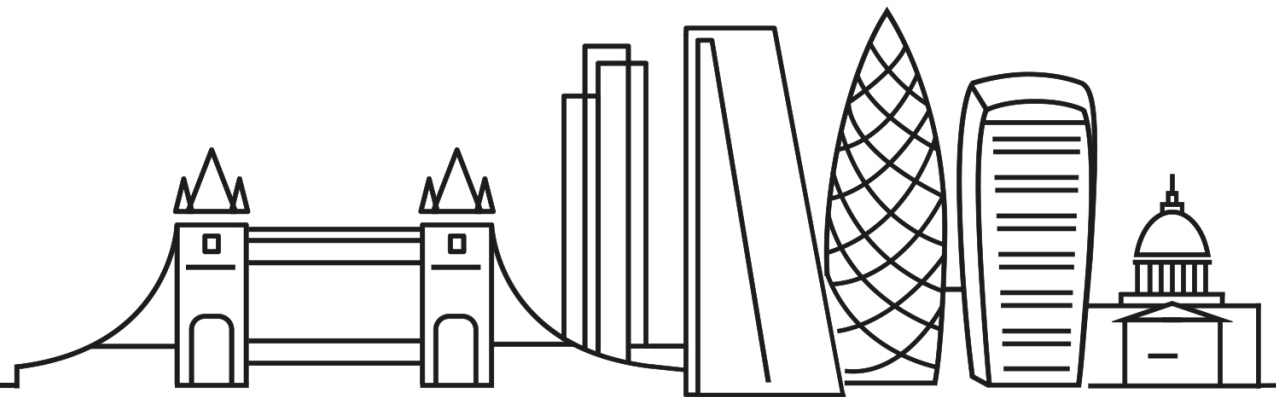


# HR Monitoring Report

Q2 – July 2024 to September 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 Q2 2024/25 between **1<sup>st</sup> July to 30<sup>th</sup> September 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 2024-28 has been written, breaking down staff recruitment into established and temporary funded. The plans reflect how we will monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment; we continue to recruit to priority roles including: detective and firearms officers and it has been developed further to include the vetting demand profile to ensure we are not profiling higher than is achievable with the other supporting services.
  3. **Leavers:** During the reporting period, 25 Police Officers and 18 Police Staff left the force, this equates to a 2.5% and 3.1% leaver rate respectively. 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 including transfers, 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 4.29 days and for Staff was 3.91 days (April 2024 – September 2024). 3.32% of officers and 3.09% of 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%, the Force 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).
- 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, slide 18.

## OPERATING MODEL:



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# Workforce Establishment

- As at 30 September 2024, the Force has an overall strength of 990 (FTE) Police Officers, against our agreed budgeted establishment of 985 (Force Strength Indicator, FSI, April 2024). 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 451 (FTE), with staff in Temporary Funded posts as well our total staff strength is 559 (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.
- There is a robust framework monitoring the number of agency staff roles and this 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 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)

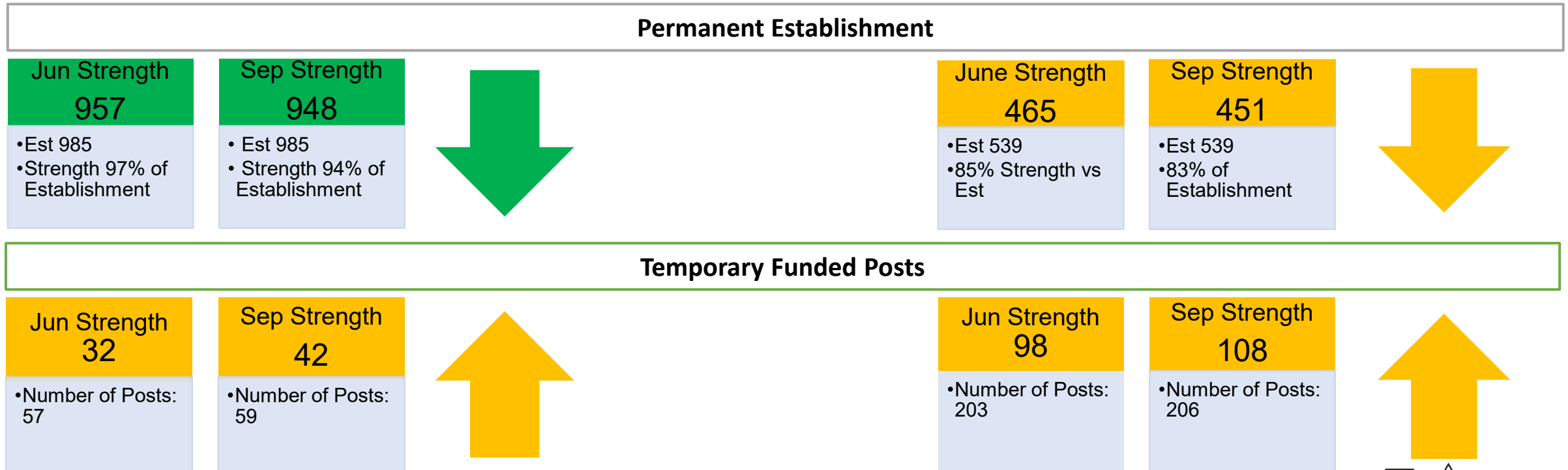


# Workforce Establishment

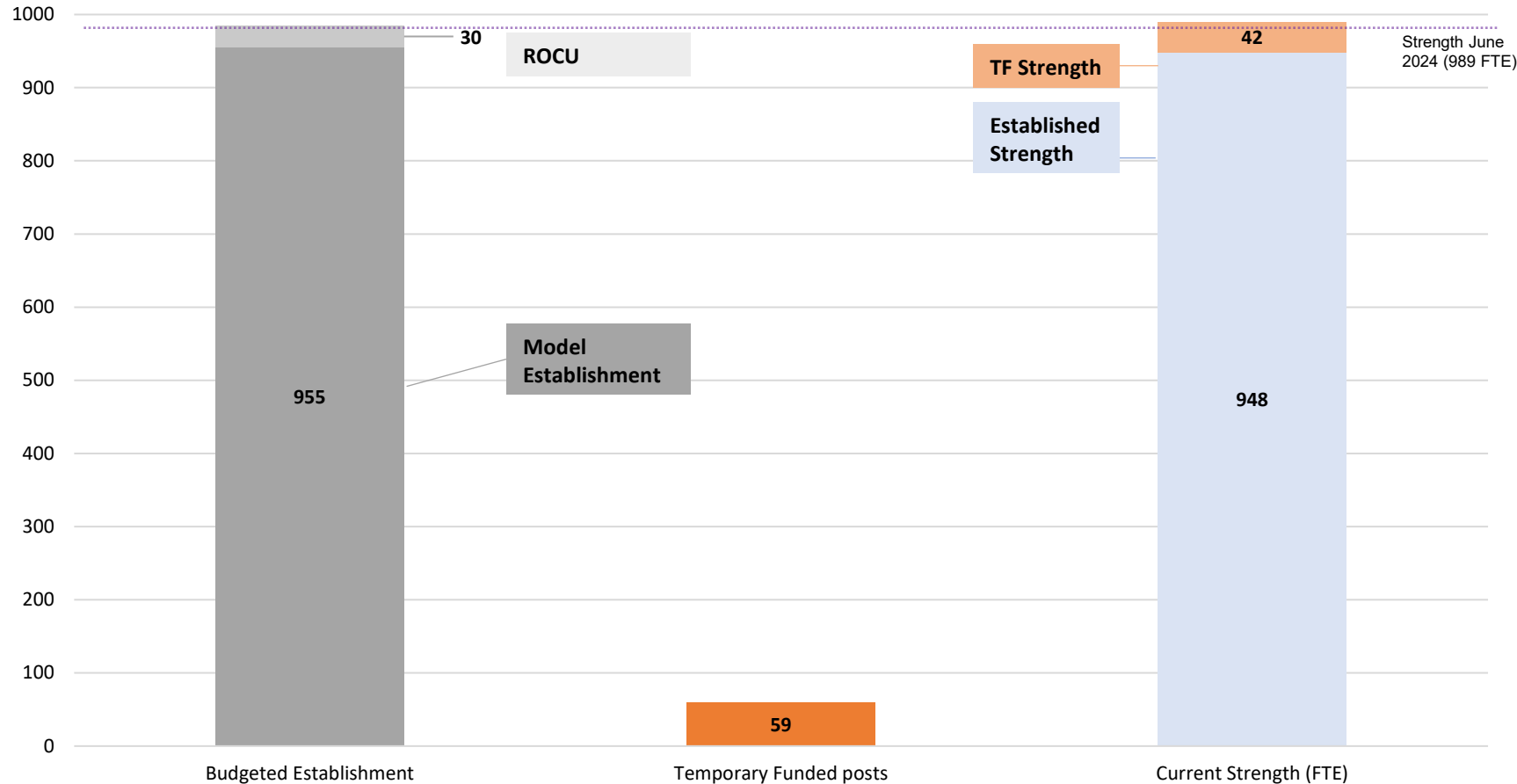
The graphic below shows establishment vs strength (FTE) for the workforce between June 2024 and September 2024. The Force hit the target the 996 officer target with a headcount of 999. Staff total strength has changed by -0.7%, staff strength is separated between permanent establishment strength and TF strength (see Appendix 1). TF posts funded by held established posts are moved to established strength to prevent double counting in TF posts/strength.

## Officers

## Staff



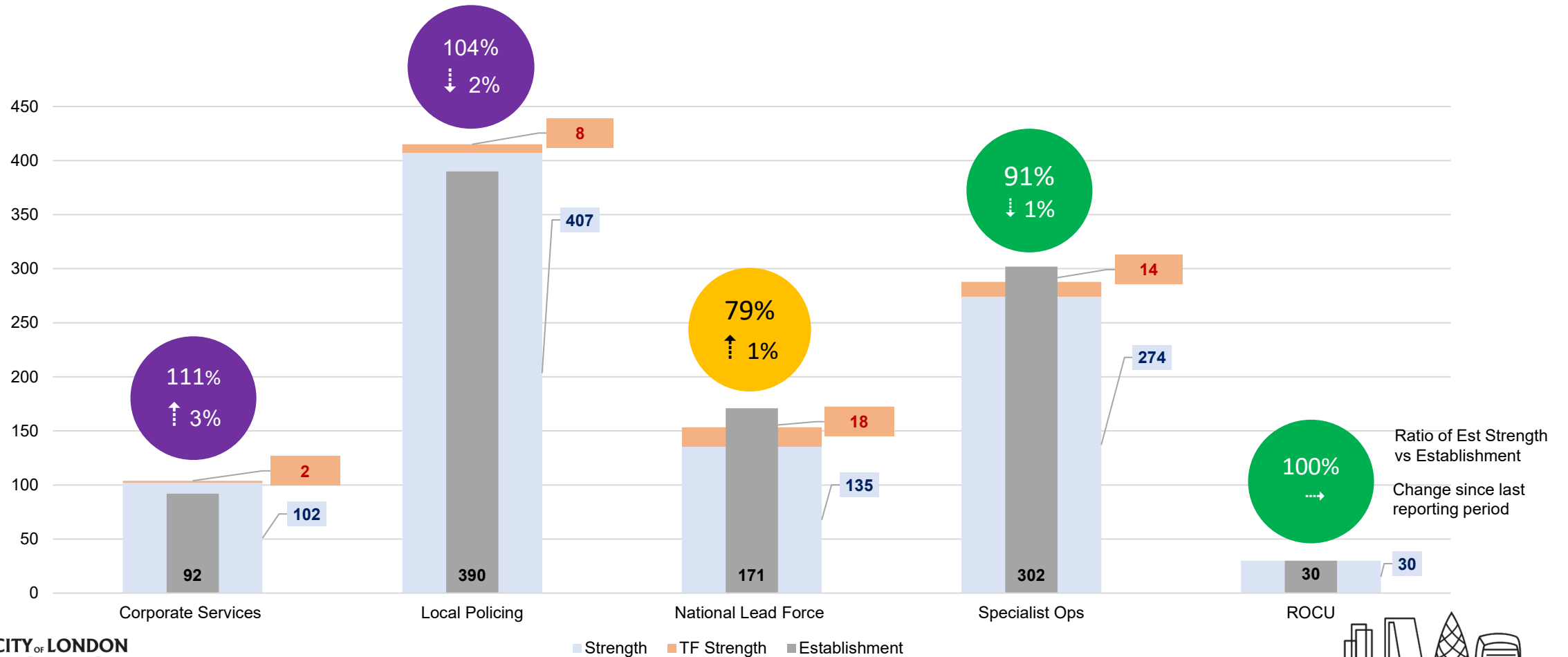
# Officer Operational Model Establishment FTE



- **Budgeted Establishment: 985 FTE**
- **Budgeted Establishment made up of:** Model Establishment (955) and ROCU allocation (30)
- **Temporary Funded (TF) posts: 59**
  - TF posts externally funded e.g., NLF related posts. [46 TF posts funded by holding a post elsewhere have been removed to prevent double counting.]
- **Officer Total Strength: 990 FTE = 948 FTE Established Strength & 42 FTE TF Strength**
- **Current overall established strength against budget: 94.5%**



# Officer Strength vs Establishment FTE (rounded)

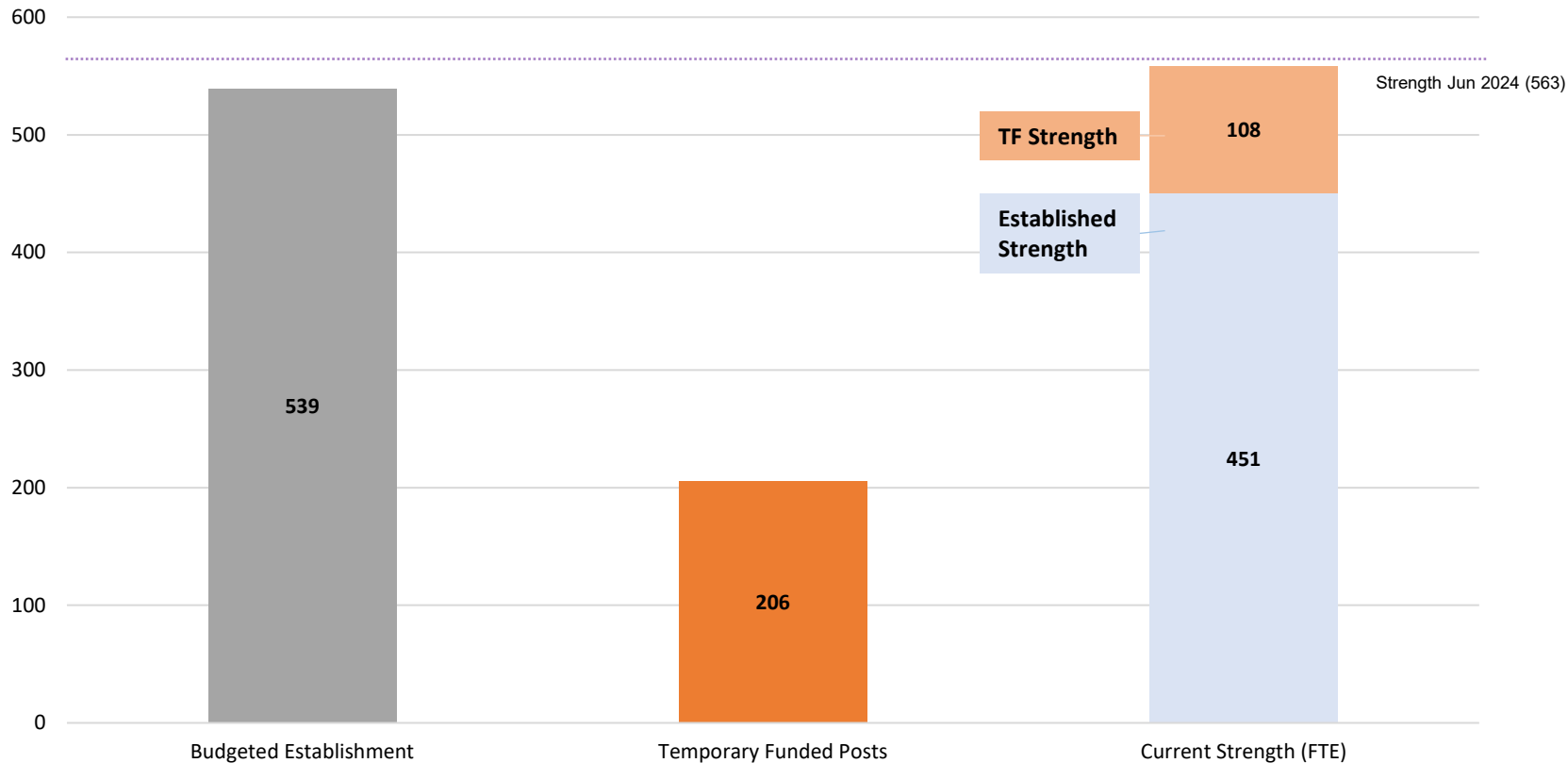


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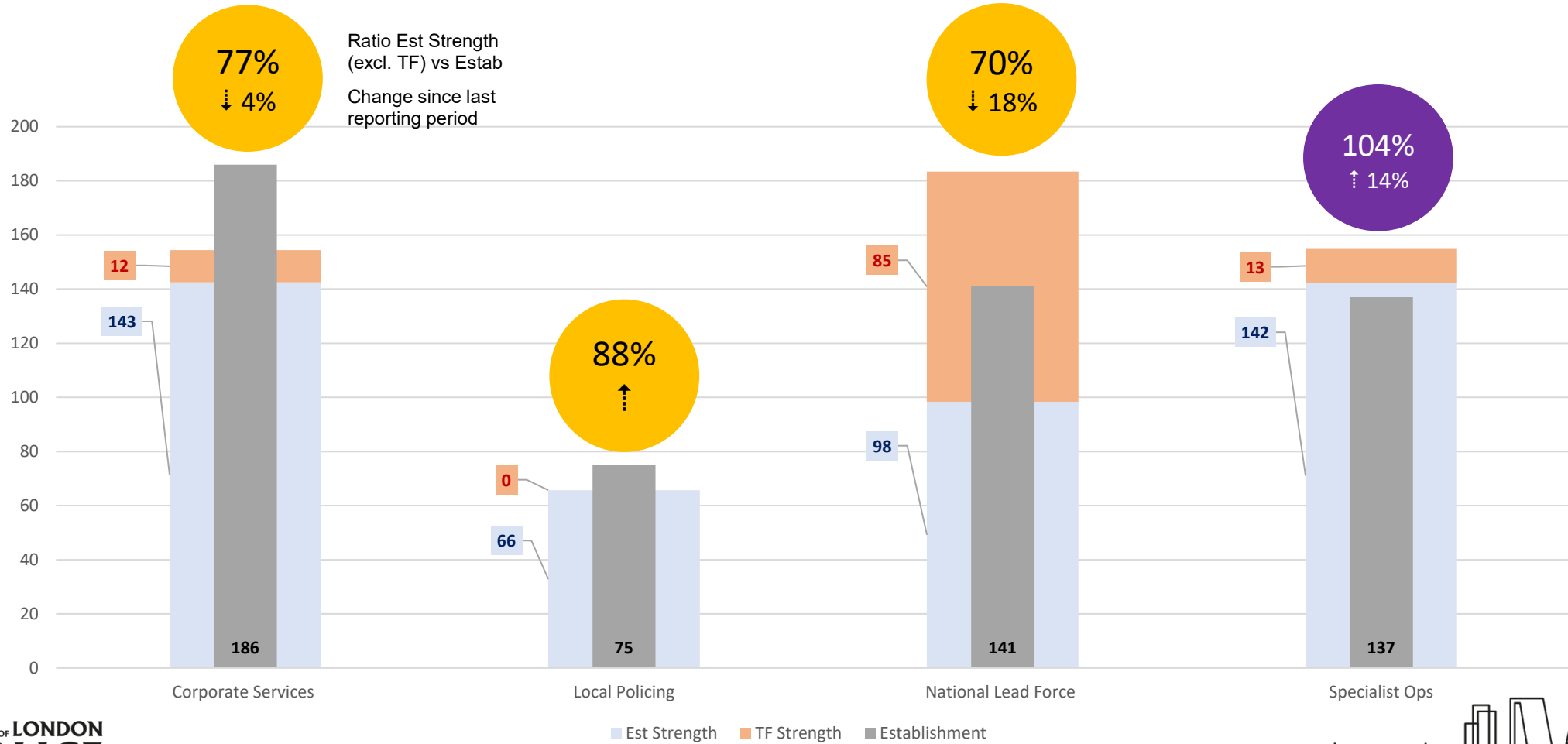
# Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 539
- **Current Established Strength:** 451 FTE
- **Current vacancies of Established posts:** 88 FTE
- **TF posts:** 206 (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength:** 108 FTE
- **Total Staff Strength:** 559 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
<b>Budgeted (Established) FTE</b>						
Officers	985	392	308	194	90	1
Staff	539	75	170	109	185	0
<b>Total</b>	<b>1524</b>	<b>467</b>	<b>478</b>	<b>303</b>	<b>275</b>	<b>1</b>
<b>Budgeted £m</b>						
Pay Costs	147.7	35.6	33.5	33.9	22.4	22.3
Non Pay Costs	59.5	3.6	3.4	28.1	17.0	7.5
<b>Total Expenditure</b>	<b>207.2</b>	<b>39.1</b>	<b>36.9</b>	<b>62.0</b>	<b>39.4</b>	<b>29.8</b>
Income	(93.1)	(7.4)	(7.7)	(54.3)	(6.9)	(16.9)
<b>Net Budget</b>	<b>114.1</b>	<b>31.7</b>	<b>29.2</b>	<b>7.7</b>	<b>32.6</b>	<b>12.9</b>
<b>Functions incl.</b>		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 15 FTE, 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.
5. Non-Pay costs excludes the redistribution of £30.9m of Home Office Cyber grants to other forces.



# Recruitment

We have continued to recruit against our workforce strategy and maintained our Police Officer headcount in September, including welcoming our newest cohort of 10 uniformed student officers, on the newly created Police Constable Entry Programme (PCEP) course from the College of Policing. This replaces 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 run two promotion processes within the reporting period appointing a new Commissioner, and new Chief Superintendent for Local Policing who is due to start in post in November.

## 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 14 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

- A full review of the vetting capacity has been carried out and the recruitment profile has been updated to reflect the vetting capacity.

### 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

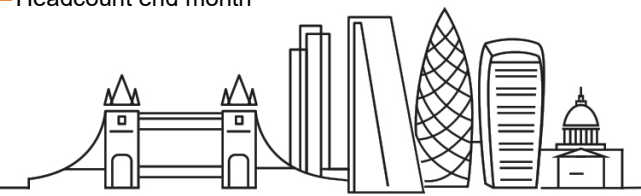
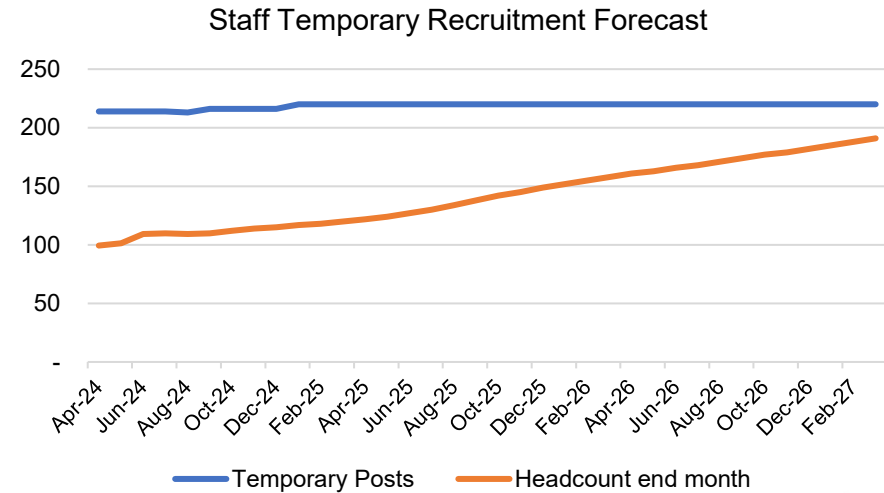
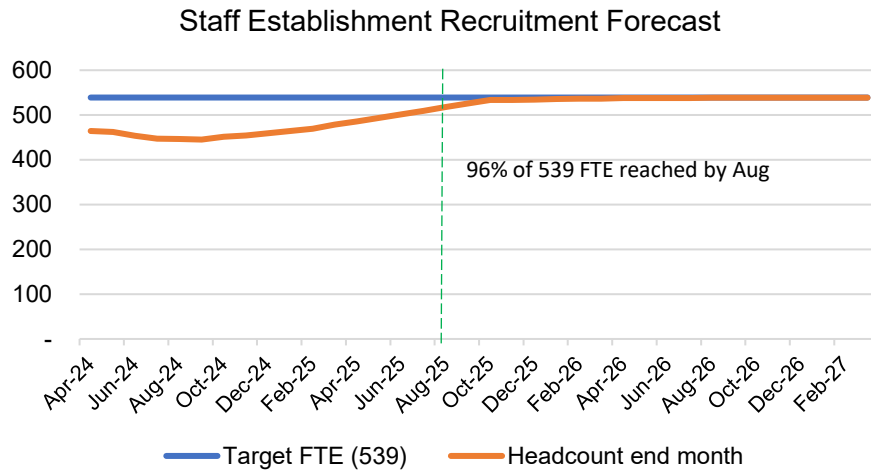
This is the current workforce plan for the financial year 2024/25, which show our recruitment plans for officers, staff and specials in more detail. It has been updated to reflect vetting capacity and is updated monthly with our actual attrition and recruitment figures to ensure we make any necessary 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
<b>Headcount Start Month</b>	1,001	995	1,000	999	992	992	999	994	992	988	985	985	<b>1,001</b>
<b>Target Headcount (996)</b>	996	996	996	996	996	996	996	996	996	996	996	996	996
<b>Increase / (Decrease) in FTE</b>													
Retirement	(5.0)	-	(1.0)	(2.0)	(2.0)	(7.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	<b>(35)</b>
Medicals	-	-	(1.0)	(1.0)	-	-	-	-	-	-	-	-	<b>(2)</b>
Transfer Out	(2.0)	-	(1.0)	-	-	(3.0)	(1.0)	(2.0)	(3.0)	(2.0)	(2.0)	(1.0)	<b>(17)</b>
Resignations incl Probationers	(2.0)	-	(1.0)	(5.0)	-	(4.0)	(2.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	<b>(26)</b>
Secondment out not paid by COLP	-	-	-	-	-	-	(1.0)	-	(1.0)	(1.0)	-	(2.0)	<b>(5)</b>
End of Contracts/Dismissed	(3.0)	-	(3.0)	-	(1.0)	-	-	(1.0)	-	-	-	(1.0)	<b>(9)</b>
New Probationers	-	-	-	-	-	10	-	-	-	-	-	14	<b>24</b>
ROCU	4	-	3	-	1	-	-	-	-	-	-	-	<b>8</b>
Transfers In / Other (returners/rejoiners)	2	5	3	1	2	11	2	6	6	6	7	7	<b>58</b>
Ch Insp Promotions													-
Supt promotions													-
Sgt Promotions (excluding Internals approx. )													-
Insp Promotions (excluding Internals approx. )													-
<b>Total Increase / (Decrease)</b>	<b>(6)</b>	<b>5</b>	<b>(1)</b>	<b>(7)</b>	<b>-</b>	<b>7</b>	<b>(5)</b>	<b>(2)</b>	<b>(4)</b>	<b>(3)</b>	<b>-</b>	<b>12</b>	<b>(4)</b>
<b>Headcount End Month</b>	<b>995</b>	<b>1,000</b>	<b>999</b>	<b>992</b>	<b>992</b>	<b>999</b>	<b>994</b>	<b>992</b>	<b>988</b>	<b>985</b>	<b>985</b>	<b>997</b>	<b>997</b>
<b>FTE End Month</b>	985	990	988	980	981	987	982	982	978	975	975	987	987
<b>FTE Establishment (983)</b>	985	985	985	985	985	985	985	985	985	985	985	985	985
<b>Staff Leavers (Established posts)</b>	-	(3)	(3)	(4)	(5)	(2)	(3)	(4)	(3)	(4)	(3)	(4)	<b>(38)</b>
<b>Staff Recruitment (Established posts)</b>	8	3	3	2	5	3	7	7	8	9	8	13	<b>76</b>
<b>Staff Leavers (Temporary posts)</b>	-	-	-	(2)	(4)	(1)	(1)	(1)	(2)	(1)	(2)	(1)	<b>(15)</b>
<b>Staff Recruitment (Temporary posts)</b>	1	2	1	-	2	-	3	3	3	3	3	3	<b>24</b>
<b>Total Staff FTE (End month)</b>	562	563	563	557	555	555	564	569	575	582	588	599	<b>599</b>
<b>Specials Recruitment</b>		1	7	1	3								12

# Recruitment: Staff Plan

The force has an overall police staff establishment of 539 posts. The recruitment plan to increase staff established FTE has been formulated to include a 4% natural vacancy factor and the plan aims to achieve 96% of 539 FTE by August 2025. In addition, the force has 206 Temporary Funded Staff posts (plus 11 temporary posts funded by holding established 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 and this ambition has now moved into the next financial year. As per the review recommendations, additional support has been introduced into the vetting department, including posting 1 Chief Inspector, 1 Inspector, 1 Sergeant, and 2 Constables. A reprofile of the Police Staff Uplift ambition is detailed below. Further opportunities for a short-term staffing uplift are also being explored which could increase the speed of achieving strength ambition. As previously mentioned, we are currently reviewing the impact of the recruitment profile on other supporting services across the force to ensure each stage of the onboarding process has the correct resource allocation to meet the demand. We are also looking for areas of continuous improvement focusing on the technology and systems we use.



# Recruitment: Risks and Priorities

Recruitment activity is being managed in relation to all officer and staff posts across the force. Whilst police officer recruitment is embedded as a standardised process and continues to deliver the maintenance of the officer uplift target in September and March, the focus has moved to our police staff numbers. As mentioned, a full review of the vetting service has taken place and staff onboarding has been reprofiled. This is a working document and any changes to resources will be reflected. Work is ongoing to accurately profile additional growth through our current and upcoming grant agreements across the next 3 financial years, recognising the impact that this will have on recruitment and the wider supporting services.

## Risks to achieving and maintaining target

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Attrition higher than projected levels

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. So far, 10 stay pathway conversations have taken place (5 officers, 5 staff) and currently all 10 are still employed within the force.

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Volume of vetting

A 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.

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Tutoring constables

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

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Attraction for Police Staff

We have recruited a new recruitment manager who starts in October, one of the main focuses of this role is to design an attraction strategy for the force. Ambition 25 roll out, which was due this autumn, has been delayed, with further updates expected in early November.

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# Recruitment continued

- The force will publish its promotions calendar for 2025 in November including processes for Superintendent, Inspector and Sergeant ranks.
- The first of the officers who participated in the promotions pilot are submitting their evidence against the Performance Assessment Report and we anticipate we will be able to confirm them at their new ranks and start their work-based assessment following their professional conversations with the directorate heads. 9 Sergeants and 5 Inspectors were selected having results that were within 10% of the pass mark. Of whom, 36% are female and 14% are from an ethnic minority background.

## JOINERS

- A total of 24 police officers transferred into the force during the reporting period, including our first PCEP student intake with 10 student officers.
- A total of 12 police staff joined the force in substantive and fixed-term roles during the reporting period.





# Leavers: Officers

During the period (July-September 2024), 25 Police Officers left the force, this equates to a 2.5% leaver rate. Across April-September 2024, 44 officers left the force, a 4.4% leaver rate. Compared to Q1-2 of 2023/24, where 55 Officers left the force (5.5% leaver rate), the number of leavers has reduced in 2024/25 and is likely to be a lower leaver rate overall than 2023/24. Reasons for leaving are provided in the table below, the main reason for leaving in Q1-2 2024/25 was retirement.

Of the 44 Police Officers that left the force, the majority left from Local Policing (14) and National Lead Force (13 - half of which are related to change in regional ROCU personnel). 2 officer left during their probation; the majority left from within the constable rank. Excluding ROCUs, the average length of service for officer leavers was 17 years.

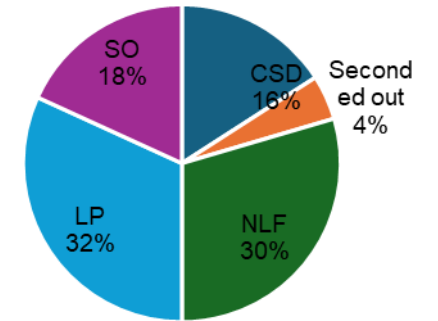
**Police Officers – Reasons for Leaving (per Financial Year)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-2
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	8	6
Medical Retirement	2	0	2	1	0	2	1	2
Retirement	35	37	31	29	42	43	31	16
Transfer	9	17	22	14	26	20	24	6
Resignation	26	7	22	21	27	34	41	13
<b>Total</b>	<b>74</b>	<b>62</b>	<b>77</b>	<b>70</b>	<b>96</b>	<b>112</b>	<b>107</b>	<b>44</b>

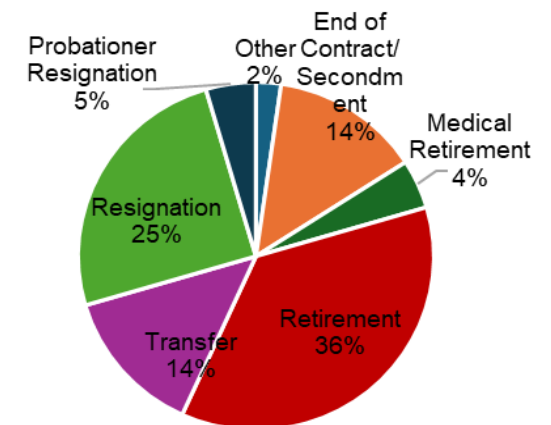
The Retention and Exiting Working Group continues to review the exiting data to better understand why people are leaving to develop retention strategies. In April 2024, the exit survey was updated to use questions from a national leaver's framework. From the exit surveys for both Officers and Staff (April 2024 – September 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 Q1-2 2024/25**



**Officer Reasons for Leaving Q1-2 2024/25**



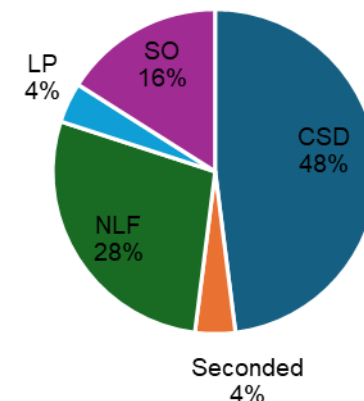
# Leavers: Staff

During the reporting period (July-September 2024), 18 Police Staff left the force, this equates to 3.1% leaver rate. Across April-September 2024, 25 staff left the force, a 4.3% leaver rate. Compared to quarter 1-2 of 2023/24 where 24 staff left the force (4.6% leaver rate), the number of leavers remains similar in 2024/25. The main reason for leaving was resignation, the majority of leavers were from Grade E. 64% of leavers had less than 5 years' service.

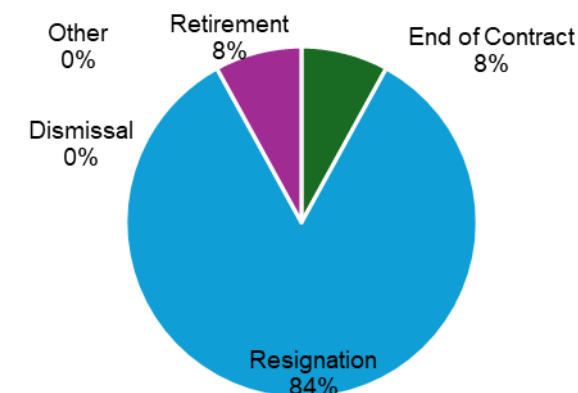
**Police Staff – Reasons for Leaving (per Financial Year)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-2
Other	1	1	0	1	0	0	2	0
Dismissed	2	1	1	2	0	3	3	0
Medical Retirement	0	0	0	0	0	0	0	0
End of Secondment/ Contract	0	1	0	0	1	1	1	2
Redundancy	1	1	0	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	28	21
Resignation joined Police	7	2	0	0	2	2	1	0
Retirement	5	10	6	7	8	11	6	2
Transfer	2	0	0	0	0	0	0	0
<b>Total</b>	<b>60</b>	<b>65</b>	<b>51</b>	<b>35</b>	<b>63</b>	<b>78</b>	<b>41</b>	<b>25</b>

**Staff Leavers by Directorate Q1-2 2024/25**



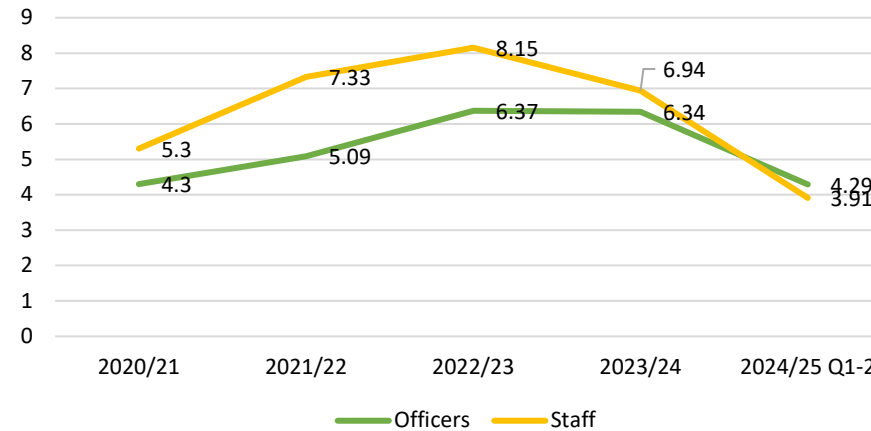
**Staff Reasons for Leaving Q1-2 2024/25**



# 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 – September 2024, the force's sickness absence rate was 3.32% for Officers, and 3.09% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 4.29 days and for Police Staff was 3.91 days during this period. In comparison to Q1-2 2023/24, average days lost is higher for Officers and Staff in 2024/25 (Q1-2 2023/24 reported: Officers – 2.94, Staff – 3.16 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 a greater link up between management boards.

**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 April to 30 September 2024, OH have received 50 pre-employment requests of which 49 were responded to within their SLA of 2 working days (98% response rate) . 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 118 referrals of which 72 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 61%. In addition, there were 30 referrals to the OH Physician (OHP) all of which 24 were seen within the SLA, a response rate of 80% (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.

The Service Level Agreement between OH and the Force is currently under review.

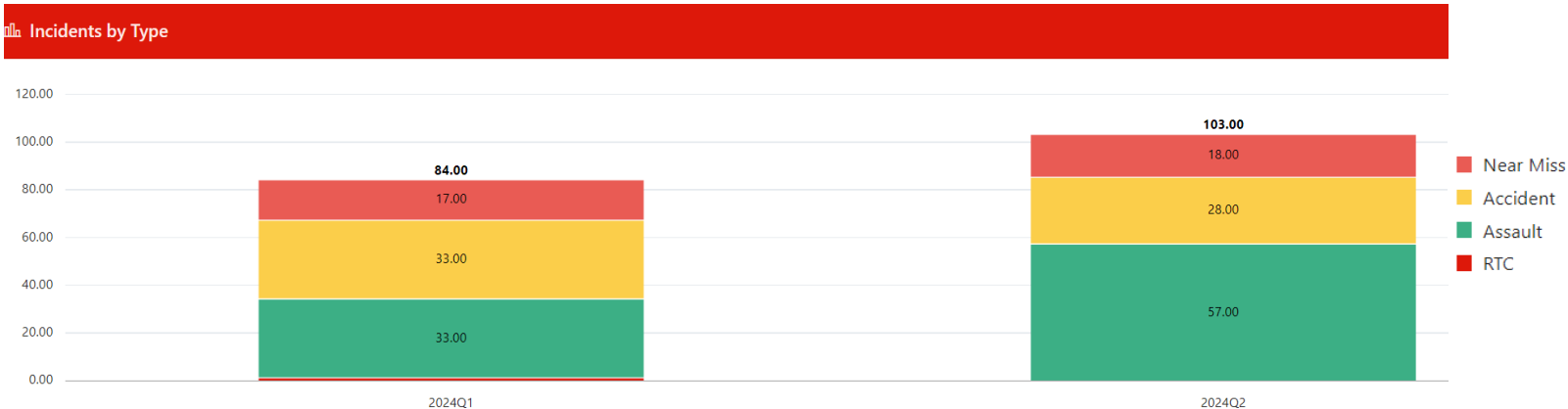


# Health & Safety

During Q2 2024/25 the trend showing notable increases in the number of health and safety incident reports continues, in comparison to Q2 2023/24 where a total of 60 health and safety incident reports were received, in Q2 2024/25 103 reports were received. The majority of reports received during Q2 2024/25 were due to assaults on police officers. Continued national focus related to assaults on police staff and officers, and local processes continue to promote the importance of assault reporting. Assaults data is reported to the Home Office on an annual basis.

During the reporting period there were 28 accidents, 16 were sustained during Public and Personal Safety Training. The new College of Policing curriculum was introduced on 1 April 2024 it is scenario-based conflict management training. The intended focus of the course was to improve officer safety skills to help keep police officers and members of the public safe. There were 3 HSE RIDDOR reportable incidents during the reporting period all of which were over 7-day injuries, 2 were sustained during Public and Personal Safety Training, and one where an officer was injured while restraining a violent detainee in the custody suite.

As we have reached the 6-month point since the introduction of the new curriculum an internal review of incidents is underway and will compare the findings against the College of Policing's findings following the trial of the training before it was introduced.



# Wellbeing

During the reporting period, work has been undertaken by the Directorate Heads, Directorate SLTs and their wellbeing leads to identify the top 3 priorities for each directorate. These priorities were presented to the Strategic Wellbeing Board, and work is now underway in the directorates to create improvement plans for each priority with a 12-month roadmap with intended benefits.

The trauma risk incident management (TRiM) process was reviewed over the past quarter, it has been simplified with the introduction of a new referral process and intranet page. There has been an increase to the number of staff and officers trained as TRiM practitioners and an annual review process has been introduced to ensure the practitioners remain suitable to undertake TRiM interventions and that they are in dates with their CPD.

Several wellbeing initiatives continue at City of London Police including the introduction of 70 biostraps, which are wearable monitors for businesses looking at specific key monitoring data for different industry sectors. For CoLP as a first responder, key indicators are sleep issues, stress and fatigue, and monitoring of heart rates, variability and sleep. This data once available will provide valuable insights and help form actions linked to CoLP's strategic wellbeing priorities: mental health, sleep and fatigue recovery, and prevent and proactive.

Health and Safety initiatives in statutory wellbeing align to the wellbeing priorities include the publication of a new Management of Work-related Stress Policy and an updated Individual Stress Risk Assessment process supported by a suite of supporting documents, such as a guide for managers and a guide for individuals. A work-related stress page has been created on the intranet which contains further information and interactive guides and training. A trial is currently underway using the HSE's Stress Indicator Tool. The Stress Indicator Tool is an online survey designed to gather data anonymously, which can be used in the risk assessment element of HSE's Management Standards approach. Obtaining and understanding this information helps identify areas to improve, prevent and manage work-related stress. Results for the trial will be used to analyse the effectiveness of the Stress Indicator Tool, and feed into recommendations on the roll-out of the Stress Indicator Tool across CoLP.



# Appendix 1: Key Terms

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

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

**Current Strength (FTE)** – This is the current number of Full Time Equivalent people we 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

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Operating establishments in four areas at 30 September 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	90	6	5
Response & VCU	76	153	9	7
Taskforce	183	154	14	13
Contact & SMT	27	18	46	40
<b>Total Local Policing</b>	<b>390</b>	<b>415</b>	<b>75</b>	<b>65</b>



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	100	90	40	61
Investigation Services	158	158	26	26
Forensic Services	11	8	25	27
Criminal Justice System	27	30	45	40
SO SMT (Supt above)	6	4	1	1
<b>Total Specialist Ops</b>	<b>302</b>	<b>290</b>	<b>137</b>	<b>155</b>



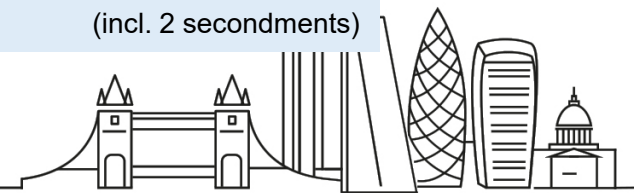
# National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	60	17	11
NLF Fraud	49	37	15	25
NLF Coordination	13	21	18	27
NFIB	18	22	64	78
Action Fraud	0	0	24	36
NPCC Cybercrime	9	9	3	6
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	5 (1 Secondments)	0	0
<b>Total National Lead Force</b>	<b>165</b>	<b>153</b>	<b>141</b>	<b>183</b>



# 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	5	3	4
Strategy and Fed	27	28	30	18
Change	0	1	19	13
Corporate Communications	0	0	13	13
Finance	0	0	16	9
People Services	0	0	23	23
Estates	0	0	18	16
IMS and IT (Incl. Business Insights)	6	3	43	34
Professionalism and Trust	54	65	21	22
<b>Total Corporate Services</b>	<b>92</b>	<b>102</b> (incl. 2 secondments)	<b>186</b>	<b>154</b> (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.

