



Resource, Risk & Estates (Police) Committee

Date: MONDAY, 5 SEPTEMBER 2022
Time: 10.00 am
Venue: COMMITTEE ROOM 2 - 2ND FLOOR WEST WING, GUILDHALL

Members: Alderman Timothy Hailes (Chair)
Tijs Broeke (Deputy Chair)
Deputy James Thomson
Andrew Lentin
Dawn Wright
Alderman Professor Emma Edhem
Helen Fentimen
Martha Grekos
Deputy Randall Anderson
Adrian Hanstock (External Member)
Michael Landau (External Member)

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

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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. MINUTES

To agree the public minutes and non-public summary of the meeting of the Resource, Risk and Estates Committee held on 27th of May 2022.

For Decision
(Pages 5 - 12)

4. PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and the Commissioner.

For Information
(Pages 13 - 14)

5. *CITY OF LONDON POLICE (COLP) BUSINESS PLANNING PROCESS REVIEW

Report of the Commissioner.

For Information
(Pages 15 - 28)

6. *Q1 REVENUE AND CAPITAL BUDGET MONITORING

Report of the Commissioner.

For Information
(Pages 29 - 40)

7. *Q1 WORKFORCE /HR MONITORING REPORT- 2022-23

Report of the Commissioner.

For Information
(Pages 41 - 72)

8. *CHIEF FINANCE OFFICER (CFO) UPDATE

Report of the Commissioner.

For Information
(Pages 73 - 76)

9. ***INTERNAL AUDIT UPDATE**
Report of the Head of Internal Audit.

For Information
(Pages 77 - 82)

10. ***CITY OF LONDON POLICE RISK UPDATE**
Report of the Commissioner.

To follow

For Information

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

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

13. **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

14. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting of the Resource, Risk and Estates Committee held on 27th of May 2022.

For Decision
(Pages 83 - 86)

15. **NON-PUBLIC OUTSTANDING REFERENCES**
Joint report of the Town Clerk and the Commissioner.

For Information
(Pages 87 - 88)

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

For Information

(Pages 89 - 96)

17. ***PACCTS / NPCC JOINT BUDGET SURVEY, 2022/23**
Report of the Commissioner.

For Information
(Pages 97 - 124)

18. ***CITY OF LONDON POLICE RETENTION MEASURES**
Report of the Commissioner.

For Information
(Pages 125 - 144)

19. ***SECURITY REPORT: INFORMATION SECURITY RISKS (DEEP DIVE)**
Report of the Commissioner.

For Information
(Pages 145 - 152)

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

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

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE **Friday, 27 May 2022**

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at
Committee Room 1 - 2nd Floor West Wing, Guildhall on Friday, 27 May 2022 at
10.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Tijs Broeke (Deputy Chairman)
Deputy James Thomson
Alderman Professor Emma Edhem
Adrian Hanstock (External Member)
Helen Fentimen

In attendance virtually:

Andrew Lentin

Officers:

Richard Holt	- Town Clerk's Department
Sean Green	- Chamberlain's Department
Matthew Lock	- Chamberlain's Department
Paul Betts	- Assistant Commissioner, City of London Police
Alix Newbold	- Interim Director, Police Authority Team
Alex Orme	- Policy Manager, Police Authority Team
Alistair Cook	- Head, Police Authority Finance
Gary Brailsford-Hart	- City of London Police
Jonathan Chapman	- City of London Police
Kelly Harris	- City of London Police
Oliver Shaw	- City of London Police
Hayley Williams	- City of London Police
Paul Adams	- City of London

1. APOLOGIES

Apologies were received from Michael Landau. The Chair welcomed Helen Fentimen to her first meeting of the Committee as a Member of the Board and noted that Martha Grekos has been co-opted to the Committee by the Police Authority Board on the 25th of May.

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

There were no declarations.

3. **TERMS OF REFERENCE**

The Committee received its Terms of Reference as approved by the Police Authority Board.

The Chair noted his thanks to Jamie Ingham-Clark for his contributions to the Committee in his previous position of Chairman of the Finance Committee and informed that the new Chairman Henry Colthurst would be joining the Committee accordingly.

RESOLVED- That the Terms of Reference be noted.

4. **MINUTES**

The Committee considered the draft public minutes and non-public summary of the Resource, Risk and Estates Committee meeting held on the 4th of February.

It was noted that there was a typographic error in the name of Michael Landau which would be corrected.

RESOLVED- That the public minutes of the Resource, Risk and Estates Committee meeting held on the 4th of February be approved as an accurate record.

5. **PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and the Commissioner of Police on the actions outstanding from the previous meeting.

It was noted that one of the actions had been included in the Medium-Term Financial Plan (MFTP) and the second would be addressed in the Committee's agenda.

RESOLVED- That the report be noted.

6. **INTERNAL AUDIT UPDATE**

The Committee considered a report of the Head of Internal Audit regarding the Internal Audit Update.

The Chair requested further information on future funding of the City of London Police noting particularly the impact of increased inflation. Responding to this it was confirmed that the impact of inflation was being assessed across the City of London Corporation as a corporate risk and would be addressed in the MFTP risks.

Responding to the Chair's question regarding the IT Review, it was confirmed the Operating Level Agreement (OLA) was due to be presented for Chief Officer approval imminently.

The Chair of the Police Authority Board observed that with reference to the audit on Police Authority Governance, the findings were broadly in line with expectations and an update on this would be brought to the Committee.

The Committee discussed the position regarding the funding and savings risks for the City of London Police. Officers noted that there was a significantly improved financial risk for the City of London Police however more work would be required with regard to providing assurance on savings plans, workforce affordability and the impact of inflation which would be reflected in the next report for Committee. The Chair of the Police Authority Board observed that the measures required to give the Committee assurance on this would need to be appropriately addressed in the MTFP and that clear policy on the use of reserve would need to be agreed. It was explained that the proposal was to combine a number of earmarked reserves into central reserves to provide better control and oversight from the Police Authority Board.

The Committee agreed it was not comfortable with savings being achieved by holding posts open against approved operational budgets as it was not an effective long term strategic approach.

The Head of Internal Audit confirmed that he considered it fair and balanced for City of London Police Governance Arrangements to be rated as Green.

The Chair of the Police Authority Board commented that there needed to be an appropriate reporting plan, with reference to the correct establishment for the Workforce Plan.

Replying to a comments from the Committee on the Forward Programme of Work for 22-23, it was clarified that specific separate reviews on each the concerns raised would be completed rather than increasing the scope of existing reviews to include these risks.

RESOLVED- That the outcomes of completed Internal Audit work and the forward programme of Internal Audit work be noted.

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

The Committee received a presentation from the Commissioner of Police regarding the Workforce Update and the Year 3 Police Uplift Plan.

The Chair commented that he was content that the new leadership team have a grip on this, and that the Committee now had a strong oversight of the workforce concerns. In addition, it was observed that the final position needed to be that there is an effective establishment which is within budget. Responding to this it was confirmed that the City of London Police Chief Officers would be taking forward the work for the Corporate Services Review which was the only area outstanding from the Transform re-structure programme and was the reason the Force was still needing to hold vacancies to balance the budget.

A Member commented that it was felt that there was still work to do to link the workforce information back to the Policing Plan priorities. The Force responded to say that the granular detail is there behind the strategic piece and offered to take the Member through the detail outside of Committee. The Committee

requested that future workforce reports include information which would allow a better understanding of the skills assessment and assurance around this and how the force manages fluctuations and flexibility in demand and risks associated with that.

The Chair of the Police Authority Board commented that progress needed to be made on the increasing diversity in the workforce. It was confirmed that this had been raised as a risk in the Year 3 programme but noted it would be a challenge to address as the Metropolitan Police were also recruiting from the same pool for the uplift programme .

Responding to the presentation on the Police Uplift Programme the Chair commented that the City of London Police should highlight their unique offering.

A Committee Member noted the success of eight-week enablers campaign had been and were the enabling functions able to continue this level of support. Replying to this it was confirmed that in going into year three a dedicated team was established to address this and that each of the enabling functions required for the uplift had been funded on a fixed term basis.

Replying to a Member's question it was confirmed that the nine hundred and ninety five FTE, as demonstrated on page fifty-three of the agenda, was a complete refection of the required uplift at the end of the 3 year period.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner of Police on the City of London Police Workforce Monitoring report 1 October 2021-March 2022.

The Chair highlighted the relationship between the Workforce Plan and the Monitoring Report noting that progress was being made on data however there needed to be greater focus on this relationship between the reports, ensuring that the required core key skills areas were covered within the workforce. The Chair added that comparative data needed to be included for the Committee to have a better understanding of the relative position for the City of London Police. Responding to this it was explained that the Home Office released the comparative data for each Police Force only annually in July, and that the move to an online recruitment system would assist with collecting this comparative data which would be provided in future reports regarding workforce monitoring. However it was noted that this would not be able to be provided quarterly. The Chair of PAB suggested the Force consider using intra departmental comparisons which could pick up trends for attrition for example.

The Chair of the Police Authority Board noted that there needed to be a single combined and connected report on all Human Resources matters relating to the Force at the next and future Committees with appropriate dashboards and

metrics included to give a better understanding of these issues. Officers agreed to provide this information to the Committee to reassure Members on these details.

RESOVLED-That the report be noted.

9. ***CHIEF FINANCE OFFICER UPDATE**

The Committee received a joint report of the Commissioner of Police and the Police Authority Treasurer on the Chief Finance Officer's update.

The Police Authority Treasurer observed that there had been a steadying of financial position over the recent years however he was keen to drive this agenda forward. The Chair commented that balancing the budget was an absolute political priority.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner of Police on the provisional City of London Police Capital and Revenue Outturn 2021-2022.

The Committee were informed of the reasons for revenue underspend of £2M noting that this provided the opportunity to increase reserves with the proposal to pay into the general reserve and combine earmarked reserves to bring the general reserve to £4.3M.

The Chair noted he had concerns over the ability of the Force to adequately plan and execute capital spending budget exercises.

Following a discussion by the Committee on the suitability of combining reserves and how these would be managed, the Chair of PAB requested that Officers prepare a report for Committee consideration on the proposals for the reserves policy. However, it was noted that this would be covered in the final presentation of the Budget Outturn 21-22 to the Police Authority Board.

In response to a Member question it was confirmed that key decisions on the realignment of capital priorities would be taken by the City of London Police Chief Officer group.

RESOLVED- That: -

- I. the report be noted; and
- II. That Members noted 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.

11. ***CITY OF LONDON POLICE RISK REGISTER UPDATE**

The Committee received a report of the Commissioner of Police on the City of London Police Risk Register Update. It was noted that the key objective of this update was to bring the City of London Police risk reporting process in line with the City of London Corporation's risk reporting process with the report focussing on systems and processes rather substantive analysis of each risk.

The Chair requested that an update on the risk register be prepared for the Committee on a quarterly basis rather than biannually.

The Chair of the Police Authority Board requested that a report be brought to the Committee on the City of London Police's vulnerability to cyber-attack.

Responding to a Committee Member's concerns on the likelihood and level of specific risks in the Risk Register it was confirmed that further details regarding these risks would be included in the quarterly report to the Committee.

RESOLVED- That the report be noted.

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

There were no questions received in the public session.

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no urgent business considered in the public session.

14. 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.

Item No.

15-20

Paragraph No.

3

15. NON-PUBLIC MINUTES

The Committee considered the non-public minutes of the Resource Risk and Estates Committee meeting held on the 4th of February.

RESOLVED- That the non-public minutes of the Resource Risk and Estates Committee be approved as an accurate record.

16. NON-PUBLIC OUTSTANDING REFERENCES

The Committee received a joint report of the Town Clerk and Commissioner of Police.

RESOLVED- That the report be noted

17. *MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE

18. ***POLICE IT VALUE FOR MONEY REVIEW**

The Committee received a joint report of the Chief Operating Officer and the Commissioner of Police regarding the Police IT Value for Money Review.

RESOLVED- That the report be noted.

19. ***GW1-5 COLP FLEET REPLACEMENT**

The Committee received a report of the Commissioner of Police on the City of London Police Vehicle Fleet Replacement Programme 2022/23.

RESOLVED- That the report be noted.

20. ***FUTURE POLICE ESTATE PORTFOLIO UPDATE**

The Committee received a joint report of the Commissioner of Police and City Surveyor on the Future Police Estate Portfolio Update.

RESOLVED- That the report be noted.

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

There were no questions received in the non-public session.

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

There was no urgent business considered in the non-public session.

The meeting ended at 12.12 pm

Chair

Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk

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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 Finance Officer CoLP/ 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	27 May 2022 COLP Workforce Monitoring 1 October 2021- 31 March 2022	Officers to bring one single report to Committee regarding Human Resources matters, including recruitment and workforce update relating to the City of London Police Force	Commissioner	Complete -On agenda for 5 September RREC and for future quarterly meetings.
2/2022/P	27 May City of London Police Risk Register Update	Officers to bring a report to the Committee on City of London Police's vulnerability to cyber-attack	Commissioner	Complete - On agenda for 5 September RREC

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Committee(s): Resource Risk and Estates Committee	Dated: 05 September 2022
Strategic Planning and Performance Committee	12 September 2022
Police Authority Board	27 September 2022
Subject: City of London Police (CoLP) Business Planning Process Review	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 57-22	For Information
Report author: Emma Cunningham, Head of Strategic Development	

Summary

The Force has been working to develop a new Business Planning Process to better align financial and workforce planning, along with change activities, to the delivery of the Policing Plan priorities.

This new process will also enable the Force to produce a number of strategic products from a single data set including the HMICFRS Force Management Statement and the CoLP Annual Report which reports on the previous year's performance.

This new process has been presented internally at a Senior Leaders Forum on 28 July 2022 and has been approved by the Chief Officer Team. The Head of Strategic Development is currently working to implement the new process with Business Leads and Directorate Heads, as well as the Chief Finance Officer and Director of HR within the City of London Police. The Head of Strategic Development has also worked closely with the Corporate Strategy and Performance Team within the City of London Corporation to align processes, templates and guidance where possible.

Members will continue to be involved in the annual refresh of the City of London Policing Plan as part of the cycle.

The current thinking on process is presented in the attached appendix for Members' information.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Members will be aware the Policing Plan is developed and implemented on a 3-year period. The latest Policing Plan being developed by the new Commissioner in January 2022 for the period 2022-2025. These plans are subject to an annual refresh. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans.¹
2. Whilst the process to inform the Policing Plan has continued in the same vein for a number of years, it has been noted that there has been a significant disjoint between delivery of the Policing Plan priorities and workforce and financial planning. The Force has been working on a new business planning process which will aim to resolve these issues.

Current Position

3. The new process was presented to the Force Senior Leaders Forum on the 28 July 2022, following which an internal working group has been set up to develop the detailed templates and guidance. This has been meeting fortnightly over the Summer and into September and the intention is to hold an internal Business Planning Forum with all officers and staff involved in the process at the end of September. The Chief Officer Team has agreed the new process.
4. The main objective of introducing the new process is to ensure that there are Business Plans in place for each business area with clear and evidenced links between financial planning, workforce planning and delivery of the Policing Plan priorities.
5. An additional benefit of the new model is to put in place a process to collect and collate relevant data and information for a number of strategic products, including HMICFRS Force Management Statement, the CoLP Annual Report and a number of returns for equality and diversity data, amongst others. This will reduce the bureaucratic burden on the operational directorates by reducing the number of requests they get to provide data and information. This process will also ensure a single version of the truth.

Corporate & Strategic Implications –

6. Strategic implications – The new process supports delivery of the City of London Policing Plan:
 - Keep those who live, work, and visit the city safe and feeling safe
 - Protect the UK from the threat of economic and cybercrime
 - Put the victim at the heart of everything we do
7. Financial implications - no specific financial implications other than opportunity cost savings of less time spent by Directorates producing repeat data requests.

¹ Police Reform and Social Responsibility Act 2011

8. Resource implications – none.
9. Legal implications - the process still complies with relevant legislation relating to the production of a Policing Plan
10. Risk implications - none.
11. Equalities implications – The new process poses no adverse impacts for those protected by the Equality Act.
12. Climate implications – none.
13. Security implications – none.

Conclusion

14. This is a significant change in approach for the Force and whilst it will require time to bed in, it will improve the way in which the Force is able to link all planning processes and demonstrate that its financial planning, workforce planning, change activities and service delivery are clearly linked.

Appendices

- Appendix 1 – CoLP Business Planning Process Review

Emma Cunningham

Head of Strategic Development
City of London Police

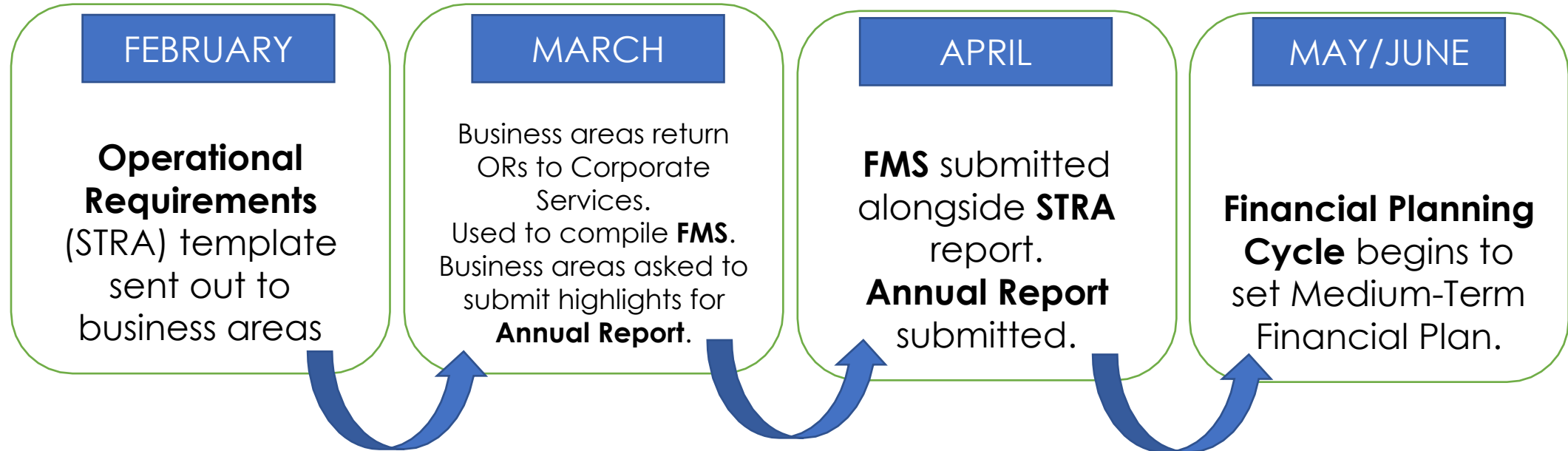
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Business Plan Process Review



Current Process



Issues with current process:

- Unclear how workforce planning (currently undertaken separately by HR) links in with business planning process
- Where do business areas link their work with Policing Plan?
- Multiple requests from Corporate Services to business areas in short space of time, taking business areas away from critical front line work
- Lack of consistency in returns from business areas
- Data modelling to predict demand is often lacking or inconsistently detailed/accurate

Learning from other forces

We have reached out to find out how other forces are doing in the business planning space:

- Sussex
- Cambridge
- Cumbria
- Dyfed-Powys
- West Yorkshire
- Metropolitan Police
- South Yorkshire



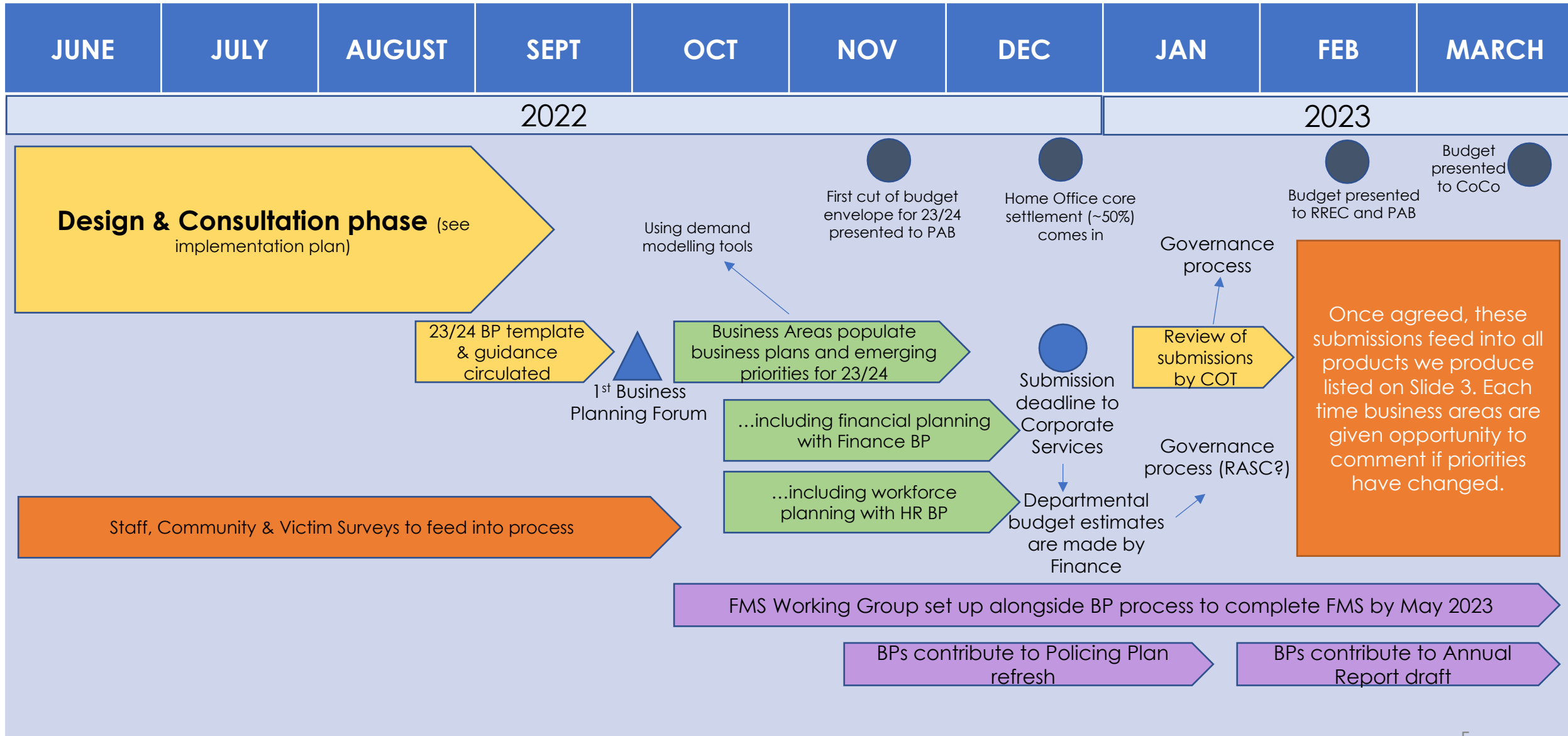
Proposed New Process

One comprehensive business planning cycle that can be used for:

- Policing Plan & Annual Report
- Operational Requirements
- Force Management Statement
- Medium Term Financial Plan
- Demand Modelling
- Workforce Plans
- Capturing Corporate Risks & Issues
- Equalities Monitoring
- Simple HMICFRS Returns
- Feeding into cross-cutting strategies with partners, e.g. Safer City Partnership
- Ad hoc requests for strategic narratives / bids to Govt, etc

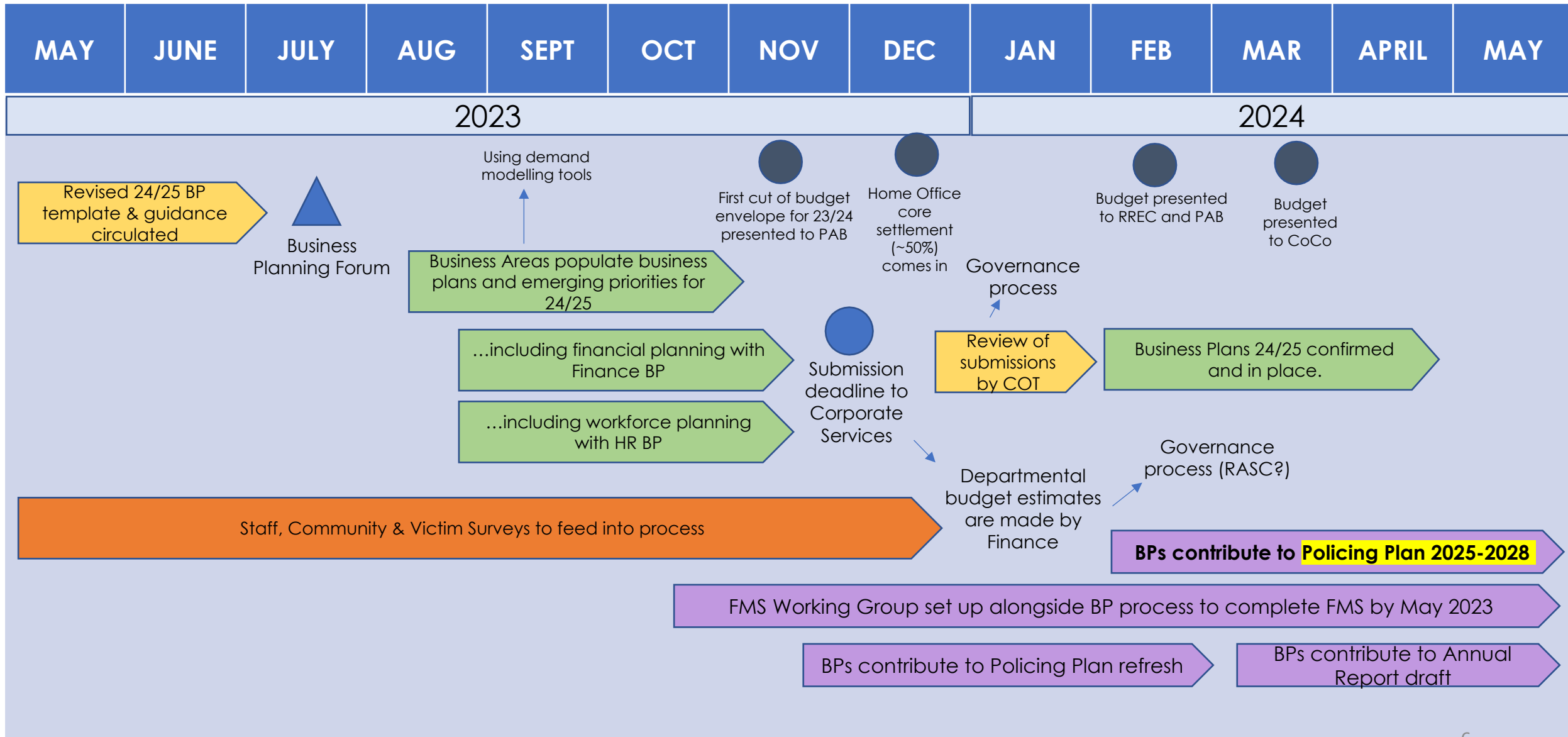
New Process In Action – This year*

*this process prepares us for 23/24 Business Plans



New Process In Action – Next year*

*this process prepares us for 24/25 Business Plans





Benefits

- ✓ Better understanding of how initiatives run by business areas contribute to Policing Plan at a strategic level
- ✓ Better comparator of performance across business areas for Chief Officer Team
- ✓ More efficient for Corporate Services and Business Areas
- ✓ One source of truth
- ✓ Truly holistic approach that brings together strategy, spend and people
- ✓ Break down silos and help everyone see how they contribute to the whole Force
- ✓ Aligns the Force with the City Corporation's business planning cycle
- ✓ Improved scrutiny of our work from Police Authority

Implementation Plan

EARLY JULY	JULY	JULY/ AUGUST	AUGUST	AUG / SEPT
Kick off meeting with Chief Officer Team	Working Group set up (to meet fortnightly)	Business Plan Template and Guidance drawn up	Consultation sessions to be held with Chief Supts and Supts	Business Plan Contacts in each business area identified
SEPTEMBER	LATE SEPT	OCTOBER	OCT/NOV	DECEMBER
Internal Comms issued and regularly repeated to whole Force	Business Plan Forum set up and first meeting held	Template and guidance issued, and deadline set	Business areas write business plans and consult internally and with external stakeholders	Corporate Services Review first submission of new process and make recommendations to improve process to COT and Business Plan Forum where necessary

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Committee(s): Resources, Risk & Estates Committee (RREC) Police Authority Board (PAB)	Dated: 05/09/2022 27/09/2022
Subject: Q1 Revenue & Capital Budget Monitoring, 2022/23	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
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 58-22	For Information
Report author: Chief Finance Officer & Deputy CFO	

Summary

This report provides an early-year review of progress against the Force's revenue and capital budgets. A wide range of dynamic variables, particularly in the current environment, makes forecasting challenging at this point in the cycle and forecast confidence levels will increase as we move through Q2 and Q3. Also, while this paper follows the pattern of previous quarterly reports, it is proposed to transition towards dashboard and PowerPoint-style reporting from Q2. A first cut, high-level example of a potential dashboard is illustrated in Appendix 1, which brings together workforce and financial plans and progress – and will be developed further.

The overall Q1 projection is that the Force will outturn within its revenue budget envelope for 2022/23. However, within that are some significant fluctuations and the risks from this of tipping into an overall overspend position will require careful management. Pay underspends provide the main financial opportunity, particularly with officer levels being below the Year 3 Uplift target for much of the year. Offsetting pressures and risks include officer and staff pay deals being higher than budgeted, possible need to implement retention measures, increasing Action Fraud demand and TfL funding reduction. While CoLP will endeavour to absorb pressures within the 2022/23 budgetary envelope, elements such as higher inflation will increase downstream pressure on the Police Medium Term Financial Plan (MTFP) which may well require a case for drawdown from reserves and potentially other measures.

The budget approved by PAB in February has been allocated against a revised cost centre structure linked to the new Operating Model. With the scale of this change and number of recent vacancies in Finance, significant work is required on recoding to enable completeness of financial reporting by business area.

The early year prognosis is that the Force will achieve its £6.1m mitigations target, however further assessment will be needed for Q2 and Q3 to provide appropriately

robust assurance on this forecast. The report also highlights some risks to delivery of mitigations.

Pending a review of the CoLP Change Portfolio, £6.9m capital budget and funding (inclusive of £3m Home Office funding) has been allocated for Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS), fleet replacement and a small number of other near-term priorities. It is expected that this budget will be fully spent or committed in year.

The report offers proposals around the governance over the use of Proceeds of Crime Act (POCA) funding between the Force and Police Authority (section 7).

A £1m budget for the Police Authority was approved for 22/23, funded from part of the Business Rate Premium increase. Work is being finalised to recode appropriate costs to support financial reporting against this budget from Q2.

Recommendation

Members are asked to note the report.

Main Report

1 Chief Officer Cash Limit Budget

- 1.1 Funding and income for 2022/23 totals £170.6m as shown in Table 1 below. To deliver against the CoLP's 2022/23 Policing Plan priorities, the budget was set to fund 993 officers and 516 staff less an assumed natural vacancy factor. This includes the Home Office's year 3 funded uplift of 59 officers. Funding / income has increased from the £163.8m which was approved by PAB in February 2022 as part of the budget settling process. This is due to recognition of funding for Cyber Lead Force and ROCUs (which were treated as 'net nil' in the budget setting paper), offset by corresponding expenditure.

Table 1 – Funding Streams

Funding	£'000	%
Core grant	74,329	44%
Business Rates Premium	20,200	12%
Specific Government Grants	59,966	35%
Partnership Funding	13,915	8%
Fees and charges	3,366	2%
Corporation - Contact Centre	680	0%
Corporation - Cyber Griffin BPR	700	0%
Use of POCA Reserve	500	0%
Capital Financing	(3,080)	
Total Funding and Income	170,576	

- 1.2 The items shown in Table 1 above provide the Gross Budget. The Core Grant and funding from City of London Corporation (CoLC) is held by the Police Authority until the end of the financial year, providing an in-year Net Budget of £92.8m, after adjusting for capital financing (£0.58m) and Action Fraud loan repayment (£2.5m) totalling £3.1m. These costs are treated as negative financing for Local Authority budgeting.
- 1.3 Therefore, the Chief Officer Cash Limited Budget is £92.8m.
- 1.4 Table 2 summarises the 2022/23 net revenue budget, the projected year end outturn as at Q1 and variances to Q1 against the year-to-date budget. Underspends / positive variances are shown in brackets:

Table 2 – 2022/23 Revenue Budget

	22/23 Latest Budget	Budget YTD	Actual (Q1 YTD)	Variance YTD	Projected Outturn	Proj Variance
	£m	£m	£m	£m	£m	£m
Pay						
Officers	68.0	17.0	14.8	(2.2)	68.3	0.3
Staff	27.4	6.8	6.4	(0.4)	27.4	0.1
Overtime	2.3	0.6	0.5	(0.0)	2.3	0.0
Agency	0.8	0.2	0.1	(0.1)	0.8	0.0
Indirect employee costs	2.1	0.5	0.2	(0.3)	2.1	0.0
Pensions Contrib.	23.0	0.0	0.0	0.0	23.0	0.0
Total Pay	123.6	25.1	22.1	(3.0)	123.9	0.3
Non-Pay						
Premise Costs	2.7	0.7	2.3	1.6	2.6	(0.1)
Transport Costs	2.4	0.6	0.1	(0.5)	2.4	0.0
Supplies and Services	29.4	7.4	5.2	(2.2)	29.3	(0.1)
Third Party Payments	8.9	2.2	0.6	(1.6)	8.7	(0.1)
CoL Support Services	3.2	0.8	0.2	(0.6)	3.2	0.0
Capital Charges	0.5	0.0	0.0	0.0	0.5	0.0
Non-Pay	47.0	11.6	8.4	(3.3)	46.7	(0.3)
Total Expenditure	170.6	36.8	30.5	(6.3)	170.6	0.0
Income						
Specific Grant	(60.0)	(10.6)	(1.0)	9.6	(60.0)	0.0
Partnership	(13.9)	(1.9)	(1.9)	0.0	(13.9)	0.0
Fees & Charges	(3.4)	(1.1)	(1.1)	0.0	(3.4)	0.0
Transfer from Reserves	(0.5)	0.0	0.0	0.0	(0.5)	0.0
Total Income	(77.7)	(13.6)	(3.9)	9.7	(77.7)	0.0
Funding	(92.9)	(23.2)	(23.2)	0.0	(92.9)	0.1
Underlying Deficit	0.0	0.0	0.0	3.4	0.0	0.1

- 1.5 While a few small projected variances (final column of Table 2) have been replicated from the financial system, the Q1 forecast is, in all 'material' respects, to budget.
- 1.6 A wide range of dynamic variables, particularly in the current policing environment, makes forecasting particularly challenging at this point in the cycle – and forecast confidence levels will increase as we move through Q2 and Q3. These challenges include both officer and staff pay deals being higher than budgeted, the impact of general price inflation, officer recruitment and rank mix variations compared to budget, possible need to implement retention measures, increasing Action Fraud demand, the reduction of £1.2m TfL income from roads policing and ongoing pressures from premises costs. It is expected that pay underspends at Q1 will mitigate the financial impact of these challenges in 22/23 but, in future years, elements such as higher inflation will increase downstream pressure on the Police MTFP which may well necessitate a case for drawdown from reserves and potentially other measures.

Pay budget / workforce management

- 2.1 The pay budget constitutes 73% of the expenditure budget and provides for a current establishment of 1,509 FTE, comprising 993 Officers and 516 staff. The pay budget incorporates a natural vacancy factor of £2.5m (approximately equivalent to 40 posts) plus a £1m savings target. CoLP is undertaking Corporate Services and Staff reviews, with the objective of baselining an affordable and efficient staffing model.
- 2.2 Table 3 sets out the actual position by month for Q1 and a forward projection by month for the rest of the financial year. It should be noted that this is only a forecast; it is particularly difficult to predict exactly when posts will be filled due to the timing and success of recruitment campaigns, probationer intake, and the vetting process. It is also difficult to predict rate and timing of leavers.
- 2.3 The position is closely monitored via the Force's People Board, which meets monthly. All recruitment is approved by People Board after confirming funding is in place for each post.

Table 3 – Actual workforce numbers for Q1 and forward projections

	Month	Staff FTE	Officers FTE	Total
Actual	April	469	865	1334
	May	473	862	1335
	June	468	860	1328
Forecast	July	473	845	1318
	August	476	891	1367
	September	479	988	1467
	October	482	981	1463
	November	486	978	1464
	December	489	967	1456
	January	492	1027	1519
	February	495	1009	1504
	March	498	1004	1502

Calculation of budgeted officers per month = 993 – 25 natural vacancy factor = 968

Calculation of budgeted staff per month = 516 – 15 natural vacancy factor – 18 savings = 483

- 2.4 As noted above, pay budgets for Q1 are underspent by £3m. Of this £2.4m is attributable to direct pay underspends resulting from vacancies. Largely due to the recruitment timeline for officer uplift, the actual workforce paid in Q1 was significantly below establishment. Whilst officer numbers have been in line with profiled plans for Q1, the plans for August and September are for large intakes, which will be crucial to delivery of the Year 3 Uplift target. At the time of reporting, the August intake of 50 officers has been successfully achieved and the Q2 report will provide a firmer indication of progress. While the budget and operational model are based on establishment FTE numbers, the Home Office uplift targets are based on headcount. A comparison of officer FTE and head count is contained in the dashboard at Appendix 1.
- 2.5 **Officer Pay Award:** In July 2022 the Home Office announced that from September 2022 all police officers will receive a £1,900 salary uplift including a 5% increase in London Weighting, equivalent to a 5% pay award. The 2022/23 pay budget, however, provided for a 2% increase in officer pay plus 1% for an assumed average increase in spine point progression. Early estimates suggest that, based on full establishment less natural vacancy factor, the financial impact is an increase in officer pay of some £2.3m per annum.
- 2.6 The Home Office announced additional funding of £70m in 2022/23, £140m in 2023/24 and 2024/25 to assist with affordability and the CoLP share of the £70m in 2022/23 has been confirmed as £0.5m. The allocation will be in the form of an unringfenced grant in line with current funding formula shares although the allocation mechanism for future years has not yet been determined. Assuming, however, that the funding will continue to be allocated according to current formula shares, CoLP is likely to be awarded £1m in both 2023/24 and 2024/25 leaving a potential officer pay pressure of £1.3m per annum compared to the assumptions built into the Force's MTFP.

- 2.7 **Staff Pay Award:** City Corporation has proposed a £1,300 salary uplift for all staff from July 2022 in addition to a 3% increase in London Weighting. CoLP estimate that this provides an average increase of 2.76% for all graded staff. This compares with an assumed 1% pay increase and 1% average increase in spine point progression for 2022/23 which was built into the staff pay budget. Whilst this offer has been rejected by the Trade Unions, for planning purposes it is assumed that staff pay will increase by an average of 2.76% in this financial year. Initial estimates suggest the full year impact could be £0.5m per annum from 2023/24.
- 2.8 Notwithstanding the significant downstream MTFP impact of the pay deals being higher than anticipated, considering current officer workforce projections and pay underspends in Q1 to date, early indications suggest that the increase in pay for both officers and staff can be contained within 22/23 budgets. However, the position will need to be closely monitored.
- 2.9 **Other Pay Costs:** Overtime and Agency costs are currently forecast to budget at Q1. There continue to be increasing calls on overtime arising from a range of operations, events and planned demonstrations (including Jubilee, Commonwealth Games, Extinction Rebellion (XR) and major crime). While Home Office is reimbursing some of these costs, recharging of XR costs for example is dependent on achieving overtime thresholds which adds risk to the budget. Keeping 'net' overtime and agency costs within budget will contribute £0.8m to the mitigations plan for 2022/23 (Table 4).
- 2.10 **Police Uplift Programme:** additional funding for the Year 3 officer uplift of 59 was £3.3m, including a £1m ringfenced element for which the level of payment is dependent on outcome against target. This provides for officer salary, ERNIC¹ and superannuation costs along with a modest contribution to 'on costs'. While a range of 'on cost' budgets, particularly IT, have been uplifted, there is a risk of insufficient provision for elements such as extensive recruitment campaigns, probationer training, uniform and lockers which will need to continue to be monitored.

Non-Pay

- 3.1 Non-Pay comprises 27% of the expenditure budget, and the projection is that non-pay will outturn broadly in line with budget but again this will be subject to further refinement at Q2.
- 3.2 **Premises:** Q1 includes £1.7m of rates, £1.1m of which relates to New Street and is subject to an ongoing rating review by the Valuation Officer. An appeal has been made to reclassify New Street, with an outcome expected to be received in September and with potential savings of £0.5m per annum if successful. The premises budgets also include estate management cost for Bishopsgate, New Street, Guildhall Yard East (GYE). Based on prior year experience, there may well be some pressure on estates and facilities

¹ Earnings Related National Insurance Contributions

management budgets. Also, better intelligence on inflationary impacts for non-pay, particularly utilities and fuel costs (latter as part of Transport costs) should be available for future quarterly reports.

- 3.3 **Supplies and Services:** budgets include an increase for Action Fraud and National Fraud Intelligence Bureau (although there are further demand pressures to manage within this), along with costs for the National Cyber Security Programme, Economic Crime Capability and a range of operational costs. This shows an underspend at end of Q1 of £2.2m, which is mainly due to timing differences in the receipting of purchase orders for NLF activities £1.8m and the reversal of £474k of creditor accruals from 2021/22 relating to S22 costs (for collaborative services with the Met) which have not yet been invoiced.
- 3.4 While formal discussions with TfL on a likely £1.2m reduction in income post-dated the setting of the original 22/23 budget, this reduction has now been built into budgetary allocations. However, it does increase the pressure on other (particularly non-pay) budgets which will require careful management as the year progresses.

Mitigations/Savings Plans

- 4.1 Table 4 shows the breakdown of mitigations identified to deliver the £6.1m target for 2022/23. In-year progress against each line will be reported from Q2. The prognosis at this early point is that the Force will achieve its £6.1m target, although more robust forecasts will be brought forward in Q2 and Q3. While all the mitigations have been built into the budget to balance it, the comments section in the Table highlights some risks to their delivery.

Table 4 – Mitigation Plans

2022/23 Mitigations plan	Target £m	Forecast £m	Comments	RAG
Staff reductions / rank ratios through Corporate Services / Staff review	1.0	1.0	Risk of delay or failure to baseline an affordable and efficient staffing model through Corporate Services & Staff reviews is mitigated by holding staff vacancies where possible and appropriate. Staff costs within budget	
Increase in Precept Grant from Home Office	0.8	0.8	Achieved as part of the 22/23 Home Office funding settlement	
Reduction in capital financing costs due to prior year underspends on capital	0.8	0.8	To be assessed with Chamberlain's during Q2. Large capital underspends in 20/21 & 21/22 should support achievement of this 'one off' mitigation	
Savings on consumables	0.6	0.6	Removed from budgets. More robust assessment of deliverability to be undertaken for Q2	
Increased use of POCA reserve for appropriate areas of budget spend, supported by increase in seized assets	0.7	0.7	POCA / Op Neutron bidding process to identify £0.7m existing budget spend alongside bids for new money (Q2)	
Reduction in average pay costs due to probationer intake for Year 3 PUP	0.5	0.5	Removed from budgets. Potential for delivery risk depending on rank (and PC probationer vs transferee) mix of intakes. To review at Q2.	
Overtime reductions linked to Bank of England contract	0.5	0.5	Removed from budget. Will not be incurred for this purpose though other overtime pressures to be managed	
Agency staff	0.3	0.3	Removed from budgets. Stronger assessment of deliverability to be undertaken for Q2	
Professional fees	0.9	0.9	Removed from budgets. Stronger assessment of deliverability to be undertaken for Q2	
Total	6.1	6.1		

Income

- 5.1 Table 5 provides a breakdown of grant and income funding for 2022/23, split between National Lead Force funding streams and other, totalling £77.2m. In accordance with prior year reports minimal income is shown in Q1 although this is expected to increase from Q2 onwards. Apart from the reduction in TfL funding (now recognised in the budget), current projections indicate a high level of confidence in receipt from all funders in the current financial year.
- 5.2 The majority of grant income is received or accrued at the year-end, although steps will be taken to claim grant income earlier in the year wherever possible.
- 5.3 Work is in progress to provide an updated breakdown of 'people and money' allocations between core and funded services, which will support better

assessment of, for example, the level of cost recovery for funded work and where savings can and cannot be allocated between budgets. Further insight on this will be brought forward for Q2.

Table 5 – Breakdown of Income

Breakdown of Income, 22/23			
	£m		£m
National Lead Force		Other Income	
NLF Fraud	2.25	Pensions Deficit Grant	23.0
NLF Cyber	4.5	CT, Servator, Special Branch	8.7
Action Fraud / NFIB	12.0	TfL	1.2
Funded Units	10.8	POCA	1.0
EC Capability	2.7	Bridge House Estates	0.3
Fraud Reform	2.6	Other	2.4
EC Victim Care	2.2	Total Other Income	36.6
ROCU officers	2.2		
Economic Crime Academy	1.2		
Protect grant	0.7		
Total NFL	41.1	Total Income	77.7

Capital Programme

- 6.1 As previously reported, there are two elements to the CoLP Capital Programme; (i) legacy schemes approved prior to 2020/21, funded by the Corporation of London and significantly progressed through their lifecycles, and (ii) Police capital priorities approved through a loan facility from the Corporation from 2020/21 and onwards. CoLP will also be a major beneficiary of the Corporation's Combined Courts & Police Accommodation – and Secure City – Programmes.
- 6.2 CoLP is currently undertaking a review of its capital portfolio against the change roadmap set out in the 22/23 Policing Plan (alongside playing into the Capital Programme review by Operation Property & Projects Sub-Committee as appropriate). This process will set future priorities, clear interlinkages between projects and robust project and resource plans, which should mitigate against the significant project slippage and capital underspends experienced in the last few years. In the interim a request was made and approved at Resource Allocation Sub-Committee (RASC) in July for capital loan funding of £3.936m to progress work on the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme, fleet replacement and other near-term priorities.
- 6.3 Table 6 summarises the 'interim' loan-funding requirement for 22/23, totalling £3.936m.

Table 6 – Interim Capital Budgets (pending Portfolio Review)

	2022/23 Project Budget	Of which loan- funding	Of which HO funding	Forecast Spend 2022/23	Forecast Variance
	£000	£000	£000	£000	£000
FCCRAS (including £3m Home Office funding)	5,200	2,200	3,000	5,200	-
Car Fleet Replacement	250	250	-	250	-
Horsebox	400	400	-	400	-
Motorbike Fleet replacement	236	236	-	236	-
Body Worn Video Equipment	300	300	-	300	-
Armoury Improvements	100	100	-	100	-
Forensics Networks & Storage	450	450	-	450	-
Total	6,936	3,936	3,000	6,936	0

6.4 While there has been significant resource utilisation on FCCRAS in Q1, in line with budget, invoices are awaited to provide recognition of these costs. Orders are also in the process of being placed for fleet replacement. Overall, it is expected that the capital funding in Table 6 will be fully utilised (spent or committed) in year.

7. Use of Reserves

7.1 The Police reserves position is summarised in Table 7 below:

Table 7 - Reserves

	Opening Balance	Projected Spend	Projected Closing Balance
	£'m	£'m	£'m
POCA	(9.0)	2.5	(6.5)
General Reserve	(4.0)	0.0	(4.0)
Police Capital Financing Reserve	(1.3)	0.0	(1.3)
Emergency Services Mobile Technology	(0.3)	0.0	(0.3)
Total	(14.6)	2.5	(12.1)

7.2 **POCA:** The Proceeds of Crime Act (POCA) reserve relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. It is expected that the funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:

1. Asset Recovery Work
2. Crime Reduction projects
3. Community Projects

4. Miscellaneous (most POCA receipts nationally get allocated here)

7.3 The opening balance at the start of the financial year was £9m and includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron. This clearly increases significance and the need for sound governance by CoLP and Police Authority over the use of this funding stream. In that regard, this paper would make the following proposals:

7.3.1 That the budget setting process through the Police Authority includes the planned level of spend or commitment against POCA funds and approximate allocations between (a) the categories in 7.2 and (b) new initiatives vs existing operations. Subject to consideration, spend on existing operations may include part-funding of Asset Recovery Team – first category in 7.2 - which is done in a number of Forces, or other appropriate functions. The need for this is also linked to delivery of £0.7m of CoLP's current year mitigation plans (Table 4).

7.3.2 Through this process, the Police Authority would approve a POCA funding envelope for CoLP (as part of overall budget approval) as well as for the Safer City Partnership, the latter of which would provide a major focus on the third category in 7.2.

7.3.3 That a reasonable and realistic timescale would be to utilise the current proceeds over 3-years, recognising that new receipts will flow in that time.

7.3.4 That POCA bids will be assessed through CoLP's Strategic Finance Board and decided by Chief Officer Team, with quarterly progress and outturn updates being reported to PAB through RREC.

7.4 A range of bids have been submitted and subjected to initial assessment by the Chief Officer Team. Further work is being undertaken during Q2 to make firm decisions on the priorities and revert to RREC and PAB on the financial implications for 22/23. In this regard, the £2.5m projected spend shown in Table 7 is highly indicative at this point.

8. 22/23 Budgetary Risks & Opportunities

8.1 This paper highlights a range of known pressures, risks and opportunities, with the key ones being:

- Failure to deliver the full £6.1m mitigations
- Inflation being in excess of assumptions applied in the budget
- New pressures or funding reductions emerging in-year
- Inability to deliver uplift levels - risk to 2022/23 ringfenced funding and future core funding, as well as operational risk
- Main financial opportunity = time lag in recruiting to Year 3 uplift target

8.2 The risk and opportunities assessment, with mitigations, will be further developed for Q2.

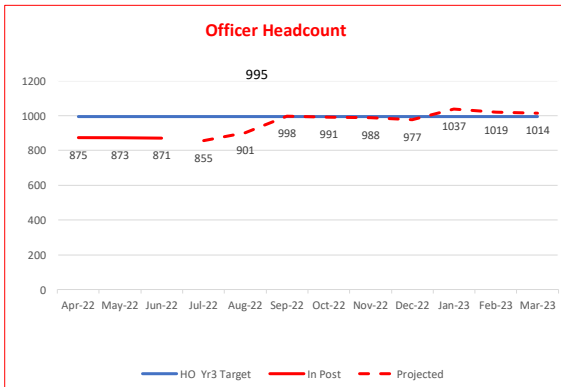
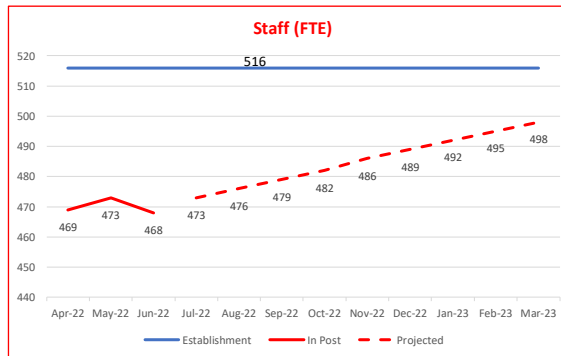
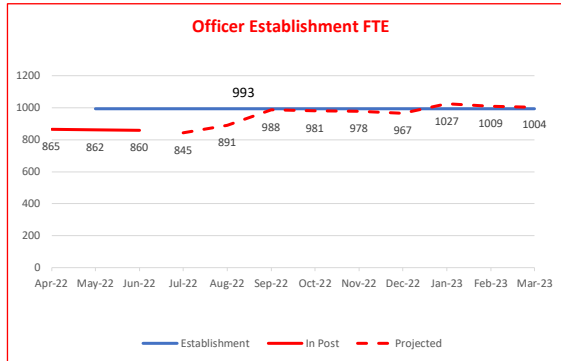
Appendices

1. Illustrative Workforce & Financial Dashboard

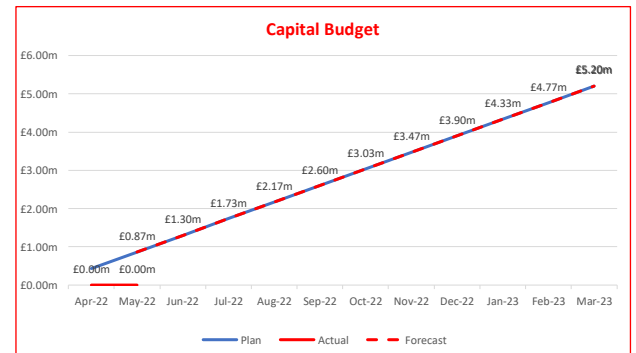
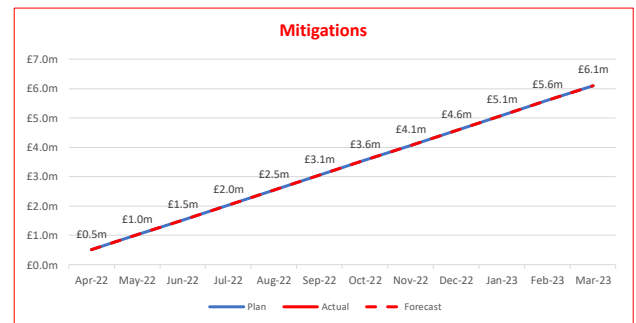
Appendix 1 – Illustrative Workforce & Financial Dashboard

CoLP Workforce & Financial Dashboard 2022/23

Jun-22



	Revenue Budget			Outturn Forecast		
	Budget £m	YTD Actual £m	Var £m	Budget £m	Forecast £m	Var £m
Officers Pay Cost	17.01	14.84	(2.17)	68.02	68.34	0.32
Staff Pay Cost	6.84	6.42	(0.42)	27.37	27.37	0.00
Overtime	0.58	0.54	(0.04)	2.31	2.31	0.00
Other	0.72	0.35	(0.37)	25.87	25.87	0.00
Total pay costs	25.14	22.15	(3.00)	123.57	123.89	0.32
Non Pay Costs	11.64	8.36	(3.28)	47.03	46.79	(0.24)
Total Expenditure	36.78	30.51	(6.28)	170.60	170.68	0.08
Income	(13.57)	(3.87)	9.69	(77.25)	(77.25)	0.00
Funding	(23.21)	(23.21)	0.00	(92.86)	(92.86)	0.00
Use of Reserves	0.00	0.00	0.00	(0.50)	(0.50)	0.00
(Surplus)/ Deficit	0.00	3.42	3.42	0.00	0.08	0.08



Committee(s): Resource Risk and Estates Committee- <i>For information</i>	Dated: 05 September 2022
Subject: Q1 Workforce /HR Monitoring Report- 2022-23	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 60-22	For Information
Report author(s): Paul Betts, Assistant Commissioner; Kelly Harris, Interim HR Director; Rebecca Scrace, HR Performance Information	

Summary

The Force has previously provided an HR Monitoring Report bi-annually to this Committee, but it was agreed with Members that this report would now be provided quarterly at each Resource Risk and Estates Committee (RREC).

The report sets out the City of London Police ('the Force') Human Resources Monitoring Data for Q1 2022/23 between 1st April 2022 to 30th June 2022 and is presented in a new format.

A Summary is provided on slide 3.

Recommendation

Members are asked to note the report.

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HR Monitoring Presentation

Q1 April 22 to June 22

CONTENTS

1. Summary
2. Workforce Establishment
3. Diversity (Gender and Ethnicity)
4. Recruitment
5. People Turnover
6. Sickness
7. Appendix 1 - Key Terms
8. Appendix 2 – Operating Establishment
9. Appendix 3 – Recruitment Rules

SUMMARY

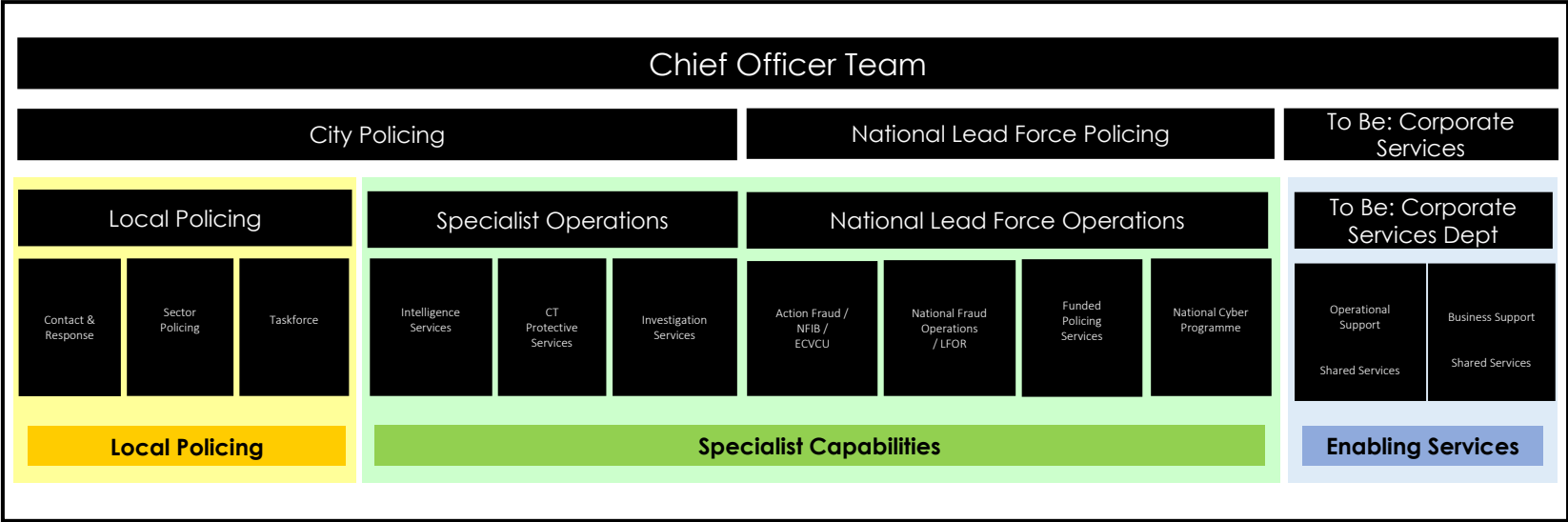
This report sets out the City of London Police ('the Force') Human Resources monitoring data for Q1 2022/23 between **1st April 2022 to 30th June 2022**. The force's Human Resources department now provide workforce data to the Resource Risk and Estates Committee (RREC), at the previous meeting it was agreed that this report would be revised to meet the committee's requirements and be submitted quarterly. The report covers:

1. **Workforce:** Our Establishment for officers and staff 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.
 2. **Recruitment:** The new recruitment strategy has been implemented and adapted to ensure that 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.
 3. **People Turnover:** During the reporting period, 34 Police Officers and 24 Police Staff left the force, this equates to a 3.9% and 4.9% turnover rate respectively.
 4. **Sickness:** The average working days lost per worker for Police Officers is 1.8 days and for Police Staff is 2.16 days during this period. Using Home Office national measures (converted to days rather than hours), for the first quarter of 2022/23 the absence rate for officers was 2.8% and for staff was 3.43%. [Note that this data includes Covid related sickness].
- This report will be provided quarterly with some information presented bi-annually (presenting Grievance/Employment Tribunal (ET) statistics, Wellbeing and Occupational Health (OH) Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee).
 - As previously agreed, detailed force diversity data is now also being presented to the Professional Standards and Integrity Committee as part of the quarterly Equality and Inclusion Updates.

WORKFORCE ESTABLISHMENT 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 (+68 posts including funded supernumeraries). A review of vacancies is being carried out by Superintendent Isaacs, and the Corporate Services Project is being led by the new COO, who joined the force recently-August 2022.
- This is being mitigated with a Police Staff recruitment freeze unless through People Board Governance
- The Force has to find £1M in savings which will be achieved following force redesign to ensure efficiency and affordability.

OPERATING MODEL:



WORKFORCE ESTABLISHMENT

The graphic shows establishment vs strength for the workforce for March 2022 and June 2022. Officer budgeted establishment has increased from 934 in March 2022 to 993 in June 2022 (including Year 3 Uplift headcount). Statistically Officer strength has reduced by 8.2% since March 2022; however, our recruitment plan has accounted for high levels of attrition and planned recruitment accordingly to meet the target. Staff strength has increase by 0.2% between March 22 and June 22.

Officers



March Strength
885

- Est 934
- 94.8% Strength vs Est

June Strength
860

- Est 993
- 86.6% Strength vs Est

Staff



March Strength
467

- Est 516
- 90.5% Strength vs Est

June Strength
468

- Est 516
- 90.7% Strength vs Est

WORKFORCE ESTABLISHMENT

- As of 30th June 2022, the City of London Police has an overall strength of 860 (FTE) Police Officers, against our agreed budgeted establishment of 993 (*Force Strength Indicator, FSI, June 2022*). The Establishment is based on the agreed Force Structure models.
- The strength of Police Staff is currently 468 (FTE) against our budgeted establishment of 516 (FTE). These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts.
- The People Board (previously Strategic Workforce Planning Meeting, SWP), 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.
- The Force's Workforce Plan is aligned to the financial position and the City of London Policing Plan 2022-25.
- A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the People Board.
- Any establishment changes or supernumerary recruitment is scrutinised at the People Board before it can be signed off. Alongside this, work is being done by Superintendent Isaacs to identify vacancies, and how long they have been vacant, within our Staff establishment. The Corporate Services Project will initiate now the new COO has joined the force in August.
- Our data at the People Board has been developed further and now uses a RAG rating to reflect operational risks around the force and within each team. The RAG rating is as follows:



90% and above
(no action required)

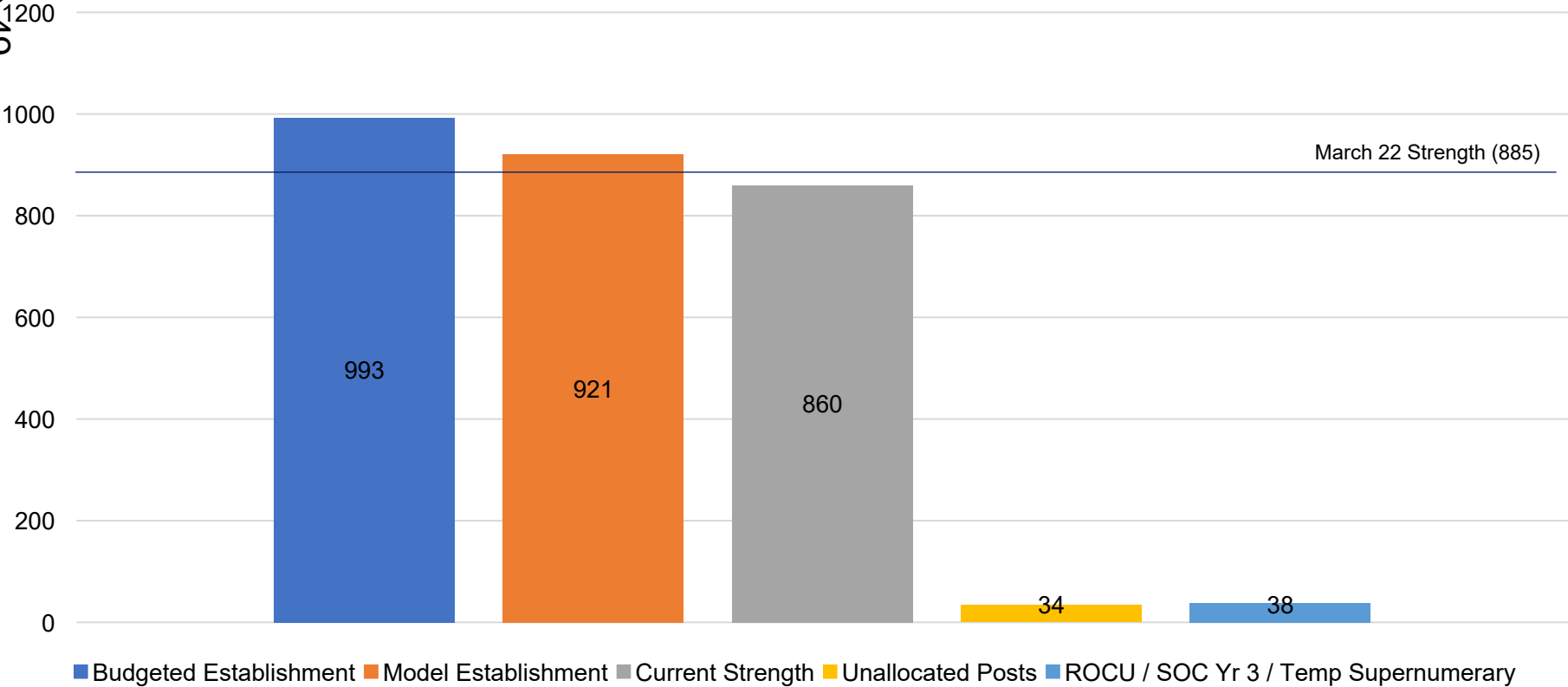


Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action required)

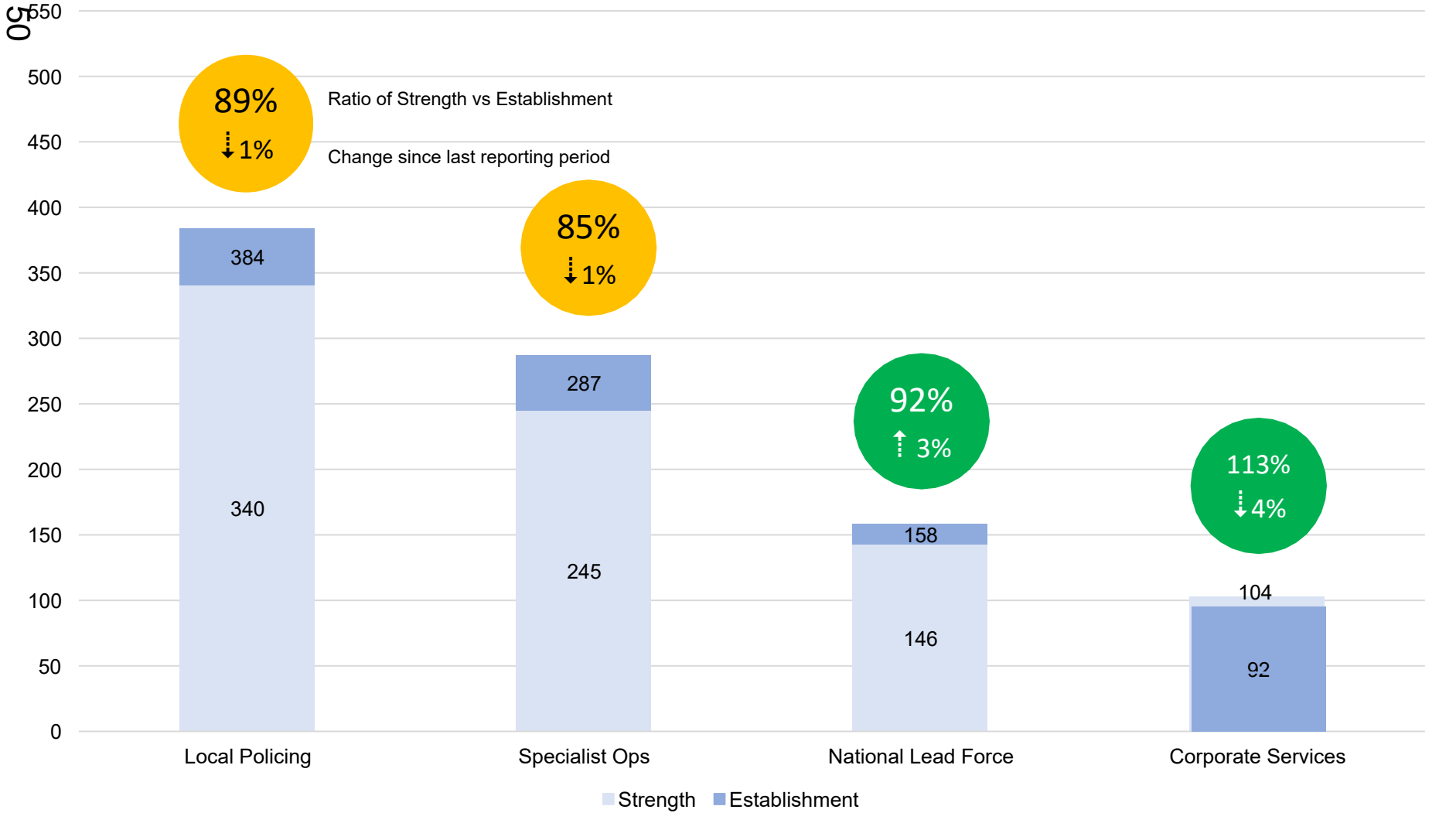
Police Officers Operational Model Establishment FTE



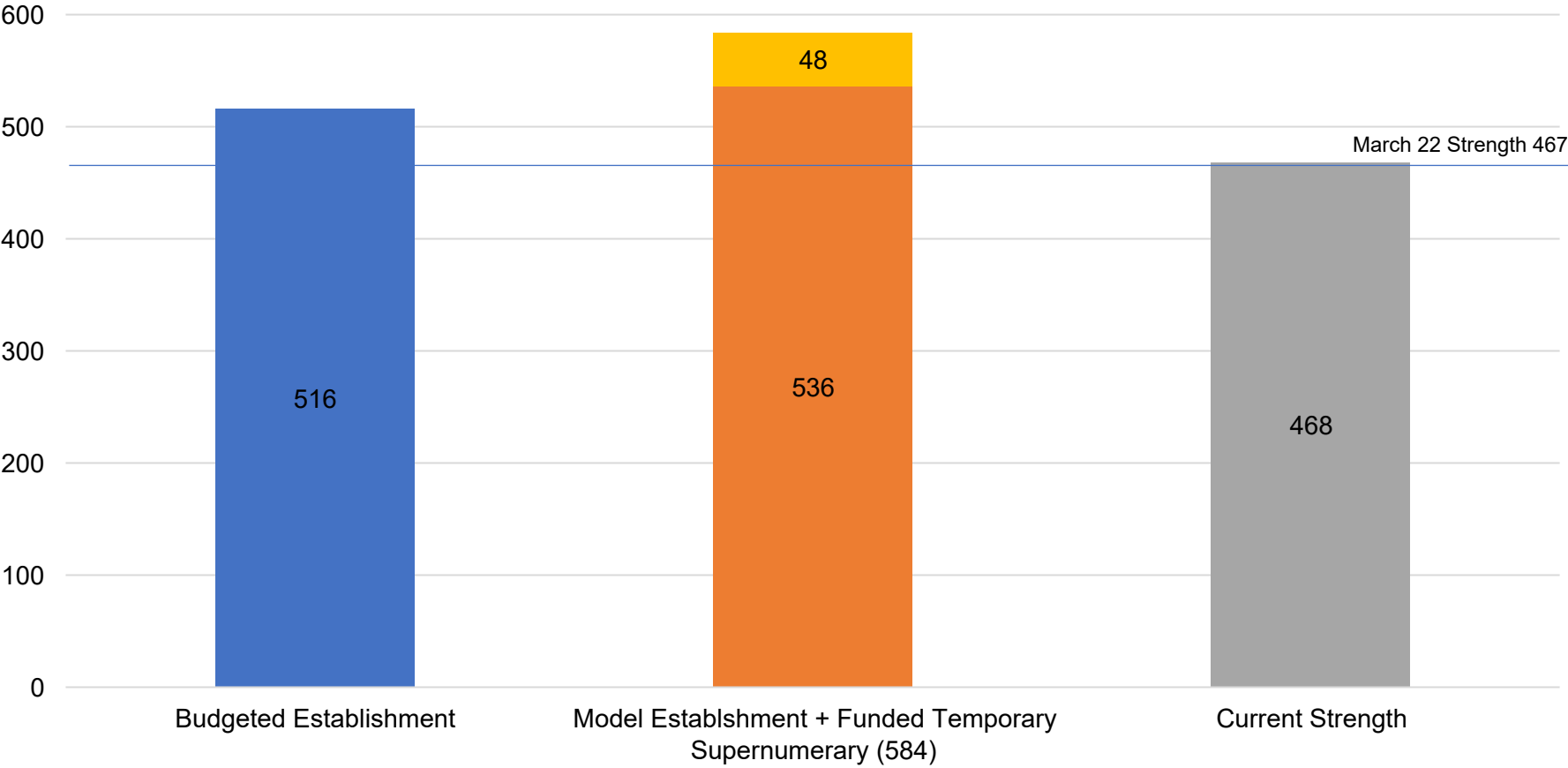
Budgeted Establishment of 993 FTE:

- Current CoLP model = 921 FTE
- ROCU/SOC/Supernumerary = 38 FTE
- Current Unallocated Posts = 34 FTE
- Current overall strength against budget = 87%

Police Officer Strength Vs Establishment FTE (rounded)

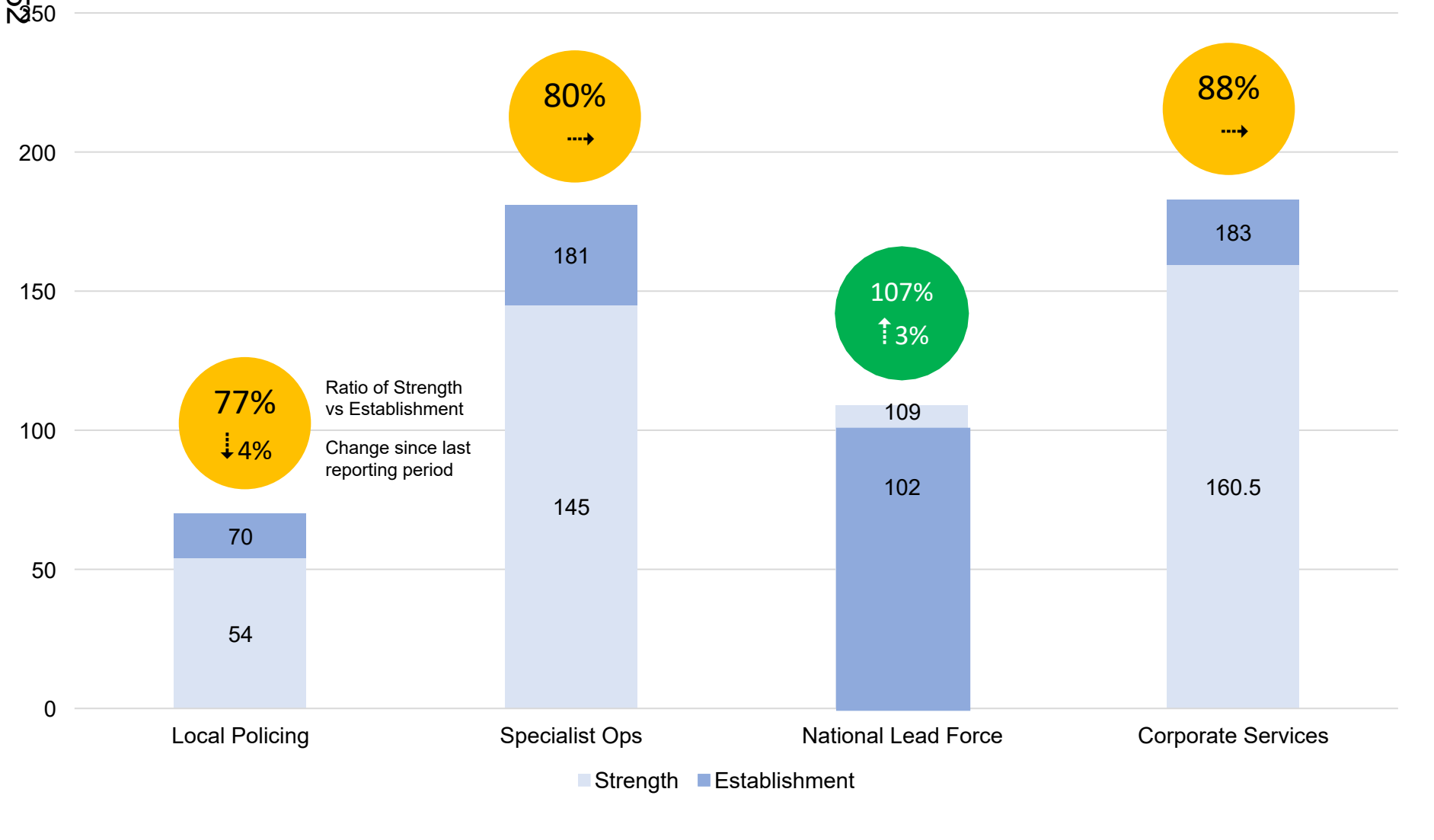


Police Staff Operational Model Establishment FTE



- Model Establishment = 536
- Temporary Funded Supernumerary = 48
- Total = 584
- Posts over budgeted establishment = 68 FTE
- Current strength = 468 FTE
- Current vacancies under model = 116 FTE
- Current vacancies under budget = 48 FTE
- Does not include £1M in savings to be taken

Staff Strength Vs Establishment FTE (rounded)



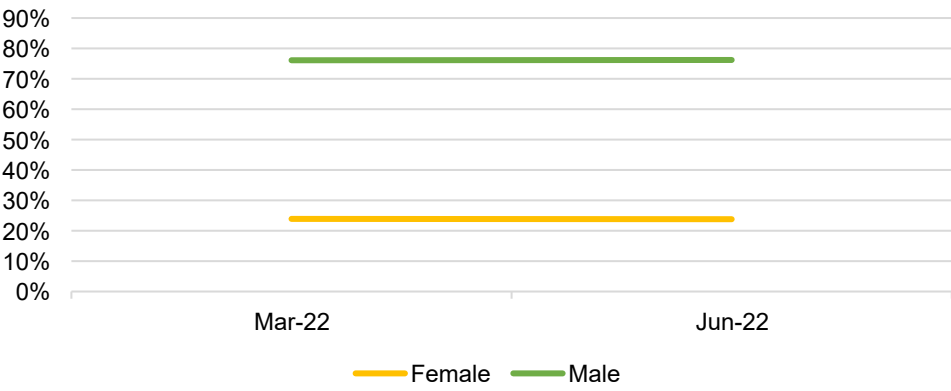
22/23 BUDGET & WORKFORCE ALIGNMENT

	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. Baseline 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

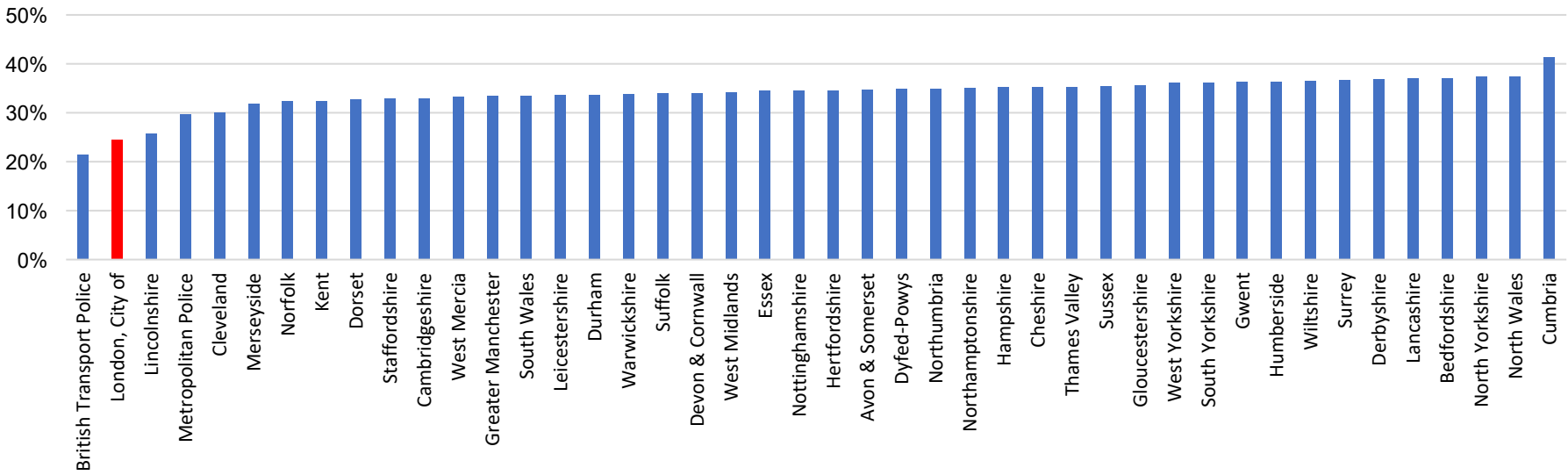
DIVERSITY: GENDER

Officer Gender June 2022 percentage comparison to March 2022

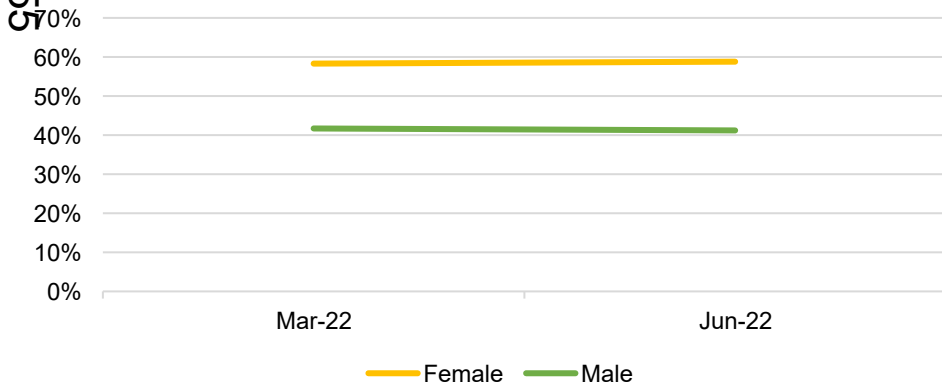


Officer gender profile has not changed significantly since the last reporting period, female profile has decrease by 0.1% to 23.8%. Our two Student Officer intakes for August 2022 will include 20% new female Officers.

National Female Officers (% of Headcount) - 31 March 2021

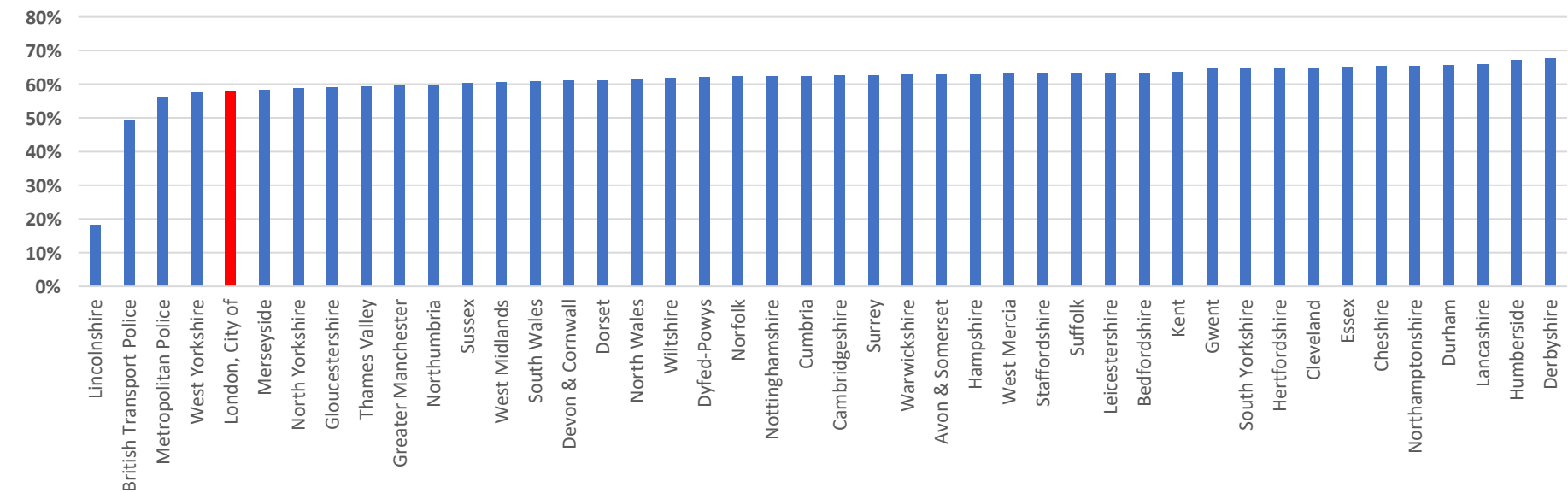


Staff Gender June 2022 percentage comparison to March 2022



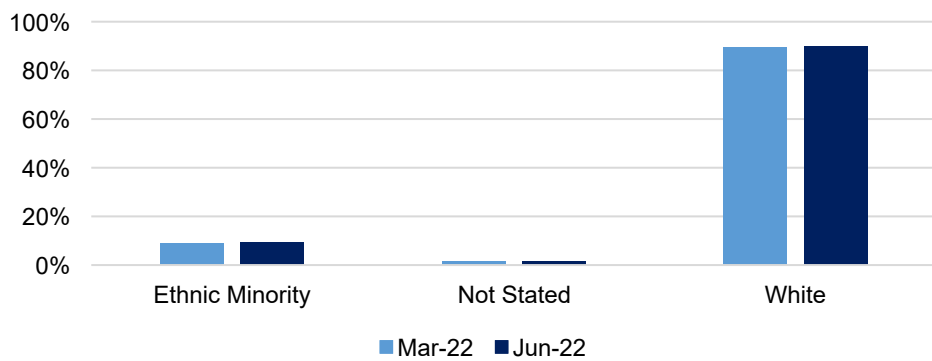
Staff gender profile has not changed significantly since the last reporting period, the female profile has increase by 0.4% to 58.8%

Female Staff (% of Headcount) - 31 March 2021



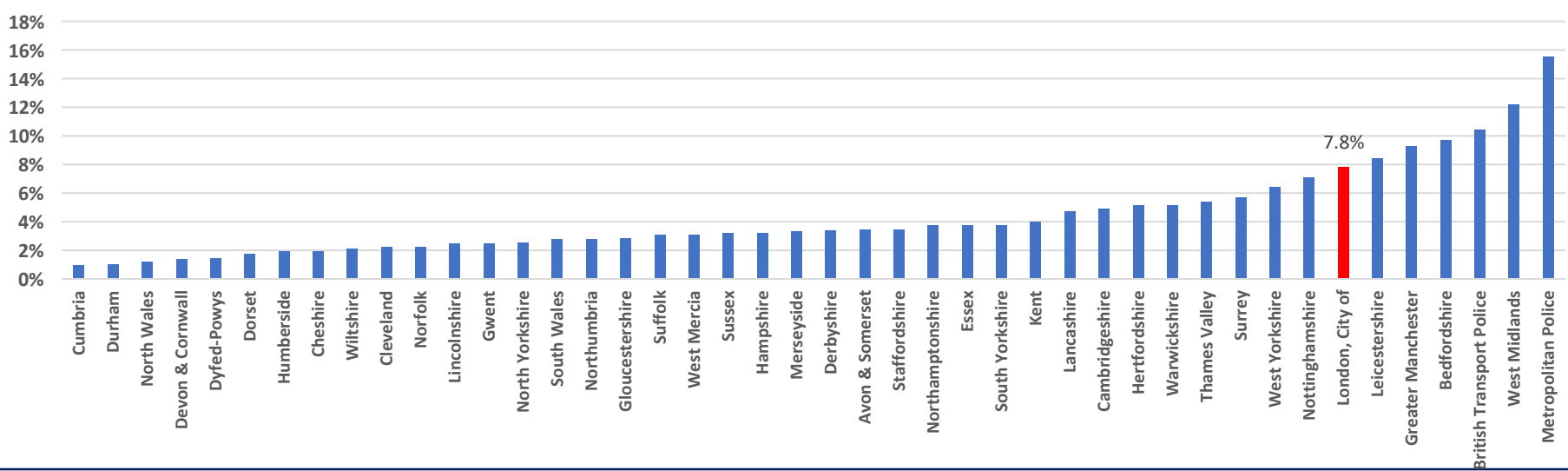
DIVERSITY: ETHNICITY

Officer Ethnicity Profile June 2022 percentage comparison to March 2022

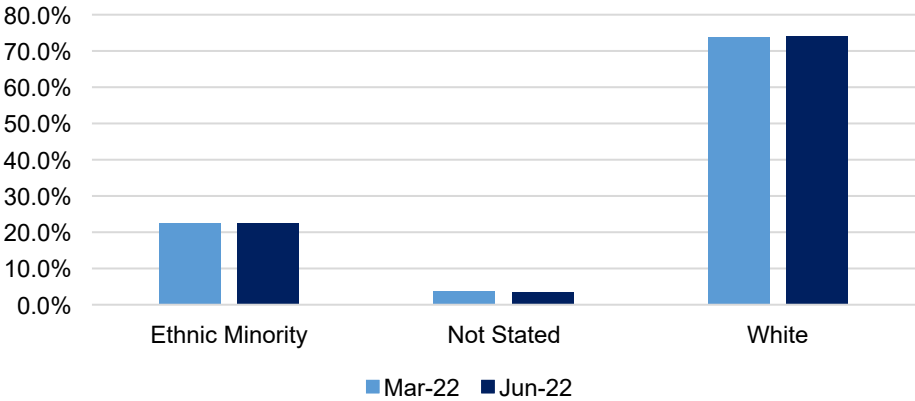


Officer Ethnicity profile has not changed significantly since the last reporting period, the Ethnic Minority profile has increase by 0.1% to 9.1% Our two Student Officer intakes in August 2022 will include 15% new Officers from a Ethnic Minority background.

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

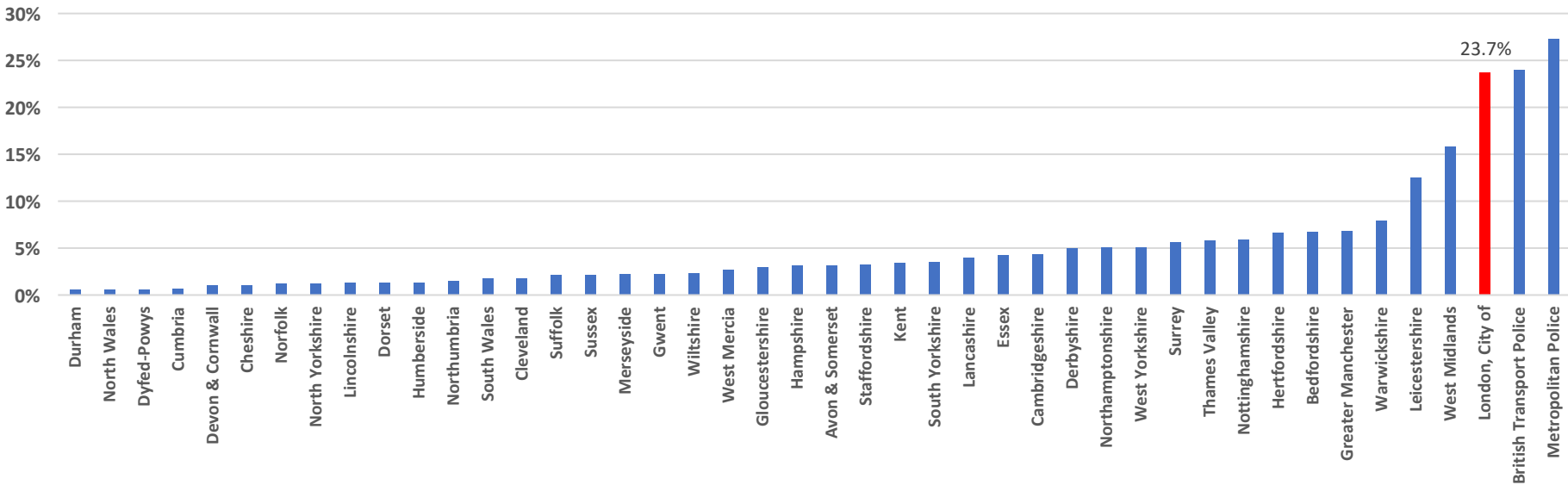


Staff Ethnicity Profile June 2022 percentage comparison to March 2022



Staff Ethnicity profile has not changed significantly since the last reporting period, the Ethnic Minority profile has decrease by 0.1% to 22.4%.

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



RECRUITMENT

The Recruitment Strategy was implemented at the start of the financial year. It details how the Force will look to increase Officer headcount by 100 officers required to achieve the 22/23 uplift headcount target. An increase of 100 officers would require the recruitment of over 300 officers depending on predicted attrition rates, including retirements. Currently we are making good progress and are meeting the target numbers set for our transferee intakes. Our first student officer intake of 22/23 will be on 8th August and we are on target to meet the numbers assigned (25 joiners) to this intake with 27 starters.

Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none">• Strategy included a mixture of Police Education Qualification Framework (PEQF), Police Now and Pre-Join.• Additional IPLDP pathway added until the end of March 2023 to attract a diverse pool of candidates. 4 intakes planned across August and November each with up to 25 candidates.
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none">• Positive Action Team: Dedicated focus on increasing numbers of underrepresented groups into Force (Team consists of 1 Sergeant and 2 Constables)• ‘Buddy’ system: Supporting under-represented candidates through the recruitment & onboarding process• Applicant Tracking System: Testing “Oleco” ATS system, to be rolled out in July. All student officer recruitment will be done via this platform making it easier to apply and process candidate applications.
Resources	<ul style="list-style-type: none">• A new Programme team has been created to execute the strategy.• Additional resources hired to support the project across HR, Learning & Organisational Development (L&OD), Vetting, OH and Corporate Communications. The additional resources started in July.
Attraction Strategy introduced	<ul style="list-style-type: none">• Our social media content is continuing to provide excellent candidate engagement• We are engaging with a wide variety of advertising platforms as well as external partners, such as universities who have offered the Professional Policing Degree.• In order to ensure we have a healthy recruitment pipeline for the future we are already contacting current university students regarding opportunities to join the force in 2023/24 and beyond.

RECRUITMENT

The Year 3 Uplift tracker (below) shows the current CoLP headcount, pipeline and attrition. Student officer intakes planned for August, September, November and January. Our collaboration with Police Now resulted in diverse, high-calibre graduates joining the force in 2021 and 2022 as direct entry detectives. Following this success, we have engaged with Police Now for a cohort of 10 direct entry Detectives to join in March 2023.

Year 3 Tracker 19th July 2022										
Month	Year 3 Uplift	PCDA/ DHEP/IPLDP+/Pre Join	Police Now	DHEP – Direct Entry Detective	Transferees	Rejoiners	SOC ROCU	Returners (secondment)	Leavers Estimate	End of Month Headcount
Apr-22	894						1		(20)	875
May-22	875				4		1		(7)	873
Jun-22	873				5				(9)	869
Jul-22	869				6				(4)	871
Aug-22	871	50			10				(7)	924
Sep-22	924	50			8				(3)	979
Oct-22	979				14	5			(26)	972
Nov-22	972	50			13				(16)	1,019
Dec-22	1,019				8	5			(19)	1,013
Jan-23	1,013	40		20	0			1	(16)	1,058
Feb-23	1,058				0				(18)	1,040
Mar-23	1,040		10		0			1	(16)	1,035
Closing headcount at 31st March 2023	1,035									
Year 3 target headcount	995	* Inc additional 9 from SOC Uplift**			TARGET:					
Recruitment required from 1/4/22 to meet Year 3 target	101				PCDA/ DHEP/Pre Join/IPLDP+	190				
Recruitment ambitions to 31/3/23	302				DHEP – Direct Entry Detective	20				
Attrition to 31/03/23	(161)				Police Now	10				
Over/(Under)	40									

- A rolling Police Officer transferee campaign has been introduced to ensure that we meet the targets set within the recruitment strategy. This is for a mix of roles across the organisation that require certain skill levels and cannot be undertaken by student officers. Currently interviews are taking place for 12 officers per week, with support from across the business.
- Attrition is below predicted levels, this is commensurate to the number of transferees joining CoLP and has been reflected in July and August's figures on the Year 3 Workforce Tracker.

RECRUITMENT: RISKS & PRIORITIES

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 National Lead Force officers. Alongside this, the People Board is managing priority posts in areas of the business where resourcing is a concern.

- We have introduced a RAG rating within the FSI to better understand the risks within each team. The RAG rating is as follows:



90% and above
(no action required)



Between 70-90%
(close monitoring)



Below 70%
(further understanding needed - action required)

Key priority posts for discussion at People Board, July 2022, include Forensics (vetting stage), Duty Planning, City Silver, PPU (vetting stage), Partnerships and Prevention (P&P) (transferee selection), L&D, HR, Custody Sergeants (advertised), Vetting, Uplift and Action Fraud

Sector Policing has been identified as at risk within the FSI RAG rating, which is currently at 65% capacity/strength. It is noted that a number of departments in Sector Policing are below 70% capacity, including P&P. P&P has already been identified within the priority postings and will receive new recruits from the rolling transferee campaign. Further analysis shows Local Policing (LP) is overstrength in Response Constables due to Student Officers. This suggests that the distribution of Officers across teams when Student Officers pass 2 year probation would help to reduce the red RAG rating in other LP teams and is being considered by the Directorate Head of the Local Resource Planning Meetings.

Risks identified by Uplift Programme to meet target

Competition with the Metropolitan Police	Overall impact is unknown at this time. 14 in the pipeline to transfer out
Volume of vetting	Mitigated with extra resources, a Gold Group has been set up due to criticality and challenge of vetting. This is run by Chief Superintendent Becky Riggs
Tutoring constables	L&D created a Tutoring Plan: a forcewide approach to tutoring larger cohorts
Lead times for IT, uniform and accommodation	Dependencies Working Group set up to monitor this issue
Meeting ROCU targets	Unable to fully control other forces recruitment, mitigating by close monitoring and engagement with the national teams

RECRUITMENT CONTINUED

- The Force has continued with promotion processes within the reporting period and business as usual recruitment activity is ongoing for all externally funded Police Officer posts.
- In the reporting period, the force advertised 43 Police Officer recruitment campaigns and a Chief Superintendent promotion campaign was launched at the end of June. It is important to note that the number 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 Staff recruitment is currently being reviewed with increased scrutiny at People Board and is only authorised in exceptional circumstances while the next phase of the Corporate Services project takes place with a focus on the Corporate Services business group.
- Following the changes made to recruitment processes during the pandemic, and more employees returning to the workplace, recruitment methods have been reviewed and a hybrid approach adopted, e.g. continuing to conduct some online interviews but with an increased majority conducted face-to-face. The situation will continue to be monitored and adapted when required.
- 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 system indicates to applicants where there are gaps in the information, therefore streamlining and quickening the submission process. The vetting process is being reviewed regarding how it can be improved further now the IT system is embedded to make the process even more efficient.

JOINERS

- A total of 11 Police Officers were recruited during the reporting period, including 2 ROCU Officers seconded to the COLP but continuing to work in other forces around the country.
- A total of 14.5 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
- New COO appointment joins the force in August.
- A new Head of Communications has been recruited and is currently going through the pre-employment checks.

During the reporting period (April 2022 – June 2022), 34 Police Officers left the force, this equates to a 3.9% turnover rate. Compared to Q1 2021 18 Officers left, the number of leavers has increased significantly, this could be due to the COVID-19 pandemic. Current trends imply a 41% increase this year on the total number of leavers in 2021. The breakdown of reasons for leaving is provided in the tables below.

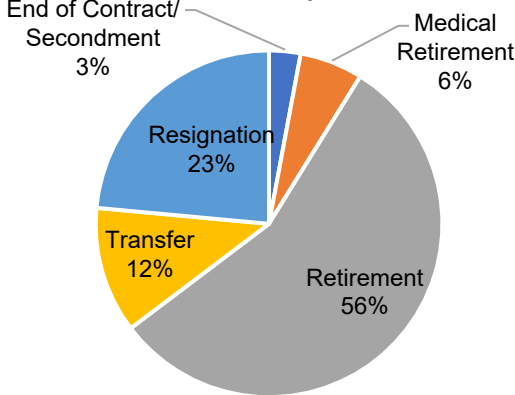
Police Officers – Reasons for Leaving (per Financial Year)

	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	Q1 2022/ 23
Death in/not in active service	0	0	0	0	1	0	0
Dismissed	0	1	1	0	0	0	0
End of Contract/ Secondment	0	1	0	0	4	1	1
Medical Retirement	2	2	0	2	1	0	2
Retirement	37	35	37	31	29	42	19
Transfer	7	9	17	22	14	26	4
Resignation	14	26	7	22	21	27	8
Total	60	74	62	77	70	96	34

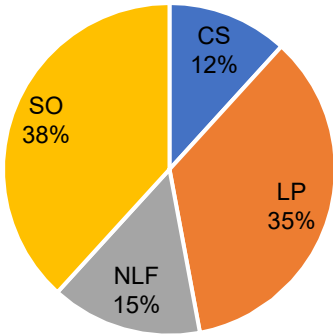
Of the 34 Police Officers that left the Force, the highest number left from Specialist Operations (13) and Local Policing (12). The main reasons for Police Officers leaving during this period was retirement correlating with pension changes, followed by resignation and then transferring to another force.

The number of leavers varies per month, 19 Officers left the force in April, 13 of which were retirements; on average 7.5 leavers left in May and June. The majority of leavers were Constables rank.

Officers Reasons for Leaving (Q1 2022/23)



Officer Leavers by Business Groups (Q1 2022/23)

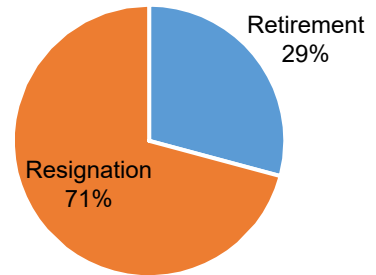


During the reporting period, 24 Police Staff left the Force, this equates to 4.9% turnover rate. Compared to Q1 2021, where 11 staff left in the same period, there has been a significant increase in leavers in Q1 2022, possibly due to the COVID-19 pandemic. Current trends imply a 50% increase this year on the total number of leavers in 2021.

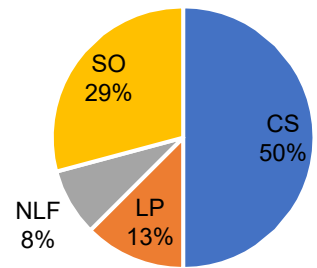
Police Staff – Reasons for Leaving (per Financial Year)							
Reason for leaving	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Q1 2022/23
Death in service	1	1	1	0	1	0	0
Dismissed	1	2	1	1	2	0	0
Medical	1	0	0	0	0	0	0
Retirement	2	5	10	6	7	8	7
Transfer	2	2	0	0	0	0	0
Resignation (incl. FTC)	37	42	49	44	25	52	17
Resignation joined Police	2	7	2	0	0	2	0
Redundancy	6	1	1	0	0	0	0
End of Secondment	0	0	1	0	0	1	0
Total	52	60	65	51	35	63	24

The greatest number of leavers were in Corporate Services (12), followed by Specialist Operations (7). The main reason for leaving was resignation. The majority of leavers were in Grades C-E.

Staff Reasons for Leaving (Q1 2022/23)



Staff Leavers by Business Group (Q1 2022/23)



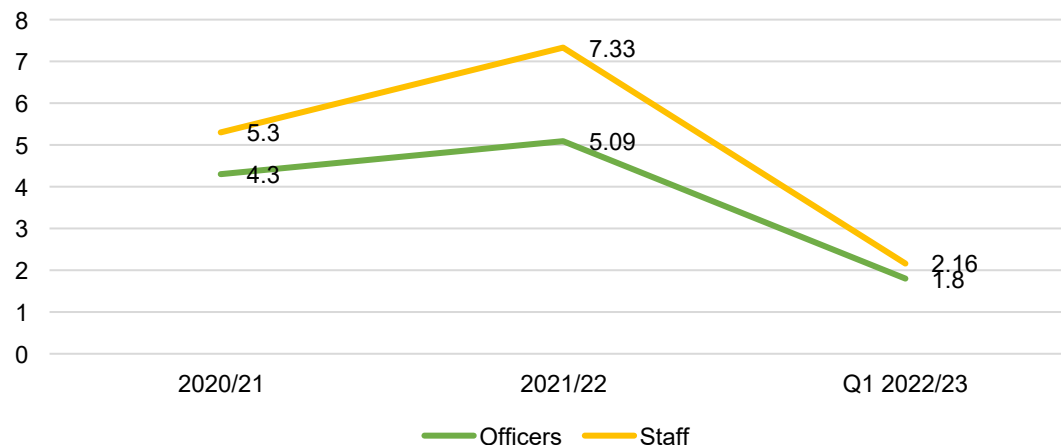
PEOPLE TURNOVER: RETENTION

- As mentioned, the force has launched new Retention initiatives as retention is a key focus for the force. As a result, CoLP's Police Uplift Programme Manager has composed a 'Retention Options Paper' which was discussed at July' Chief Officer Team Meeting and is being presented to this meeting for information and Police Authority Board for decision The paper explores a number of retention options and recommendations for the immediate and medium term.
- Immediate Term – to negotiate Rail Delivery Group (RDG) at current or further subsidised rate for another 4 years. Utilise Pension Abatement if necessary, augment CoLP's benefits platform at nil cost and the offer of subsidising Blue Light Cards for all officers and staff.
- Medium Term – to explore targeted variable payments should CoLP's pipeline be RAG rated as red based on the impact of MPS financial incentives. Exploring funding health insurance for officers and staff, getting further quotes than those detailed in this paper and to potentially offer a Corporate Gym Membership to all officers and staff.
- The above options focused on tangible financial benefits but there is also a great deal of work going on around CoLP's People Strategy in order to retain officers and staff. All business area leads have been tasked to have 'Retention Conversations' with all officers that have 28+ years' service and are due to retire. The initial findings of these conversations suggested that all though some officers are planning to retire, others are considering their options still and may be interested in staying within the force should the pension abatement be initiated.

SICKNESS

- 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 Q1 2022/23, the sickness absence rate in days at CoLP was 2.8% for Officers, and 3.43% for Police Staff (working days lost / contracted days available).
- The average working days lost for Police Officers is 1.8 days and for Police Staff is 2.16 days during this period. Sickness related to COVID-19 isolation and positive cases now counts towards an individual's records from April 2022 onwards. If days lost due to sickness continue at the same rate as Q1 22/23 sickness for the rest of the year then sickness is likely to be higher for total Officers and Staff sickness for 2022/23 compared to 2021/22. Previously reporting has been bi-annual and annually, please see graph below which shows the total average days lost for 20/21 and 21/22 and Q1 22/23 only.

Officers and Staff comparison of days lost over average headcount



Appendix 1: Key Terms

Budgeted Establishment (FTE) – The number of Full Time Equivalent posts that our current budget can afford.

Operational Model Establishment (FTE) – The number of Full Time Equivalent posts that are currently allocated in our operational model.

Current Strength (FTE) – This is the current number of Full Time Equivalent people we 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.

Appendix 2: Operating Establishment

Operating establishments in four areas at 30 June 2022:

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

Local Policing Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	102	67	11	10
Response & VCU	75	113	0	0
Taskforce	181	137	4	2
Contact & SMT	26	23	55	42
Total Local Policing	384	340	70	54

Specialist Operations Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	100	86	78	71
Investigation Services	142	110	24	15
Forensic Services	7	9	32	19
Criminal Justice System	28	29	47	40
SO SMT (Ch Insp above)	11	11	0	0
Total Specialist Ops	287	245	181	145

National Lead Force Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	61	62	10	11
NLF Fraud	47	34	16	16
NLF Coordination	12	11	3	1
NFIB (Incl. Next Gen Officers only)	16	17	47	57
Action Fraud	0	0	24	22
NPCC Cybercrime	5	6	2	2
NLF SMT (NLF Ops) & Officer Secondments	17 (4 Secondments)	16 (3 Secondments)	0	0
Total National Lead Force	158	146	102	109

Corporate Services Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	6	6	2	1.5
HQ Services	12	10	61	51 (incl. 2 secondments)
Professionalism & Trust	18	14	8	12
NPCC business crime	1	1	0	0
Estates & Support Services	0	0	15	18
Human Resources, L&OD, Uplift	29	45	29	28
Info Mgt Services (Business Planning)	22	25	23	14
IT & Systems	4	3	30	27
Finance & Shared Services	0	0	15	9
Total Corporate Services	92	104 (incl. 1 secondments)	183	160.5

Appendix 3: 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 People Board 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 People Board for decision.
6. Any suggested conversion of posts from Staff to Officer or Officer to Staff must come to People Board for decision.

Committee: Resources, Risk & Estates Committee (RREC)	Dated: 05/09/2022
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 59-22	For Information
Report author: Chief Finance Officer	

Summary

This report provides RREC with an update on significant CoLP / PA financial issues and work-areas in the last quarter.

Recommendations

Members are asked to note the report.

Main Report

Joint CFO role for CoLP and Police Authority

In the last quarter, the job description for this role has been evaluated, with the piloting of it being formalised through to summer / autumn 2023, during which it will be reviewed with consideration to putting it on a permanent footing.

The key objectives for the pilot period are:

1. To resolve major medium-term Police deficits and create a sustainable financial position.
2. To ensure delivery of the significant savings / mitigation plans - and strengthen the evidence base for demonstrating Force efficiency and effectiveness.
3. To ensure people and money resources (revenue and capital) are transparently aligned to priority 'Policing Plan' deliverables / services.
4. To overhaul capital programme (financial) management.
5. To improve CoLP decision support and provide more dynamic, dashboard-style reporting.

6. 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.
7. To support the vigorous management of key risks and opportunities to CoLP arising from the Police Funding Formula Review.

CoLP Finance Team

As mentioned in the last report, progressing the above objectives and ambitions has been temporarily impacted by the large number of vacancies in CoLP Finance, which reduced senior finance capacity by about 50%. This was also at the busiest time of year, with the need to prioritise year-end accounts work and allocate 22/23 budgets on a very different basis against the new Operating Model. The Chief Officer Team and PA Treasurer would like to place on record their thanks and appreciation for the hard work and commitment of Finance staff during this period to ensure continued delivery of key requirements.

Two new Deputy CFOs were appointed in March, both of whom bring extensive experience from their time in Chamberlain's Dept and other organisations. While vetting and transfer timescales have delayed their arrival, Mark Paddon started as Deputy CFO (Financial Management) at end-July. Steve Reynolds (Deputy CFO, Strategic Finance) will move over on completion of City's Cash closure work for 21/22.

The situation has meant the CFO has necessarily been more internally focused in this period. There is also continuing 'clean-up' work required, particularly on coding against the new cost centre structure and on capital, for the Deputies to lead before we can provide reliable reporting by business area and by project. Moving forwards, the CFO will focus more externally, for example in bringing insight from the wider Police finance and other environments to the benefit of CoLP and Police Authority.

MTFP

An updated MTFP was submitted to RREC in May which showed a largely balanced, baseline position, achieved through a combination of additional CoLP mitigations and Court approval of the 0.4p Business Rate Premium (BRP) increase. While this has significantly reduced the overall level of risk to Police finances, the report highlighted and scenario tested residual MTFP risks, mainly in respect of higher inflation for which there has since been some realisation through a higher than budgeted pay award for officers and offer to staff (Q1 report to this Committee refers). A further MTFP update will be prepared for the November Committee cycle, which will include a more developed, draft Reserves Policy.

22/23

A Q1 monitoring paper is included on this agenda. While following the style of previous reports, it provides a direction of travel towards 'dashboard'-based reporting for Q2 and is underpinned by better alignment of people and money resources. This will be further developed for 23/24, as part of a new CoLP business planning process, to provide a clear line of sight between Policing Plan priorities and resource allocation.

The Q1 report also makes proposals for future reporting on Proceeds of Crime Act (POCA) seizures.

Savings / Mitigations

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 Proceeds of Crime Act (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.

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 is being monitored through Force governance, with RREC and PAB being updated quarterly (Q1 report to this Committee refers, recognising that forecast confidence is inherently limited at Q1 and will increase at Q2 and Q3). Additionally, while CoLP is firmly committed to its mitigations target, recognition of the delivery risk reinforces the need to hold a modest Police General Reserve.

Value for Money assurance

In addition to building assurance on mitigation delivery, CFO / Finance is closely involved in a range of emerging workstreams aimed at enhancing (and improving assurance on) CoLP value for money. These include:

- The new Business Planning process for 23/24 - to ensure resource allocation optimises achievement of Policing Plan priorities and the management of policing demands.
- Corporate Services & Staffing review - to ensure an affordable, efficient and effective staffing model is baselined.
- Portfolio review - to ensure an affordable and achievable Portfolio is set to deliver the change priorities set in the Policing Plan roadmap, supported by robust project and resource planning and clear project interlinkages. This will also provide the platform for improved whole life costing of change initiatives. CoLP is responding as appropriate to the Corporation's Capital Programme review (through Operational Property & Projects Sub-Committee). In the reporting period concerned, CFO undertook SRO training through Corporation to enable CoLP to receive delegation for projects under £1m.
- Development of contracts tracker / procurement pipeline – to strengthen compliance with regulatory requirements, improve understanding and control of non-pay costs and enhance savings plans. Linked to this, CFO is currently involved in negotiations with Rail Delivery Group on the Officer Rail Travel scheme and with TfL.

- Income generation planning – with main priority being to implement a standardised approach to full-cost recovery for existing funded work, wherever possible. Supported by “core vs funded service analysis” which will provide a more informed assessment of level of cost-recovery for funded work.
- NPCC Review of Police Productivity (through Force Finance leads) – to provide a clear and consistent framework for measuring and comparing productivity (just launching).
- CIPFA / HMIC Police Objective Analysis (POA) survey – to allocate workforce and financial data against standard, functional ‘policing’ and ‘business’ categories, which in turn will support VFM benchmarking work.
- Supporting the new Chief Operating Officer on the Police Accommodation Strategy and other work priorities, including some of the above.

Policing Funding Formula Review

Timescales for the review are moving out to the right and it is not yet clear how Home Office will propose to treat CoLP within a new formula.

To support and inform CoLP and Police Authority for the review, (jointly commissioned) consultants have reported with an updated analysis of CoLP demand and a stronger evidence base for highlighting (a) uniqueness of City of London and (b) importance of incorporating fraud and cyber into the formula nationally. Police Authority has been engaging with the Formula Team on (b).

RREC will continue to be updated on progress quarterly.

Force Financial Culture Development

Assistant Commissioner (Operations & Security) and CFO continue to partner 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.

The Force’s budgetary accountability framework and culture will continue to be developed, with the new Business Planning process for 23/24 offering the opportunity to also incorporate operational delivery / performance into the framework.

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Committee(s)	Dated:
Resource Risk and Estates (Police) Committee	05/09/2022
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 Information
Report author: Ryan Wakefield	

Summary

This report provides an update on Internal Audit activity since the last report provided to the May 2022 meeting of this Committee. One Audit review was completed during this period, resulting in a Moderate Assurance opinion. Overall, satisfactory progress is being made in implementing Audit recommendations, although not always within anticipated and originally agreed timescales.

Recommendation(s)

Members are asked to:

- Note the outcome 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 May 2022, and an overview of intended future coverage.

Work Completed to 31 August 2022

2. One Audit review has been completed since the May Committee, resulting in an Amber (Moderate) Assurance rating. The outcome of this Audit review is summarised below:

City of London Police – Transform ‘Golden Thread’ Audit – Moderate Assurance

3. The Audit examined the framework for cascading the strategic priorities of the Transform Programme and the supporting elements of workforce, accommodation, and finance, and for ensuring alignment between these areas.

4. The Audit found that the Force framework for maintaining the 'Golden Thread' is focused on ensuring that strategic priorities, ambitions, and vision are aligned, understood, and woven throughout Force operations; it comprises documentation (programme mandates, plans, designs / business cases), governance arrangements (programme and project boards, working groups, challenge panels) and ensuring that there is appropriate cross-cutting representation and input to these forums.
5. Audit testing was, in some respects, more challenging as a result of the volume of information related to the framework and attempts to cross-reference documentation and triangulate between thematic areas (workforce, finance, accommodation) and forums.
6. Internal Audit noted that the Force has already identified opportunities to strengthen governance of change, projects, and programmes. The opportunities relate to:
 - identifying a single point of information in respect of organisational change;
 - strengthening arrangements for demonstrating how strategy delivery contributes directly to achievement of the overall aims of the Force;
 - instigating a post implementation review to evaluate the contribution to Corporate Plan delivery, as per the programme critical success factors, and the efficacy of the 'Golden Thread' framework;
 - prioritisation of resources and activities to inform decision-making;
 - strengthening alignment between workforce planning and finance;
 - supporting the 'Golden Thread' through rationalisation of Force arrangements for decision-making and oversight, whilst ensuring greater alignment to strategic priorities and performance monitoring and delivery.
7. It is intended that Internal Audit will revisit these areas in due course to evaluate the internal control impact of the revised arrangements.

Internal Audit Follow-up Reviews

8. The following Follow-up reviews have also been completed since the May 2022 Committee meeting:

Audit	Original Assurance Rating	Revised Assurance Rating	Number of Outstanding Recommendations	Further Action Required
Funding	Limited	Moderate	1 red recommendation and 1 amber recommendation.	A further follow up review is required, the timing of which is to be confirmed.
Premises Related Expenditure	Limited	Moderate	4 amber recommendations.	A further follow up review is required, the timing of which is to be confirmed.
CIPFA Financial Management Capability Review	Moderate	Green	None.	No further action required.
Front Desks	Moderate	Green	None.	No further action required.
Payroll Compliance Testing Audit	Moderate	Moderate	2 amber recommendations.	Internal Audit plan to follow the outstanding issues up, as part of the planned programme of payroll compliance testing.
Transformation Programme Phase Two	Moderate	Moderate	2 amber recommendations.	A further follow up review is required, the timing of which is to be confirmed.
Workforce Planning	Moderate	Moderate	2 green recommendations.	A further follow up review is required, the timing of which is to be confirmed.

Cyber Security	Substantial	Substantial	1 amber recommendation and 2 green recommendations.	A further follow up review is planned for September 2022.
Financial Forecasting	Substantial	Substantial	3 amber recommendations	A further follow up review is required, the timing of which is to be confirmed.
Key Financial Controls (Procurement Cards)	Substantial	Substantial	2 green recommendations	A further follow up review is planned for December 2022.

Forward Programme of Work

9. 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
10. The views of the Committee raised at the last meeting regarding the scope and coverage have been noted and will be incorporated. 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

11. 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

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

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Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 5 September 2022 27 September 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
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 xx-22	For Information
Report author: Paul Adams, Strategic Development	

Summary

This report provides members with the current position of the refreshed risk profile highlighting the risks against the achievement of the Policing Plan objectives.

The Force risk register is now managed using the Pentana risk system used by the City of London Corporation and the Force risks have been placed within this system so that they are presented in the same format as other areas within the Corporation. This report shows, for the first time, the Force risks reported within this format.

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. Each month the Chief Officer Team meeting receives an update from the Audit & Assurance Board. This board is chaired by Assistant Commissioner Betts and reviews the Force risk profile monthly. A supporting cascade of risk registers at strategic board level and business area are being refreshed to align to the new risk profile and will be used to support the management of the Force strategic risk register.

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, as such there is limited detail on the mitigations and management of some of the operational risks within this update.

Current Position

4. As aforementioned, AC Betts chairs a monthly Audit & Assurance meeting which oversees the Force risk profile. This has met since March 2022. It has aligned the Force risks with the new Policing Plan structure with the input of senior managers.
5. The last Audit & Assurance meeting was held on the 16th August where the Force risk profile was reviewed and updated. The results of this meeting are presented for oversight to Members within this report.

Changes to Risk Scoring Matrix

6. As stated within the last update, Members will be aware that the Force previously operated its own risk scoring system based on a 4x4x4 matrix (Impact, likelihood & Control Scoring) used by other Police Forces. In order to align the Force risk register with the Police Authority Board risk profile the Force has adopted the matrix used 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 considering 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.

Force 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 2022-25.
 - 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.

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 01	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	➔	Major	Possible	12	AMBER
CoLP ORG 02	Impact of maintaining Force vacancy factor on police staff workload and morale	Our People	AC OPS (COO)	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP ORG 03	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	➔	Serious	Possible	6	AMBER

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic light
CoLP ORG 04	Failure to deliver the FCCRAS Programme.	Our Resources	Service Delivery Director	Extreme	Unlikely	16	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 05	Police Funding: Failure to maintain a balanced budget	Our Resources	CFO	Major	Possible	12	AMBER	➔	Major	Unlikely	8	AMBER
CoLP ORG 06	Estate does not meet operational requirements	Our Resources	Commissioner	Extreme	Unlikely	16	RED	➔	Major	Unlikely	8	AMBER
CoLP ORG 07	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	➔	Serious	Unlikely	4	GREEN
CoLP ORG 08	Failure to deliver Force ICT Strategy to replace and maintain ICT in support of operational activities	Our Resources	AC NLF	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 09	Failure to deliver on Change Portfolio Plan	Efficiency & Effectiveness	AC NLF	Extreme	Possible	24	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 10	Failure to implement HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Unlikely	8	AMBER	⬇	Major	Unlikely	8	AMBER
CoLP ORG 11	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.	Efficiency & Effectiveness	AC NLF	Extreme	Possible	16	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 12	Failure to deliver Target Operating Model (TOM)	Efficiency & Effectiveness	Commissioner	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP ORG 13	Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER	➔	Major	Unlikely	8	AMBER

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 01	Realisation of a Terrorist Event with inadequate Force response	Keep people who live, work and visit the City Safe	Commander Ops	Major	Unlikely	8	AMBER	↓	Major	Unlikely	8	AMBER
CoLP OP 02	Failure to respond to Organised Crime Group (OCG) activity	Keep people who live, work and visit the City Safe	Commander Ops & NLF	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 03	Failure to contain a public order event	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 04	Inadequate response to a Civil Emergency	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 05	Failure to respond to Child Sexual Exploitation (CSE) within City	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 06	Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	↑	Serious	Unlikely	4	GREEN
CoLP OP 07	Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	↑	Serious	Unlikely	4	GREEN
CoLP OP 08	Lack of resilience in Force Control room hinders ability to respond	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 09	Lack of capacity and skills officers' hinders ability to investigate homicides	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER	→	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 10	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	➔	Serious	Possible	6	AMBER
CoLP OP 11	Failure of performance as National Lead Force	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Extreme	Unlikely	16	RED	➔	Extreme	Unlikely	16	RED
CoLP OP 12	Failure to utilise Action Fraud reports and Intelligence	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER
CoLP OP 13	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	➔	Major	Unlikely	8	AMBER
CoLP OP 14	Failure of High profile/risk Investigation	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 15	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	➔	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 16	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	➡	Serious	Possible	6	AMBER
CoLP OP 17	Force positive outcome rate for all crime decreases	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER	➡	Serious	Possible	6	AMBER
CoLP OP 18	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	➡	Major	Unlikely	8	AMBER
CoLP OP 19	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	➡	Serious	Possible	6	AMBER
CoLP OP 20	ECVCU unable to deliver requisite services	Putting the victim at the heart of everything we do	Commander NLF	Serious	Possible	6	AMBER	➡	Serious	Possible	6	AMBER

Changes to Risk Profile Since Last Update

10. Since the last update to Members the following amendments have been made to the risk scoring:

- 1) **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:** This risk was raised to red reflecting the payment being made to officers joining the MPS and the impact this might have on recruitment and retention within Force and the ability to meet uplift numbers through retaining existing staff. It has since been re-assessed as Amber as the Force met its August intake numbers for recruits.
- 2) **Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations:** The assessment of this risk has reduced to target score due to progress made by the Force to implement recommendations. This has reduced the score from 12 to 8.
- 3) **Realisation of a Terrorist Event with inadequate Force response:** This risk was re-assessed internally by the Specialist Operations Business Area looking at the controls in place to mitigate against this risk. As a result, this has been re-assessed as Amber, or target score has also been re-assessed and set at this new level for the Force to maintain.
- 4) **Rise in Violent Crime:** Following our July Performance Board and the review of the Crime statistics this risk was raised to Red to reflect the current rise in crime trends within the City. Actions are being put into place within Force tasking to address crime hotspots and action the factors contributing to the rise in the City as the City returns to pre-Covid levels of activity.
- 5) **Rise in Acquisitive Crime:** As above.

11. The two crime risks are being monitored and may be actioned going forward as issues should the Force be unable to influence the crime trends in the short to medium term. Our Policing Plan performance update contains specific information on the rise in crime and trends that are being actioned in a bid to mitigate these risks.

12. Appendix 2 for this paper contains the risk reports for the Force risks listed on the Pentana system. ***A number of actions have been implemented and logged against each risk and closed. Only actions that remain open are shown as part of the update report.*** A complete log of actions is available within the Pentana system should members require oversight of this for future reference.

Risk Of Concern

13. Based on this profile there are two risks of concern that the Force is seeking to mitigate: these are:

- **Rise in Violent Crime**
- **Rise in Acquisitive Crime**

14. The Force is putting into place action plans to address the rise in criminality and is monitoring the impact these have on crime rates.

Conclusion

15. The risk profile of the Force is continually reviewed and updated within Force to ensure it remains relevant. The Police Authority is kept informed of the Force Risk Profile as part quarterly update schedule 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
- Non Public Appendix 2 – Pentana Risk Reports for Operational and Organisational risks

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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

October 2015

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