

Committee: Police: Performance and Resource Management Sub Committee	Date: 28 th May 2014
Subject: Human Resources - Monitoring Information 1 st April 2013 to 31 st March 2014	Public
Report of: Commissioner of Police Pol 45/14	For Information

SUMMARY

This report sets out the Force's Human Resources monitoring data for the 12 month period 1 April 2013 – 31 March 2014. The data is presented in the format previously agreed by the Committee, including additional points made at your September Sub Committee and also includes information on Occupational Health referrals requested at your April Police Committee.

The data in the report includes information on:

- Force strength - which is currently 742 (rounded FTE) Police Officers and 400 (rounded FTE) Police Staff (including PCSO's).
- Joiners and leavers – 29 Police Officers joined the Force during this period and 65 left. There have been 62 new Police Staff joiners, and 58 leavers.
- Ethnicity - The proportion of regular officers from an ethnic minority in the Force is 6% (rounded).
- Sickness - average working days lost are for Police Staff 7.7 days and for Police Officers 5.7 days
- Grievances - 9 separate grievance cases, submitted by 1 Police Officer and 8 Police Staff.
- ETs – 4 received during the reporting period. 2 cases were resolved through the claimants withdrawing their claims, and the other 2 cases are still pending hearing dates.

RECOMMENDATION

It is recommended that: Members note the contents of this report.

MAIN REPORT

BACKGROUND

1. It has been agreed that Human Resources would provide a performance monitoring report every six months. This report provides information for the reporting period 1 April 2013 to 31 March 2014.

WORK FORCE MANAGEMENT

2. The City of London Police currently has an overall strength of 742 (rounded FTE) Police Officers, against an establishment model of 732.5. The establishment is based on the 'City First' model which was implemented on the 1st April 2013; however, there have been a number of agreed changes since 'go live' due to new units being established as a result of additional funding streams received. This has increased the overall establishment figure since 1st April 2013 (see Table 1). As previously reported to your Sub Committee there are limited options for reducing Police Officer numbers, and as a Force, we continue to manage Police Officer numbers down to strength over a planned three year period in a manageable way using natural wastage, the three year period being 2012 to 2015. All vacancies are managed via the Force Budgeted Post Board which is chaired by the Assistant Commissioner who oversees all workforce planning activity within the Force and reviews the model to ensure that we continue to operate and reduce the number of staff in line with the Medium Term Financial Plan (MTFP).
3. The strength of Police Staff is currently 400 (rounded FTE) against an establishment model for City First of 472.2. These figures are inclusive of Police Community Support Officers (PCSOs) and staff on current fixed-term contracts. However this figure excludes agency workers (of which there are 74) who are principally employed to deliver time limited work, projects and transitional arrangements to the new structure. The increase in externally funded units has also increased the agreed City First support staff establishment from 1st April 2013 (see Table 1) in addition to an extra 6 PCSO posts which have been added to the establishment funded from Force POCA Reserves specifically for crime prevention activities.

Table 1

Rounded FTE		31 March 2011	31 March 2012	31 March 2013	1 April 2014
Officers	Establishment	878	886	712.5	732.5
	Strength	872	822	775	742
Staff	Establishment	417	412	422.5	472.2
	Strength	337	330	394	400
PCSO's (included in the Staff numbers)	Establishment	52	52	16	22
	Strength	44	38	16	12
Specials	Establishment	100	100	100	100
	Strength	84	99	89	82
Agency	Strength	51	37	58	74
Volunteers	Strength	4	24	25	15

4. The Force is actively recruiting Special Constables during 2014, given that current strength falls below target establishment.
5. The Force is also redesigning and rolling out a Volunteer Programme to attract individuals to join the Force to undertake a range of opportunities. There are a number of national programmes in place across other forces, and whilst the City of London Police has a small pool of volunteers in areas such as the Stables and Museum, it is important that we utilise volunteers effectively across the Force. The launch is planned for summer 2014.

LEAVERS

6. During the reporting period, 65 Police Officers, 13 Special Constables and 58 Support Staff left the City of London Police. The breakdown of reasons for leaving the Force is provided in the tables below (Table 2 A-C) for each staff group, a further two years of data has been added for comparison purposes.
7. Whilst the data for leavers has seen an increase in the number of staff leaving the Force in comparison to the previous financial year, this has been due to career development for some individuals but there have been some officers leaving the

Force as a result of changes to Regulations following the Winsor Review.

Table 2

A. Police Officers

Reason for leaving CoLP	2010/11	2011/12	2012 /13	2013/14
Death in service	0	0	0	0
Dismissed	1	3	1	0
Medical Retirement	3	0	0	3
Retirement	30	31	37	39
Transfer	4	5	5	7
Resignation	13	11	7	16
Total	51	50	50	65

B. Special Constabulary

Reason for leaving CoLP	2010/11	2011/12	2012/13	2013 /14
Death in service	1	0	0	1
Resignation	6	7	9	11
Joined Regulars	0	0	1*	0
Dismissal	0	0	0	1
Total	7	7	10	13

*Joined another force

C. Support Staff

Reason for leaving CoLP	2010/11	2011/12	2012/13	2013 /14
Death in service	0	0	0	0
Dismissed	4	2	1	4
Medical Retirement	1	0	1	0
Retirement	5	7	11	5
Transfer	0	0	1	1
Resignation (inc end of contract)	24	30	43	42
(To join the Police Service, not CoLP)	4	1	1	6
Total	38	40	58	58

RECRUITMENT AND SELECTION

8. The City of London Police has run a total of 125 internal and external recruitment campaigns aimed at recruiting to vacant posts for Police Officers, and a total of 78 internal and external recruitment campaigns aimed at recruiting to vacant posts for Police Staff. It has not been possible within the time and resources available, to split the total between internal and external recruitment campaigns.
9. It is important to note that the numbers of campaigns run as compared to the numbers of Police Staff and Police Officers

recruited to posts will differ as a result of individuals failing to pass the 'vetting' process. This then requires another recruitment campaign having to be held for the same post.

Police Officer recruitment

10. 29 Police Officers were recruited during the reporting period, 10 of whom were Student Officers; the rest were Transferees including 1 Officer seconded in; 13 Special Constables were also appointed during this period.

Support Staff recruitment

11. 62 individuals have been appointed during the reporting period.

EQUALITY & DIVERSITY ELEMENTS

Ethnicity

12. During the previous 12 months there has been a small increase in the percentage of Black and Minority Ethnic (BME) Police Officer numbers. However, upon closer examination of the data, it is evident that the increase is as a result of the reduction in the numbers of Police Officers identified as 'white' as opposed to an increase in the numbers of Police Officers identified as 'BME'. The Force continues to work to increase the numbers of BME Police Officers as part of its ongoing recruitment initiatives.
13. Tables 3 and 4 indicate the distribution in percentage terms of BME employees against grade/rank. The "bar" indicates the percentage for BME employees for the Force and indicates where the grades/ranks are more or less representative of the whole workforce.

Table 3

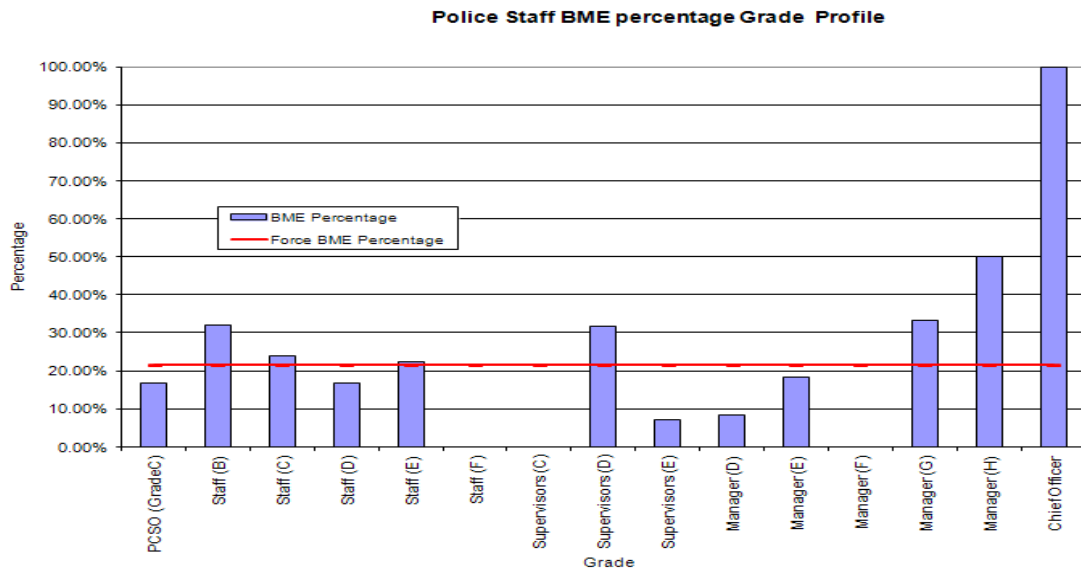
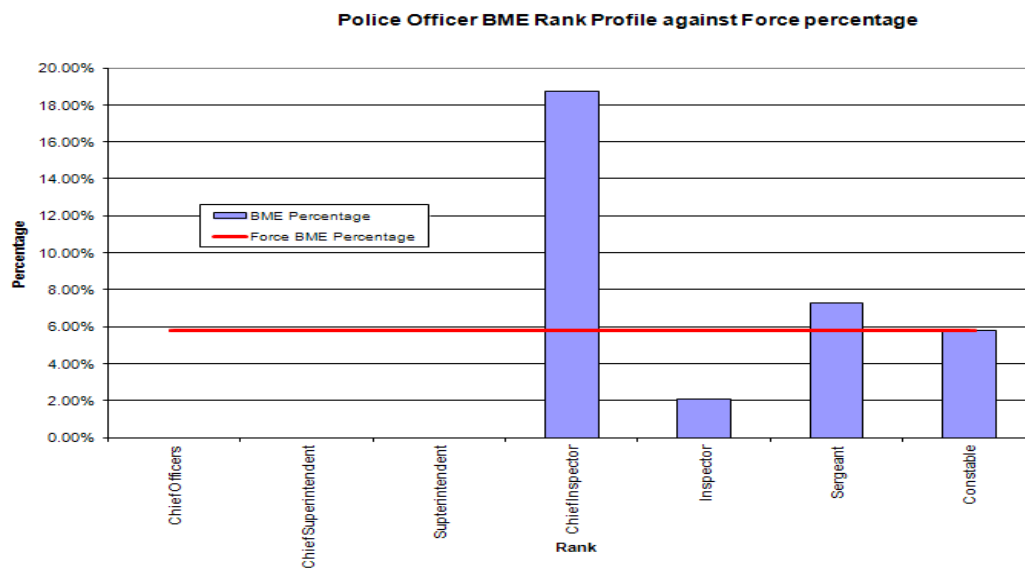


Table 4

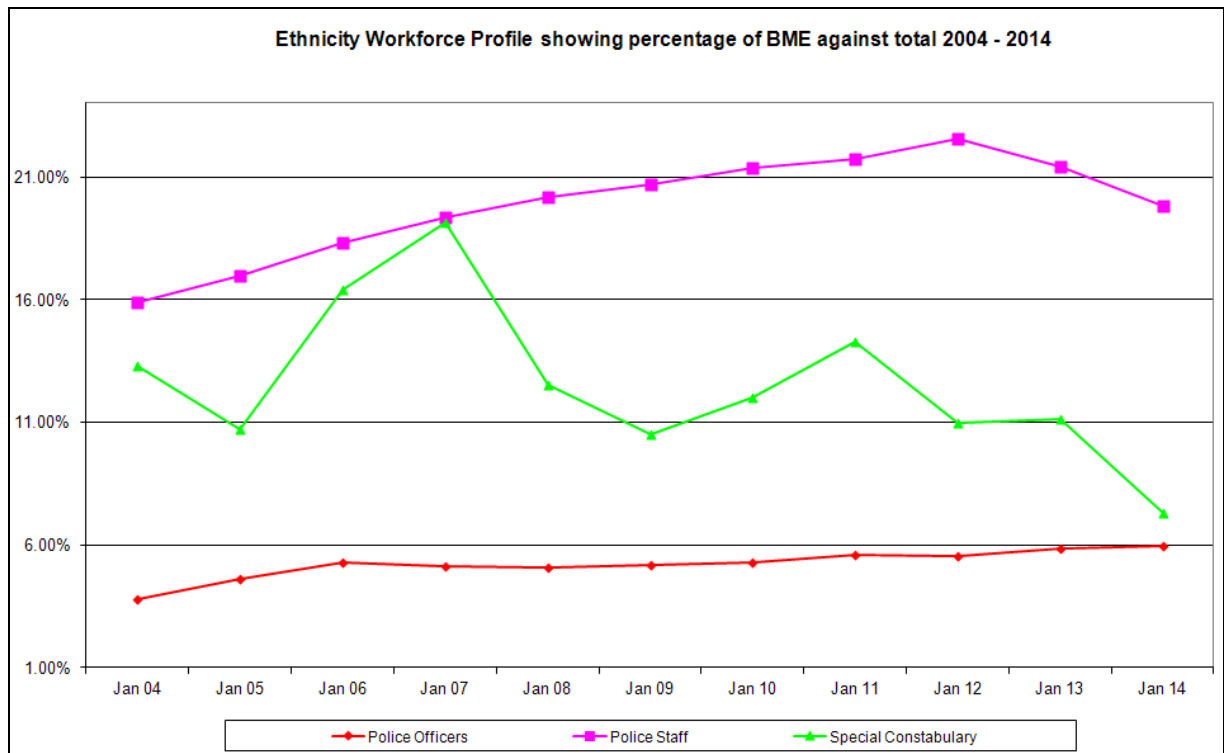


How the workforce has changed over the last 10 years...

14. Table 5 identifies the percentage changes over the last 10 years of the proportion of BME staff in the City of London Police against the total workforce. It is identified that in the case of Police Staff the percentage of people identified as BME has increased from 15.90% to 22.57% (Jan 2004 – Jan 2012), then reduced to 19.80% due to leavers. In the case of Special Constables there is little change between Jan 2012 (11%) and Jan 2013 (11.11%). However there has been a significant

decrease to 7.32% between January 2013 and January 2014 due to a number of Special Constables leaving the Force (the reasons for leaving identified earlier in this report). In the case of Police Officers, there has been slow growth in percentage terms from 3.8% in 2004 to 5.94% in 2014. Future growth will be influenced by the recruitment of Student Officers planned for 2014.

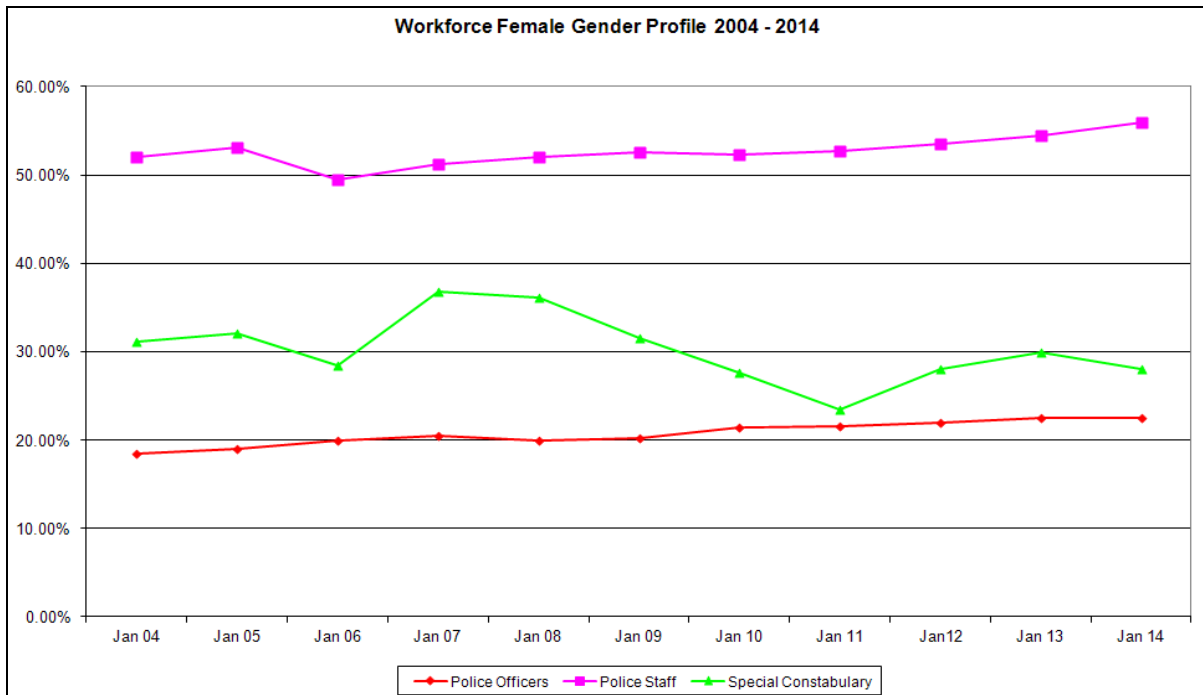
Table 5



Gender

15. During the 10 years 2004 - 2014 the percentage of female officers has steadily grown to 22.46%. Support staff female representation stands at 55.94%.
16. Table 6 indicates the percentage change, over the last 10 years, of the proportion of females within the total workforce. It can be seen that in the case of staff, the percentage of females has remained at over 50%. In the case of Specials the percentage has fluctuated around 30% but this should be seen against a steady growth in overall Special Constable numbers. In the case of officers there has been gradual growth in percentage terms from 18.5% in 2004 to 22.46% in 2014.

Table 6



17. Tables 7 and 8 indicate the distribution in percentage terms of female employees against grade/rank. The “bar” indicates the percentage for female employees for the Force and indicates where the grades/ranks are more or less representative of the whole workforce. The tables give a comparative representation based on head count. With the exception of senior managers, female supervisors and managers tend to be representative within the Force.

Table 7

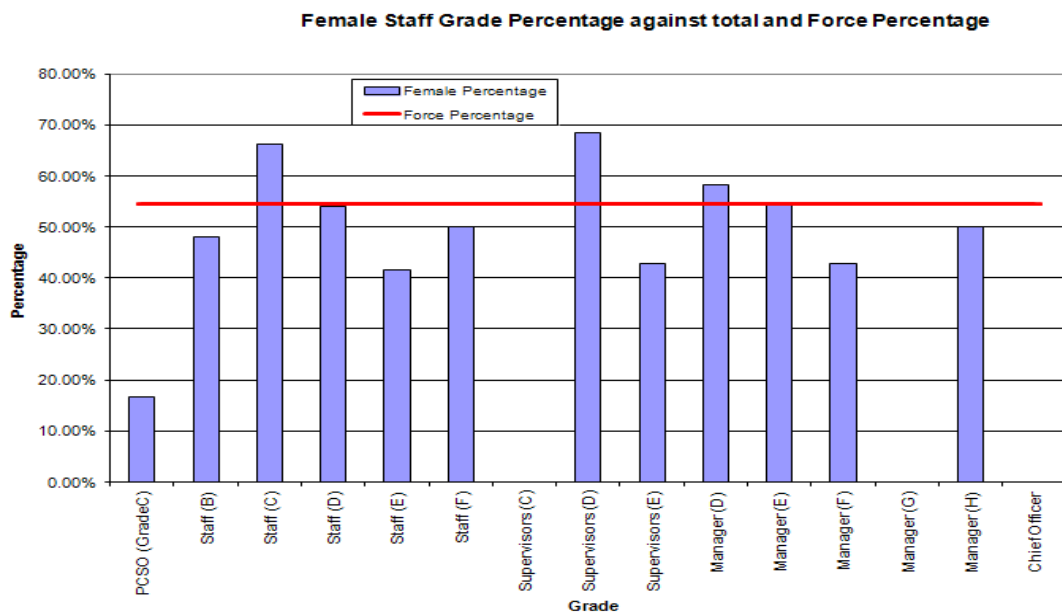
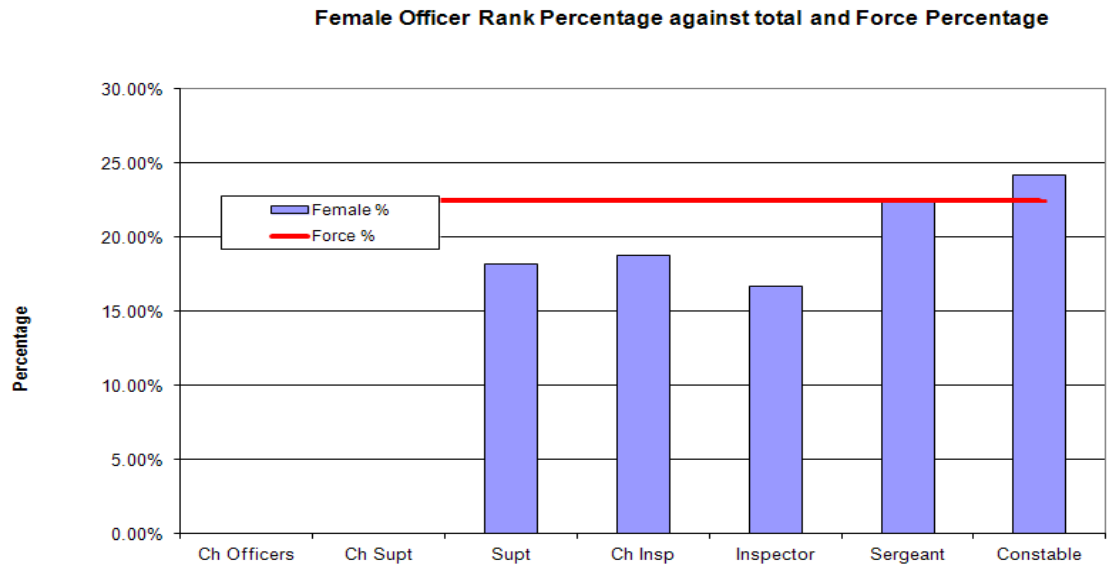


Table 8



Disability

18. There are currently 33 Police Officers, 22 Police Staff, 3 Special Constables and 1 Volunteer who identify themselves as having a disability.
19. Currently 52 officers and 21 staff are working under either 'recuperative' or 'restricted' duties. Restricted duties do not indicate disability as they are usually advised as a temporary solution following consultation with the Occupational Health Service to assist staff to return to work following injury or illness. All restricted and recuperative duties are regularly reviewed and managed as part of sickness absence management process. During 2014, a review is being undertaken of all officers on restricted duties to determine the impact changes in Regulations, which will come in to place during the autumn 2014, may have.

Sexual Orientation

20. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 20 staff have identified themselves as Lesbian, Gay, Bisexual or Transgender (LGBT). However, many staff choose not to answer this question.

Age

21. The age profile of Police Staff ranges between 20 and 60+. There are two staff members aged over 65 and 18 staff members who are aged between 60 and 65. Special Constables' ages range from 20 to 65. The age profile of Police Officers spans 21 to 65 years. There are 79 Officers between the ages of 51 and 59.

Religion and Belief

22. Currently 34.8% of the workforce identifies themselves as Christian, 2.9% as Muslim, 2.7% as 'another religion or belief' and 23.1% as having no religion or belief with the remaining 36.5% not disclosing any religion or belief.

SICKNESS ABSENCE MANAGEMENT

23. The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against "available working hours". During 2013/14, working hours lost were 37,650 for officers and 23,098 for police staff. In percentage terms, (working time lost / contracted hours available) this is 2.81% for police officers and 3.77% for police staff.
24. However, the City of London Corporation and other organisations use number of working days lost as a comparator. The average working days lost for officers is 5.7 against a target of 6 and for staff 7.7 days against a target of 7. Excluding long term sickness (in excess of 28 days) the average is reduced to 2.5 and 3.3 days respectively.
25. Tables 9 and 10 compare City of London Police and City of London Corporation staff average working days lost. It can be seen that overall the City of London Corporation has seen a downwards trend from 9.13 days (2008/09) to 5.44 days (2013/14). However, although City of London Police staff have seen a decrease from 9.4 days (2008/09) to 7.3 days (2011/12), since then there has been a slight increase year on year to the current figure of 7.7 days.
26. In comparison the national CBI figures on Sickness Absence for 2013 were 6.9 days within the Public Sector (down from 8.1 in the previous year) and 4.9 within the Private Sector (down

from 5.9 in the previous year). Figures are published in July of each year.

27. Police Officers have also seen a decrease from 5.9 (2009/10) to 4.6 (2010/11), this being the lowest recorded figure over the last 10 years. However, the table below demonstrates a slight increase during the past three financial years with sickness absence levels for 2013/14 standing at 5.7 days.

Table 9

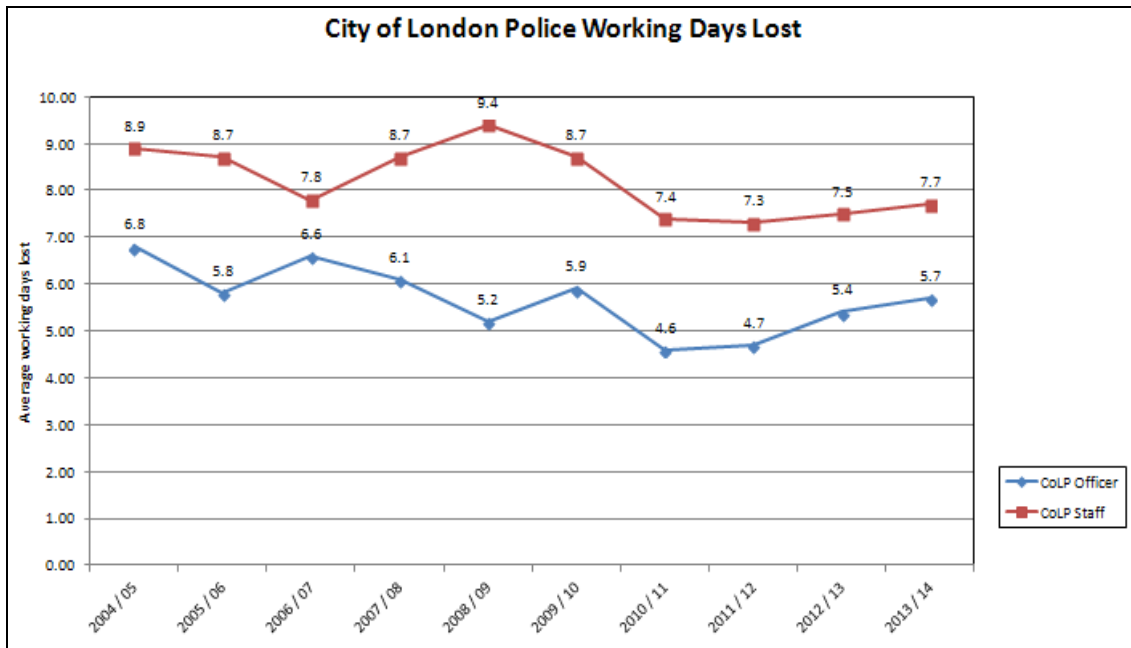
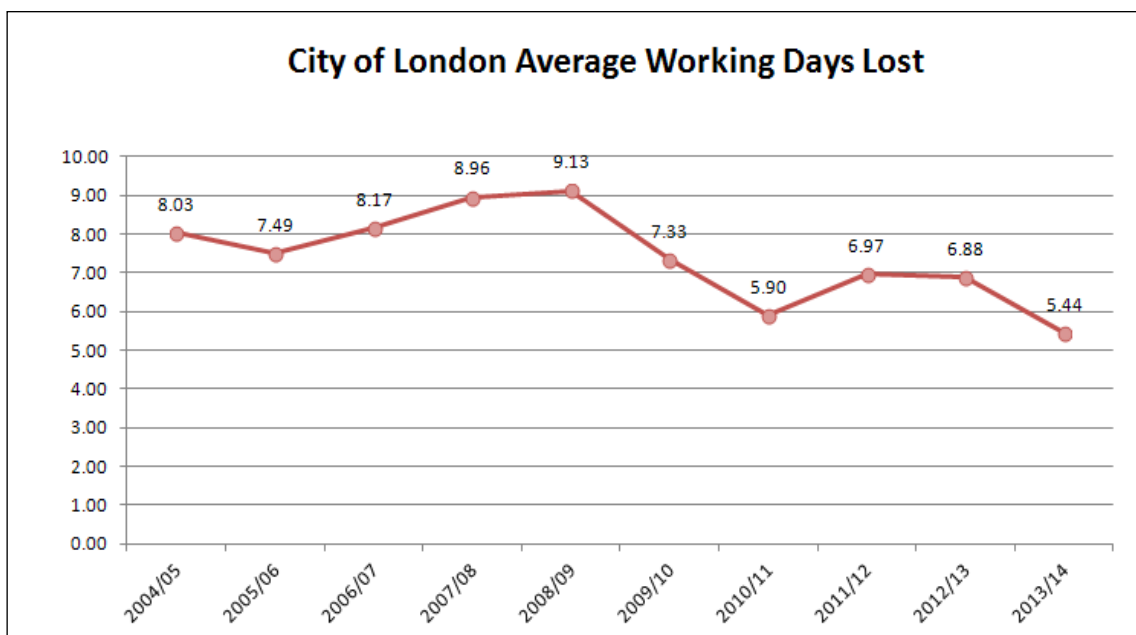
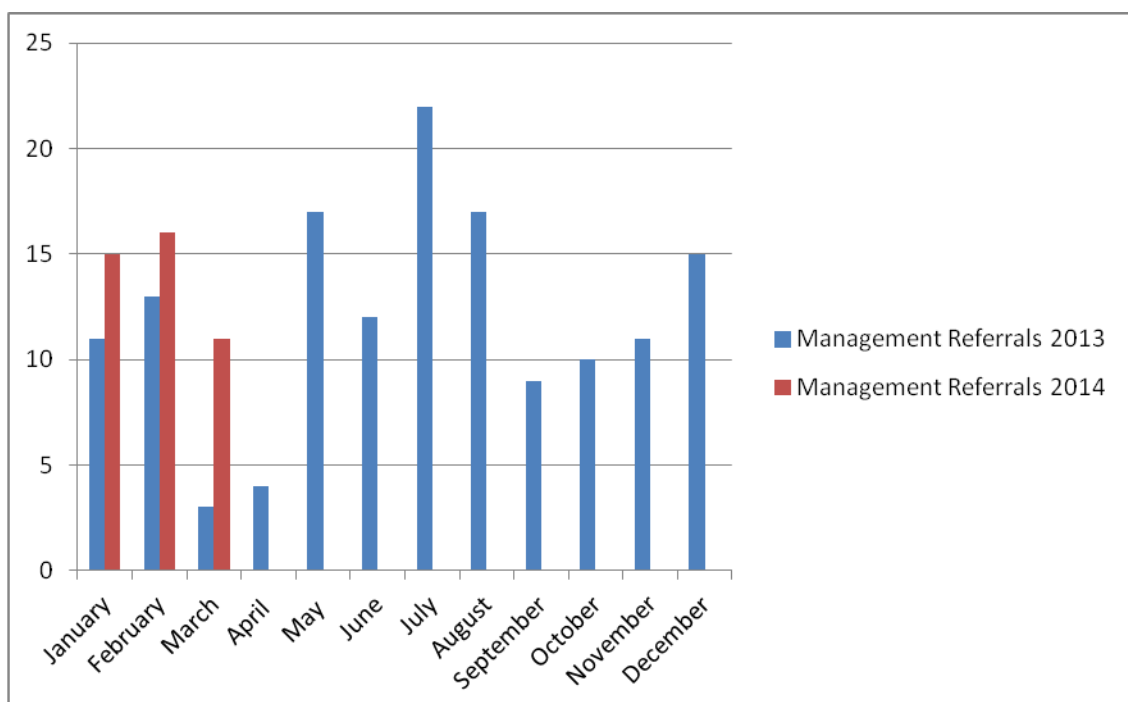


Table 10



28. A trend analysis of referrals to Occupational Health has been undertaken to identify whether the numbers of referrals has increased during any particular period and/or for any singular reason. Table 11 demonstrates that there were a higher number of referrals between May and August 2013. During the first quarter of 2014, there have been a consistent number of referrals to Occupational Health.
29. An increased number of referrals is not necessarily a negative position for the Force, and can be a demonstrated response following focused training with managers on addressing sickness absence management issues; a series of absence management training workshops were held for managers / supervisors between October and March. It is therefore expected that the Force could see a reduction in the number of days lost through effective and improved management practices.
30. A review of referral reasons to Occupational Health has identified an 8% increase from January 2013 – January 2014 in referrals relating to stress, the number of referrals being 58 out of a total of 161 referrals. The Force has arrangements in place to support staff dealing with personal or work related stress through the Employee Advisory Service, Cognitive Behavioural Therapy or the Wellbeing team.

Table 11



31. 55.5% (2,418 days) of Police Officer sickness and 57.5% (1809 days) of Police Staff sickness is 'long-term' (that is over 28 days in length).
32. Tables 12 and 13 are a graphical representation of working days lost broken down by Directorate for officers and support staff. Police Officers are below the target of 6 working days lost [5.7] and Police staff are above the target of 7 [7.7]. It can be seen that the sickness levels for officers has decreased from April 2013 until about August 2013 followed by an increase during the winter period. Support Staff levels have consistently fluctuated month on month with the end of long term sickness periods affecting the numbers on return.
33. Officers - There have been 68 reported cases of Influenza, 63 of vomiting and 45 of Cold out of a total of 604 instances of sickness.
34. Support Staff – There have been 60 reported reasons of Cold, 43 of Influenza and 38 Vomiting, with Stomach upset at 37 cases out of total of 499 instances of sickness All these periods were between 1 and 10 working days lost and were the most reported reasons stated.

Table 12

**Working days lost by Directorate 2013-14
[Officers]**

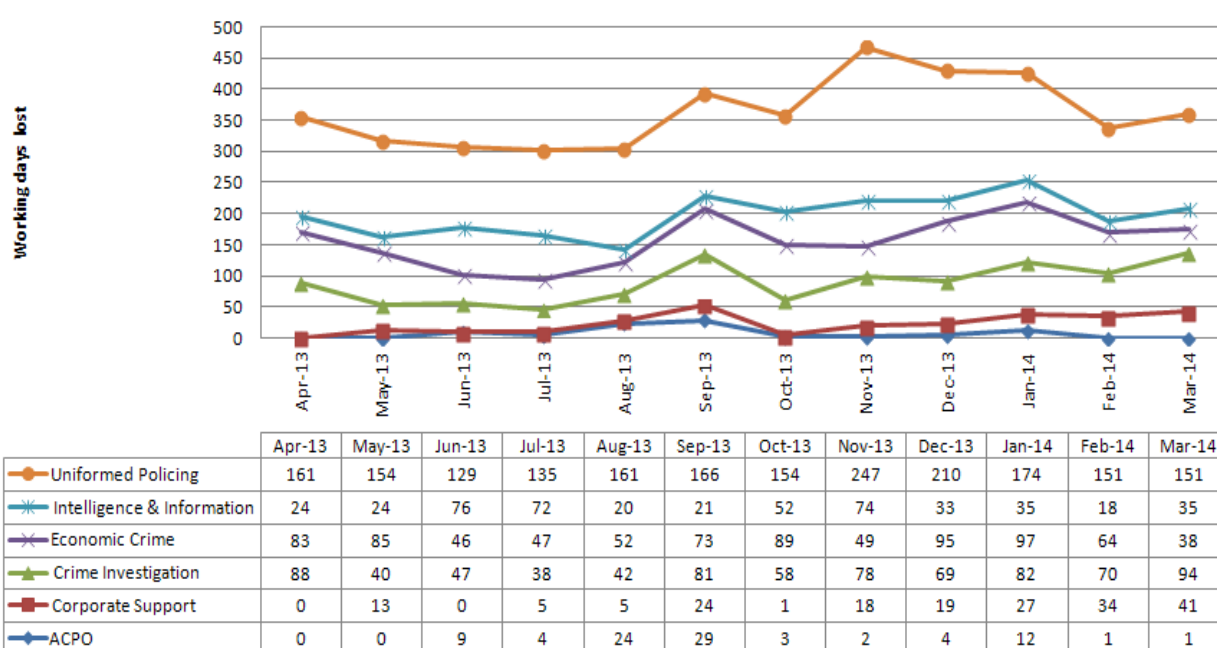
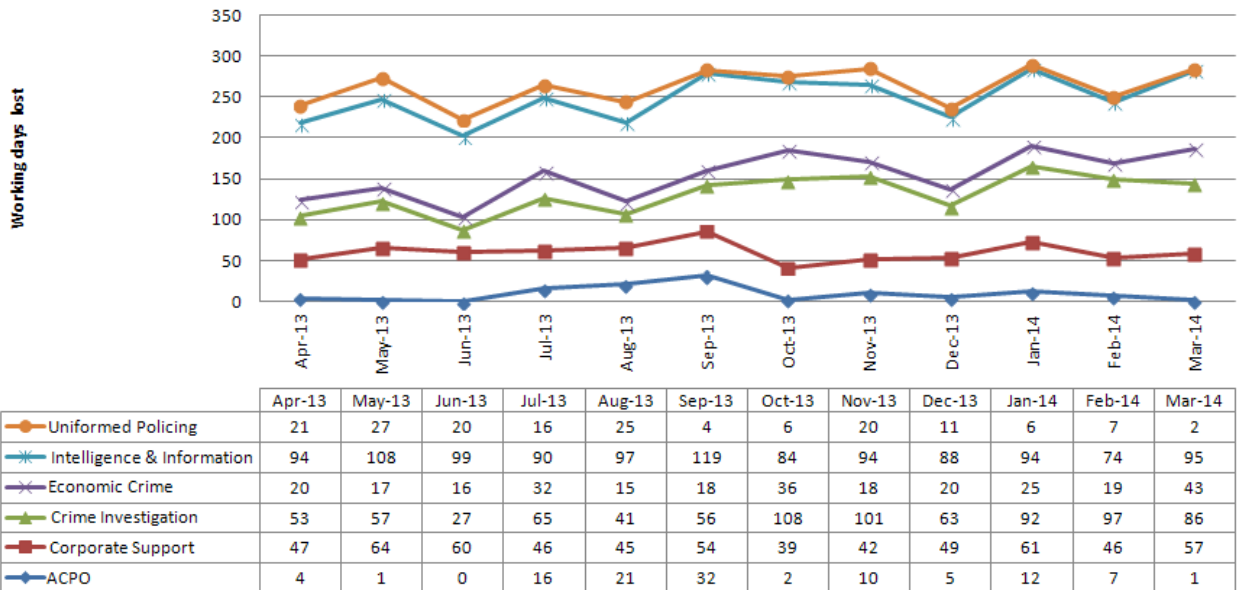


Table 13

**Working days lost by Directorate 2013-14
[Support Staff]**



GRIEVANCES

35. During the reporting period a total of 9 grievances have been raised which comprised 8 grievances from Police Staff and 1 grievance from a Police Officer.
36. The City of London Police received four Employment Tribunal claims within the reporting period which relate to claims of race discrimination and / or disability discrimination. Two cases were withdrawn by the complainants following Preliminary hearings where the Force demonstrated that there was no prospect of success in their claims. The final two cases are pending tribunal hearing dates. A number of the claims were submitted on or prior to July 2013. Claims submitted prior to 29th July, did not require claimants to pay a charge for submitting their claim. Since this time, costs have been introduced which are dependent on the nature of the claim. There have been no new claims received since July 2013.

RECOMMENDATIONS

37. Members are asked to note the contents of this report.

CONCLUSION

38. The City of London Police continues to actively manage its workforce. Officer numbers continue to be monitored and are reducing to the City First model establishment in line with plans within the (current) Medium Term Financial Plan. There is a significant amount of recruitment being undertaken, particularly for police support staff to fill vacant established posts permanently to create a more stable workforce and reduce the use of agency staff that will, going forward, only be utilised to meet time limited projects and areas of extraordinary need. Where 'areas of concern' have been noted, such as levels of support staff sickness, work is actively being undertaken around improved training for line managers. In addition, future planned recruitment for student officers will help to improve the direction of travel for the diversity mix of Officers.

Background Documents:

HR Monitoring Information data
Home Office Guidance
Equality and Diversity Information 1st Jan 2014

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