

<b>Committee(s):</b> Police Authority Board	<b>Dated:</b> 19 July 2023
<b>Subject:</b> City of London Police -Police Uplift Programme -Closure Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1- People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 70-23	<b>For Information</b>
<b>Report author:</b> Ruth Johnson – Head of HR (PUP)	

### Summary

A manifesto commitment of the current government was a pledge to recruit an additional 20,000 police officers in England and Wales by 31 March 2023. As such, the Police Uplift Programme (PUP) was established in July 2019, bringing together the Home Office, National Police Chiefs' Council and the College of Policing to support forces in delivering the additional officers.

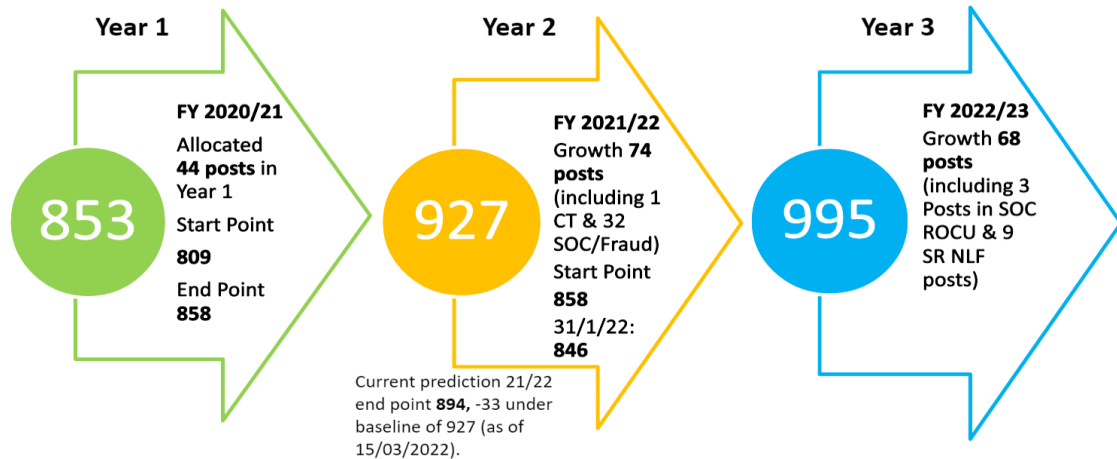
This paper details a summary of the PUP, performance and learning.

### Main Report

#### Background

1. At the start of January 2022, the force had reached 55% of our Year 2 uplift target presenting significant risk of not achieving the uplift at the end of Year 3. As such a dedicated uplift team was assembled from across the Force to deliver the target headcount for end of Year 3 of 986 but with predicted attrition CoLP had to recruit an additional 327 officers. The Workforce Plan in numbers is depicted below:

Depicted headcount target is 995, whereas in fact it was 986.



## Current Position

- From 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023 City Police has recruited 135 new police officers and 70 transferees into the Force. 25% (34) of those joiners were female and 14% (19) were from ethnic minority backgrounds. The force headcount on 31<sup>st</sup> March 2023 was 1007 Police Officers, 21 over our established headcount of 986, which was agreed and funded by the Home Office. Significant work was undertaken to achieve this milestone with the CoLP recognised by the National Police Uplift Team for the outstanding work delivered to achieve our results. We have worked hard in communities to attract Police Officers to the City and this effort will continue in 2023/4 as we continue to recruit to maintain our Police Officer numbers in Force.
- Looking ahead to this year, we are actively seeking to bridge the gap between our strength and establishment within our Police Staff model which was impacted last year as the recruitment focus was on our Police Officer numbers. We have also planned to bring in 12 transferring Special Constables over the coming year.
- Increasing diversity and gender parity has been at the forefront during the Uplift, albeit, the Force had the dichotomy of increasing the forces headcount rapidly at the end of Year 2 and into Year 3 of the uplift, whilst focussing on increasing gender and diversity. As the year has progressed the Force continued with a variety of outreach and positive action tactical options, including utilising the provision of equal merit for student constables, which saw the most diverse and gender representative cohorts towards the end of the financial year. Updates on the diversity of workforce is reported quarterly to your Resource Risk and

Estates Committee and Professional Standards and Integrity Committee where it will continue to be monitored.

5. As CoLP hit its Year 3 target headcount, some of the outreach work has begun to reduce, however, there continues to be a cadre of volunteers that can be utilised when the Force continues to recruit both officers and staff. Moreover, the outreach team has established a number of great working relationships with job centres, recruitment platforms, Indeed<sup>1</sup> and universities and colleges that will be maintained to ensure support is available to CoLP as we recruit throughout 2023-2024.

### **Other Headline Achievements:**

**Targeted Campaigns using real officers:** We had targeted campaigns, outreach and positive action initiatives, which have built up the capacity of the recruitment teams. We have hosted webinars and open days aswell as having an internal buddy scheme to support those from underrepresented groups through the process. We engaged the services of an external agency to support our attraction campaign which along with the work of our own internal communications team went onto to win a national award.

**Increased Representation:** We invested in understanding how under-represented people can be encouraged to see policing as a career, addressing barriers and changing perceptions through proactive outreach. We are more diverse than ever before, but there is much more to be done to be an inclusive organisation that is representative of the people it serves.

**Fairer Recruitment:** We adapted to the National standardised approach to police recruitment, assessing to the same criteria and collecting the same data, making it fairer and consistent across a range of recruitment streams, including officers and detectives. Over the 3 years of Uplift, time to hire has been reduced by 30%, achieved by conducting multiple recruitment checks on the same day, streamlining the process for candidates and the recruitment team. We are continuing to make improvements on this and have introduced in force interviews for our student officer cohorts from this year onwards, to ensure we select the very best candidates. We have invested in an improved ATS<sup>2</sup> recruitment system which will improve the recruitment experience for the candidates but also allow us to gather much more data to assist in delivery continuous improvements across the recruitment and onboarding process.

**Improved Retention:** By understanding why officers leave and how we can help them to stay. Insights from exit interviews across the Force, plus the launch of the 'Friendly Ear Scheme' and data science research has helped us to understand how we can improve officer's experiences throughout their working life, from student to retirement. We are introducing the National Leavers Framework and have dedicated resources at Ch/Supt ranks providing the governance to deliver initiatives around improving retention.

---

<sup>1</sup> [www.indeed.co.uk](https://www.indeed.co.uk)

<sup>2</sup> Applications Tracking System

**Workforce Data:** We know more about our officers and staff than ever before. This helps us to make decisions and plan effectively on a local level. We have done work studying our leavers profile, plan our ratio of new student's vs experienced officers for the next 3 financial years, but also monitor more closely the uplift of Police Staff to bolster the headcount which depleted last year due to the focus on the officer uplift. This work has enabled the Force to publish a workforce plan that looks forward to 2026. The plan, budgeted with finance has addressed the previously identified risk of HR and Finance not working closely enough together which was a contributing factor to issues realised within year 2.

**Improved new officer experience:** by listening to new starters, through the friendly ear scheme and survey data, we have improved their experiences and those of tutor constables, meaning officers are more likely to stay. This work is in its infancy as we recognise that we are currently at 15.4% attrition for officers under 2 years of service, against a national attrition average of 10%. Reducing this number is a priority at biweekly PUP meetings aswell as feeding into the retention work as mentioned above.

**Saved Money:** increased efficiency in police officer recruitment and saved the Force money by improving processes (such as assessment and fitness) and sharing learning so policing can work smarter. The Force also secured overshoot recruitment funding of £400k for FY 2022-2023 and plan to recruit and maintain 10 over headcount for FY 2023-2024 at the Home Office assessment points on 30<sup>th</sup> September 2023 and 31<sup>st</sup> March 2024. This will secure an additional £450k Home Office funding to reinvest in the Force.

## **Conclusion**

6. There is little doubt that the force faced a huge challenge going into year 3 of the uplift programme. The intervention of the National team in January 2022 assisted the force in identifying the issues and a dedicated uplift team was assembled to provide the resources and governance to ensure uplift was delivered. CoLP achieved its Uplift ambitions and now has a clear workforce plan to deliver against across the next 3 years. We are awaiting the findings of the full internal PUP debrief exercise and will implement all the recommendations once published.

## **Contact:**

Ruth Johnson  
Head of HR – PUP Uplift Project  
[Ruth.johnson@cityoflondon.police.uk](mailto:Ruth.johnson@cityoflondon.police.uk)