



SCHEDULING, TIMEKEEPING & WORKFORCE MANAGEMENT

REDUCING THE IMPACT OF ABSENTEEISM ON YOUR POLICE FORCE

WITH GORDON ALLISON FRSA & INTIME



CO-AUTHORED BY GORDON ALLISON

Ex Head of the Met Police's Trident Operation

Gordon joined the Metropolitan Police in 1983 and spent 32 years supervising staff and performance at every rank within Criminal Investigation. His last post was as Detective Chief Superintendent - Head of Trident, responsible for gang, gun and knife crime with over 600 staff and a multimillion pound budget.

He has led and investigated corruption (both covertly and overtly), murder, gun and gang crime.

Throughout his tenure, he designed and ran projects including mentoring staff to achieve promotion, mentoring and attachment schemes of black and ethnic minority (BME) staff to achieve promotion, as well as lateral development with the Metropolitan Police, specifically to increase the number of BME staff within criminal investigation.

Gordon has managed projects with vulnerable witnesses and victims in conjunction with delivering witness protection and enhanced the use of crime reporting systems at limited costs, adding low cost training and communication schemes systems. He also designed and implemented the tactical and strategic police and partnership response to gang and gun crime which was implemented London wide.

He prepared documents for the Mayor's Office for

Policing and Crime (MOPAC), the Home Secretary and designed papers for the government to address the risk posed by gangsters in possession of antique (but functioning) firearms. During his tenure, Gordon reduced gun crime and increased performance and also managed the threat of armed attacks, threats to life scenarios and set in place current policies and procedures along with innovative methodology and decision making to reduce or remove that threat.

His roles also involved managing both organisational risks where operational compromise had taken place and the reputational risk of the service was in jeopardy, while also holding various senior positions and contributing to project boards.

As a Strategic Firearms Commander, Gordon authorised more than 200 armed operations, was a leading figurehead on firearms issues and sat on the Association of Chief Police Officers (ACPO) Criminal use of Firearms Committee, contributing on a quarterly basis to national strategy in this area. He contributed to the MPs Strategic Firearms Board dealing with the key issues arising from fatal police shootings.

Gordon is well versed in the challenges facing the British police force and provides a knowledgeable viewpoint throughout this book.



EDITED BY INTIME

Workforce Management & Scheduling made by the police for the police

InTime are the Workforce Management and Scheduling providers specialised in supporting complex staffing situations. InTime removes manual processes, relieves the admin burden and improves back office efficiencies. The solution makes the most of your human resource, so you can make the most of your budgets. From 50-person to 10,000 officer police forces, InTime has your workforce management covered.

There are plenty of generic scheduling solutions that work great for organisations with simple shift patterns or your typical 9-5. InTime's mission is to provide advanced scheduling and workforce management tools for organisations that don't fit that mold.

InTime was built for the police businesses, by the police, so you can rest assured that we understand your advanced officer scheduling and workforce requirements. We have your complex rotation patterns, departmental rules and coverage levels covered, you only have to manage exceptions and approvals. Scheduling really doesn't have to be a full-time job!

THE OVERTIME EPIDEMIC

Is the relationship cause or effect?

Stretched more than ever, UK police forces have seen a drastic decrease in the number of police officers on the front line, with a 25% reduction since 2007. Putting this reduction in numbers into context, after the Manchester bombing in May 2017, the terror threat stood at critical. The last time it reached this level, there were 35,000 more police on the streets.

The numbers are down but the demand is rising and the pressure on forces cascades onto individual officers who are taking on more overtime. The cost is high both financially and on the health and wellbeing of the officers. Forces are learning to cope with absenteeism *and* an overtime epidemic.

As the demand on officers rises, there has been a rise in unplanned absences, this is no coincidence. In the past four years, the number of officers signed-off in Wales has doubled.

The Police Federation Vice Chairman Calum Macleod said a cut of 20,000 officers in England and Wales since 2009 increased the pressure on those on the front line - and it's not expected to drop. In addition, the London Met saw a 72% hike in the number of sick days taken because of psychological health, despite the force counting 1,275 fewer officers than six years ago. So, it's apparent that there is a relationship between police cuts and the increase in absences, but is it cause or effect? ¹

ITV REPORT

13 November 2017 at 3:34pm

Police pay out £400,000 overtime in last six months



News › London

Revealed: Met Police officers earning up to £61,000 for overtime

KATE PROCTOR | Friday 5 January 2018 10:34 | 16 comments



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COP PAY 'DOUBLED' Stretched police forces pay some coppers twice their salary in overtime payments, new figures show

Extra hours claimed by police officers was up 14 per cent from last year leaving taxpayers paying out £134million

THE TIMES

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LOG IN

Met Police pays £89m in overtime

John Simpson, Crime Correspondent

January 6 2018, 12:01am, The Times



THE DEVELOPMENT OF A CYCLE

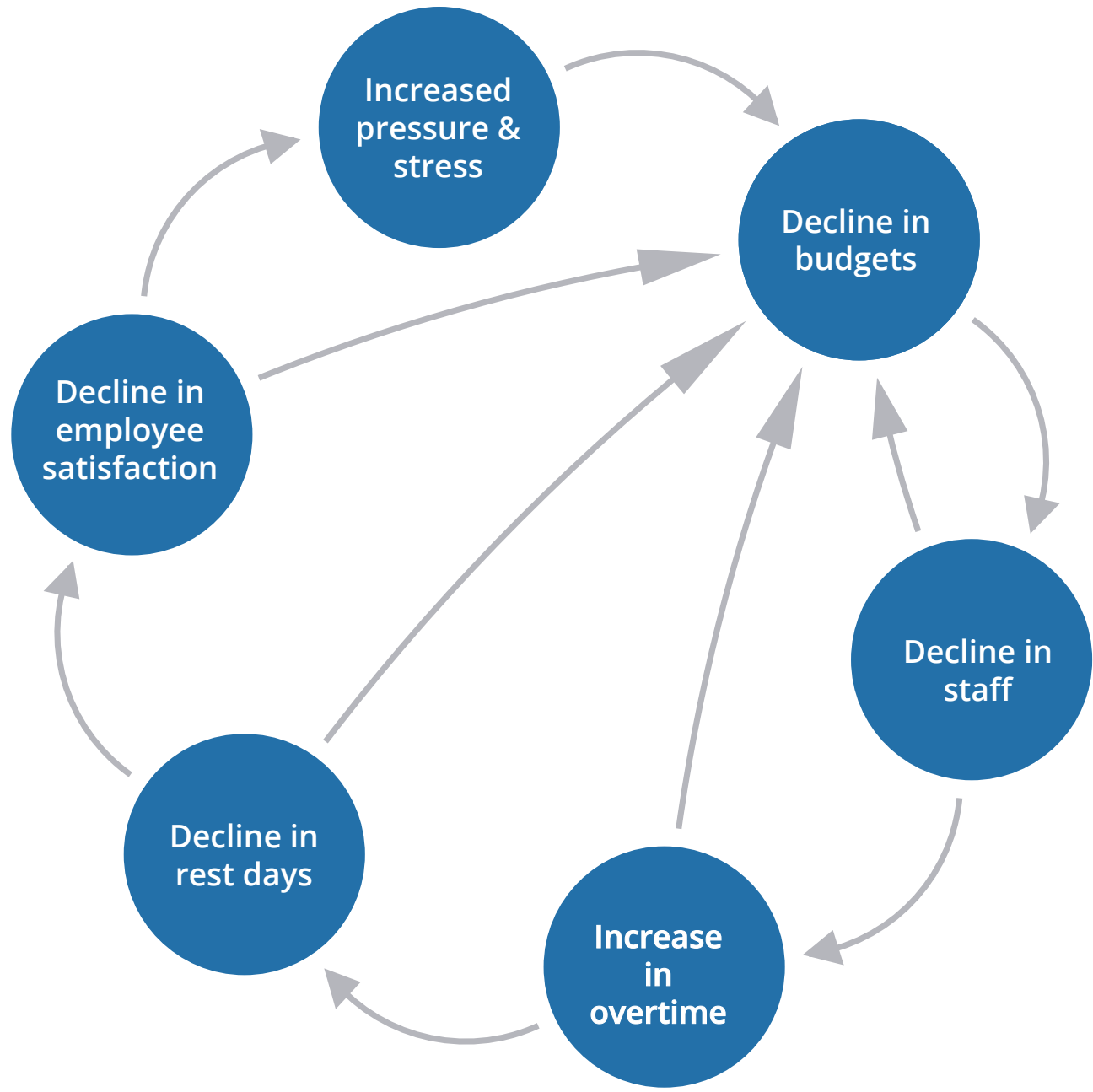
How overtime & absences are linked

Rather than view the relationship between the decrease in officer numbers and increase in absences as a linear, cause or effect process, we view this critical relationship as cyclical in nature. Here, multiple influences come together to create the cycle and show how ongoing budget cuts and lowered police numbers contribute to an increase in absenteeism.

“Police officers are owed the equivalent of nearly 700 years of rest days across the UK as a result of staff shortages and escalating violent crime, figures have revealed. In total, 250,000 rest days are owed to 70,000 police officers in England and Wales.”²

The Police Federation





OFFICER HEALTH & WELLBEING

The effect on the front line

The decrease in officers hasn't just had an effect on the front-line service, but also the health and wellbeing of existing officers. With an increased demand for overtime, we are seeing more and more rest days being cancelled without appropriate notice. Furthermore, we can note a marked decrease in job satisfaction with this increased burden and strain, all contributing factors to heightened absence rates.

"Police Scotland officers and staff suffering psychological problems took nearly 200,000 sick days over the last three years, new figures show. The force said mental health issues resulted in 141,230 lost days among front-line officers."³

BBC News



THE ABSENCE CYCLE

Gordon Allison FRSA

It's not all doom and gloom. The identification of a problem is half the way to fixing, and by getting to truly understand each stage in the cycle, it is possible to reduce the impact of absenteeism on your police force. Here, Gordon Allison FRSA discusses the Absence Cycle influences and effects.

LOW EMPLOYEE SATISFACTION & INCREASED PRESSURE & STRESS

We know there is increased pressure and stress but where exactly do these manifest?

As Head of Unit I carried out exit interviews on all staff leaving the unit or retiring. During the course of these interviews there were subtle changes in what I heard. Staff universally enjoyed their time on the unit but everyone felt they were overworked and underpaid. In my professional view, all of them were exhibiting some signs of stress. This occurred during the time of the greatest fiscal constraints. On reflection, the fact that I wasn't able to fill vacant posts and I had to make redundant support staff probably had a strong impact on the workforce. Demand was the same but we always had less staff. This manifested itself in extended hours, damage to home life, resentment and dissatisfaction with workloads. We also had to rearrange shift patterns to ensure that corporate assets could support understaffed boroughs at weekends and nights.

What are the effects on service level of staff pressure & stress?


After speaking to serving officers and asking how increased workload, doing more with less and smaller budgets are affecting them it is evident that caseloads are up and people want to leave high pressure units. In turn, sickness has risen and recruitment to some areas is becoming increasingly difficult.

In the Absence Behaviour report by the Police Federation released in January 2017 Almost three-fifths of respondents (58%) reported one or more days of sickness absence. 29% of respondents indicated that at least one day of their sickness absence was attributable to stress, depression, or anxiety. ⁴ Though not directly comparable, this figure is consistent with 2014-15 Labour Force Survey data which indicated that 32% of lost working days were due to stress, depression, or anxiety caused or made worse by work.

The rise in secondments and attachments combined with overtime pressures and poorly designed rosters has lead to a decrease in service level, an increase in sickness rates and in turn, lower officer numbers on shifts whilst increased stress has been linked to lower rates of accuracy on the job.

I think its summed up in comments by an officer with four years' service:

"I do feel that there are simply too few officers workingone of the results if this is officers working three to four hours overtime on an almost daily basis (often not claiming the overtime). I enjoy my job and I find it



challenging and rewarding, but I do like to see my wife and children from time to time! This all makes the job highly stressful at times and clearly impacts on morale.”⁵

DECLINING BUDGETS & DECLINING STAFF NUMBERS

What does a decline in staff mean?

In terms of growth, the modernisation of the police saw numbers grow from 126000 to 140000 between 1997 to 2007. The police also saw a budget increase of 60 % over the same period⁶ however, a series of comprehensive spending reviews by successive governments has resulted in a decline in both funding and staff.

In 2010 the Home Secretary, Theresa May, made the mistake that Margaret Thatcher never made in the 1980s and cut police budgets by 18%. Over the next five years the number of police officers in England and Wales fell from a peak of 144,353 in 2009 to 122,859 in 2016.

The following is an extract from a blog by a former colleague and friend of mine who suffered a severe mental breakdown through the stress of policing:

“Policing under Strain

I've said it before and it bears repeating, these are the most challenging times for policing in this country since the end of the Second World War.

Growing demand. Growing complexity. Rising crime. Falling officer numbers. Growing pressure. Growing scrutiny. The complex consequences of austerity. And more to come.

There is a difference between a saving and a cut – and I know many more good police officers working under significantly more strain than at any previous point in my career.

And still they keep on saving lives and seeking the lost; still they keep on comforting the broken and protecting the vulnerable; still they keep on confronting the broken and protecting the vulnerable; still they keep on confronting the dangerous and, just sometimes, risking it all.⁷

policecommander.com

The result of declining budgets on the service level delivered by the Police.

The Office for National Statistics said in 2017; “The number of violent crimes and sex offences recorded by police in England and Wales has risen sharply over the past year.” Knife crime and robbery also increased in the 12 months to September 2017 compared with the previous year.

About 5.3 million crimes were recorded that 12-month period, up 14%. However, the Crime Survey, based on people's experiences, suggests crime continues to fall.

Police figures for the 12 months to September 2017 from 44 forces show:

Robbery up 29%

Sex offences up 23%

Knife crime offences, up 21%

Violent crime offences, up 20%





Many attribute these rises in crime to lower officer numbers and decreasing budgets, with many forces struggling to provide the public protection required. It is not just officer numbers that has come under the spotlight but, officers and forces having the budget to invest in new technology and equipment that will make it easier for them to do their job.

Furthermore, In a report on effectiveness in policing, Her Majesty's Inspectorate of Constabulary (HMIC) uncovered a range of 'dangerous' and 'disturbing' practices that have arisen out of police forces' approach to dealing with budget cuts in excess of 20%.

HMIC said 'ad hoc rationing' of services was due to a 'stretch in the system' and was the 'unintended consequence of the way in which some forces have adapted to austerity'. This suppression of demand, is often an unintended consequence of the way in which some forces have adapted to austerity.

The inspectorate had discovered some forces using 'inappropriate' methods to deal with increasing levels of demand with fewer resources:

- Police are deliberately downgrading emergency calls in order to justify a slower response when there is a shortage of officers, while others are reclassifying high-risk domestic abuse victims to a lower level of concern.
- Police officers are being assigned to investigations that they are not qualified to conduct, while forces are struggling to get to grips with the volume of wanted suspects – including murderers, rapists and violent

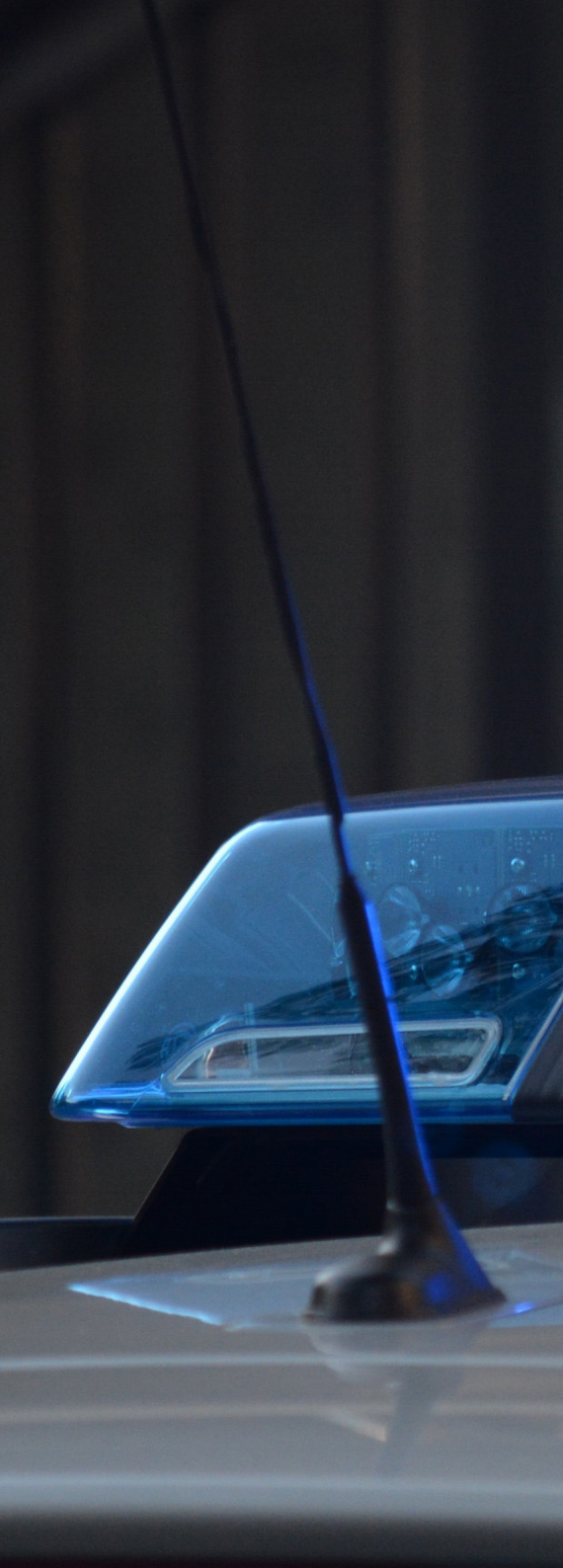
offenders.

- A third of domestic abuse cases across England and Wales are being shelved because the victim does not support police action – this rises to 50% in five of the 43 forces. HMIC are concerned officers are not properly discharging their responsibilities in a bid to slash their workload.

Similarly, forces are struggling to cope with the number of wanted suspects. HMIC found that 67,000 wanted suspects had not been placed on the police national computer (PNC). In addition, as of August 2016 there were 45,960 wanted suspects on the PNC, including those being sought for offences including terrorism, murder and rape.

HMIC also noted it's concern regarding the workload of the teams supervising registered sex offenders. It found that throughout England and Wales, the risk represented by some 2,700 registered sex offenders had yet to be assessed by police officers responsible for their supervision in order to keep communities safe. In six forces more than 10% of registered sex offenders had yet to be assessed at the time of the inspection. In one force that figure was 30%.

In addition, the watchdog found that organised crime groups were not being assessed properly by some forces. Assessing and identifying organised crime gangs allows forces to understand the threat posed and to decide



which groups to tackle first.

The difficulties in delivering required service levels are being compounded by what HMIC called the 'national crisis' of the severe shortage of investigators and detectives. The inspectorate added the shortage meant some investigations were being led by those who lacked the appropriate skills and experience.

The Police Superintendents' Association of England and Wales, said: "The public will be worried by this report and we share their concerns. There are now 34,000 fewer staff working in policing than there were in 2010, including 19,000 fewer police officers. The amount of money available for policing has also reduced over time.

Unintended Consequences - Training & Development

Interestingly, in conversation with officers attached to high-pressure and high-profile units they state that many staff are sick through stress caused by overwork and units are being supported by attachments from other specialist units. However, in my experience the shifting of staff to support perceived or real shortfalls in staffing only recreates the same issues in the units who supply those staff.

Teams are staffed to provide optimal coverage, there is a formula used to manage annual leave extraction, but this does not appear to include training or development requirements. Training courses have been pared right

down to minimise extraction, so don't necessarily prepare people with the level of knowledge needed. So, trying to extract anyone - even for mandatory training - is extremely difficult, sometimes impossible. With pressures and performance aimed at delivery, it is no wonder self-training packages can never be properly completed.

"A great deal of police time and resources are now spent meeting the demands of complex welfare and vulnerability issues in society. As a minimum these should be addressed in partnership with other public services. But as a 24/7 service, policing continues to pick up demand that is not being met by other services." ⁸

The Guardian

INCREASE IN OVERTIME = DECREASE IN REST DAYS

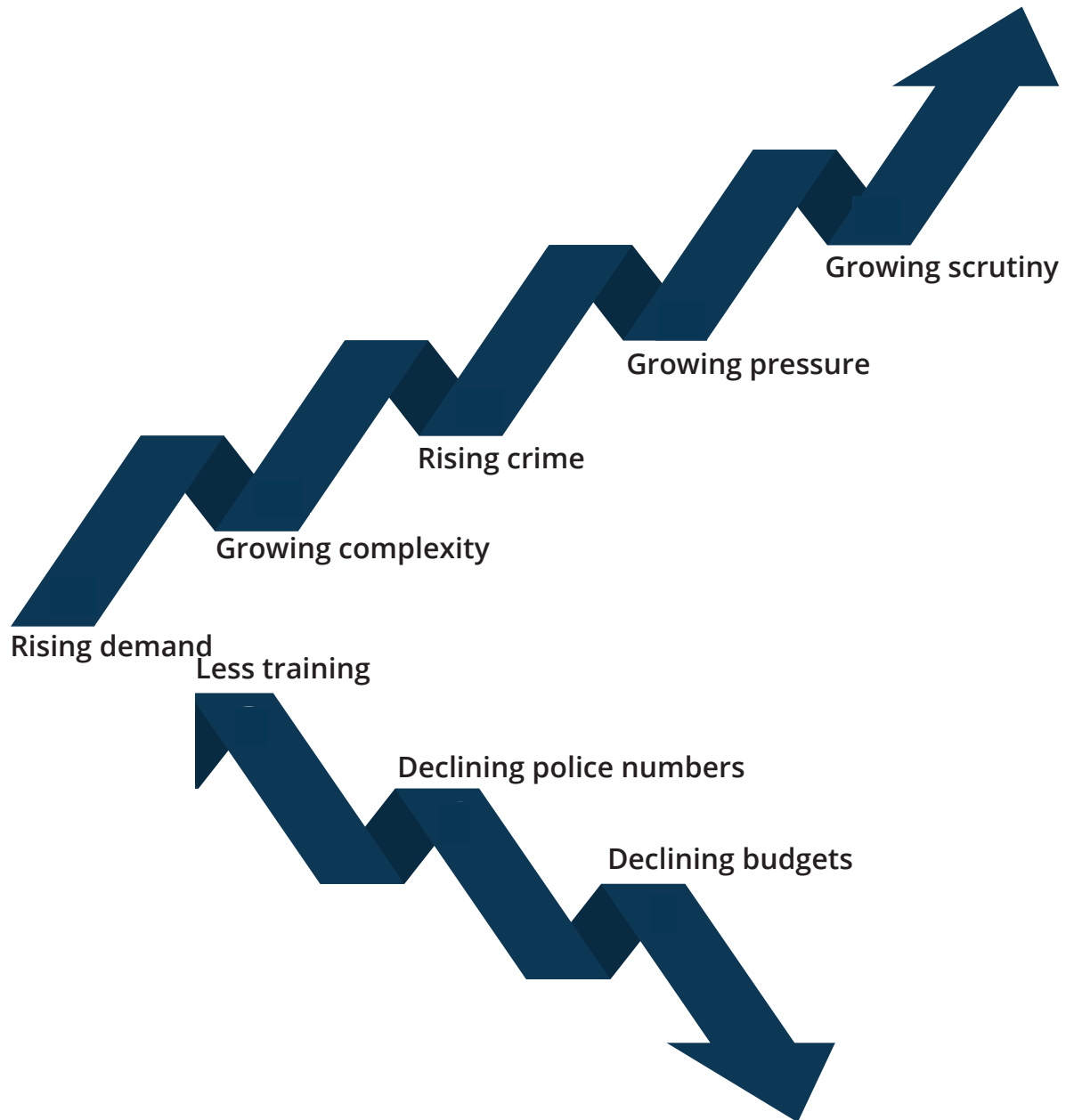
The escalating problem

We know the overtime bill is escalating and this is published regularly in the media, but what is the effect on the officers? How does decreasing rest days affect them?

Sir Ian Blair spoke on police overtime when restrictions on budgets were less and I paraphrase – we need to get real about overtime. Overtime doesn't go sick, overtime doesn't need holiday pay and overtime is on duty whenever we want to use it, supported by these statistics and comments from the federation in Suffolk and Norfolk:

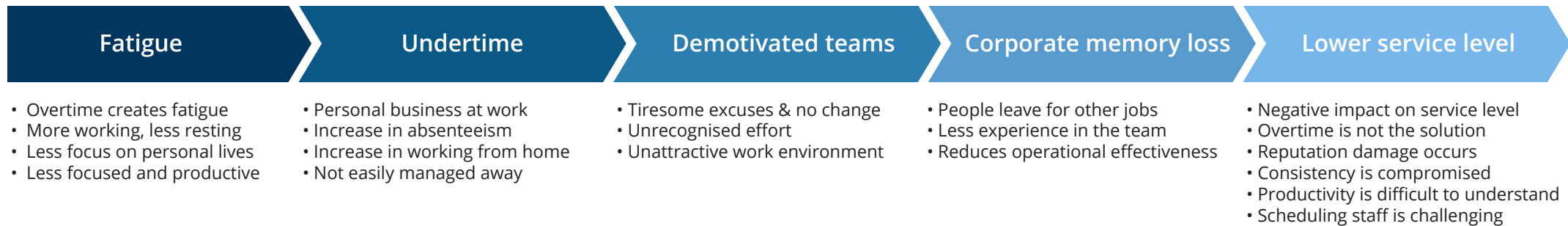
- Overtime payments in Suffolk increased by 47% from £1.9m in 2012-13 to £2.8m in 2016-17, while in Norfolk payments increased by 44% to £3.6m in 2016-17.
- County police federations warned overtime was "officer's goodwill propping up the service".
- Forces said overtime could be "most cost-effective".

The police in this area have solved a problem as quoted by Blair above, however, they have now created another problem they need to deal with: A dependency on overtime and a decrease in available officer rest days.



THE PROBLEM WITH OVERTIME

Overtime problems are summarised below



OVERTIME IS BAD FOR THE HEART

We must manage the level of overtime better.

“Working overtime puts people at increased risk of coronary heart disease, according to a new study published in the European Heart Journal. CHD occurs when plaque builds up in and narrows the arteries through which blood reaches the heart, which can lead to a heart attack. Specifically, working three to four hours extra (amounting to an 11- or 12-hour work day) was associated with a 1.56-fold increased risk of CHD.”¹⁰

Cathy Gulli, May 12, 2010

BREAKING THE CYCLE

Working to reduce unplanned absences

Making the most of your staff is key to reducing the points in the cycle that contribute to higher absenteeism (and this in turn contributing to the remaining points in the cycle).

With absenteeism and lower staffing numbers, the ability to manage these issues becomes critical. Anecdotally, when I was a Detective Chief Superintendent the most interesting conversations regarding staff were with colleagues who ran the Metcall centres in London with police staff sickness often running at 30% on some days. The OCU commander herself was having to personally visit sick staff to check they were sick and ascertain potential return dates and or exceptions to be made to return those staff to the workplace. The impact on overtime was significant with the resultant effect on ability to take days off for the police officers working in the unit as they could have their rest days cancelled and, of course the bill!

To put this into operational context, in Scotland, where the Chief Constable eventually resigned there was call where two members of the public died after a car crash in June 2015 .The call was not responded to in an effective or timely manner. The call receivers had previously been shown to have had a 10.6% sickness absence rate. A report also shows that staff in the call centres had

worked more than 8,300 hours in overtime from the start of April to mitigate the impact of staff vacancies.¹¹

My own experience is that I had to spend an unrealistic amount of time chairing meetings and making decisions on a daily basis regarding absences and overtime caused by staff shortages, unfilled posts or sickness. My aim was to manage teams that were short, using overtime and identifying where I could cancel rest days in advance without incurring costs. A better view of all my resource across all teams would have helped considerably.

Unplanned absenteeism can be minimised through better planning & management

The main driver for attendance management in policing puts the emphasis on the individual. West Yorkshire Police Attendance management policy states :

“In summary, all officers and staff should take personal responsibility for maximising their attendance at work in order to provide a high level of service to the public of West Yorkshire and to minimise the impact that absence has on their colleagues. Where an individual is absent from work due to sickness, the Force will treat them with fairness, integrity and respect. In line with the National Decision Model, managers are expected to use the information available to them and procedure to



effectively manage attendance.

To achieve this the Force will:

- Empower managers to make decisions around attendance, with the expectation that they will be accountable for any decisions they make.
- Have an attendance standard which individuals are expected to meet.
- Have processes in place to record and monitor sickness absence.
- Provide support to enable individuals to return to work as soon as possible.
- Have processes in place for formal action when informal action and support has failed. ^{12"}

This driver is replicated across UK policing and the intentions are well meaning and well founded. However, line managers have processes in place to record and monitor unplanned and sickness absence. In many cases this leads to a system which does just that, without providing solutions to assist the managers and supervisors to get the right numbers of staff in place and, more importantly, the right service to the public. The fact that there are significantly less HR professionals due to cuts mean that planning and management of absence are done on the hoof by officers who would be much better employed doing their core roles.

If you can reduce unplanned absence you can stop the development of the cycle

It is recommended that the national decision model should be used to deal with this issue and if we stick to that it covers the following which, **with the right solutions that allow us to plan and map staff to the right areas at the tight times**, helps us deal with absenteeism.

THE NATIONAL DECISION MODEL

Technology can enhance the model & staff planning

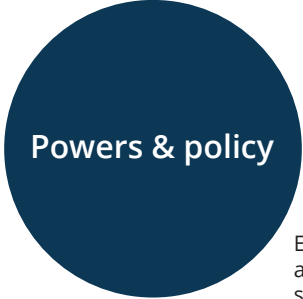
Take necessary action and ensure adequate analysis is taken to understand the effectiveness. Use a system that allows accurate reporting and analysis.



Gather information and intelligence using a system that offers a non labour intensive, cost efficient solution.



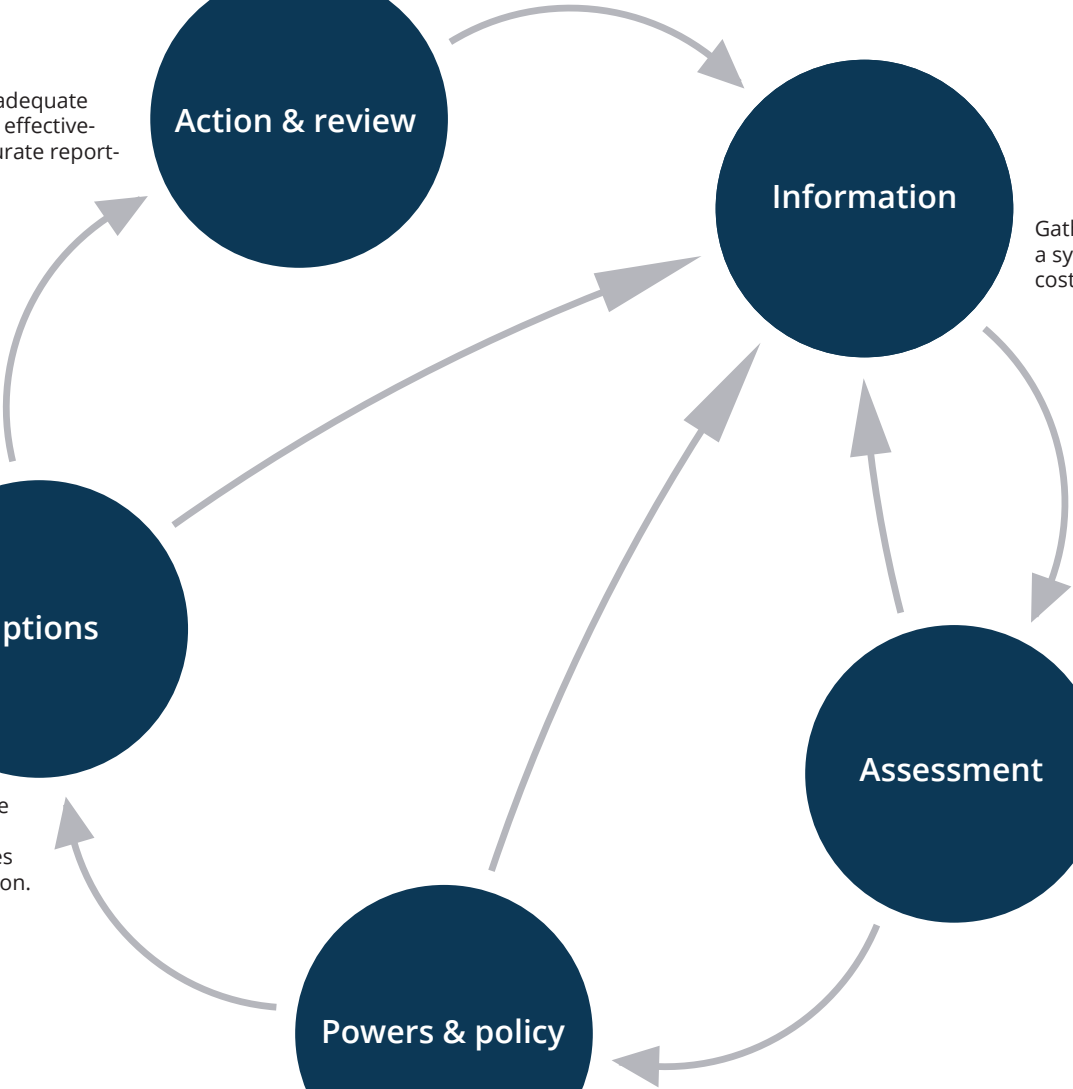
Understand what options are available in the event of a disaster or loss of continuity using a system that provides this information at the touch of a button.



Ensure attendance management frameworks are adhered to using a system that allows intelligent staffing and works in line with regional and national policies.



Develop a working strategy to understand and cope with risk utilising a system that allows faster, more accurate assessment and decision making.



UNPLANNED ABSENCE REDUCTION

What are the effects?

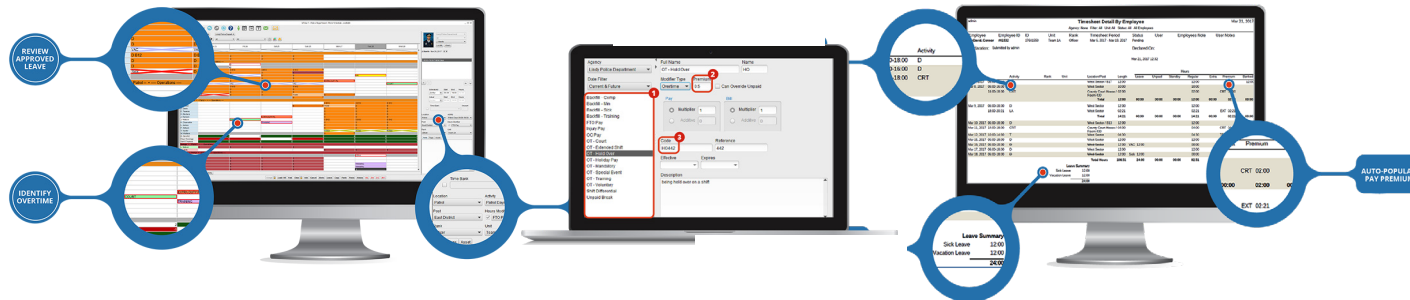
If you reduce unplanned absenteeism, you will reduce all other points in the cycle. New technology and workforce management solutions have been proven to aid the reduction of unplanned absences and this has been noted as far back as 2001 where a government report called for efficient sickness monitoring and management tools which identified the necessity for good processes and appropriate software to manage absence. ¹³

In order for policing to move forward we need tools to help manage the reduction of pressure and stress, find solutions to manage within reduced budgets and staffing, manage the overtime reduction in rest days problem and underpin all of this by breaking the cycle of absenteeism using **modern commercial off the shelf systems**.

When serving as Home Secretary, Theresa May commented to the Police ICT Company – “I challenge you to be ambitious in shaping the future: understanding the potential for technology to make a difference and to embrace it, for the good of policing and, of course, for the public.” ¹⁴

WORKFORCE MANAGEMENT & SCHEDULING

How can this technology break the cycle?



1. Enable powerful collaboration and visibility between various stakeholders.
2. Understand where staffing gaps and problems are and fix them in real-time
3. Build a detailed data picture to show you where to break the cycle.
4. Get to grips with the long-term and recurring impact of leave and absenteeism

FAQs

1. Collaboration - How does the system involve numerous stakeholders and increase visibility over ongoing issues

and situations?

Forget manual sharing and amendments, InTime will ensure all stakeholders are in the know regarding staffing plans, patterns and challenges. Improving back office efficiency and saving time will also have a positive effect on the front line force.

Everything about the design of InTime is extremely visual. All administrators can determine where changes need to be made by simply viewing the work schedule. To ensure that the right staff are collaborating on the schedule, each stakeholder will have specific permissions/access in the program. Appropriate levels of cyber and physical security measures are built into the system.

2. Clarity and views - How does the system allow for multiple stakeholders to see and understand the staffing situation?

Using InTime will not only help you to plan shifts and staffing numbers, but it will also provide the ability for you to quickly be made aware of any imminent issues, avoiding unnecessary pressure on working officers. Set minimum staffing requirements down to the minute and get a quick visual of where you are over or understaffed. InTime allows you to plan accordingly for peak-time staffing with ease and provides alerts if you are below or above minimum staffing. InTime's audit trail feature allows you to see who is making shift changes and approving overtime; making everyone in your organisation accountable.

3. Reporting and tracking - How reporting and tracking allows for issue identification and fixes?

Collecting the right data is half the job, collating it into meaningful insight is the other. InTime gives you first hand access to a detailed useable data picture of your workforce and this will give you the evidence you need to take action.

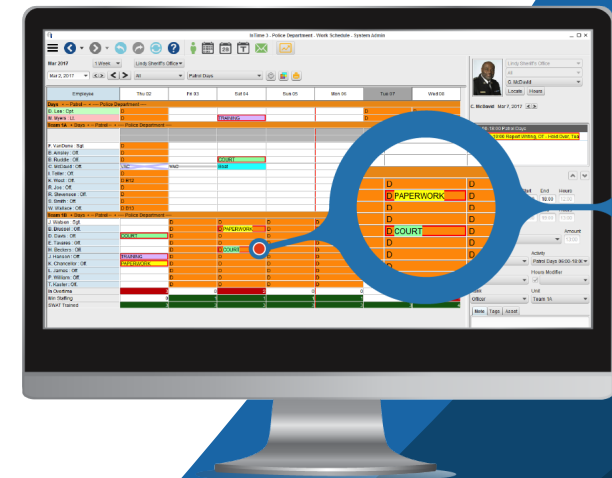
With over 85 standard pre-loaded reports, you can quickly measure the impact of staff leaves, overtime reasons and special events against budget and staffing

expectations and take corrective action immediately. Know exactly where your budget is being spent and why.

4. Issue identification - How can the system help to spot repeating problems e.g. problem areas for absences?

Breaking the cycle means breaking the repeating nature of these workforce issues. The InTime system allows you to adopt full control over the recurring issues on individual and force wide levels.

The complete work history of an individual employee can be viewed in the system, this allows for absence trends to be quickly identified. In addition, specific leave types can be reported on over any date range, to determine problem areas.



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