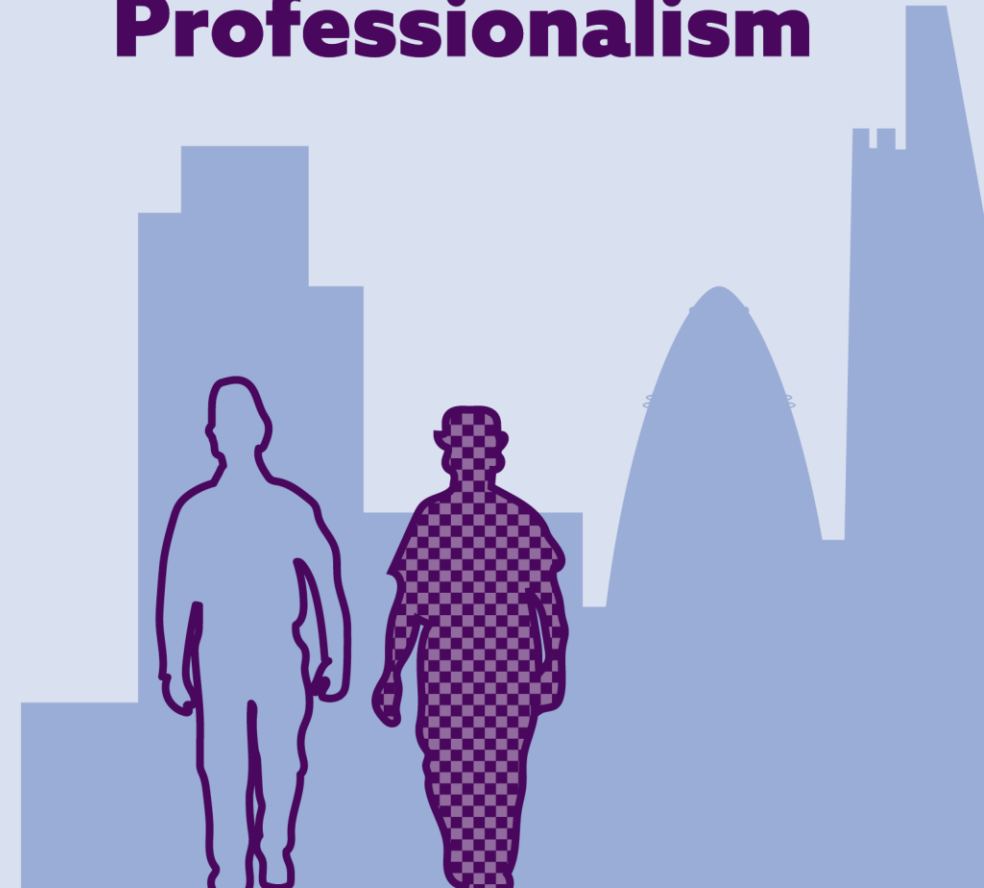




People Data Pack

Quarter 2 2025/26: Jul – Sep 25

**Integrity
Compassion
Professionalism**



Summary

This People Data pack sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q2 2025/26 between **1st July to 30th September 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 are 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 have met the Uplift target 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 September, CoLP has achieved 86.4% of staff establishment. This is a reduction from previous reporting period due which is related to reclassification of positions in the system.	
Strategic Workforce Plan (SWP) progressing aims	The project plan is progressing, following the outcome of the Business Planning process for 2025 we will look to expand the SWP to include other high demand and priority areas, building on what we already have in place. Firearms have increased their strength over establishment by 5.9% with 4 joiners since July 2025, bringing officer establishment over strength up to 89% (71.75 FTE). Detective recruitment has continued as a priority with a +2.9% change since the snapshot in June 2025; this is an additional 10.9 FTE recruited.	
Force Representation: positive trend in % ethnic minority and female CoLP officers and staff	CoLP ethnic minority for officers has decreased slightly whilst female representation has increased slightly. For staff, ethnic minority has increased slightly whilst female representation has decreased between July 2025 and September 2025. Ensuring that we have a diverse workforce is still very much a force priority with People Services and Professionalism and Trust working together to look at ways to increase this.	
Sickness below upper tolerance threshold (10 days in 12 months)	The average working days lost for officers was 2.05 days and 1.88 days for staff (July–September 2025). 63-66% of sickness days lost was related to long term cases. Since the last quarter, the average days lost for officers increased from 1.87 whilst for staff sickness decreased from 2.15 days per staff. Sickness is high in pockets of the organisation. Sickness management is embedded with scrutiny of sickness taking place at local meetings.	
Occupational Health (OH) SLA being met	Some SLAs being met or improved on. A new OH Advisor joined in September and should improve resources in this area. We are reviewing resource and service levels 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



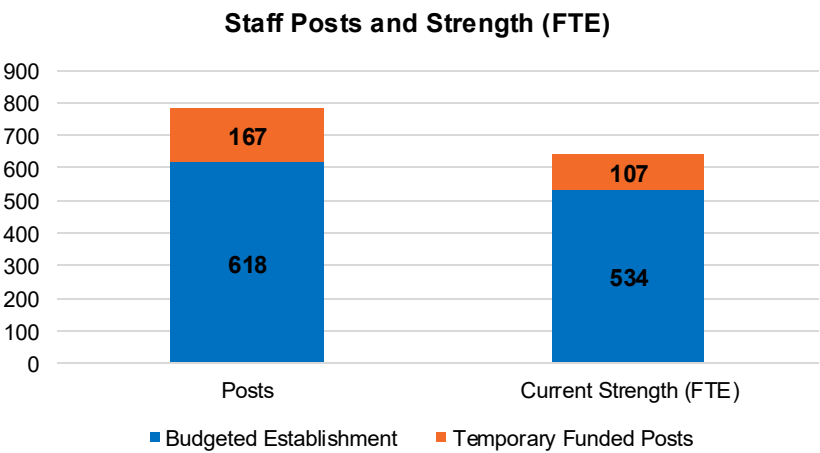
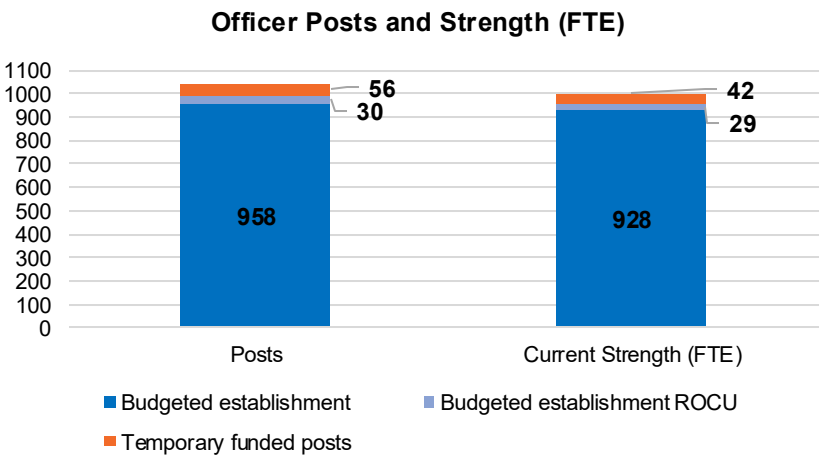
Workforce establishment as at 30 September 2025

Policing Plan performance measure: Achieve and maintain at least 90% of our police staff permanent establishment (quarterly)
86.4%

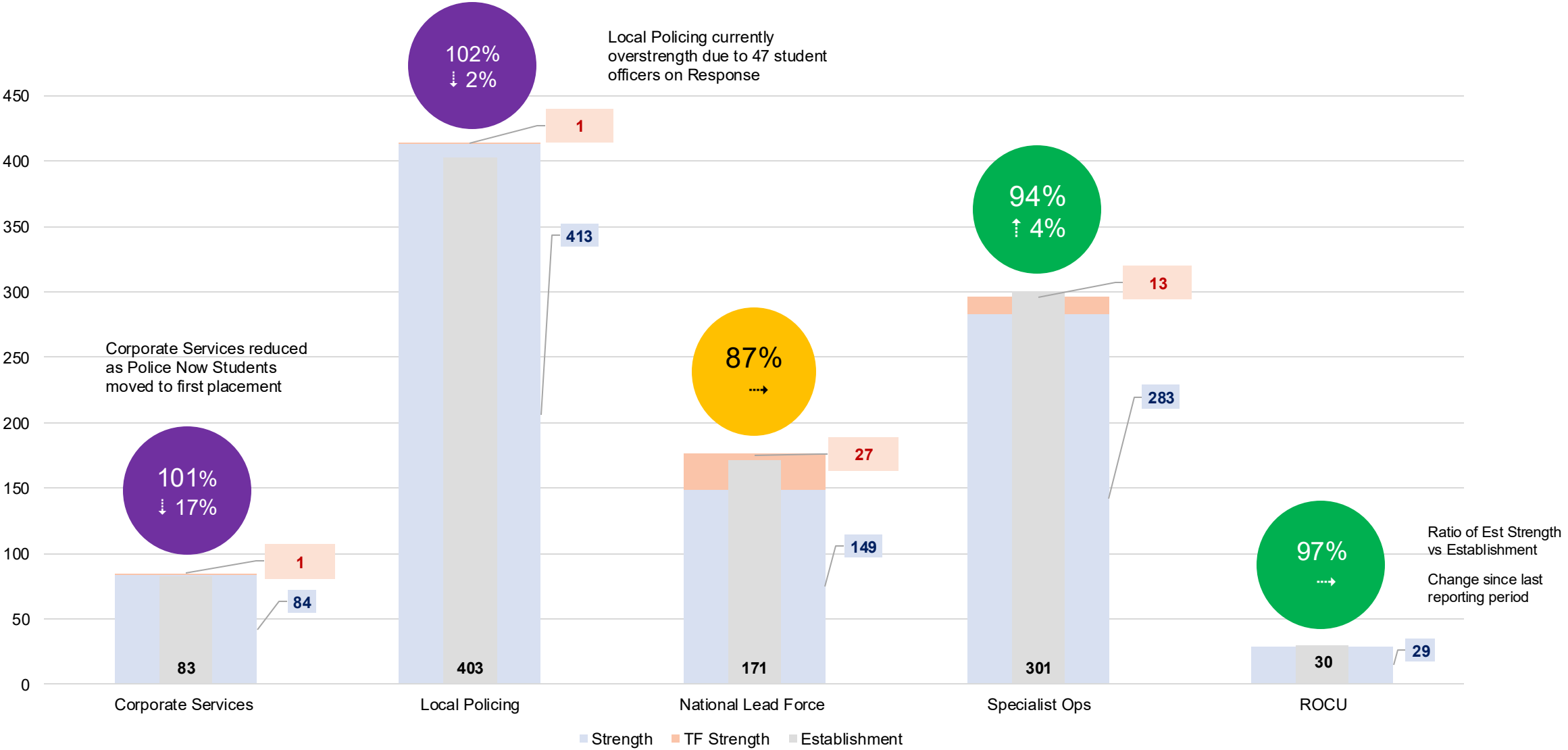
Establishment type	Police officer strength			Police staff strength		
	Estab	Actual		Estab	Actual	
Permanent	958	928	96.9%	618	534	86.4%
ROCUs	30	29	96.7%			
Total Establishment	988	957	96.9%	618	534	86.4%
Temporary funded	56	42	75.0%	167	107	64.1%
Total FTE including Temporary funded	1044	999	95.7%	785	641	81.7%

- 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.
- Whilst recruitment is continuing at pace many posts have been filled with internal applicants, either on promotion or lateral development. This is a great indication of how we are growing and supporting our people. However, this is slowing our progress to meet the 90% Target.
- In order to meet the 90% by the next quarter we will need to onboard 8 people per month and not exceed 4 leavers in the same month.
- In Quarter 2, police officer total strength increased by 0.4% and police staff total strength increased by 1.1%. Staff established strength has reduced due to movement between Temporary Funded and Established posts.
- The Force Strength Indicator for September shows gaps at the rank of uniform Inspector, as Inspectors are posted following the promotion board earlier this year, this gap should close. Transferees from this process will be prioritised throughout the rest of the financial year.
- For staff, 79% of 41 Grade F established posts are filled, with some vacancies across grades C-E and G.
- There has been a small reduction in the gap against temporary police staff vacancies, related to recruitment and changes in the system around position classification.

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

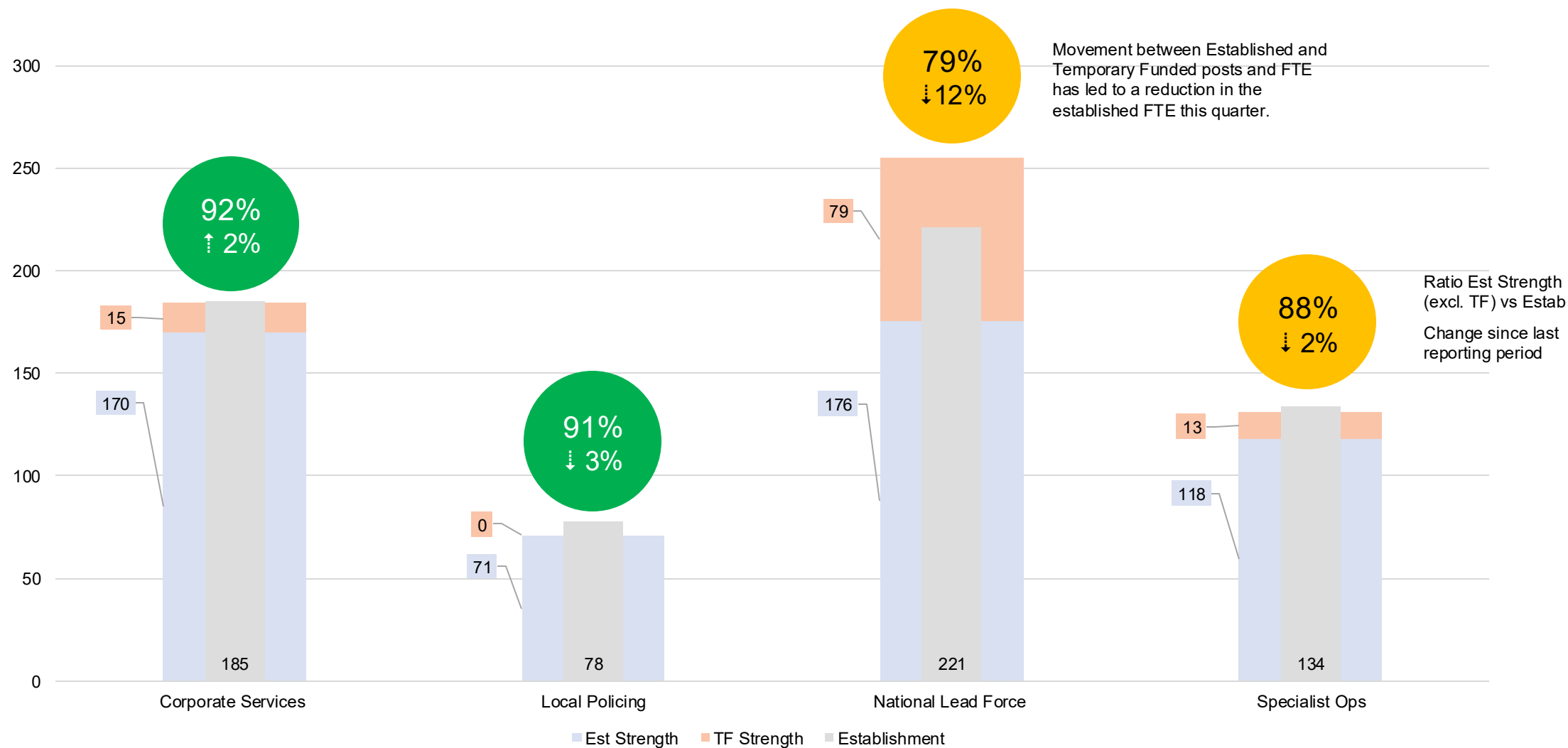


Officer Strength v Establishment FTE (rounded)



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Staff Strength v Establishment FTE (rounded)



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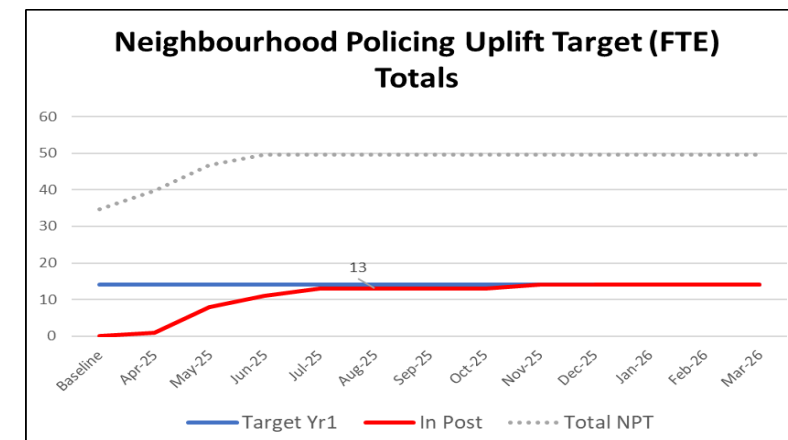
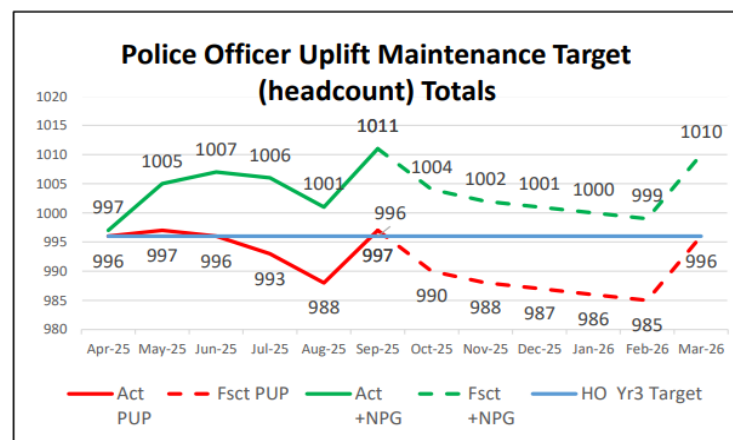
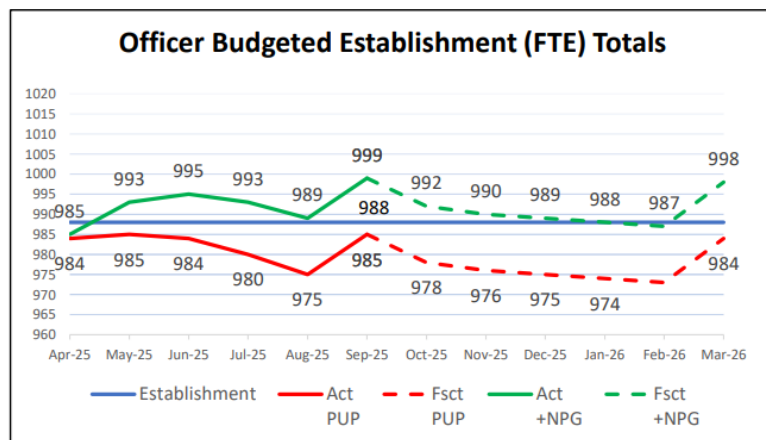
Police officer headcount

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

996 target achieved

The CoLP 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 related to the grant terms. The officer headcount was 1011 at 30 September 2025 and met the uplift target. The officer headcount and FTE has also increased to include a new NPT uplift target of 14 FTE (total headcount 1010), all new Neighbourhoods posts will be filled by the end of the year. 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.



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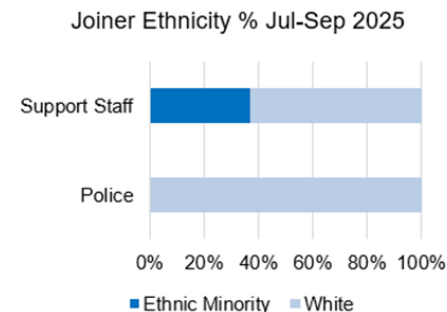
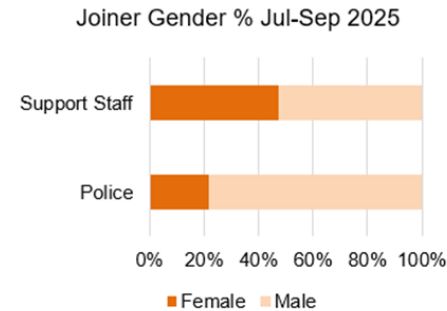
Attraction and recruitment

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

In the period July – September 2025:

- 48 campaigns were advertised externally and/or internally, 5 of which have already secured conditional offers. This is down from 88 campaigns advertised April-June 2025. It is likely the summer period impacted on recruitment.
- On average, 11 applications were received per campaign (previous average of 19 applications per campaign).
- Two campaigns received a higher number of applications, 90 (Information Security Analyst) and 66 (Intelligence Analyst), and were advertised widely including the CoLP website, LinkedIn, College of Policing and Indeed.
- 6 campaigns (66/33 officer/staff) received no applications; 4 officer campaigns were advertised internal only.
- 37 campaigns have made an offer; this relates to 51 individuals. 1 individual has withdrawn. The majority of successful candidates confirmed they saw the advert on the CoLP website.
- 89% of campaigns advertised in this period have not yet confirmed an offer, with some campaigns still open.
- CoLP's Glassdoor rating is currently 3.4 out of 5 (no change from June 2025) with 72% (up 1%) confirming they would recommend CoLP to a friend.

23 officers and 19 staff joined the force. A change of +43% for officers (16 joiners April – June), and -26.9% change for staff (26 joiners April-June). Officer diversity has reduced



- There were 24 officer (down from 46), and 16 staff internal moves in this 3-month period (down from 46 officers, 9 staff internal moves April-June).

Next Steps:

- The Attraction Strategy is continuing to be drafted. This strategy will look to improve campaign offer success rates and initiatives to attract the best talent, with a focus on building the employer brand and ratings, such as on Glassdoor. Plus, develop further initiatives that encourage equality, diversity and inclusion (EDI).
- We have signed a new contract with LinkedIn and will be working more closely with them to better utilise our usage of their products such as featured job slots, in line with the priority recruitment areas highlighted within the Workforce Plan.
- Candidates are engaging positively with our roles on LinkedIn, with the number of individuals clicking through to our jobs profile increasing by 10.6% in the last 3 months.



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Retention

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

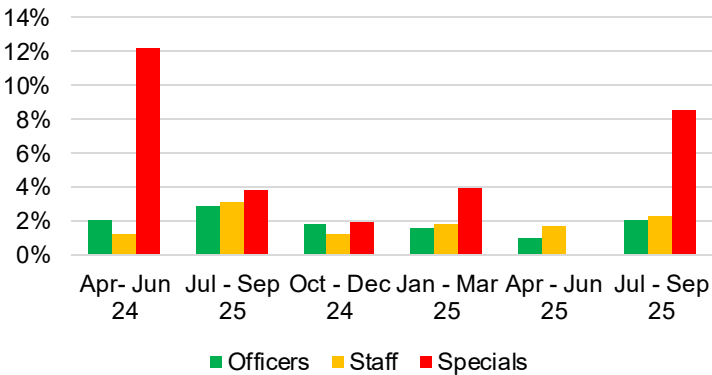
The officer leaver rate increased from 1% April - June 2025 to 2% July - September 2025. Staff leavers has increased from 1.7% to 2.3% in the same period.

Currently, resignations makes up the largest percentage of leaver reasons per quarter. Officer resignations made up 35% of leaving reasons, followed by retirements (30%). 73% of staff leavers in the quarter were due to resignation. Exit survey responses suggest the main reason for resignation was better job opportunities elsewhere, and desire for a new challenge.

Nationally, officer resignations have continued to surpass retirements for 2024/25. Although CoLP data followed the same pattern in 2023/24, it has not yet continued in the same trajectory when taking all retirements including medical retirements into account. National data trends also suggested higher levels of officer resignations with 2-5 years service following Uplift, among current leavers April – September, 20% had 2-5 years service.

4 Specials have left between July-September 2025, all resigned. A cohort of trainee and transferee Specials is scheduled for October with up to 19 Specials joining.

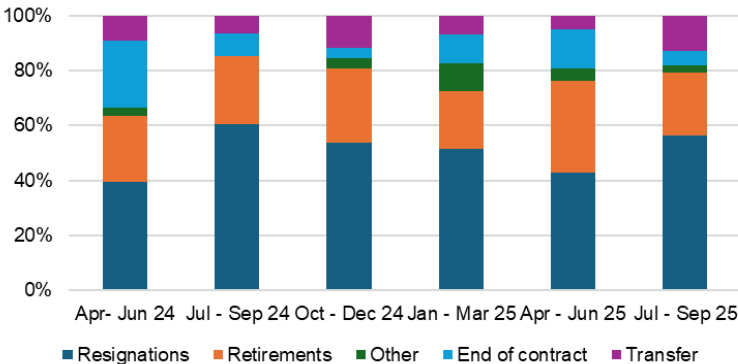
Leaver rate per quarter 2024/25 - 2025/26



Areas with higher leaver rates across the force for 25/26 so far (April – September) include: Mounted Section (31.6%, 3 leavers) all resignations; Roads Policing Unit (23.1%, 3 leavers) all transferring to another force; and NPCC Cyber Crime (16.7%, 3 leavers), related to end of secondments and retirement.

The Retention and Exiting Working Group continue to review exit survey data to understand key reasons for leaving and will carry out a review of the Stay Pathway at the end of the first year in November 2025. The exit survey has been suggested to be adapted for internal moves to understand reasons for moving and highlighting any specific team issues. Work has started to pull this together.

Leaver reasons % per quarter (officers, staff and specials) 2024/25 - 2025/26



Strategic workforce planning (SWP)



SWP – Priorities

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

- Firearms have increased their strength over establishment by 5.9% with 4 joiners since July 2025, bringing officer establishment over strength up to 89% (71.75 FTE).
- Custody initiatives to provide greater resilience both short and long term are currently in train, following the Sergeants posting panel in the Autumn they will be able to be implemented. Initiatives include 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 +2.9% change since the snapshot in June 2025; this is an additional 10.9 FTE recruited. 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 remained the same since June 2025 with 66.51 FTE and Intelligence Operations has decreased by 6.3% (2.4 FTE) to 35.6 FTE.
- The Training Needs Analysis (TNA) continues to make good progress and is on schedule against its delivery plan. Phase 1: Baseline training needs are now known and ratified for LP, SO and CSD. Baseline training needs for NLF will be known and ratified by the end of September. Work is also underway to baseline training requirements of force cadres. Phase 2: The training record audit work is 83% complete for LP, 50% for SO and 45% for CSD - associated training gap analysis will take place in October/November. A TNA dashboard and HR export report have been scoped and are being built to support gap analysis. Phase 3: TNA challenge panels are scheduled for LP (17th Oct) and SO (5th Nov). The forcewide strategic training plan based on the TNA gaps is due to be ready in January 2026.
- 83 people have completed the Police Leadership Programme so far this year, this is 29% of the total rank/grade Sgt/Insp and D/E with management responsibility. Further courses are planned in 2025/26 and to July 2026. 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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SWP – Priorities

- Within the reporting period there has been an Inspectors NPPF exam, in which 44.4% were successful (see table below). NPPF is the National Police Promotion Framework, a four-step promotion process for officers seeking promotion to the rank of Sergeant or Inspector. A greater proportion of those that applied were male; female candidates have a slightly higher pass rate overall. All individuals who applied and required reasonable adjustments were successful. The National Investigators Examination (NIE) is also represented in the table below, 80% of those that applied were female, all individuals from an ethnic minority background and those who required reasonable adjustments passed. A higher proportion of staff passed with no officers passing.

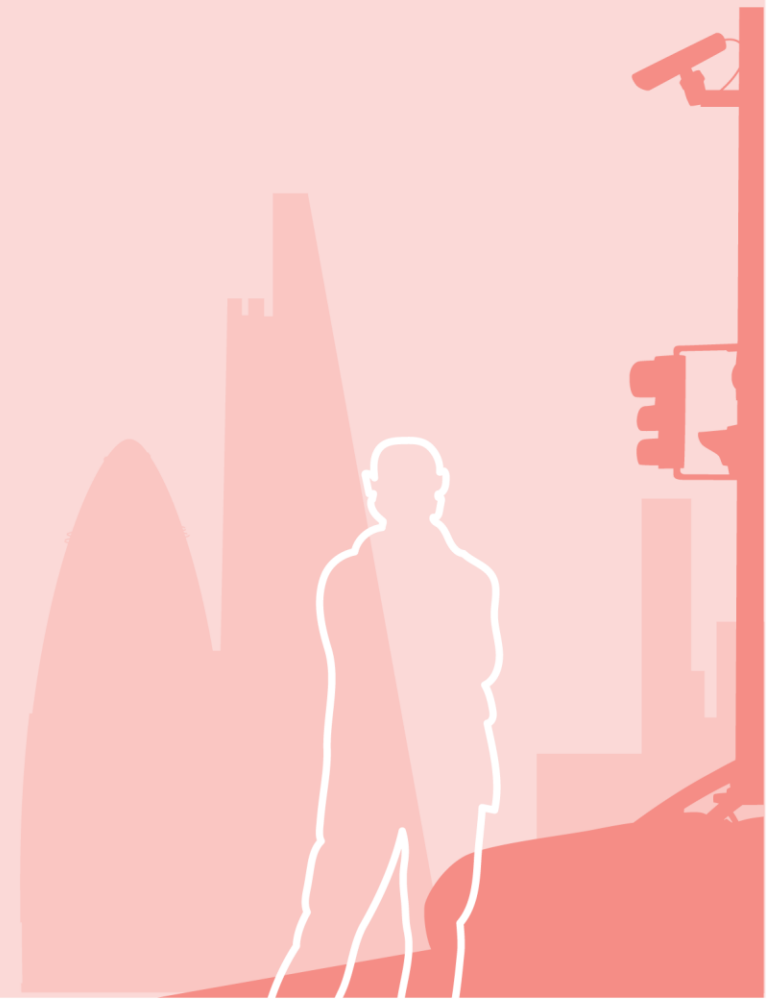
	NIE							NPPF Inspector				
	Total	Staff	Officer	Female	Male	Ethnic Minority	Reasonable Adjustments	Total	Female	Male	Ethnic Minority	Reasonable Adjustments
Pass	40.0%	66.7%	0.0%	50.0%	0.0%	100.0%	100.0%	44.4%	50.0%	41.7%	0.0%	100.0%
Total	5	3	2	4	1	1	2	18	6	12	1	3

Next Steps

- Learning & Development will update the HR system to reflect training completion data across all directorates from the TNA baseline analysis. A gap analysis will be undertaken for each directorate and reviewed in directorate challenge panels. As the TNA matures, it will align with the SWP and Talent Management Strategy
- As part of the TNA, a working group consisting of HR, Learning & Development, and Finance has been set up with the aims of defining mandatory training and Learning & Development’s management of this across the force, developing governance, and understand how training budgets have been utilised force-wide. This will help to develop a longer-term training plan, maximising externally funded training opportunities, and developing staff training opportunities further within the budget envelop.
- Learning & Development will also be establishing an endorsement process for the NIE in line with NPPF to ensure consistency across exams and to understand individual motivations for taking the exam.
- A review around limiting NPPF attempts in line with the NIE is being considered, this is to ensure the right people are being developed. Currently, the College of Policing stipulate that after two attempts at the NIE exam a development plan should be set for delegates, after a third failed attempt it is advised to remove the delegate from the PIP2 pathway. For NPPF, there is no internal guidance around multiple failures.
- Learning & Development will be exploring Police Pass development programmes for NIE and NPPF to increase pass rates. Firearms will also need to review possible initiatives to help improve the initial firearms course pass rates, as 18% passed in 2024/25.
- Custody next steps will be implemented following the Sergeants posting panel, including creating a wider pool of trained custody officers, putting newly promoted Sergeants onto the required courses. Plus central management of custody duties by Duty Planning, the agreement has been made in principle and will be formalised once they have the pool of officers available. A Custody Sergeant vacancy will be filled as a priority at the Sergeants posting panel.
- Intel Analysts will continue to embed the IPP, with the Senior Leadership Team (Chief Inspector/Grade F) completing their respective portfolios, exploring peer reviews with the FCA and Met Police to initially assess senior staff and officers, and complete a review of the new processes in Summer 2026. Power BI Dashboard are being created to monitor IPP completion rates and identify any teams that require assistance. Intel Dev are exploring options with Learning & Development to use OneFile to host the assessment process.



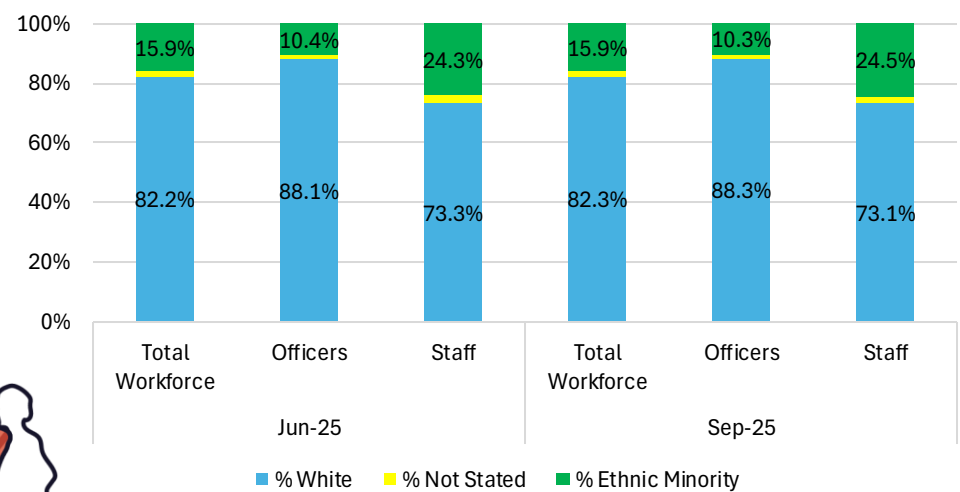
Our People



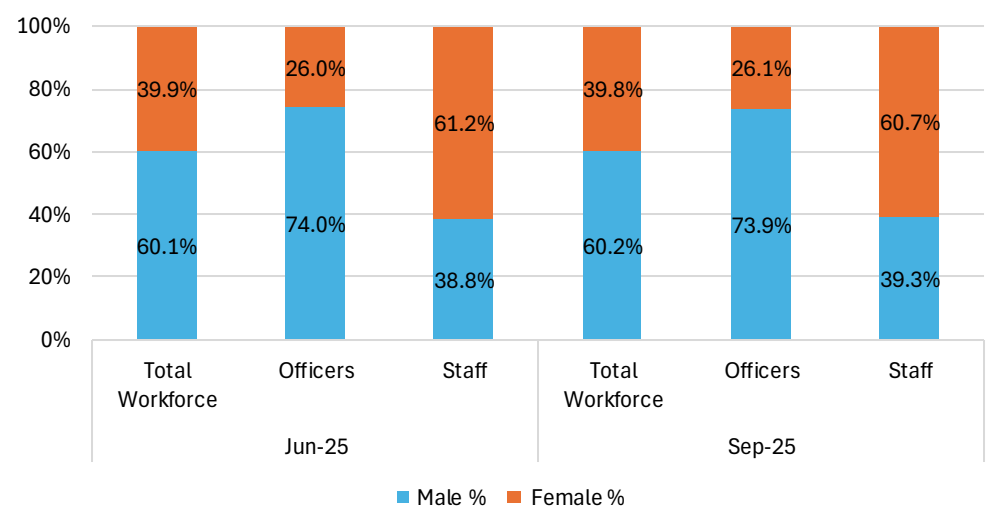
Representation as at 30 September 2025

- As at 30 September 2025, there were 271 officer, staff and specials from ethnic minority groups in CoLP, which is 15.8% of the total workforce and no change since June 2025.
- The female representation for officer, staff and specials at 30 September 2025 was 39.3%, the number of female officers in force has increased since 2021/22 from 23.8% to 26.1% and for staff from 58.8% to 60.6%.
- Disability disclosure is 5.5% officers and 7.1% staff, like 30 June 2025 where 5.6% officers and 7.1% staff disclosed a disability.
- As at 30 September 2025, 49.7% of CoLP officers were aged between 41 and 55, 39.9% aged 26 to 40 and 7.0% were 25 or under. This age range varies from the national data, where 26 to 40 (45.5%) was the majority age range and 12.6% of officers are 25 or under. Over 60% of Staff and Specials are aged 41 and over.
- Improvements have been made enabling easier access to reasonable adjustments in recruitment, exit survey trends are reviewed regularly, as is auditing of HR data. The EDI Board and ICOD are implementing the Race Action Plan and EDI Strategy.
- The graphs below provide a comparison between June 2025 and September 2025, for officer and staff ethnicity and gender profiles. This includes a combined graph to show the CoLP as a whole.

CoLP Ethnicity Profile June 2025 and September 2025



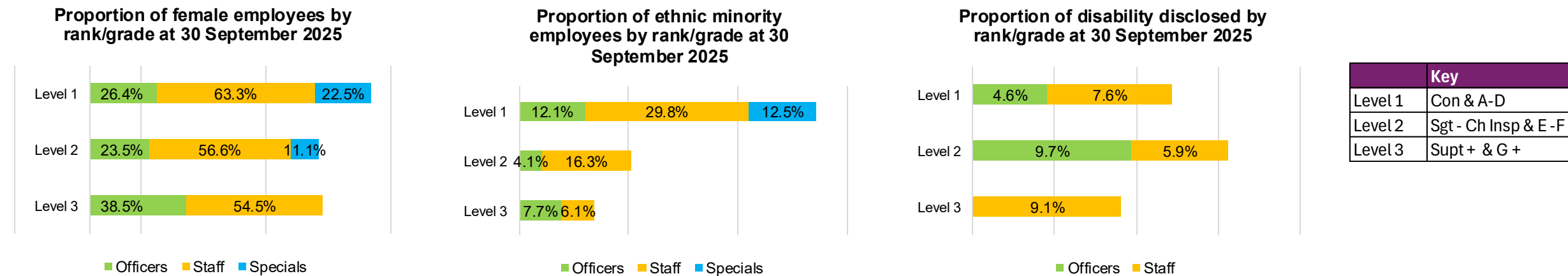
CoLP Gender Profile June 2025 and September 2025



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Representation as at 30 September 2025

- The below graphs provide an overview of the proportion of officers, staff and specials for female, ethnic minority and a disclosed disability by grade/rank. The key provides information on what rank/grade is included in each level. There have been only incremental changes in officer and staff proportions.
- Representation of ethnic minority officers in CoLP remains higher among the ranks of Constable and Grades A-D. Ethnicity among Specials has decrease by 2.5% since June 2025.
- Similar to June, female representation increases with rank among officers but reduced within higher grades among staff. Specials female representation has reduced by 2.5% since June 2025 among Level 1.
- Disability disclosures among officers are higher among the ranks of Sergeant to Chief Inspector, with no disabilities disclosed among Superintendent or above. Individuals do not have to disclose a disability to the force, this is voluntary. For staff, disabilities have been disclosed across most grades, with a slightly higher percentage of disclosures among Grade G and above related to the total number of individuals within these grade.

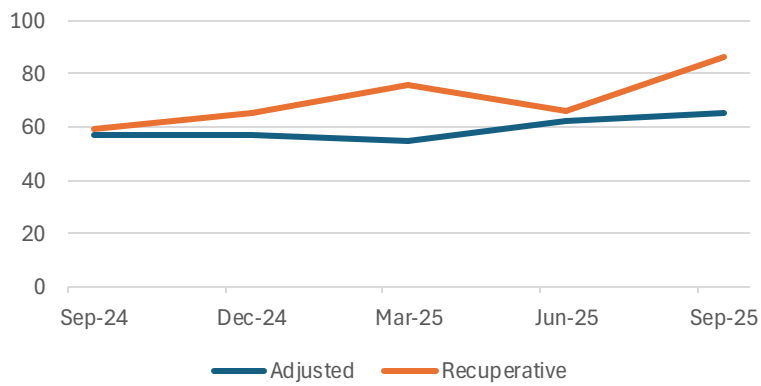


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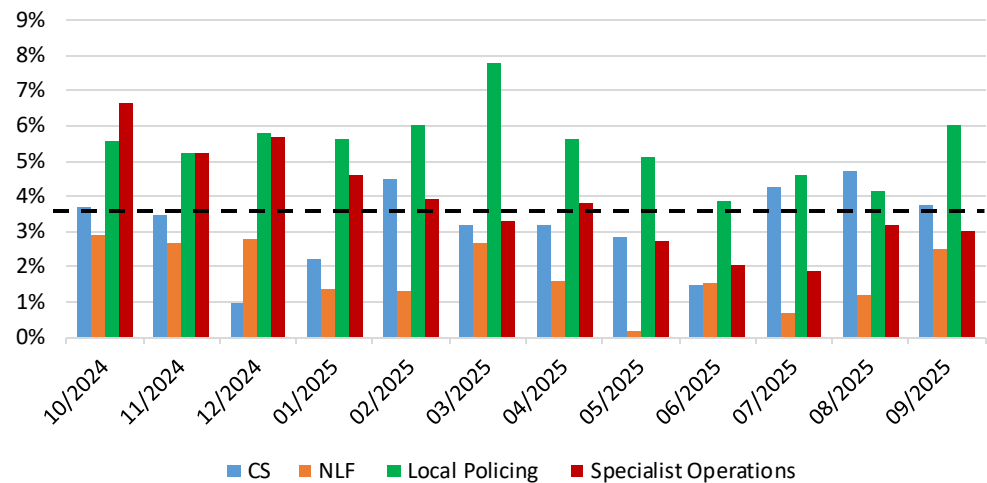
Sickness

- Between 1 July and 30 September 2025, 2073 days were lost to sickness for officers, which is on average 2.05 days per officer. Since the last quarter, officer sickness has increased where an average of 1.87 days per officer was reported.
- For staff, this has decreased slightly with 1250 days lost, an average of 1.88 days per staff member. Compared to the previous quarter, where staff average days lost was reported as 2.15 days.
- The majority of sickness in this period was long term, representing 66% of officer sickness and 63% of staff sickness.
- The absenteeism rate calculated by rolling month shows an increase in absenteeism rate for Local Policing for officers and a slight decrease for staff since the last quarter which is above the upper tolerance levels. This sickness was mostly related to long term sickness. See graphs right.
- Mental Health Related Sickness and Cold, Cough, Flu were the largest reasons for sickness for both officers and staff. Gastrointestinal problems accounted for over 100 days for officers only.
- 65 officers are currently on adjusted duties, the majority working in Specialist Operations or National Lead Force Operations. 78 officer are on recuperative duties, and work across the directorates, with a higher percentage working in Local Policing and Specialist Operations. The below graph shows that adjusted duties remained steady across the year and has increased since the last quarter. Recuperative duties has also increased since the last quarter.

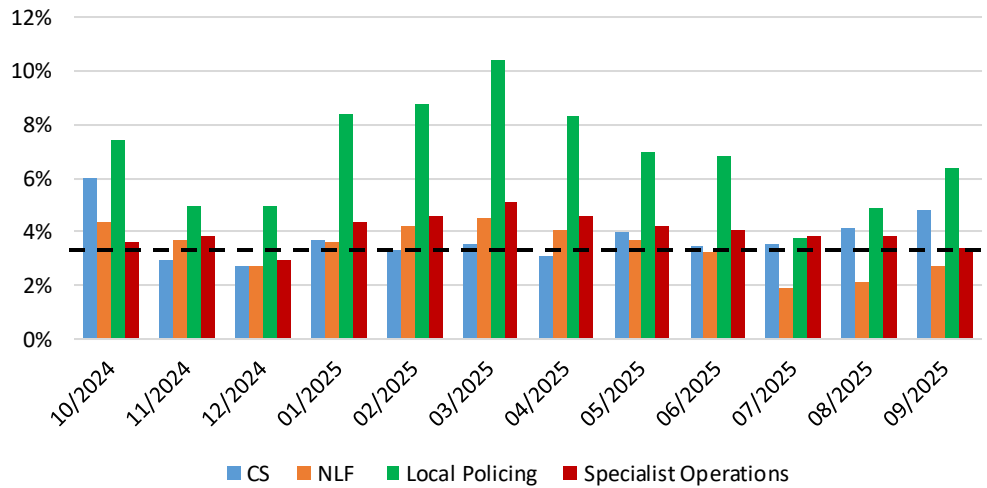
Adjusted and Recuperative Duties Trends



Officer Sickness Absenteeism Rate %



Staff Sickness Absenteeism Rate %



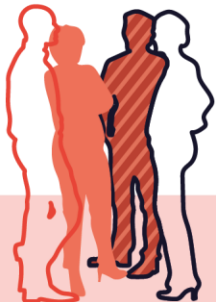
Upper Tolerance level: 10 days in 12 months in absenteeism % is 3.85, represented in graphs with a dotted line



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 July 2025 to 30 September 2025, OH have received 12 pre-employment requests of which 9 were responded to within their SLA of 2 working days (83% 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 104 referrals of which 77 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 64%.
- In addition, there were 29 referrals to the OH Physician (OHP) of which 27 were seen within the SLA, a response rate of 93% (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)	2024/25	2024/25 SLA %	Q1 2025/26	Q2 2025/26	2025/26 SLA %
No of pre-employment forms sent	89	92%	11	12	83%
No of pre-employment checks offered within 2 working days	82		10	9	
No of requests for appointments with Advisor (new referrals only)	247	59%	55	104	64%
No of Advisor appointments offered within 5 working days	146		24	77	
No of requests for appointments with Physician (new referrals only)	58	62%	16	29	93%
No of Physician appointments offered within 14 working days	36		15	27	



Assaults (Op Hampshire)

There were 50 Op Hampshire assaults reported during Q2 2025/26, this is comparable to the number of assaults reported during Q2 2024/25 when 57 assault reports were received.

During Q2 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, was assaulted after stopping a cyclist who pushed the officer which resulted in an injury preventing the officer 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.

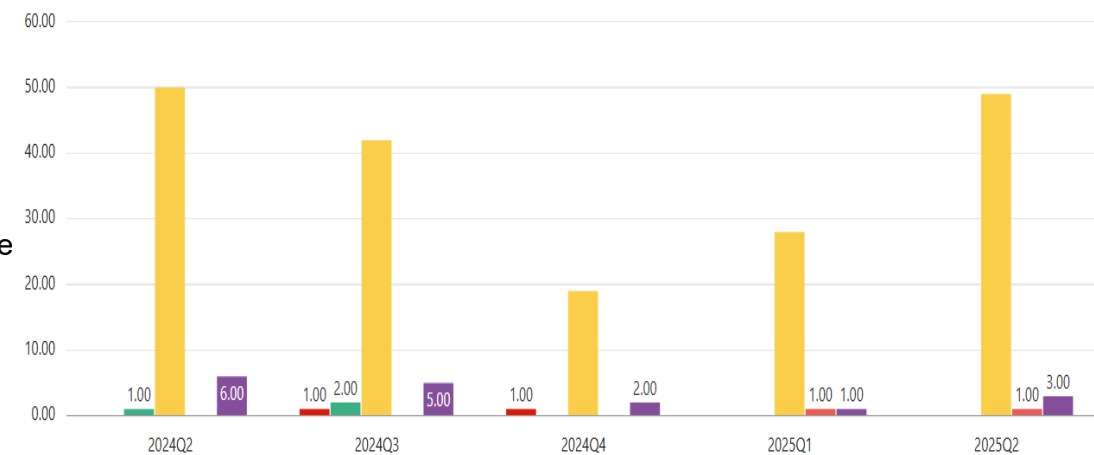
To help mitigate the likelihood and severity of assaults all officers undertake annual Public and Personal Safety Training (PPST), which is scenario-based training designed to equip officers with the skills and knowledge to manage complex, real-life situations safely with a focus on de-escalation. When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

Directorate	2024/25 Q2	2024/25 Q3	2024/25 Q3	2025/26 Q1	2025/26 Q2
City Policing – Local Policing	50	42	19	28	49
City Policing – Specialist Operations	6	5	2	1	3
Corporate Services	1	2	-	-	-
National Lead Force Operations	-	-	-	1	1
Not Employed*	-	1	1	-	-
Total	57	50	22	30	53



Top Health & Safety Risks

- The current top health and safety risks (Top X) were reviewed at the Strategic Health, Safety and Wellbeing Board at the beginning of October an overview of the current risks and actions to mitigate are as follows:
- **Display Screen Equipment (DSE)** the project to introduce an electronic system for the management of DSE Assessments and case-management of complex cases is currently on-hold pending a decision to allow sharing of data to populate the DSE assessment system.
- **Fire Safety** – fire marshal training remains a concern although some spaces are available on Corporation of London training courses work will be undertaken to consider running CoLP training courses to ensure that there are enough courses for City of London Police given the different risk profile and need for enough fire marshals to cover 24-hour shifts across the CoLP estate. In addition, a review will take place of how fire drills are conducted, monitored, debriefed and how learnings are shared.
- **Control of Substances Hazardous to Health (COSHH)** -relates to storage facilities for seized articles which are hazardous. A working party has been requested to look at the application of PACE requirement related quantities of substances seized and retained for evidential purposes and if this is being applied correctly without retaining excessive quantities and consideration of the application of digitisation of evidence. Any findings will be used to create new procedures and processes. The need for suitable storage facilities has been shared with the Future Police Estate Board for incorporation in the new estate.
- Linked to the above is the storage of seized e-bikes and e-scooters, processes are in place to store such items outside of CoLP buildings with a regular collection process with items normally being removed within 24 hours. This has been raised with the Future Police Estate Board for consideration in the new estate.



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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)

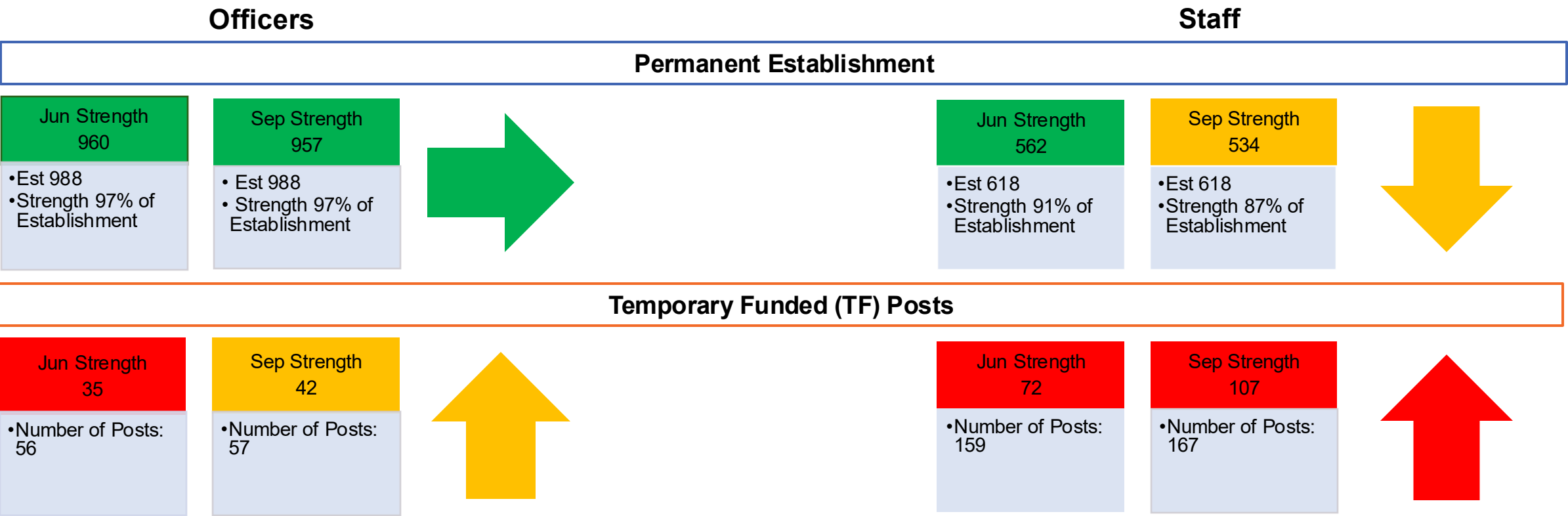
Temporary Post funded from budgeted establishment – a temporary role that is funded by money already accounted for within the budgeted establishment.

Temporary Post funded from existing post not backfilled – a temporary role that is funded by holding a substantive funded post vacant.



Appendix 2: Workforce Establishment

The graphic below shows establishment vs strength (FTE). Change in position status of roles in the system has affected Staff establishment and Temporary Funded strength.



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Appendix 3: Operating Establishment

Operating establishments in four areas as at 30 September 2025:

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



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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	89	9	8
Response & VCU	80	119	9	7
Taskforce	208	181	14	13
Contact & SMT	21	25	46	43
Total Local Policing	404	414	78	71

Findings:

- 1 part Temporary Funded role filled this quarter
- Response currently overstrength due to student officers
- Tactical Firearms Group reduced vacancy rate with September intake, now 88% filled from 84%.
- Higher vacancies in Taskforce Operations, 68% filled, Project Servator and Legion, 82% filled, National Disruption Effects Unit, 78% filled with only 2 vacancies, and Cycle, 80% filled – 2 vacancies.
- 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	93	40	37
Investigation Services	146	154	18	22
Forensic Services	9	8	26	28
Criminal Justice System	38	39	49	43
SO SMT (Supt above)	5	5	1	1
Total Specialist Ops	301	299	134	131

Findings:

- Core vacancies across Specialist Operations officers (particularly MIR, Intel Ops, and SOCT/Cyber) are paying for student officers, trainees, and temporary core posts elsewhere in the business.
- Officer establishment has increased related to transferees starting between July-September.
- Staff established vacancies are higher in AOJ/CMU and MIR.



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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	65	20	19
NLF Fraud	49	40	15	25
NLF Coordination	19	29	18	51
Report Fraud	18	18	165	154
NPCC Cybercrime	9	14	3	5
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	10 (2 Secondments)	0	1
Total National Lead Force	171	176	221	255

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 – 27 officers and 79 staff (change related to system position classifications updates)
- Officer established vacancies in NLF Fraud, a number of posts held in NLF to pay for Police Now students
- Staff established vacancies in Analysis – Intelligence, Product & Supply Chain and Victim Services



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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	6	3	3
Strategy and Fed	17	20	27	29
Change	0	0	20	20
Corporate Communications	0	0	13	14
Finance	0	0	16	12
People Services	0	0	24	28
Estates	0	0	18	15
IMS and IT (Incl. Business Insights)	6	5	44	41
Professionalism and Trust	54	54	20	22
Total Corporate Services	82	85	185	184

Findings:

- Corporate Services mostly in a strong position against establishment, with staff having 18 Temporary posts filled adding to the establishment and officers having 8 temporary posts filled.
- Finance has 4 vacancies 3 of which are filled by agency temps and are recruiting to a further vacancy
- Professionalism and Trust (ICOD, L&D and PSD), reduced as Police Now students moved to their first placements.



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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

