



Resource, Risk & Estates (Police) Committee

Date: FRIDAY, 27 MAY 2022

Time: 10.00 am

Venue: COMMITTEE ROOMS, GUILDHALL, LONDON EC2V 7HH

Members: Alderman Timothy Hailes (Chair)
Tijs Broeke (Deputy Chairman)
Deputy James Thomson
Andrew Lentin
Dawn Wright
Alderman Professor Emma Edhem
Dan Worsley (External Member)
Adrian Hanstock (External Member)
Michael Landau (External Member)

Enquiries: Richard Holt
Richard.Holt@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this public meeting by following the link:

https://youtu.be/2hPJ_GJFESg

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

Part 1 - Public Agenda

1. APOLOGIES

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

3. TERMS OF REFERENCE

To receive the Terms of Reference as set by the City of London Police Authority Board at its meeting on 25 April 2022.

For Information
(Pages 5 - 6)

4. MINUTES

To agree the public minutes and non-public summary of the meeting held on the 4th of February.

For Decision
(Pages 7 - 10)

5. PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

6. INTERNAL AUDIT UPDATE

Report of the Head of Internal Audit.

For Decision
(Pages 13 - 18)

7. *CITY OF LONDON POLICE WORKFORCE UPDATE AND POLICE UPLIFT PROGRAMME

Report of the Commissioner.

For Information
(Pages 19 - 68)

8. *COLP WORKFORCE MONITORING REPORT 1 OCT 2021- 31 MARCH 2022

Report of the Commissioner.

For Information
(Pages 69 - 88)

9. *CHIEF FINANCE OFFICER UPDATE

Report of the Commissioner and Police Authority Treasurer.

For Information
(Pages 89 - 92)

10. *COLP PROVISIONAL CAPITAL AND REVENUE OUTTURN 2021-22

Report of the Commissioner.

For Information
(Pages 93 - 102)

11. *CITY OF LONDON POLICE RISK REGISTER UPDATE

Report of the Commissioner.

For Information
(Pages 103 - 110)

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

14. EXCLUSION OF THE PUBLIC

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

15. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on the 4th of February.

For Decision
(Pages 111 - 114)

16. NON-PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information

(Pages 115 - 118)

17. ***MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE**
Report of the Commissioner.

For Information
(Pages 119 - 138)

18. ***POLICE IT VALUE FOR MONEY REVIEW**
Joint report of the Commissioner and Chief Operating Officer.

For Information
(Pages 139 - 146)

19. ***GW1-5 COLP FLEET REPLACEMENT**
Report of the Commissioner.

For Information
(Pages 147 - 156)

20. ***FUTURE POLICE ESTATE PORTFOLIO UPDATE**
Joint report of the Commissioner and City Surveyor.

For Information
(Pages 157 - 164)

21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

22. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Resource, Risk and Estates Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chair and Deputy Chair;
- One co-opted Member to be appointed by the Audit and Risk Management Committee; and
- Up to two co-opted Members of the Court of Common Council to be appointed by the Police Authority Board.
- The Chair of Finance Committee or their nominee.
- Up to two external independent members, to be appointed by the Police Authority Board.

Frequency of meetings

- The Committee shall meet four times per annum.

Quorum

Three Members (of which at least two must be Common Councillors).

Terms of Reference

To be responsible for:

- a) monitoring and challenging City of London Police's use of resources to deliver its strategic priorities efficiently and effectively
- b) overseeing City of London Police's financial management including monitoring in-year financial performance against revenue and capital budgets, scrutiny of proposed revenue and capital budgets and the Medium Term Financial Plan;
- c) overseeing the City of London Police's human resource management including strategic workforce planning and establishment strength;
- d) overseeing commercial projects and major change programmes and scrutinising capital spend and other investment to ensure value for money;
- e) monitoring the corporate risks and mitigations of the City of London Police and Police Authority;
- f) scrutinising internal audit reporting and implementation of recommendations; and
- g) scrutinising police estates strategy requirements to ensure effective delivery of services that meet community needs.

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RESOURCE, RISK & ESTATES (POLICE) COMMITTEE **Friday, 4 February 2022**

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at Committee Rooms, Guildhall EC2V 7HH on Friday, 4 February 2022 at 10.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy Keith Bottomley
Helen Fentimen
Deputy Philip Woodhouse
Deputy Jamie Ingham Clark
Adrian Hanstock (External Member)
Landau (External Member)

Officers:

Paul Betts	- Assistant Commissioner
David Evans	- City of London Police
Chris Bell	- City of London Police
Martin O'Regan	- City of London Police
Gary Brailsford-Hard	- City of London Police
Rachel Vipond	- City of London Police
Martin O'Regan	- City of London Police
Kevin Kilburn	- City of London Police
Hayley Williams	- City of London Police
Alix Newbold	- Interim Director, Police Authority Team
Alistair Cook	- Head, Police Authority Finance
Paul Wilkinson	- City Surveyor
Emma Moore	- Chief Operating Officer
Polly Dunn	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy James Thomson and Tijs Broeke. Andrew Lentin, Graham Packham, Dawn Wright, and Dan Worsley gave formal apologies but observed the meeting online.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

It was noted that Dan Worsley had issued apologies for the previous meeting.

RESOLVED, that the minutes of the meeting held on 3 November 2021, be approved as an accurate record subject to the above amendment.

4. **PUBLIC OUTSTANDING REFERENCES**

Members received a report of the Town Clerk and Commissioner regarding the Committees outstanding references.

RESOLVED, that the report be noted.

5. **Q3 REVENUE AND CAPITAL BUDGET MONITORING 2021/22**

Members received a report of the Commissioner regarding the Quarter 3 Revenue and Capital Budget monitoring 2021/22.

With increasing inflation, Members voiced concern about increasing costs caused by delaying of projects within the capital programme and assurance was sought as to how this would be mitigated. Members requested some scenario planning for inflation increases in future monitoring reports. It was felt that there were significant pressures from the Accommodation Programme and IT.

Members sought more information about the impact of vacancy management and the impact on Force delivery. It was noted that vacancies were high for both officers and staff at the Force.

It was noted that the Business Rates on New Street were being considered at appeal.

The Force would not be relying on net savings to deliver capital projects.

RESOLVED, that the report be noted.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were two items of urgent business.

a) Police Authority Risk Register

Members received a report of the Police Authority Director regarding the Authority Risk Register.

Progress was limited and many due dates had passed. These needed to be reset and updates provided by risk owners. This was the first year of having a distance register for the Authority and there was still some development needed.

A Member suggested that, even if uncomfortable, there needed to be clarity around mitigations and consequences if financial risks were not managed year on year.

It was requested that there be more ambition with the target risks. For example, on “maintaining an effective relationship”, this should be green.

RESOLVED, that the report be noted.

b) City of London Police Authority Business Plan 2022-23

Members received a report of the Police Authority Director regarding the Police Authority Business Plan for 2022-23.

This was the second year of having a Business Plan for the Authority, separate from the Town Clerk’s Department. It was a first draft and would go to the Board for approval.

It was noted that there was a typo (only four risks, not five.)

Generally speaking, Members requested more specific and measurable targets. Dates alone were not KPIs.

RESOLVED, that the report be noted.

8. EXCLUSION OF THE PUBLIC

RESOLVED, That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

9. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 3 November 2022, be approved as an accurate record.

10. NON-PUBLIC OUTSTANDING REFERENCES

Members received a report of the Town Clerk and Commissioner regarding the Committee’s outstanding references.

11. COLP REVENUE AND CAPITAL BUDGET 2022/23

Members received a report of the Commissioner regarding the City of London Police Capital and Revenue Budget for 2022/23.

12. COLP FINANCIAL MANAGEMENT CAPABILITY REVIEW- CIPFA IMPROVEMENT PLAN UPDATE

Members received a report of the Commissioner regarding the City of London Police CIPFA Improvement Plan Update.

13. POLICE ACCOMMODATION PROGRAMME UPDATE

Members received a joint report of the Commissioner and City Surveyor regarding the Police Accommodation Programme.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

15. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

a) City of London Police IT Service Review - Interim Report

Members received a report of the Chief Operating Officer regarding the IT Service Review.

The meeting ended at 11.43 am

Chairman

**Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk**

Resource, Risk & Estates Committee [COLPAB] –Public Outstanding References

2/2021/P	6 September 2021 Q1 Capital and Revenue Budget Monitoring	Officers to explore alternatives to holding vacancies open to manage savings	Commissioner / Chief Operating Officer (COLC) / Chief Operating Officer (COLP)	In Progress - On police officers, 22/23 is budgeted at 993 so no need to hold intentional vacancies. On police staff, until Corporate Services Review is complete, there will be a need to continue to hold vacancies where possible and appropriate.
1/2022/P	4 February 2022	Members requested some scenario planning for inflation increases in future monitoring reports.	Commissioner of Police	Complete - Scenario planning/ modelling for inflation has been included in the MTFP update on the agenda

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Committee(s)	Dated:
Resource Risk and Estates (Police) Committee	27/05/2022
Subject: Internal Audit Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Head of Internal Audit	For Decision
Report author: Matt Lock	

Summary

This report provides an update on Internal Audit activity since the last update provided to the September 2021 meeting of this Committee. Four Audit reviews have been completed during this period, resulting in two Limited, one Moderate and one Substantial Assurance opinion. Overall, satisfactory progress is being made in implementing Audit recommendations, although not always within anticipated timescales.

Recommendation(s)

Members are asked to:

- Note the outcomes of completed Internal Audit work and the forward programme of Internal Audit work

Main Report

Background

1. This report provides an update on the work of Internal Audit since the last update to this Committee in September 2021, details of Audit reviews in progress and of intended future coverage.

Work Completed to 31 March 2022

2. Four Audit reviews have been completed since the last Internal Audit update was provided to this Committee, two of which resulted in Red (Limited) Assurance ratings one in an Amber (Moderate) Assurance rating and one Green (Substantial) Assurance Rating. The overall outcomes from the recently completed Audit reviews are summarised in the following table:

Department/Audit	Assurance Rating	Recommendations Made		
		Red	Amber	Green
City of London Police - Funding	Red	2	1	1
City of London Police - IT Service Provision: Contract Management and Performance	Red	1	4	2
City of London Police - Key Financial Controls – Payroll	Amber	0	2	0
City of London Police – Governance Arrangements	Green	0	6	1

3. Further detail is provided below:

City of London Police – Funding – Limited Assurance

4. The objectives of this review were to obtain assurance that there were adequate arrangements in place for:
 - Devising the City Police's 2021/22 to 2025/26 Medium Term Financial Plan (MTFP);
 - Determining the 'Funding Gap' in each of the 5 years to 2025/26 and devising income generation and savings activities to close the gap identified for the current financial year;
 - Monitoring the delivery of income generation and savings activities to ensure that they are on target for delivery.
5. The Audit review found that there were adequate arrangements in place for devising the 2021/22 to 2025/26 MTFP, the City of London Police established clear assumptions in relation to determining the funding, income, and expenditure forecasts. It was noted that the plan for 2021/22 was significantly reliant on income generation, which carries less certainty than securing operational efficiencies.
6. Progress against the proposed savings plan for 2021/22 was, at the time of the Audit, limited, although Senior Leadership were confident that the overall savings target of £5.6m would be achieved, albeit via alternate means such as staff vacancy savings. Internal Audit has not verified the year end outturn position.
7. Concern was also raised in relation to the extent to which the City Police will meet Home Office baseline requirements in respect of the headcount of Officers, it was recommended that a more transparent approach be adopted for monitoring and reporting against this.
8. Recent benchmarking has identified that the overall level of Local Authority funding allocated to the City of London Police is proportionately lower than that provided to other Police Forces. While not examined as part of this Audit review, this is certainly something for the Force to examine further with Police Authority colleagues.
9. A follow-up Audit review will be undertaken in July to assess implementation of recommendations made.

City of London Police – IT Service Provision: Contract Management and Performance – Limited Assurance

10. This review was undertaken to examine the control framework in place to govern the provision of IT services to the City of London Police on a shared service basis.
11. The Audit established that there are some fundamental control weaknesses which, unless resolved, will continue to prohibit the effective operation of the shared service. Of most note is the absence of any clear and agreed definition of the relationship between the City of London Police (as service recipient) and the City Corporation IT team (as service provider), there was no consistent understanding of this relationship. A service level agreement (SLA), or some equivalent, is essential for the effective operation of such an engagement.
12. Dialogue on the development of an SLA for IT Services recommenced during the time the Audit was in progress and both parties are working to reach an agreed position. As part of this process, it is important to determine service requirements, evaluate whether these can be delivered within existing capabilities (financial and otherwise) and then to seek to define the relationship and service parameters in an appropriate document.
13. Various other issues were raised in the full report, for example the quality and frequency of management information provided to the City of London Police is not sufficient to enable effective oversight of IT Services. Again, it should be noted that this situation is improving as colleagues work together to better understand requirements.
14. A follow-up Audit review was undertaken in March 2022 to assess progress in implementing recommendations made. 3 recommendations were found to be partially implemented, all of which related to the documented agreement which is due to be completed in May 2022. The overall conclusion was that satisfactory progress was being made.

City of London Police - Key Financial Controls – Payroll

15. The objective of this review was to provide assurance that the key controls in place within payroll processes are effective in their application and operation to ensure that:
 - ‘Starters’ and ‘Leavers’ are processed promptly and accurately;
 - Temporary payroll variations to pay (e.g. overtime, bonus payments, absence payments, expenses) are valid and accurate
 - Other permanent adjustments are valid and accurate.
16. On the basis of transactional testing, an overall opinion of moderate assurance was provided in respect of the payroll controls. The outcomes in individual areas were as follows:
 - Limited assurance was provided that the controls in place are effective to ensure that Starters are processed accurately.
 - Controls in respect of processing leavers were found to be operating effectively, ensuring both timely and accurate adjustments are made

- Controls in respect of temporary variations to pay were found to not be operating effectively. Compliance was confirmed in respect of a sample of Maternity, Paternity, Bonus and Overtime payments, but testing of Employee Expenses identified instances where claims submitted and authorised were not supported by valid evidence of expenditure.
- Sample testing undertaken in respect of the validity and accuracy of payments made in respect of permanent adjustments confirmed full compliance. Substantial assurance was provided here accordingly.

17. A follow-up Audit review will be undertaken in July 2022.

City of London Police – Governance Arrangements

18. Whilst the Policing Protocol Order 2011 (the Protocol) does not legally bind the City's Court of Common Council (which, more specifically, forms the Police Authority for the City of London through its Police Authority Board), it is encouraged to abide by its working principles.

19. The purpose of the audit was to evaluate the extent to which the Police Authority:

- meets the relevant governance requirements of the Protocol.
- undertakes periodic self-assessment exercises or equivalent to determine its compliance with the Protocol.

20. The Audit review found that although, in the main, the Police Authority complies with the requirements of the Protocol, it is for this reason a Substantial Assurance rating was given. nonetheless, there is scope to enhance governance arrangements, in relation to:

- the Authority's legal power to remove the Commissioner of Police from Office.
- assessing the extent to which the City of London Police delivers value for money.
- oversight of the Risk Registers for both the Police Authority Board and the City of London Police.
- Member training and development.
- Establishing a Local Criminal Justice Board or equivalent.
- Monitoring the City of London Police's compliance with Data Protection Legislation.
- Overseeing the allocation of Crime and Disorder Grant funding, distributed by the Safer City Partnership.

21. The Police Authority has not, so far, undertaken any periodic self-assessment to determine its compliance with the Protocol, something that is identified as good practice.

22. The Interim Director of the Police Authority will be exploring the above in more detail with the Police Authority Board.

Work in Progress

Draft Report stage:

- City of London Police and Police Authority - Governance Arrangements

Fieldwork stage:

- City of London Police - Transform Programme – The "Golden Thread"

Internal Audit Follow-up Reviews

23. In addition to the IT Contract Provision follow-up Audit, follow-up was completed in relation to:

- Front Desks – Amber Assurance, 3 recommendations raised; 2 implemented, 1 outstanding. Further follow-up to be undertaken.
- Payroll and Overtime – Amber Assurance, 4 recommendations raised; 3 implemented, 1 outstanding. No further follow-up, superseded by the rolling programme of compliance work.

Forward Programme of Work

24. While timescales for delivery of further work have yet to be determined, the forward programme of Internal Audit work for the City of London Police includes the following:

- Employees (Including Overtime)
- Key Financial Controls
- Premises Related Expenditure
- Income Generation and Income Collection (Including Demand Policing)
- FOI Request Management

25. It should be noted that it is not expected that all listed above will be completed during the course of 2022/23. The subsequent Internal Audit update to this Committee will provide further information in relation to work completed, in progress and proposed.

Corporate & Strategic Implications

26. The Internal Audit Plan is designed to provide assurance as to the adequacy of the City of London Corporation's systems of internal control and governance arrangements.

Conclusion

27. Members should note the findings of recently completed Internal Audit work.

Matt Lock

Head of Internal Audit, Chamberlain's Department

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Workforce Update Presentation

Contents Page

1. Key Terms
2. Key Developments
3. Headlines
4. Budget and Establishment Alignment
5. Presentation of People Board scrutiny levels
6. Current workforce demographics
7. The Future
8. Appendix 1 - Detail of Operational Model
 - Local Policing
 - Specialist Operations
 - National Lead Force
 - Corporate Services

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 actually have sitting in 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 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.

“A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion.”

Key Developments:

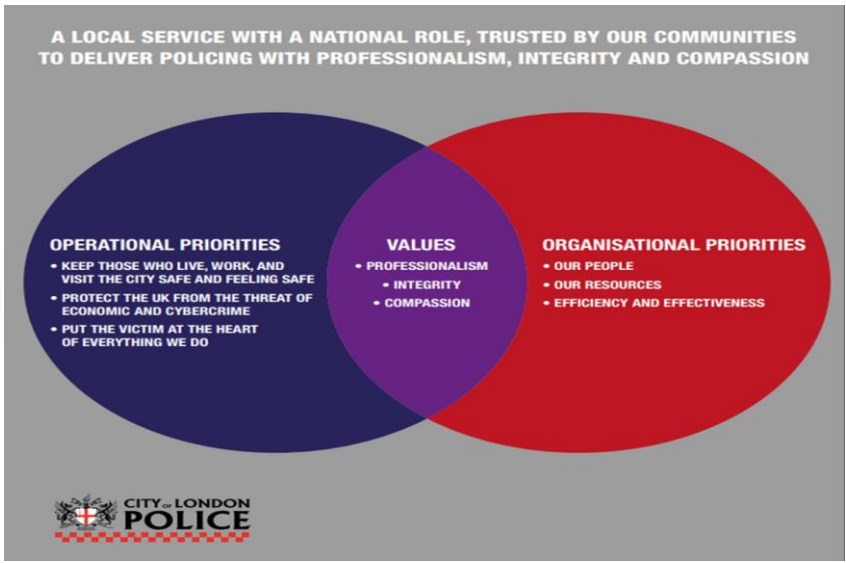
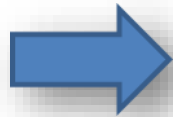
- New CFO and AC Ops & Security overseeing workforce and budget alignment
- AC chairing the Finance Board and the People Board
- Appointment of new Chief Operating Officer
- Appropriate recruitment rules created empowering managers to manage
- Line by line review of all supernumerary roles and added to establishment
- General freeze on Police Staff recruitment unless business case made to People Board until savings realised.
- Initiation of the Corporate Services Project to redesign our services in this area, including a dedicated workforce planning team.
- Dedicated temporary Police Uplift Programme team for Year 3 recruitment under a Chief Superintendent SRO

Work in Progress:

- Full review of all external funding streams
- Full review of rank and grade ratios compared to budget.



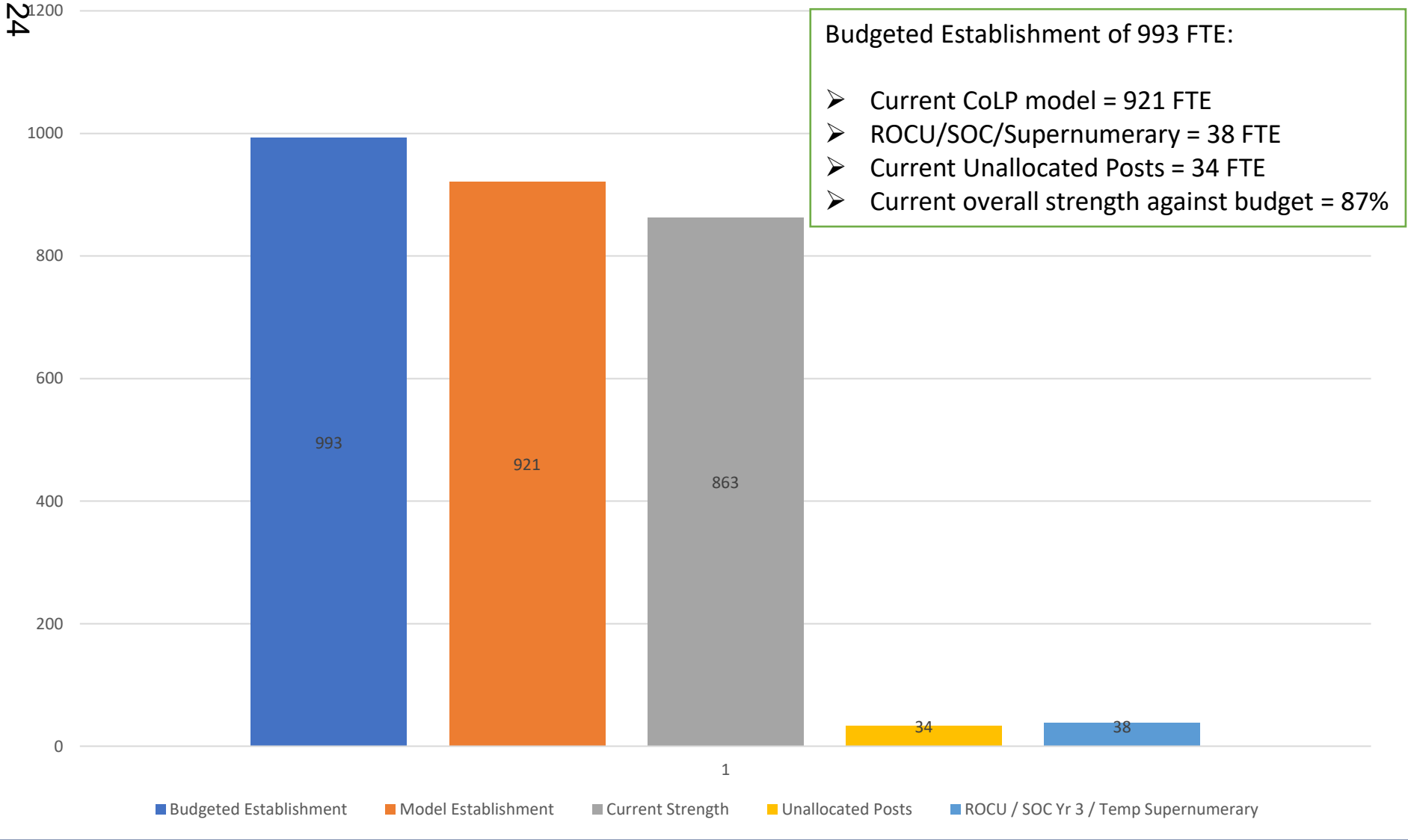
The better alignment of finance and workforce planning will support us in achieving our Organisational & Operational priorities



Headlines

- CoLP has a clear understanding of it's budgeted establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted establishment (subject to rank and grade review)
- Our Police Staff model establishment numbers are over our budgeted establishment (+63 posts)
- This was mitigated with a Police Staff recruitment freeze unless through People Board Governance
- The Force has to find £1M in savings from Police Staff posts (C.20) in addition to making the Police Staff model affordable.

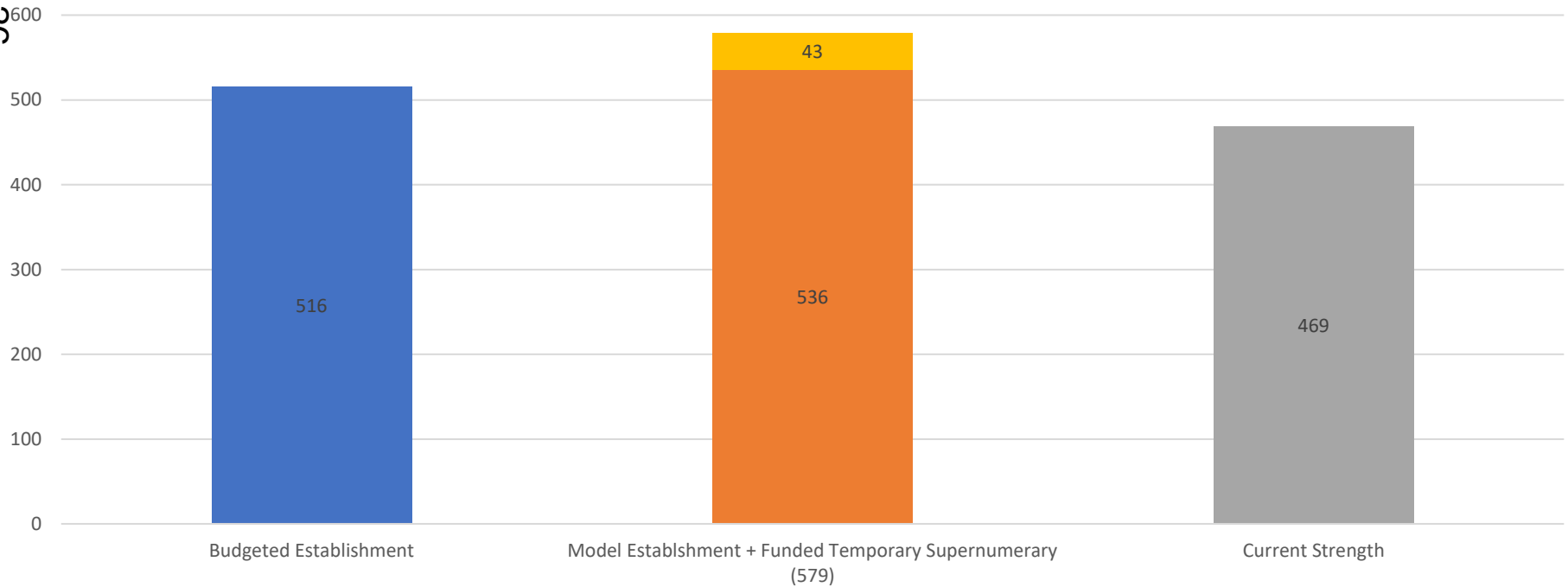
Police Officers Operational Model Establishment FTE



Police Officer Strength Vs Establishment FTE

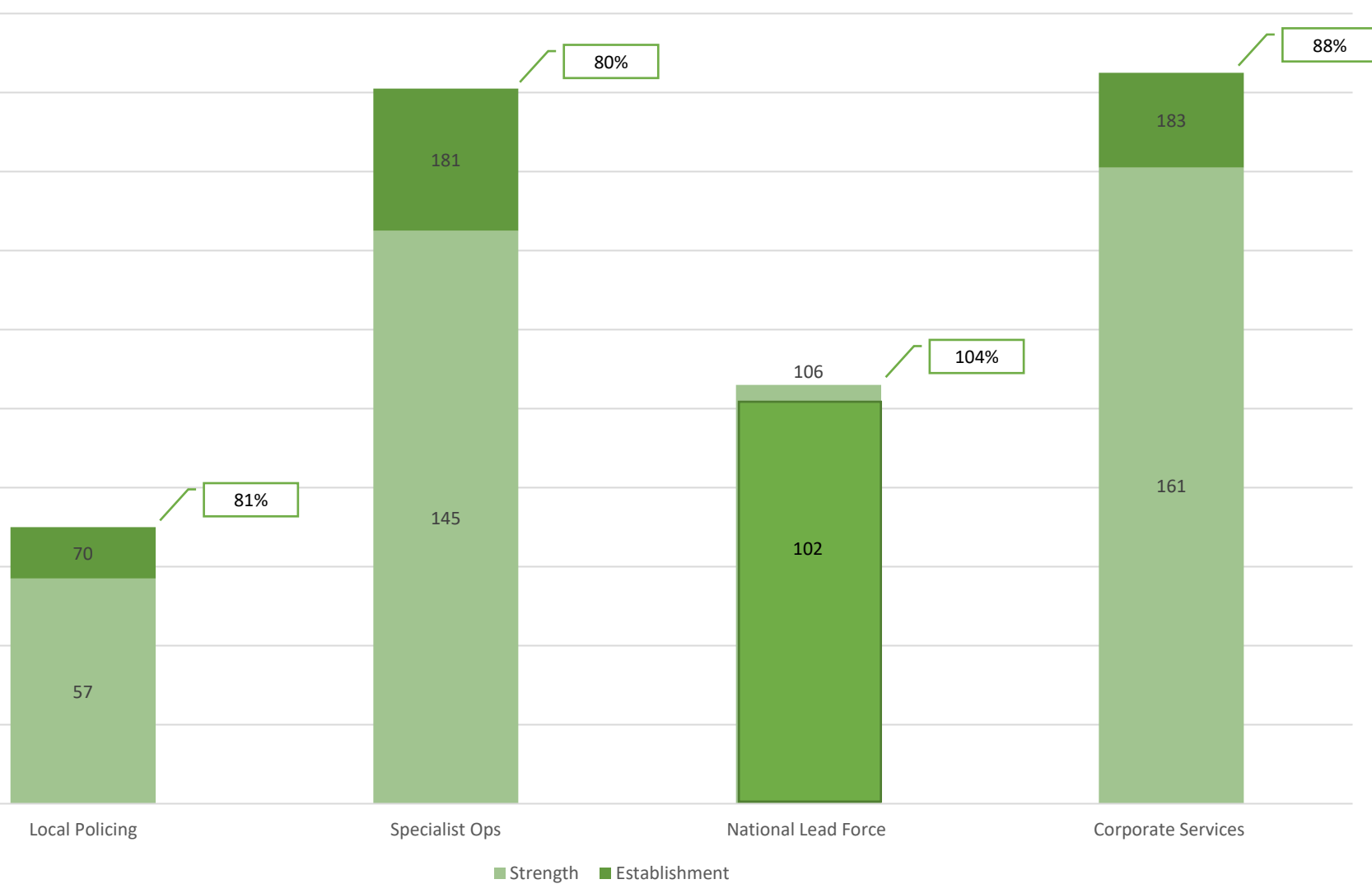


Police Staff FTE



- Model Establishment = 536
- Temporary Funded Supernumerary = 43
- Total = 579
- Posts over budgeted establishment = 63 FTE
- Current strength = 469 FTE
- Current vacancies under model = 110 FTE
- Current vacancies under budget = 47 FTE
- Does not include £1M in savings to be taken

Staff Strength Vs Establishment FTE

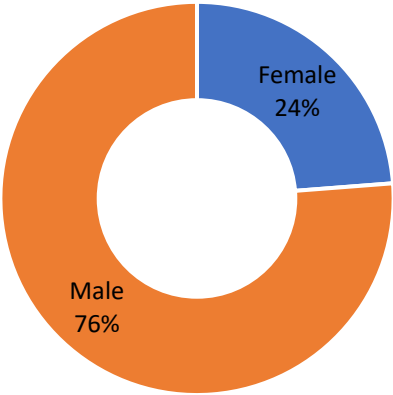


22/23 Budget & Workforce alignment

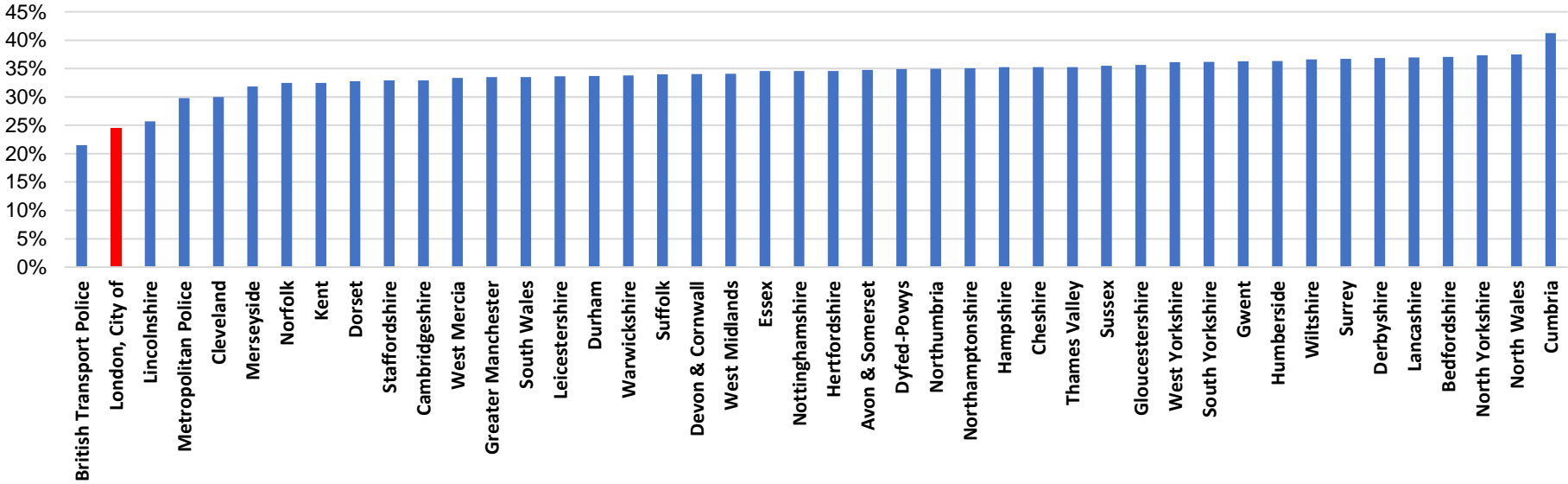
	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
<u>Budgeted FTE</u>						
Officers	993	384	287	189	92	41
Staff	516	62	161	91	163	38
Total	1509	446	448	280	255	79
<u>Budgeted £m</u>						
Pay Costs	124.1	29.6	28.5	19.4	18.0	28.6
Non Pay Costs	51.2	2.7	2.1	27.9	12.7	5.8
Total Expenditure	175.3	32.3	30.6	47.3	30.7	34.4
Income	-82.5	-7.7	-5.3	-42.8	-1.8	-24.9
Net Budget	92.8	24.6	25.3	4.5	28.9	9.5
Functions incl.		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units Af / NFIB ROCU NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pensions Def POCA Recharges Unalloc roles Temp roles

1. Officer affordability dependent on rank - and probationer vs transferee - mix
2. Modest natural vacancy assumption of 2.7% for officers (25)
3. Baselined staff level of 579 not affordable. Reductions made proportionately to get to 516 establishment
4. From 516, £1m staff savings required - plus natural vacancy assumption of 15

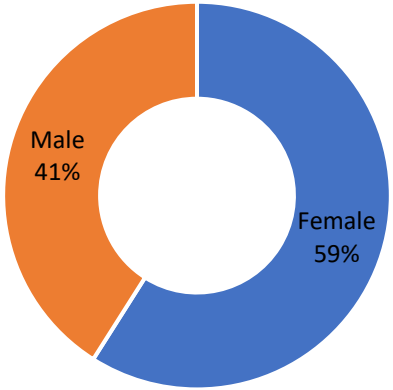
Officer Gender Profile (%)



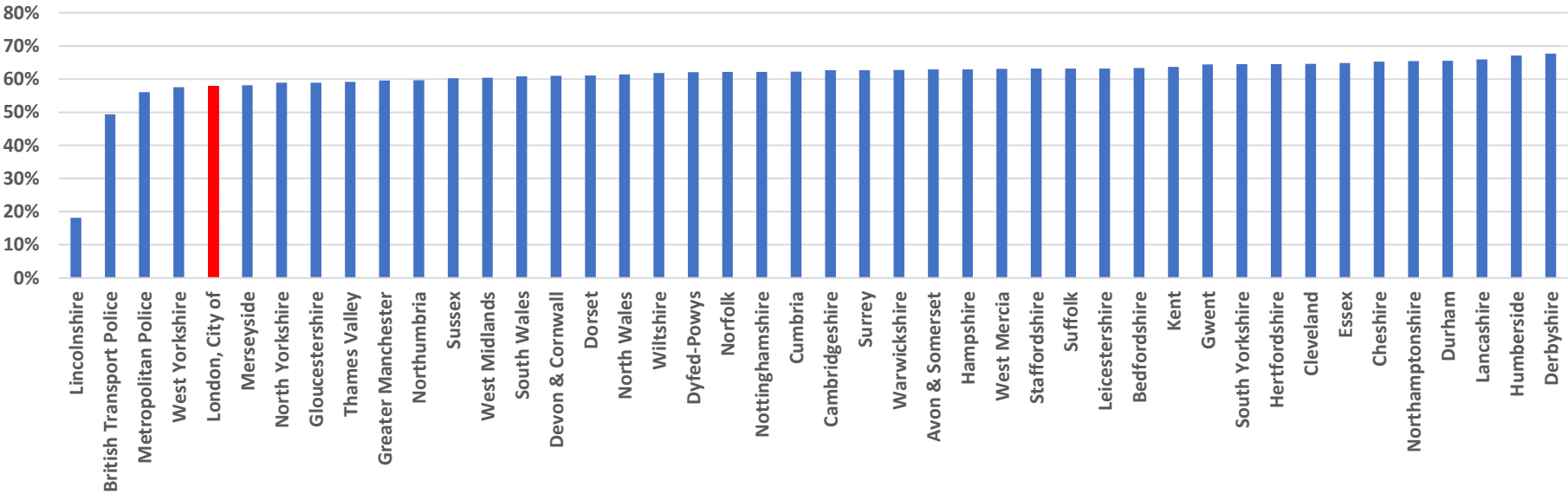
Female Officers (% of Headcount) - 31 March 2021



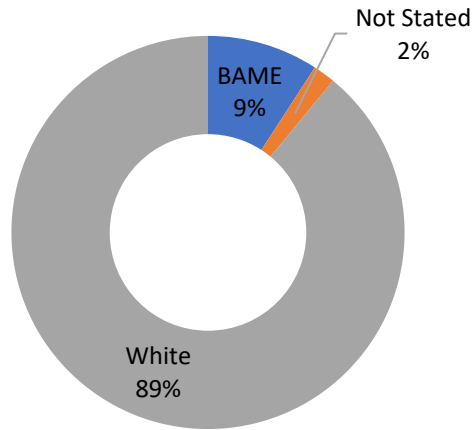
Staff Gender Profile (%)



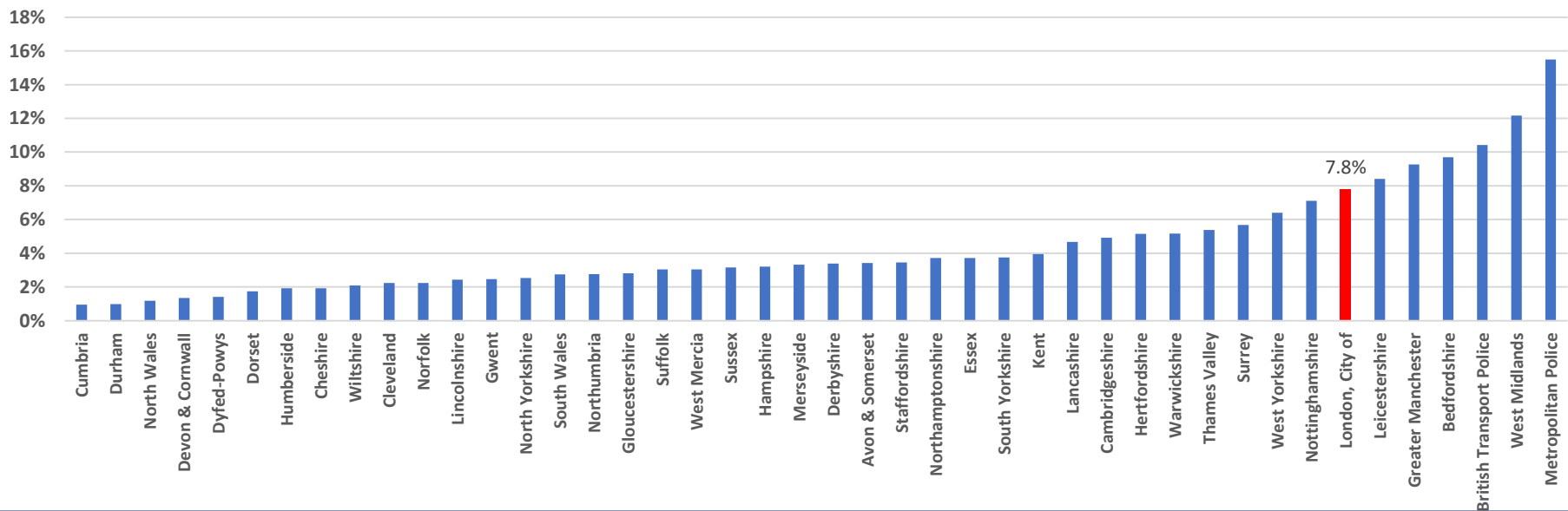
Female Staff (% of Headcount) - 31 March 2021



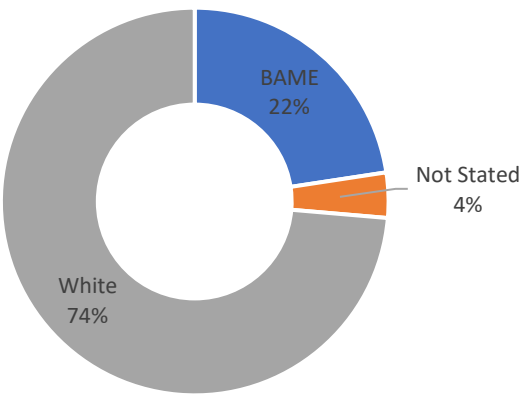
Officer Ethnicity Profile (%)



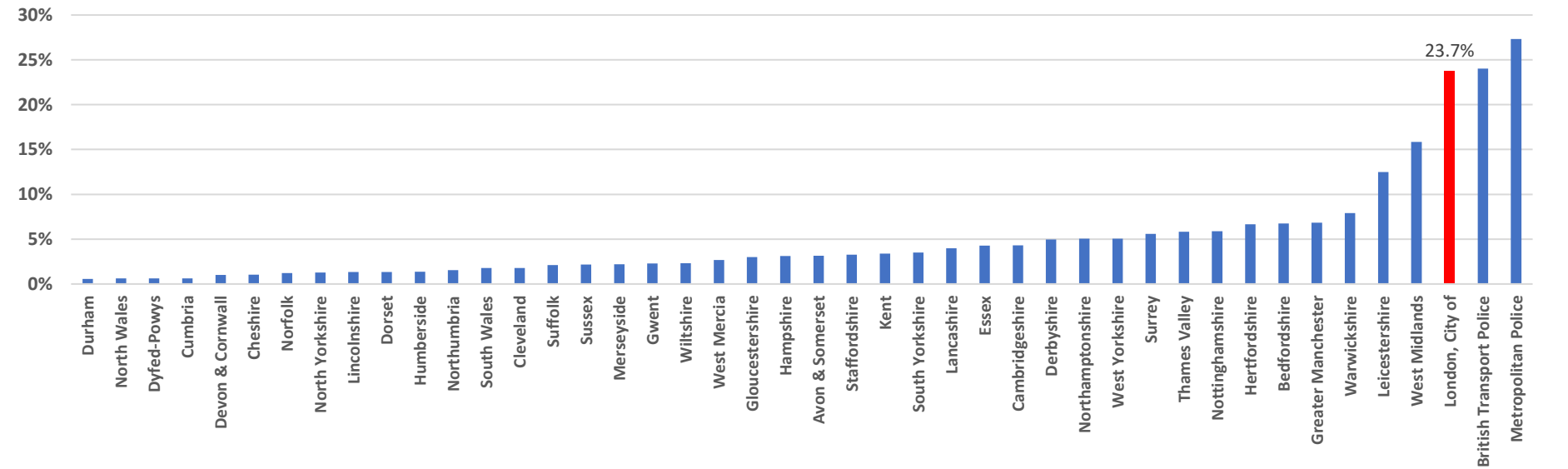
Ethnic Minority Officers (% of Headcount) - 31 March 2021



Staff Ethnicity Profile (%)



Ethnic Minority Staff (% of Headcount) - 31 March 2021



AC Betts to show Example of People Board Monitoring Spreadsheet

The Future

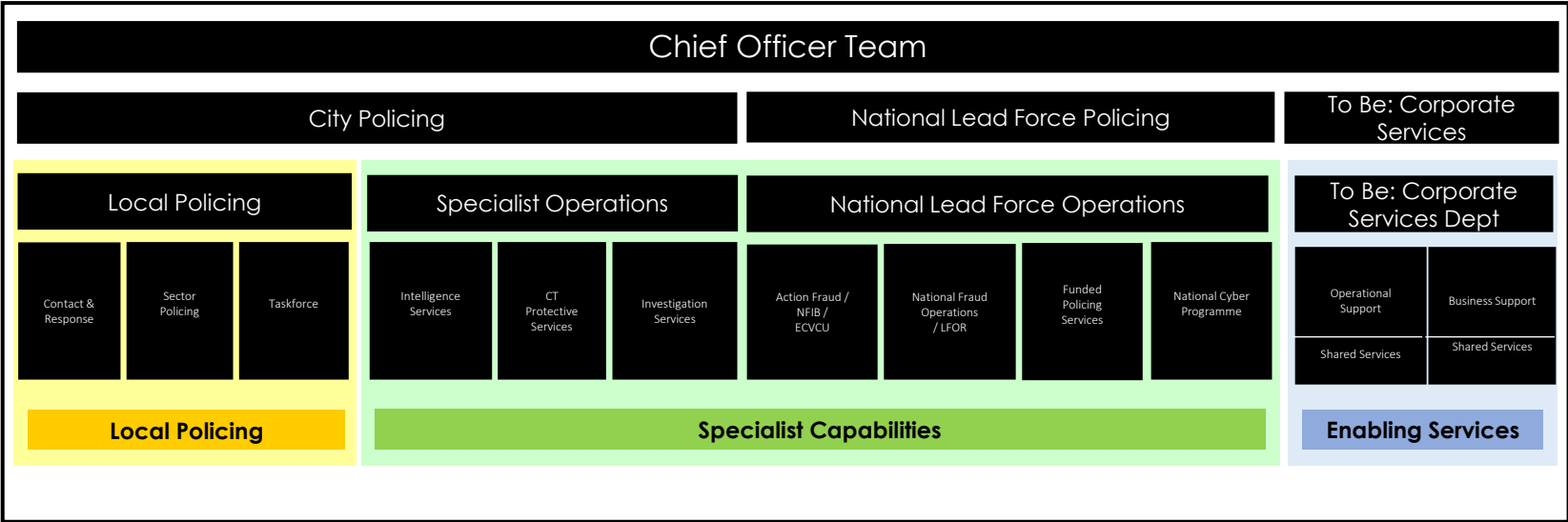
- Through a new project we will realign our Police Staff Operational Model Establishment with our Budgeted Establishment
- Our Finance Team are already reviewing our rank and grade ratios compared to our budget along with a detailed review of all our external funding streams to ensure alignment.
- Through the Corporate Services Project led by the appointment of a new Chief Operating Officer we will make our required Staff Savings of £1M
- Through the Corporate Services Project we will also design a permanent Workforce Planning Team.
- Through the Governance of the People Board we will ensure rigid criteria for any changes to posts or roles
- Through regular transparent reporting to RREC and then PAB we will give reassurance around our workforce planning.
- Through our dedicated Police Uplift Team we will look to achieve our required uplift for Year 3 and our deficit for Year 2 of 100 extra Police Officers. (see separate slide deck)

Appendix 1

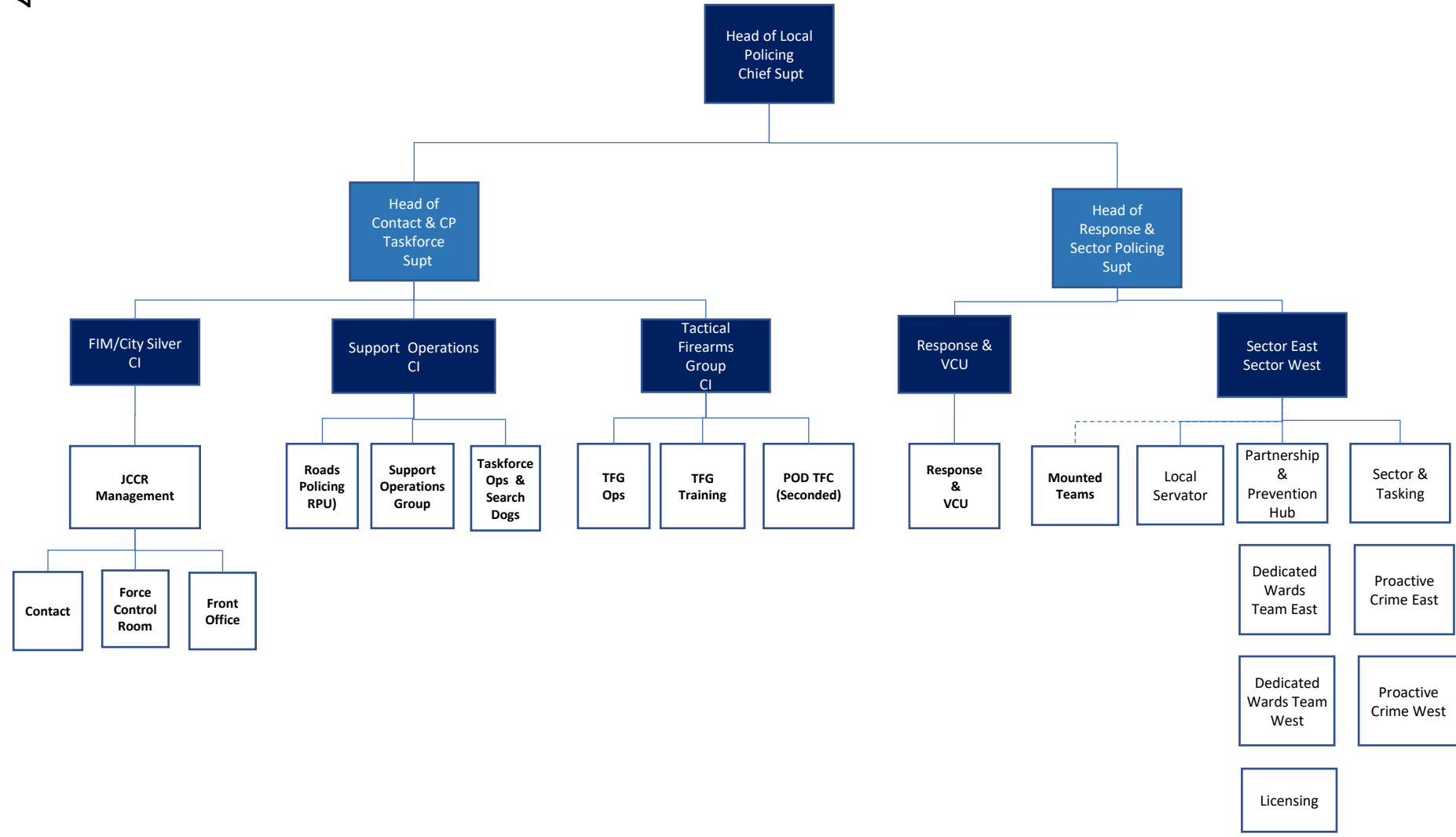
Operating model structures, services and establishments in four areas:

- Local Policing
- Specialist Operations
- National Lead Force
- Corporate Services (To be)

Operating Model



Local Policing Structure Chart



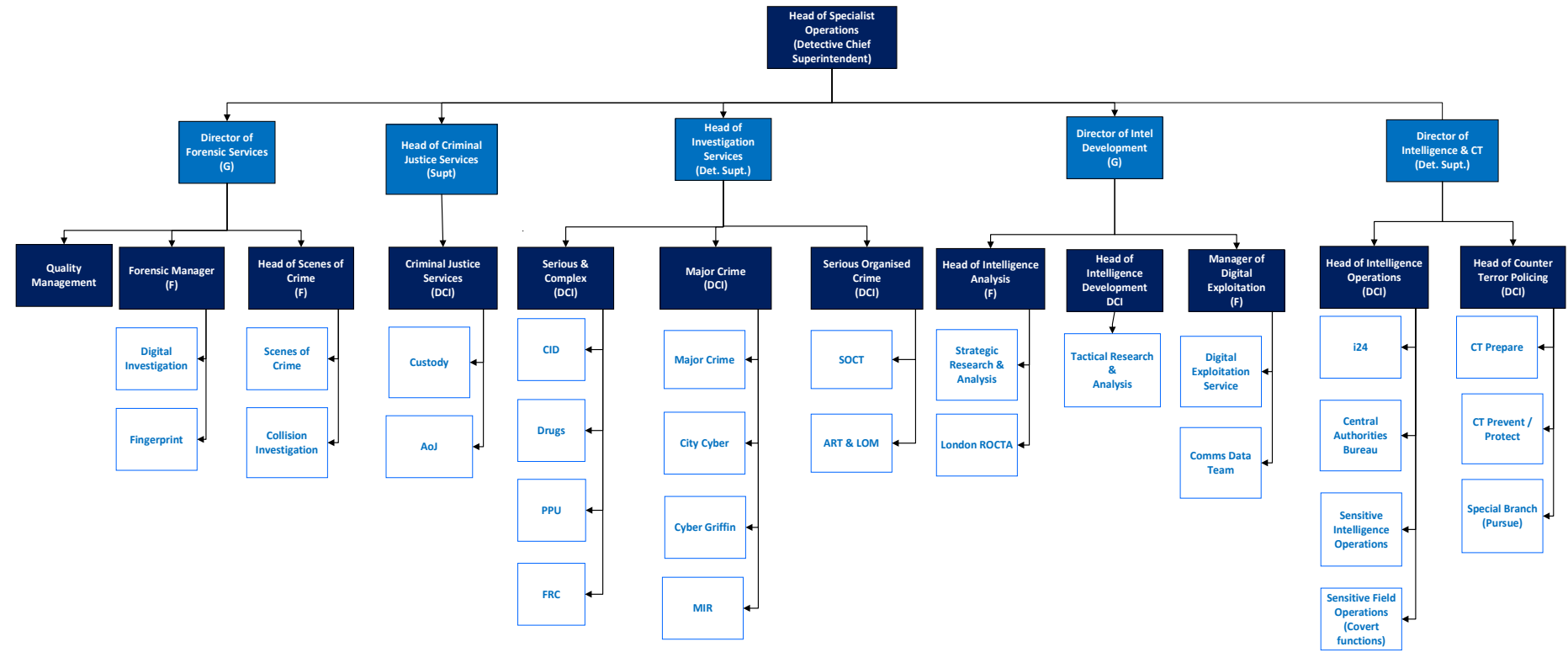
Local Policing Services

- Response
- Volume Crime
- Mounted Services
- Servator
- Sector Tasking
- Proactive Crime
- Licensing
- Partnership and Prevention
- Force Incident Management (City Silver)
- Contact Centre Services
- Control Room Services
- Front Office Services
- Roads Policing Service
- Support Operations
- Dogs Services
- Collaborated Services (Marine, Explosive Ordinance)
- Firearms Training Services
- Firearms Services (Legion & Trojan)

Local Policing Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	102	66	11	10
Response & VCU	75	119	0	0
Taskforce	181	136	4	2
Contact & SMT	26	23	55	45
Total Local Policing	384	344	70	57

Specialist Operations Structure Chart



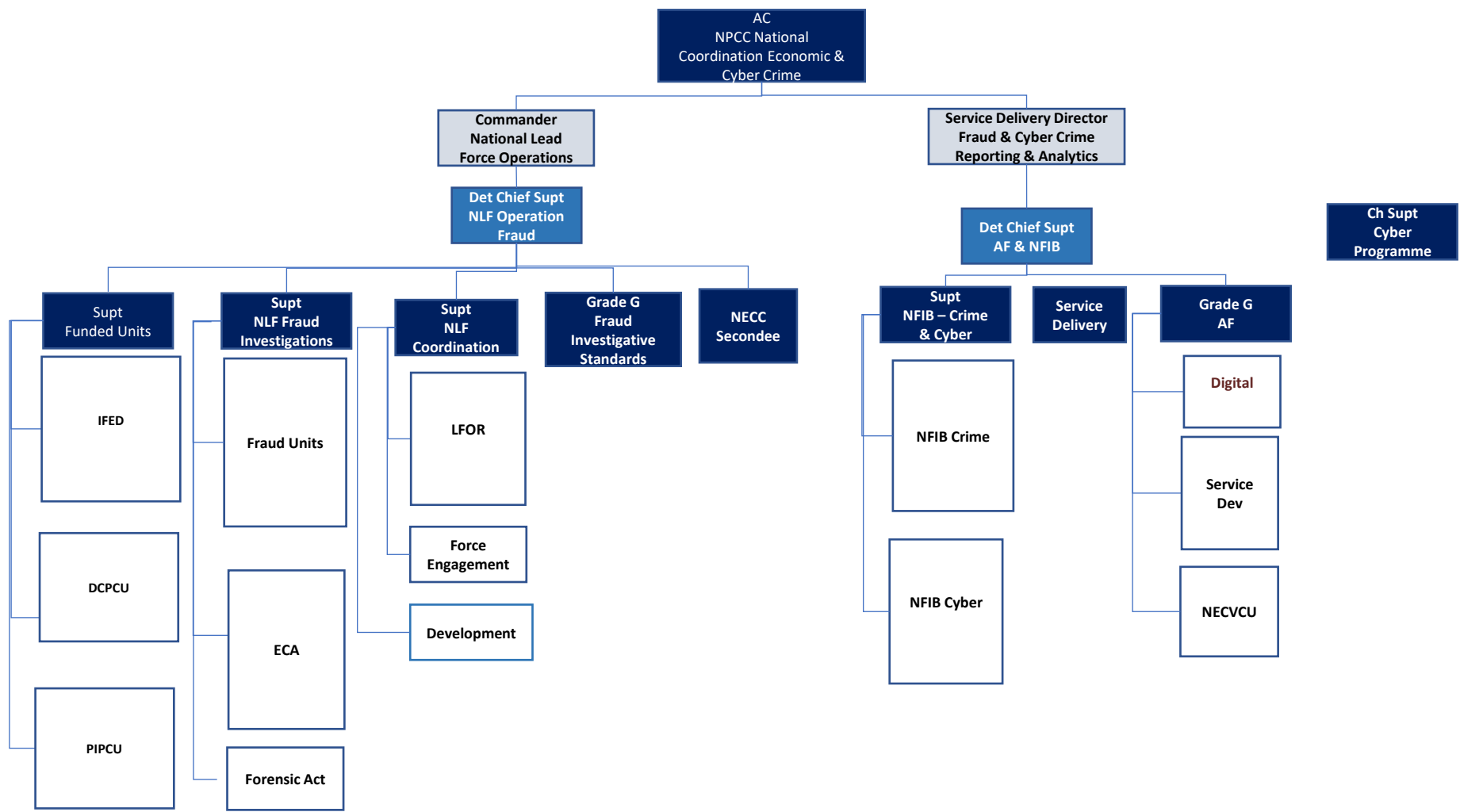
Specialist Operations

- Serious Organised Crime Team (SOCT)
- Asset Recovery Team
- Criminal Investigations Department (CID)
- Drug Squad
- Public Protection Unit (PPU)
- Force Resolution Centre (FRC)
- Major Crime
- Cyber Crime
- Major Incident Response (MIR)
- Administration of Justice (AOJ)
- Custody
- Forensic Services
- Strategic Research & Analysis
- Tactical Research & Analysis (R&A)
- London Regional Organised Crime Threat Assessment (ROCTA)
- Digital Exploitation Service
- I24 (24/7 Intelligence Hub)
- Central Authorities Bureau (CAB)
- Sensitive Field Operations (Covert)
- Sensitive Intelligence Operations
- Counter Terror Policing (Prepare)
- Counter Terror Policing (Prevent / Protect)
- Special Branch (Pursue)

Specialist Operations Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	100	85	78	68
Investigation Services	142	116	24	15
Forensic Services	7	8	31	22
Criminal Justice System	27	25	48	40
SO SMT (Ch Insp above)	11	12	0	0
Total Specialist Ops	287	246	181	145

National Lead Force (NLF) Structure



National Lead Force Services

- Fraud Investigations and victim care
- National Lead force coordination
- DCPCU- Dedicated card and payment crime
- PIPCU- Police Intellectual Property Crime
- IFED- Insurance Fraud Enforcement
- Economic Crime Academy
- NFIB Crime and Cyber reviewers & Protect
- ECVCU
- Action Fraud
- Service delivery
- National Cyber Programme

National Lead Force Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	61	59	10	11
NLF Fraud	47	35	16	16
NLF Coordination	12	12	3	1
NFIB (Incl. Next Gen Officers only)	16	16	47	55
Action Fraud	0	0	24	21
NPCC Cybercrime	5	6	2	2
NLF SMT (NLF Ops)	17	12	0	0
Total National Lead Force	158	140	102	106

Transform & Corporate Services Update

- After a review by the new Chief Officer Team it has been decided that having delivered the three operational business areas of LP, SO and NLF, Transform as a Programme will formally close, ensuring clear alignment of workforce, budget and priorities as part of that close down process. Ongoing evaluation and continuous improvement will then take place.
- A new Chief Operating Officer will be appointed to lead on delivering a single Corporate Services function for the Force.
- This will build on the analysis and design work from Transform but ensure any function provides a holistic service for HQ and Business Services. This design will be to a financial envelope to also ensure necessary financial savings.
- Those functions that are in scope of the design are listed on the next slide.

Corporate Services

- Professional Standards
- Communications
- Change
- Internal Strategy
- Audit & Risk
- Force Crime reviewers
- NFIB Crime reviewers
- Performance
- Occupational Health
- International Training Team
- Fleet
- Duties Planning / Operational Planning / Emergency Planning
- National SERVATOR
- External strategy
- HR (Including Training)
- Finance
- IT & Police systems administration
- Information Management Security
- Facilities
- Uniform & Stores

Corporate Services Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	6	6	2	1
HQ Services	12	16	61	48 (incl 2 secondments)
Professionalism & Trust	18	11	8	11
NPCC business crime	1	1	0	0
Estates & Support Services	0	0	15	18
Human Resources	29	49	29	29
Info Mgt Services (Business Planning)	22	21	23	18
IT & Systems	4	4	30	26
Finance & Shared Services	0	0	15	10
Total Corporate Services	92	108	183	161

Appendix 2 -Recruitment Rules – Strategic Workforce Planning

1. Police Officer posts that are funded through either core funding or external/national funding can and should be recruited to. The benefits of advertising these externally for transferees are clear in terms of Police Uplift.
2. Police Officer posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
3. Police Staff posts that are funded externally / national funding can be recruited to, but must be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
4. Police Staff posts that are core funded should be held vacant where possible to help balance current budget demands and keep opportunities open as we still go through the Corporate Services Project. If there are critical business issues that means they need to be recruited to then these should be brought to SWP for decision if approved by the relevant Commander., and if agreed will be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
5. Police Staff posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
6. Any suggested conversion of posts from Staff to Officer or Officer to Staff must come to SWP for decision.

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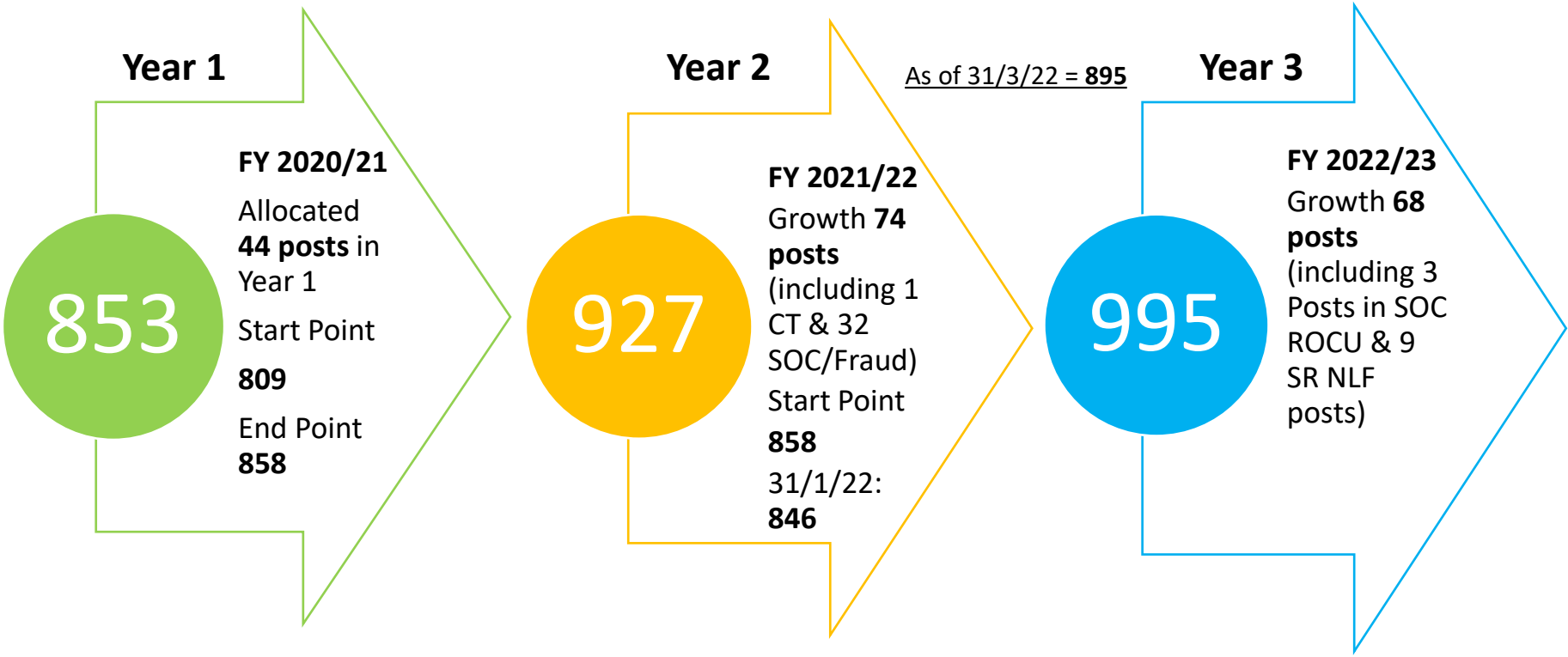


Year 3 Police Uplift Plan

Contents

1. Uplift Overview
2. Year 2 Context
3. Year 3 Plan
 - Year 3 plan overview
 - Entry pathways
 - Strategy, Engagement, Diversity & Attrition
 - Governance and Resourcing
 - Finance
 - Risks
 - Enablers
4. Beyond Year 3
5. Appendix 1 – recruitment campaign examples

Uplift Overview



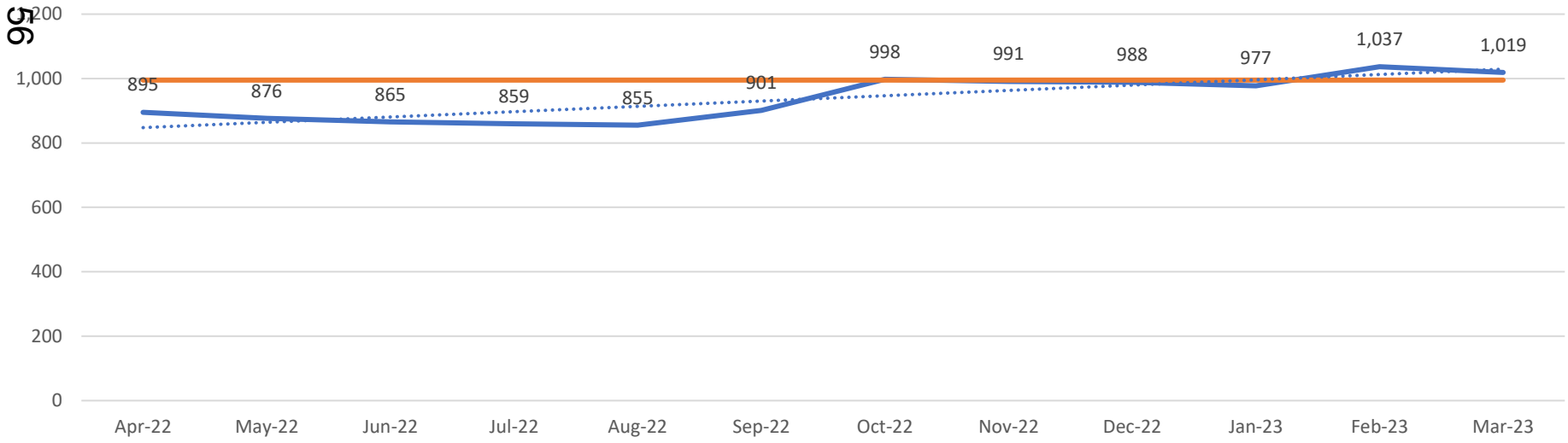
Year 2 Context

- In January 2022 it was recognised that CoLP below target for Year 2 Uplift. On 31st January the headcount was 846 (c. -10% of our required uplift) against a required final headcount of 927.
- The Commissioner instructed Assistant Commissioner Paul Betts to lead the response to this as Gold.
- Weekly Gold Groups and daily engagement with the PUP team ensured that CoLP exploited every opportunity to get as many officers as possible before 31st March.
- It was clear from some of the challenges all forces are struggling to release transferees and the extensive lead in time for new recruits makes dynamic recruitment relatively impossible.
- By the 31st March 2022 the Force had achieved 57% of it's required uplift, 42 out of 74, finishing with a headcount of 895. Whilst not where it wanted to be this was a strong achievement, positively increasing the headcount by 49 officers in 2 months.
- It is therefore critical that the CoLP have an ambitious Year 3 uplift plan to meet the Year 2 deficit and the Year 3 uplift whilst improving our diversity where we can.

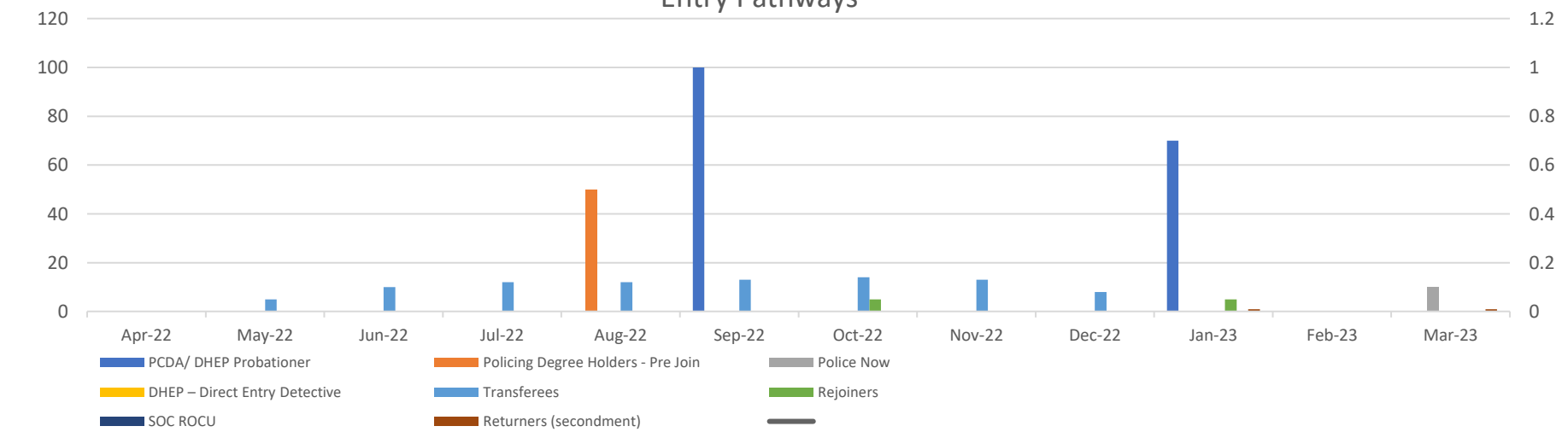
Year 3 Plan

- With the support of the PUP and contact with other Forces we have considered several entry routes to increase our officer numbers taking into account our increased attrition and financial savings challenges for next year (£6.1M). These savings, of course, cannot come from Police Officer reductions.
- We anticipate that we will need to recruit in excess of 300 officers to account for predicted attrition and uplift, this rate is set higher than the current levels of attrition to account for potential drop out of 10% of students. We are mindful from the recent PUP seminar at the Home Office that one of the learning points is that forces are underestimating their attrition. We will of course be attempting to reduce this as well.
- The number of joiners is estimated based on the possible entry pathways increasing exponentially with large probationer intakes. This will take a huge amount of investment in recruitment and training.
- We have created a dedicated internal police uplift team and attached officers to specialist roles such as Learning and Organisational Development. In addition the Force is recruiting temporary uplifts in Vetting, Occupational Health, Communications and HR.
- The National Police Uplift Programme Team and colleagues from the Home Office were invited to join us for a day and fully tested our planning assumptions and enablers.
- There remains logistical and financial challenges with equipment and accommodation but these are monitored by the SRO – Chief Superintendent Rob Atkin.

Officer Numbers



Entry Pathways



Month	Year 3 Uplift	PCDA/ DHEP Probation er	Policing Degree Holders - Pre Join	Police Now	DHEP – Direct Entry Detecti ve	Transfe rees	Rejoine rs	SOC ROCU	Returners (secondment)	Leavers Estimat e
Apr-22	895					0				(19)
May-22	876					5				(16)
Jun-22	865					10				(16)
Jul-22	859					12				(16)
Aug-22	855		50			12				(16)
Sep-22	901	100				13				(16)
Oct-22	998					14	5			(26)
Nov-22	991					13				(16)
Dec-22	988					8				(19)
Jan-23	977	70				0	5		1	(16)
Feb-23	1,037					0				(18)
Mar-23	1,019			10		0			1	(16)
Headcount at 31/03/22	1,014									
Year 3 target headcount	995	* Inc additional 9 from SOC Uplift**								
Uplift required from 1/4/22 to meet Year 3 target	100									
Recruitment required to 31/3/23	329									
Attrition to 31/03/23	(210)									
Over/(Under)	19									

Entry Pathways

- To meet our uplift numbers it is recognised that the force will need to recruit an increased number of probationers throughout year 3 of the uplift.
- We will utilise a number of different entry routes which will not only maximise our pool of candidates but also provide an opportunity for the force to increase its diversity profile, which cannot be generally achieved via transferee recruitment.
- The plan recognises that other forces will be recruiting transferees especially the MPS. This may increase our attrition and demand for transferees overall is going to be high.
- We have considered a variety of different entry routes at new officer level and our ability to attract transferees.



Strategy, Engagement, Diversity & Attrition

- **Attraction & Communications** - The force is using several innovative advertising campaigns to attract students, the current project plan shows an ambition of 3200 expressions of interest. Our attraction and communication strategies are bespoke depending on the entry route of the recruitment.
- **Candidate Engagement** - Only 40-50% of candidates make it to final offer. We are hosting monthly webinars to assist applicants with the application process, 30 applicants have attended per webinar with 80% applying. Once candidates have applied the 'Buddy scheme' further supports candidates working with OH, Vetting and HR to address any arising issues. We are holding additional force events for transferees, Specials, Cadets and Police Staff for them to learn more about the entry routes available.
- **Diversity** - Diversity video promoted across our adverts and webinars, personalised letters from Commissioner to add value to the application of underrepresented groups. Our Webinar, student officer and transferee campaigns all feature inputs from female & BAME officers to promote existing diversity within CoLP. We ensure a 1:1 or 1:2 buddy for candidates from underrepresented groups to provide added support. Any candidates from sifted at any part of the application process are subject of a formal case review.
- **Reducing Attrition** - We are proactively identifying officers that could retire, seeking to offer them alternatives to consider, we also have a retention scheme which has experienced success in the past. We are developing a reporting tool to track leavers / joiners against the year 3 uplift plan. Dashboards will track candidates across recruitment lines and attrition. We can review our pool and where females and BAME candidates drop out.

Governance and Resourcing

- In order to achieve the Year 3 Uplift plan significant resource investment will be required. A temporary CoLP Police Uplift Programme Team will be created.
- This will be led by the Chief Superintendent for HQ Services as the SRO working in conjunction with the Director of HR.
- The details of the team are being finalised but are likely to include a small core team of dedicated people including HR, Communications and Learning and Development working under a Programme Manager.
- This will be supported by enhancing existing Corporate Teams on a temporary basis.
- Weekly operational meetings chaired by the SRO will be in place where the pipeline is examined in detail to maximise candidate entry and reduce attrition at each stage of the process via interventions from our uplift team. We would very much welcome continued National PUP representation at these meetings which has been a great benefit.
- The SRO will report into the Monthly Strategic Workforce Planning meeting chaired by Assistant Commissioner Paul Betts who will report directly to the Commissioner.

Finance

- Based on the Year 3 Plan of projected joiners via the PEQF route, Transferees and re-joiners, the plan is affordable after accounting for the attrition we expect, around 183 officers across the full year 2022-23. This is subject to achieving;
 - a) the progress required across the year to enable full draw down of the £1m PUP ringfence for 22/23 and
 - b) the planned recruitment mix shifting much more towards probationers and direct entry detectives.
- There is likely to be financial risk attached to the level of on-cost which will require active management, particularly the size of the training commitment and impact of the uplift on accommodation and IT requirements.

Risks

The Year 3 Programme will run a CoLP risk log overseen by the SRO.

This will include risks to the delivery such as :

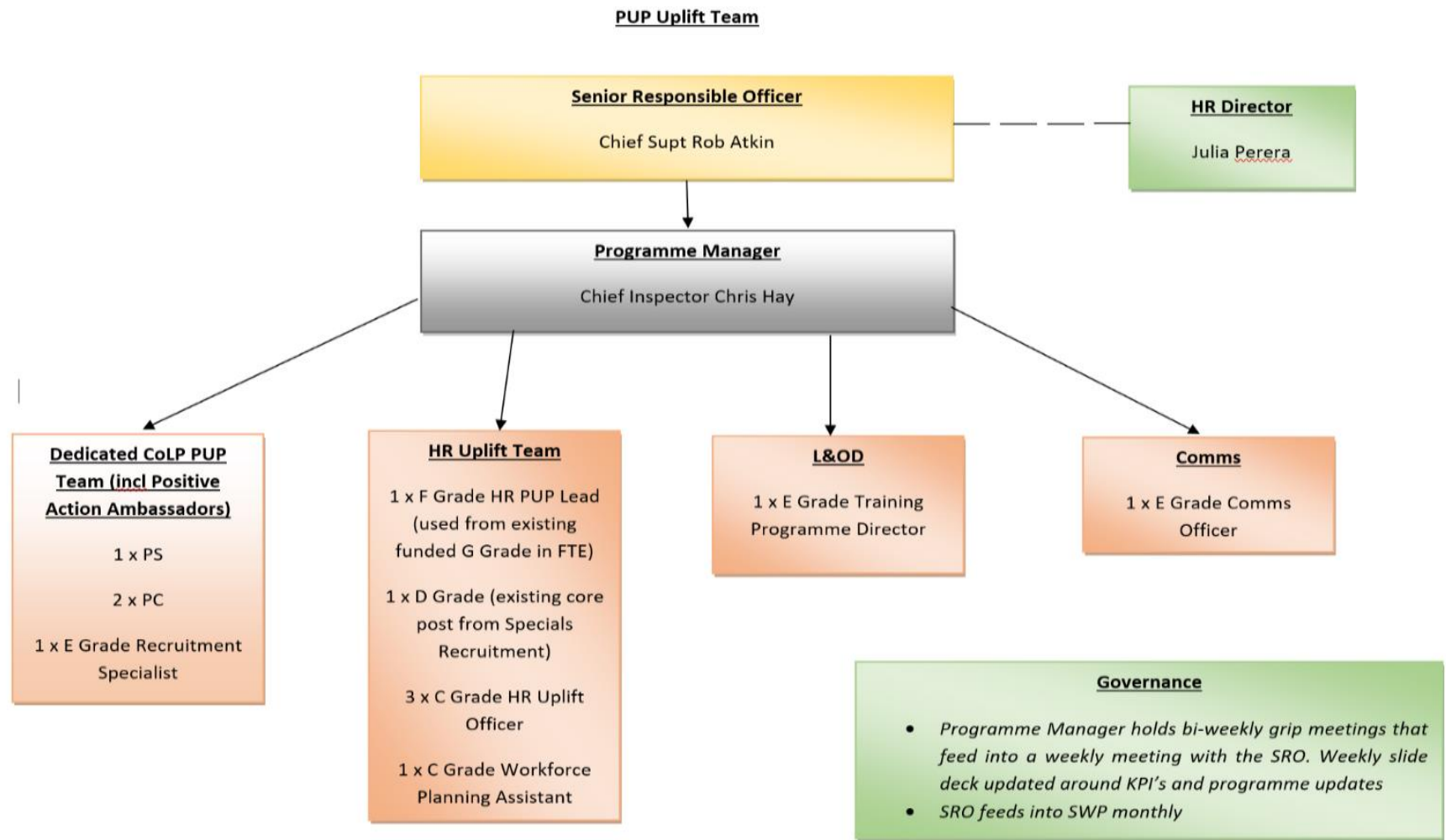
- Competing forces – e.g. huge campaign from the MPS
- Increased unpredicted attrition
- Insufficient diversity of recruits
- Insufficient resources to deliver in house training
- Ineffective delivery from HEI
- Financial risk created by the delivery
- Operational risk created by the drawing of current officers into training and tutoring roles

Enablers

A Police Uplift Team has been established to support achieving uplift ambitions.

- HR – to support the administration of applications for the uplift
- L&D – to support the whole training requirement
- Vetting – to conduct increased required checks
- OH – medical screening and practitioner medicals
- Communications – Drive the uplift campaign
- Positive Action Ambassadors – Outreach work for recruitment and support of applications

Police Uplift Programme Team



Beyond Year 3

- We are also considering post Year 3 how we retain our numbers, improve our diversity and keep a strong pipeline of recruits. Work we will undertake includes:
- Engagement with Universities who offer the PPP degree to build on intakes for next 3 years, specifically building on detective, Fraud and Cyber pathways.
- Community engagement with schools and colleges via the Positive Action Ambassadors to build up candidate pipeline for 18yr olds for PCDA.
- Specials / Cadets / Police Staff to PC pathway, programme for those interested in becoming Student Officers e.g. start on Day 1.
- Building of CoLP brand through media channels and links to recruitment pathways. Communications plan to follow.

Appendix 1 - Campaign Examples (new recruits)



Campaign Examples (Transferees)

Date	Officer	Post Text	Quote	Visual
06/05/2022	Gonzalo Balta	<p>DC Balta transferred to CoLP after 12+ years with another force.</p> <p>He currently works supporting police forces across the UK by coordinating operational activity against fraud that impacts the most vulnerable.</p> <p>Thinking of transferring? Find out more https://bit.ly/CoLPrecruitment</p>	"You are yourself at City of London Police - not just a number. Your work gets recognised and you can see the value it adds."	<p>"You are yourself at City of London Police - not just a number. Your work gets recognised and you can see the value it adds."</p> <p>- DC Gonzalo Balta</p>
13/05/2022	Caroline Hay	<p>(Part 1)</p> <p>Insp Hay joined CoLP after working with another force for 16 years.</p> <p>She heads up the Licensing Team, which includes working with the City's pubs, bars and restaurants to ensure a fun but safe night for all. [Video Icon]</p> <p>Thinking of transferring? Click below https://bit.ly/CoLPrecruitment</p> <p>(Part 2)</p> <p>With a key role in the night-time economy, Insp Hay recently worked with partners across the City to launch #OpReframe, ensuring nights out in the City are safe for all.</p> <p>http://cityoflondon.police.uk/safeinthecity</p>	<p>"One of the great things about the force is that you are encouraged to lead on new initiatives. Strategy needs to be brought to life, not just remain words on paper."</p> <p>"Working for CoLP, you can see the positive impact your work has had on the local area - as a police officer, there really is nothing more rewarding than that."</p>	<p>"One of the great things about the force is that you are encouraged to lead on new initiatives. Strategy needs to be brought to life, not just remain words on paper."</p> <p>"Working for CoLP, you can see the positive impact your work has had on the local area - as a police officer, there really is nothing more rewarding than that."</p> <p>- Inspector Caroline Hay</p>
20/05/2022	Surinder Ram	<p>After 14 years with another force, DC Ram made the decision to transfer to CoLP.</p> <p>He currently works in @CityPoliceIFED, working on a wide range of cases, including #CrashForCash [Video Icon] and fake death claims. [Video Icon]</p> <p>Thinking of transferring? Click below https://bit.ly/CoLPrecruitment</p>	<p>"Whichever policing role I've been in, I've always put the victim at the heart of what I do. Working for IFED, I feel that I help the victims who are often forgotten."</p> <p>"We must remember that every fraud type has an impact on the victim. I'm proud to be part of a force that shares these values."</p>	<p>"Whichever policing role I've been in, I've always put the victim at the heart of what I do. Working for IFED, I feel that I help the victims who are often forgotten."</p> <p>"We must remember that every fraud type has an impact on the victim. I'm proud to be part of a force that shares these values."</p> <p>- DC Surinder Ram</p>
27/05/2022	Neal Donohoe	<p>Ch Insp Donohoe transferred to CoLP after 20 years working across London.</p> <p>He currently works in the non-armed task force, managing...</p> <ul style="list-style-type: none"> Public order Roads policing And our hard-working canine employees! <p>Thinking of transferring? Find out more https://bit.ly/CoLPrecruitment</p>	"Although I have moved from the country's largest force to the smallest, the opportunities I have been presented since joining CoLP have in fact offered me a more diverse work portfolio. The force faces the same challenges as any other police force, just on a reduced geographic scale."	

Committee(s): Resource Risk and Estates Committee	Dated: 27 May 2022
Subject: Workforce Monitoring Information 1 October 2021 – 31 March 2022	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe (CoLP Policing Plan 'Our People' priority)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 39-22	For Information
Report author: Julia Perera, HR Director; Kelly Harris, Assistant HR Director	

Summary

This report sets out the City of London Police ('the Force') Human Resources monitoring data for the period between **1st October 2021 to 31st March 2022**. The data presented is in the format previously agreed by the Strategic Planning and Performance Committee at which this data was previously presented.

In line with discussions with the Police Authority Director and Team, and the refreshed Terms of Reference for the Authority's Committees', this Workforce data is now being presented to this Resource Risk and Estates Committee. The Diversity Workforce data is now being presented to the Professional Standards and Integrity Committee as part of the quarterly Equality and Inclusion Updates.

The data in the report includes information on:

- **Workforce** – Our Establishment for officers and staff will be detailed in the report being presented by AC Betts as it incorporates all of the Uplift numbers and details our future position. Focused recruitment activity continues to increase our officer strength to meet our uplift requirements, This focus will continue on our 2022/2023 year-3 uplift. We have also managed to maintain the vacancy factor as required by the Force.
- **Recruitment** – A new recruitment strategy has been written with input from the Police Uplift Team. The strategy details various different entry pathways such as Police Now, Police Education Qualification Framework (PEQF) and Pre-Join into Force. We have opened as many pathways as possible to ensure we can attract a diverse range of candidates, with some targeted specifically at graduates and others at school leavers or older candidates with relevant skills and experience to bring to policing.

- **Organisational Development Initiatives – The** Organisational Development Team has run various initiatives throughout the year to develop our officers and staff. These include the Leadership Development Programme, development support for promotion boards, Three tier and reverse mentoring, Positive Action Leadership Programme, Senior Police National Assessment Centre (PNAC) development and support and the Leading with Impact programme.
- **Wellbeing** – The Force has implemented a Wellbeing Strategy encompassing physical, mental, emotional, team, financial and organisational wellbeing.
- **Sickness** – The average working days lost per worker for Police Officers is 5.09 days and for Police Staff is 7.33 days during this period. Using Home Office national measures (converted to days rather than hours), the absence rate for officers for the financial year 2021/22 was 1.98% and the absence rate for staff was 2.9%. [Note that this data does not include Covid related sickness]
- **Grievances** – During the reporting period we have received 4 new grievances of which 2 have concluded.
- **Employment Tribunals** – There has been no new Employment Tribunal cases submitted during the reporting period.

Recommendation

Members are asked to note the Report.

Main Report

Background

1. The City of London Police Human Resources Directorate now provide workforce data monitoring report to the Resource Risk and Estates Committee. This is in line with the revised Terms of Reference for the Committees.
2. This report has been provided bi-annually presenting Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee.
3. This report covers the reporting period Q3 and Q4 21-22 between 1st October 2021 and 31st March 2022.

Workforce Management

4. As of 31st March, the City of London Police has an overall strength of 884.49 Police Officers, against our agreed Establishment model. The Establishment is based on the agreed Force Structure models. The Strategic Workforce Planning (SWP) Meeting, which is chaired by the Assistant Commissioner Operations and Security, oversees all workforce planning activity within the Force and reviews the Force structure to ensure that we continue to operate in line with financial boundaries and is aligned to our Policing Plan 2022-2025.
5. A new Recruitment strategy has been written with input from the Police Uplift Team to detail how the Force will achieve the 100 additional officer headcount required to achieve the 22/23 uplift numbers assigned to us taking into consideration attrition.

6. The strategy details the various different entry pathways such as Police Education Qualification Framework (PEQF), Police Now and Pre-Join into the Force along with the targets for transferee recruitment.
7. In order to manage this growth in Police Officer numbers, revised recruitment methods and procedures have been developed to increase capacity and improve the customer experience for all. A dedicated focus on increasing our numbers of underrepresented groups into the Force has been rolled out by way of Positive Action recruitment methods and an in Force “Buddy’s” system to support under-represented candidates through all the recruitment and onboarding process.
8. A new Programme team has been created to execute the strategy with additional resources hired to support the project across HR Operations, Learning & Organisational Development (L&OD), Vetting, Occupational Health (OH) and Corporate Communications.
9. A dedicated attraction strategy is also being worked on and we are engaged with a wide variety of advertising platforms as well as external partners such as Universities who have offered the Professional Policing Degree.
10. Business as usual recruitment activity is ongoing for all externally funded Police Officer posts.
11. Police Staff recruitment is currently being reviewed with increased scrutiny at Strategic Workforce Planning (SWP) and is only authorised in exceptional circumstances while the Corporate Services review takes place
12. Recruitment activity is being managed in relation to police officer posts where there is a skills gap within the Force, such as firearms officers and officers from National Lead Force. The Force has also continued with promotion processes within the reporting period.
13. The Force’s Workforce Plan is aligned to the financial position and the City of London Policing Plan 2022-2025.
14. As of 31st March 2022, the strength of Police Staff is currently 476.72. (FTE) against an Establishment model of 516.10. 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 monitor the number of agency staff roles and continues to be closely monitored by the Strategic Workforce Planning Meeting.

15. Following the changes made to recruitment processes during the pandemic and more staff and officers returning to the workplace, recruitment methods have been reviewed with a hybrid approach being adopted. Some interviews and selection processes are still taking place on-line however an increasing amount are being performed in a face-to-face setting. The situation will continue to be monitored and adapted when required.
16. The Vetting Unit within Professional Standards has introduced a new IT System which allows candidates to complete their vetting forms online, moving away from a postal submission. This process indicates to applicants where there are gaps in the information therefore streamlining and quickening the submission process. The vetting process is being looked at with regard to how it can be improved further now the IT System is embedded to make the process even more efficient.
17. As detailed in our previous report, our collaboration with Police Now resulted in a diverse group of high-calibre graduates joining the Specialist Operations Directorate in January 2021 as direct entry detectives. Due to the success of this programme, we have engaged with Police Now for a further cohort of direct entry Detectives to join the Force in March 2022.
18. Based on our attrition rates and predicted retirements the Force has built into its planning the number of probationers and transferees we will need to include to meet the year-3 uplift.

People Development

Talent Delivery:

19. The Talent Management Strategy 2020 – 23 which provides an overview of how we attract, select, develop & manage our Officers and Staff is embedded across the HR Directorate. The following Organisational Development initiative updates are aligned to this strategy:
 - i. Leadership Development Programme
 - ii. Development support for promotion boards
 - iii. Fast Track Development
 - iv. Three Tier Mentoring
 - v. Reverse Mentoring
 - vi. Positive Action Leadership Scheme
 - vii. Leading with Impact programme
 - viii. Senior Police National Assessment Centre (PNAC) development and support
 - ix. Our People Development Framework

The following paragraphs provide an update on work undertaken during this reporting period.

20. Leadership Development Programme (LDP) – we have continued to deliver the monthly LDP for all new Officers and Staff, including Students and Special

Constables, as part of the Induction programme. During this period, we recruited and trained 11 new facilitators to deliver this one-day programme.

21. Support for Promotion Boards - Delivery of Application Writing and Assessment Centre Preparation Workshops have continued throughout this period, specifically to support officers through the constable – sergeant process. In addition, Positive Action Masterclasses were delivered for female and ethnic minority officers.
22. The selection process for the College of Policing's Fast Track (constable – inspectors) programme ran during this period. A comprehensive schedule of development activity was delivered, which included a full mock national assessment centre and peer support sessions for candidates. Four candidates were selected internally to attend the National Assessment Centre and three were successful. They will commence the programme in December 2022. It has been noted by candidates and the College of Policing that the support offered to candidates by Organisational Development far surpasses that of any other Force in the country.
23. The three-tier mentoring scheme continues to run, with steady requests for mentoring coming in from the workforce. During this period, fifteen new mentoring partnerships have been brokered. A cross-organisational mentoring scheme is currently being developed with Amazon Web Services (AWS). A Memorandum of Understanding has been drafted and is currently being reviewed by the AWS legal team.
24. The Reverse Mentoring pilot concluded and was reviewed. Overall, feedback from mentors and mentees was positive and as a result, new mentees (Superintendent – Assistant Commissioner and police staff equivalents) and mentors (Constable – Inspector and police staff equivalents) have been recruited and trained. Matching of mentors to mentees is currently taking place and suitability meetings between the pairs and introductory meetings will take place in April 2022.
25. The Positive Action Leadership Scheme (PALS) concluded in September 2021. A structured debrief was commissioned, which highlighted positive feedback as well as some learning. The Equality and Inclusion Operational Delivery Board was supportive of a second PALS programme being run in 2022, aimed at officers and staff from ethnic minority background. As part of the planning for this, learning from the structured debrief has been incorporated. AC O'Doherty has taken up the role of senior sponsor of PALS. Marketing for the next programme is underway and AC O'Doherty hosted a briefing and information sessions. The L&OD team are currently seeking expressions of interest from officers and staff who would like to participate. The programme will commence in May 2022.
26. Leading with Impact – We are working with the Gender Equality Network on the Leading with Impact programme. This has now been brought in Force and the first programme will be delivered in the Autumn. This is part of our positive action offer and will be aimed at female Officers and Staff in the first instance.

27. PNAC Development and Support – we have worked with the Chief Officer Team in delivery of a PNAC Awareness Briefing and an internal application process. We had three successful internal applications, one female, two males, made up of one Staff member and two Officers. A programme of support has been delivered to prepare them for the College of Policing PNAC, i.e., an internal senior sponsor, an external coaching programme and CoP 360 assessment.
28. As part of the realisation of the Policing plan, L&OD are working with the Chief Officer Team on a People Development Framework which will centralise development opportunities and career pathways to ensure that we continue to provide the right tools and support to all our all Officers and Staff across the Force.

PEQF (Policing Education Qualifications Framework):

29. The Force successfully onboarded the first intake of PEQF students in September 2021, consisting of 6 students on the Degree Holder Entry Programme and 5 on the Police Constable Degree Apprenticeship. The programme is delivered collaboratively between the City of London Police (CoLP) L&OD team and lecturers at Coventry University, our academic partners, to deliver an integrated programme blending both academic and practical areas. The students completed their classroom studies in March 2022 and have now progressed to their tutored patrol phase where they will be mentored and coached by an experienced officer to put their classroom skills into practice. Work is now in hand to conduct a full debrief of the classroom training and to ensure improvements are incorporated into future programmes. Planning for the second year of the programmes has also started including development of work-based learning attachments and the confirmation of operational assessment criteria.

Training Needs Analysis:

Force wide Training Needs Analysis – new system functionality

30. In April 2022, CoLP will launch new functionality across its HR systems including enhanced features on the training admin system (TAS). One of the new features is the ability to create training profiles (including courses, skills, eLearning) which can then be allocated to posts and people with the ability to monitor compliance. This will mean that automatic skills gaps analysis and 'out of ticket'¹ reports can be produced and will be visible to individuals/teams/line managers.
31. L&OD has contributed to in-depth testing of the new system functionality since October 2021 and will soon start planning the process of undertaking a refresh

¹ Out of Ticket refers to where a particular qualification has lapsed, for example Public Order Level 2

of the existing training needs analysis baseline document with consultation with business areas in Force before configuring the system.

32. The training needs analysis aligned to the new operating model was signed off in Autumn 2021 and work continues to ensure the training needs identified through the process are delivered as needed.

Detective Training Needs

33. The Chronicle system continues to be used to monitor and record the training and accreditation of detectives. CoLP L&OD continue to work with an external partner to deliver a mandatory development programme for Detective Managers and Supervisors. Following review and refinement from the pilot course, this programme now includes an innovative immersive software tool, developed by KPMG, which allows learners to participate in an investigative scenario with injects such as bespoke videos, documents, logs and social media feeds to simulate a real-life investigation.

Custody Training:

34. All custody staff have received their refresher training and are competent in the role. An additional custody sergeants course is planned for May 2022 to train the newly promoted cohort of sergeants. The courses are mapped into the training calendar to coincide with promotion boards. It is likely that 3 x custody courses will be required each year.

Continued Professional Development (CPD)

35. The 'Focus On' series has continued into 2022 and has been responsive to priority events and issues. These have included a focus on Banter in response to Operation Hotton and a focus on covering Violence Against Women and Girls. These were well received and provoked constructive discussion. 'Focus on' live sessions and written bulletins will continue throughout 2022
36. Two training courses for Detective Sergeants & Detective Inspectors have been hosted by CoLP, with internal and external delegates attending. This professionalises the transition to detective roles and ensures detectives have the correct qualifications and accreditations. This also enables Detective Inspectors to continue onto higher and more specialist training courses.
37. Three modules of the Management Development Programme (MDP) have been delivered in 2021 focusing on effective finance and budgeting, leadership styles, the PRI (Performance Requires Improvement) process, Occupational Health referrals, Leadership development, the PDR process and Misconduct procedures. Over 80 managers attended each of the sessions. The next MDP will be delivered in March 2022 and will focus on management of maternity and paternity support within the Force. Further management development courses will be run throughout 2022.

38. An initial sergeants course has been developed to enable new and acting Sergeant to understand the role and perform competently as first line leaders. This includes practical inputs on case file and crime supervision alongside an introduction to leadership styles and disciplinary procedures. Core leadership Sergeant and Inspectors courses form part of the development pathways on promotion as does the command and Major incident training sessions for Chief Inspectors and Superintendents. Major incident and Killed/Serious Injury refresher training is planned for all front-line officers summer 2022.
39. All officers from PC to C/Insp are scheduled to receive a refresher in public order tactics to assist with upcoming deployments. This will be supplemented by a video of tactics at each briefing to ensure officers are well prepared.

Driver Training and Future Demand

40. The driver trainer unit continuously performs well, and once new vehicles are in place will be able to meet the demand within the Force. The motorcycle strategy identifies a pathway for non-riders to complete their civilian and police rider qualifications in a structured way. It will allow for increased patrol on motorcycles. Testing is planned for electric motorcycles which will also assist with the ULEZ compliance and Vehicle Fleet Strategy.

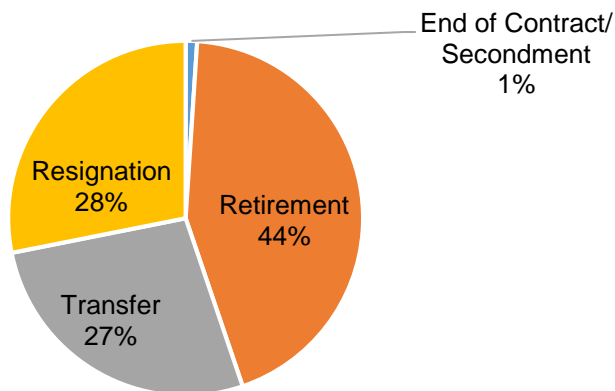
Turnover

41. During the reporting period (October 2021 – March 2022), 55 Police Officers and 38 Police Staff left the City of London Police, this equates to a 6.3% and 7.7% turnover rate, respectively. Overall, 96 Police Officers and 63 Support Staff left the Force during the financial year 2021/2022. The attrition rate was 11% for Police Officers and 12.7% for Support Staff. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group; a further six years of data has been added for analysis.

CoLP Police Officers - Reasons for Leaving (per Financial Year)

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in/not in active service	1	0	0	0	0	1	0
Dismissed	1	0	1	1	0	0	0
End of Contract/Secondment	0	0	1	0	0	4	1
Medical Retirement	3	2	2	0	2	1	0
Retirement	40	37	35	37	31	29	42
Transfer	7	7	9	17	22	14	26
Resignation	20	14	26	7	22	21	27
Total	72	60	74	62	77	70	96

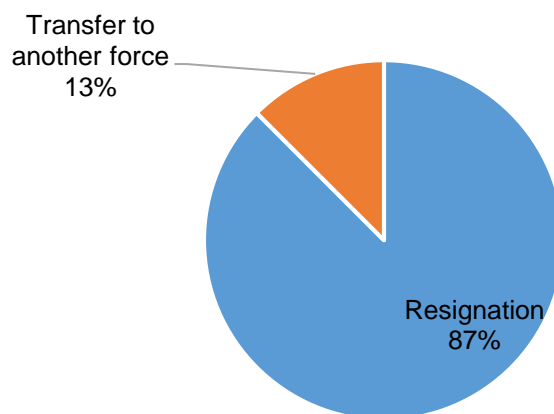
Officers Reasons for Leaving (2021/22)



CoLP Special Constabulary - Reasons for Leaving (per Financial Year)

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in service	0	0	0	0	0	0	0
Resignation	6	14	8	6	3	5	7
Joined Regulars	0	0	2	1	9	1	0
Dismissal	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0
Transfer to another force	0	0	0	0	0	0	1
Medical Retirement	0	0	0	0	0	1	0
Total	6	14	10	7	12	7	8

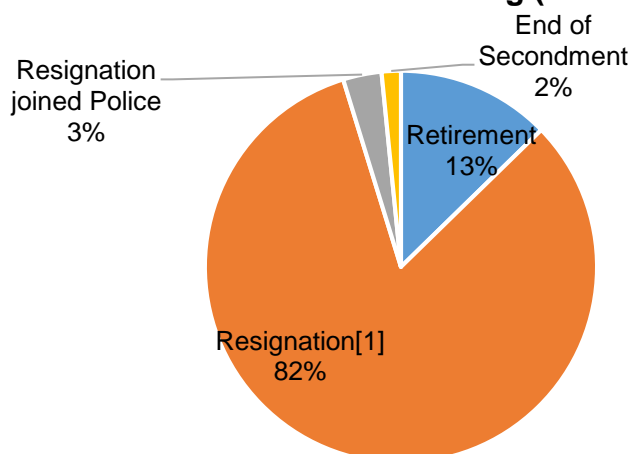
Special Constabulary Reasons for Leaving (2021/22)



CoLP Staff - Reasons for Leaving (per Financial Year)

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in service	0	1	1	1	0	1	0
Dismissed	1	1	2	1	1	2	0
Medical Retirement	1	1	0	0	0	0	0
Retirement	8	2	5	10	6	7	8
Transfer	6	2	2	0	0	0	0
Resignation ²	44	37	42	49	44	25	52
Resignation joined Police	2	2	7	2	0	0	2
Redundancy	5	6	1	1	0	0	0
End of Secondment	0	0	0	1	0	0	1
Total	67	52	60	65	51	35	63

Staff Reasons for Leaving (2021/22)



42. For the financial year, 96 Police Officers left the Force with the highest number leaving from Local Policing (31), Specialist Operations (30), followed by NLF (23). The number of leavers per month varied from 4 to 16. The main reasons for Police Officers leaving during this period was retirement citing the pension changes as their reason for retirement, followed by resignation and transferring to another force. The College of Policing actively encourage officers to move to other forces to gain a wider insight and develop in their careers.

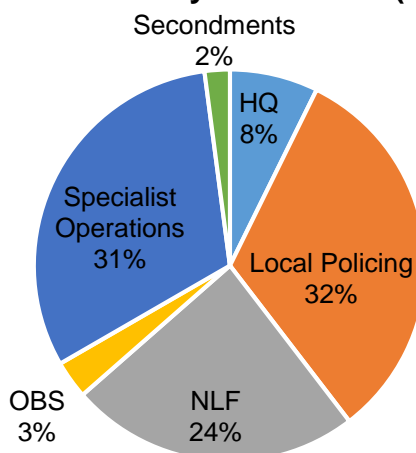
² Resignation includes the conclusion of fixed term contracts

43. 63 Police Staff in total left the Force in this financial year, the greatest number of leavers were in Specialist Operations (19), followed by NLF and HQ, both with 15 leavers. The main reason for leaving was resignation.
44. Survey Monkey is used to collate exit interview data, HR continue to offer the facility of a face-to-face exit interview to CoLP officers and staff if preferred and in addition if staff prefer, they can have an exit interview with one of the staff networks. The Force also has launched new retention initiatives focussing on officers and staff within directorates that might indicate they may wish to resign from the Force.
45. For the financial year, 49 online exit interviews have been completed by 26 Police Officers and 23 Support Staff. Of these exit interviews, the average responses were very positive to questions about working at the CoLP, such as, having a clear understanding of what was expected of them and getting on well with their team-mates, as well as positive responses about questions around line management, particularly questions around treating individuals fairly, providing positive recognition and being good team leaders.

CoLP Officer Leaver's by Directorate (Financial Year 2021/2022)

Directorate	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
HQ	1	0	0	0	0	0	1	2	0	2	0	1	7
Local Policing	2	0	1	5	1	3	6	6	0	4	1	2	31
NLF	1	0	5	3	1	3	2	3	2	1	1	1	23
OBS	0	0	0	0	0	0	0	0	2	0	1	0	3
Specialist Operations	2	1	5	1	4	1	2	5	1	4	3	1	30
Secondments	0	0	0	0	1	0	0	0	0	0	1	0	2
Total	6	1	11	9	7	7	11	16	5	11	7	5	96

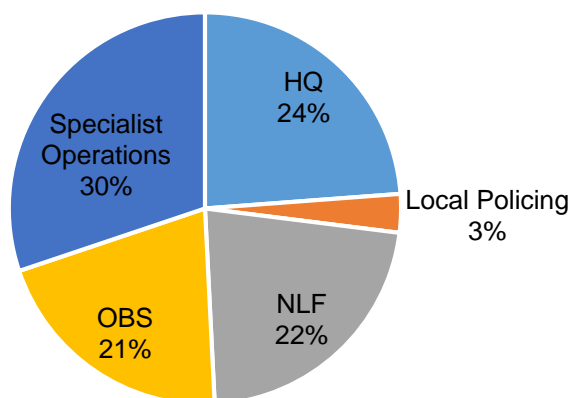
Officer Leavers by Directorate (2021/22)



CoLP Staff Leaver's by Directorate (Financial Year 2021/2022)

Directorate	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
HQ	0	1	2	2	1	0	2	1	0	3	0	3	15
Local Policing	1	0	0	0	0	0	0	0	0	0	0	1	2
NLF	1	1	0	2	1	1	4	1	1	1	1	0	14
OBS	2	2	1	0	2	0	0	0	1	1	0	4	13
Specialist Operations	0	0	0	2	2	1	3	1	1	3	2	4	19
Total	4	4	3	6	6	2	9	3	3	8	3	12	63

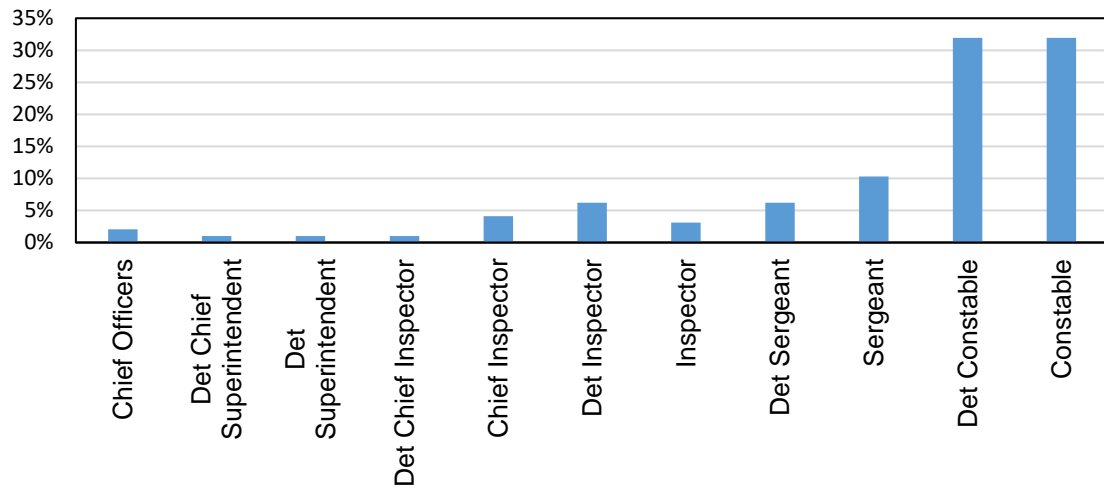
Staff Leavers by Directorate (2021/22)



CoLP Officers Leavers by Rank (Financial Year 2021/2022)

Rank / Grade	Police
Chief Officers	2
Det Chief Superintendent	1
Det Superintendent	1
Det Chief Inspector	1
Chief Inspector	4
Det Inspector	6
Inspector	3
Det Sergeant	6
Sergeant	10
Det Constable	31
Constable	31
Grand Total	96

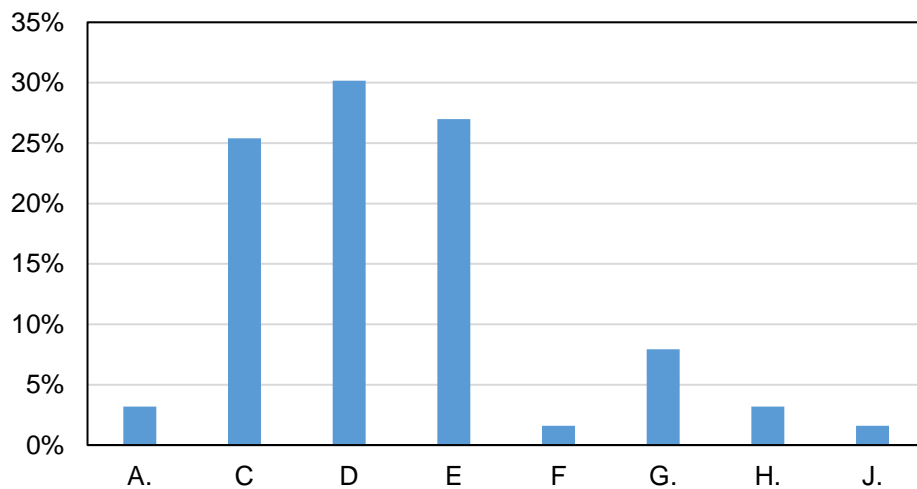
Officer Leavers by Rank % (2021/22)



CoLP Staff Leavers by Grade (Financial Year 2021/2022)

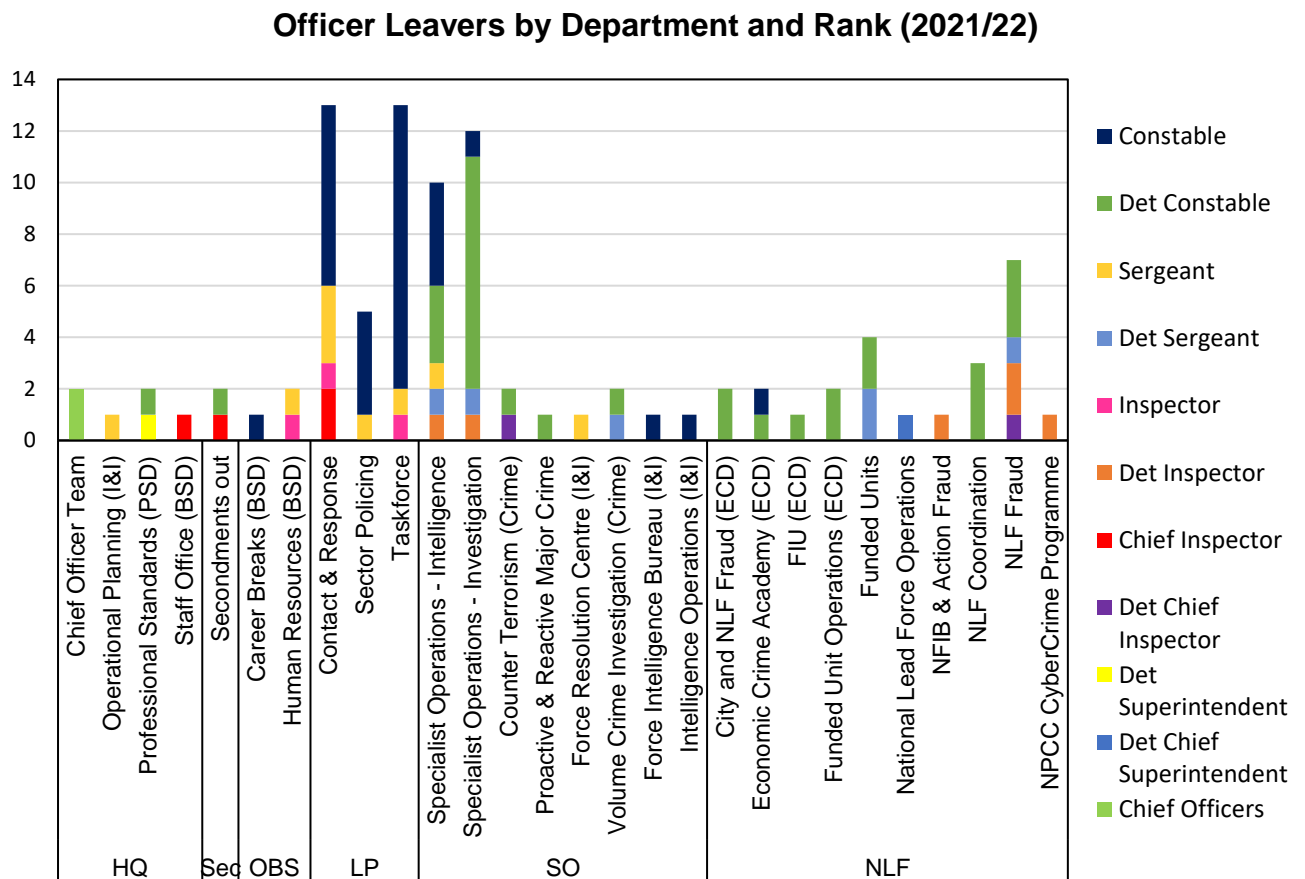
Rank / Grade	Support Staff
A.	2
B	0
C	16
D	19
E	17
F	1
G	5
H	2
J	1
Total	63

Staff Leavers by Grade % (2021/22)



CoLP Police Officer Leavers by Department and Rank (Financial Year 2021/22)

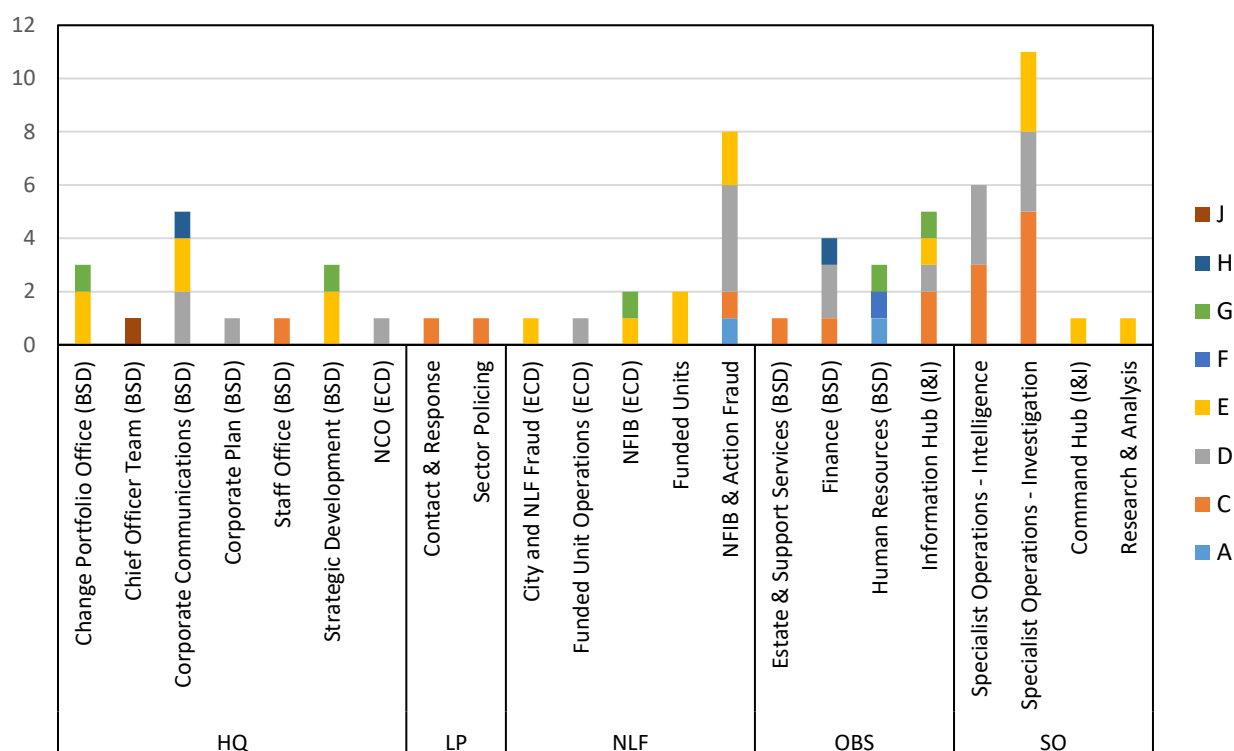
46. The graph below shows the number of Officer leavers by Department and Rank, Sec means Secondments out of Force. During this reporting period, the greatest number of leavers were from Taskforce, Contact & Response with 13 leavers each. The majority of leavers were in either Constable or Detective Constable rank.



CoLP Staff Leavers by Department and Grade (Financial Year 2021/22)

47. The graph below shows Staff leavers by Department and Grade. During this reporting period, 11 employees left Specialist Operations Investigations department.

Staff Leavers by Department and Grade (2021/22)



Recruitment

48. In the reporting period of 1st October 21- 31st March 22, the City of London Police have had 85 Police Officer recruitment campaigns. There have been 3 promotion campaigns, these include a Commander campaign launched in December 2021, Chief Inspector and Sergeant during this reporting period. 50 Police Staff campaigns have taken place during the same period.
49. 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 well as medical assessments. As a result, further recruitment campaigns are often required.

Police Officer Recruitment

50. A total of 61 Police Officers were recruited during the reporting period including 16 Student Officers/Probationers.

Police Staff Recruitment

51. A total of 25 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.

Sickness Absence Management

52. The Home Office (HO) & Her Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2021/22, the sickness absence rate in days at CoLP was 1.98% for Officers, and 2.92% for Police Staff (working days lost / contracted days available). In the Home Office data for the financial year 2020/21 (source: iQuanta Project Fusion), CoLP Police Officers sickness rate was 4.5.
53. The average working days lost for Police Officers is 5.09 days and for Police Staff is 7.33 days during this period. Sickness has increased during the FY 21/22 compared to 20/21. Sickness related to COVID-19 isolation and positive cases has been removed from the sickness statistics and does not count against an individual's record.
54. The City of London Occupational Health (OH) Service undertakes pre-employment medical assessments for support staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements. OH, report on a quarterly basis. For the period 1 October 2021 to 31 March 2022 the OH have responded to a total of 44 pre-employment requests within their Service Level Agreement (SLA) of 2 working days. Please note that Police Officer recruitment medicals are not included in these figures.
55. For the period 1 October 2021 to 31 March 2022 the OH Advisors received 99 referrals of which 97 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 98%. In addition, there were also 27 referrals to the OH Physician all of which were seen within the SLA a response rate of 100% (the SLA for OH Physicians is to offer appointments within 14 days of receiving a referral. The OH Practitioner is contracted 1 day per week for 45 weeks). Please note that health surveillance and case management review appointments are not included in these figures.

Grievances and Employment Tribunals (1st October 2021 – 31st March 2022)

56. During the reporting period there were four new grievances submitted of which two have already been concluded. There was one outstanding grievance concluded in this period following an appeal. In this case the appeals manager upheld 3 elements, partially upheld another three and did not uphold the other three. In addition, we concluded a grievance that was submitted following legal advice following complaints made by a member of staff to Professional Standards Directorate around bullying behaviour. This was undertaken by an external Grievance Resolution manager and the outcome was there was no evidence of bullying, some individual learning and organisational learning was identified and is being taken forward through appropriate channels. Since gradually returning to the office the Force has seen an increase in Employee Relations cases especially grievances which have gone from 1 new grievance in the previous six months to 4 in the latest six-month period.

57. The City of London Police has not received any new Employment Tribunal claims within the reporting period. However, the Force has received early conciliation requests via ACAS but none of these have materialised to a claim being submitted. In terms of the sex discrimination case, 2 pertain to maternity allowances for police officers from the previous 6 month report the Force has settled all but 3 of the 42 claims. In relation to Case 3 from the previous report we have held a Judicial Mediation session in February and signed a Memorandum of Understanding (MOU) to stay the process pending a trial period of the new ways of working in order to come to a meaningful resolution.
58. The tables below summarise the recent and live Employment Tribunals during the reporting period.

New ET's submitted and opened	Nil
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ET's closed	Nil
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ET's still in progress / concluded	Details
Previous Reporting Period Case 2 – Sex Discrimination update	Following the Court of Appeal judgement, we have changed our pay rules and have settled all of the claims with an agreement with the exception of 3 which are in the process of being conducted.
Previous Reporting Period Case 3 – Disability Discrimination Update	We have entered Judicial Mediation to resolve this. After a meeting on 1 st February all parties signed up to a Memorandum of Understanding (MOU) to progress this matter by trialling a new way of working for the individual which would resolve some of the issues. The Judicial Mediation will reconvene once the trial has concluded to determine whether the issue can be resolved with agreed financial and non-financial remedies.

Wellbeing

59. City of London Police recognises that a strong commitment to wellbeing benefits both staff and the organisation as a whole and seeks to consider both physical health and mental health. The Force's Wellbeing Strategy aims to go further than the legal duty to employee wellbeing, in line with the Force's vision and values.

60. The Wellbeing Strategy consists of six areas, all of which interrelate. The areas are:
- physical wellbeing
 - mental wellbeing
 - emotional wellbeing
 - team wellbeing
 - financial wellbeing
 - organisational wellbeing.
61. Individual and organisational wellbeing are essential enablers of organisational performance with extensive research demonstrating that staff who feel valued and engaged perform better than those who do not.
62. The strategy will be reviewed annually and amended, as necessary. The strategy has strong links to the Force's Diversity, Equality and Inclusion (DEI) toolkit, the Wellbeing Champion is a member of the Equality and Inclusion Strategic Board.
63. The Force Health and Wellbeing Network is resourced by volunteers within CoLP who do this alongside their primary role. The network promotes wellbeing by running events and linking to national events and campaigns such as the annual Mental Health Awareness week.
64. Wellbeing events that took place during the reporting period include:
- Taking care of yourself, this event was linked to World Mental Health day in October 2021.
 - Self-care webinar exploring mental health as we return to work.
 - Two events were held to hear the female workforce's concerns following the conviction of Wayne Couzens and were hosted by Commissioner Dyson and then, AC McLaren. The second event was a female only event hosted by AC McLaren.
 - Wellbeing network coffee mornings, with a police dog and their handler in attendance. There is mounting evidence showing the positive effect animals can have on human wellbeing even for short periods of time, and this is clearly evident with the dog in attendance always being a star attraction.
 - Wellbeing network event offering free health checks.
 - Acupressure chair massages have recommenced in a covid-safe way at Bishopsgate.
65. Oscar Kilo is the online home and brand of the National Police Wellbeing Service³ its aim is to encourage the sharing of best practice and learning and encourage everyone to understand more about what wellbeing meant to them and their organisation.

³ [Oscar Kilo | Oscar Kilo](#)

66. One example of the support offered to Police Forces and Fire and Rescue Services is the Blue Light Wellbeing Framework. The framework provides an audit and benchmarking section with standards that have been tailored to meet the specialist needs of emergency service staff. The areas of scrutiny are:
- Mental Health
 - Occupational Health
 - Personal resilience
 - Absence Management
 - Creating the environment
 - Leadership
 - Protecting the workforce.
67. The Force's Wellbeing Champion recently completed the Blue Light Wellbeing Framework self-assessment for CoLP the survey will be peer-reviewed by Nottinghamshire Police, the results and recommendations will be returned to CoLP.
68. It is anticipated that actions identified will be integrated into the Force's Health and Safety Plan, which will become the Force Health, Safety and Wellbeing Plan, and will see progress monitored at the Force Health, Safety and Wellbeing Committee.

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Committee: Resources, Risk & Estates Committee (RREC)	Dated: 27/05/2022
Subject: Chief Finance Officer (CFO) update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police & Police Authority (PA) Treasurer Pol 40-22	For Information
Report author: Alistair Cook	

Summary

This report provides Resource Risk and Estates Committee (RREC) with an update on significant City of London Police 9CoLP / Police Authority (PA) financial issues and work-areas.

Recommendations

Members are asked to note the report.

Main Report

Joint Finance lead for CoLP and Police Authority

1. A very positive development over the last 6+ months has been the tangible increase in collaborative activity between the Force and Authority / Corporation, which includes though is not limited to the piloting of this joint Finance role, in which I have been operating since February. The intention is for the pilot to run through to summer / autumn 2023, followed by review with consideration to formalise.

The key objectives for the pilot period are:

- I. To resolve major medium-term Police deficits and create a sustainable financial position.
- II. To ensure delivery of the significant savings / mitigation plans - and strengthen the evidence base for demonstrating Force efficiency and effectiveness.
- III. To ensure people and money resources (revenue and capital) are transparently aligned to priority 'Policing Plan' deliverables / services.
- IV. To overhaul capital programme (financial) management.

- V. To improve CoLP decision support and provide more dynamic, dashboard-style reporting.
- VI. To transform Force financial capability and culture – building a high performing, high morale Finance team that will support and enable the overall transformation of CoLP.
- VII. To support the vigorous management of key risks and opportunities to CoLP arising from the Police Funding Formula Review.

CoLP Finance Team

- 2. Progressing the above objectives and ambitions has been temporarily impacted by a combination of departures and extended leave in CoLP Finance. This has significantly reduced senior finance capacity (by about 50% since December) and at the busiest time of year, with the need to prioritise year-end closedown work. Positively, two highly experienced people have been appointed to the deputy CFO positions. However, vetting turnaround times and notice periods mean it could still be some time before they take up post. It has highlighted a lack of resilience in CoLP Finance that will be better assisted by further developing a collaboration with Chamberlain's as the latter embeds its new Target Operating Model. Linked to this, near-term support is being sought from Chamberlain's.

MTFP

- 3. A major and highly positive development has been the ability to balance the Police MTFP, as at March, by a combination of additional CoLP mitigations and Court approval of the 0.4p Business Rate Premium (BRP) increase. This has significantly reduced the overall level of risk to Police finances. As ever the situation is dynamic, with evolving risks, issues and opportunities, including a £1m cut in TfL funding. An updated MTFP, including scenarios and action plan for further development, is on this agenda (non-public).

21/22

- 4. An outturn paper is included on this agenda.

22/23

- 5. Significant work has been undertaken to build a transparent baseline of officers and staff against the new TOM categories (Local Policing, Specialist Operations, National Lead Force and Corporate Services – and their underpinning structures) and allocate the budget on the same basis. This will support aligned reporting of people and money in-year, which will be further developed for 23/24 to provide the clear line of sight to Policing Plan / priorities.

Savings / Mitigations

- 6. The CoLP commitment towards a balanced budget requires sustaining £7.7m savings plans built into prior year budgets and supplementing these with £6.1m additional mitigations in 22/23 (=cumulative £13.8m). Prior year plans covered

a range of pay and non-pay savings coupled with increased income generation. The change in language to “mitigations” for 22/23 was due to inclusion of expected increase in Precept Grant from Home Office, appropriate use of POCA reserves and a few “one off” rather than sustained savings (adjusted in MTFP). However the £6.1m also includes significant areas of sustained savings requirement, in particular £1m linked to review of Corporate Services & Police Staff.

7. While the 22/23 budget has been balanced through inclusion of these savings / mitigations, a key, residual MTFP risk relates to the successful and sustained delivery of them. An action tracker has been produced and will be regularly monitored through Force governance, with RREC and PAB being updated quarterly. Additionally, while CoLP is committed to driving delivery, recognition of delivery risk reinforces the need to hold a modest Police General Reserve.

Capital

8. Apart from Fraud and Cyber Crime Reporting and Analysis System (FCCRAS) and near-term cyclical replacement priorities, there is a need to put a “foot on ball” while we review the current projects set and develop a coherent and prioritised portfolio that flows from the Policing Plan roadmap. This will then support the revision of a medium-term capital plan, to be brought back to Committee in the coming months.

Policing Funding Formula Review

9. The review was timetabled to report in summer 2022, but this timeline is now expected to slip.
10. Consultants have been appointed and are working with CoLP / PA to develop the evidence base for responding to the review on (a) uniqueness of City of London and (b) importance of incorporating fraud and cyber into the formula – and helping inform the strategic communications around that.
11. A meeting with the Home Office review team, to discuss CoLP / City specific issues, was held in January - and a follow up meeting has been diarised for 9th May.

Force Financial Culture Development

12. Assistant Commissioner Betts and CFO are partnering in chairing / vice-chairing the Force’s Strategic Finance Board (Sub-Committee of Chief Officer Team), which includes senior representation from across business areas and is aimed at increasing senior awareness, oversight and ownership of finance matters.
13. Budgets for 22/23 are being allocated against the new TOM framework and with a view to elevating budgetary accountability to more senior ranks and grades. The intention is to build on this in 23/24 with a clear line of sight to the required deliverables flowing from the Policing Plan priorities.

14. CIPFA's offering to support the development and running of a budget holder training programme will be weaved into this new framework during 22/23.

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Committee(s): Resources, Risk & Estates Committee (RREC) – for info	Dated: 27/05/2022
Subject: CoLP Provisional Revenue & Capital Outturn – 2021/22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 41-22	For information
Report author: Alistair Cook, CFO CoLP	

Summary

Members should note that the outturn position set out in this paper is provisional and subject to audit, finalisation of reserve movements and additional year-end transactions (particularly 'Supplementary Revenue Provision' in respect of accommodation rentals and revenue projects funded by Corporation), although these are expected to net to zero. Resource Risk and Estates Committee (RREC) and Police Authority Board (PAB) will be notified if there are material changes to this outturn position.

CoLP's Q3 forecast (submitted to RREC and PAB in February 2022) was for a 21/22 revenue overspend of £1.2m. Those Committees were advised that the forecast was felt to be too prudent and that outturn was expected to reduce to a near-breakeven position.

Indicative year-end outturn shows an underspend of £2m, which represents a £3.2m movement from the Q3 forecast. £2m of this variance was mainly due to timing differences in some large, 'one off' areas of spend, such as firearms equipment and training, which are likely to require funding in 22/23. The remaining £1.2m arose from better use of National Lead Force grants to reduce its net operating costs, along with a £0.4m surplus on direct costs for the Economic Crime Academy due to increased levels of activity.

The underspend is not (materially) linked to salaries despite officer numbers undershooting against budget and uplift target levels. This is a result of the average cost of officers being higher than budget due to the rank (and PC probationers vs transferees) mix being higher than planned. This creates a risk to future Police finances that will require careful monitoring and correction through the significant recruitment programme in 22/23.

It is proposed to transfer the underspend to the Police General Reserve as well as to consolidate 'earmarked' reserves (excluding Proceeds of Crime Act (POCA) / Op Neutron¹) into the General Reserve. This will increase the General Reserve to £4.3m which, while remaining at a comparatively modest level, will provide enhanced 'self-help' in managing Police finance risks. A headline reserves strategy is proposed in the MTFP update paper submitted to this Committee. Subject to an assessment of 22/23 budget risks and opportunities in the coming months, a case may need to be made to PAB to approve drawdown from General Reserve for some of the elements of spend which have slipped into 22/23.

Capital outturn was £6.9m against funding of £12.4m. Excluding £6m of spend for Action Fraud and Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS), there was a significant underspend on capital, especially for IT projects, caused by project slippage, which more than allowed for the addition of £2m refresh costs for the current Action Fraud system. For 22/23, apart from FCCRAS and near-term, business critical areas of capital spend, City of London Police (CoLP) is 'pausing' while it reviews its capital priorities and develops a coherent portfolio in line with Policing Plan roadmap, supported by better planning and resourcing of the agreed priorities. This should mitigate against the continuing project slippage that has occurred in recent years.

Budgetary profiling and forecasting processes will be reviewed by two new Deputy CFOs on arrival, also with a view to moving to a 'dashboard' approach to financial reporting which provides a clear line of sight to workforce numbers.

Recommendations

- i. That Members note the report.
- ii. That Members note that PAB will be asked to approve the proposed allocation of the £2m underspend to the General Reserve, along with the consolidation of other earmarked reserves into General Reserve as highlighted, when the final outturn is presented to June PAB

Main Report

Background

1. To deliver against CoLP's 21/22 Policing Plan priorities, the 21/22 budget was set to fund an establishment of 899 officers and 514 staff, less an assumed natural vacancy factor of 40, supported by a range of non-pay budgets, including that for Action Fraud. £5.6m of pay and non-pay savings and income generation measures were required to balance the budget. Budgeted officer numbers included Home Office's year 2 funded uplift of 43 (plus 30 Regional Organised Crime Unit (ROCU) & 7 Cyber Lead Force roles) The breakdown of funding for the budget, including the planned range of income-generating activities, is set out in Table 1.

¹ Op Neutron- this relates to a single significant seizure under POCA and a reallocation of relevant amount to the Force under the Asset Recovery Incentivisation Scheme (ARIS)

Table 1 – Breakdown of Funding

	£m	%
Core Home Office funding	70.2	46
Business Rates Premium	16.9	11
Pensions Deficit Grant	23.0	15
National Lead Force for Fraud	20.5	13
CT / Servator	6.6	4
Commercial Partnerships	13.8	9
Fees & Charges	4.3	3
Capital Financing / Other	(1.5)	(1)
Total Funding	153.8	100

NB Capital Financing (including Action Fraud loan repayment) is treated as negative funding in City Fund budgeting terms

2. Additionally, funding of £12.4m was provided to progress CoLP capital priorities, including £6m for Action Fraud refresh and FCCRAS, of which £4m was funded by Home Office.

Revenue Outturn

3. Table 2 provides an overall breakdown and comparison of original and final budget, Q3 forecast and outturn. The penultimate column (outturn excluding certain National Lead Force (NLF) additions) provides a comparison on a similar basis to budget and Q3 forecast and shows a £2m variance from Q3 forecast which is largely due to areas of non-pay spend (see para 4f). The final column adjusts for subsequent NLF additions, which increase the underspend by a further £1.2m (para 4h). While these additions were known about, they were treated as “net zero” for the budget and Q3 forecast, and include:
 - Higher Action Fraud extension costs offset by drawdown from Action Fraud reserve and (some of) the settlement payment.
 - Cyber Lead Force income and expenditure (excluding element for resourcing the 43 forces).
 - Income and expenditure for Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) Programme.
 - Income and expenditure for ROCU resourcing.

Table 2 – Outturn Compared to Budget & Q3 Forecast

OUTTURN COMPARED TO BUDGET & Q3 FORECAST	Original Budget £m	Final Budget £m	Q3 Forecast £m	Outturn excl. NLF adds £m	Outturn incl. NLF adds £m
Pay					
Officer pay	61.2	60.5	60.9	60.7	60.7
Staff pay	25.4	26.6	26.1	25.9	26.2
Overtime	2.2	2.2	2.3	2.7	2.8
Agency	1.1	1.1	1.1	1.12	1.32
Indirect Employee Costs	2.2	2.5	2.5	2.1	2.1
Pensions Deficit Contrib.	23	23	23	18.9	18.9
Total Pay	115.1	115.9	115.9	111.42	112.02
Non-Pay					
Premises Costs	2.5	3	3.8	3.96	3.96
Transport Costs	2.2	2.2	3	2.7	2.7
Supplies & Services / Other	34.2	32.7	33.5	31.4	38.4
Total Non-Pay	38.9	37.9	40.3	38.06	45.06
Total Expenditure	154	153.8	156.2	149.48	157.08
Force Income	-68.8	-67.9	-69.1	-64.4	-73.2
Net Expenditure	85.2	85.9	87.1	85.08	83.88
Funding	-85.1	-85.9	-85.9	-85.9	-85.9
(Under) / Over Spend	0.1	0	1.2	-0.82	-2.02

Reasons for variance

4. The key reasons for the variances in Table 2 are:
 - a. Officer & Staff pay – small headline variances hide underlying ‘price’ and ‘volume’ effects (see para 5).
 - b. Overtime - £0.5m additional final quarter spend for COP26 and other events, fully recovered by £0.5m additional income.
 - c. Officer Pensions Deficit contribution – £4.1m underspend, fully offset by £4.1m less grant. Outturn on this is dependent on calculation of the overall scheme deficit at year-end, as well as the outturn officer numbers by Force, and so will always vary from plan.

- d. Premises costs – overspend of £1m on budget, largely forecast throughout year due to New St rates (subject to appeal) and other costs being transferred to Police budget (as partial offset to savings made on decant accommodation, though not budgeted). £0.2m increase from Q3 forecast due to late incorporation of Wood St costs for Q1 (later exit than expected).
- e. Transport costs - £0.5m above budget due to higher Rail Delivery Group (RDG) officer rail subsidised travel costs, though slightly lower than Q3 forecast.
- f. Supplies & Services / other non-pay costs – biggest area of variance, £2.1m underspend against Q3 forecast (prior to taking account of additional NLF items treated as ‘net nil’ in budget and Q3 forecast – see 4h). This is largely due to timing differences, including:
 - £0.4m – delay in purchasing firearms equipment linked to recruitment lag.
 - £0.3m – delay in firearms training linked to recruitment lag.
 - £0.5m – for Investigations & Intelligence, mainly due to secure-managed IT and other planned purchases / activities not occurring by year-end.
 - £0.3m - planned equipment / storage furniture purchases and professional fees for Local Policing did not take place prior to year-end.
 - £0.2m – Corporation IT recharge lower than forecast due to higher level of in-year savings being achieved.
- g. Income - £4.7m reduction on Q3 forecast (prior to taking account of additional NLF items assumed as ‘net zero’ in budget and Q3 forecast – see 4h), mainly due to reduced pensions deficit grant (see 4c).
- h. NLF additions – includes additional pay costs of £0.6m, non-pay costs of £7m and income of £8.8m for the areas set out in para 3. This has added £1.2m to the underspend and is due to £0.4m surplus on Economic Crime Academy direct costs (not forecast at Q3) and better charging of costs against NLF grants to reduce net operating cost of NLF compared to budget and Q3 forecast.

Pay & Workforce

5. Table 3 provides an analysis of pay and workforce numbers between budget and actual outturn. Most notably, while the budget provided for 874 officers after adjusting for natural vacancy factor, actual officer numbers, averaged across year, was 849. However, this shortfall in officer numbers did not lead to a comparable pay underspend as the average cost of officers was higher than that budgeted - due to rank, and probationer vs transferees, mix being higher. It will be vital for 22/23 - and future years - affordability to achieve the right balance of rank and probationer / transferee mix from CoLP’s significant recruitment programme.

Table 3 – 21/22 Pay Analysis

21/22 Pay Analysis	Officers		Staff		Total	
	FTE	£m	FTE	£m	FTE	£m
Establishment	899		514		1413	
Natural Vacancy Factor	-25		-15		-40	
Original Budget FTE & Cost	874	61.2	499	25.4	1373	86.6
Actual average across 21/22	849	60.7	497	25.9	1346	86.6
Actual cost of budgeted FTE		62.5		26.0		

NB workforce numbers exclude 30 ROCU / SOC officers plus 5 officers and 2 staff for Cyber Lead Force, all separately funded

Savings Plans

6. Table 4 shows the breakdown of £5.3m savings outturn against £5.6m plan (95% achievement), along with explanatory comments. £3.8m of this was delivered in line with plan, with £1.5m through other / additional measures. While overall achievement was positive, there remains risk to sustainability of some of these savings that will need to be closely monitored going forwards.

Table 4 – Savings Plans

Type	Savings Tracker	Target £'000	Outturn £'000	Variance £'000	Comments
Expenditure	Deletion of 37 Officer posts	2,300	2,300	0	Reductions to establishment and cost fully built into budget.
Expenditure	Average salary reduction through recruitment policy	400	0	(400)	Rank and PC probationer / transferee mix not achieved.
Expenditure	Agency	300	300	0	Reduced budget achieved, with £0.2m additional cost for NLF fully recovered.
	Total pay	3,000	2,600	(400)	
Expenditure	Supplies and services	100	400	300	Non-pay underspend not linked to activity 'slippage'
Expenditure	Support services review	500	500	0	Reduced police staff budget achieved by holding vacancies where possible / appropriate pending Corporate Services / staff review.
Income	Commercial activity & Income generation	400	1,200	800	Reduced net cost of NLF services (better use of grants) and increase in ECA net income due to higher activity levels.
Income	Digitisation of external services	100	0	(100)	
Income	Asset Recovery	200	200	0	POCA receipts excluding Op Neutron.
	Total non-pay	1,300	2,300	1,000	
Mitigation	Replacement savings	1,300	400	(900)	£0.2m IT savings from 20/21 budget position plus £0.2m reduction in IT recharges
	Total	5,600	5,300	(300)	

Reserves

7. Table 5 shows reserve movements during 21/22 and balances at end-21/22.
8. It is proposed to transfer the £2m underspend to the Police General Reserve as well as consolidate 'earmarked' reserves (excluding POCA / Op Neutron) into the General Reserve. This will increase the General Reserve to £4.3m which, while remaining at a comparatively modest level, will provide enhanced 'self-help' in managing Police finance risks. Also, subject to an assessment of 22/23 budget risks and opportunities in the coming months, a case may need to be made to PAB for drawdown from General Reserve for some of the elements of spend which have slipped into 22/23. The intention would be to close those reserves with zero balance, thereby rationalising down to 2 reserves.
9. The other notable reserve movement is receipt at year-end of £7.2m POCA income for Op Neutron (separated out in the table). Chief Officer Team has put a robust process in place for bidding against this money in line with POCA principles (particularly the need to evidence 'additionality' in and contribution to crime fighting) and is currently reviewing bids received.

Table 5 – Reserves Movements & Balances

	Opening Balance	Projected Spend	Transfer to General Reserve	Projected Closing Balance
	£m	£m	£m	£m
POCA	(2.2)	0.4		(1.8)
Op Neutron (part of POCA)		(7.2)		(7.2)
Action Fraud	(2.9)	2.6	0.3	0
Transformational Funding	(0.1)	0.0	0.1	0
Police Capital Financing Reserve	(0.5)	0.0	0.5	0
Earmarked Reserve - COVID 19	(0.4)	0.0	0.4	0
21/22 Underspend		(2.0)	2.0	0
General Reserve	(1.0)	0.0	(3.3)	(4.3)
Total	(7.1)	(6.2)	0	(13.3)

Capital Programme

10. There are two elements to the CoLP Capital Programme; the legacy schemes approved prior to 2020/21 and funded by the Corporation and by a specific loan for Ultra Low Emission Zone (ULEZ) Vehicles, and schemes approved through a £5m annual loan facility from the Corporation from 2020/21 onwards.

Legacy Programme

11. The Legacy Programme schemes are mainly large projects dealing with significant IT infrastructure or accommodation. They are largely complete, with the intention being to finalise implementation as quickly as possible. Table 6 provides a summary of these schemes.

Table 6 - Summary of Legacy Programme Schemes to 31 March 2022

CoLP Legacy Capital Budget 2021/22	Programme Budget	Approved budget drawdown	Outturn spend 21/22	Total Spend
	£000	£000	£000	£000
IT Related	13,401.7	13,401.7	733.0	12,221.0
Fleet	1,800.0	1,800.0	965.0	1,332.0
Accommodation	15,946.8	14,718.5	1,832.2	13,551.9
Ring of Steel (IMS / DRS)	2,569.2	2,569.2	-18.7	2,220.2
Legacy Capital Programme	33,717.7	32,489.3	3,511.5	29,325.2

12. IT Related schemes include the major IT Modernisation Programme, which accounts for £9.3m of the budget and £9.0m of spend (21/22 spend of £269k). The Digital Interview Recording System (DIRS) project accounts for a further £190k of spend in 21/22, and the HR Integrated system project £156k.

13. To be compliant with ULEZ requirements in the City, the City of London Corporation (CoLC) provided the Force with a loan of £1.8m to introduce ULEZ compliant vehicles. £1.3m has been spent against this, including £965k in 21/22.

14. The Accommodation schemes include the CoLP elements of the Decant Programme and Salisbury Square Development. Other than provision of Mounted Unit accommodation, the Decant Programme is now complete.

2021/22 Loan Funded Programme

15. The 21/22 budget was £12.4m - £3.5m carried over from 2020/21, £4.9m for the 2021/22 programme and £4m Home Office funding for FCCRAS. Table 7 provides a summary of these schemes. £6m of FCCRAS and Action Fraud spend was in line with budget. In other areas, particularly other IT schemes, there was significant slippage, which more than enabled £2m of development costs for current Action Fraud system to be absorbed. For 22/23, apart from FCCRAS and near-term, business critical areas of capital spend, CoLP is 'pausing' while it reviews its capital priorities and creates a coherent portfolio in line with the Policing Plan roadmap, supported by better planning and resourcing of priorities. This should mitigate against the continuing slippage on projects that has occurred in recent years.

Table 7 – CoLP Capital Priorities 2021/22

CoLP Loan Funded Capital	2021/22 Capital Budget	Approved budget drawdown	Outturn spend 21/22
	£000	£000	£000
IT Related	7,141.4	2,343.0	688.3
Equipment	67.9	0.0	0.0
Fleet	736.0	500.0	188.3
Accommodation	450.0	15.0	12.0
Action Fraud		2,041.3	2,041.3
FCCRAS Next Generation Ph1	1,653.0	1,653.0	1,284.5
FCCRAS Next Generation Ph2	2,347.0	2,347.0	2,685.2
Loan Funded Capital Programme	12,395.3	8,899.2	6,899.6

16. Supporting explanations for Table 7 include:

- IT-related spend of £688k was for Azure Migration, Custody CCTV upgrade and Forensics Network. There was minimal in-year spend on other projects, including Digital Investigation Intelligence, Surveillance equipment, Digital Asset Management, Command & Control, National Law Enforcement Data Programme, E-discovery tool, Wide Area Network replacement software and In-car audio / video equipment.
- The Equipment budget of £67.9k was allocated towards the purchase of Positive Lock Batons. It was decided to fund this from the revenue budget in 21/22, hence the nil capital spend showing above.
- Fleet spend of £188k relates to the delivery of the 20/21 vehicle replacement programme (long lead times).
- Accommodation spend of £12k relates to essential works for the Bishopsgate Armoury.
- Given timelines for the FCCRAS programme, the current Action Fraud contract needed to be extended. This included a refresh of the system to maintain its operation and security, costing £2m.
- £4m of FCCRAS spend, fully funded by Home Office, was to progress programme planning and procurement, including work on a phase 1 solution.

Alistair Cook

Chief Finance Officer, City of London Police

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Committee(s): Police: Resource Risk and Estates Committee	Dated: 27 May 2022
Police Authority Board	30 June 2022
Subject: City of London Police Risk Register Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 42-22	For Information
Report author: Paul Adams, Strategic Development	

Summary

This report highlights the work that has been undertaken to refresh the Force risk profile to align it to the revised Policing Plan 22-25 and to ensure links can be made from Force risks to the Police Authority risk register.

The Force risk position has been extensively reviewed since December 2021 with input from the new Chief Officer Team so that the risk profile sets out the risks under the operational and organisational priorities within the Policing Plan 2022-25.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In accordance with the City of London Corporation's responsibilities as a Police Authority, it is appropriate that this Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.
2. The Force risk register continues to be monitored at Chief Officer level. With the refresh of the Policing Plan and the appointment of a new Commissioner a wholesale review of Force Governance was undertaken to align the management of risk to the delivery of the new Policing Plan which was published on the 1 April 2022.
3. At the Police Authority Board in February 2022, the Police Authority presented their risk register. It was noted that this should be aligned with the Force's albeit there

needed to be separation as mitigations by the Authority may necessarily need to be different to those of the Force. It was also requested at the Resource Risk and Estates Committee in February 2022 for the Risk Register updates to be in the public section of the meeting in future. It was noted that this would require some elements previously presented to be redacted.

Current Position

4. The Assistant Commissioner for Operations & Security chairs a monthly Audit & Assurance meeting which oversees the Force risk profile and since February 2022 has been working to align the Force risks with the new Policing Plan structure with the input of senior managers. The meetings held on the 8 March and 5 April reviewed and finalised the Force risk profile.
5. The risk profile was then signed off by the Chief Officer Team at their meeting held on 20 April. This report highlights the new risk position being monitored within Force.

Changes to Risk Scoring

6. Members will be aware that the Force previously operated its own risk scoring system based on a 4x4x4 matrix (Impact, likelihood & Control Scoring). In order to align the Force risk register with the Police Authority Board risk profile the Force has adopted the matrix utilised by the City of London Corporation as Police Authority, this will score risks using Impact and Likelihood only.
7. Due to the nature of policing, there will be some risks where mitigations by the Force will not influence impact and likelihood assessments. Previously, the Force had been able to show how these were being managed by taking into account the maturity of controls. Now the assessment of risk has aligned with the City of London Corporation format, there may be a number of risks shown as amber or red that would have previously been shown as green due to Force control assessments being considered.

New Risk Register Structure

8. The Force risk register is now split into two sections along Organisational and Operational areas in support of the 6 priorities within the new Policing Plan.
 - Organisational Risk Areas
 - Our People
 - Our Resources
 - Efficiency & Effectiveness
 - Operational Risk Areas
 - Keep People who live, work and visit the City Safe and feeling safe
 - Protect the UK from the threat of Economic & Cyber Crime
 - Putting the victim at the heart of everything we do
9. The current risks within each area are detailed within the following tables for Members' reference.

Organisational Risks	Associated Organisational Priority	Proposed COT Owner	Impact	Likelihood	Score	Traffic Light
Failure to ensure we recruit & retain sufficient staff to meet uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions	Our People	AC OPS (COO)	Major	Possible	12	AMBER
Impact of maintaining Force vacancy factor on police staff workload and morale	Our People	AC OPS (COO)	Serious	Possible	6	AMBER
Force lacks experienced officers due to uplift number and retirement of experienced officers due to changes in pay and conditions	Our People	AC Ops	Serious	Possible	6	AMBER

Organisational Risks	Associated Organisational Priority	Proposed COT Owner	Impact	Likelihood	Score	Traffic Light
Failure to deliver the FCCRAS Programme.	Our Resources	Service Delivery Director	Extreme	Unlikely	16	RED
Police Funding: Failure to maintain a balanced budget	Our Resources	CFO	Major	Possible	12	AMBER
Estate does not meet operational requirements	Our Resources	Commissioner	Extreme	Unlikely	16	RED
Failure to deliver Force Fleet Strategy to replace and maintain vehicle fleet in support of operational activities	Our Resources	Commander Ops (COO)	Serious	Unlikely	4	GREEN
Vulnerability of Force IT network security being compromised. Including data exfiltration, denial of service, ransomware and other malicious activity across the force network and systems that would have a direct impact on operational effectiveness and capability.	Our Resources	AC NLF	Extreme	Possible	16	RED

Organisational Risks	Associated Organisational Priority	Proposed COT Owner	Impact	Likelihood	Score	Traffic Light
Failure to deliver on Change Portfolio Plan	Efficiency & Effectiveness	AC NLF	Extreme	Possible	24	RED
Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER
Failure to retain Security of Force network and systems	Efficiency & Effectiveness	AC NLF	Major	Possible	12	AMBER
Failure to deliver Target Operating Model (TOM)	Efficiency & Effectiveness	Commissioner	Serious	Possible	6	AMBER
Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER

Operational Risks	Associated Policing Plan Priority	Proposed Owner	Impact	Likelihood	Score	Traffic Light
Realisation of a Terrorist Event with inadequate Force response	Keep people who live, work and visit the City Safe	Commander Ops	Extreme	Unlikely	16	RED
Failure to respond to OCG activity	Keep people who live, work and visit the City Safe	Commander Ops & NLF	Serious	Unlikely	4	GREEN
Failure to contain a public order event	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Inadequate response to a Civil Emergency	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Failure to respond to CSE within City	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER
Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER
Lack of resilience in Force Control room hampers ability to respond	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Lack of capacity and skills officers hampers ability to investigate homicides	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER

Operational Risks	Associated Policing Plan Priority	Proposed Owner	Impact	Likelihood	Score	Traffic Light
Force Cyber Crime Unit ability to respond to a Cyber Threat impacting City businesses or residents	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Possible	6	AMBER
Failure of performance as National Lead Force	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Extreme	Unlikely	16	RED
Failure to utilise Action Fraud reports and Intelligence	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Major	Unlikely	8	AMBER
Failure to maintain existing services within Action Fraud System	Protect the UK from the threat of Economic & Cyber Crime	Service Delivery Director	Major	Unlikely	8	AMBER
Failure of High profile/risk Investigation	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN
Failure to tackle OCGs operating within the City/Nationally committing economic and/or cyber crime	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN

Operational Risks	Associated Policing Plan Priority	Proposed Owner	Impact	Likelihood	Score	Traffic Light
Drop in victim satisfaction with services delivered by the Force	Putting the victim at the heart of everything we do	Commander Ops & NLF	Serious	Possible	6	AMBER
Force positive outcome rate for all crime decreases	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER
Force is not able to provide the services required to look after vulnerable victims	Putting the victim at the heart of everything we do	Commander Ops & NLF	Major	Unlikely	8	AMBER
Force unable to respond to victims within City within adequate timescale due to failure in process	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER
ECVCU unable to deliver requisite services	Putting the victim at the heart of everything we do	Commander NLF	Serious	Possible	6	AMBER
Drop in victim satisfaction with services delivered by the Force	Putting the victim at the heart of everything we do	Commander Ops & NLF	Serious	Possible	6	AMBER

10. The Police Authority will continue to retain its own risk register which the Force risks will link to, once placed on the City of London Corporation risk management system. Currently there are three active risks monitored by the Police Authority, these are as follows:

- TC PA 01: Police finances are not sustainable over the medium term
- TC PA 04: Inability to achieve efficient and effective governance of CoLP
- TC PA 05: Police Authority has an uninformed or erroneous view of efficiency and effectiveness of the operating changes being delivered through Transform and/or progress being made to deliver to agreed timelines

11. The Force risks on Police Funding and the Failure to deliver Target Operating Model (TOM) will be linked to the PAB risk profile so that Force actions and mitigations can be reviewed in line with PAB risk concerns.

12. The Force risks will now be placed onto the City of London Corporation risk system and be managed with oversight from the Audit & Assurance Board. A cascade of risk registers will be maintained within the Force meeting structure in support of the Force risk register so that risks will be monitored and managed at appropriate levels within the organisation. Having both risk registers on the Corporation risk software system will enable linked risk profiles, actions and mitigations across the Force and Authority to be considered on an ongoing basis.

Actions to Be Taken

13. Now that the risk profile has been refreshed and agreed by the Chief Officer Team the following actions will be undertaken to ensure the risks are monitored and managed.

- Populate the City of London Corporation risk management system with the Force risk areas.

- Associate actions for mitigating each risk with appropriate owners.
- Monitor the progress of risk management each month within the Audit & Assurance Meeting.
- Report back to Police Authority at the next risk update to show progress in managing and mitigating the refreshed Force risk profile.

Conclusion

14. The risk profile of the Force is continually reviewed and updated within Force to ensure it remains relevant. The Police Authority are kept informed of the Force Risk Profile as part of a bi-annual update to ensure they are briefed of new and emerging risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

Appendices

- Appendix 1 – Risk Scoring Criteria

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Appendix 1: Risk scoring Criteria

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people. Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

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