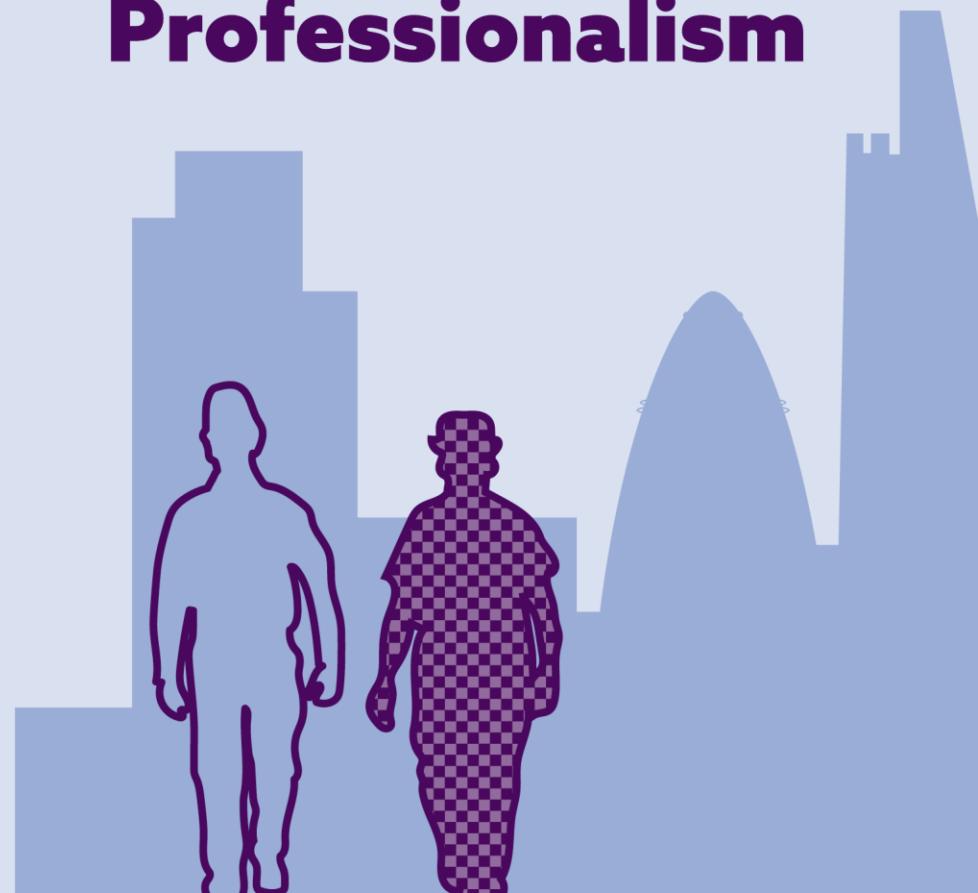




# People Data Pack

Quarter 3 2025/26: Oct – Dec 25

**Integrity  
Compassion  
Professionalism**



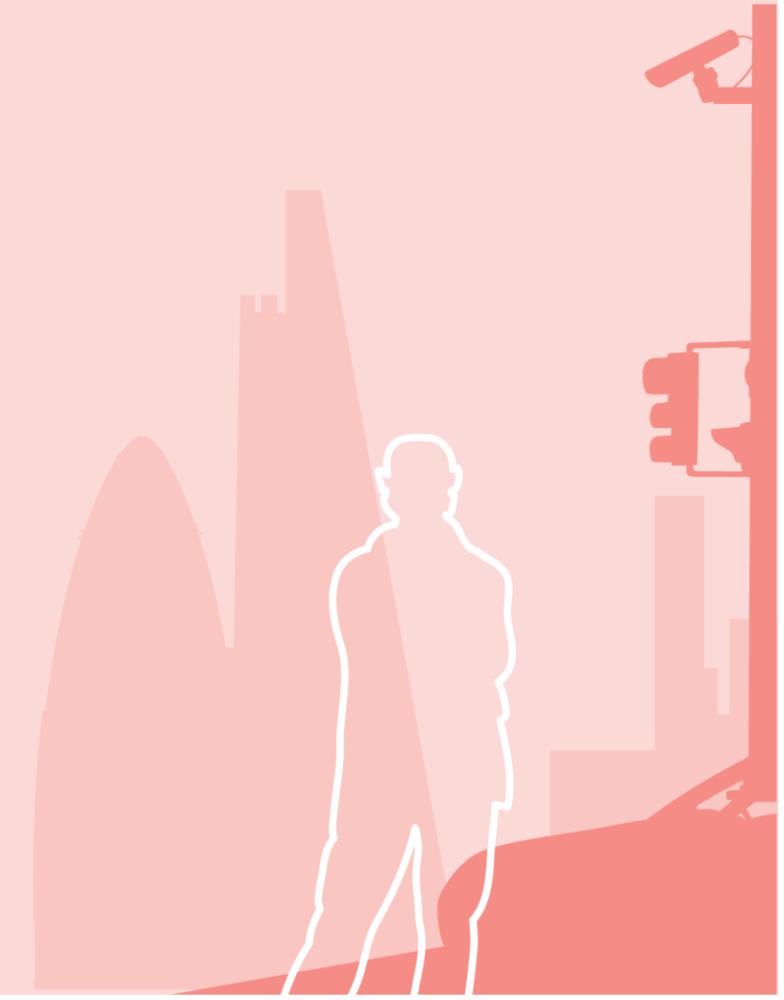
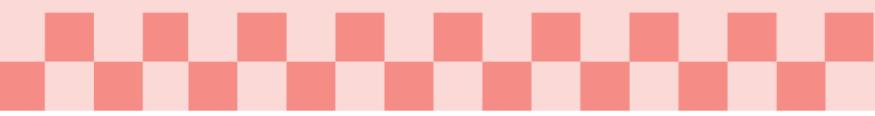
# Summary

This People Data pack sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q3 2025/26 between **1<sup>st</sup> October to 31<sup>st</sup> December 2025**. This report is provided quarterly with some information presented bi-annually or annually. This report details the actions we are taking and the progress we are making in relation to the following Policing Plan Priorities 4. Inclusive and Trusted; 5. Employer of choice and 6. Improve our productivity.

Reporting Area	Summary	RAG
Officer Workforce Strength over Establishment & headcount targets (Policing Plan Priority 5)	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. <b>We have met the Uplift target in September 2025 and are scheduled to meet the target in March 2026.</b>	Green
Staff Workforce Establishment at 90% filled (Policing Plan Priority 5)	Recruitment continues to priorities CoLP staff vacancies against establishment. As at 31 December, CoLP has filled 89.5% of staff establishment.	Yellow
Vetting meeting SLA (Policing Plan Priority 4)	In quarter 3, 151 applications were received and completed, with 100% completed well within their SLA's once the vetting form has been allocated to a Vetting Officer.	Green
Strategic Workforce Plan (SWP) update (Policing Plan Priority 5)	The project plan is progressing including custody prioritised within the sergeant promotions with individuals required to complete the custody course; continued professionalisation of intelligence analysis; updated Intel recruitment improved the quality of candidates and encouraged interest in specialist roles; prioritisation of recruitment has improved strength of detectives and firearms since launching the SWP.	Green
Force Representation: positive trend in % ethnic minority and female CoLP officers and staff (Policing Plan Priority 4)	CoLP ethnic minority had decreased for officers (10.3% in Q2 to 9.9% in Q3), whilst female representation has increased slightly (26.1% in Q2 to 26.3% in Q3). For staff, ethnic minority has remained similar at 24.4% and female representation has increased (60.6% in Q2 to 61.1% in Q3). 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.	Green
Sickness below upper tolerance threshold (10 days in 12 months) (Policing Plan Priority 5)	The average working days lost for officers was 2.42 days and 2.11 days for staff (October–December 2025). 50% (staff) and 51% (officers) of sickness days lost was related to long term cases. Since the last quarter, the average days lost for officers has increased from 2.05 days and for staff increased from 1.88 days. Sickness is high in pockets of the organisation with sickness management embedded and scrutiny of sickness taking place at local meetings.	Yellow
Occupational Health (OH) SLA being met aims (Policing Plan Priority 5)	SLAs consistent or improved on compared to the previous quarter and compared to 2024/25 (number of pre-employment checks offered within 2 working days, and number of Physician appointments offered within 14 working days). Improvement in some SLA response times required, namely number of Advisor appointments offered within 5 working days, currently at 63% response rate.	Red
Assaults aims (Policing Plan Priority 5)	CoLP H&S have the following proactive measures in place to mitigate risks from Op Hampshire assaults: training, policies/procedures, support, monitoring numbers and identifying learning. There were 33 assaults reported during Q3 2025/26, a reduction from 50 in Q3 2024/25. Exploration of factors contributing to the reduction will take place at Tactical Health and Safety Board.	Green



## Establishment, recruitment and retention

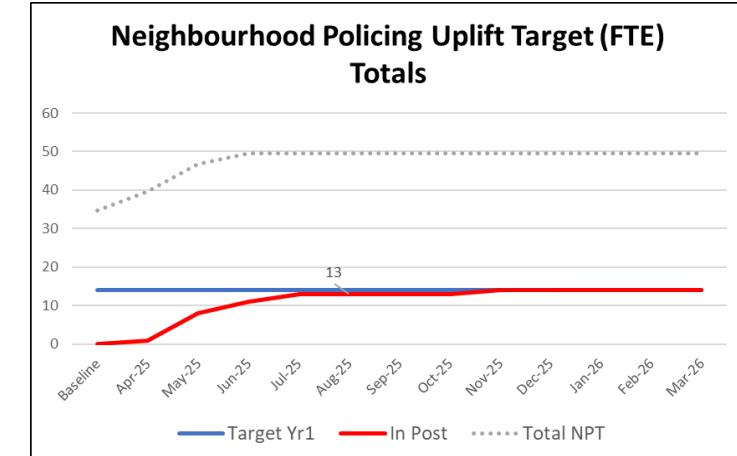
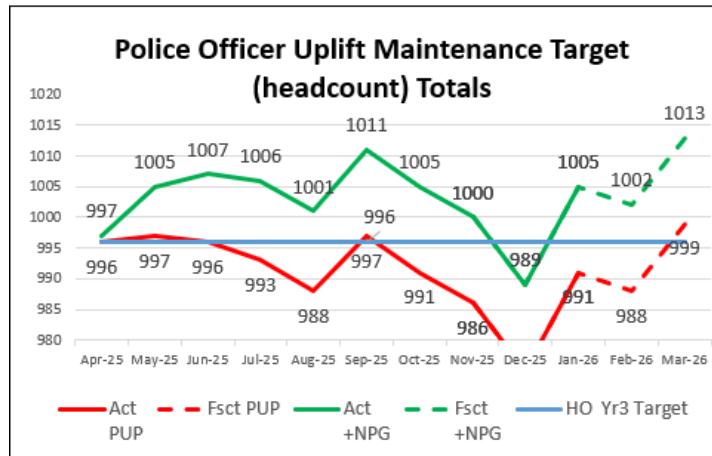
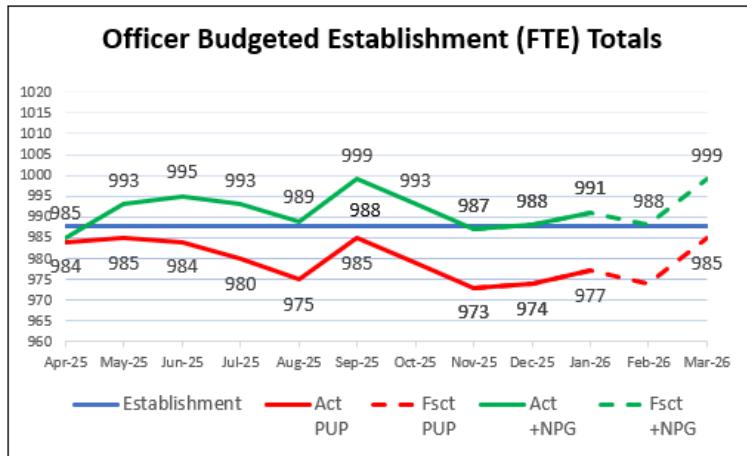


# Policing Plan Priority 5: Be an employer of choice

## Performance measure: Maintain our officer uplift headcount commitment (bi-annual)

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 1002 at 31 December 2025 as forecast to reduce related to budgets, this will rise again for March 2026. The officer headcount and FTE has increased to include a new Neighbourhood Policing uplift target of 14 FTE (total headcount 1010), all new Neighbourhoods posts have been filled and have been backfilled. 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.



## Policing Plan Priority 5: Be an employer of choice

### Performance measure: Achieve and maintain at least 90% of our police staff permanent establishment (quarterly)

89.5%  
↑

Establishment	Police staff Headcount		
	Total posts	Filled Posts (Hdct)	
Permanent Staff	618	547	88.5%
Agency Temps		6	
<b>Total</b>	<b>618</b>	<b>553</b>	<b>89.5%</b>

- Of the 618 posts, 15 posts (2.5%) have recruitment held due to funding and will either be removed from the establishment for 2026/27 or funding will be reassigned in 2026/27 for recruitment to start.
- Of the 547 individuals in established post, 72 work part time with an FTE less than 1. 7 people are in job shares (4 roles), 65 staff are part time with an actual FTE of 48.86, therefore the target is set against headcount rather than FTE to show number of posts filled.
- Having reviewed the headcount filled per quarter, there has been a 1% decrease in established posts filled from 90.5% to 89.5%.
- Whilst recruitment is continuing many posts are being filled with internal applicants, either on promotion or lateral development. In the last 3 months, 68% of established posts filled were by internal staff moves. This is an indication of how we are developing and supporting our people. However, this impacts our ability to continuously meet the 90% target of established posts being filled. Forecast for joiners and leavers in January show a higher number of leavers than predicted. To reach 90% by the next quarter we would be required to onboard approx. 11 people per month into established roles and not exceed 4 leavers per month.
- With current trajectory we are unlikely to meet 90% filled posts by Q1 2026/27 with approximately 4-5 external joiners projected to start in established roles between February and March 2026.
- Analysis over the past three months has shown that we are attractive to external applicants, we are therefore working with Directorates to understand their recruitment priorities. Police staff vacancies will be tracked at the monthly Tactical People Board.

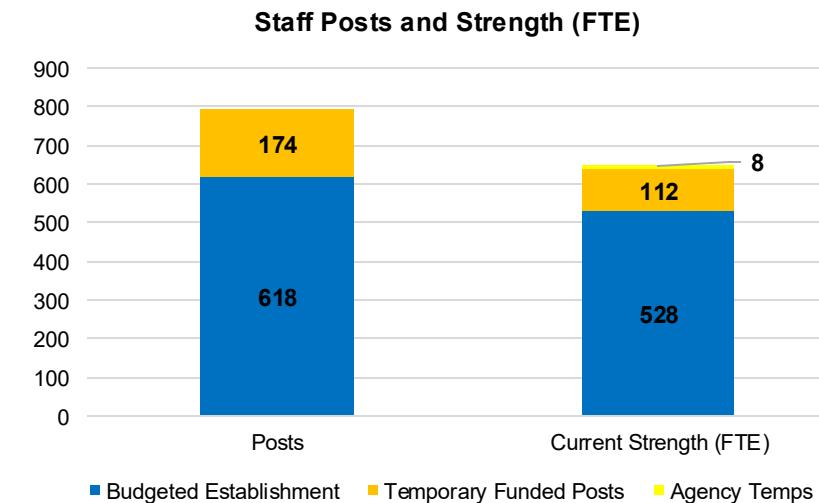
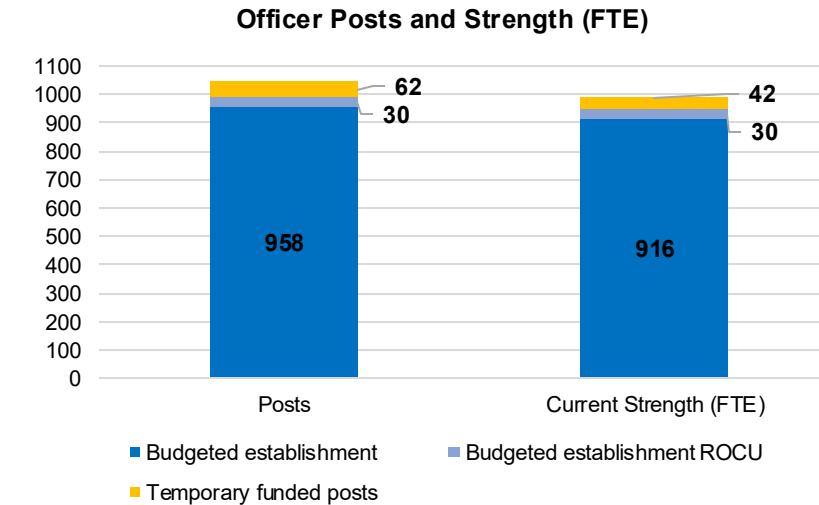


# Workforce FTE establishment as at 31 December 2025

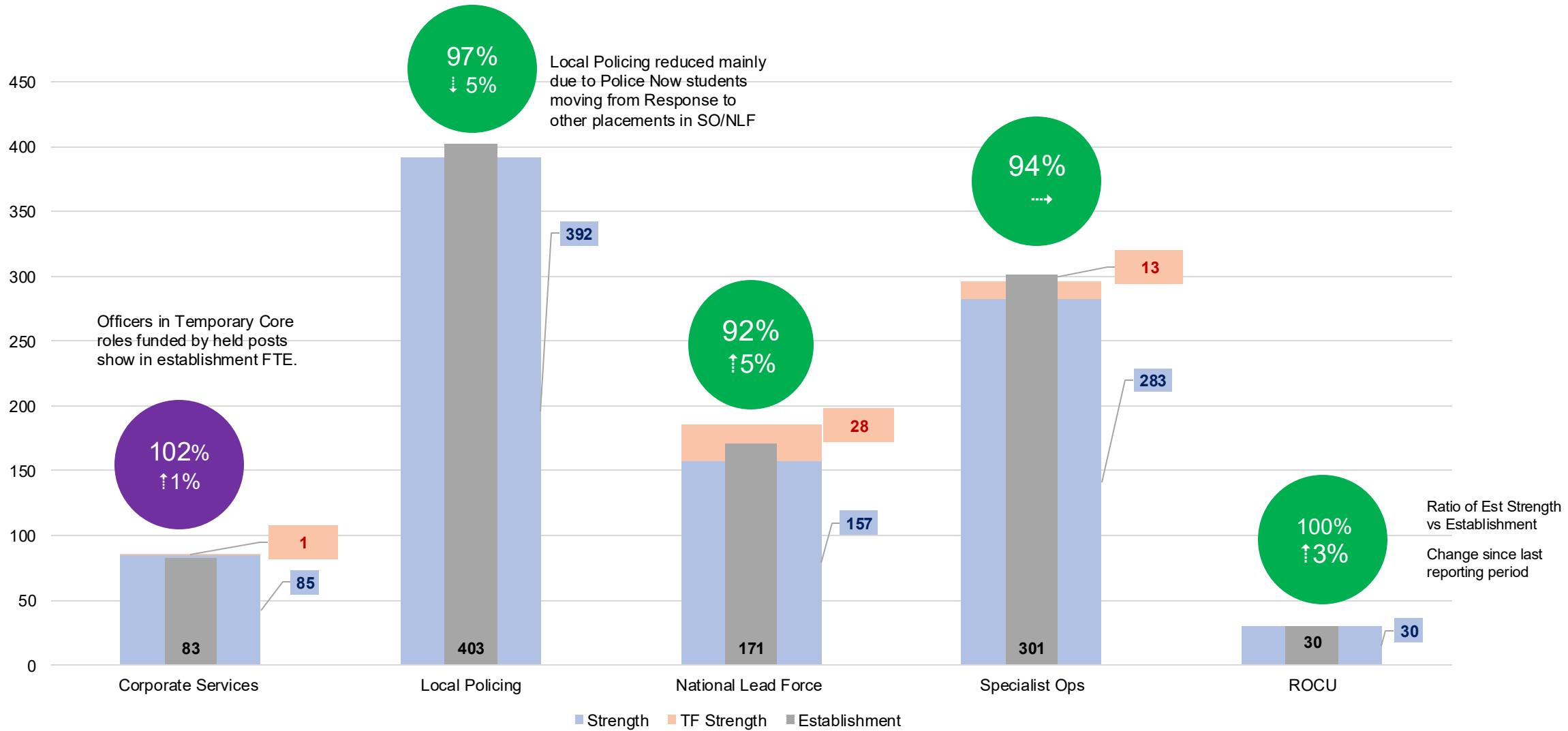
Establishment type	Police officer strength (FTE)			Police staff strength (FTE)		
	Estab	Actual	%	Estab	Actual	%
Permanent	958	916	95.6%	618	528	85.4%
ROCU	30	30	100%			
Agency Temps				6		
<b>Total Establishment</b>	<b>988</b>	<b>946</b>	<b>95.7%</b>	<b>618</b>	<b>534</b>	<b>86.4%</b>
Temporary funded	62	42	67.7%	174	112	64.9%
Agency Temps				2		
<b>Total FTE incl. Temporary funded</b>	<b>1050</b>	<b>988</b>	<b>94.1%</b>	<b>785</b>	<b>648</b>	<b>82.5%</b>

- 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 3, police officer total strength decreased by 1.1% in line with forecasts and police staff total strength decreased by 1%. Staff established strength has reduced due to movement between Temporary Funded and Established posts.
- The Force Strength Indicator for December shows gaps at the Sergeant rank, as Sergeants are posted following the promotion board, this gap should close.
- For staff, 77% of 41 Grade F established posts are filled, with some vacancies across grades C-E.

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

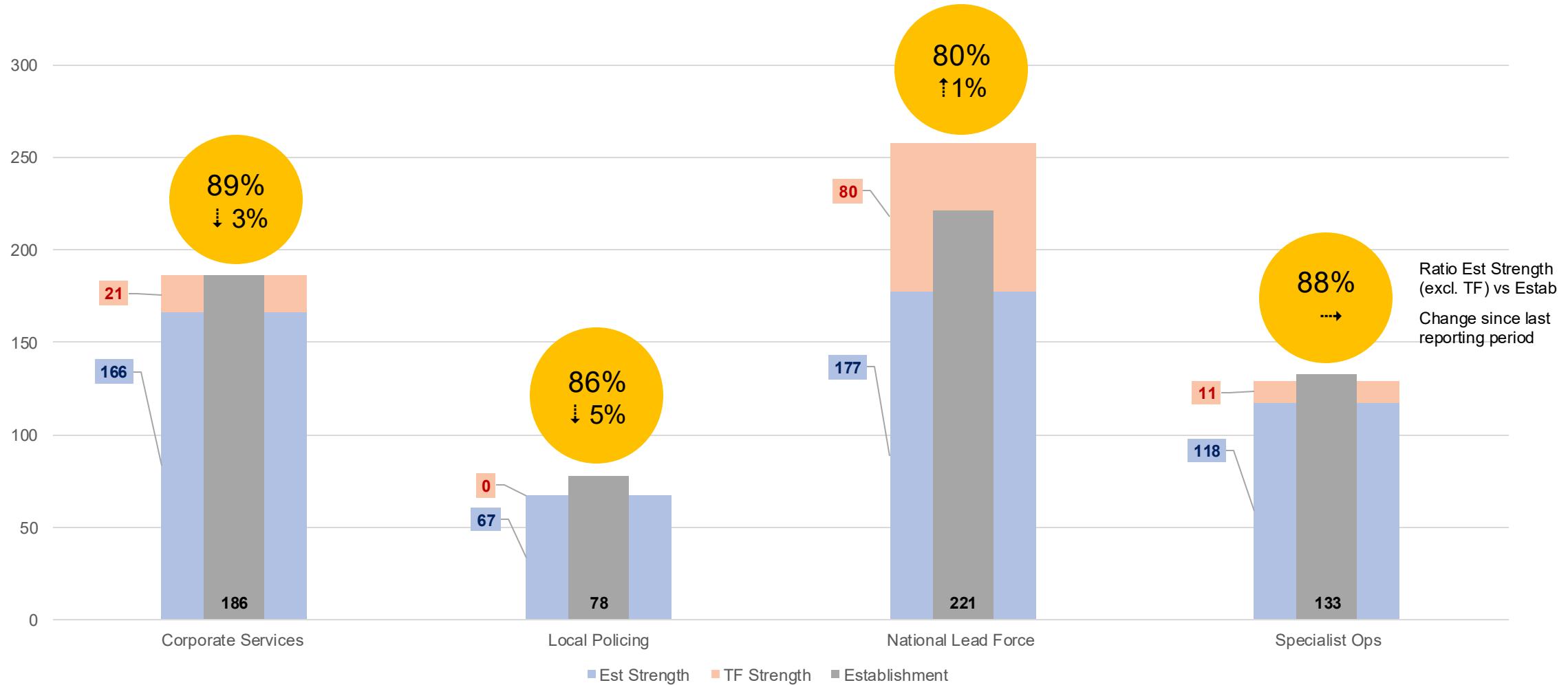


# Officer Strength v Establishment FTE (rounded)



A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime

# Staff Strength v Establishment FTE (rounded)



A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime

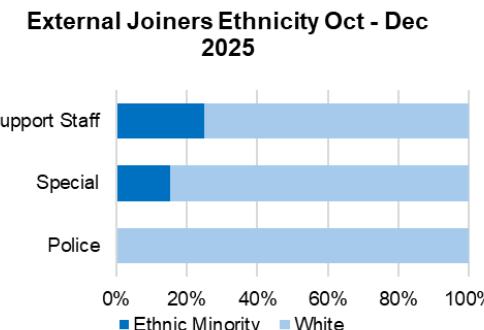
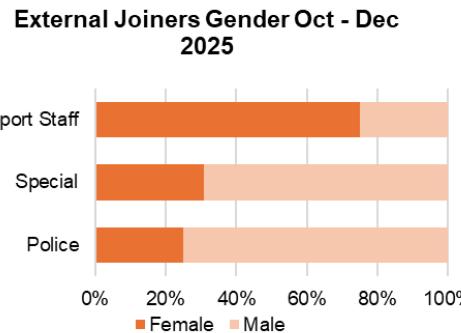
# Policing Plan Priority 5: Be an employer of choice

## Performance measure: Action taken to attract, recruit and retain talent

### Attraction & Recruitment

In the period October – December 2025:

- 59 campaigns were advertised externally and/or internally, 6 of which have sent conditional offers (12 offers made). Up from 48 campaigns advertised July-September 2025.
- On average, 13 applications were received per campaign (previous average of 11 applications per campaign).
- 6 campaigns received 50+ applications, 105 applications were received for a Data Scientist role in NLF and 92 for Data Analyst in IMS.
- 10 campaigns (all officer) received no applications; 8 of which were advertised internal only.
- 62 offers have been made in this period. 1 individual declined. 27 of these were external, including 10 Specials, 4 Sergeants via lateral transfer and 13 staff. 35 were offered internally (13 officers/ 22 staff).
- 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% (no change) confirming they would recommend CoLP to a friend.



- 23 officers and 19 staff joined the force. A change of -48% for officers (23 joiners July - Sept), and -16% change for staff (19 joiners July-Sept). Staff ethnicity has reduced but gender increased.
- There were 10 officer, and 18 staff internal moves in this 3-month period (change from 24 officers, 16 staff internal moves July-September).

### Next Steps:

- Work on our Attraction Strategy is ongoing, and we continue to engage with our external partners to build a tailored offering that best meets our needs and ambitions.
- Our current Applicant Tracking System (ATS), Blue Octopus, is being discontinued and will no longer be available to us once our current contract ends in March 2026. We are actively exploring our options in this space, with a view to adopting a more modern and intuitive system that will improve functionality and provide us with more in-depth data to inform our recruitment and attraction decisions.
- We remain an attractive employer, with a high number of external applications being received. In order to harness this and ensure our Staff headcount remains high, we are exploring how we can balance internal mobility and development with ensuring we are bringing in fresh talent externally.

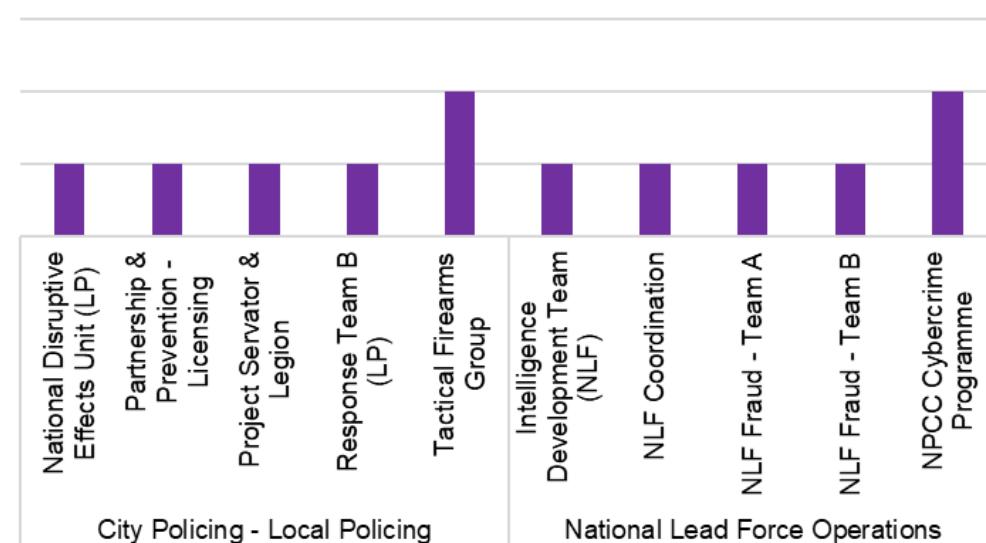


# Policing Plan Priority 5: Be an employer of choice

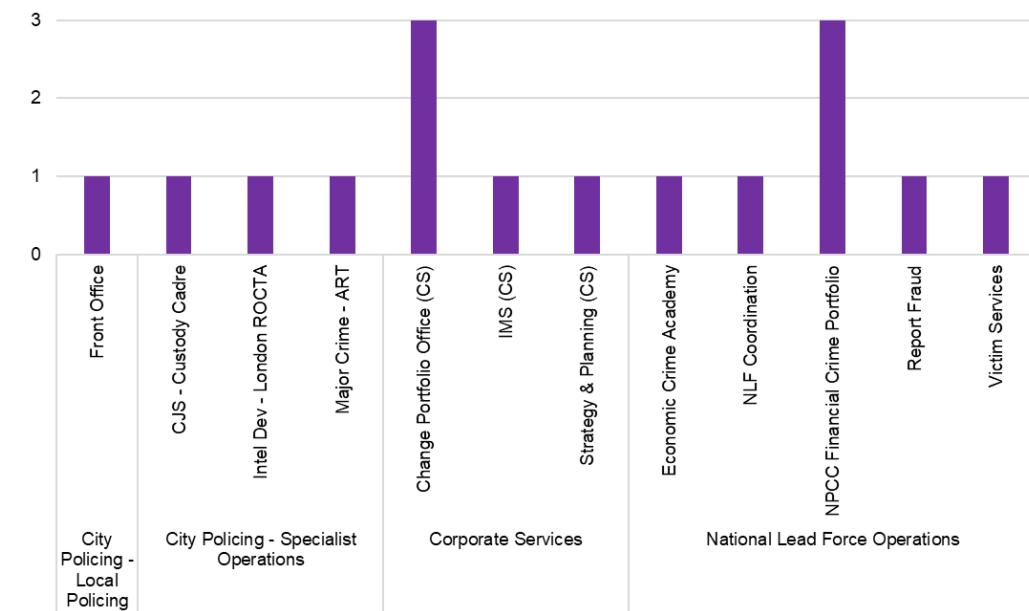
## Performance measure: Action taken to attract, recruit and retain talent

- In Q3, 12 officers including 8 Inspectors, fraud and firearms and 16 staff joined the force. The below graphs show external joiners by team.
- A probationer posting panel is being scheduled for January 2026, following a Sergeant posting panel and review of vacancies, to post newly qualified student officers into vacancies across the force.

Officer External Joiners October - December 2025



Staff External Joiners October - December 2025



# Policing Plan Priority 5: Be an employer of choice

## Performance measure: Action taken to attract, recruit and retain talent

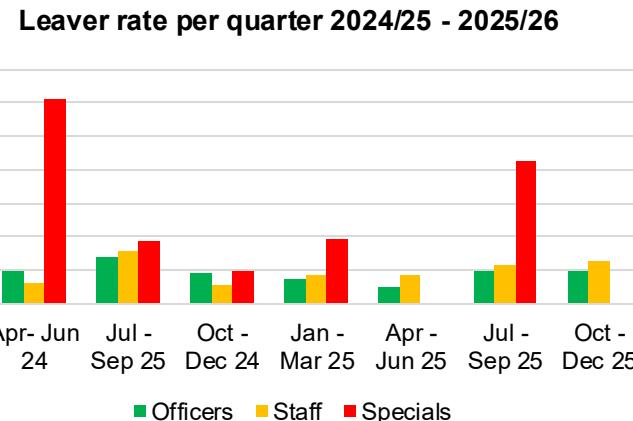
### Retention rates

The officer leaver rate remains the same between July - September 2025 and October - December 2025 with a 2% leaver rate per quarter. Staff leavers has slightly increased from 2.3% to 2.5% in the same period.

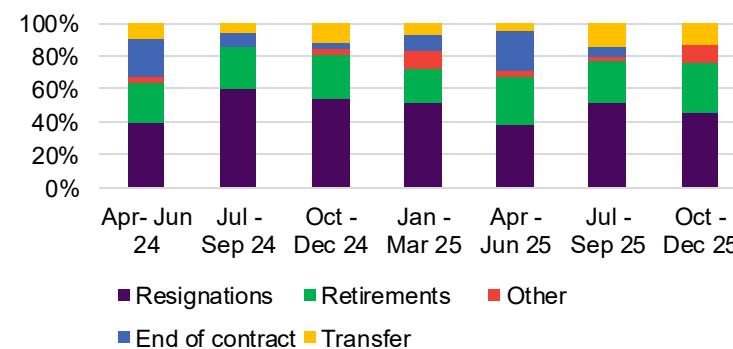
The overall leaver rate for 2025/26 so far is 5% for officers and 6.5% for staff. For the same period (Apr-Dec) 2024/25, officer leaver rate was 6.6% and 5.5% for staff.

Currently, resignations makes up the largest percentage of leaver reasons overall per quarter. However, for officers retirements make up 35% of leaving reasons, followed by resignation (30%). 65% of staff leavers were due to resignation so far for 2025/26. Exit survey responses suggest the main reason for resignation was better job opportunities elsewhere, and better paid jobs elsewhere.

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 CoLP officer leavers that resigned between April – December, 19% had 2-5 years service.



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

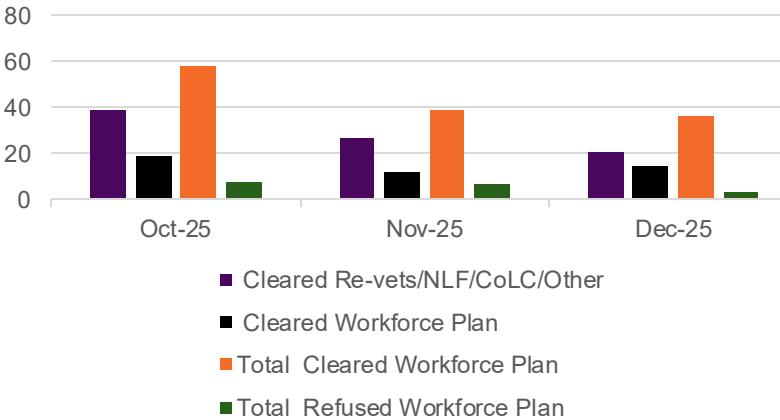


55% of staff leavers for 2025/26 so far have 0-5 years service in policing. Slightly less than in 2024/25 in which 63% of staff leavers had 0-5 years service.

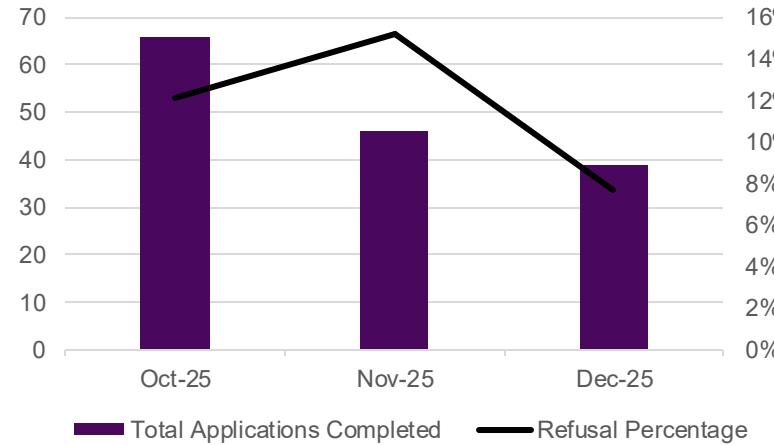
The Retention and Exiting Working Group continue to review exit survey data to understand key reasons for leaving. A review of the Stay Pathway will take place in Q4 2025/26.



Monthly Vetting performance



Vetting Refusal Percentage



Applications Awaiting Allocation



**Overall Productivity:** Overall completed applications decreased in Q3 compared to Q2. In Q2, the team completed 241 applications, whereas Q3 saw 151 completions. Several factors contributed to this reduction, primarily Vetting Officer abstractions. During this period, Vetting provided significant support to CCU with business interests and notifiable associates, which abstracted 3 Vetting Officers, plus 1 Vetting Officer was abstracted to achieve 100% compliance in the Annual Integrity Review. Additionally, there has been a vacancy at Vetting Officer level this autumn due to various acting up to cover senior position as well as annual leave over the Christmas period. This quarter also saw a 221% increase in returned Change of Circumstances forms requiring checks, which increased workload significantly. Vetting has introduced vetting reviews as part of the APP, which are not currently included in the reported figures, these will be incorporated into 2026 returns.

**Re-vets:** At the end of December, we have 5 individuals in the Force with expired Vetting. This is for various reasons outside of the FVU control, such as individuals being off. One is at UKSV and another has been declined Vetting and is awaiting an appeal panel. We have requested ID docs up until May 2026, with the plan of being a year ahead, however due to demand and Vetting Officer abstractions this has proven to be difficult. We will continue to attempt to get ahead, to ensure in the future everyone working within CoLP has valid Vetting. In Q3, 33 re-vets required clearance before expiring, there is 1 left to clear which expired on the 31/12/25, this is due to the Special not completing their forms.

**Vetting Refusals:** The overall refusal rate for Q3 is 12% which is in line with the national average. Q2 was 11%, so therefore no anomalies.

**Vetting Demand:** Due to various reasons including abstractions, and work undertaken by the Vetting Manager and Head of Vetting to ensure we are 100% compliant with the APP, workloads have increased significantly. We have 23 applications yet to be allocated, and 26 vetting reviews required. This does not include the Sgt Promotion board individuals.



# Vetting

There is no standard timeframe in which a vetting application can be completed, however, the following service level agreements are in place for all levels of vetting.

RV/CTC – 55 working days from receipt of completed application form

MV/SC – 55 working days from receipt of completed application form

MV/DV – 138 working days from receipt of completed application form

NPPV1 – 14 working days from receipt of completed application form

NPPV2 – 25 working days from receipt of completed application form

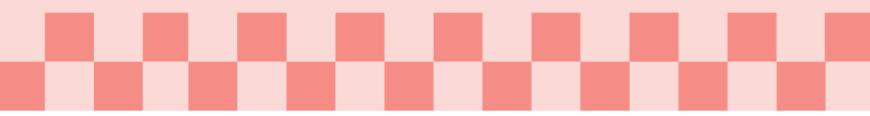
NPPV3 – 35 working days from receipt of completed application form

*Where CTC/SC clearance is required for any NPPV level, an additional 25 days will be required for Cabinet Office enquiries.*

Complex applications, or those where additional enquiries are necessary – whether with an applicant, or with out of force checks, the SLA may be delayed.



# **Strategic workforce planning (SWP)**



# Policing Plan Priority 5: Be an employer of choice

## Objective: Attract, recruit and retain specialist capabilities in line with the Strategic Workforce Plan

Improve and maintain firearms strength	Build custody sergeant resilience	Improve detective strength and develop investigator pipeline
<p>Strength over establishment has slightly decreased by 3%, officer strength over establishment is 86% at 69.75 FTE (71.75 FTE, Sept 2025). Firearms has improved since the initial snapshot for SWP was taken in Sept 2024 where firearms has 75% strength. Annualised recruitment has enabled firearms to improve their strength, and this will continue aligning with the firearms course.</p> <p>Firearms have updated career pathways information on the intranet, held an open day for prospective candidates and delivered talks about firearms to probationers. A mentorship programme is underway to help those preparing for the firearms course in May.</p>	<p>Initiatives include creating a pool of trained custody sergeants for cover, agreed prioritisation of custody within sergeant promotions processes, and a requirement for newly promoted sergeants to undertake the custody course are in progress.</p> <p>Following the Sergeants promotion postings a custody sergeant vacancy was filled as a priority. Next steps will include 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 the pool of officers is available.</p>	<p>Detective recruitment has continued as a priority balanced with bringing in Inspectors this quarter. There has been a slight decrease in detectives, but they continue to be +1.3% on June 2025, and 8% up on the initial snapshot in September 2024; an additional 23.91 FTE recruited so far in 2025/26. A Police Now cohort is scheduled to join in March 2026.</p> <p>Within the reporting period, 4 individuals have passed the National Investigators Examination (NIE) and are awaiting the Professionalising Investigation Programme (PIP2) course. A proposal for professionalising the Police Staff Investigator pathway is in consultation.</p>
<p><b>Improve analyst strength and professionalise intelligence career pathway.</b> <b>Improve intelligence operations strength and succession planning</b></p> <p>Analysts across the force (including Intel, Business and Performance) strength has slightly increased since September 2025 with 68.51 FTE (+3%) and Intelligence Operations has decreased by 2.8% (1 FTE) to 34.6 FTE.</p> <p>A review of analyst advert wording and requirements has positively impacted on the experience level of those offered. Intelligence Operations have reviewed the success of recruitment campaigns with additional insight workshops and reduced qualification requirements. Having had success in attracting internal candidates they will continue this approach.</p> <p>A mentorship programme in Intel Dev has been set up with a review planned in early 2026, currently there are 17 mentors and 16 mentees, they are looking to formalise training in 2026. They have also set up a partnership with UCL for analytics work placements to be piloted.</p>		<p><b>Upskill and build resilience in specialist forensics roles</b></p> <p>Forensics have reviewed their team structure and embedded a level of management to reduce the supervision ratio among the Grade F's. This is working well.</p> <p>Within the business planning process, Forensics have highlighted a risk among Fingerprints and additional resource is being scoped. Training routes within Forensics, including into specialisms such as fingerprints, are promoted and well utilised, with a trainee in fingerprints on going. Next steps will be to map these career pathways further to publish on the intranet.</p>



# Learning & development update

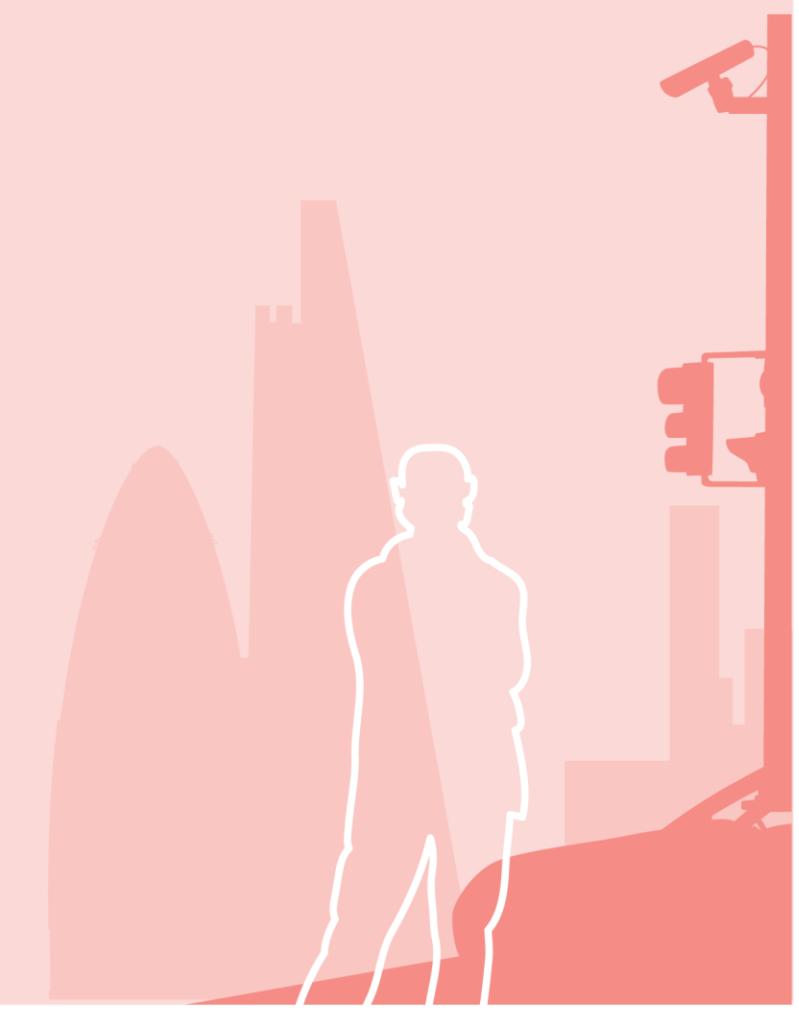
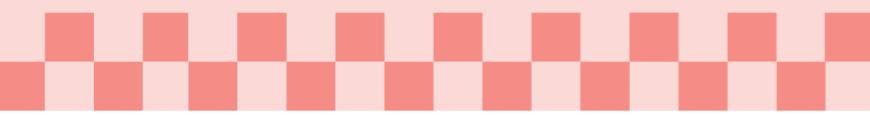
- Within the reporting period there has been two Inspectors and Sergeant NPPF exams (see table below). NPPF is the National Police Promotion Framework, a four-step promotion process for officers seeking promotion to the rank of Sergeant or Inspector. A greater proportion of those that applied were male; female candidates have a slightly higher pass rate overall. A higher number of individuals from an ethnic minority background applied for the Sergeant exam. 4 individuals entered both the March and November Sergeant exams and 3 for both Inspector exams in 2025, they have been counted twice. The National Investigators Examination (NIE) is also represented in the table below, 55% of those that applied were female, all individuals from an ethnic minority background and those who required reasonable adjustments passed.

	NIE							NPPF Inspector					NPPF Sergeant				
	Total	Staff	Officer	Female	Male	Ethnic Minority	Reasonable Adjustments	Total	Female	Male	Ethnic Minority	Reasonable Adjustments	Total	Female	Male	Ethnic Minority	Reasonable Adjustments
Pass	55.6%	66.7%	50.0%	40.0%	75.0%	100.0%	100.0%	33.3%	44.4%	28.6%	0.0%	37.5%	57.1%	73.3%	51.2%	42.9%	55.6%
Total	9	3	6	5	4	2	3	30	9	21	1	8	56	15	41	14	9

- 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.
- Learning & Development will 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.
- The Training Needs Analysis (TNA) continues to make good progress and is on schedule against its delivery plan. A TNA dashboard and HR export report have been scoped and are being built to support gap analysis. Phase 3: TNA challenge panels, plus a forcewide strategic training plan based on the TNA gaps due in January 2026. 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, Learning & Development will need to develop governance around mandatory training and Learning & Development's management of this across the force, and review training budgets against the skills gap. 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.
- 104 people have completed the Police Leadership Programme so far this year, this is 37% of the total rank/grade Sgt/Insp and D/E invited to attend. Further courses are planned in 2025/26 and 2026/27. 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.



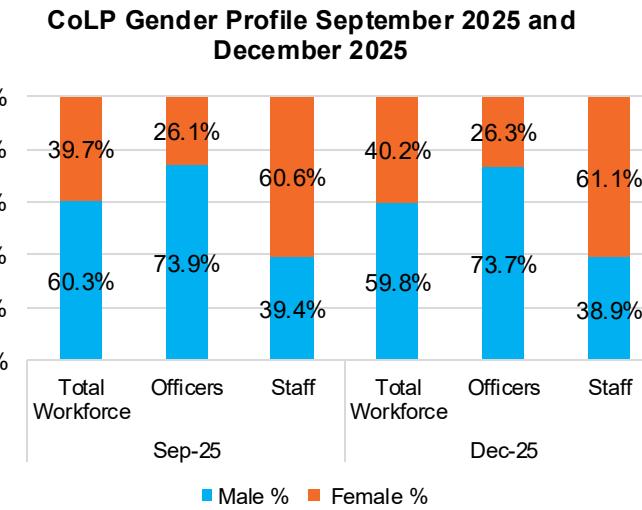
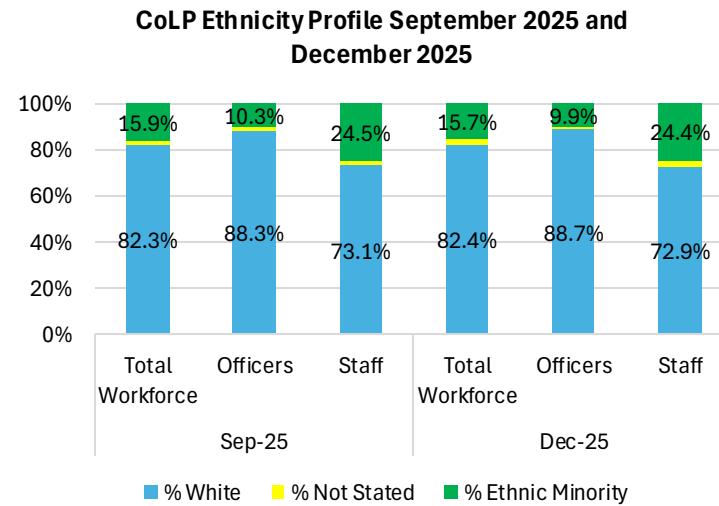
# Our People



# Policing Plan Priority 4: Be one of the most inclusive and trusted police services in the country

## Objective: To increase the diversity of our workforce

- As at 31 December 2025, there were 268 officer, staff and specials from ethnic minority groups in CoLP, which is 15.6% of the total workforce, a -0.2% change since September 2025. The percentage of specials from ethnic minority groups has increased between September and December 2025 by +1.2%.
- The female representation for officer, staff and specials at 31 December 2025 was 39.5% (681 individuals), the percentage of female officers in force has increased since 2021/22 from 23.8% to 26.3% (December 2025) and similarly for staff from 58.8% to 61.1%.
- Disability disclosure is 5.5% officers and 7.2% staff, like 30 September 2025 where 5.5% officers and 7.1% staff disclosed a disability.
- As at 31 December 2025, 50.3% of CoLP officers were aged between 41 and 55, 39.7% aged 26 to 40 and 6.1% 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. (Police Workforce, England and Wales: 31 March 2025). Over 55% 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 graphs below provide a comparison between September 2025 and December 2025, for officer and staff ethnicity and gender profiles. This includes a combined graph to show the CoLP as a whole.



# Policing Plan Priority 4: Be one of the most inclusive and trusted police services in the country

## Objective: To increase the diversity of our workforce

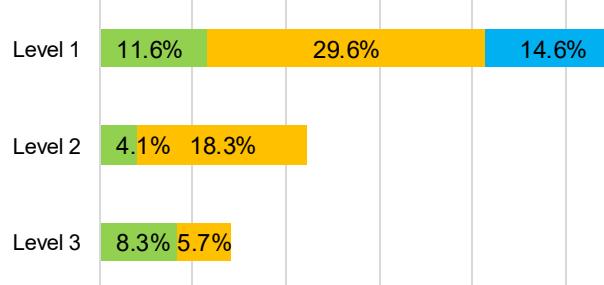
- The below graphs provide an overview of the proportion of officers, staff and specials for female, ethnic minority and a disclosed disability by grade/rank. The key provides information on what rank/grade is included in each level. There have been only incremental changes in officer and staff proportions.
- Representation of ethnic minority officers in CoLP remains higher among the ranks of Constable and Grades A-D.
- Similar to September, female representation increases with rank among officers and remains mostly consistent across staff grades. Specials female representation has increased by 0.4% since September 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 E-F related to the total number of individuals within this grade.

Proportion of female employees by rank/grade at 31 December 2025



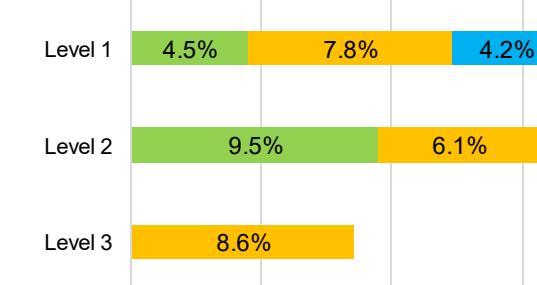
■ Officers ■ Staff ■ Specials

Proportion of ethnic minority employees by rank/grade at 31 December 2025



■ Officers ■ Staff ■ Specials

Proportion of disability disclosed by rank/grade at 31 December 2025



■ Officers ■ Staff ■ Specials

Key	
Level 1	Con & A-D
Level 2	Sgt - Ch Insp & E-F
Level 3	Supt + & G +



# Policing Plan Priority 5: Be an employer of choice

## Objective: Support the health & wellbeing of our people

### Occupational Health Service

- The City of London Occupational Health 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 October to 31 December 2025, OH have received 11 pre-employment requests of which 9 were responded to within their SLA of 2 working days (82% response rate), which is positive, though slightly lower than 24/25 but an improvement on Q2 with SLA at 75%. 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 43 referrals of which 31 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 72%. Which is positive compared to the overall SLA 65% for the full 2025/26 period so far. OH have reviewed and revised their Q2 figures for OH Advisor and Physician requests and appointments offered, reducing the number of referrals and increasing the SLA response rate for Advisor appointments.
- In addition, there were 13 referrals to the OH Physician (OHP) of which 12 were seen within the SLA, a response rate of 92% (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	Q3 2025/26	2025/26 SLA %
No of pre-employment forms sent	89	92%	11	12	11	82%
No of pre-employment checks offered within 2 working days	82		10	9	9	
No of requests for appointments with Advisor (new referrals only)	247	59%	55	35	43	63%
No of Advisor appointments offered within 5 working days	146		24	28	31	
No of requests for appointments with Physician (new referrals only)	58	62%	16	18	13	94%
No of Physician appointments offered within 14 working days	36		15	17	12	



# Policing Plan Priority 5: Be an employer of choice

## Objective: Support the health & wellbeing of our people

### Operation Hampshire (assaults)

There were 33 Op Hampshire assaults reported during Q3 2025/26, this is a reduction compared to the number of assaults reported during Q3 2024/25 when 50 assault reports were received. It is not clear if this reduction is due to the introduction of the new Public and Personal Safety Training (PPST) curriculum taking effect, whether there has been a change in criminal behaviour or whether this is an isolated reduction. Exploration of any factors that have contributed to the reduction and monitoring will continue to take place at the Tactical Health and Safety Board.

During Q3 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.

From the 24/25 Assualts ADR, assaults mirrored the make-up of 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 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	2024/25	2025/26	2025/26	2025/26
	Q3	Q4	Q1	Q2	Q3
City Policing – Local Policing	42	19	28	49	31
City Policing – Specialist Operations	5	2	1	3	2
Corporate Services	2	-	-	-	-
National Lead Force Operations	-	-	1	1	-
Not Employed*	1	1	-	-	-
<b>Total</b>	<b>50</b>	<b>22</b>	<b>30</b>	<b>53</b>	<b>33</b>

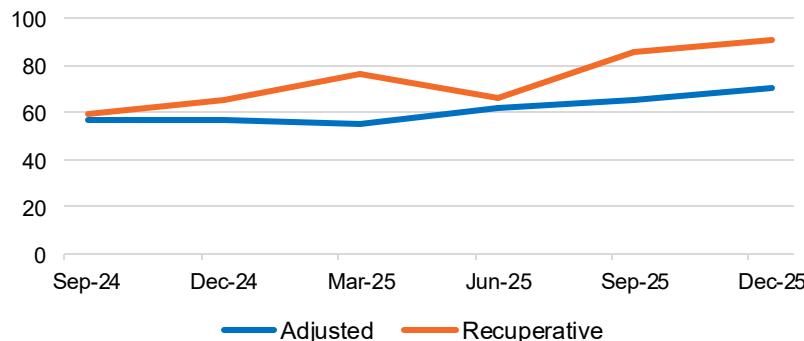


# Sickness

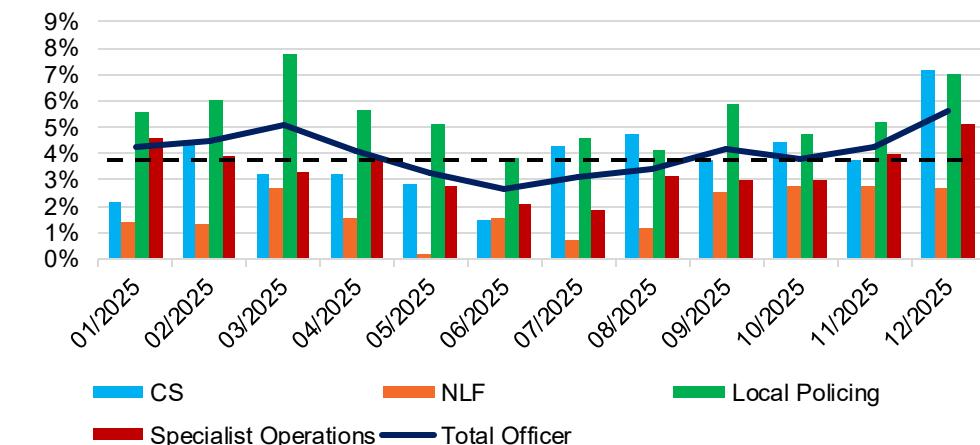
- Between 1 October and 31 December 2025, 2410 days were lost to sickness for officers, which is on average 2.41 days per officer. Since the last quarter, officer sickness has increased where an average of 2.05 days per officer was reported.
- For staff, this has increased with 1396 days lost, an average of 2.11 days per staff member, compared to the previous quarter, where staff average days lost was reported as 1.88 days.
- The majority of sickness in this period was long term, representing 51% of both officer and staff sickness.
- Cold, Cough, Flu and Chest & respiratory problems, and Mental Health Related Sickness were the largest reasons for sickness for both officers and staff. Gastrointestinal problems accounted for 147 days for officers only.
- The absenteeism rate calculated by rolling month shows an increase in absenteeism rate for Local Policing and Corporate Services for officers above the upper tolerance levels but a decrease for staff since the last quarter. This sickness was mostly related to long term sickness. See graphs right.
- 70 officers are currently on adjusted duties, the majority working in Specialist Operations or National Lead Force Operations. 91 officers are on recuperative duties and work across the directorates, with a higher percentage working in National Lead Force and Specialist Operations. The below graph shows that adjusted duties has steadily increased over the year and recuperative duties has increased significantly since the last quarter.



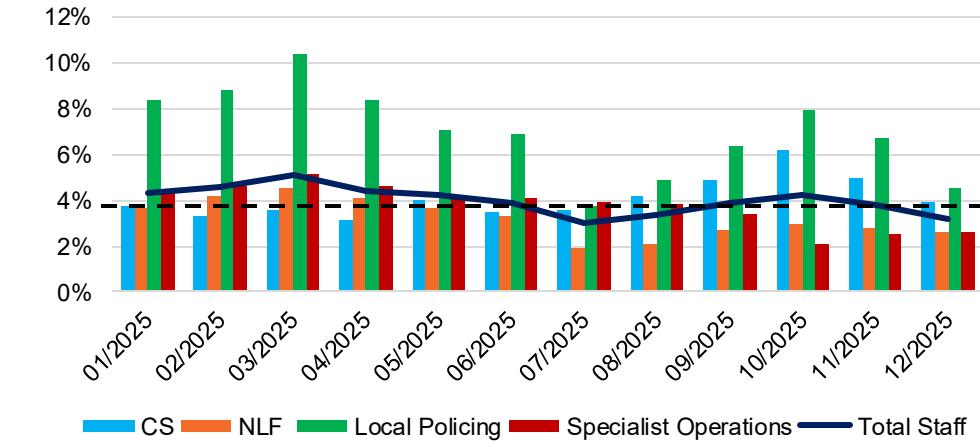
Officers Adjusted and Recuperative Duties Trends



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

## 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)

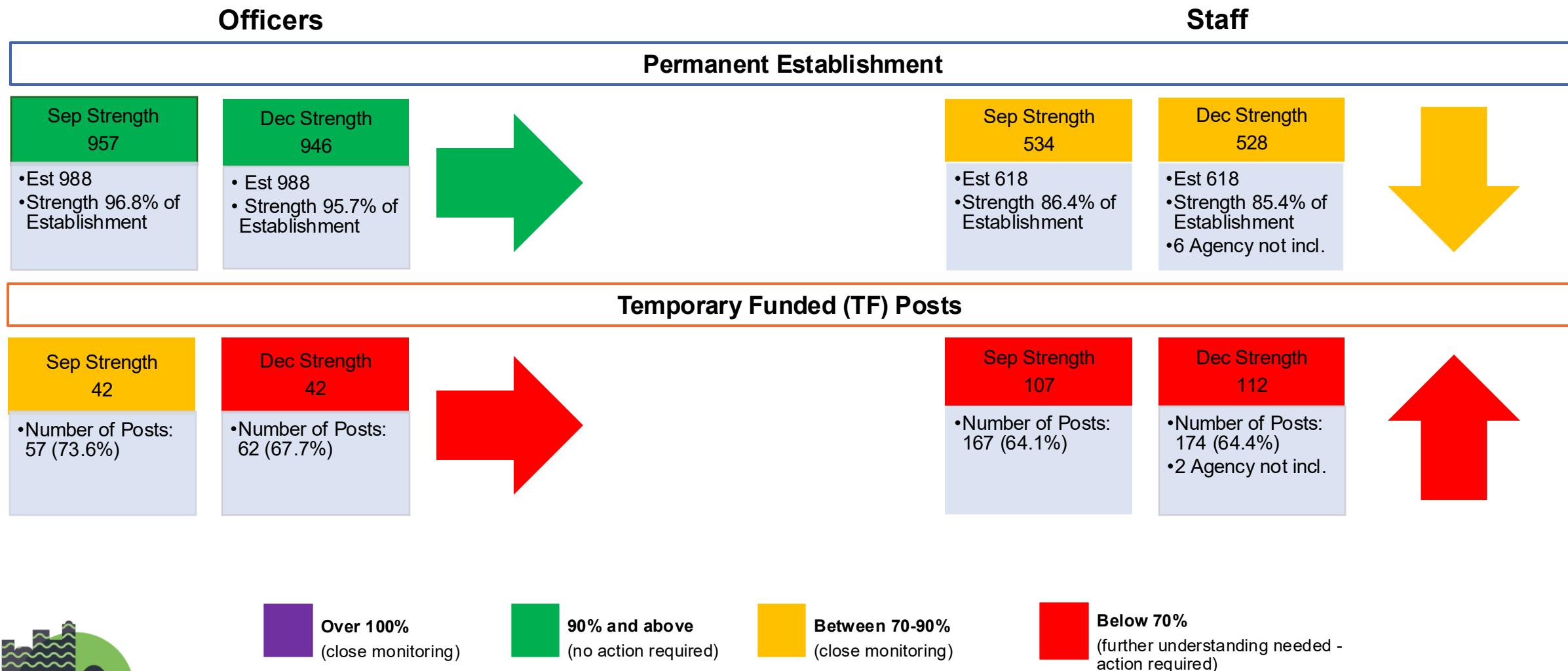
**Temporary Post funded from budgeted establishment** – a temporary role that is funded by money already accounted for within the budgeted establishment.

**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.



# Appendix 3: Operating Establishment

Operating establishments in four areas as at 31 December 2025:

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



# 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	90	9	8
Response & VCU	80	105	9	8
Taskforce	208	177	14	13
Contact & SMT	21	20	46	38
<b>Total Local Policing</b>	<b>403</b>	<b>392</b>	<b>78</b>	<b>67</b>

## Findings:

- Response currently overstrength due to student officers
- Higher vacancies in Taskforce Operations, 68% filled, Project Servator and Legion, 74% filled, National Disruption Effects Unit, 78% filled with only 2 vacancies.
- Core vacancies across Local Policing are paying for student officers



# 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	94	40	37
Investigation Services	146	155	18	21
Forensic Services	9	8	26	27
Criminal Justice System	38	38	48	42
SO SMT (Supt above)	5	4	1	1
<b>Total Specialist Ops</b>	<b>301</b>	<b>299</b>	<b>133</b>	<b>128</b>

## Findings:

- Core vacancies across Specialist Operations officers (particularly MIR, Intel Ops, Intel Dev, and SOCT/Cyber, and a couple of vacancies across Major Crime/ART) are paying for student officers, trainees, and temporary core posts elsewhere in the business.
- Officer establishment has continued to remain steady since the previous quarter.
- Staff established vacancies are higher in ART, AOJ/CMU, MIR and Intel Dev.



# 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	68	20	19
NLF Fraud	49	43	15	25
NLF Coordination	19	34	18	54
Report Fraud	18	18	165	154
NPCC Cybercrime	9	14	3	4
NLF SMT (NLF Ops) & Officer Secondments	11 (3 Secondments)	9 (3 Secondments)	0	1
<b>Total National Lead Force</b>	<b>171</b>	<b>185</b>	<b>221</b>	<b>258</b>

## Findings:

- Officer established vacancies in NLF Fraud in which a number of posts are held to pay for Police Now students, also in Prevention Services, and NLF Coordination
- Staff established vacancies in various teams across NLF.



# 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	7	3	3
Strategy and Fed	17	18	28	32
Change	0	0	20	22
Corporate Communications	0	0	13	13
Finance	0	0	16	11
People Services	0	0	24	28
Estates	0	0	18	16
IMS and IT (Incl. Business Insights)	6	5	44	40
Professionalism and Trust	55	56	20	22
<b>Total Corporate Services</b>	<b>83</b>	<b>86</b>	<b>186</b>	<b>187</b>

## Findings:

- Corporate Services officers over-established due to multiple temporary core posts funded by holding established posts elsewhere in the force covering Strategy and PSD.
- Finance has 6 vacancies 3 of which are filled by agency temps, IT Services are at 60% filled with 2 vacancies, IMS are 82% filled, Estates are at 87% filled and Change at 88% filled.



# 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**

