

HR Monitoring Report

Q3 - October 2023 to December 2023



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

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Summary

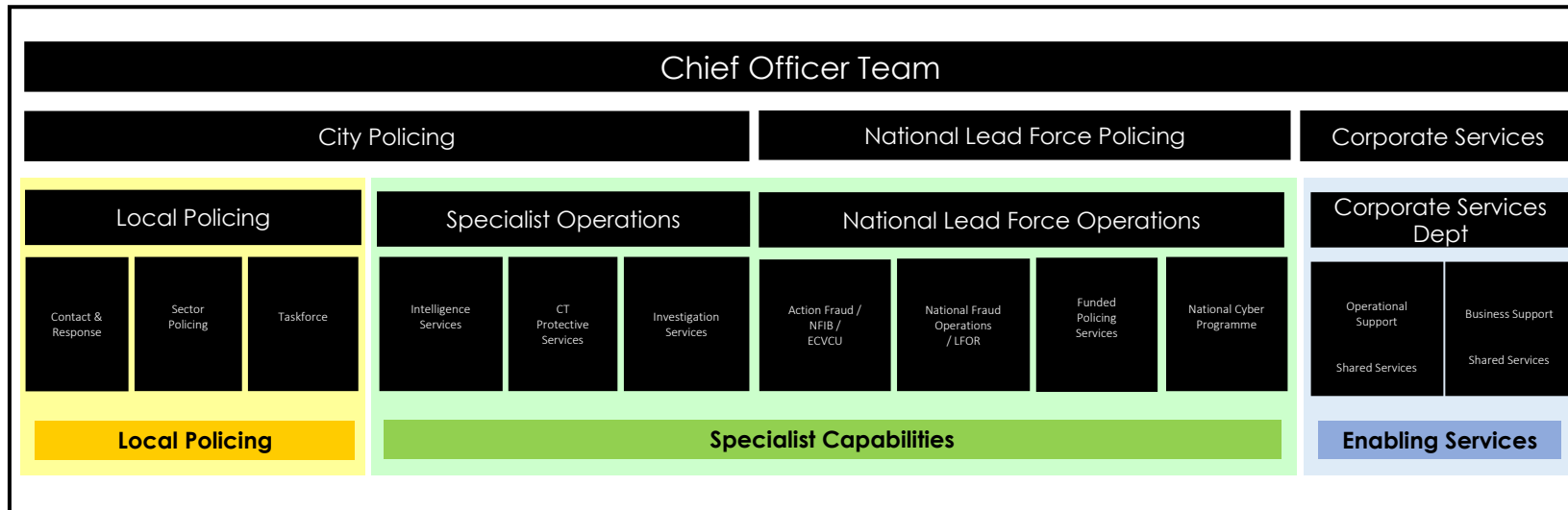
- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q3 2023/24 between **1st October to 31st December 2023** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates all the Uplift numbers and details our future position. Focused recruitment activity throughout 2022/23 enabled us to meet our uplift requirements and this continues to be the focus in 2023/24.
 2. **Recruitment:** The recruitment strategy for 2023 through to 2026 has been written to include Staff and Specials (Slide 17). The plan reflects how we will monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment, but also recruit to priority roles including: detectives and firearms officers.
 3. **People Turnover:** During the reporting period, 24 Police Officers and 7 Police Staff left the force, this equates to a 2.4% and 1.3% turnover rate, respectively. The national data for 2022/23 showed Officer leaver rate for England and Wales was 6.6% excluding transfers (7.5% including transfers), the force had a leaver rate of 9.5 which is higher than the national average. This can be attributed to higher levels of retirements, probationer leavers, which had been predicted looking at previous trends, and activity attributed to the ROCU programme.
 4. **Sickness:** The average working days lost per worker for Officers was 4.77 days and for Staff was 5.18 days (April 2023 – December 2023). Using Home Office national measures (converted to days instead of hours), the absence rate in the reporting period was 2.47% for officers and 2.71% for staff. National sickness data via iQuanta is no longer being updated, 2021/22 data showed the national percentage of contracted hours lost to sickness for officers was 4.6% and staff was 5%, the Force contracted hours lost for officers was 4.4%, and for staff was 4.8%, which at the time was lower than the national average.
- 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).
- 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

- The Force has a clear understanding of its budgeted core establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted core establishment (subject to rank review)
- Our Police Staff model establishment numbers are within our budgeted core establishment.
- HR and Finance continue to work on a Resource Model that shows permanent core establishment and temporary funded posts across the organisation. This model provides a clearer understanding of our workforce, funding streams, recruitment activity and reporting of vacancies.
- A recruitment plan has been developed which aims to have all police staff posts filled by November 2024 (see Slide 19).

OPERATING MODEL:



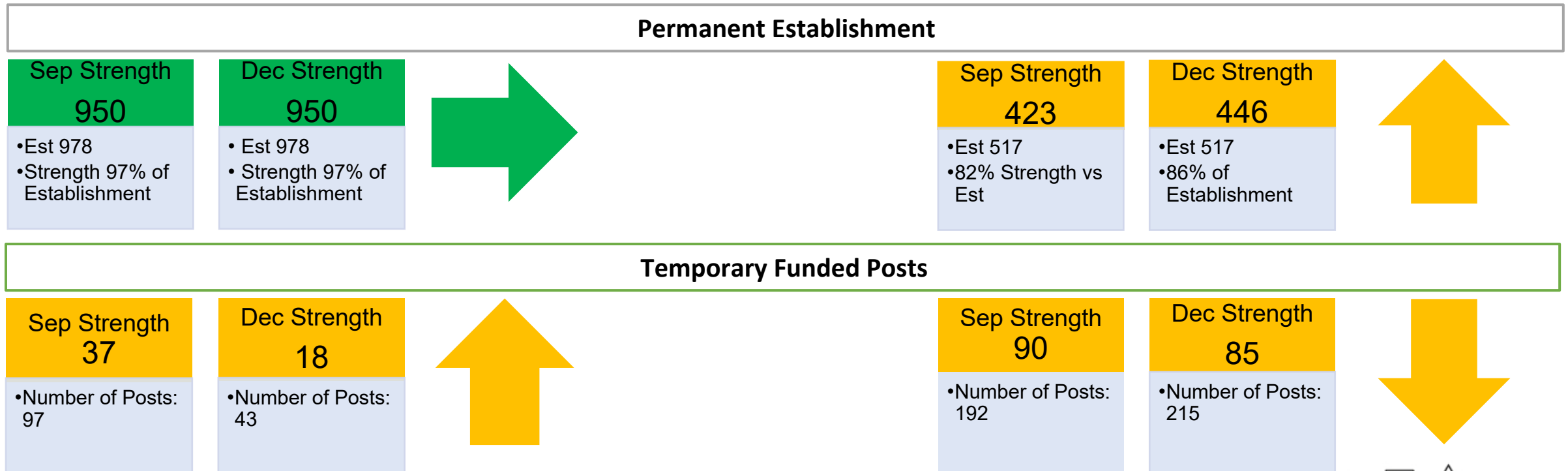
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Workforce Establishment

The graphic below shows establishment vs strength (FTE) for the workforce between September 2023 and December 2023. Officer strength has decreased as planned. Staff strength has increase by 3.4%. Strength has been separated between permanent establishment strength and temporary funded (TF) strength (see Appendix 1). HR and Finance continue to improve classification of posts to match across reporting and the HR system; TF posts funded by a held established posts have been removed from December's posts/strength to prevent double counting of posts.

Officers

Staff



Workforce Establishment

- As of 31 December 2023, the Force has an overall strength of 968 (FTE) Police Officers, against our agreed budgeted establishment of 978 (Force Strength Indicator, FSI, December 2023). The Establishment is based on the agreed force structure models.
- The strength of Police Staff is currently 531 (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 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 Review has been completed and implementation commenced on 27 November 2023.
- 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)



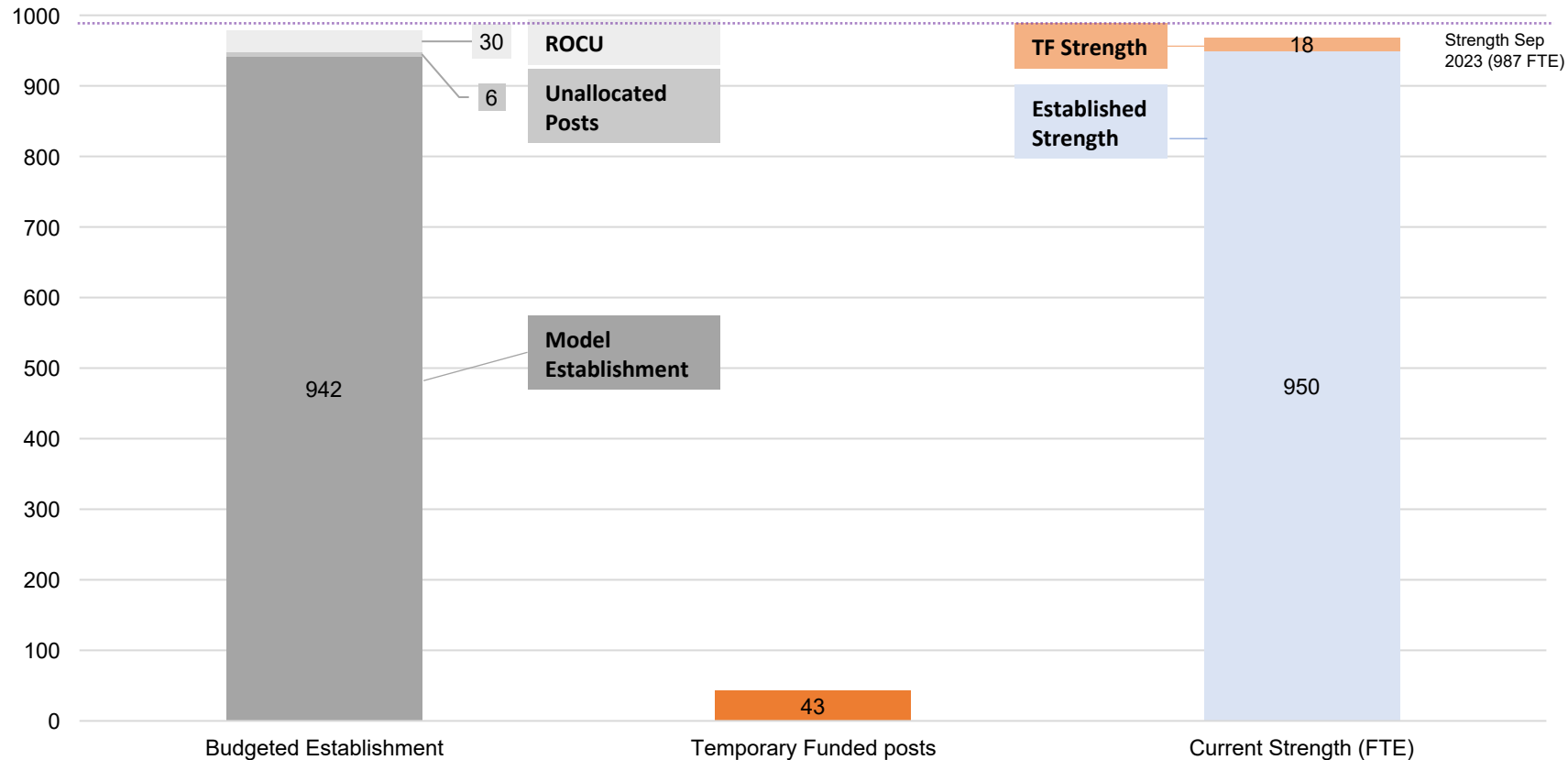
Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action
required)



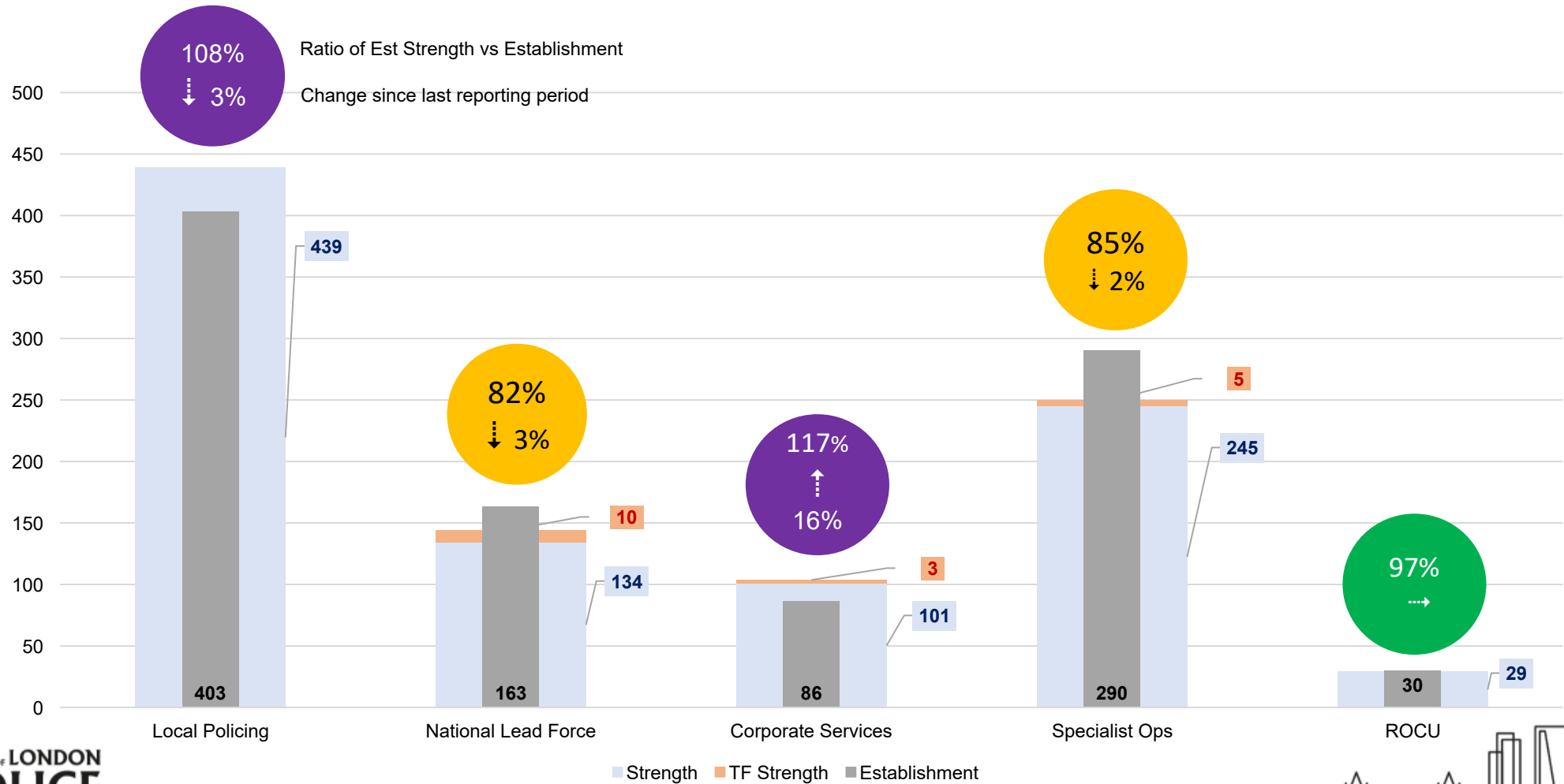
Officer Operational Model Establishment FTE



- **Budgeted Establishment: 978 FTE**
- **Budgeted Establishment made up of:** Model Establishment (942), Unallocated Posts (6) of which 5 have now been assigned to Corporate Services, and ROCU allocation (30)
- **Temporary Funded (TF) posts: 43**
 - TF posts sit above budgeted establishment external funded e.g., NextGen, DCPCU OLAF, NPCC Cyber Crime, Op Neutron, SOCT and ART. [49 TF posts funded by holding a post elsewhere [majority Student Officer Trainers in L&OD and Response] have been removed this quarter to prevent double counting of posts.]
- **Officer Total Strength: 968 FTE = 950 FTE Established Strength & 18 FTE TF Strength**
- **Current overall established strength against budget: 97%**



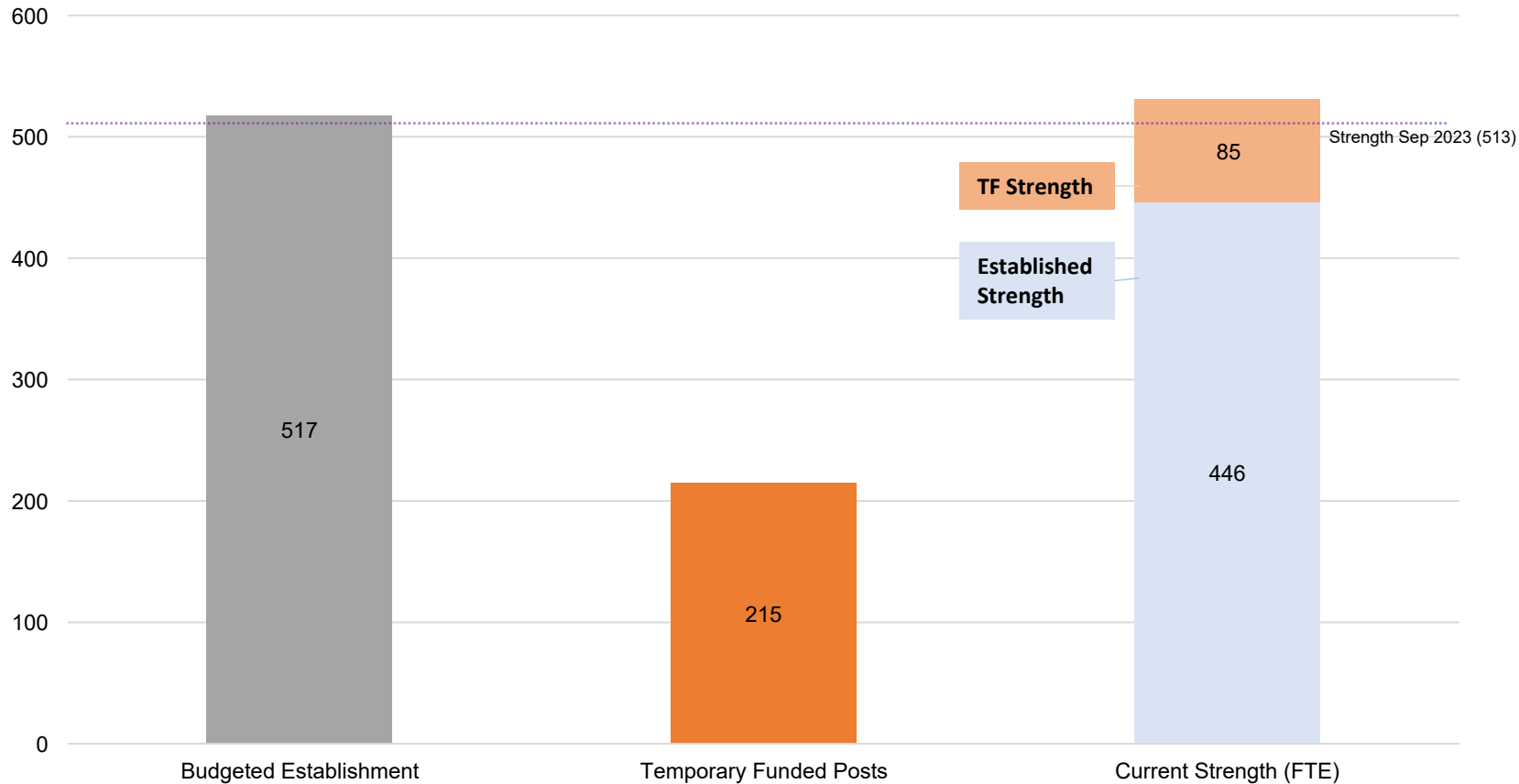
Officer Strength vs Establishment FTE (rounded)



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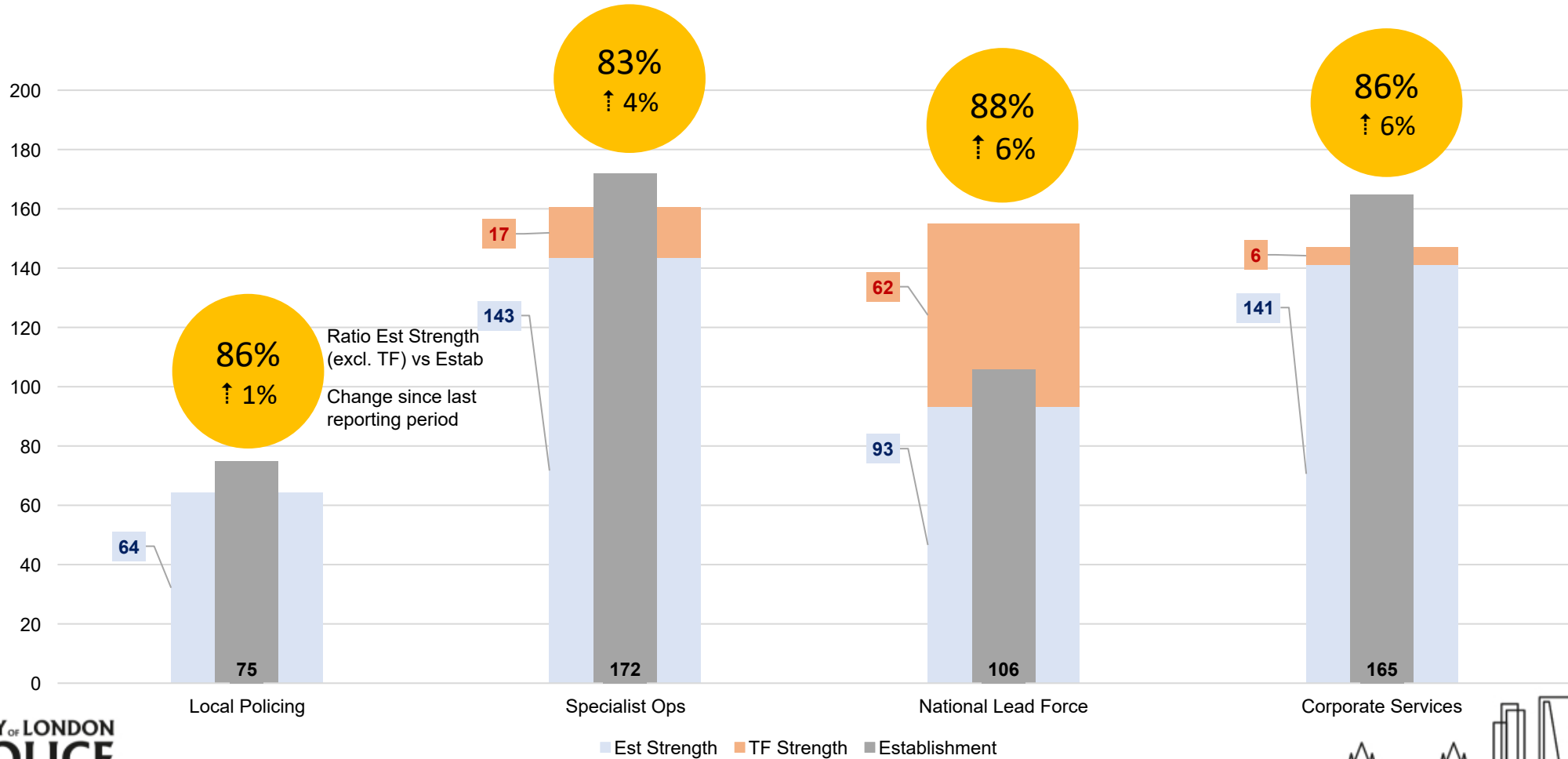
Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 517
- **Current Established Strength:** 446 FTE
- **Current vacancies of Established posts:** 71 FTE
- **TF posts:** 215 (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength:** 85 FTE
- **Total Staff Strength:** 531 FTE



Staff Strength vs Establishment FTE (rounded)



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23/24 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted FTE						
Officers	978	403	290	193	86	6
Staff	517	75	172	106	164	0
Total	1495	478	462	299	250	6
Budgeted £m						
Pay Costs	131.1	33.3	30.6	22.4	18.3	26.5
Non Pay Costs	60.9	2.7	2.5	34.4	13.8	7.5
Total Expenditure	192.0	36.0	33.1	56.8	32.1	34.0
Income	(91.0)	(6.5)	(6.1)	(50.0)	(3.1)	(25.3)
Net Budget	101.0	29.5	27.0	6.8	29.0	8.7
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

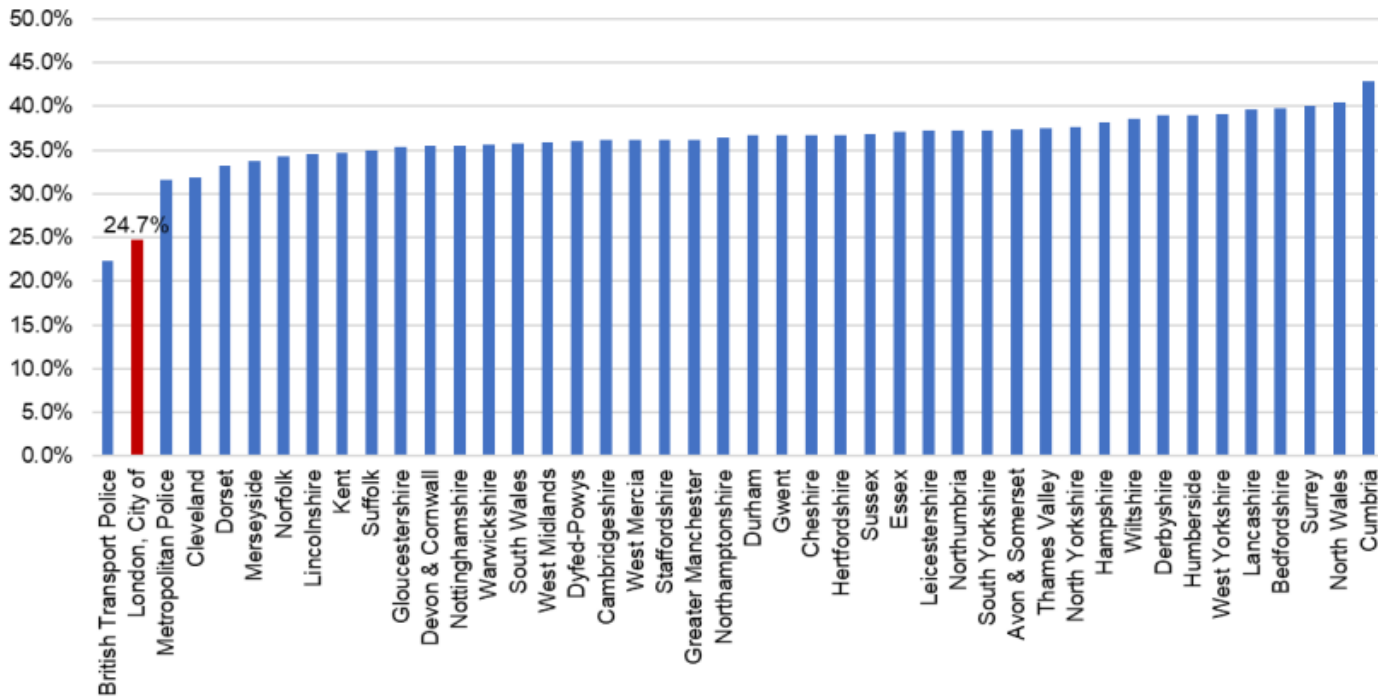
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Staff establishment of 517 FTE, plus natural vacancy factor of 15.



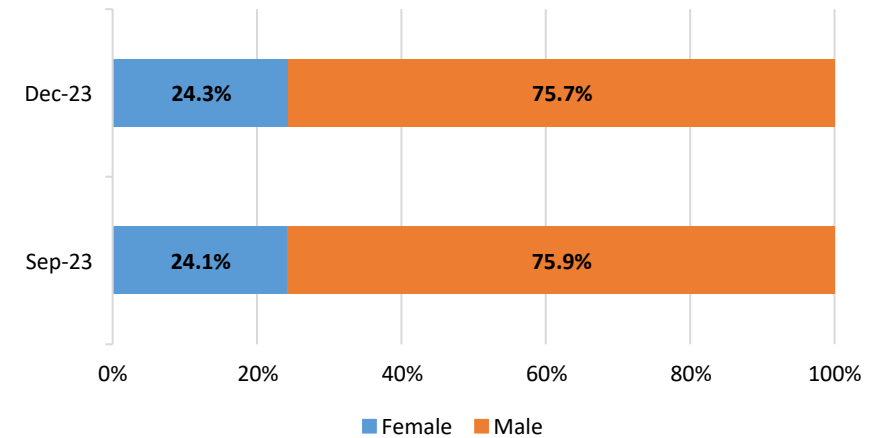
Diversity: Officer Gender

Officer gender profile is slightly increased by 0.2% with 24.3% female of 979 total officer headcount, compared to 24.1% in September 2023. 14.5% of all officer joiners (48 officers incl. transfers) between April 2023 and December 2023 were female, 17% of 12 Student Officers recruited over the same period were female.

National Comparison Female Officers (% of Headcount) - 31 March 2023



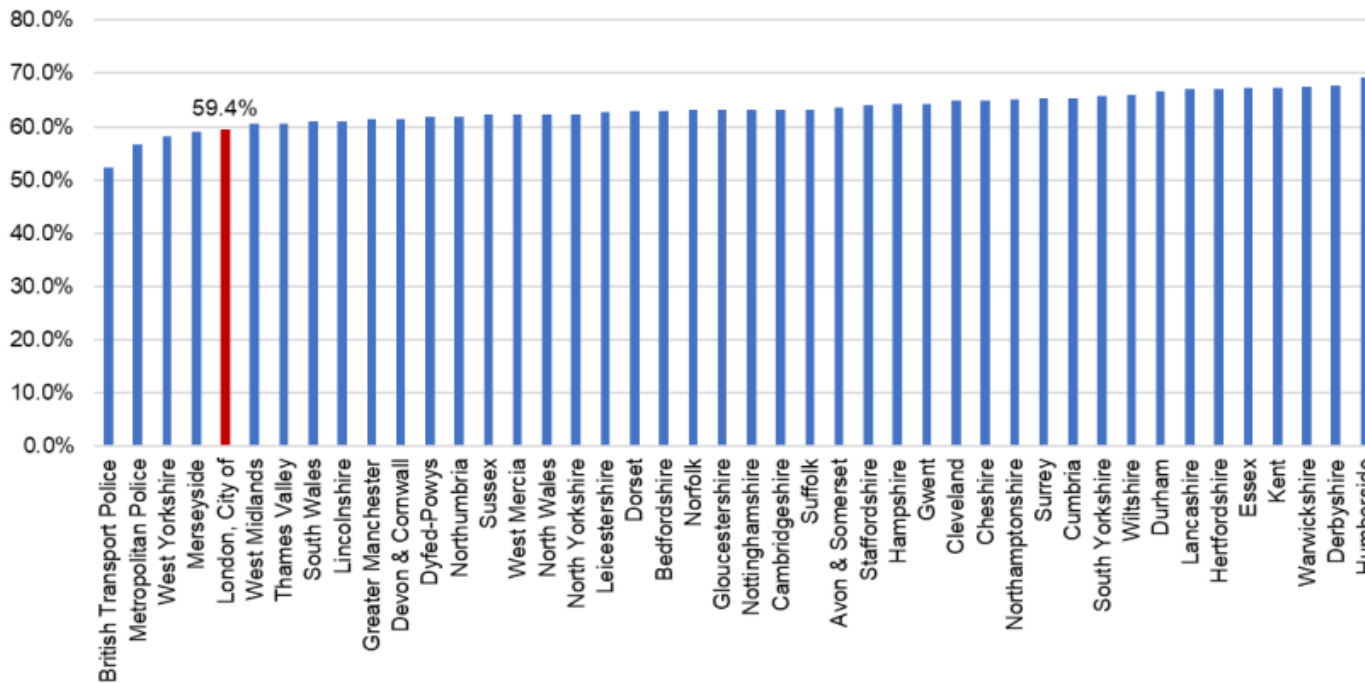
Officer Gender December 2023 % comparison to September 2023



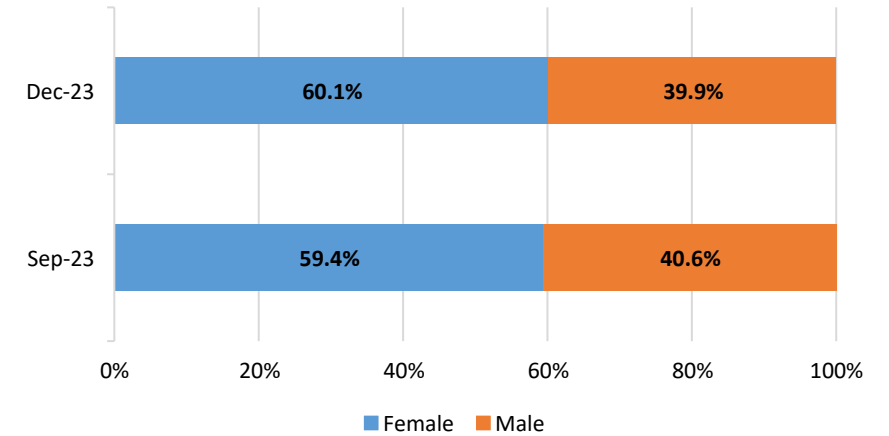
Diversity: Staff Gender

Staff gender profile has slightly increased since the last reporting period, the female profile at the end of December was 60.1% of 547 total Staff headcount (increased from 59.4% female).

National Comparison Female Staff (% of Headcount) - 31 March 2023



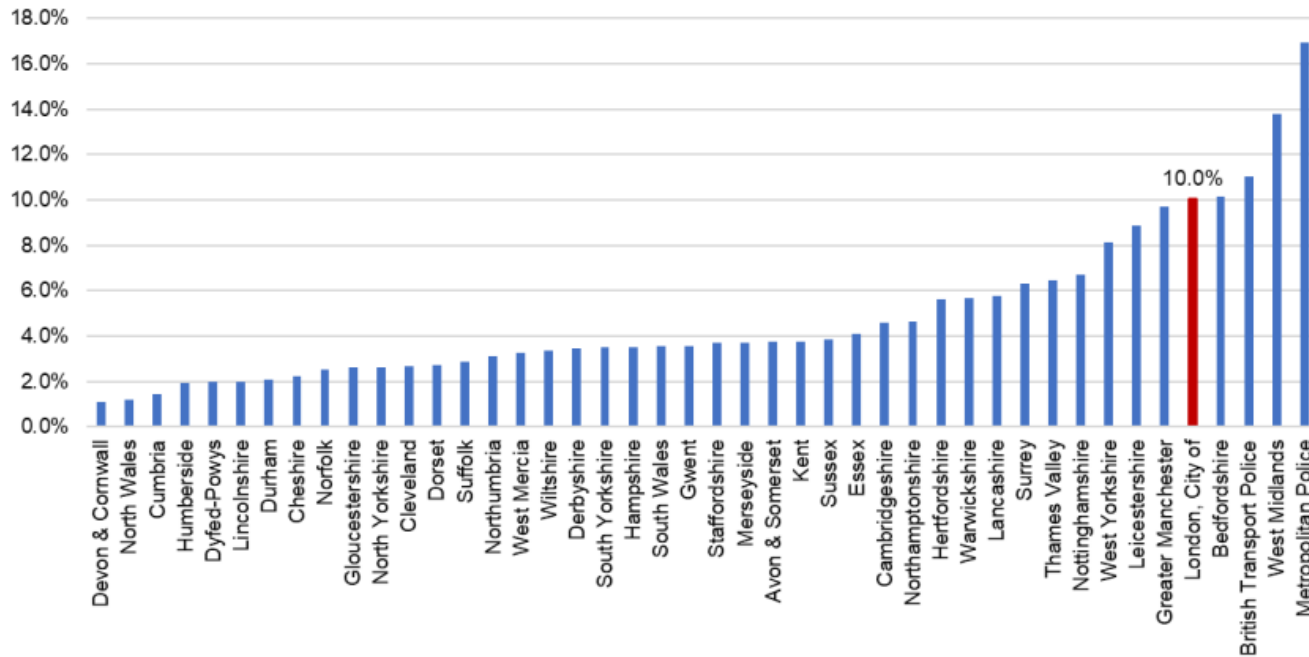
Staff Gender December 2023 % comparison to September 2023



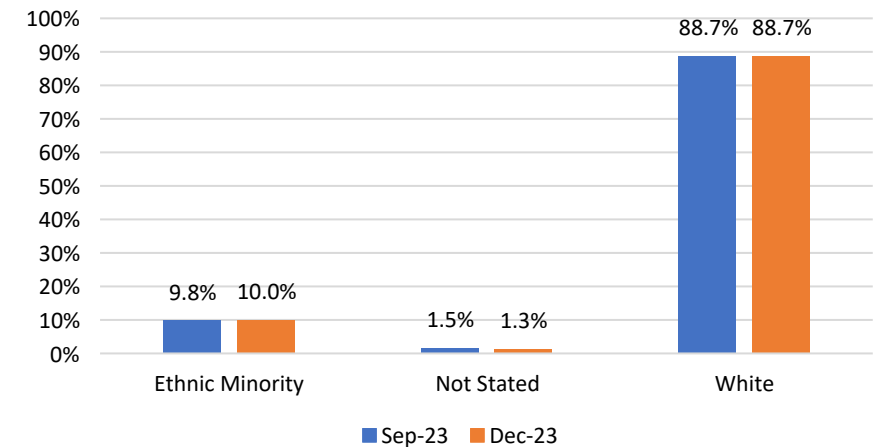
Diversity: Officer Ethnicity

Officer Ethnicity profile has slightly increased from 9.8% in September 2023 to 10% of a total 979 Officer headcount identifying from an ethnic minority background. 8.3% of all officer joiners between April – December 2023 were from an ethnic minority background and 25% of student officers were ethnic minorities. Of 98 ethnic minority officers, 24% are female and 76% male. CoLP diversity is towards the ‘higher’ end of ethnic diversity among other forces but is low compared to the City population, it is difficult to confirm a correlation between ethnicity and gender diversity.

National Comparison Ethnic Minority Officers (% of headcount) - 31 March 2023



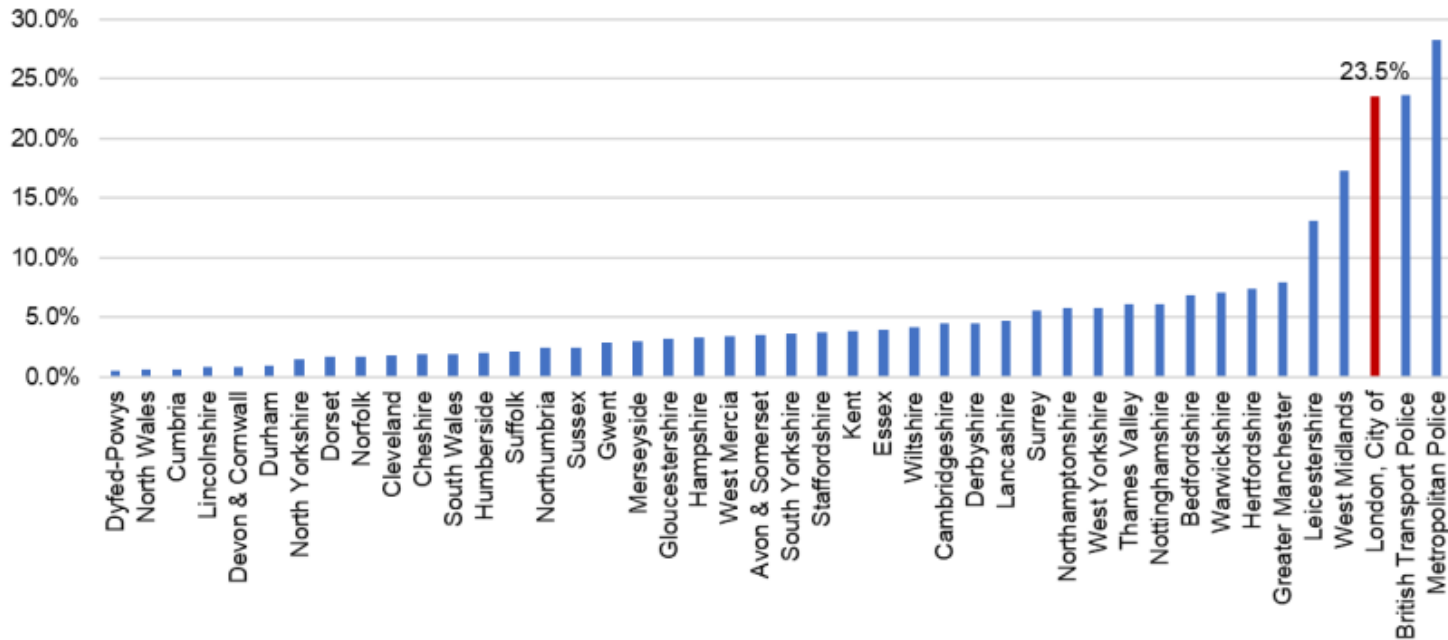
Officer Ethnicity Profile December 2023 % comparison to September 2023



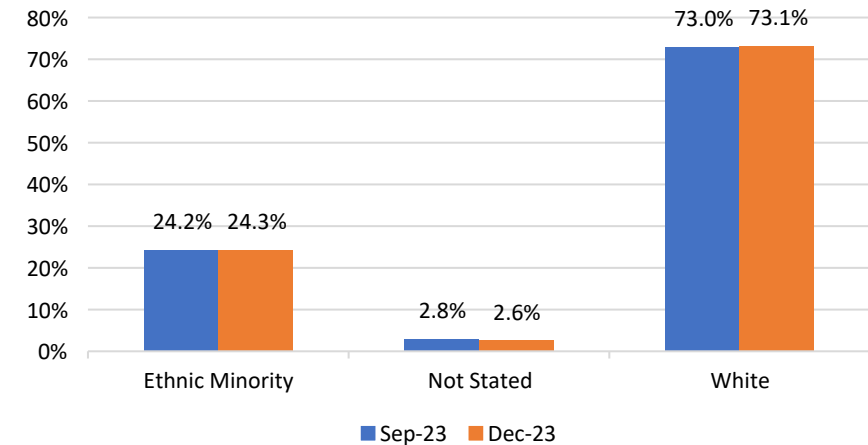
Diversity: Staff Ethnicity

Staff Ethnicity profile has increased by 0.1% since the last reporting period to 24.3% of an increased 547 total headcount (previously 529). Of 133 ethnic minority staff, 64% are female and 36% male.

National Comparison Ethnic Minority Staff (% of Headcount) - 31 March 2023



Staff Ethnicity Profile December 2023 % comparison to September 2023



Recruitment

We have continued to recruit against our workforce strategy and achieved our Police Officer headcount in September, the first measure from the Home Office since we achieved the Police Officer Uplift in March. Our next student officer intake is in March 24, when the force will welcome 14 direct entry detective student officers. We are starting to plan the entry routes we will utilise for our student's next year including the new PCEP course the College of Policing is launching, in replacement of the old non degree pathway IPLDP. We have continued to recruit transferee officers into our priority roles such as Public Protection and Firearms ensuring we have the right balance of experienced officers and new talent joining the force.

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• A new reasonable adjustments process was trialled during the promotion boards for Sergeants and Inspectors. Due to the positive feedback received, this will now be utilised across all recruitment, improving the experience for candidates requiring any reasonable adjustment.• New vocal coach training has been scheduled for early in the new year to assist any officers or staff who are planning to go for a promotion within the next 12 months, developing presentation skills, effective communication, how to manage your speech in pressured environments.
Resources	<ul style="list-style-type: none">• Additional recruitment and vetting resources have been recruited to support the volume of recruitment over the next 3 financial years.• Additional resources have been hired to support the project across Learning & Organisational Development (L&OD), 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.• A new Grade E recruitment manager has been hired to oversee the attraction strategy and the roll out of the new ATS recruitment system, they are due to start in March 24.



Recruitment

Our workforce plan tracker (below) shows the profile for 2023/24 – 2025/26 and reflects our attrition and intake numbers. This has been designed to meet the target Officer headcount of 996 by March 2024. 11 Student Officer joined in September; a further intake of student officers is planned for March.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	23/24	24/25	25/26
Headcount Start Month	1,007	995	993	982	979	980	998	990	984	979	990	989	1,007	996	986
Target Headcount (986)	986	986	986	986	986	986	986	986	986	986	986	986	986	986	986
Increase / (Decrease) in FTE															
Retirement	(4.0)	(3.0)	(3.0)	(1.0)	(2.0)	-	(3.0)	(3.0)	(4.0)	(3.0)	(5.0)	(5.0)	(36)	(42)	(42)
Other			(1.0)	-		(1.0)							(2)	(1)	(1)
Medicals	-	-	-	-	-	-	-	-	-	-	-	(1.0)	(1)		
Transfer Out	(2.0)	(2.0)	-	(3.0)	(1.0)	(2.0)	(2.0)	-	(2.0)	(4.0)	(4.0)	(4.0)	(26)	(28)	(28)
Resignations incl Probationers	(6.0)	(3.0)	(9.0)	(4.0)	(2.0)	(3.0)	(3.0)	(4.0)	(2.0)	-	(2.0)	(1.0)	(39)	(30)	(30)
Secondment out not paid by COLP	-	-	-	-	-	-	-	-	-	-	-	(2.0)	(2)	(6)	(6)
End of Contracts	(1.0)	-	-	(1.0)	(1.0)	-	-	-	(1.0)	-	-	(1.0)	(5)	(4)	(4)
New Probationers	-	-	-	-	-	11	-	-	-	-	-	14	25	28	28
Transfers In / Other (returners/rejoiners)	1	6	2	6	7	13	-	-	4	16	10	9	74	64	70
Sgt Promotions (including Internals approx. 17)										2			2	6	9
Insp Promotions (including Internals approx. 10)								1	-				1	3	5
Total Increase / (Decrease)	(12)	(2)	(11)	(3)	1	18	(8)	(6)	(5)	11	(1)	9	(9)	10	1
Headcount End Month	995	993	982	979	980	998	990	984	979	990	989	998	998	986	986
FTE End Month	985	983	972	969	970	988	980	974	969	980	979	988	988	976	976
FTE Establishment (978)	978	978	978	978	978	978	978	978	978	978	978	978	978	978	978
Staff Leavers (Established posts)	(5)	(4)	(3)	(3)	(1)	(4)	(3)	(2)	(2)	(4)	(5)	(5)	(40)	(65)	(65)
Staff Recruitment (Established posts)	11	6	10	3	3	7	5	5	7	9	12	12	90	70	65
Staff Strength (Established posts)	413	416	423	424	426	427	430	433	438	443	450	457	457	497	
Staff Leavers (Temporary posts)	-	(1)	(1)	-	-	(1)	-	-	-	-	(2)	(1)	(6)	(20)	(20)
Staff Recruitment (Temporary posts)	4	2	4	2	-	3	1	5	2	5	9	9	46	93	20
Total Staff FTE (End month)	492	496	506	508	510	515	518	526	533	543	557	572	572	650	650
Specials Recruitment												12	12	36	36

Recruitment: Staff Plan

The force has an overall police staff establishment of 517 posts. Of which, 23 of these have been frozen to fund temporary posts, therefore this recruitment strategy aims to recruit to the 494 active posts within the current establishment. The force also in addition 235 Temporary Funded Staff posts, separate resources have been allocated to recruit to vacancies within this model. Three recruitment proposals were presented at People Board in October 23, and agreed the plan (slide 19) based on the balance of demands on the recruitment and vetting teams from Police Officer and Specials recruitment. The extract (slide 19) only focusses on permanent staff establishment vacancies. The aim is to start the new FY at 93% strength, rising incrementally up to 100% by November 24. The police staff leavers have been profiled based on 5 years of leavers data, to give the overall recruitment required each month.

There are several variables which we have already accounted for when designing the strategy, but some which we will need to continue to monitor closely for their impact

- A proportion of the vacant roles identified are within Corporate Services (CSD). The new model has now been finalised and implementation has commenced. Recruitment will start in January 2024.
- The impact of the volume of the recruitment requirements for the new Action Fraud reporting system. Additional resources have been supported and recruitment has begun for these; however, staff working across BAU to support the uplift ambition will be abstracted to support and train these additional resources (mitigated by using a 28hr rather than 35hr working week when producing the data).
- Recruitment into the new roles across the new model for Action Fraud could see internal candidates apply, increasing the attrition against the BAU strength and therefore increase the volume of recruitment required against this strategy
- Speed of recruitment for the additional HR and Vetting Officers. Recruitment has commenced for these roles with the ambition of the additional support starting in March 24. Interim demand to achieve the numbers will be managed via overtime.



Recruitment: Staff Plan

Below is the staff recruitment plan 2024/25 for established permanent vacancies. This follows on from slide 17, which provided an overview of staff recruitment for 2023/24.

Established	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24
Start Month FTE	456.53	459.53	464.53	470.53	473.53	478.53	485.53	492.2
Target Est FTE	517	517	517	517	517	517	517	517
<u>Increase / (Decrease) in FTE</u>								
Leavers	-7	-5	-5	-7	-5	-5	-5	-6
New Joiners	10	10	10	10	10	12	10.67	11
Returner	0	0	1	0	0	0	1	0
Movement to/from Temp								
<u>Total Increase / (Decrease)</u>	3	5	6	3	5	7	6.67	5
End Month FTE Established	459.53	464.53	470.53	473.53	478.53	485.53	492.2	497.2
% Strength to Establishment	93.0%	94.0%	95.2%	95.9%	96.9%	98.3%	99.6%	100.6%



Recruitment: Risks and Priorities

Recruitment activity is being managed in relation to all officer and staff posts across the force. The completion of the Corporate Services review has led to prioritisation of staff roles to ensure key vacancies are filled whilst managing the demand into vetting and HR. Recruitment is due to commence early next year on the posts which form part of the FCCRAS and Fraud Reform projects and additional support staff have recruited into HR and Vetting to support this uplift in Police Staff. 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 via the Exiting and Retention Meetings. The force has begun to adopt the National Leavers Framework recommended by the former uplift team with the aim of improving retention for officers and staff across the force.
Volume of vetting	Demand profiling for the BAU roles is has being undertaken to identify resource requirements and recruitment has taken place support the maintenance of uplift numbers and additional demands from BAU. Further demand profiling to support the additional uplift from the FCCRAS project is also being undertaken.
Tutoring constables	L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts
Attraction for Police Staff	Work on Job Families has begun with Korn Ferry to update the way we grade, evaluate and compensated.



Recruitment continued

- We have just launched the latest promotions boards for Chief Inspectors with the advert closing on the 14th January and the boards taking place at the end of February.
- 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

- A total of 5 police officers transferred into the force during the reporting period. 48 officers in total have joined CoLP between April and December 2023.
- A total of 25 police staff joined the force in substantive and fixed-term roles during the reporting period. 80 staff joined in total between April and December 2023.



People Turnover

During the period (October – December 2023), 24 Police Officers left the force, this equates to a 2.4% turnover rate. A total of 79 Officers left the force, this is a turnover rate of 8%. Compared to the same period in 2022 where 78 Officers left the force (8.4%), the number of leavers is similar in 2023/24. Current attrition predictions suggest the total leavers for 2023/24 will be similar to 2022/23. Reasons for leaving are provided in the tables below, so far, the main reason for leaving has been resignation. The Force is seeing an upwards trend in resignations, which is also seen at a national level*.

Of the 79 Police Officers that left the force, the majority left from Local Policing (36) and Specialist Operations (19). 20 officers left during their probation. The number of leavers varies per month, on average 9 leavers left between April and December 2023 and mostly from constable rank.

Police Officers – Reasons for Leaving (per Financial Year)

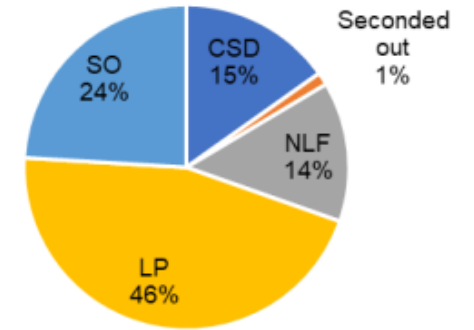
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1-3
Other	0	0	0	1	0	1	1
Dismissed	1	1	0	0	0	1	1
End of Contract/ Secondment	1	0	0	4	1	11	4
Medical Retirement	2	0	2	1	0	2	0
Retirement	35	37	31	29	42	43	23
Transfer	9	17	22	14	26	20	14
Resignation	26	7	22	21	27	34	36
Total	74	62	77	70	96	112	79

The Retention and Exiting Working Group continues to review the exiting process to better understand why people are leaving and develop retention strategies. From the exit interviews for both Officers and Staff (April 2021 – December 2023), found another job and retirement were the main reasons for leaving. Between April – December 2023, those that completed the survey were positive towards their role, working on unique projects, servicing the public and their team. Areas which scored lower across the survey included feelings towards career development and training, communication and morale, remunerations and wellbeing.

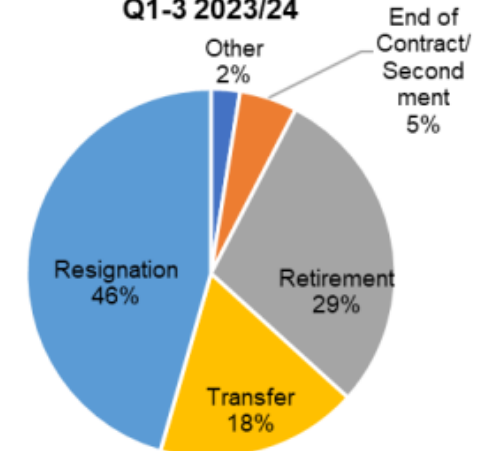


*[Police workforce, England and Wales: 31 March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Officer Leavers by Directorate Q1-3 2023/24



Officer Reasons for Leaving Q1-3 2023/24



People Turnover

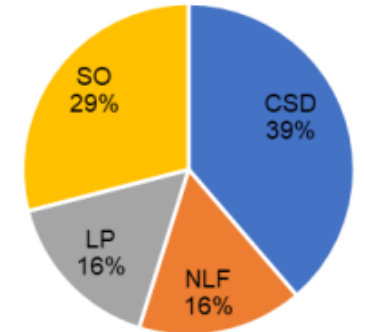
During the reporting period, 7 Police Staff left the force, this equates to 1.3% turnover rate. A total of 31 Police Staff left the force in quarter 1-3, a 5.8% turnover rate. The number of leavers is significantly lower compared to the same period in 2022/23 in which 70 Staff left (14%). Currently trends and predicted leavers suggest a reduced number of leavers in 2023/24 compared to 2022/23.

Police Staff – Reasons for Leaving (per Financial Year)

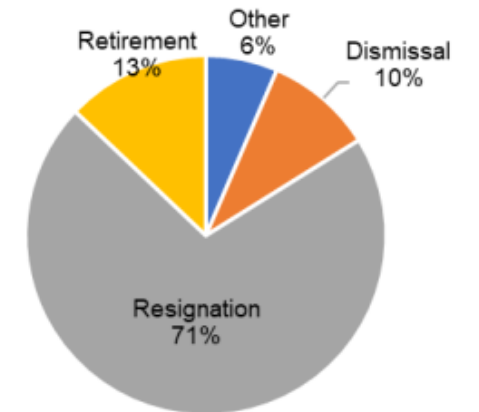
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1-3
Other	1	1	0	1	0	0	2
Dismissed	2	1	1	2	0	3	3
Medical	0	0	0	0	0	0	0
Retirement	5	10	6	7	8	11	4
Transfer	2	0	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	21
Resignation joined Police	7	2	0	0	2	2	1
Redundancy	1	1	0	0	0	0	0
End of Secondment	0	1	0	0	1	1	0
Total	60	65	51	35	63	78	31

The main reason for leaving was resignation, the majority of leavers were from Grades C and D. 54% of leavers had over 7 years' service.

Staff Leavers by Directorate Q1-3 2023/24



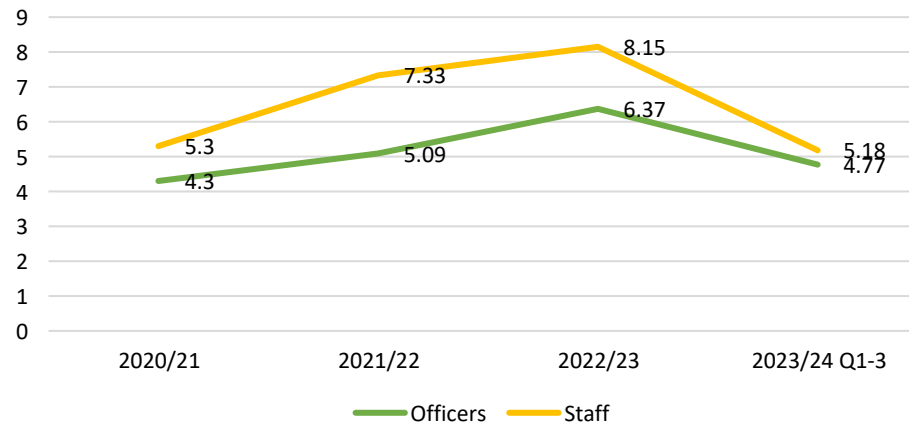
Staff Reasons for Leaving Q1-3 2023/24



Sickness

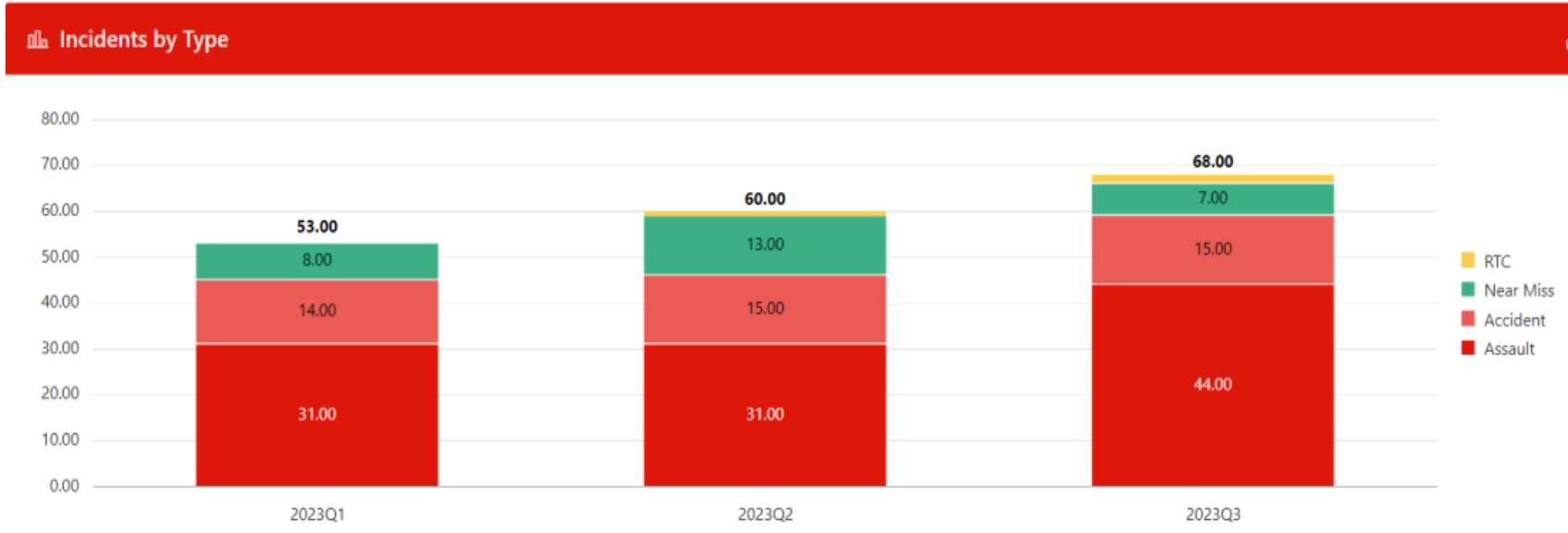
- The Home Office (HO) & His Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During April – December 2023, the force's sickness absence rate was 2.47% for Officers, and 2.71% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost for Police Officers is 4.77 days and for Police Staff is 5.18 days during this period. In comparison to Q1-Q3 2022/23, average days lost is lower in 2023/24 (Q1-3 2022/23 reported: Officers – 4.73, Staff – 6.5 average days lost). The graph below shows the total average days lost by financial year since 20/21 and shows Q1-3 for 2023/24.

FY Comparison of Average Sickness Days Lost by Employee Headcount



Health & Safety

There has been an increase in the overall number of Health and Safety Incidents reported during the past quarter in comparison to previous quarters in 2023/24.



Notably, there has been an increase in the number of assaults reported, in addition to the increase over 2023/24 a comparison with the previous year shows an increase of 14 assaults reported in Q3 2022/23 to 44 reports received during Q3 2023/24. This is thought to be due to ongoing work to raise awareness of assault reporting requirements.

There was one RIDDOR reportable incident during the past quarter, when a Police Officer was struck by a vehicle after he had stopped to assist a broken-down vehicle, the officer sustained a fracture. The officer was mounted on a stationary marked, motorcycle with blue lights flashing, and was wearing high-visibility outerwear and issued motorcycle kit. This RTC occurred in an MPS area and is currently being investigated by them.



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 have sitting in posts. Strength related to roles filled for established posts and Temporary Funded (TF) 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 Workforce Data Tracker, previously 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 December 2023:

- Local Policing
- Specialist Operations
- National Lead Force
- Corporate Services



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Neighbourhood Policing	101	80	6	7
Response & VCU	76	171	9	7
Taskforce	200	162	15	12
Contact & SMT	26	26	45	38
Total Local Policing	403	439	75	64



Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	104	91	73	74
Investigation Services	147	121	25	22
Forensic Services	7	8	29	24
Criminal Justice System	27	26	45	40
SO SMT (Supt above)	5	7	0	0
Total Specialist Ops	290	253	172	160



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	62	10	10
NLF Fraud	50	39	15	23
NLF Coordination	11	7	8	7
NFIB	18	21	46	76
Action Fraud	0	0	24	35
NPCC Cybercrime	9	7	3	4
NLF SMT (NLF Ops) & Officer Secondments	10 (4 Secondments)	8 (3 Secondments)	0	0
Total National Lead Force	163	144	106	155



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Chief Officer Team	5	6	2	3
HQ Services	27	23	40	32
Support Services	2	4	66	59
IMS and IT (Incl. Business Insights)	4	4	41	32
Professionalism and Trust	48	67	16	21
Total Corporate Services	86	106 (incl. 2 secondments)	165	151 (incl. 4 secondments)



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

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.

