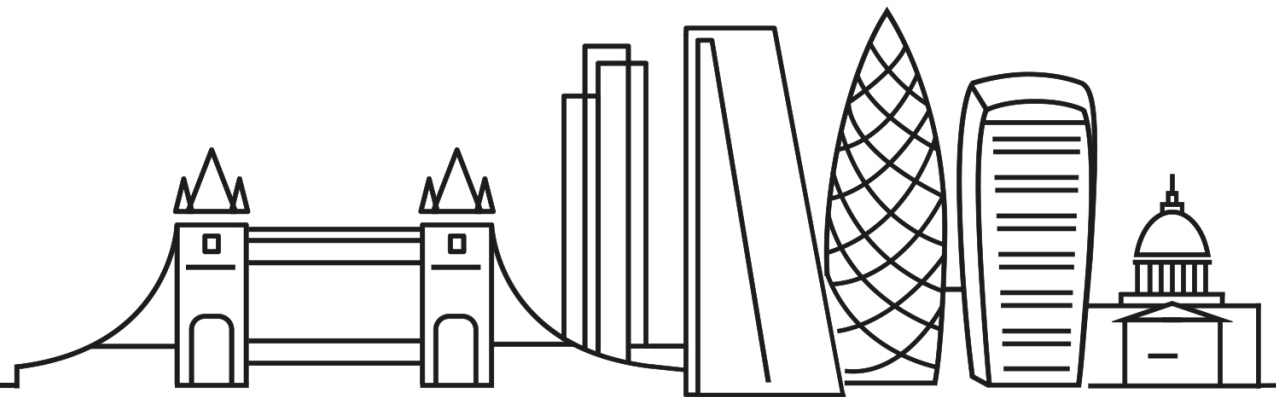


HR Monitoring Report

Q1 – April 2024 to June 2024



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 Q1 2024/25 between **1st April to 30th June 2024** 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 2023/24 enabled us to meet our officer uplift requirements, and this continues to be the focus in 2024/25 to ensure we continue to secure £3 million in ringfenced funding.
 2. **Recruitment:** The recruitment strategy for 2024-25 has been written to include Staff and Specials (Slide 17 and 18). The plans reflect 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. **Leavers:** During the reporting period, 17 Police Officers and 6 Police Staff left the force, this equates to a 1.7% and 1% leaver rate, respectively. The national data for 2023/24 showed Officer leaver rate for England and Wales was 6.2% excluding transfers (7% including transfers), the force had a leaver rate of 10% in 2023/24, higher than the national average. This can be attributed to retirements and probationer resignations, which had been predicted looking at previous trends.
 4. **Sickness:** The average working days lost for Officers was 1.87 days and for Staff was 1.85 days (April 2024 – June 2024). 2.90% for officers and 2.87% for staff contracted days were lost to sickness. National sickness data (via iQuanta) showed the national percentage of contracted hours lost to sickness in 2022/23 for officers was 4.6% and staff was 5%, CoLP contracted hours lost was below the national average, at 3% for officers and 4% for staff. Currently awaiting publication of sickness data for 2023/24.
- This report will be provided quarterly with some information presented bi-annually (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
- 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 police staff permanent established posts filled up to 517, slide 18.

OPERATING MODEL:



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Workforce Establishment

- As of 30 June 2024, the Force has an overall strength of 989 (FTE) Police Officers, against our agreed budgeted establishment of 985 (Force Strength Indicator, FSI, December 2023). The Establishment is based on the agreed force structure models.
- Our Staff budgeted permanent establishment is 539 (FTE) [517 FTE before increased capacity within Corporate Services Review]. The strength of Police Staff is currently 458 (FTE), but with staff in Temporary Funded posts as well our total staff strength is 563 (FTE),
- The Strategic 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.
- The Tactical People Board, chaired by the Director of People Services, reports into Strategic People Board, reviewing bids and postings and provides an operational review of workforce planning activity.
- 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.
- 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)

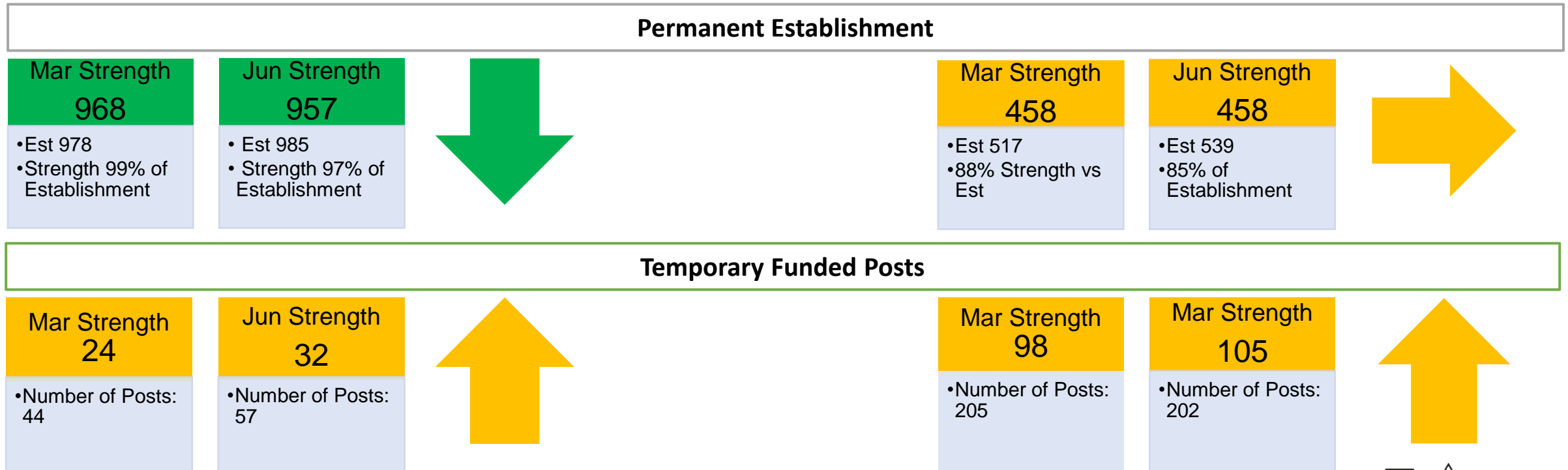


Workforce Establishment

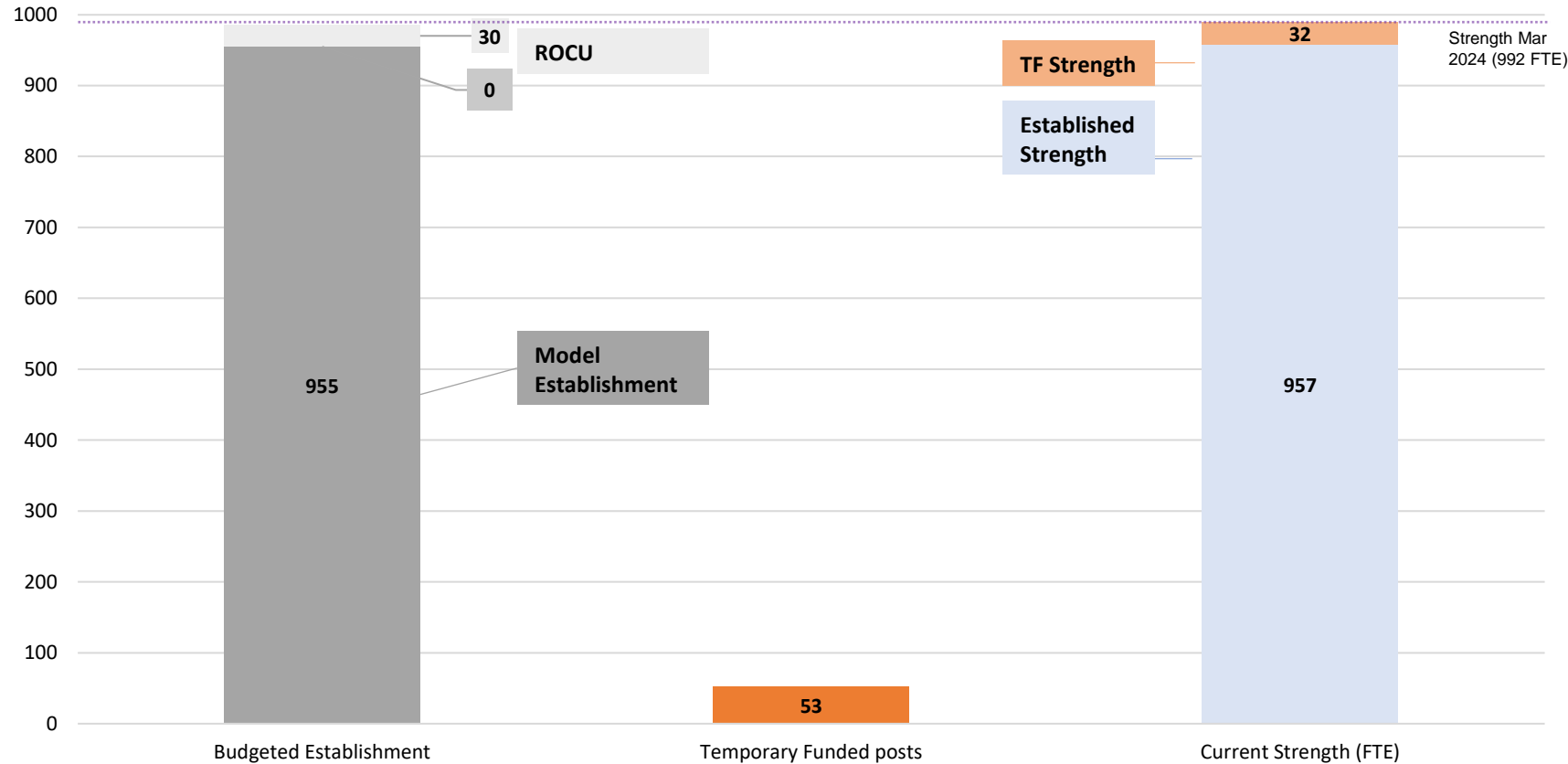
The graphic below shows establishment vs strength (FTE) for the workforce between March 2024 and June 2024. Officer strength has decreased slightly as planned related to budget pressures before increasing to meet the 996-headcount target in September. Staff strength has increased by 7% for temporary funded (TF) roles. Strength has been separated between permanent establishment strength and TF strength (see Appendix 1). TF posts funded by held established posts have been removed from TF posts/strength to prevent double counting.

Officers

Staff



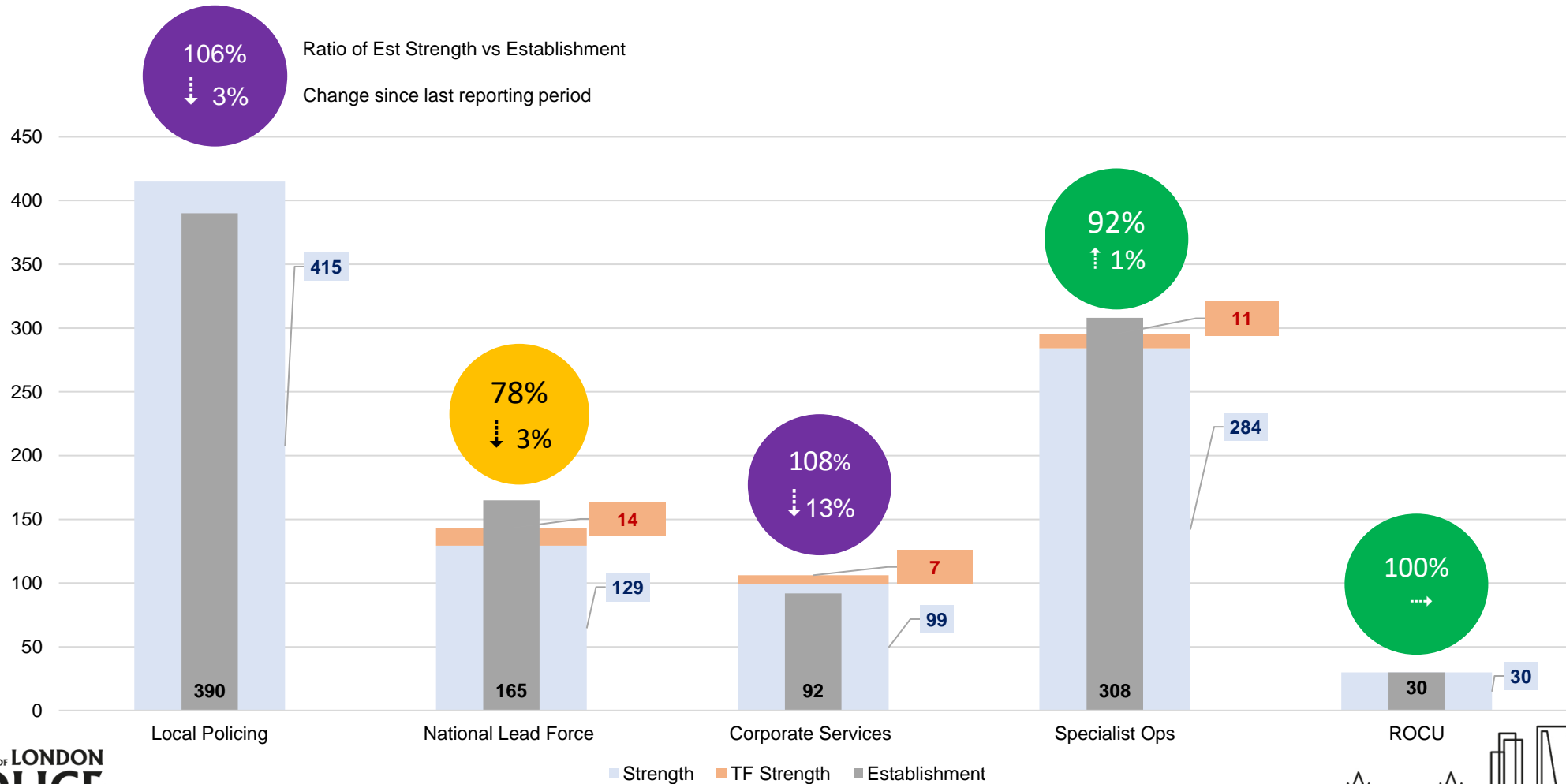
Officer Operational Model Establishment FTE



- **Budgeted Establishment: 985 FTE**
- **Budgeted Establishment made up of:** Model Establishment (955) and ROCU allocation (30)
- **Temporary Funded (TF) posts: 53**
 - TF posts externally funded e.g., NLF and NPCC Cyber Crime related posts. [50 TF posts funded by holding a post elsewhere [majority Student Officer Trainers in L&OD and Response] have been removed to prevent double counting.]
- **Officer Total Strength: 989 FTE = 957 FTE Established Strength & 32 FTE TF Strength**
- Current overall established strength against budget: 95%

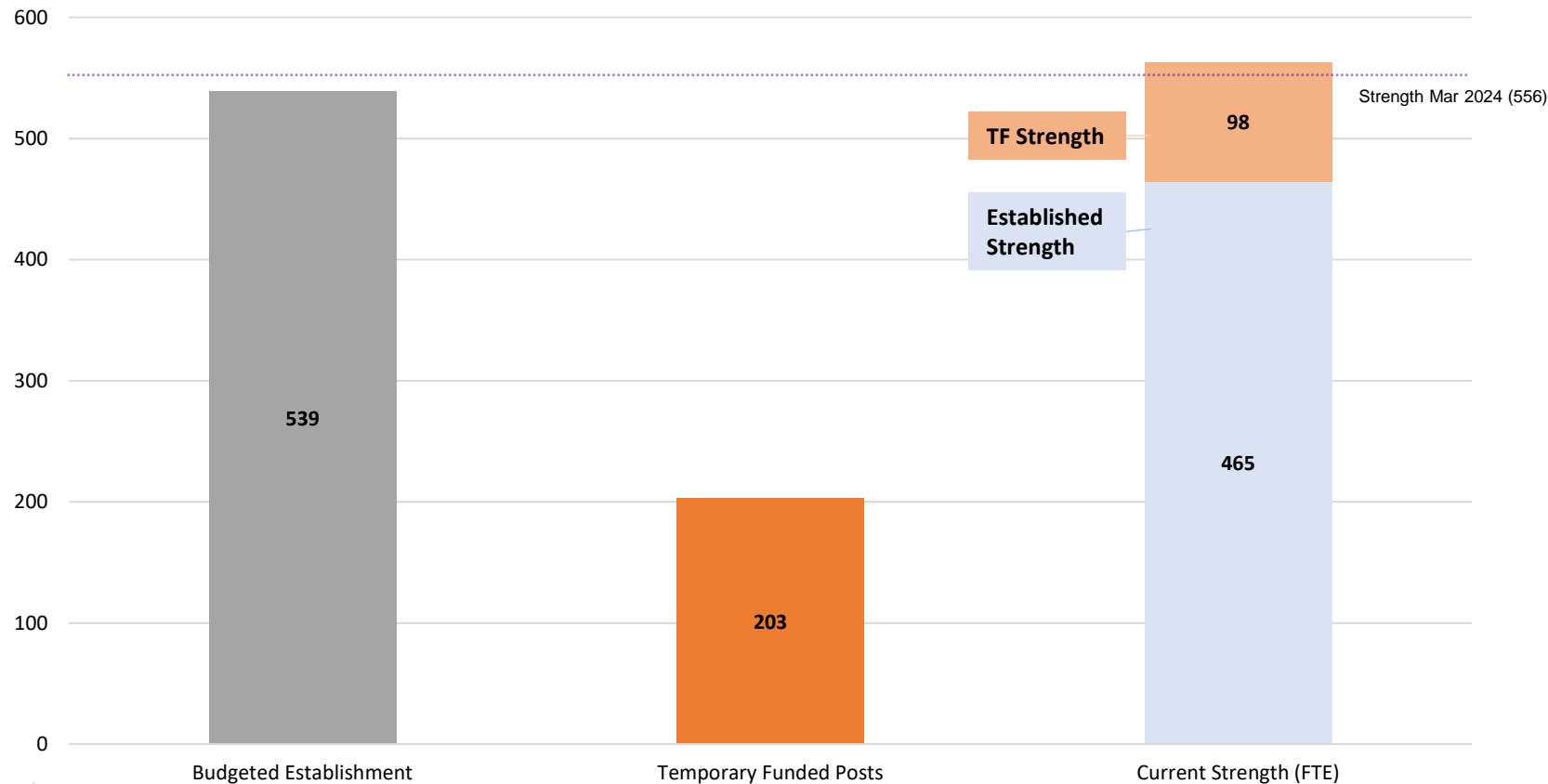


Officer Strength vs Establishment FTE (rounded)



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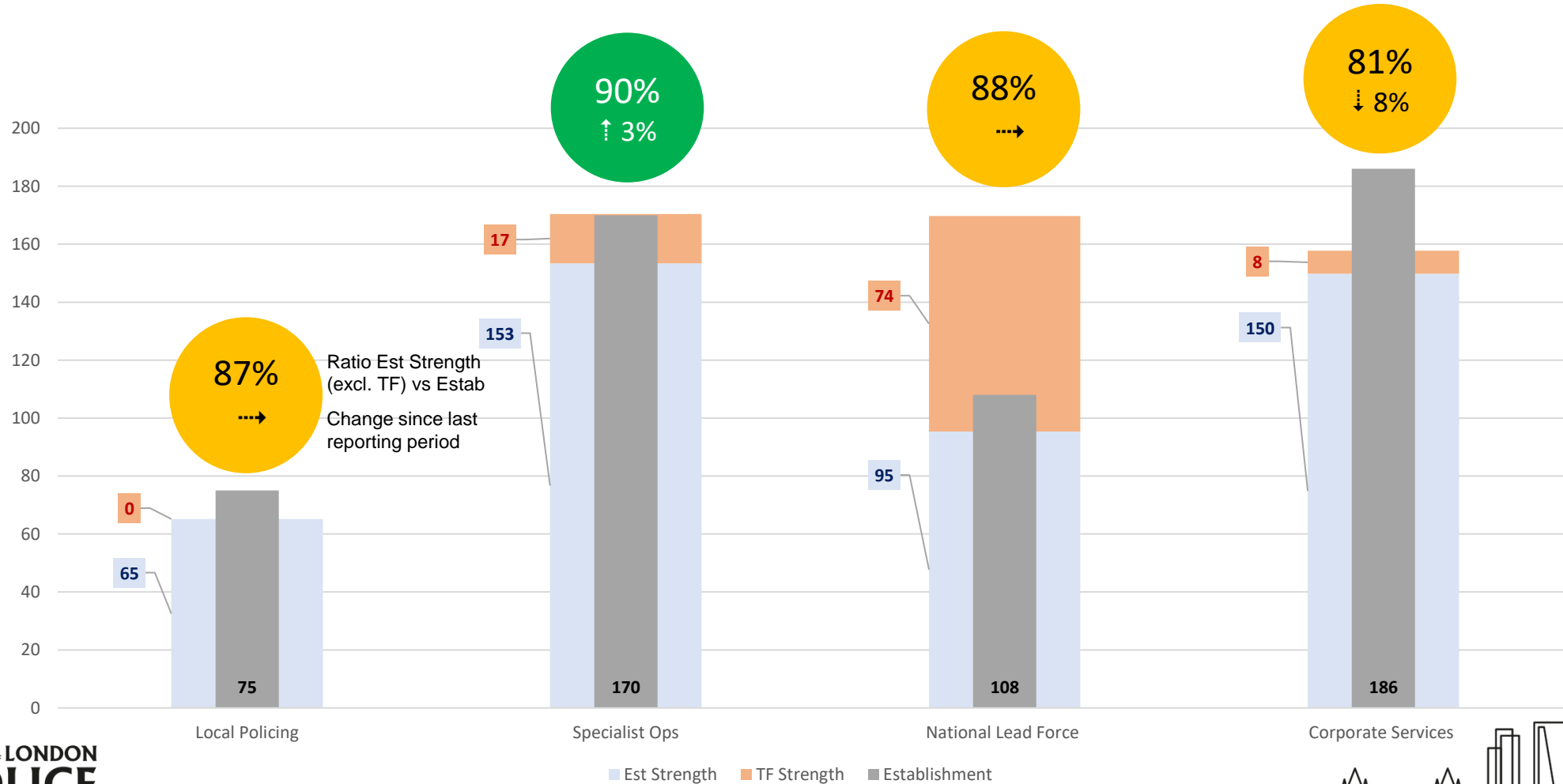
Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 539
- **Current Established Strength:** 465 FTE
- **Current vacancies of Established posts:** 74 FTE
- **TF posts:** 203 (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength:** 98 FTE
- **Total Staff Strength:** 563 FTE



Staff Strength vs Establishment FTE (rounded)



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24/25 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted (Established) FTE						
Officers	985	392	308	194	90	1
Staff	539	75	170	109	185	0
Total	1524	467	478	303	275	1
Budgeted £m						
Pay Costs	147.7	35.6	35.9	31.5	22.4	22.3
Non Pay Costs	92.9	3.6	3.4	59.0	17.0	9.9
Total Expenditure	240.6	39.1	39.3	90.5	39.4	32.3
Income	(126.5)	(7.4)	(9.0)	(83.9)	(6.9)	(19.4)
Net Budget	114.1	31.7	30.4	6.6	32.6	12.9
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 Pay award Provision

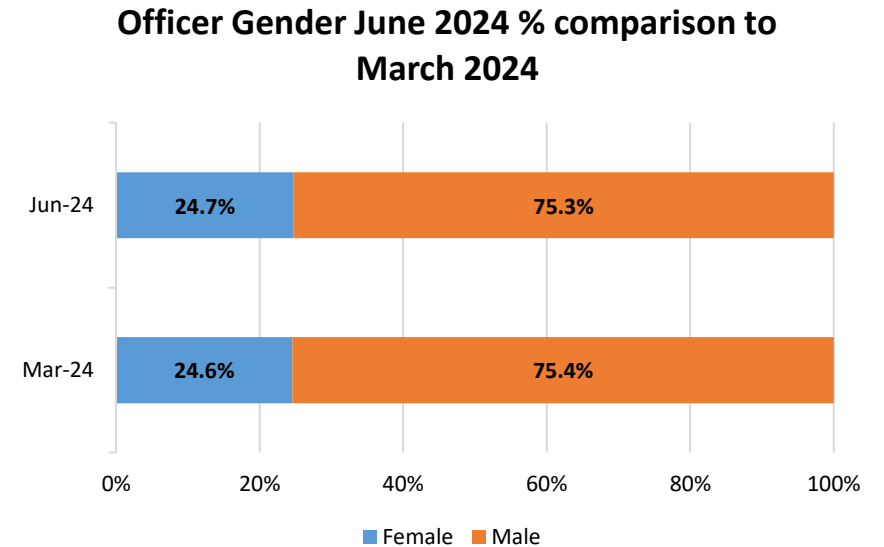
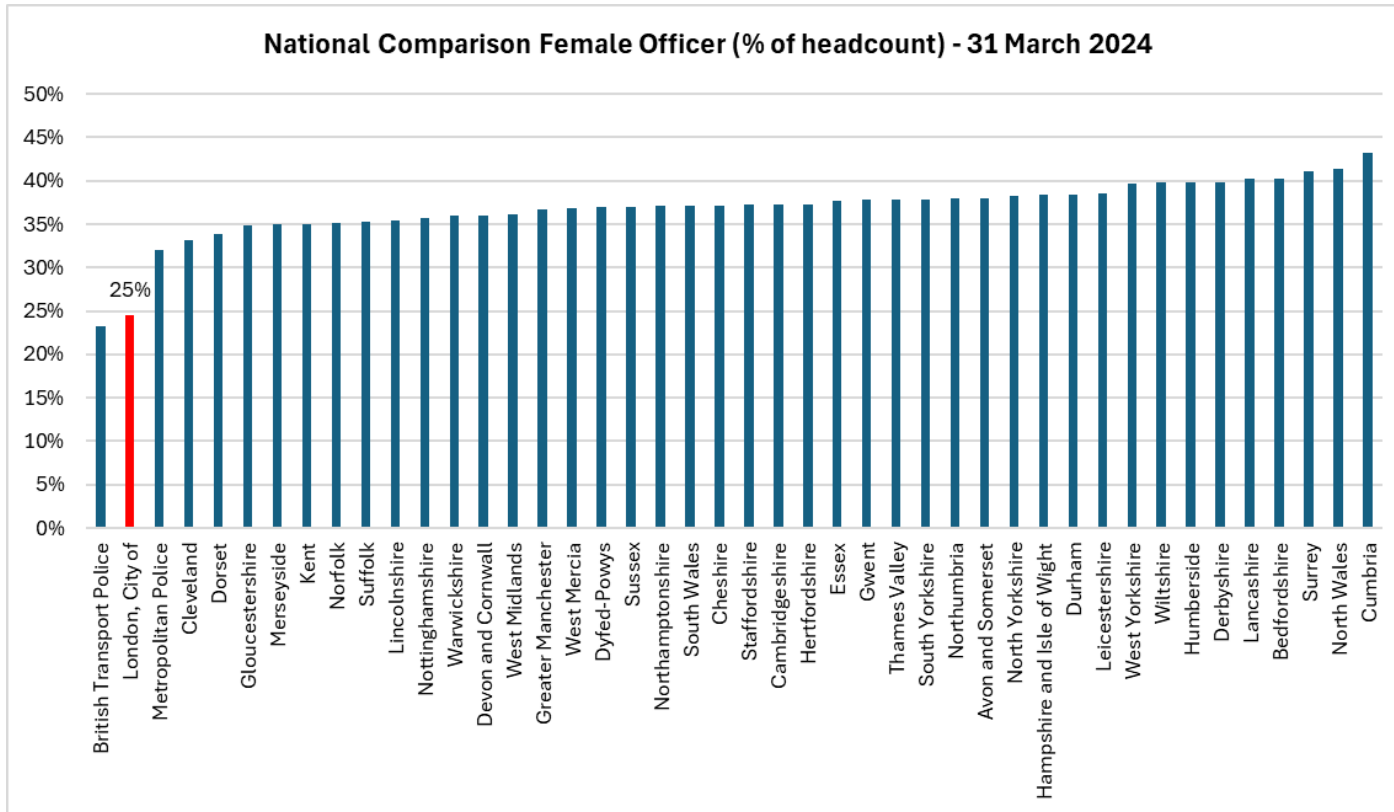
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. A natural vacancy factor of 15FTE, equivalent to £0.8m has been included the staff cost budget.
4. In addition to the officer and staff establishment, the budget above includes off setting expenditure and income associated to c185 temporary funded roles.



Diversity: Officer Gender

Officer female profile slightly increased by 0.1% with 24.7% female of 999 total officer headcount, compared to 24.6% of 1001 headcount in March 2024. 27% of all officer joiners (15 officers) between April 2024 and June 2024 were female. CoLP female officers continues to be low when compared nationally (average 36%).

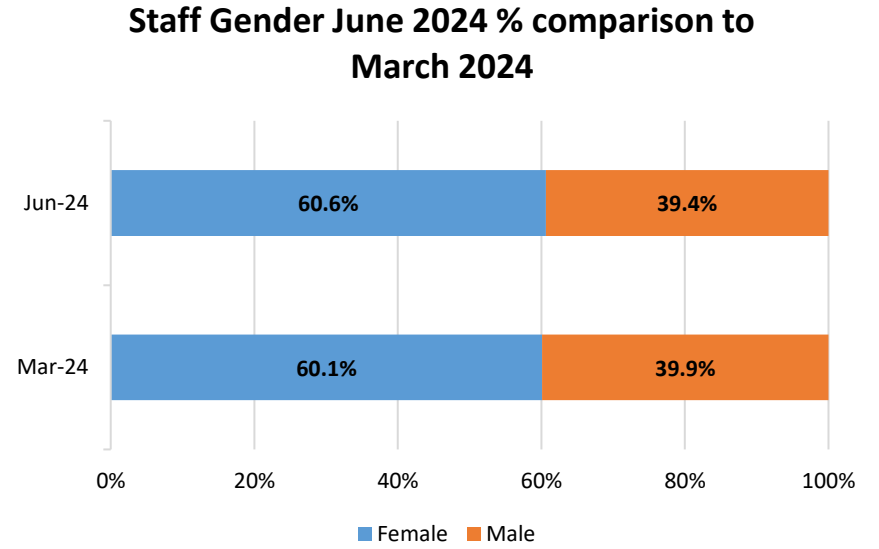
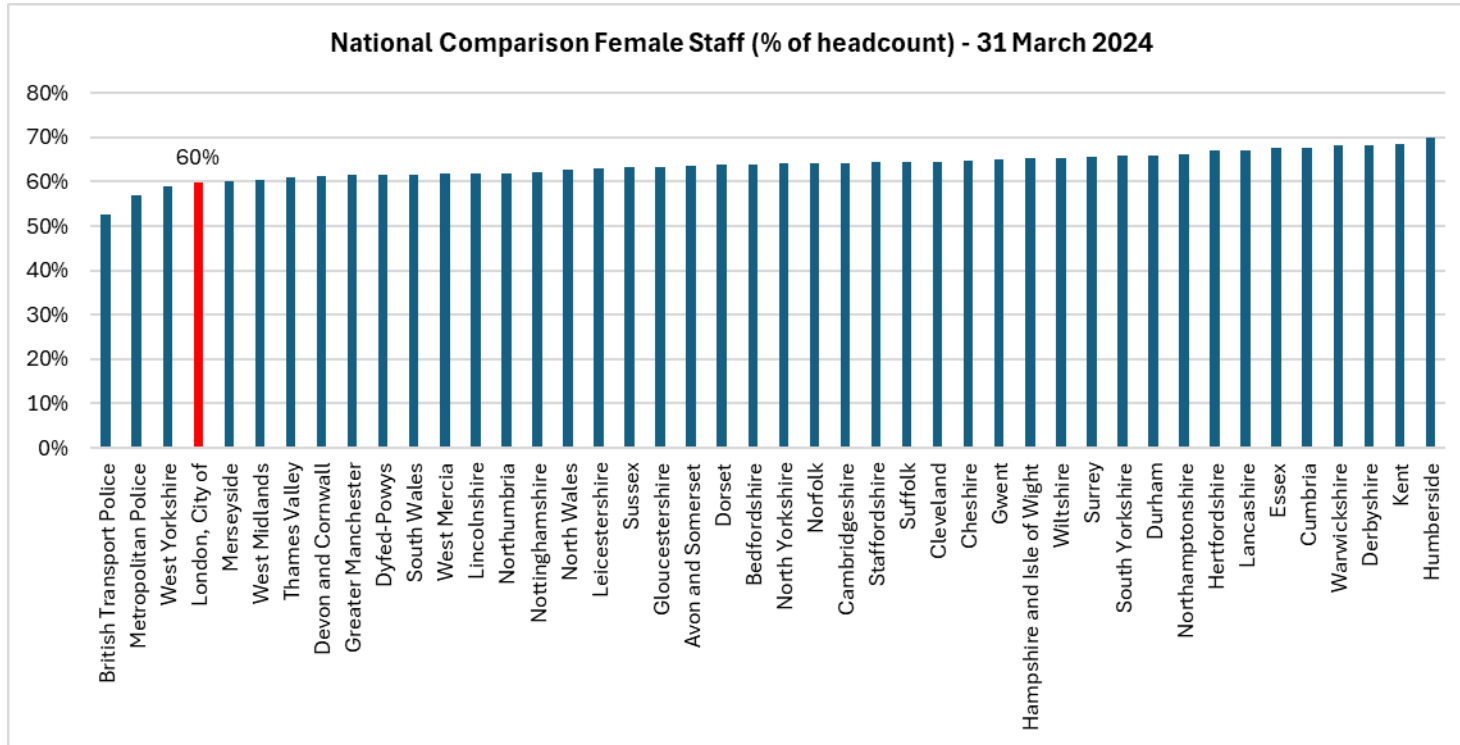
A recent survey in force, asked female staff to tell us if they would consider a career as an officer, and if there was anything preventing them from doing so. There were 44 responses, in which the majority said they had consider becoming an officer and would be most interested in a Detective pathway. However, the salary, work/life balance, shift patterns and impromptu extraction, age and fitness were key themes for barriers to them. To combat this, the CoLP has looked advertising officer roles as full time or part time and continues to have a Detective pathway available each year.



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Diversity: Staff Gender

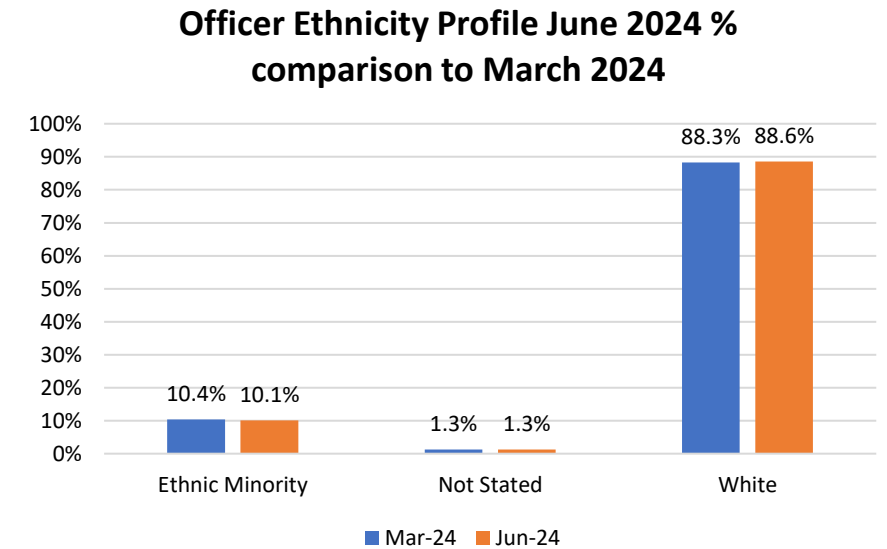
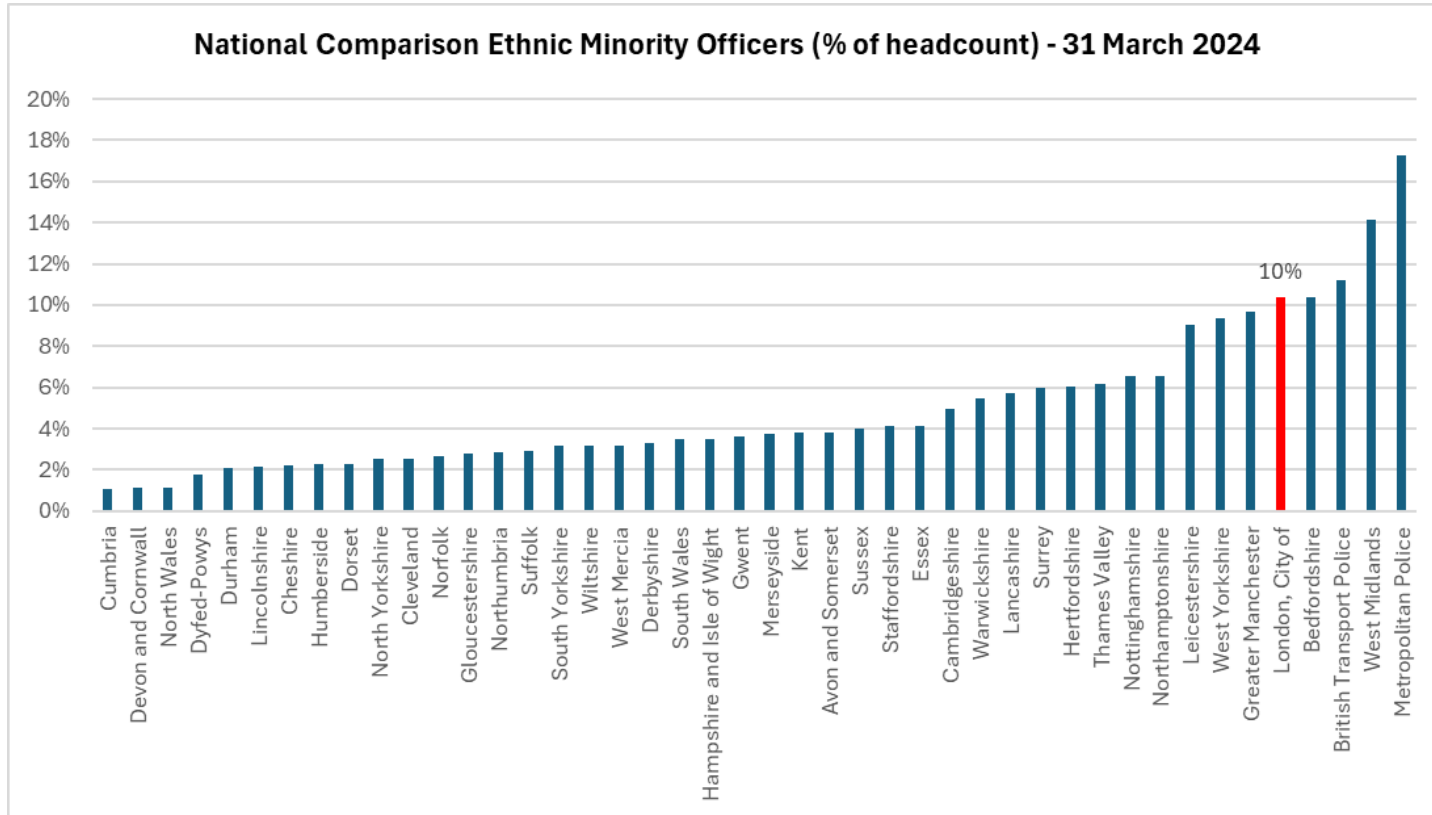
Staff female profile has slightly increased by 0.5% since the last reporting period, the female profile at the end of June was 60.6% of 579 total Staff headcount (increased from 569 headcount).



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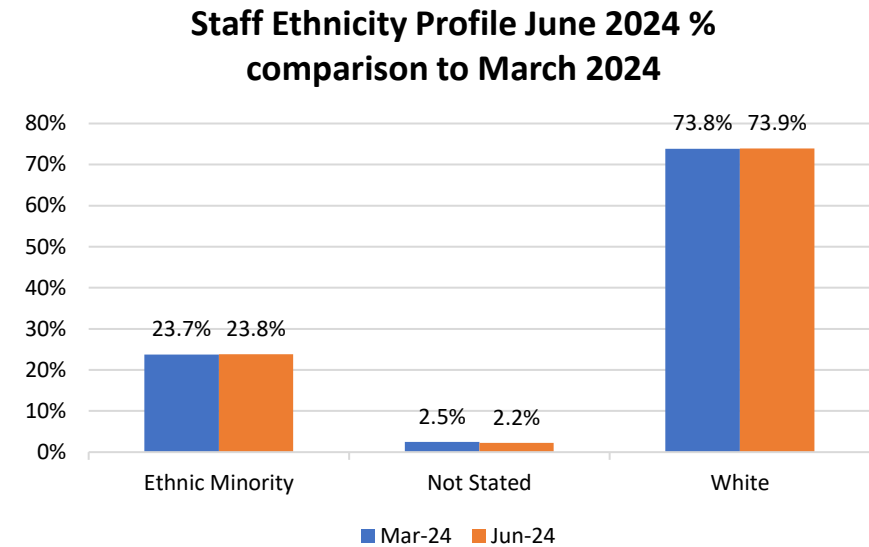
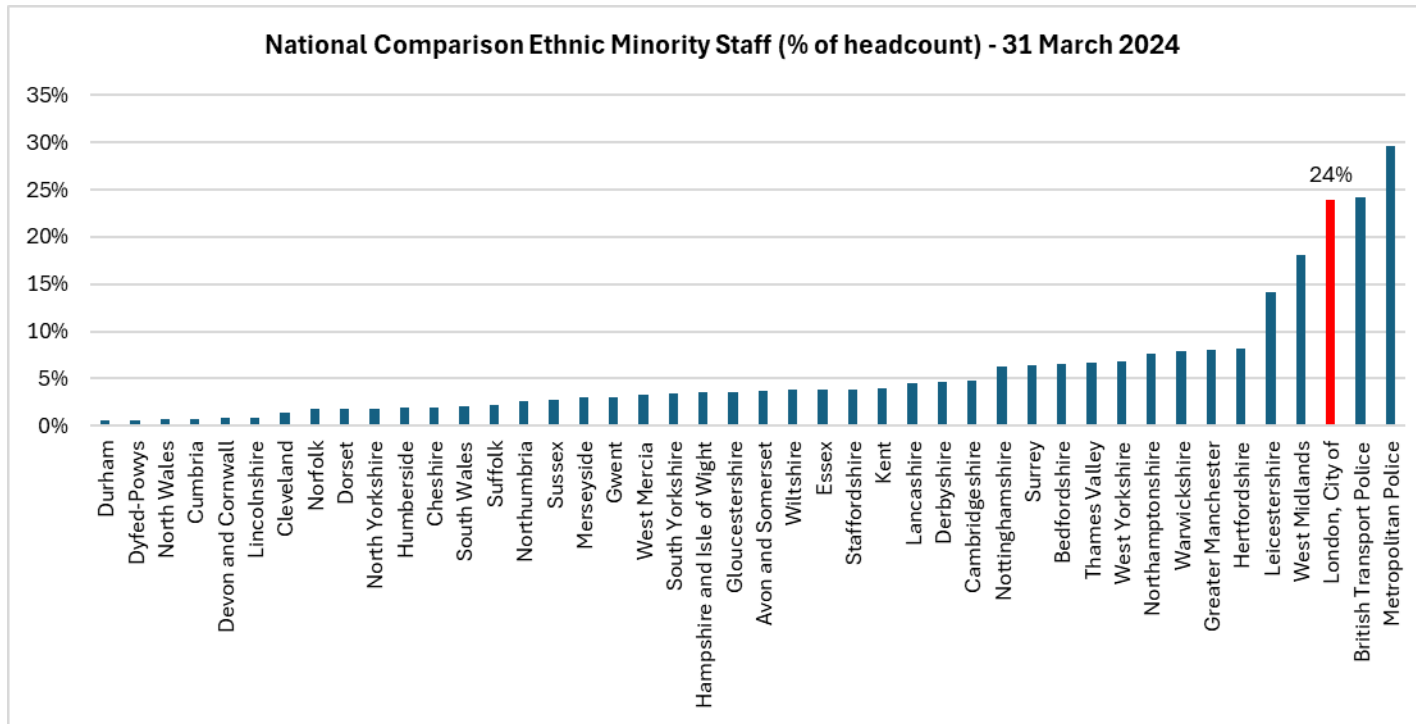
Diversity: Officer Ethnicity

There has been a slight decrease from 10.4% in March 2024 to 10.1% of a total 999 Officers identifying as from an ethnic minority background. No officers joined from an ethnic minority background in the reporting period. Of the total ethnic minority officers, 29% are female and 71% male. CoLP ethnic diversity is higher than the national average for forces in England and Wales but is low compared to the City of London population.



Diversity: Staff Ethnicity

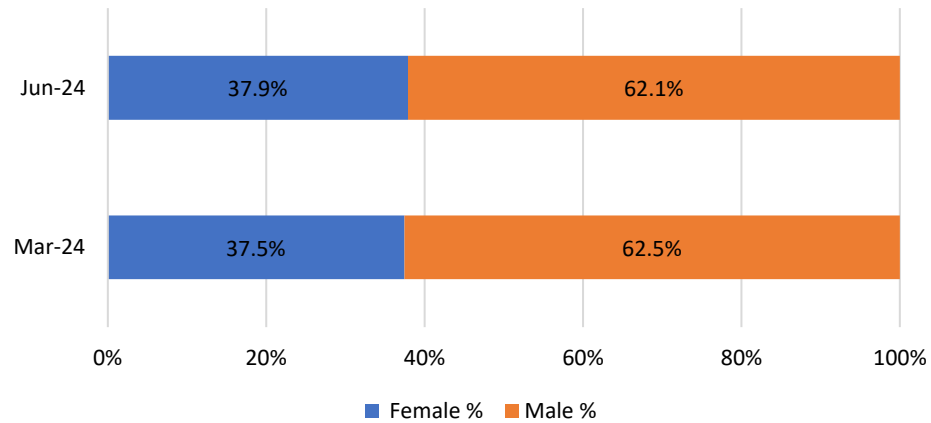
The number of ethnic minority staff has increased by 0.1% since the last reporting period to 23.8%. Total headcount was 579 (previously, 23.7% of 569 headcount). Of the total ethnic minority staff, 64% are female and 36% male.



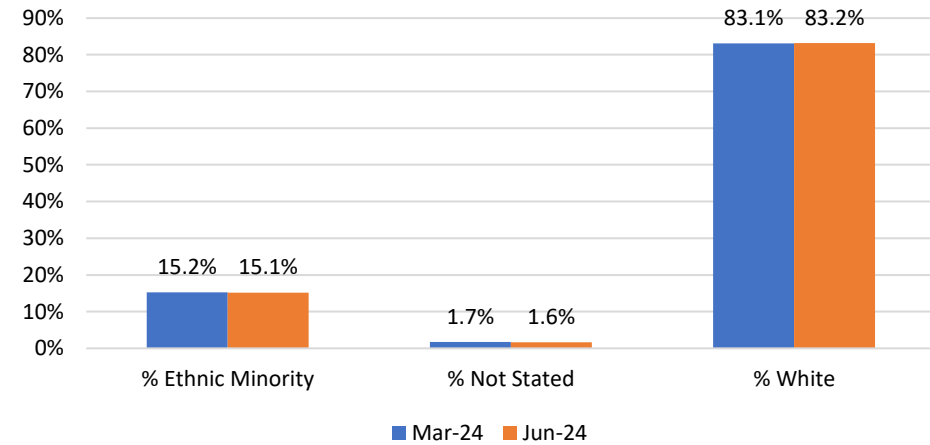
Diversity: Total Workforce

Our total workforce (Officers and Staff), has a headcount of 1578. 37.9% are female and 15.1% identify as from an ethnic minority background.

Total Workforce (Officers & Staff) Gender June 2024 % comparison to March 2024



Total Workforce (Officers & Staff) Ethnicity June 2024 % comparison to March 2024



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Recruitment

We have continued to recruit against our workforce strategy and maintained our Police Officer headcount in March and are tracking to achieve it again in September. Our next student officer intake is in September 24, when the force will welcome 10 uniform constables on the newly created Police Constable Entry Programme (PCEP) course from the College of Policing, replacing the previous popular Initial Police Learning and Development Programme (IPLDP) route. The force has enrolled on a new pilot with Police Now for Fraud and Cyber detectives, with the first cohort of 14 starting in March. We continue to attract experienced talent into the force and have maintained a steady flow of transferees each month, selected against the force's priority posts such as detectives and firearms. We have recruited 8 Special Constables within the reporting period.

Recruitment Strategy Initiatives

Entry Routes

- Strategy currently includes a mixture of Uniform PCEP and we have confirmed the pilot of a specific Fraud and Cyber detective programme through Police Now, with the first intake of 12 officers due to start in March 2025.

Increasing Diversity, Capacity and Customer Experience

- Research has been carried out asking female police staff on the barriers to becoming officers, their responses have helped shape additional supportive measures such as additional support for the fitness test and work is underway looking at shift patterns and direct entry leadership roles.
- 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 adjustments.
- Vocal coach training has been delivered to assist officers or staff who are planning to apply for promotion within the next 12 months. The training focused on developing presentation skills, effective communication and how to manage your speech in pressured environments. The training received a 100% positive response from all participants who attended, further sessions are being planned.

Resources

- Additional recruitment resources have been recruited to support the volume of recruitment over the next 3 financial years.
- Extra resources have been created for vetting, recruitment is challenging, vetting standards have increased and there is an ongoing work to improve processes and technology
- Additional resources have been hired to support the project across Learning & Organisational Development (L&OD), OH and Corporate Communications.

Attraction Strategy introduced



- Our social medial content is continuing to provide excellent candidate engagement
- We are engaging with a wide variety of advertising platforms
- Use of external advertising via Indeed and Crooton.
- Promoting many more roles on a part time basis to try to attract more underrepresented groups into the force.



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Recruitment

This is the current workforce plan for the financial year 2024/25, which show our recruitment plans for officers, staff and specials in more detail. This is updated monthly with our actual attrition and recruitment figures to ensure we make any necessary profile changes to keep within our headcount targets and affordability model.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	24/25
Headcount Start Month	1,001	996	1,001	1,001	995	993	1,001	996	993	989	986	985	1,001
Target Headcount (996)	996	996	996	996	996	996	996	996	996	996	996	996	996
Increase / (Decrease) in FTE													
Retirement	(4.0)	-	(1.0)	(2.0)	(2.0)	(7.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(34)
Medicals	-	-	(1.0)	-	-	-	-	-	-	-	-	-	(1)
Transfer Out	(2.0)	-	(1.0)	-	-	(1.0)	(1.0)	(2.0)	(3.0)	(2.0)	(2.0)	(1.0)	(15)
Resignations incl Probationers	(2.0)	-	(1.0)	(5.0)	(2.0)	(5.0)	(2.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	(29)
Secondment out not paid by COLP	-	-	-	-	-	-	(1.0)	-	(1.0)	(1.0)	-	(2.0)	(5)
End of Contracts/Dismissed	(3.0)	-	(2.0)	-	(1.0)	-	-	(1.0)	-	-	-	(1.0)	(8)
New Probationers	-	-	-	-	-	10	-	-	-	-	-	14	24
ROCU	4	-	3	-	1	-	-	-	-	-	-	-	8
Transfers In / Other (returners/rejoiners)	2	5	3	1	2	11	2	5	6	6	6	5	54
Ch Insp Promotions													-
Supt promotions													-
Sgt Promotions (excluding Internals approx.)													-
Insp Promotions (excluding Internals approx.)													-
Total Increase / (Decrease)	(5)	5	-	(6)	(2)	8	(5)	(3)	(4)	(3)	(1)	10	(6)
Headcount End Month	996	1,001	1,001	995	993	1,001	996	993	989	986	985	995	995
FTE End Month	986	993	992	985	984	993	988	985	981	978	977	987	987
FTE Establishment (983)	985	985	985	985	985	985	985	985	985	985	985	985	985
Staff Leavers (Established posts)	-	(3)	(3)	(4)	(4)	(4)	(4)	(4)	(3)	(4)	(3)	(7)	(43)
Staff Recruitment (Established posts)	8	3	3	2	5	3	13	14	5	5	7	7	75
Staff Leavers (Temporary posts)	-	-	-	(2)	(4)	(1)	(1)	(1)	(2)	(1)	(2)	(1)	(15)
Staff Recruitment (Temporary posts)	1	2	1	-	2	-	4	4	4	4	4	4	30
Total Staff FTE (End month)	562	563	563	557	557	559	571	584	588	592	598	601	601



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Recruitment: Staff Plan

The force has an overall police staff establishment of 539 posts, previously 517. The recruitment plan to increase staff headcount was formulated against the 517 establishment, minus 14 posts held to fund temporary posts. Therefore, our recruitment strategy aims to recruit to the 503 active posts within the current establishment. In addition, the force has 203 Temporary Funded Staff posts, separate fixed term resources have been allocated to recruit to vacancies within this model.

A recent in-depth review of vetting has highlighted the additional demand the service has been managing including a significant surge in re-vetting, FCCRAS, Corporation Vetting, increased misconduct-based vetting, historical data wash, NLF Growth and contractors. This has impacted our ability to achieve the ambition of 96% strength by November 2024. We are putting additional resources into vetting and reprofiling the police staff recruitment.



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. HR and vetting have recruited additional resources to support the recruitment for roles within the FCCRAS and Fraud Reform projects, also to support the uplift in headcount for police staff against the BAU establishment. Separate governance has been set up with the forces Service Delivery Director to oversee FCCRAS recruitment, BAU is monitored via People Board.

Risks identified by Uplift Programme to maintain target

Attrition higher than projected levels

This impact of the updated workplace attendance policy has been identified via the staff survey with the increased risk of attrition in September when the changes are implemented. The stay pathway programme launched in July with 9 volunteer coaches from all ranks and grades supporting those officers and staff who are considering leaving the force, discussing any options which may enable them to stay.

Volume of vetting

The full review of the total demand picture into vetting including contractors, established and funded recruitment, as well as re-vets, has been completed by a Business Analyst, recommendations are being adopted and monitored via a new Professionalism & Trust performance meeting and Strategic People Board.

Tutoring constables

L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts

Attraction for Police Staff

Work continues to progress with Ambition 25 with the results and implementation due to be rolled out in the autumn. We have recruited a new Recruitment Manager who will lead on the attraction strategy. We continue to utilise recruitment platforms such as LinkedIn, Indeed and Guardian jobs.



Recruitment continued

- The force launched its promotions pilot scheme to assist in the development of our officers at a variety of different ranks who participated in the promotions boards but fell just short of the pass mark. 9 Sergeants and 5 Inspectors were selected as those whose results were within 10% of the pass mark. Of whom, 36% are female and 14% are from an ethnic minority background. Each candidate must complete a Performance Assessment Review (PAR) which provides the vehicle for Directorate Heads sign off for promotion to Temporary Sergeant/Inspector at the end of the Promotion Pilot. The PAR is used to monitor progress, to ensure officers are not only supported in their development but are also reaching the required standards to be promoted to Temporary Sergeant/Inspector.
- We are exploring and implementing a range of measures to improve vetting productivity including short term surge in capacity, staff development, process improvements and, in the longer term, improvements to technology and use of automation. This will greatly reduce the time to hire for candidates and ensure we are able to retain post offer the talent we have selected.

JOINERS

- A total of 15 police officers transferred into the force during the reporting period.
- A total of 17 police staff joined the force in substantive and fixed-term roles during the reporting period.



Leavers: Officers

During the period (April to June 2024), 17 Police Officers left the force, this equates to a 1.7% leaver rate. Compared to 2023/24 where 34 Officers left the force (3.4%) during Q1, the number of leavers has reduced for Q1 2024/25. Reasons for leaving are provided in the table below, the main reason for leaving in Q1 2024/25 was retirement.

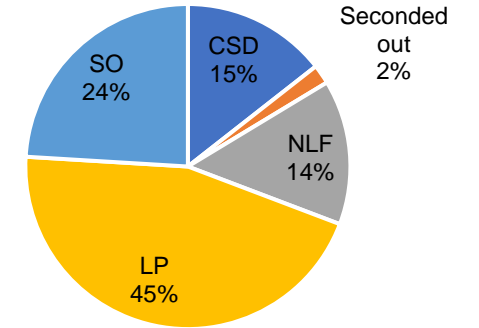
Of the 17 Police Officers that left the force, the majority left from National Lead Force (8), half of which are related to change in regional ROCU personnel. 1 officer left during their probation. The number of leavers varies per month, from 11 in April to none in May, and the majority left from constable rank. Excluding ROCUs, the average length of service for officer leavers was 21 years.

Police Officers – Reasons for Leaving (per Financial Year)

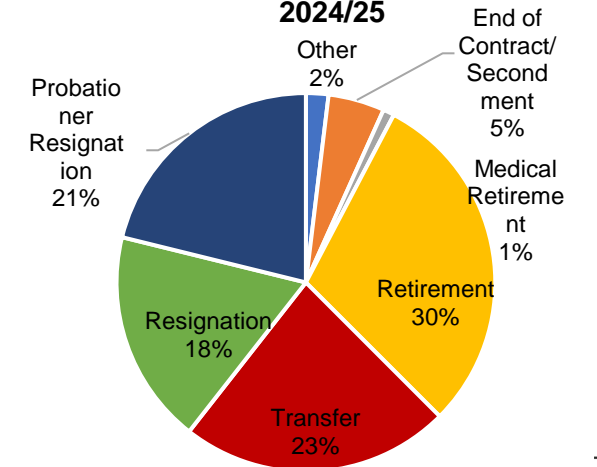
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1
Other	0	0	0	1	0	1	1	0
Dismissed	1	1	0	0	0	1	1	1
End of Contract/ Secondment	1	0	0	4	1	11	5	4
Medical Retirement	2	0	2	1	0	2	1	1
Retirement	35	37	31	29	42	43	31	6
Transfer	9	17	22	14	26	20	24	3
Resignation	26	7	22	21	27	34	41	2
Total	74	62	77	70	96	112	104	17

The Retention and Exiting Working Group continues to review the exiting data to better understand why people are leaving to develop retention strategies. In April 2024, the exit survey was updated to use questions from a national leaver's framework. From the exit surveys for both Officers and Staff (April 2024 – June 2024), personal and professional development and training was the main contributing factor for people leaving. There were positive scores for enthusiasm for the job, satisfaction with pay and benefits, and being treated fairly. Areas to work on included wellbeing, work-life balance, workload, and training and development.

Officer Leavers by Directorate Q1 2024/25



Officer Reasons for Leaving Q1 2024/25



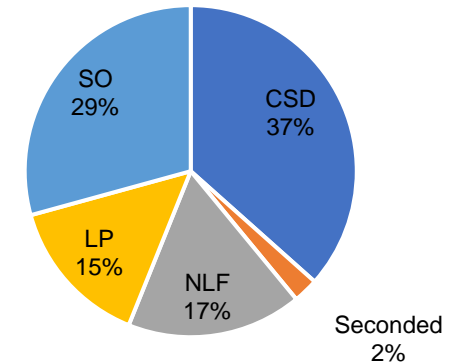
Leavers: Staff

During the reporting period, 6 Police Staff left the force, this equates to 1% leaver rate. This is a low number of leavers in comparison to Q1 2023/24 where 14 staff left. The main reason for leaving was resignation, the majority of leavers were from Grade E. 50% of leavers had less than 4 years' service.

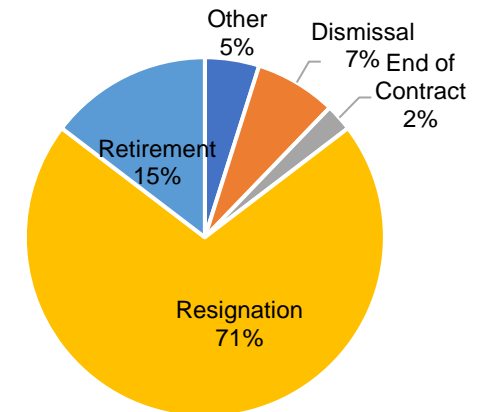
Police Staff – Reasons for Leaving (per Financial Year)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Other	1	1	0	1	0	0	2	0
Dismissed	2	1	1	2	0	3	3	0
Medical	0	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0	0
End of Secondment/ Contract	0	1	0	0	1	1	1	1
Redundancy	1	1	0	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	28	4
Resignation joined Police	7	2	0	0	2	2	1	0
Retirement	5	10	6	7	8	11	6	1
Transfer	2	0	0	0	0	0	0	0
Total	60	65	51	35	63	78	41	6

Staff Leavers by Directorate 2023/24



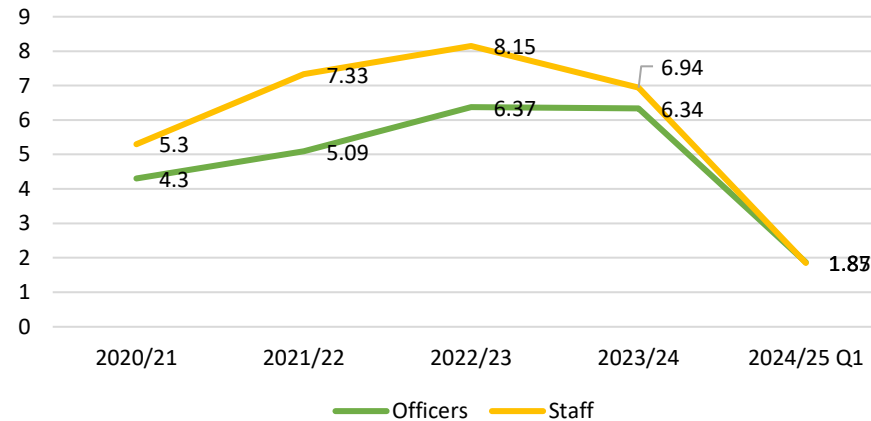
Staff Reasons for Leaving 2023/24



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 – June 2024, the force's sickness absence rate was 2.90% for Officers, and 2.87% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 1.87 days and for Police Staff was 1.85 days during this period. In comparison to Q1 2023/24, average days lost is higher for Officers and lower for Staff in 2024/25 (Q1 2023/24 reported: Officers – 1.78, Staff – 2.28 average days lost). The graph below shows the total average days lost by financial year since 2020/21.
- The force has reviewed its internal sickness target and agreed a target of 'less than 10 days sickness in a 12-month period' for officers and staff, this links to the sickness triggers already in place and allows for greater link up between management boards.

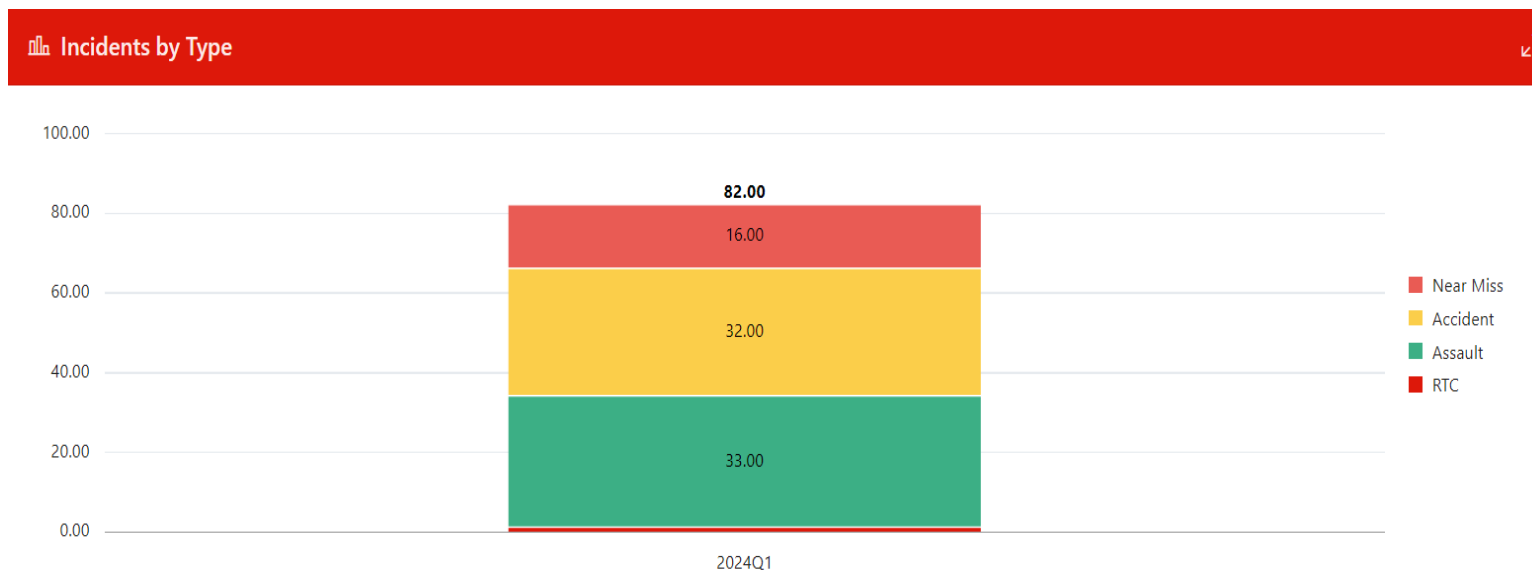
FY Comparison of Average Days Lost by Employee Type Headcount



Health & Safety

During Q1 24/25 there has been a notable increase in the number of health and safety incident reports in comparison to Q1 23/24 when a total of 53 health and safety incident reports were received. The number of assaults was comparable across both periods with 31 reported in Q1 23/24 and 33 in Q1 24/25. The increase in overall reports in Q1 24/25 were due to an increase in accident reports, just over half were minor injuries sustained during public and personal safety training (PPST). This coincides with full implementation of the College of Policing's new PPST syllabus in April 2024, which is more robust than previous training; the aim of which is to reduce the number of injuries, particularly serious injuries, sustained during operational scenarios. This is along with changes to the PPST training team who have taken a thorough approach to health and safety reporting and have introduced improvements in local processes for review and monitoring of the incidents and any learning is applied accordingly.

During the reporting period there were 3 incidents reportable to the HSE one where an off-duty officer was assaulted after intervening in a fight sustaining fractured ribs and a broken nose. The remaining reports were over 7-day injuries where the individuals concerned were either on sickness absence or unable to perform their full-range of duties immediately following the incident. The injuries sustained were a deep laceration by a police officer on secondment to the MPS public order training team and the other was where a police officer injured his hand whilst using the force gym.



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 30 June 2024:

- 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	104	85	6	6
Response & VCU	76	153	9	7
Taskforce	183	154	14	13
Contact & SMT	27	23	46	39
Total Local Policing	390	415	75	65



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 Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	106	95	73	80
Investigation Services	158	160	26	24
Forensic Services	11	8	25	27
Criminal Justice System	27	29	45	39
SO SMT (Supt above)	6	6	1	0
Total Specialist Ops	308	298	170	170



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	60	10	11
NLF Fraud	49	38	15	26
NLF Coordination	13	10	7	10
NFIB	18	21	49	76
Action Fraud	0	0	24	40
NPCC Cybercrime	9	8	3	5
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	6 (2 Secondments)	0	1
Total National Lead Force	165	143	108	169



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	3	3
Strategy and Fed	27	25	30	20
Change	0	2	19	15
Support Services (HR, Finance, Communications, Estates)	0	2	70	63
IMS and IT (Incl. Business Insights)	6	3	43	32
Professionalism and Trust	54	66	21	23
Total Corporate Services	92	106 (incl. 2 secondments)	186	158 (incl. 2 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.

