

HR Monitoring Report

Q3 – October 2024 to December 2024



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Summary

- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q3 2024/25 between **1st October to 31st December 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 £3.1 million in ringfenced funding.
 2. **Recruitment:** The Strategic Workforce Plan for 2025-28 has been written, analysing our current capabilities, forecasted future needs, identified gaps, and developed strategies for recruitment, retention, and development. A project plan sits behind this strategy reflecting the timeline for delivery and the responsible areas across the force. The strategy reflects the work we already deliver on the recruitment plan; we continue to monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment. We continue to recruit to priority roles including detectives and firearms officers and we measure the vetting demand to ensure we are not profiling higher than is achievable with the other supporting services.
 3. **Leavers:** During the reporting period, 18 Police Officers and 7 Police Staff left the force, this equates to a 1.8% and 1.1% 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, attributed to retirements and probationer resignations, which had been predicted looking at previous trends.
 4. **Sickness:** The average working days lost for Officers was 6.62 days and for Staff was 5.68 days (April 2024 – December 2024). 3.42% of officers and 2.99% of staff contracted days were lost to sickness. National sickness data (via iQuanta) showed the national percentage of contracted hours lost to sickness in 2023/24 for officers was 4.6% and staff was 4%, the Force contracted hours lost was below the national average, at 3.1% for officers and 4% for staff.
- 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 temporary 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 14.

OPERATING MODEL:



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Workforce Establishment

- At 31 December 2024, the Force has an overall strength of 986 (FTE) Police Officers, against our agreed budgeted establishment of 985 (Force Strength Indicator, FSI 2024/25). The Establishment is based on the agreed force structure models.
- Our Staff budgeted permanent establishment is 539 (FTE). The established strength of Police Staff is currently 467 (FTE), with staff in Temporary Funded posts as well our total staff strength is 584 (FTE).
- The Strategic People Board, which is chaired by the Deputy Commissioner Local, 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 September 2024 and December 2024. Officer total strength has changed by -0.4%. Staff total strength has changed by 4.5%. 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 and removed from Temporary Posts number to prevent double counting in TF posts/strength.

Officers

Staff

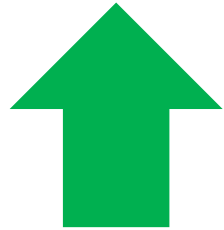
Permanent Establishment

Sep Strength
948

- Est 985
- Strength 94% of Establishment

Dec Strength
950

- Est 985
- Strength 96% of Establishment

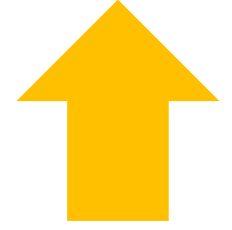


Sep Strength
451

- Est 539
- 83% Strength vs Est

Dec Strength
467

- Est 539
- 86% of Establishment



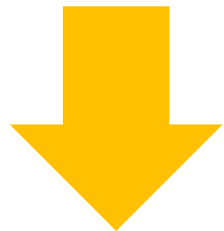
Temporary Funded (TF) Posts

Sep Strength
42

- Number of Posts: 59

Dec Strength
36

- Number of Posts: 52

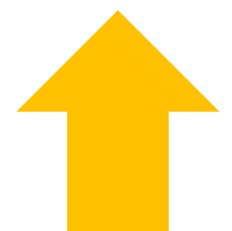


Sep Strength
108

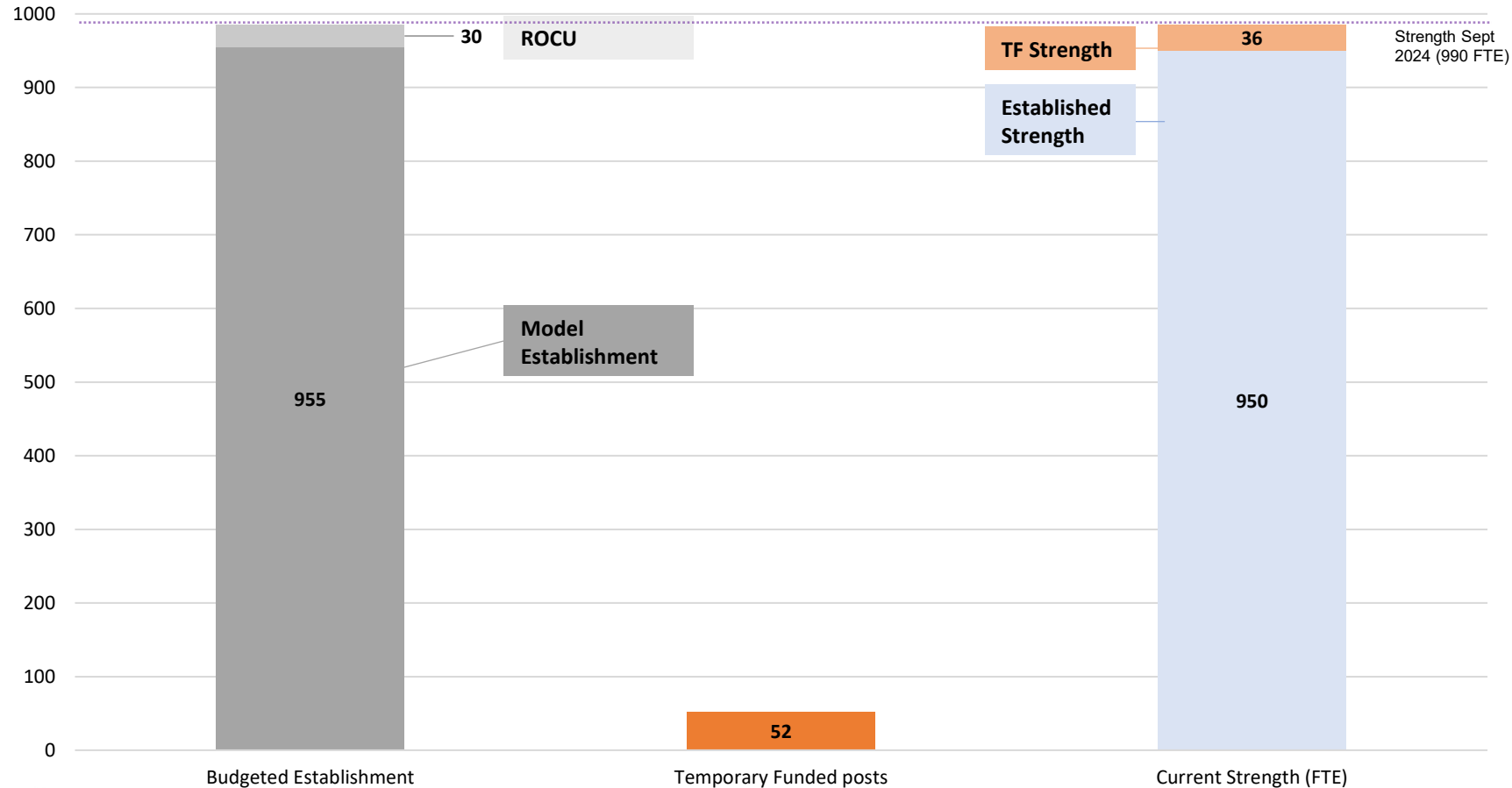
- Number of Posts: 206

Dec Strength
117

- Number of Posts: 210



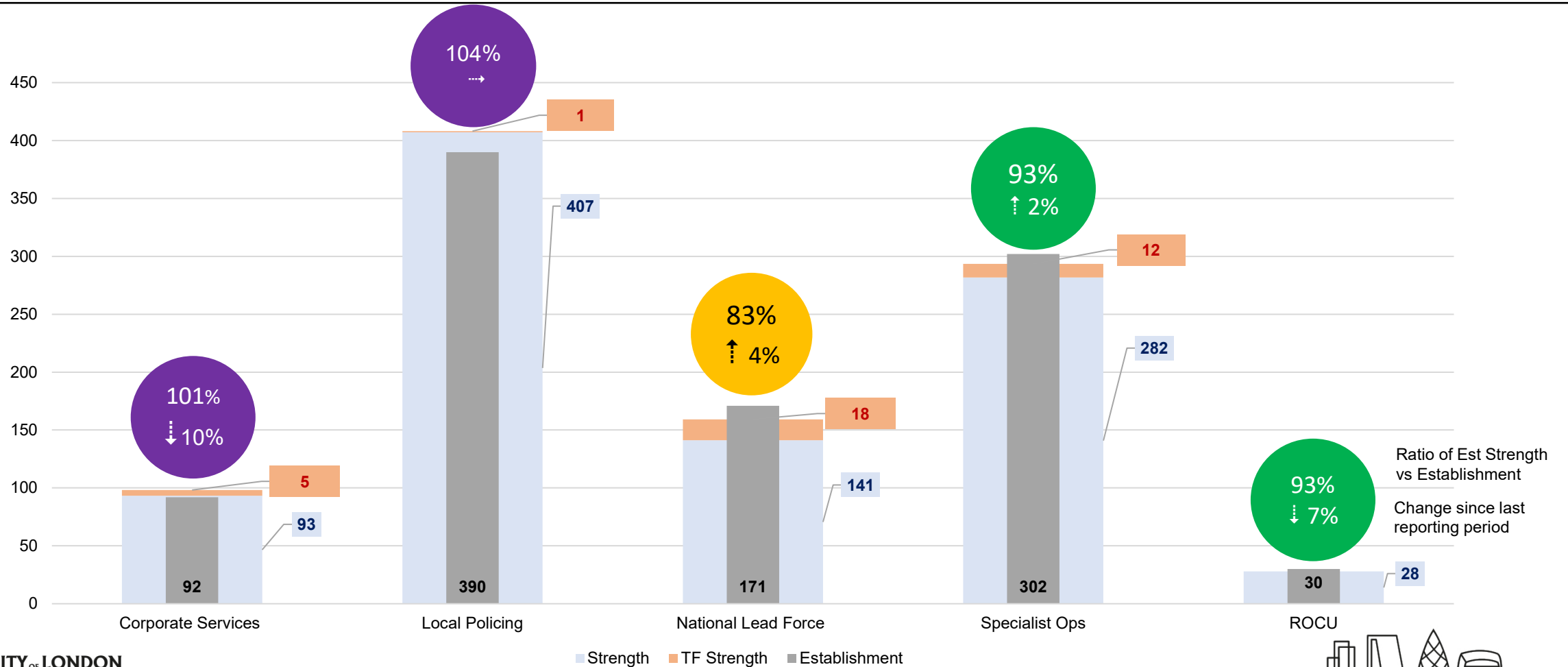
Officer Operational Model Establishment FTE



- **Budgeted Establishment: 985 FTE**
- Budgeted Establishment made up of Model Establishment (955) and ROCU allocation (30)
- **Temporary Funded (TF) posts: 52**
- TF posts externally funded e.g., NLF related posts.
- 62 TF posts funded by holding a post elsewhere have been removed to prevent double counting.
- **Officer Total Strength: 986 FTE = 950 FTE Established Strength & 36 FTE TF Strength**
- Current overall established strength against budget: 96.4%



Officer Strength vs Establishment FTE (rounded)



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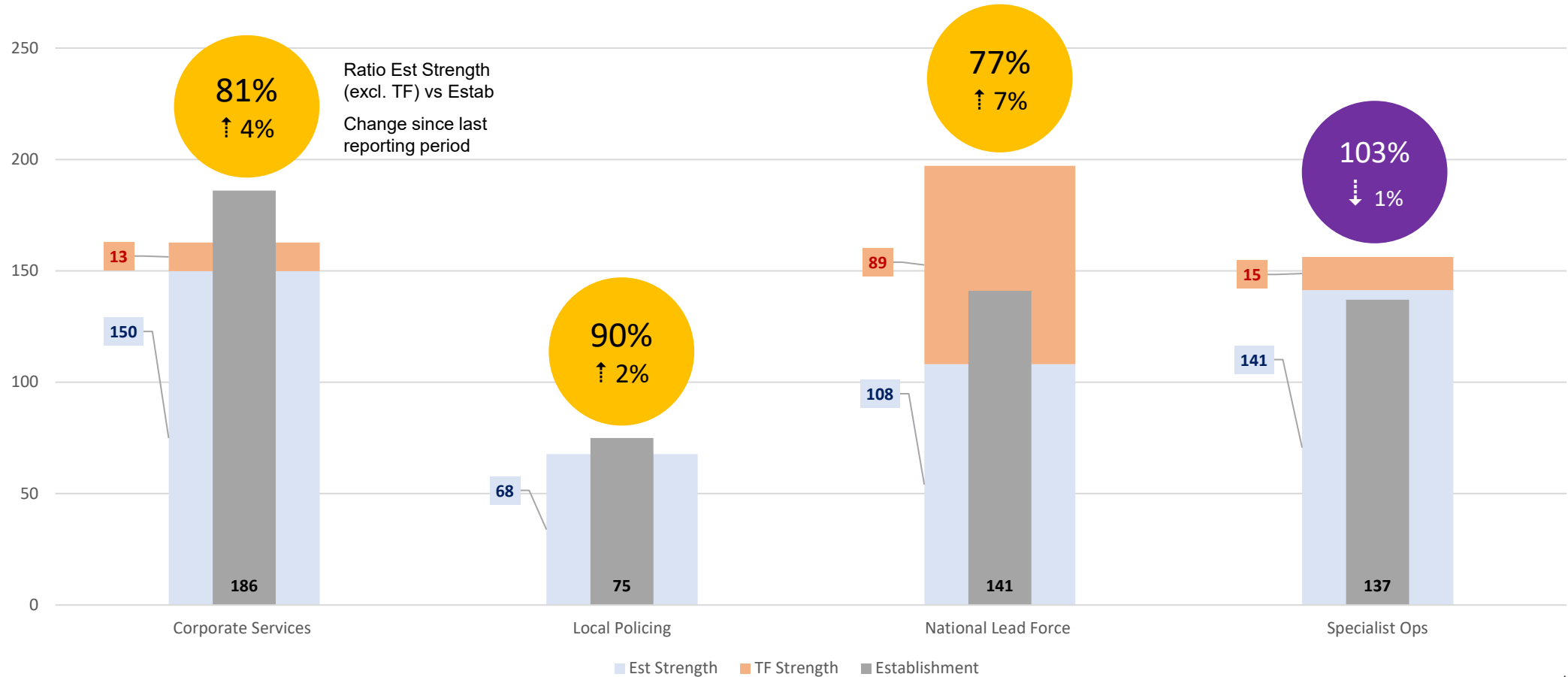
Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 539
- **Current Established Strength:** 467 FTE
- **Current vacancies of Established posts:** 73 FTE
- **TF posts:** 210 (not all these roles are filled, most relate to NLF funded roles and form part of the phased recruitment plan formulated with vetting capacity included)
- **Current TF Strength:** 117 FTE
- **Total Staff Strength:** 584 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	33.5	33.9	22.4	22.3
Non Pay Costs	59.5	3.6	3.4	28.1	17.0	7.5
Total Expenditure	207.2	39.1	36.9	62.0	39.4	29.8
Income	(93.1)	(7.4)	(7.7)	(54.3)	(6.9)	(16.9)
Net Budget	114.1	31.7	29.2	7.7	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 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

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 the flow of transferees each month, selected against the force's priority posts such as detectives and firearms. We have run three promotion processes conclude within the reporting period appointing a new Commissioner, Deputy Commissioner and new Chief Superintendent for Local Policing. We are currently running a further two promotions processes for Commander and Superintendents. The Superintendent's process has attracted a high volume of applications, the board will start in late January.

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 carried out asked female police staff about 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.
- A training delivery plan has been drafted outlining the support for officers applying to all federated ranks including external training from our partners at Pertemps supporting those who are taking part in a professional conversation, webinars from the panel chairs, mock boards and Communicating with Impact training focusing on developing presentation skills, effective communication and how to plan and structure your responses to interview questions.

Resources

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

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

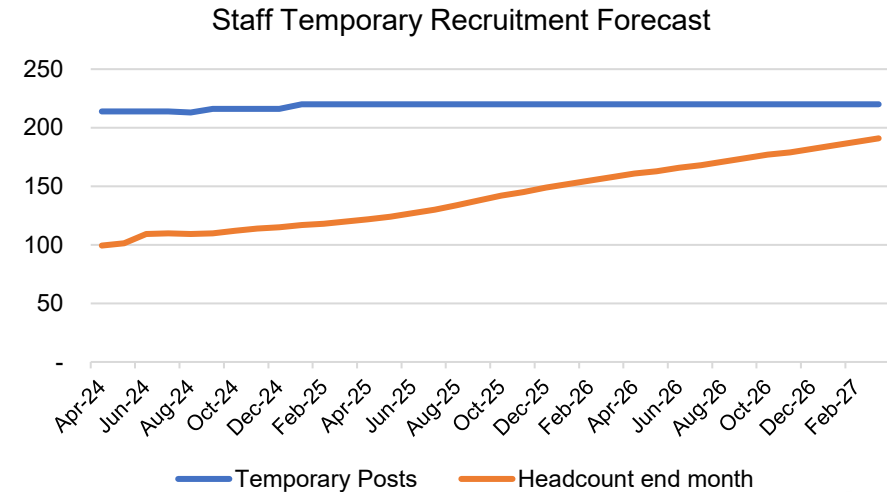
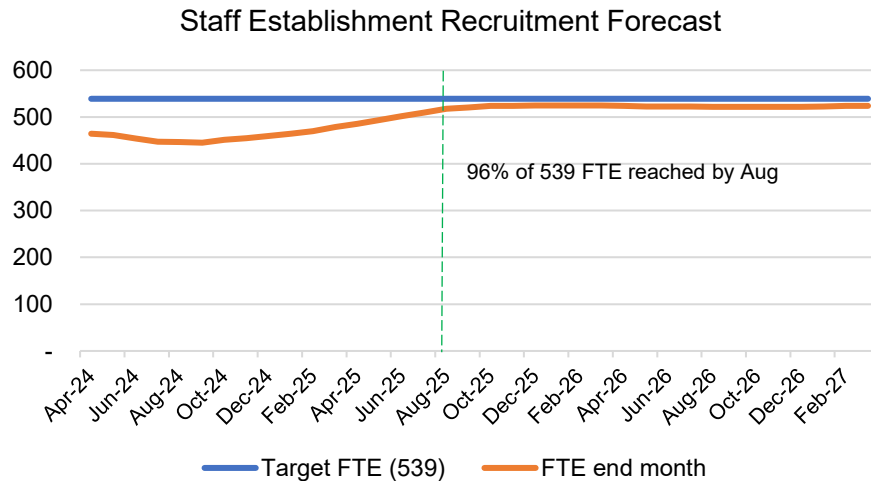
This is the current workforce plan for the financial year 2024/25, which show our recruitment plans for officers, staff and specials in more detail. It has been updated to reflect vetting capacity and is updated monthly with our actual attrition and recruitment figures to ensure we make any necessary 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
Headcount Start Month	1,001	994	999	997	990	991	996	991	991	996	995	992	1,001
Target Headcount (996)	996	996	996	996	996	996	996	996	996	996	996	996	996
Increase / (Decrease) in FTE													
Retirement	(5.0)		(1.0)	(2.0)	(1.0)	(7.0)	(3.0)	(1.0)		(2.0)	(1.0)	(1.0)	(24)
Medicals			(1.0)	(1.0)			(1.0)			-	-		(3)
Transfer Out	(2.0)		(1.0)			(3.0)		(3.0)			(1.0)	(1.0)	(11)
Resignations incl Probationers	(1.0)		(1.0)	(5.0)	(2.0)	(4.0)	(4.0)	(4.0)	(1.0)		(1.0)	(1.0)	(24)
Secondment out not paid by COLP										-	-	(1.0)	(1)
End of Contracts/Dismissed	(4.0)		(4.0)	(1.0)		(2.0)		(1.0)		-	-	(1.0)	(13)
New Probationers	-	-		-	-	10		-	-	-		14	24
ROCU	4		3	1				2					10
Transfers In / Other (rejoiners)		5	3	1	2	11	3	7	6	1	-	-	39
Returners	1				2								3
Ch Insp Promotions													-
Supt promotions													-
Sgt Promotions (excluding Internals approx.)													-
Insp Promotions (excluding Internals approx.)													-
Total Increase / (Decrease)	(7)	5	(2)	(7)	1	5	(5)	-	5	(1)	(3)	9	-
Headcount End Month	994	999	997	990	991	996	991	991	996	995	992	1,001	1,001
FTE End Month	984	989	986	978	980	984	979	982	986	985	982	991	991
FTE Establishment (983)	985	985	985	985	985	985	985	985	985	985	985	985	985
Staff Leavers (Established posts)	-	(3)	(4)	(4)	(5)	(2)	(3)	(1)	(2)	(4)	(3)	(4)	(34)
Staff Recruitment (Established posts)	8	3	3	2	5	3	7	10	7	9	8	13	78
Staff Leavers (Temporary posts)	-	-	-	(2)	(4)	(1)	(1)	-	-	(1)	(2)	(1)	(12)
Staff Recruitment (Temporary posts)	1	2	1	-	2		2	9	1	7	9	3	37
Total Staff FTE (End month)	562	563	562	556	554	554	560	579	584	595	607	618	618
Specials Recruitment		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 210 Temporary Funded Staff posts (excluding 10 temporary posts funded by holding established posts); separate fixed term resources have been allocated to recruit to vacancies within this model.

An in-depth review of vetting 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 impacted our ability to achieve the ambition of 96% strength by November 2024, the ambition has been 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 the 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 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 March and September. The force is currently experiencing very low attrition numbers which is impacting the number of transferees we are able to onboard. These numbers are closely monitored to ensure we remain within the budgeted strength this financial year. This has resulted in fewer transferees being onboarded in December and January and these numbers will likely remain low for the remainder of this financial year as we have the contracted Police Now Fraud and Cyber Student Officers scheduled to start in March who will take us just above the headcount target of 996 officers.

Risks to achieving and maintaining target

Attrition higher than projected levels

As noted above attrition in December and January is currently only 16% of the profiled number for these months resulting in fewer onboarded transferees in December and likely for the next quarter. We have been able to increase our number of police staff onboarded this quarter to 36 vs 12 in the previous quarter.

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 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

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 has been delayed with further updates expected in 2025.



Recruitment continued

JOINERS

- A total of 18 police officers transferred into the force during the reporting period.
- A total of 37 police staff joined the force in substantive and fixed-term roles during the reporting period.



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Leavers: Officers

During the period (October-December 2024), 18 Police Officers left the force, this equates to a 1.8% leaver rate. Across April-December 2024, 66 officers left the force, a 6.6% leaver rate. Compared to Q1-3 of 2023/24, where 79 Officers left the force (8% leaver rate), the number of leavers has significantly 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 reasons for leaving in Q1-3 2024/25 were retirement and resignation.

Of the 66 Police Officers that left the force, the majority left from Local Policing (20), Specialist Operations (15) and National Lead Force (19 - 11 of which are related to end of secondments within ROCUs). 4 officer left during their probation; the majority of officer leavers left from within the constable rank. Excluding ROCUs, the average length of service for officer leavers was 17 years.

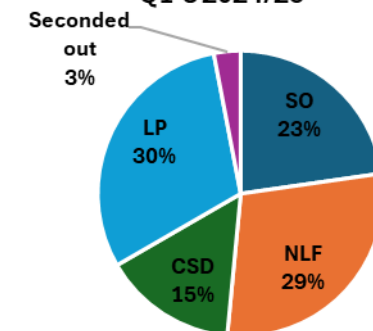
Police Officers – Reasons for Leaving (per Financial Year)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-3
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	11
Medical Retirement	2	0	2	1	0	2	1	3
Retirement	35	37	31	29	42	43	31	21
Transfer	9	17	22	14	26	20	24	9
Resignation	26	7	22	21	27	34	41	21
Total	74	62	77	70	96	112	107	66

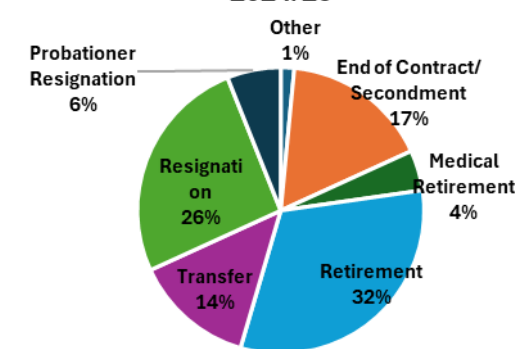
The Retention and Exiting Working Group continues to review the exiting data to better understand why people are leaving to develop retention strategies. In April 2024, the exit survey was updated to use questions from a national leaver's framework. From the exit surveys for both Officers and Staff (April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



Officer Leavers by Directorate Q1-3 2024/25



Officer Leavers by Reason Q1-3 2024/25



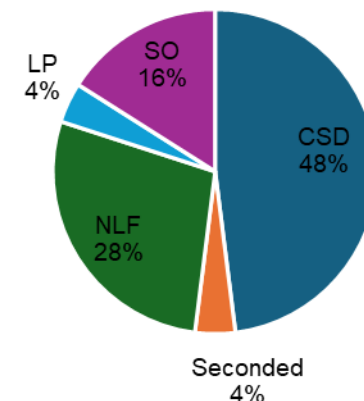
Leavers: Staff

During the reporting period (October-December 2024), 7 Police Staff left the force, this equates to 1.1% leaver rate. Across April-December 2024, 32 staff left the force, a 5.5% leaver rate. Compared to quarter 1-3 of 2023/24 where 31 staff left the force (5.8% 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. 60% of leavers had less than 5 years' service.

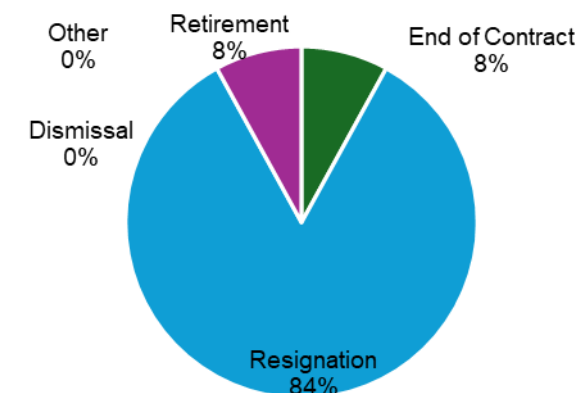
Police Staff – Reasons for Leaving (per Financial Year)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-3
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	1
Resignation (incl. FTC)	42	49	44	25	52	61	28	26
Resignation joined Police	7	2	0	0	2	2	1	0
Retirement	5	10	6	7	8	11	6	3
Transfer	2	0	0	0	0	0	0	0
Total	60	65	51	35	63	78	41	32

Staff Leavers by Directorate Q1-2 2024/25



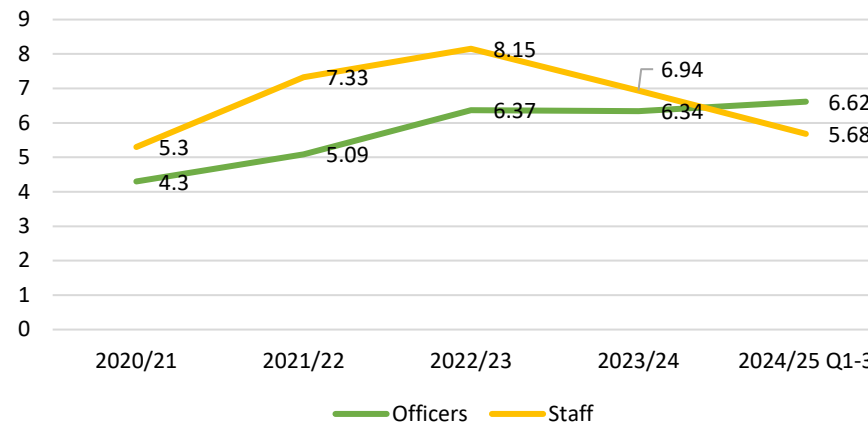
Staff Reasons for Leaving Q1-2 2024/25



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 – December 2024, the force's sickness absence rate was 3.42% for Officers, and 2.99% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 6.62 days and for Police Staff was 5.68 days during this period. In comparison to Q1-3 2023/24, average days lost is higher for Officers and Staff in 2024/25 (Q1-3 2023/24 reported: Officers – 6.37, Staff – 5.18 average days lost). The graph below shows the total average days lost by financial year since 2020/21.
- The force internal sickness band of tolerance is '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

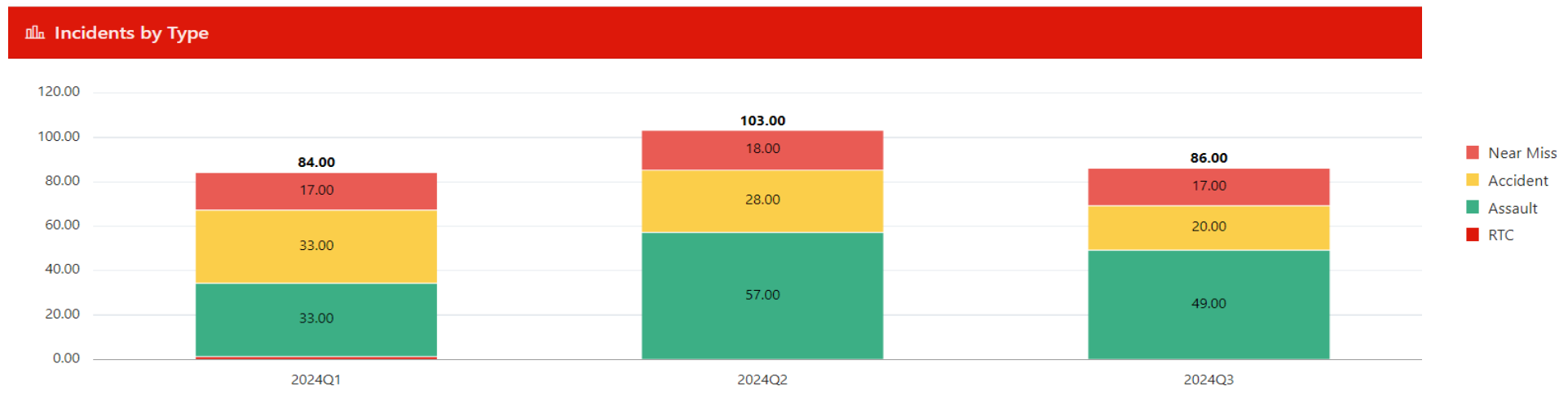


Health & Safety

During Q3 2024/25 the trend showing an increase in the number of health and safety incident reports in comparison to 2023/24 continues, although across 2024/25 Q1 and Q3 are comparable, and the highest number of reports concern assaults on police officers.

Continued national focus related to assaults on police staff and officers, and local processes promote the importance of assault reporting. Assaults data is reported to the Home Office on an annual basis.

There were 2 HSE reportable injuries during the reporting period a police officer sustained a fracture to his foot during personal safety training and the second report was an over 7-day reportable injury as a result of a ligament injury sustained during public order training at an MPS training facility.



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 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	89	6	4
Response & VCU	76	144	9	7
Taskforce	183	150	14	15
Contact & SMT	27	25	46	42
Total Local Policing	390	408	75	68



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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	87	40	59
Investigation Services	158	166	26	29
Forensic Services	11	8	25	27
Criminal Justice System	27	29	45	41
SO SMT (Supt above)	6	5	1	0
Total Specialist Ops	302	295	137	156



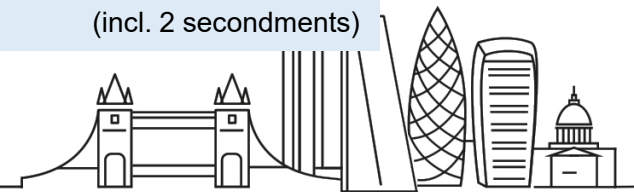
National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	60	17	12
NLF Fraud	49	37	15	26
NLF Coordination	19	25	18	30
NFIB	18	21	64	87
Action Fraud	0	0	24	36
NPCC Cybercrime	9	10	3	6
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	7 (2 Secondments)	0	0
Total National Lead Force	171	159	141	197



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	5
Strategy and Fed	27	21	30	21
Change	0	0	19	17
Corporate Communications	0	0	13	14
Finance	0	0	16	11
People Services	0	0	23	23
Estates	0	0	18	15
IMS and IT (Incl. Business Insights)	6	5	43	36
Professionalism and Trust	54	67	21	21
Total Corporate Services	92	98 (incl. 1 secondments)	186	163 (incl. 2 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.

