Committee(s):	Date:
Police Performance and Resource Management Sub Committee- For information	30th November 2017
Subject: Human Resources Monitoring Information 1st April 2017 – 30th September 2017	**Public**
Report of: Commissioner of Police Pol 77-17	**For Information**
Report author: Julia Perera, T/ HR Director	

Summary

This report sets out the City of London Police ('the Force') human resources monitoring data for the period 1st April to the 30th September 2017. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- The Force strength – which at the end of September 2017 was 669.09 (FTE) Police Officers and 431.16 (FTE) Police Staff which includes PCSOs and Agency staff.
- The Establishment was 735 for officers and 465.1 for staff at the end of September 2017.
- Joiners and leavers – 27 Police Officers joined the Force during the reporting period, and 38 left. There have been 40 Police Staff joiners, 31 have left. There have been 15 Special Constabulary Officers joined the force, 2 members of the Special Constabulary have left the force
- Exit Interviews – Officers and staff when leaving the organisation are asked to complete one of these with their line manager or person of choice, however as this is not mandatory the return rate is low.
- Ethnicity – The proportion of regular Police Officers from an ethnic minority background in the Force is 5.8%, the proportion of Police staff from an ethnic minority background is 19.9%.
- Sickness – the average working days lost for Police Officers is 2 days and for Police Staff is 2.2 days per year.
- For both Police Officers and Police Staff the City of London Police is second in the Home Office League tables out of all forces for sickness performance.
- Grievances – 4 grievance cases have been submitted by 1 Police Officer and 3 Police Staff during the reporting period.
- Employment Tribunals – There have been no new Employment Tribunal cases received during the reporting period.

Recommendation(s)

Members are asked to note the report

Main Report

Background

1. The City of London Police Human Resources Department provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1st April 2017 and 30th September 2017. This report is set out in the format that the Committee has requested.

Workforce management

2. The City of London Police currently has an overall strength of 669.09 Police Officers, against an establishment model of 735. The establishment is based on the agreed Force Structure models. Significant work has been undertaken on workforce planning during the reporting period through the Strategic Workforce Planning Meeting which is chaired by the Assistant Commissioner. The Assistant Commissioner oversees all workforce planning activity within the Force and reviews the Force structure to ensure that we continue to operate in line with financial reductions. The Force has also introduced a robust programme of Local Resource Planning Meetings between each Directorate and their HR Business Partner.

3. The Force has a Workforce Plan which has a details the workforce today in terms of numbers, skills (although a full skills audit is still in progress) and demographics and also a future understanding of the pressures and demands that will impact on the workforce over the next 5 years. As a result of this understanding the Force also has extensive recruitment and training plans, which means that by 30th March 2018 the Force is projected to be nearing full establishment for officers.

4. The strength of Police Staff is currently 431.16 (FTE) against an establishment model of 465.1. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current Fixed-term contracts. A robust framework has been implemented to reduce the number of agency staff covering supernumerary roles which has been successful and continues to be closely monitored by the Strategic Workforce Planning meeting. The number of Special Constables has increased during this reporting period as a recent recruitment campaign saw 15 Special Constables join the force.

Table 1.

Rounded FTE		31/03/13	31/03/14	31/03/15	31/03/16	31/03/17	30/09/2017
Officers	Establishment	712.5	732.5	730.5	730.5	735	735
	Strength	775	742	727	698.86	675.49	669.09
Staff	Establishment	422.5	470	460.7	450	468.1	465.1
	Strength	394	400	396	413.71	411.46	416.16
PCSO's (included in the Staff numbers)	Establishment	16	22	16	22	22	22
	Strength	16	12	10	16	11	8
Specials	Establishment	100	100	100	100	100*	100
	Strength	89	82	61	55	58	73
Agency	Strength	58	74	31	18	18	15

Volunteers	Strength	25	15	16	23	21	21

- This is dependent on the Specials and Volunteer deployment plan therefore is subject to change
- Data sourced from HR Origins System

Leavers

5. During the reporting period, 38 Police Officers and 31 Support Staff left the City of London Police. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group, a further four years of data has been added for trend analysis.

Table 2

Police Officers						
Reason for leaving CoLP	2012/13	2013/14	2014/15	2015/16	2016/17	04/2017-09/2017
Death in service	0	0	0	1	0	0
Dismissed	1	0	1	1	0	0
Medical Retirement	0	3	0	4	1	1
Retirement	37	39	25	37	38	18
Transfer	5	7	2	7	7	3
Resignation	7	16	13	19	15	16
Total	**50**	**65**	**41**	**69**	**61**	**38**

- Data sourced from HR Origins System

Table 3

Special Constabulary						
Reason for leaving CoLP	2012/13	2013/14	2014/15	2015/16	2016/17	04/2017-09/2017
Death in service	0	1	0	0	0	0
Resignation	9	11	13	6	14	2
Joined Regulars	1*	0	3	0	0	0
Dismissal	0	1	0	0	0	0
Total	**10**	**13**	**16**	**6**	**14**	**2**

* joined another force
- Data sourced from HR Origins System

Table 4

Police Staff						
Reason for leaving CoLP	2012/13	2013/14	2014/15	2015/16	2016/17	04/2017-09/2017
Death in service	0	0	0	0	1	0
Dismissed	1	4	3	1	1	1
Medical Retirement	1	0	1	1	1	0
Retirement	11	5	3	6	3	1
Transfer	1	1	7	3	2	1
Resignation (incl end of contract)	43	42	52	42	37	28
(To join the Police Service, not CoLP)	1	6	0	0	2	0
Redundancy	-	-	-	-	6	-
Total	**58**	**58**	**66**	**53**	**53**	**31**

- Data sourced from HR Origins System

Leavers- 1 year or less

6. As requested at your September Performance Sub Committee, the below tables summarise resignations for Police Officers and staff that have served *for 1 year or less.*

7.	This data also captures resignation reasons extracted from exit interview returns but it is recognised that this is an area for improvement. All members of staff and Officers are invited and advised by HR to complete an exit interview document which outlines leaving reasons; however it is not mandatory to complete the exit interview form and take up is low.

8.	In 2017 (calendar year), 5 members of staff who had been employed by CoLP for a year or less have resigned from the Force, a small increase from the previous year. No Police officers who have served for a year or less have resigned in 2017.

9.	HR is reviewing the exit interview process in order to create a more user friendly exit interview form and investigate reasons why there is a reticence for staff/ officers completing these forms in order to overcome these barriers.

Staff Resignations by Grade- serving 1 year or less
Table 5

Years service	Rank Grade	2012	2013	2014	2015	2016	2017
0-1	B.		1			1	1
	C.	2	1	2	2		
	D.	3	2	2	3	1	4
	E.	1	1	3	2	2	
	F.		1	1			
	G.			1			
	H.		1				
Total		6	7	9	7	4	5

- Data sourced from HR Origins System

Staff Resignations by reason- serving 1 year or less
Table 6

Years service	Leaving Reason	2012	2013	2014	2015	2016	2017
0-1	Resignation - Domestic/Personal	-	-	-	1	-	-
	Resignation - Reason Unknown	4	2	6	5	3	2
	Resignation (other)	1	4	3	1	1	2
	Resignation to join Police	1	-	-	-	-	1
	Resignation Transfer to another Force (PCSO)	-	1	-	-	-	-
Total		6	7	9	7	4	5

- Data sourced from HR Origins System

Police Officer Resignations by rank – serving 1 year or less
Table 7

Years service	Rank Grade	2012	2013	2014	2015	2016	2017
0-1	Con	-	-	-	-	1	-

- Data sourced from HR Origins System

Officer Resignations by reason- serving 1 year or less
Table 8

Years service	Leaving Reason	2012	2013	2014	2015	2016	2017
0-1	Police - Resignation Own Volition	-	-	-	-	1	-

- Data sourced from HR Origins System

Recruitment

10. In the reporting period of 1 April 2017 – 30 September 2017 the City of London Police have run 37 Police Officer recruitment Campaigns. This does not include Probationer or rolling transferee campaigns. There have also been 48 police staff campaigns for a variety of roles, during the same period with 1 Superintendent promotion campaign.

11. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process. As a result a re- run of the recruitment campaigns are often required. A sample of the types of Police officer and Police staff roles that have been advertised is included at Appendix 1.

Police Officer recruitment

12. 27 Police Officers were recruited during the reporting period all of which are from transferee campaigns. A rolling campaign for Detective Constables (DCs) and Uniformed Constables has taken place to fill any vacant posts within UPD and Crime. The posts filled within these directorates will allow officers to be released into DC posts within the Economic Crime Directorate (ECD). ECD are currently under resourced in DC posts within the Fraud Investigation Teams and there is currently a DC recruitment campaign to fill these posts.

Police Staff recruitment

13. A total of 40 police staff have been appointed to substantive and fixed-term roles for a variety of roles during the reporting period. No volunteers joined the Force during this period.

Equality and inclusion

Ethnicity

14. During the reporting period, as at the end of September 2017, there has been a very slight decrease in the number of Black, Asian and Minority Ethnic (BAME) Police Staff numbers. This has been due to a combination of retirements and transfers to other forces. The BAME 2018 action plan endorsed by the College of Policing and the 2016-2017 People Strategy is driving a number of activities and innovative approaches to recruitment and attraction strategies. These are currently in the process of implementation to improve the BAME profile. Additionally, the Force has an Equality and Inclusion Board which explores ways of promoting the Force to the BAME community to encourage increased representation.

15. Through the recent probationer recruitment campaign and also with the use of innovative advertising through specific social media links, we have successfully attracted a number of BAME applicants to the force. Out of 106 applicants 19% (20) were BAME applicants, 89% of these applicants were put forward for the final assessment centre of which 52% passed.

Ethnicity Workforce Profile (BAME) 2006-2017
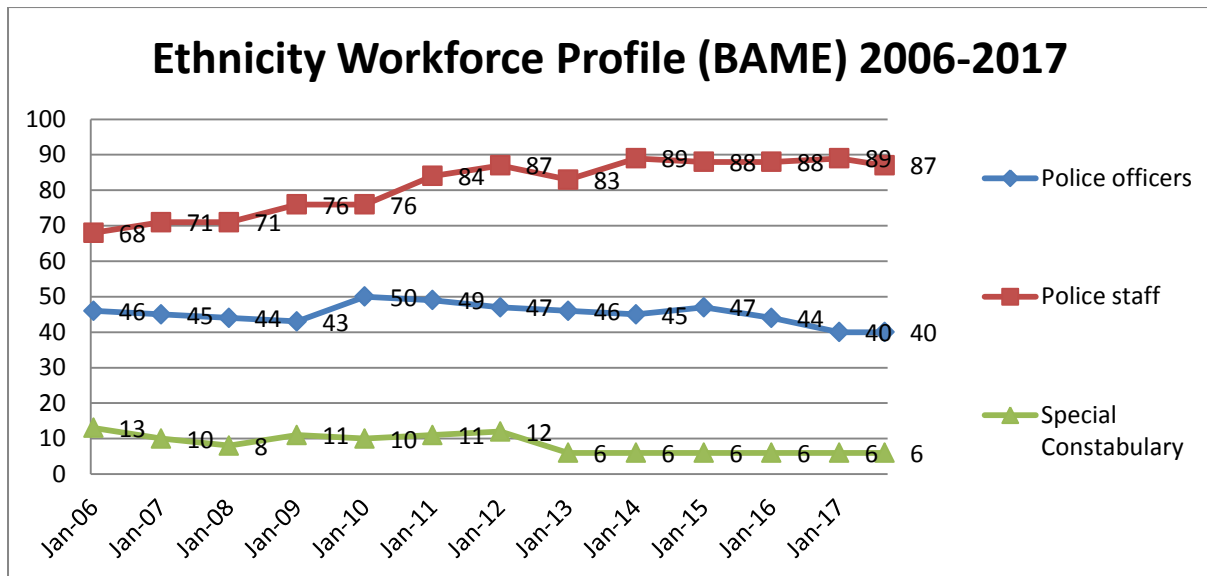
- Data sourced from HR Origins System

Gender

16. During the last 5 years (2012 – 2017), the percentage of female Police Officers had started to slightly decrease, 164 female officers and 11 female Special Constabulary officers. Again as part of 2016-2017 People Strategy a number of activities are being undertaken to improve female representation. During the recent probationary campaign we have had the following positive outcomes in attracting female applicants; of the 106 applicants 20 were female and all 20 passed initial stages for final assessment with 8 female applicants passing this assessment.

17. The numbers of female Police Staff has increased to 250, the highest the force has recorded in the last 9 years; this is a direct result of recent recruitment campaigns that took place across the force.

Workforce Female Gender Profile (2006-2017)
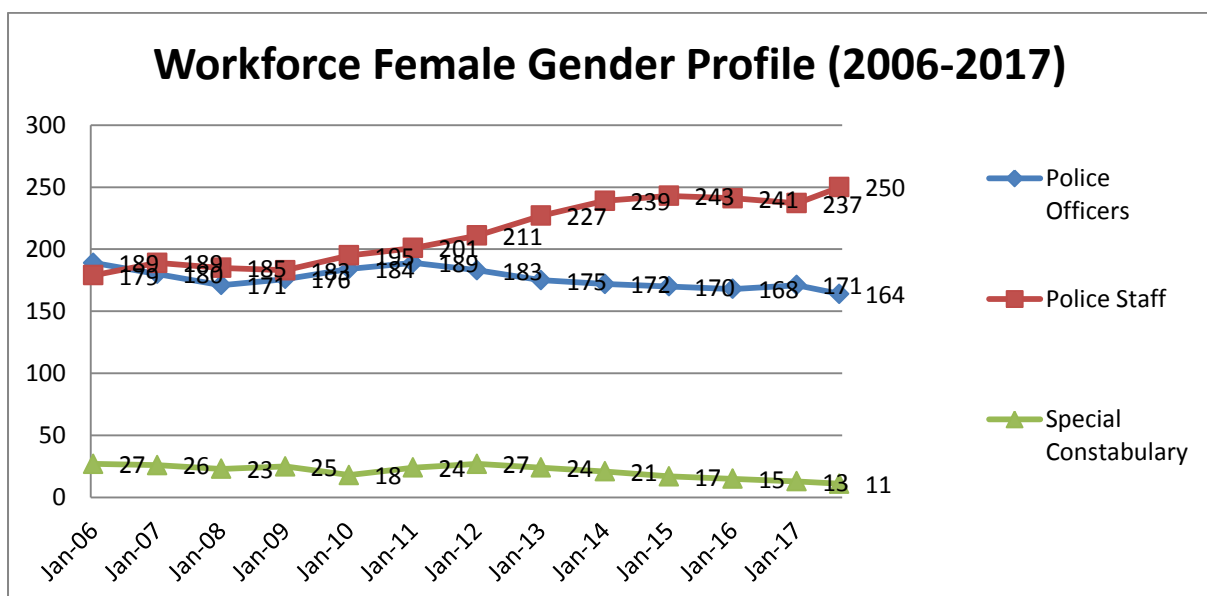
- Data sourced from HR Origins System

Disability

18.   There are currently 27 Police Officers and 18 Police Staff who identify themselves as having a disability.

19.   As of 30th September 2017, 14 officers and 1 member of staff are working under 'recuperative duties' (short term) and we currently have 19 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010) For an officer to be placed on adjusted duties, he/she must a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

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 12 staff members and Police Officers have identified themselves as lesbian, gay or bisexual.

Age

21.   The current age profile of the Police Staff workforce ranges between 22 and 50+. There are currently 152 Police Staff aged 50 and over, 286 members of staff are between the ages of 22 and 49. Please note this is based on Head Count and strength is calculated by FTE, hence the difference in numbers from previous tables. Agency Staff have not been included in these figures.

22.   The age profile of Police Officers ranges between 25 and 50+, with 1 officer over the age of 60 years. Police Officers can retire once 30 years' service has been completed. The Force currently has 13 Officers who are eligible to retire immediately and a further 16 Officers who are approaching retirement in 2018. UPD have the highest projected retirements with 7 officers approaching retirement age and 4 officers eligible to retire immediately. The current recruitment campaigns as well as promotional campaigns will be filling any vacancies left by projected retirements for 2018.

Religion and belief

23.   Currently 19.9% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2.6% as 'Muslim'; 14.1% as 'another religion'; 21.5% as having no religious belief: 41.8% have chosen not to disclose their religion or belief.

Sickness absence management

24. The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2016/17, working hours lost were 35,306 for Police Officers and 24,077 for Police Staff. In percentage terms, (working time lost / contracted hours available) this is 2.9% for Police Officers and 3.1% for Police Staff. For both Police Officers and Police Staff the City of London Police is second in the Home Office League tables out of all forces for sickness performance.

25. The City of London Corporation uses working days lost as a comparator. The average working days lost for officers are 2.1 against a target of 6 and staff 2.2 against a target of 7, as at the end of September 2017. Both of these figures reflect a continual reduction.

26. A comparison between City of London Police and City of London Corporation average working days lost shows that City of London Corporation has seen a downwards trend from 9.13 (2008/9) to 5.64 (2015/16). The City of London Police has seen a decrease from 9.4 (2008/9) to 2.1 (September 2017).

27. Police Staff have also seen a decrease from 5.2 (2008/9) to 2.8 (September 2017).

28. The reporting of Occupational Health referrals are reported annually and therefore this has been reflected in the management information contained in this report with reporting shown for 2016-17 F/Y. The overall number of referrals has remained fairly consistent in quarters 3 and 4.
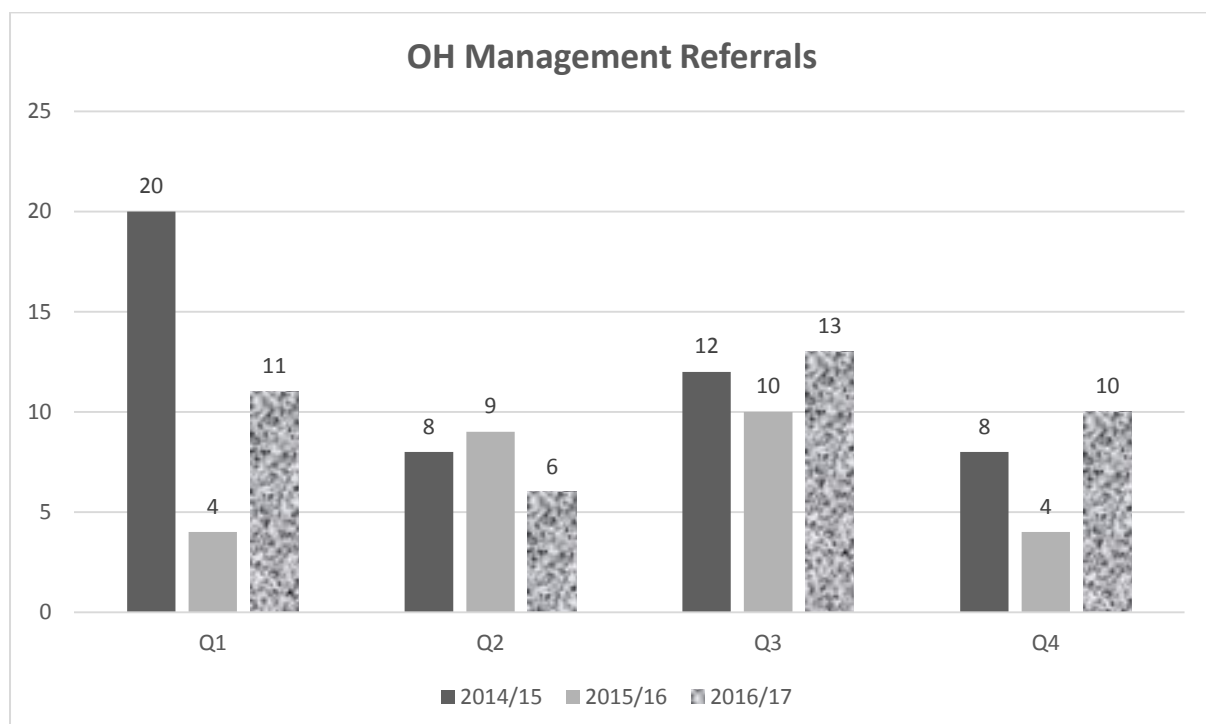
- Data sourced from Occupational Health at the Corporation

Grievances and Employment Tribunals

29.   During the reporting period a total of 4 grievances have been raised which consisted of 3 grievances from Police Staff and 1 grievance from a Police Officer.

30.   The City of London Police did not receive any new Employment Tribunal claims within the reporting period the chart below shows the number of grievances finalised per 1,000 workforces in police forces compared with the average for England and Wales, in the 12 months to 31st of March 2016. The number of grievances in the 12 month period ranged from 0.7 to 26.7 per 1,000 workforces, with England and Wales average of 5.7 grievances per 1,000 staff.

Force — England and Wales average
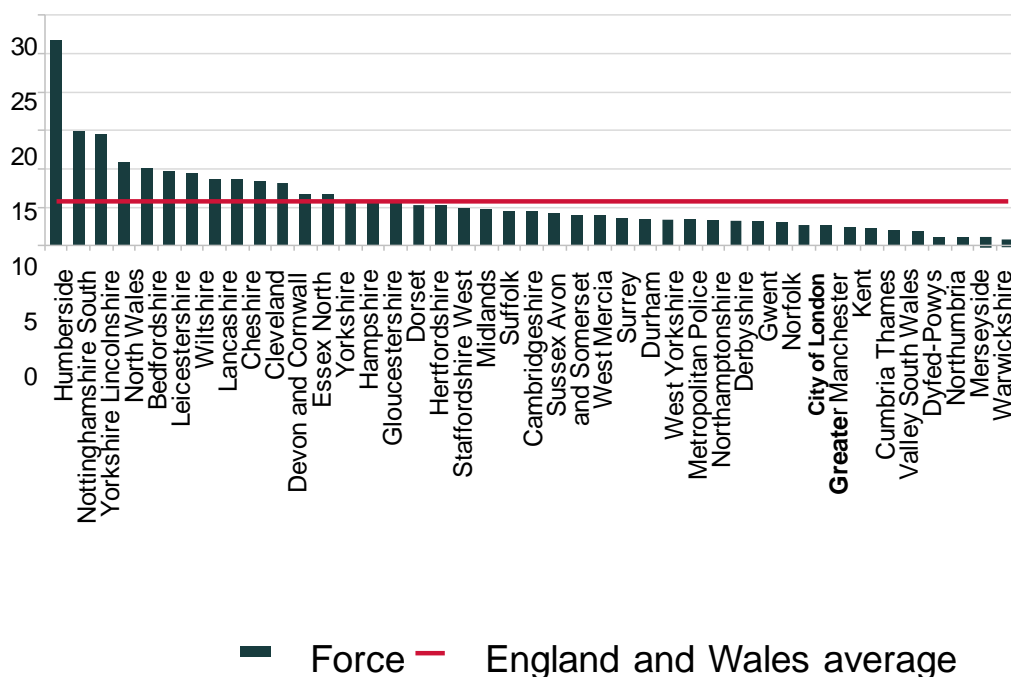
Source: HMIC Legitimacy data collection

Recommendations

31.   Members are asked to note the report.

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