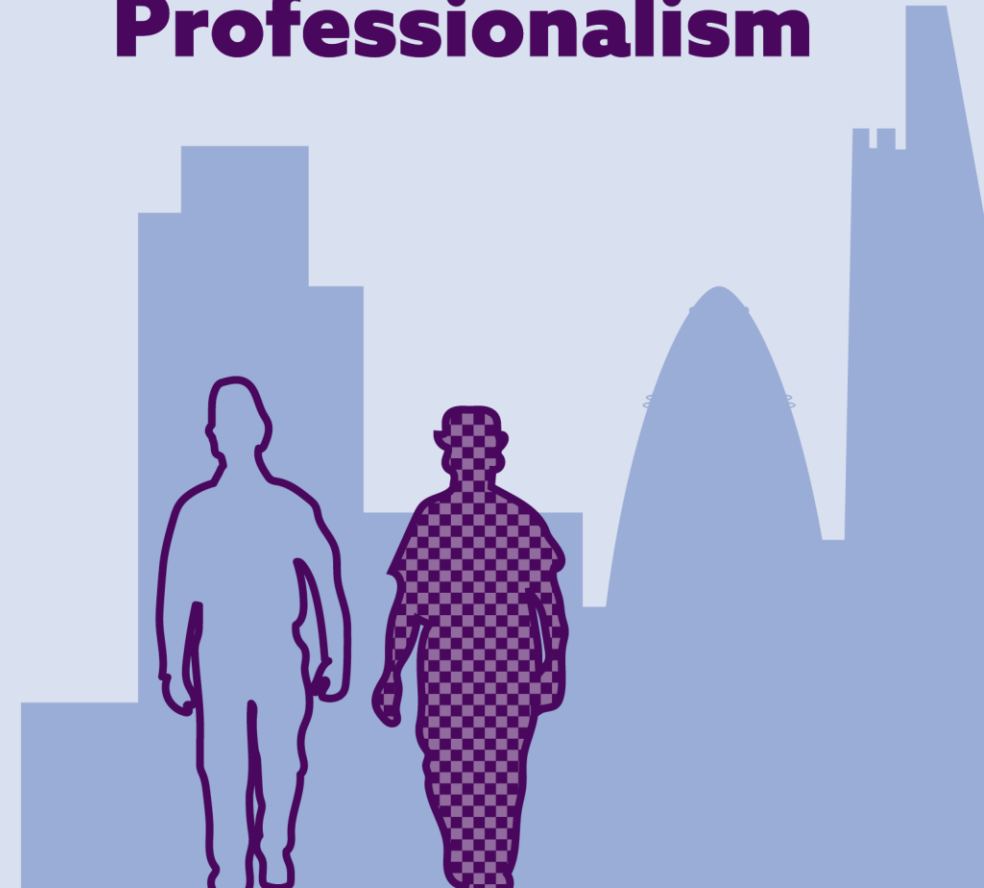




People Data Pack

Quarter 1 2025/26: Apr – Jun 25

Integrity
Compassion
Professionalism



Summary

This People Data pack sets out the City of London Police (‘the Force’) Human Resources workforce monitoring data for Q1 2025/26 between **1st April to 30th June 2025**. This report is provided quarterly with some information presented bi-annually or annually.

Reporting Area	Summary	RAG
Officer Workforce Strength over Establishment & headcount targets	Officer establishment incorporates all Uplift numbers and details of our position for the current financial year. Focused recruitment activity in 2025/26 is designed to enable CoLP to meet the officer uplift requirements to continue to secure £2.6 million in ringfenced funding. In 2025/26, CoLP has also been allocated £1.5m (14 FTE) in funding related to the Neighbourhood Policing uplift, allocated to DWO and Cycle teams. We are confident we will meet both targets in September 2025.	
Staff Workforce Strength over Establishment at 90% strength	Focused recruitment has enabled CoLP to reduce staff vacancies against establishment. As at 30 June, CoLP has achieved 90.1% of staff establishment.	
Strategic Workforce Plan (SWP) progressing aims	The project plan was launched in April 2025 and progress is being made across many of the priority areas and within force-wide initiatives, including increasing Firearms and detective strength, short- and long-term succession planning signed off for Custody, professionalisation of Intelligence Analysts, and the official launch of the Police Leadership Programme.	
Sickness below upper tolerance threshold (10 days in 12 months)	The average working days lost for Officers was 1.8 days and 2.1 days for staff (April–June 2025). 60-64% of sickness days lost was related to long term cases. Compared to April-June 2024, where the average days lost for officers was 1.87, officer sickness has remained similar in 24/25, staff sickness has increased from an average of 1.85 days per staff. Sickness management is embedded with scrutiny of sickness taking place at local meetings.	
Occupational Health (OH) SLA being met	Some SLAs are being met or improved on. A new OH Advisor will join in September and should improve resources in this area. OH resource is being reviewed against demand.	
Assaults	H&S assessment identifies that CoLP has the following proactive measures in place to mitigate risks from Op Hampshire assaults: training, policies/procedures, information, and support, monitoring numbers and identifying learning.	



Establishment, recruitment and retention



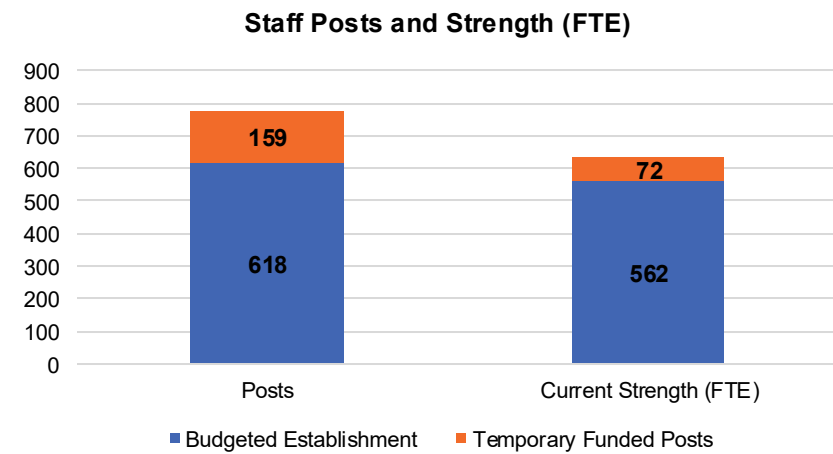
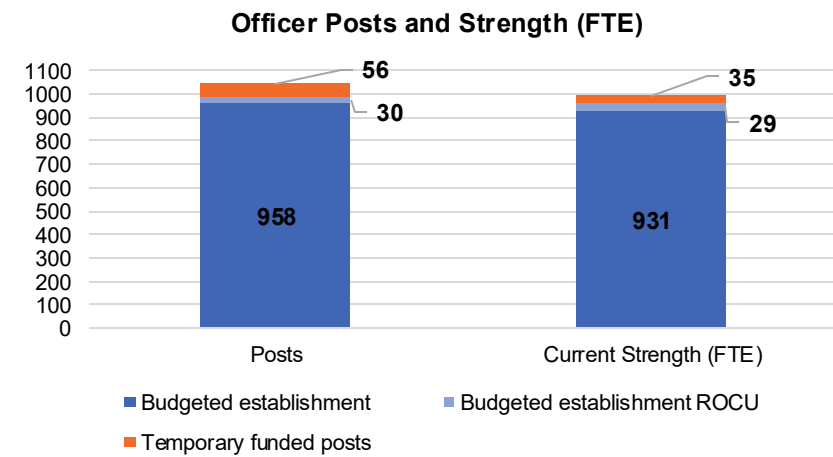
Workforce establishment as at 30 June 2025

Policing Plan performance measure: Achieve and maintain at least 90% of our police staff permanent establishment (quarterly)
90.1%

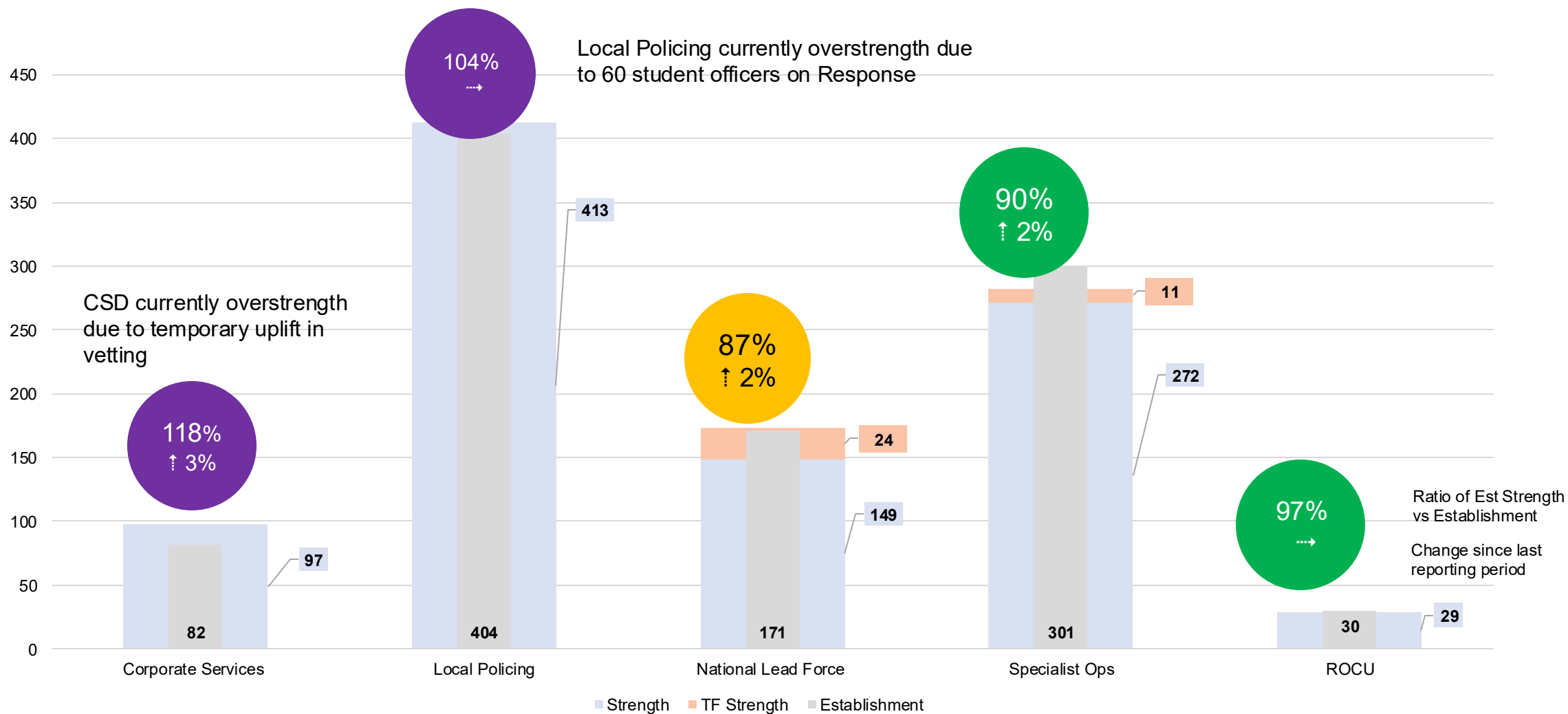
Establishment type	Police officer strength			Police staff strength		
	Estab	Actual		Estab	Actual	
Permanent	958	931	97.2%	618	562	90.1%
ROCUs	30	29	96.7%			
Total Establishment	988	960	97.2%	618	562	90.1%
Temporary funded	56	35	62.5%	159	72	45.3%
Total FTE including Temporary funded	1044	995	95.3%	777	634	81.6%

- Temporary funded roles are managed by Strategic People Board. These roles are initially added as growth above establishment due to being new or having short-term funding, this includes projects or new initiatives such as Domestic Corruption Unit. They are reviewed once a year as part of the establishment change process. Individuals in these posts are reported to the Home Office and officers are included in the uplift headcount targets.
- In Quarter 1, police officer total strength increased by 0.7% and police staff total strength increased by 1.4%.
- The Force Strength Indicator for June shows some gaps at the rank of Detective Constable (DC), which are being closed through transferees and direct entrant initiatives.
- There are vacancies among Inspectors and Sergeant ranks with promotion processes underway to fill key skills gaps. Transferees from these processes will be prioritised throughout the rest of the financial year.
- For staff, 76% of Grade F established posts are filled, with some vacancies across grades C-E.
- Larger gaps are showing against temporary police staff vacancies, with a recent increase in AMLAR funded posts. This due to planned recruitment being phased across the financial year to manage demand and align with funding envelope.

Within the appendices are more details on the breakdown of the establishment and total strength by directorate.

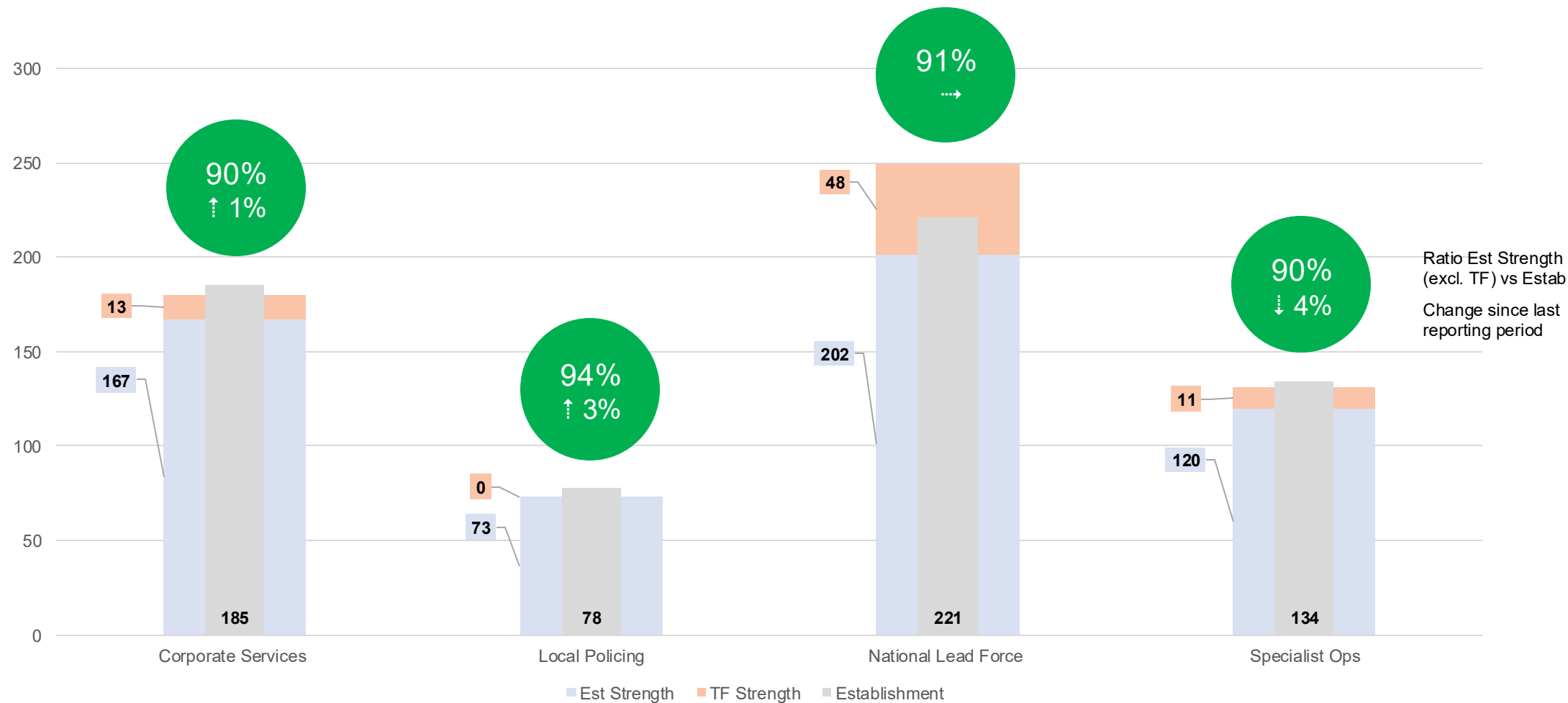


Officer Strength v Establishment FTE (rounded)



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Staff Strength v Establishment FTE (rounded)



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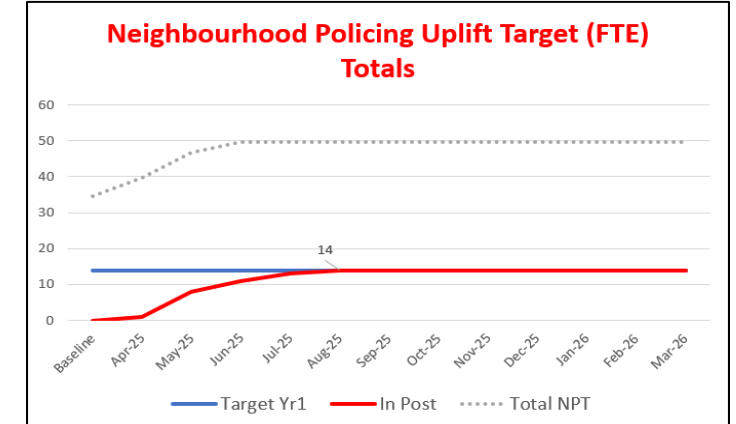
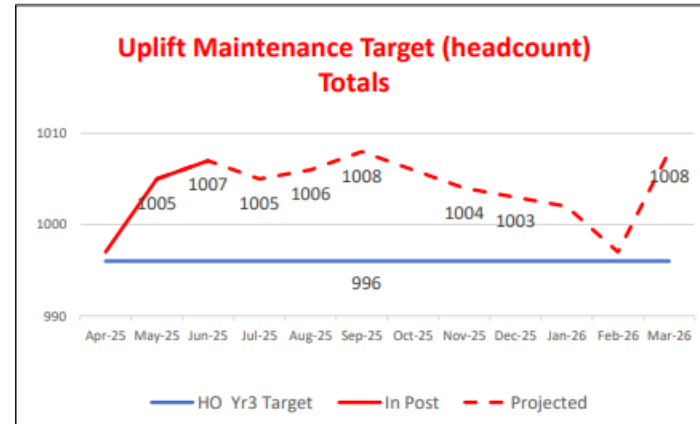
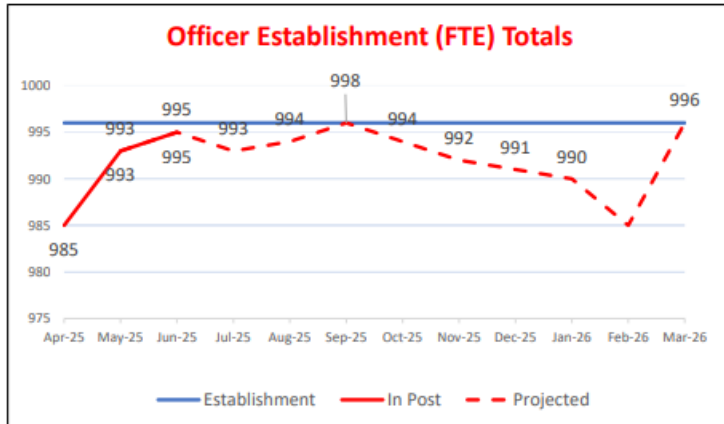
Police officer headcount

Policing Plan performance measures: Maintain our officer uplift commitment (Home Office assessment, bi-annually)

996

Officer headcount has remained steady since 2022/23 and continues to meet the uplift maintenance target of 996 headcount for September and March each year in line with the grant terms. The officer headcount was 1,007 at 30 June 2025. The officer headcount and FTE has also increased to include a new neighbourhood policing team uplift target of 14 FTE (total headcount 1,010). All new Neighbourhoods posts will be filled by August 2025. Whilst monitored separately they are intrinsically linked as they both need to be maintained to ensure we remain at headcount.

The graphs below shows the officer targets for both the uplift maintenance and Neighbourhood Policing Uplift.



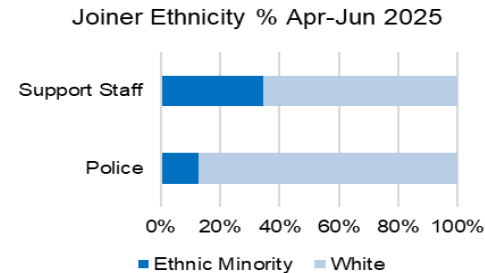
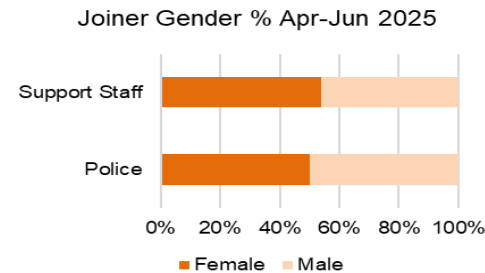
Attraction and recruitment

Policing Plan performance measures: Narrative assessment on action taken to attract, recruit and retain talent (quarterly)

In the period April – June 2025:

- 88 campaigns were advertised externally and/or internally.
- Average of 19 applications received per campaign
- Two campaigns received a high number of applications, 262 (Intelligence Researcher) and 128 (Finance Admin Officer), and were advertised widely on the CoLP website, LinkedIn, Police Jobs Now and Indeed.
- Only 6 campaigns (50/50 officer/staff) received no applications, of which 5 were advertised internal only.
- 34 campaigns have been successful, and an offer has been recorded (this relates to 50 individuals)
- 61% of campaigns have not yet confirmed an offer, with some campaigns still open.
- The majority of successful candidates confirmed they saw the advert on the CoLP website.

16 officers and 26 staff joined the force, with a positive diversity mix for both staff and officers.



- CoLP's Glassdoor rating is currently 3.4 out of 5 with 71% confirming they would recommend CoLP to a friend. Glassdoor is a website that provides potential applicants with information on companies via anonymised reviews, salary reports and other insights.
- In the latest Staff Survey, March 2025, 74% of 955 responses agreed they would recommend CoLP as a good place to work (up 9% on January 2024) and 68% intended to be working at CoLP in the next two years (up 2% on January 2024).

Next Steps:

- An Attraction Strategy is being drafted. This strategy will look to improve campaign offer success rates and initiatives with a focus on building the employer brand and ratings, such as on Glassdoor plus further initiatives that encourage equality, diversity and inclusion (EDI).
- Current engagement with LinkedIn recruitment posts shows that over the last 12 months there have been 3,800 job views, resulting in 35 influenced hires and 11 direct hires.



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Retention

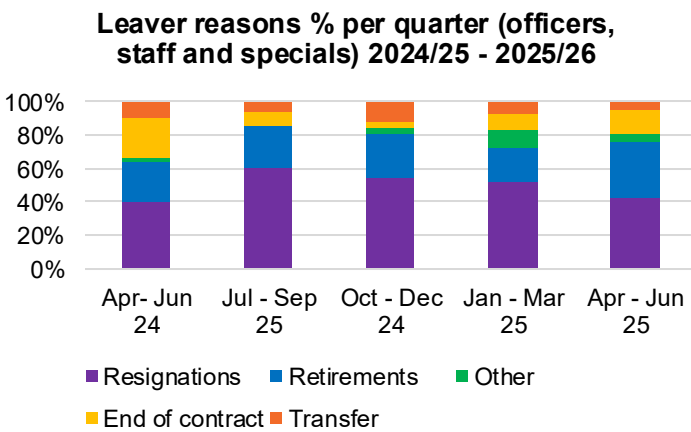
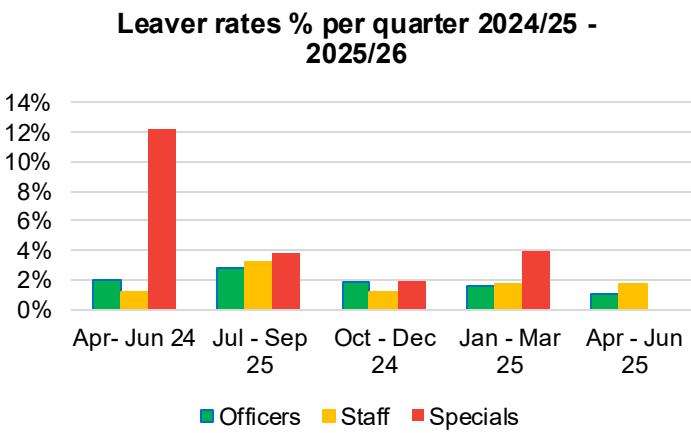
Policing Plan performance measures: Narrative assessment on action taken to attract, recruit and retain the best talent (quarterly)

Currently, the leaver rate for Apr-Jun 2025 is low across staff and officers and lower than predicted. This has influenced recruitment profiling for officers, with tight controls over the number of external joiners per month.

Previous high leaver rates have been linked nationally to the uplift and changes in worker circumstances following Covid-19. Currently, resignations makes up the largest percentage of leaver reasons per quarter.

Nationally, NPCC data provides a monthly review of total leaver numbers across all forces. The data suggests officer leaver numbers in CoLP are lower. Nationally officer leaver numbers remain stable and have increased between March 2025 and June 2025, whereas CoLP officer leavers have been reducing in 25/26. The number of staff leavers has not increased as significantly in CoLP compared to national leaver numbers which increased by 25% between quarter 4 24/25 and quarter 1 25/26.

The number of Special leavers at the beginning of last year was high proportional to headcount. This has reduced over the year. No Specials were recorded as leaving between April and June 2025. Recruitment in 2024/25 saw 12 Specials recruited to CoLP to maintain headcount. A further 21 Specials are profiled to join in 2025/26



Several initiatives have been implemented via the Retention and Exiting Working Group including Stay Pathway interviews, a review of PDRs, an increase in the structure of one-to-ones and the exit survey / interview governance.

In November 2024, CoLP was awarded a Silver rating by Inclusive Employers for work related the EDI Strategy. To improve on this and work towards a Gold status there will be a continued monitoring of reasons for leaving and key themes within the Retention & Exiting Working Group, and development of the National Talent Development Strategy which has six key strands including utilising positive action, identifying under-represented talent and enhancing talent mobility.



Strategic workforce planning (SWP)



SWP – Priorities

Following the launch of the SWP Plan in April 2025, key updates include:

- Firearms have increased their strength with 8 new joiners since September 2024. Firearms have also reviewed the requirement for the Tactical Firearms Group Operations Inspector to be in-ticket (operationally deployable). Having considered the benefits and risks, the job specification has been updated to make this a desirable rather than essential criteria and could increase inclusivity for future posting to this role.
- Custody have developed initiatives with agreement at Strategic People Board to provide greater resilience both short and long term, including creating a pool of trained custody sergeants that can be called on for cover, agreed prioritisation of custody within sergeant promotions processes, and a requirement for newly promoted sergeants to undertake the custody course.
- Detective recruitment has continued as a priority, with a +7.2% change since the snapshot in September 2024; this is an additional 25.57 FTE recruited (including Police Now Students). Within the reporting period, 2 individuals passed the National Investigators Examination (NIE – initial exam to become a detective), plus 8 Police Now students and 2 PC/DC conversions achieved their PIP2 accreditation (this includes passing the NIE exam, a 6-week PIP2 course and completion of a PIP2 portfolio within 12 months of the course). PIP2 is the Professionalising Investigation Programme.
- A proposal for developing and professionalising the Police Staff Investigator pathway has been drawn up and is currently in consultation.
- Within Intel Analysis, the Intelligence Professionalisation Programme (IPP) has officially gone live. The IPP is a development program for individuals in intelligence, lasting 12-18 months. It is a standard curriculum with a set of minimum standards of competence. Senior Analysts with over 1 year in the role having been assessed, all passed or 'partially met' the IPP, with development plans put in place and a future assessment date confirmed. A minimum standard of evidence has been agreed for assessing analyst, researcher and intelligence development officer roles across Specialist Operations and National Lead Force. The IPP has also been aligned to the PDR for 2025/26.
- In total, Analysts across the force (including Intel, Business and Performance) strength has increased by 25.6% since September 2024 and Intelligence Operations has increased by 5.6%.
- An updated phased delivery plan has been developed for the Training Needs Analysis (TNA), with key milestones scheduled from the end of August 2025 up to January 2026 when a strategic training plan based on mandatory skills gaps will be ready. This delivery plan will approach mandatory/essential training needs across each directorate based on risk prioritisation. It will also necessitate a review of training budgets across CoLP and an overhaul of Learning & Development governance to ensure Learning & Development activity is driven by the TNA. Currently, baseline training data is being ratified for Local Policing and Specialist Operations are in the process of verifying training completion data for their teams so the HR system can be updated.
- 35 people have completed the Police Leadership Programme so far this year, this is 12% of the total rank/grade Sgt/Insp and D/E with management responsibility. Another 127 officers and staff (54%) have booked onto courses in 2025/26. Further courses are planned in 2025/26 and to July 2026, to enable a further 120 officers and staff (34%) at this rank/grade to take part in the course. This leadership course will then be run alongside the Insp and Sgt promotions processes, and there are plans for 2 courses a year to cover internal moves, staff promotions, joiners and transferees.
- The SWP is monitored on a quarterly basis at Tactical People Board.



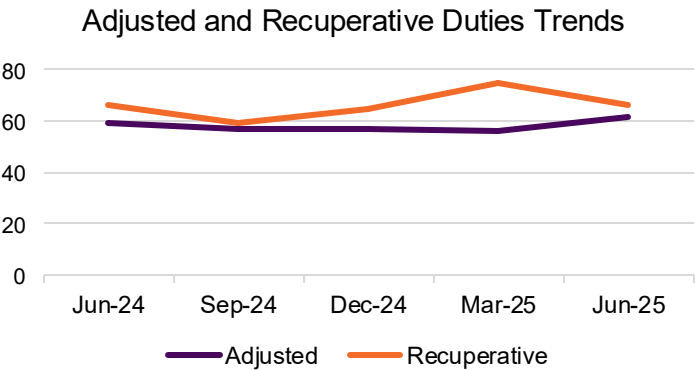
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Our People

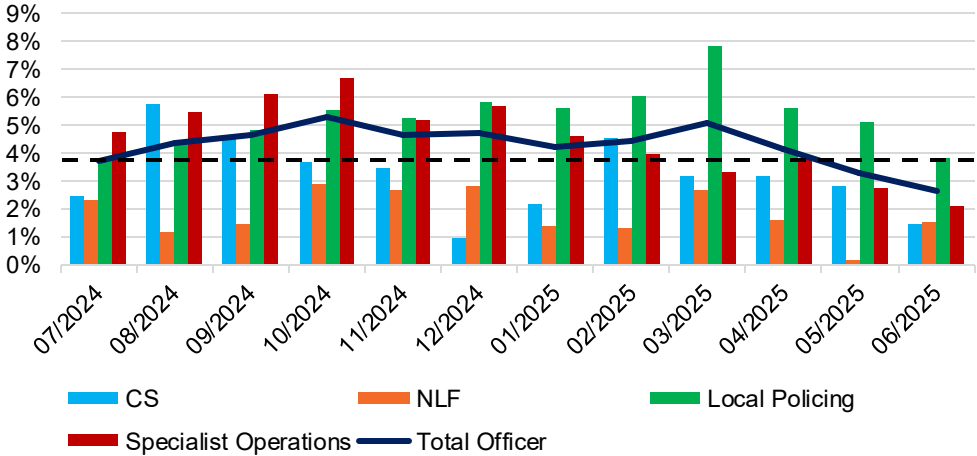


Sickness

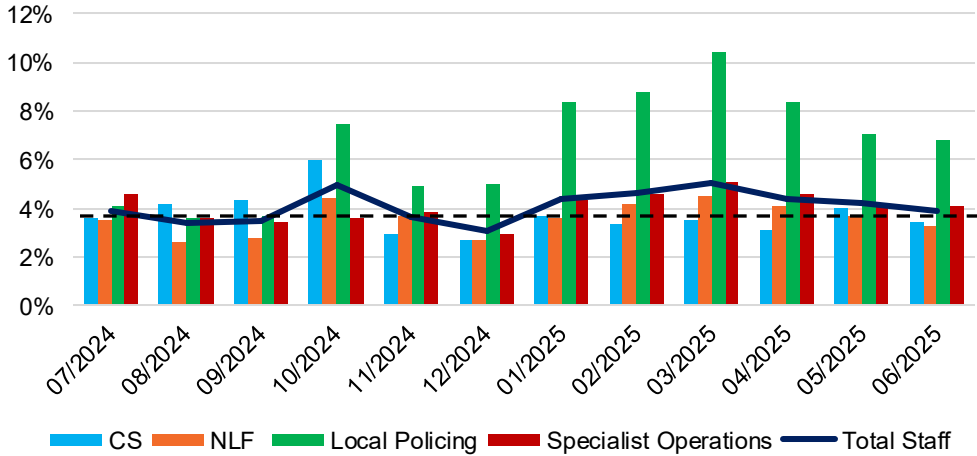
- Between 1 April and 30 June 2025, 1,884 days were lost to sickness for officers, which is on average 1.8 days per officer. Officer sickness has remained similar to April-June 2024 where an average of 1.87 days per officer was reported.
- For staff, this was a slightly higher with 1,416 days lost, an average of 2.1 days per staff member. Compared to April-June 2024, where staff average days lost was reported as 1.86 days, staff sickness has increased in 24/25.
- The majority of sickness in this period was long term, representing 60% of officer sickness and 64% of staff sickness.
- The absenteeism rate calculated by rolling month shows an increase in absenteeism rate for Local Policing for both officers and staff earlier in the year above the upper tolerance levels, decreasing in this reporting period. This sickness was mostly related to long term sickness. See graphs right.
- Mental Health Related Sickness, Gastrointestinal problems and Benign, malignant tumours or cancer were the largest reasons for sickness across both officers and staff, with injury/fracture and chest & respiratory problems also accounting for over 100 days each for officers only.
- 62 officers are currently on adjusted duties, the majority working in Specialist Operations or National Lead Force Operations. 66 officer are on recuperative duties, and work across the directorates, with a higher percentage working in Local Policing. The below graph shows that adjusted duties has remained steady across the year, recuperative duties increased in March 2025 but has reverted to a similar level to June 2024 since.



Officer Sickness Absenteeism Rate %



Staff Sickness Absenteeism Rate %



Upper Tolerance level: 10 days in 12 months in absenteeism % is 3.85, represented in graphs with a dotted line

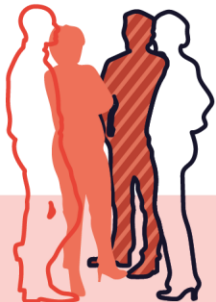


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Occupational Health (OH)

- 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 2024 to 30 June 2025, OH have received 11 pre-employment requests of which 10 were responded to within their SLA of 2 working days (91% response rate), which is positive and consistent with 24/25. 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 55 referrals of which 24 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 44%. In the last 2 years, OH have received a 35-40% increase in referrals, with referrals becoming more complex in nature, and waiting times are not always in OH's control and need to work around shifts, holidays and officer/staff requirements. There has been an increase in referrals of suspended officers and in the reporting period an OH Advisor has retired leading to a resource gap. A new OH Advisor will join the team in September.
- In addition, there were 16 referrals to the OH Physician (OHP) of which 15 were seen within the SLA, a response rate of 94% (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). This is a significant improvement in response times compared to 24/25 where 62% of physician appointments were offered within the SLA. Please note that health surveillance and case management review appointments are not included in these figures.

Quarters (Calendar Year)	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25	2024/25 SLA %	Q1 2025/26	2025/26 SLA %
No of pre-employment forms sent	17	33	14	25	92%	11	91%
No of pre-employment checks offered within 2 working days	16	33	14	19		10	
No of requests for appointments with Advisor (new referrals only)	57	61	66	63	59%	55	44%
No of Advisor appointments offered within 5 working days	32	40	38	36		24	
No of requests for appointments with Physician (new referrals only)	13	17	14	14	62%	16	94%
No of Physician appointments offered within 14 working days	10	14	1	11		15	



Assaults (Op Hampshire)

There were 30 Op Hampshire assaults reported during Q1 2025/26, this is comparable to the number of assaults reported during Q1 2024/25 when 33 assault reports were received.

During Q1 25/26 most assaults were against officers in Local Policing, in particular Response Officers. Response officers provide frontline policing which often makes them the first point of contact for the public with the police increasing the likelihood of Op Hampshire assaults, their duties include responding to emergency and non-emergency calls to protect the public, managing incidents, apprehending offenders, providing first aid, managing conflicts, and maintaining public order.

One assault resulted in a report to the HSE after an officer, who was on their break and out of uniform, witnessed a suspect running out of a retail premises. They detained the suspect sustaining ligament damage to their wrist which prevented them from undertaking their full range of normal duties for 7 days or over.

From the 24/25 Assaults ADR, assaults mirrored the workforce with a higher occurrences of assaults were committed against white males.

To help mitigate the likelihood and severity of assaults all officers undertake annual Public and Personal Safety Training (PPST), which is scenario-based training designed to equip officers with the skills and knowledge to manage complex, real life situations safely with a focus on de-escalation. When assaults occur, notifications are sent to the PPST team to review any learning outcomes.

Risk assessments exist for activities where assaults are a hazard and detailed scrutiny of all assaults are undertaken at Op Hampshire review meetings and Practitioner Working Groups. With further scrutiny at the quarterly Tactical Health and Safety Board.

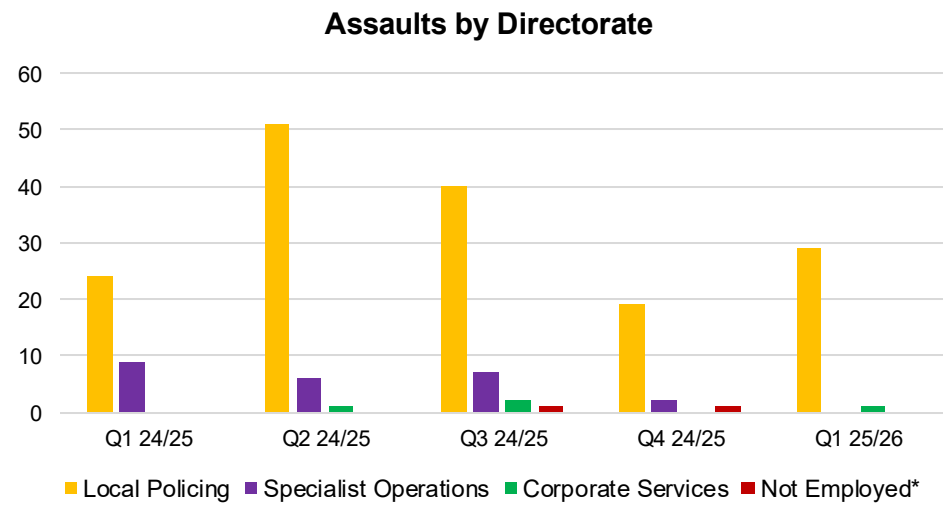
When officers are assaulted Op Hampshire protocols include support for the victim including removing the need for contact with the assailant, psychological support and any immediate care needs such as medical attention where necessary.

*NB in the table and graph (right) Not Employed includes a Health Care Professional in Custody and an officer who has subsequently left CoLP.



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Directorate	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26
Local Policing	24	51	40	19	29
Specialist Operations	9	6	7	2	-
Corporate Services	-	1	2	-	1
Not Employed*	-	-	1	1	-
Total	33	58	50	22	30



Appendices



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 3: Operating Establishment

Operating establishments in four areas as at 30 June 2025:

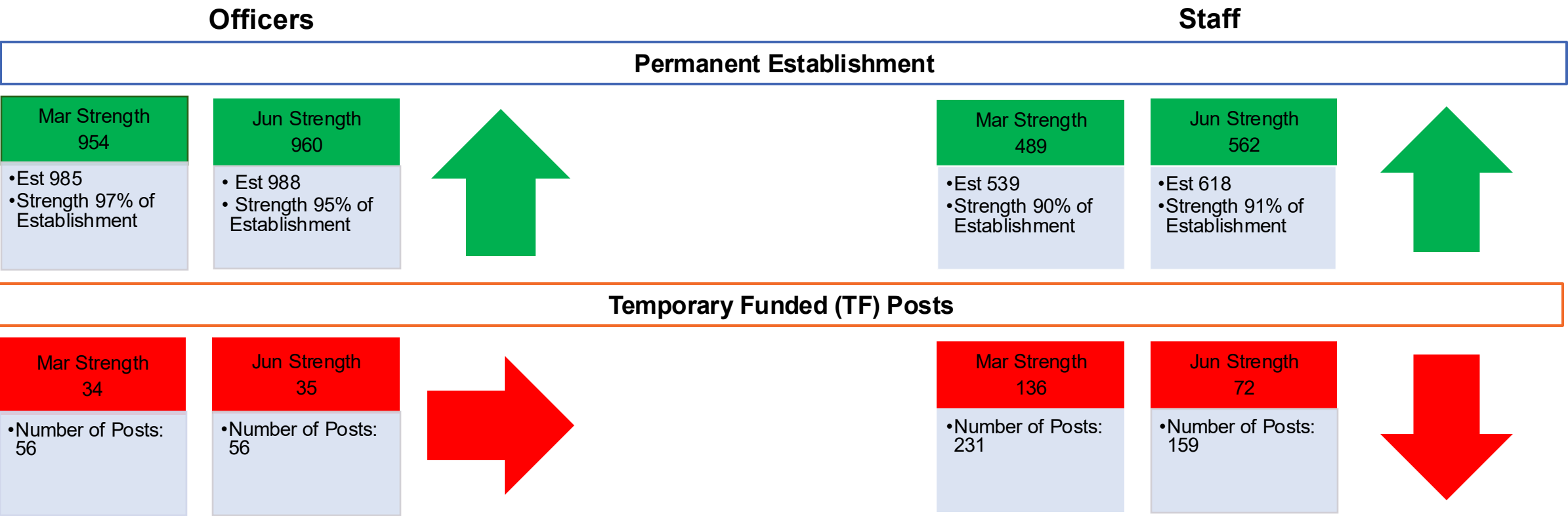
- Local Policing
- Specialist Operations
- National Lead Force
- Corporate Services



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Appendix 2: Workforce Establishment

The graphic below shows establishment vs strength (FTE)



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Local Policing Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Neighbourhood Policing	94	85	9	9
Response & VCU	75	114	9	8
Taskforce	208	185	14	13
Contact & SMT	27	29	46	43
Total Local Policing	404	406	78	70

Findings:

- No Temporary Funded strength
- Response currently overstrength due to student officers
- Higher vacancies in Tactical Firearms Group, 84% filled, and Neighbourhood Policing related to 3 vacancies in Cycle and Proactive. Cycle received an uplift from the Neighbourhood Policing and will be filled in July and August 2025.
- Core vacancies across Local Policing are paying for student officers



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Specialist Operations Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	103	89	40	37
Investigation Services	146	146	18	22
Forensic Services	9	9	26	27
Criminal Justice System	38	37	49	44
SO SMT (Supt above)	5	5	1	1
Total Specialist Ops	301	286	134	131

Findings:

- Core vacancies across Specialist Operations officers (particularly MIR, Intel Dev, and SOCT/Cyber) are funding student officers, trainees, and temporary core posts elsewhere in the business. A review of trainee posts has commenced.
- Transferees awaiting start dates are in the pipeline and are reviewed in the round for priority postings.
- Core vacancies across Specialist Operations are funding student officers



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National Lead Force Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	64	20	20
NLF Fraud	49	35	15	28
NLF Coordination	19	29	18	40
Report Fraud	18	21	165	156
NPCC Cybercrime	9	13	3	5
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	11 (2 Secondments)	0	1
Total National Lead Force	171	173	221	250

Findings:

- As part of both officer and staff strength are filled Temporary Funded posts, such as Domestic Corruption Unit, NLF Fraud Impact Team, and NPCC funded roles – 24 officers and 48 staff
- Report Fraud TOM went live on 1 April 2025
- Several posts held for Police Now and Detective Direct Entry Student Officers



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Corporate Services Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Chief Officer Team	5	5	3	3
Strategy and Fed	17	16	27	27
Change	0	0	20	19
Corporate Communications	0	0	13	15
Finance	0	0	16	12
People Services	0	0	24	26
Estates	0	0	18	15
IMS and IT (Incl. Business Insights)	6	5	44	40
Professionalism and Trust	54	70	20	23
Total Corporate Services	82	96 (incl. 1 secondments)	185	179 (incl. 2 secondments)

Findings:

- Corporate Services mostly in a strong position against establishment, with staff having 13 Temporary Funded posts filled adding to the establishment.
- Finance has 4 vacancies 3 of which are filled by agency temps and are recruiting to a further vacancy
- Change have 4 vacancies each against established posts, with a joiner due in August
- Professionalism and Trust is made up of ICOD, L&D and PSD. Currently showing as over established due to Temporary Core posts – mostly in Vetting and some in L&D



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Appendix 4: Recruitment Delegation - SWP

1. **Established Police Staff Recruitment** – (approval level LRPM only) Posts that are funded through either core funding or external/national funding and within the establishment 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 Established Police Officer Recruitment** – (approval level Tactical People Board) Any request for an external advert for Police Officers must be approved by Tactical People Board, in particular uniform constable rank. If approved, officer 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 Staff and Officer Temporary Growth Posts** (funded externally / national funding / Core funded but temporary) – (approval level Strategic People Board). Police Staff and Officer growth posts can be recruited to internally and externally with Strategic People Board approval. A careful balance of developing our own staff and bringing new capacity and capability into the organisation should be considered. 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. **Any suggested conversion of posts** from Staff to Officer or Officer to Staff must come to Strategic People Board for decision.



Integrity Compassion Professionalism

