to new student officers at roughly 70/30 to assist in bolstering the experience of officers in the force after the increase in students last FY. We have slimmed down the entry pathways being offered into the force next year whilst we source a new HEI provider for our PEQF pathways and utilising the final year of the in house IPLDP pathway before it is closed.

Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none">• Strategy currently includes a mixture of uniform and detective IPLDP and Pre-Join.
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none">• ‘Buddy’ system: Supporting under-represented candidates through the recruitment & onboarding process• Applicant Tracking System: Testing “Oleeo” ATS system, to be rolled out in Summer 2023. All student officer recruitment will be done via this platform making it easier to apply and process candidate applications.
Resources	<ul style="list-style-type: none">• A Programme team has been working to execute the strategy.• Additional resources have been hired to support the project across HR, Learning & Organisational Development (L&OD), Vetting, OH and Corporate Communications.
Attraction Strategy introduced	<ul style="list-style-type: none">• Our social medial content is continuing to provide excellent candidate engagement• 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.• Use of external advertising via Indeed and Crooton.• 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.



Recruitment

The Year 3 Uplift tracker (below) shows the final profile for 2022/23 to reflect our attrition and intake numbers. Due to lower than anticipated levels of attrition in the first half of the financial year we reduced our student officer intake numbers in November and March. The final 2 intakes for Student Officers were Police Now and a Detective IPLDP group. The percentage of new recruits to the force was a 59% Student Officer and 33% transferee split this year (excluding secondments, returners).

Headcount at 31/03/2022		893						
Territorial								
Month	Year 3 Uplift Starting Month Headcount	PCDA/DHEP/IPLDP+/Pre Join	Police Now	Transferees	Returners (secondment)	Leavers Estimate	End of Month Headcount	Decision Date
Apr-22	870					(20)	850	
May-22	850			4		(8)	846	
Jun-22	846			5		(7)	844	
Jul-22	844			6		(4)	846	
Aug-22	846	51		10		(8)	899	
Sep-22	899	35		13		(2)	945	
Oct-22	945			14	1	(9)	951	
Nov-22	951	28		12		(6)	985	
Dec-22	985			12	1	(13)	985	
Jan-23	985			0	1	(13)	973	
Feb-23	973			1		(10)	964	
Mar-23	964	12	9	0	1	(9)	977	
Closing headcount at 31/03/2023		977						

SOC				Total
Month	SOC ROCU	SOC ROCU leavers	Month End SOC ROCU Headcount	Total SOC and Core Headcount
Apr-22	1		24	874
May-22	1		25	871
Jun-22			25	869
Jul-22			25	871
Aug-22		(1)	24	923
Sep-22	1		25	970
Oct-22	4		29	980
Nov-22	1	(1)	29	1,014
Dec-22	0		29	1,014
Jan-23	5	0	34	1,007
Feb-23	0	0	34	998
Mar-23	5	(9)	30	1,007
Closing headcount at 31/03/2023			30	1,007

An updated workforce plan for 2023/24 has been completed with a target Officer headcount of 996 by March 2024.



Recruitment: Risks and Priorities

- Recruitment activity is being managed in relation to all officer and staff posts across the force. In addition to the BAU roles, the force is also recruiting additional posts across the FRRCAS project within National Lead Force. This includes over 100 Police Staff roles, covering Project Managers, Analysts, Data Architects and many more. Up to 20 Police Officer posts will also be recruited via secondment opportunities. Separate governance has been set up with the forces Service Delivery Director to oversee FRRCAS recruitment, whereas the BAU is monitored via People Board.

Risks identified by Uplift Programme to maintain target

Attrition higher than projected levels	This is being monitored monthly via PUP grip meetings and the force retention lead.
Volume of vetting	Demand profiling for the BAU roles is currently being undertaken to identify resource requirements to maintain uplift numbers and also additional demands from BAU.
Tutoring constables	L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts
Attraction for Police Staff	Competition with the private sector in regards to pay and greater flexible benefits offered elsewhere. Work is continuing on the new benefits platform.



Recruitment continued

- The force launched the Inspectors Promotions boards with Interviews due to start on 3rd June. The Sergeants process will go live in the middle of May with interviews scheduled for July.
- A Chief Superintendent campaign was launched with interviews taking place w/c 24th April. The transferee embargo imposed on the 31st December until the 31st March led to fewer external police officer campaigns during this reporting period. The embargo has now lifted and external recruitment for Police Officers has resumed.
- Police Staff recruitment has resumed and new marketing material has been produced by Communications to attract candidates to look at our career page. This will be enhanced when the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) recruitment begins with a wider digital communications strategy.
- 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

- 21 Police Officers were recruited during the reporting period into Police Now and Detective Constable Direct Entry (IPLDP) programmes, and 9 Regional Organised Crime Unit (ROCU) Officer were seconded to the COLP but continuing to work in other forces around the country.
- A total of 34 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
- The Director of National Police Centre for Economic and Cyber Crime (NPCECC) was recruited in February 2023.



People Turnover

During the reporting period (January 2023 – March 2023), 34 Police Officers left the force, this equates to a 3.4% turnover rate. A total of 112 Officers left the force between April 2022 and March 2023, this is a turnover rate of 11.8%. This is a 16% increase on the number of leavers in 2021/22 where 96 Officers left the force. Reasons for leaving are provided in the tables below.

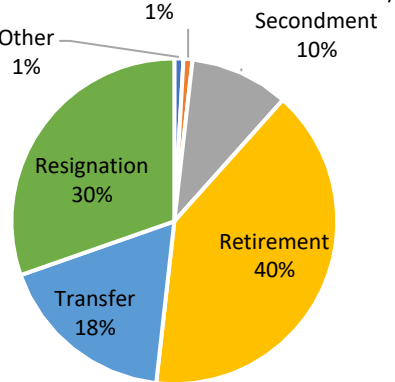
Police Officers – Reasons for Leaving (per Financial Year)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Other	0	0	0	0	1	0	1
Dismissed	0	1	1	0	0	0	1
End of Contract/ Secondment	0	1	0	0	4	1	11
Medical Retirement	2	2	0	2	1	0	2
Retirement	37	35	37	31	29	42	43
Transfer	7	9	17	22	14	26	20
Resignation	14	26	7	22	21	27	34
Total	60	74	62	77	70	96	112

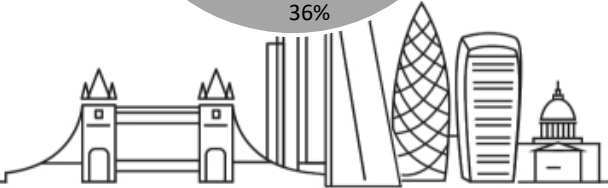
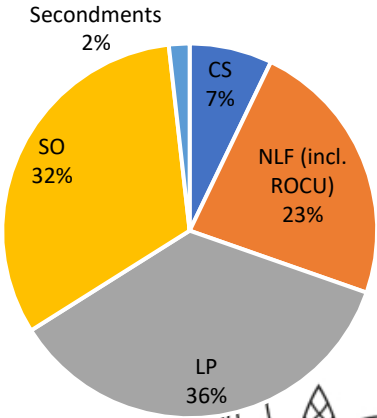
Of the 112 Police Officers that left the Force, the highest number left from Local Policing (40) and Specialist Operations (36). The main reasons for Police Officers leaving during this period was retirement, followed by resignation.

The number of leavers varies per month, 19 Officers left the force in April, 13 of which were retirements; on average 11 leavers left between May 22 and March 23. The majority of leavers were Constables rank.

Officer Reasons for Leaving (2022/23)



Officer Leavers by Directorate (2022/23)



People Turnover

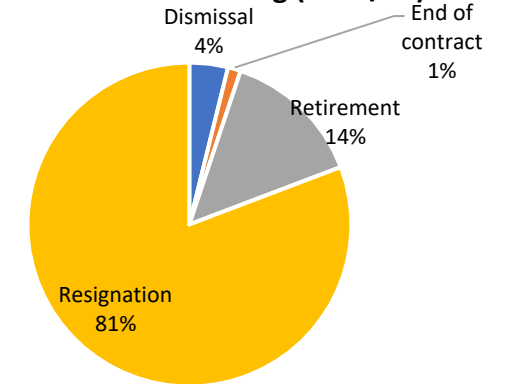
During the reporting period, 8 Police Staff left the force, this equates to 1.65% turnover rate. A total of 78 Staff left the force between April 2022 and March 2023, a 16% turnover rate. The number of leavers has increase significantly compared to the same period in 2021/22 in which 63 Staff left. There has been a 24% increase in the total number of leavers in 2022/23 compared to 2021/22.

Police Staff – Reasons for Leaving (per Financial Year)

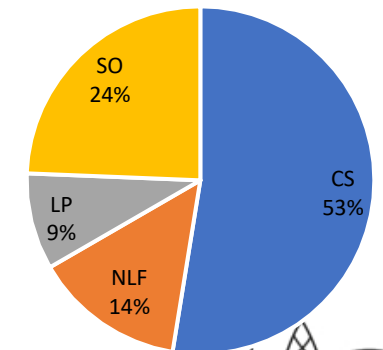
Reason for leaving	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Other	1	1	1	0	1	0	0
Dismissed	1	2	1	1	2	0	3
Medical	1	0	0	0	0	0	0
Retirement	2	5	10	6	7	8	11
Transfer	2	2	0	0	0	0	0
Resignation (incl. FTC)	37	42	49	44	25	52	61
Resignation joined Police	2	7	2	0	0	2	2
Redundancy	6	1	1	0	0	0	0
End of Secondment	0	0	1	0	0	1	1
Total	52	60	65	51	35	63	78

The greatest number of leavers were in Corporate Services (41), followed by Specialist Operations (19). The main reason for leaving was resignation. The majority of leavers were in Grades E and C.

Staff Reasons for Leaving (2022/23)



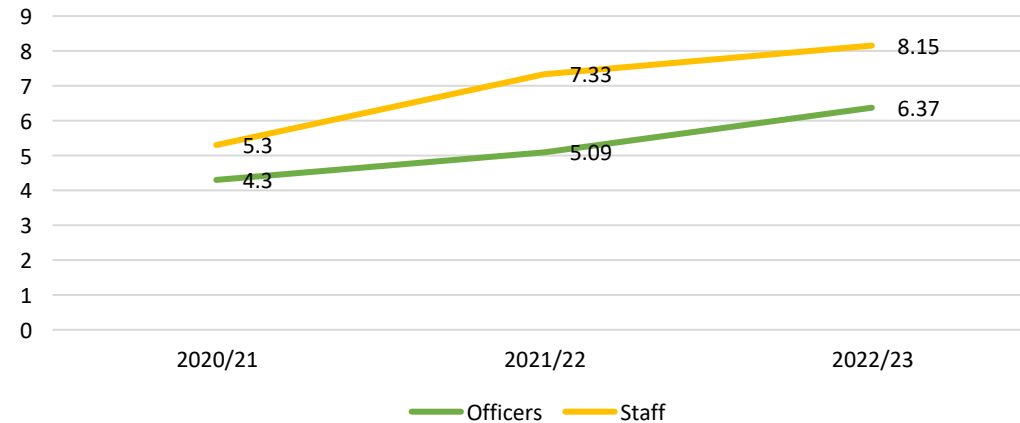
Staff Leavers by Directorate (2022/23)



Sickness

- The Home Office (HO) & His Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During April 2022 – March 2023, the sickness absence rate in days at CoLP was 2.47% for Officers, and 3.21% for Police Staff (working days lost / contracted days available).
- The average working days lost for Police Officers is 6.37 days and for Police Staff is 8.15 days during this period. Sickness related to COVID-19 isolation and positive cases now counts towards an individual's records from April 2022 onwards. Sickness has increased during the FY 2022/23 compared to 2021/22 with a percentage change of +25% in Officer sickness and +11% in Staff sickness. Previously reporting has been bi-annual, please see graph below which shows the total average days lost for 20/21 and 21/22 and 22/23 only.

FY Comparison of Average Days Lost by Employee Type Headcount



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 October 2022 to 31 March 2023, OH have responded to a total of 39 pre-employment requests (97% 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 139 referrals of which 136 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 33 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.

November 2022 saw the launch of the Post Incident Support Incident Programme (PISP). In collaboration with the Occupational Health Service (OHS) the programme aims to provide additional support to officers and staff who have been involved in a serious event at work. Including those who may have already received OHS or Trauma Risk Incident Management (TRIM) advice, and, who require additional in-role support. Training was provided to those involved in the programme which includes members of the OHS and staff and officers representing all directorates. The training was provided by the College of Policing and an expert in the field who designed the programme for police forces across the UK.

During the reporting period, a new Wellbeing Champion was appointed, who is supported by two deputies. The Wellbeing Champion provides an interface between the Force Health and Wellbeing Network and strategic meeting boards such as the Force Health, Safety and Wellbeing Committee and the DEI Strategic Board.

The Force Health and Wellbeing Network is resourced by volunteers within CoLP who undertake this alongside their primary role. The network continues to promote wellbeing events and initiatives including The Pantry, an initiative offering free-of-charge essential food, toiletries and household provisions to support officers and staff (including contractors) in need. The Pantry is stocked by donations and stock is maintained by members of the Wellbeing Network and the Network of Women. Other initiatives during the reporting period include obtaining free access to local gyms for specific periods of time, arranging visits from the Wellbeing dog to teams working at CoLP.

In conjunction with the Samaritans the Force has trained 107 staff and officers at different grades and ranks to be better listeners and recognise colleagues, and members of the public, in crisis. Further training will be dependant on funding.

Further in-house Mental Health First Aid training has been rolled out during the reporting period. As a result there are now 54 police staff and officer Mental Health First Aiders in CoLP, representing a cross-section of grades/ranks from across all directorates. 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 (Oct 22 – Mar 23) we had two new grievances submitted of which one has been concluded. There have been no recent and live Employment Tribunals during the reporting period.

Grievances submitted and opened	3
Grievances closed	1
New ET's submitted and opened	0
ET's closed	0



Appendix 1: Key Terms

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

Operating establishments in four areas at 31 March 2023:

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



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	99	86	8	7
Response & VCU	76	201	0	0
Taskforce	189	144	5	5
Contact & SMT	26	25	55	43
Total Local Policing	390	456	68	55



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

Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	104	87	74	66
Investigation Services	145	129	27	19
Forensic Services	7	11	30	20
Criminal Justice System	29	32	46	40
SO SMT (Supt above)	4	5	0	0
Total Specialist Ops	289	264	177	145



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	65	59	10	10
NLF Fraud	50	35	15	23
NLF Coordination	11	10	8	8
NFIB (Incl. Next Gen Officers only)	18	18	47	63
Action Fraud	0	0	24	22
NPCC Cybercrime	9	7	3	2
NLF SMT (NLF Ops) & Officer Secondments	10 (4 Secondments)	8 (3 Secondments)	0	0
Total National Lead Force	163	137	107	128



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	5	5	2	2.5
HQ Services	43	38	50	39
Support Services	2	18	66	54
IMS and IT (Incl. Business Insights)	4	3	41	28
Professionalism and Trust	46	45	16	24
Total Corporate Services	100	111 (incl. 2 secondments)	175	151 (incl. 4 secondments)



Appendix 3: Recruitment Delegation – Strategic Workforce Planning

- 1. Internal Police Officer Recruitment** – (approval level LRPM only) Posts that are funded through either core funding or external/national funding can and should be recruited to with LRPM approval only. Due to the Force being at or over establishment of officers every effort should be made to develop and recruit internally, including specialist skills such as Detective and Firearms.
- 2. External Police Officer Recruitment** – (approval level People Board) Any request for an external advert for Police Officers must be approved by People Board and if approved the post(s) would need to be accounted for in our transferee numbers across the next 12 months which are limited and will only be considered after point 1 above has been exhausted.
- 3. Police Officer posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 4. Police Staff posts other than Corporate Services** (funded externally / national funding / Core funded i.e. in establishment) – (approval level LRPM only). Police Staff vacancies other than Corporate Services Posts can be recruited to internally and externally with LRPM approval. A careful balance of developing our own staff and bringing new capacity and capability into the organisation should be considered.
- 5. Police Staff posts in Corporate Services** during the review (approval level People Board), these need to be carefully considered as we go through change to mitigate any risk of redundancies.
- 6. Police Staff posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 7. Any suggested conversion of posts** from Staff to Officer or Officer to Staff must come to People Board for decision.

