



Resource, Risk & Estates (Police) Committee

Date: FRIDAY, 4 NOVEMBER 2022
Time: 2.00 pm
Venue: COMMITTEE ROOMS, GUILDHALL, LONDON

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

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Accessing the virtual public meeting Members of the public can observe this public meeting by the following link:
<https://youtu.be/6TgYsz-n0hk>

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

John Barradell
Town Clerk

AGENDA

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 Resource, Risk and Estates Committee meeting held on 5th of September 2022.

For Decision
(Pages 5 - 10)

4. PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

5. CHIEF FINANCE OFFICER & CHIEF OPERATING OFFICER UPDATE

Report of the Commissioner.

For Information
(Pages 13 - 18)

6. Q2 REVENUE & CAPITAL BUDGET MONITORING, 2022/23- COVER PLUS SLIDE PACK

Report of the Commissioner.

For Information
(Pages 19 - 36)

7. Q2 WORKFORCE MONITORING REPORT- 2022-23

Report of the Commissioner.

For Information
(Pages 37 - 70)

8. CITY OF LONDON POLICE RISK REGISTER UPDATE

Report of the Commissioner.

To be read in conjunction with non-public appendices at Item 16.

For Information
(Pages 71 - 80)

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

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

11. 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

12. NON-PUBLIC MINUTES

To agree the non-public minutes of the Resource, Risk and Estates Committee meeting held on 5th of September 2022.

For Decision
(Pages 81 - 84)

13. NON-PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 85 - 86)

14. POLICE MTFP UPDATE AND RESERVES STRATEGY

Report of the Commissioner.

For Information
(Pages 87 - 112)

15. FUTURE POLICE ESTATE PORTFOLIO UPDATE

Joint report of the City Surveyor and Commissioner.

For Information
(Pages 113 - 118)

16. NON-PUBLIC APPENDICES

Non-public appendices to be read in conjunction with Item 8.

For Information
(Pages 119 - 170)

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

18. 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 Monday, 5 September 2022

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at
Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 5 September 2022 at
10.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson
Alderman Professor Emma Edhem
Deputy Randall Anderson
Martha Grekos
Adrian Hanstock (External Member)

In attendance:

Michael Mitchell

In attendance virtually:

Andrew Lentin

Officers:

Richard Holt	- Town Clerk's Department
Matthew Lock	- Head of Internal Audit
Paul Betts	- Assistant Commissioner, City of London Police
Mari Ladu	- Chief Operating Officer, City of London Police
Martin O'Regan	- City of London Police
Alix Newbold	- Interim Director, Police Authority Team
Alistair Cook	- Head, Police Authority Finance and Force CFO
Gary Brailsford-Hart	- City of London Police
Emma Cunnington	- City of London Police
Hayley Williams	- City of London Police
Kelly Harris	- City of London Police
Paul Adams	- City of London Police

1. APOLOGIES

Apologies were received from Martha Grekos, Dawn Wight, Helen Fentimen and the Deputy Chair Tijs Broeke.

The Chair noted that it was the first meeting of the Committee for newly appointed Chief Operating Officer and the Deputy Chief Finance Officer City of London Police. These Officers introduced themselves to the Committee and provided a short

presentation on their experience. The Chair noted he was happy to see the upskilling of these key areas.

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

There were no declarations received.

3. **MINUTES**

The Committee considered the draft public minutes of the last meeting of the Resource, Risk and Estates Committee held on the 27th of May 2022.

The Town Clerk noted that Martin O'Regan had been in attendance and that the record would be updated accordingly.

The Chair observed that the key conclusions from the previous meeting of the Committee were that there was a requirement for City of London Police to achieve an effective establishment which was within budget, prudent financial management of the Force was a political priority for the Committee and that there continued to be concern regarding the management of capital projects spending.

RESOLVED- That the public minutes of the Resource, Risk and Estates Committee meeting held on the 27th of May 2022 be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

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

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner on the City of London Police Business Planning Process Review.

The Chair noted that he continued to have concerns on the connection between the Policing Plan and staffing numbers. In addition, the Chair noted that it was important that outcomes from the City of London Corporation projects process review be incorporated effectively into the process for police projects management. The Chair of the Police Authority Board commented that it was vital that all the various policy documents were appropriately interconnected and, in response to an Officer's suggestion, agreed that early engagement with Police Authority Board on the City of London Policing Plan for 2023-24 would be appreciated.

Responding to a Committee Member's question Officers noted that the HMICFRS Force Management Statement needed to, as far as possible, bring benefit and operational value to the Force.

Officers confirmed that this was the first year of the Business Plan so it was expected that the process would be improved and made more efficient going forward. The Force would take learnings from this year's process to feed into future years. The Chair

observed that it was important to ensure that process was not considered more important than outcome.

RESOVLED- That the report be noted.

6. ***Q1 REVENUE AND CAPITAL BUDGET MONITORING**

The Committee received a report of the Commissioner on the Q1 Revenue & Capital Budget Monitoring 2022/23.

Introducing the report Officers noted that there were significant financial pressures and risks for the Revenue and Capital Budget which would need to be considered going forward. Moreover, it was observed that there were considerable financial pressures on the previous position reported in June on the Medium-Term Financial Plan. The Chair commented that he was happy with the progress on the Q1 Revenue and Capital Budget noting that some of the risks were not fully mitigatable. It was highlighted that, as the seventy three percent of the City of London Police's budget was spent on staffing, the proposed pay deal and inflation were key risks to manage.

The Chair highlighted the Operational Property and Projects Sub-Committee decision for all projects to be reviewed in relation to inflationary pressures and, therefore, the potential effect on some police related projects.

The Police Authority Board Chair commented that there needed to be oversight role for the Board and the Resource, Risk and Estates Committee to determine how Proceeds of Crime Act (POCA) funds were allocated. It was agreed that a report on the governance of the POCA funds would be presented to November meeting of the Committee as part of the MTFP update due to that meeting.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner on the Q1 Workforce /HR Monitoring Report- 2022-23.

In response to concerns expressed by the Committee, Officers explained the measures undertaken to mitigate operational impact of any staffing areas currently understrength.

The Committee discussed the comparatively poor diversity levels within the City of London Police in comparison to other UK Police Forces and requested that suggestions on how best to tackle this issue be prepared for consideration by the Professional Standard's and Integrity Committee. Officers responded to say that the Force was doing everything that it could to attract recruits from diverse backgrounds as part of the Police Uplift Programme and the intakes in August 2022 had a high percentage of ethnic minorities. It was also emphasised by Officers that the pool from which the Force was recruiting, was the same for all forces nationally and that is part of the problem.

Following a suggestion by a Member of the Committee for secondment options for pupil barristers into the City of London Police officers confirmed that the Force was already exploring this as part of the Police uplift Programme Engagement.

RESOLVED- That the report be noted.

8. ***CHIEF FINANCE OFFICER (CFO) UPDATE**

The Committee received a report of the Commissioner providing the Chief Finance Officer's update.

The Police Authority Board Chair commented that it would be helpful for the newly appointed Force Chief Operating Officer to also provide an update to the Committee in future either by way of a separate report or contributing to the Chief Finance Officer's report.

RESOLVED- That the report be noted.

9. ***INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit on the Internal Audit Update.

RESOLVED- That the report be noted.

10. ***CITY OF LONDON POLICE RISK UPDATE**

The Committee received a report of the Commissioner on the City of London Police Risk Update.

Responding to a query from a Member of the Committee it was confirmed that the change in the risk scoring was to ensure that the Force's risks were in line with the City of London Corporation's risk register format.

RESOLVED- That the report be noted.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

13. **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.

14-18

19

Paragraph No.

3

3 & 7

14. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the Resource Risk and Estates Committee meeting held on the 27th of May.

RESOLVED- That the non-public minutes of the Resource Risk and Estates Committee meeting held on the 27th of May be approved as an accurate record.

15. **NON-PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of Commissioner and Town Clerk on the non-public actions outstanding from the last meeting of the Committee.

RESOLVED- That the report be noted.

16. ***FUTURE POLICE ESTATE PORTFOLIO UPDATE**

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

RESOLVED- That the report be noted

17. ***PACCTS / NPCC JOINT BUDGET SURVEY, 2022/23**

The Committee received a report of the Commissioner on the PACCTS/ NPCC Joint Budget Survey.

RESOLVED- That the report be noted.

18. ***CITY OF LONDON POLICE RETENTION MEASURES**

The Committee received a report of the Commissioner on the City of London Police Retention Measures.

RESOLVED- That the report be noted.

19. ***SECURITY REPORT: INFORMATION SECURITY RISKS (DEEP DIVE)**

The Committee received a report of the Commissioner which provided the Security report on the Information Security Risks.

RESOLVED- That the report be noted.

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

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

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

There was one item of urgent business considered in the non-public session.

The meeting ended at 11:55

Chair

Contact Officer: Richard Holt
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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. The Corporate Services Review is due to conclude within 6 months.
3/2022/P	5 September 2022 Q1 Revenue and Capital Budget Monitoring	Report on the governance of the POCA funds be presented to November meeting of the Committee as part of the MTFP update	Commissioner / Chief Finance Officer CoLP	Complete -This is included in the Police MTFP Update and Reserves Strategy on the agenda.

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Committee: Resources, Risk & Estates Committee (RREC)	Dated: 4 November 2022
Subject: Chief Finance Officer (CFO) & Chief Operating Officer (COO) 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 93-22	For Information
Report authors: Alistair Cook-Chief Finance Officer CoLP/ Head of PA Finance Mari Ladu-Chief Operating Officer City of London Police	

Summary

This report provides RREC with an update on significant City of London Police (CoLP) / PA finance and Chief Operating Officer (COO) matters 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

1. As a reminder, the key objectives for piloting this role through to summer / autumn 2023 are:
 - I. To resolve major medium-term Police deficits and create a sustainable financial position.
 - II. To ensure delivery of the significant savings / mitigation plans - and strengthen the evidence base for demonstrating Force efficiency and effectiveness.
 - III. To ensure people and money resources (revenue and capital) are transparently aligned to priority 'Policing Plan' deliverables / services.
 - IV. To overhaul capital programme (financial) management.
 - V. To improve CoLP decision support and provide more dynamic, dashboard-style reporting.

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

CoLP Finance Team

- 2. Having been significantly understrength since February, the arrival of two Deputy CFOs in August / September is already making a big difference. Mark Paddon is leading on financial management and focusing on putting stronger monthly control, review and forecasting disciplines in place as well as supporting 23/24 business planning. Steve Reynolds is leading on strategic finance, with his immediate focus being on the MTFP and reserves strategy submitted to this Committee alongside getting to grips with CoLP's large and complex change portfolio and starting to scope the financial management and 'whole life costing' support that will be needed for the outcomes of the Portfolio Review and prioritisation exercise.
- 3. Transactional finance remains under strength and, as well as correcting resource levels, there is a need to better understand the underpinning demands and processes and apply better technological solutions wherever possible. There have been inherently increased demands so far this year in adjusting to the new TOM cost centre structure – along with a need to keep on top of business areas to ensure transaction processing is done right first time while addressing exceptions from this position.

MTFP

- 4. Linked to 22/23 budget setting in March 2022, the combination of additional CoLP mitigations and Court approval of the 0.4p BRP increase enabled the Police MTFP to be balanced, thereby significantly reducing the overall level of risk to Police finances. As always, the situation is dynamic, with the updated MTFP to this Committee modelling the impact of increased pay and non-pay inflationary pressures in 2022, while also identifying potential additional mitigations for further development as part of 23/24 budget setting. A scenario range is also shown. Future year inflation and other assumptions have been identified through networking with Force and OPCC CFOs and applying City Fund MTFP assumptions.
- 5. Alongside the MTFP, a draft reserves strategy has been submitted to this Committee which, as well as proposing a target for the General Reserve, makes recommendations for governing the use of POCA income / reserve.

22/23

- 6. A Q2 monitoring paper is included on this agenda which has transitioned to a Powerpoint and 'dashboard'-style reporting format, underpinned by better alignment of people and money resources. We will consider how this might be further developed for 23/24, flowing from the new CoLP business planning process, to provide a clear line of sight between Policing Plan priorities and resource allocation.

Savings / Mitigations

7. The CoLP commitment towards a balanced budget requires sustaining £7.7m savings plans built into prior year budgets and supplementing these with £6.1m additional mitigations in 22/23 (=cumulative £13.8m). Prior year plans covered a range of pay and non-pay savings coupled with increased income generation. The change in language to “mitigations” for 22/23 was due to inclusion of expected increase in Precept Grant from Home Office, appropriate use of POCA reserves and a few “one off” rather than sustained savings (adjusted in MTFP). However, the £6.1m also includes significant areas of sustained savings requirement, in particular £1m linked to workforce modelling across the force, and a review of Corporate Services.
8. 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 (Q2 report to this Committee refers, recognising that forecast confidence will continue to increase through 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.

Other CFO activity

9. CFO / Finance is closely involved in the Corporate Services review, Portfolio Review, new 23/24 Business Planning process and Police Accommodation Strategy, all being led by COO (see below), as well as a number of other emerging workstreams aimed at enhancing (and improving assurance on) CoLP value for money, which include:
 - 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 - as well as in assuring the financial evaluations and full business case development for FCCRAS.
 - 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.
10. On Police Funding Formula Review, we are waiting to hear about timings and next steps post-Ministerial changes.

Chief Operating Officer (COO)

Corporate Services Review

Activity in September 2022

- Re-established working relationship with external consultancy who will support the design work of Corporate Services.
- Review of “Transform” papers and feedback from programme
- Corporate Services Programme Board set-up and started on 15th September 2022
- Review of the “As is” structures
- Design principles of new TOM drafted
- Drafted Communications & Engagement Strategy
- High level programme plan and reporting templates created
- Staff Engagement – Corporate Services workshops planned, and meeting scheduled
- Paper based review for some key service areas in-scope of the review undertaken: IT, Business Planning, HR, Executive Support and Project Management Office (PMO)

Next Steps

- Draft costed models for critical and complex areas i.e. “To be”
- Paper based reviews and initial activities started for other areas in-scope of the review e.g. Estates and Facilities, Communications Team, etc.
- Testing of model options where possible
- Finalise Comms plan and start implementing it – Head of comms joined 3rd October
- Updates to Police Authority Board (PAB)

Portfolio Review

11. An internal review of the current change portfolio is currently taking place to ensure an affordable and achievable Portfolio is set to deliver the change priorities in the Policing Plan roadmap. This will be 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. This work is led by the COO and CFO with the support of the Force Programme Management Team.
12. The exercise involves a prioritisation effort which will see the Chief Officer Team making a clear selection of a number of major programmes which will continue to be delivered or be initiated in the next 12 months. Additionally, the effort will also produce a sequencing of such programmes and will provide a clear line of action in terms of where resources, budget and time are needed to support the change required.

23/24 Business Planning Process

13. Members will recall the committee report informing the Resource, Risk and Estates Committee at its meeting on 5th September and PAB on the 27th September of the new Business Planning Process that has been implemented into Force. This new process replaces the old Strategic, Threat and Risk Assessment (STRA) process, and aims to join up Force processes around strategic priority setting, resource allocation and workforce planning at departmental level. This process will inform strategic products produced at the centre of the Force such as the HMICFRS Force Management Statement, the Policing Plan, the Annual Report, etc.
14. The new business plan template and guidance has now been produced and departmental leads are working with their HR and Finance business partners to set the plan for their department for 23/24. The business plan template has been aligned as closely as possible with the Corporation's business plan template to provide consistency.
15. To date, two Business Planning Forums have been held with staff to ensure that those writing business plans are supported and given the skills and resource they require to write this document using clear supporting evidence, articulating the demand facing each department and how they are responding to this. A clear steer has also been given to departments to advise that, in the first instance, departments should look at where resource be reprioritised to meet any current or future demand, rather than for this to be an opportunity to bid for more resource (unless absolutely necessary).
16. This year's process is on track to be able to inform the HMICFRS Force Management Statement (which will be submitted in late Spring 2023), the Policing Plan refresh and the Medium-Term Financial Plan.

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Committee(s): Resources, Risk & Estates Committee (RREC) Police Authority Board (PAB)	Dated: 4 November 2022 24 November 2022
Subject: Q2 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 94-22	For Information
Report author: Alistair Cook, Chief Finance Officer & Mark Paddon, Deputy CFO (Financial Management)	

Summary

This covering report accompanies a slide pack detailing the City of London Police's (CoLP) revenue and capital outturn for Q2 2022/23. This is the first time the Force's periodic revenue and capital monitoring has been presented in a slide pack/dashboard format. It is intended that this style of reporting will provide a baseline which can be subsequently developed and refined for future reporting periods.

In summary, the Force is currently forecasting a revenue outturn over spend of £0.5m (0.56% of budget). This compares to a forecast overspend of £0.07m as reported at the end of Q1. Key cost pressures identified at Q2 (Slides 2-9) include:

- The impact of officer and staff pay awards of £2.1m
- Insufficient budgetary provision for the Action Fraud (AF) contract extension costs of £1.25m; while the Business Rates Premium (BRP) increase included an element for additional AF costs these were erroneously under provided when reworking the budget against the new Target Operating Model and require correction through this forecast.
- Additional estate running costs of £0.8m allowing £0.12m of inflation on energy costs.
- Additional Overtime costs of 0.6m.

These are partially offset by:

- Net pay, agency and employee related underspends of £3.0m due to the profile of recruitment.
- Additional £0.5m of Home Office funding for the 2022/23 officer pay award.
- Equipment underspends of £0.6m.
- Potential additional Uplift funding of £0.12m.

A wide range of dynamic variables, particularly in the current environment, makes forecasting challenging, however, the overspend position will be carefully monitored across Q3 to see if this will reduce naturally or if additional interventions are required.

Slide 10 provides a breakdown of the Force's initial £6.1m mitigations target for 2022/23 and commentary on achievement. Current projections suggest that whilst in total the mitigations target will be met there are some specific risks, particularly in relation to keeping overtime costs within budget as a £0.5m contribution to the mitigation plan.

Slides 11 & 12 provide an update on the Force's reserves position including a planned £2.8m drawdown from the Proceeds of Crime Act (POCA) reserve for schemes which improve performance on asset recovery and / or fund local crime fighting priorities. These schemes have been reviewed and approved by the Chief Officer Team.

Slides 12 & 13 set out progress against the Force's interim capital programme. Pending a review of the CoLP Change Portfolio, £6.936m 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 these budgets will be fully spent or committed in year.

Slide 14 details the forecast revenue outturn position for the Police Authority Board (PAB). A £1m budget was approved in 2022/23 and funded from part of the Business Rate Premium increase. At Q2 it is expected that PAB budget will underspend by some £0.43m at the end of the financial year. Costs will increase in future years in fully establishing its Target Operating Model.

Finally slide 15 provides a number of high-level risks and opportunities with the 2022/23 budget. These will continue to be reviewed with appropriate mitigations developed where required.

Recommendation

Members are asked to note the report and details contained in the slide pack.

Resources, Risk & Estates Committee (RREC)

04/11/2022

Police Authority Board (PAB)

24/11/22

Q2 Revenue & Capital Budget Monitoring, 2022/23



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

Q2 2022/23 Headlines

Revenue: A £0.5m overspend is forecast at Q2, Q1: £0.07m overspend

Key cost pressures include:

- The impact of officer and staff pay awards of £2.1m
- Insufficient budgetary provision for the Action Fraud (AF) contract extension costs of £1.25m; while the Business Rates Premium (BRP) increase included an element for additional AF costs these were erroneously under provided when reworking the budget against the new Target Operating Model and require correction through this forecast.
- Additional estate running costs of £0.8m allowing £0.12m of inflation on energy costs.
- Additional Overtime costs of 0.6m.

These are partially offset by:

- Net Pay, agency and employee related underspends of £3.0m due to profile of recruitment.
- Additional £0.5m of Home Office funding for the 2022/23 officer pay award.
- Equipment underspends of £0.6m.
- Potential additional Uplift funding of £0.12m.

The overspend position will be monitored across Q3 to see if this will reduce naturally or if additional interventions are required. Proceed of Crime Act (POCA) funding for specific asset recovery work may also provide some mitigation.



Q2 2022/23 Headlines

Police Uplift: Current projections indicate that the 986 Home Office officer headcount target will be met or exceeded by 31 March 2023. The Home Office is offering financial incentives for over achievement against the uplift target of £20,000 per officer over target, however, this may be subject to an overall headcount cap per force.

2022/23 Mitigations target = £6.1m

Current projections suggest that with substitute mitigations (POCA) the £6.1m target will be met although a £0.5m overtime savings risk has been identified.

Capital: 2022/23 budget = £6.936m inclusive of £3m Home office funding for the Next Generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS). In year priorities include fleet replacement, body worn video equipment and horsebox replacement. It is expected that budget will be fully spent or committed in year.

Police Authority Board (PAB): Q2 underspend of £0.43m is forecast against a £1m budget.



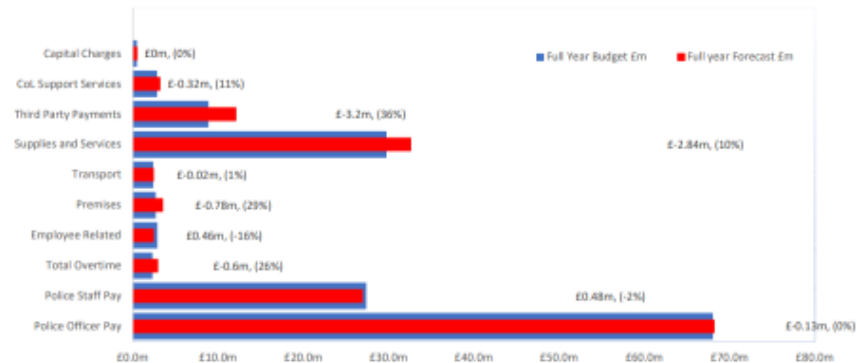
CoLP Workforce & Financial Dashboard 2022/23

September 2022

2022/23 Revenue Budget

	Budget	YTD		Budget	Outturn	
	£m	Actual	Var	£m	Forecast	Var
	£m	£m	£m	£m	£m	£m
Officers pay cost	34.01	30.71	-3.31	68.02	68.16	0.13
Staff Pay cost	13.69	12.86	-0.83	27.37	26.89	-0.48
Overtime	1.16	1.50	0.34	2.31	2.92	0.60
Other pay costs	16.66	16.44	-0.22	25.87	25.40	-0.46
Total pay costs	65.51	61.50	-4.02	123.57	123.36	-0.21
Non pay costs	21.81	21.19	-0.63	49.46	56.30	6.84
Total Exp	87.33	82.68	-4.64	173.03	179.66	6.63
Income	-41.95	-38.09	3.86	-76.44	-82.68	-6.23
Funding	-45.38	-45.38	0.00	-92.86	-92.86	0.00
Use of reserves	0.00	0.00	0.00	-0.50	-0.70	-0.20
Cap Fin & recharges	0.00	0.00	0.00	-3.23	-2.91	0.32
(Surplus)/ Deficit	-0.00	-0.79	-0.79	0.00	0.52	0.52

2022/23 Revenue Expenditure Forecast



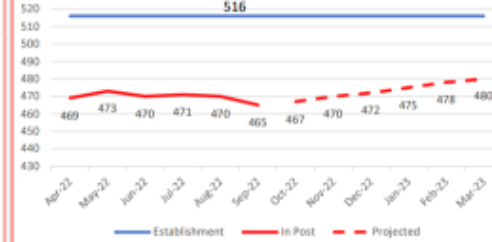
Officer Establishment FTE



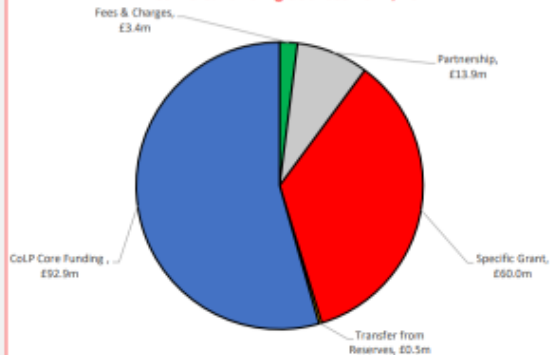
Year 3 Uplift Target (headcount)



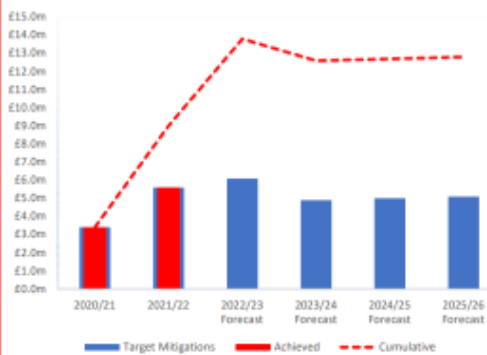
Staff (FTE)



Income & Funding Sources 2022/23



Annual and Cumulative Mitigations

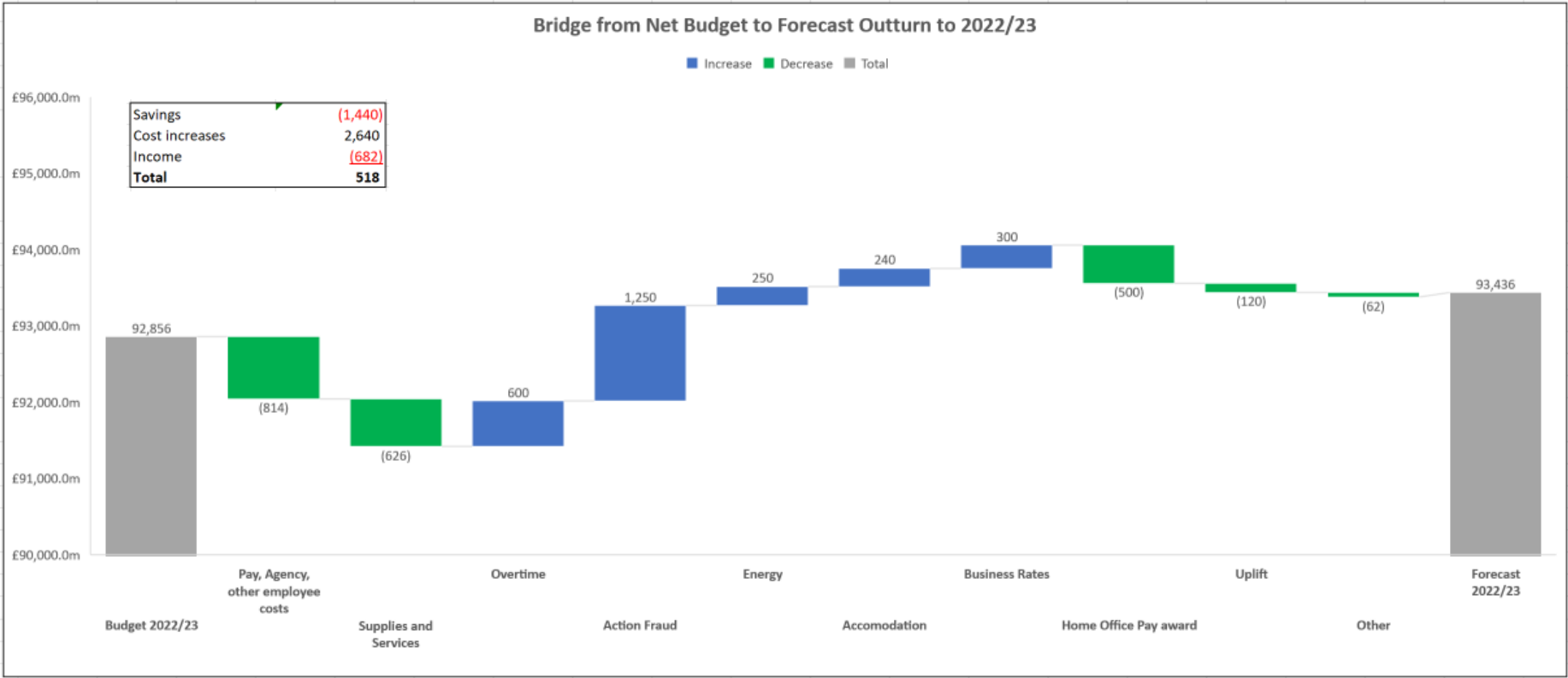


2022/23 Revenue Budget

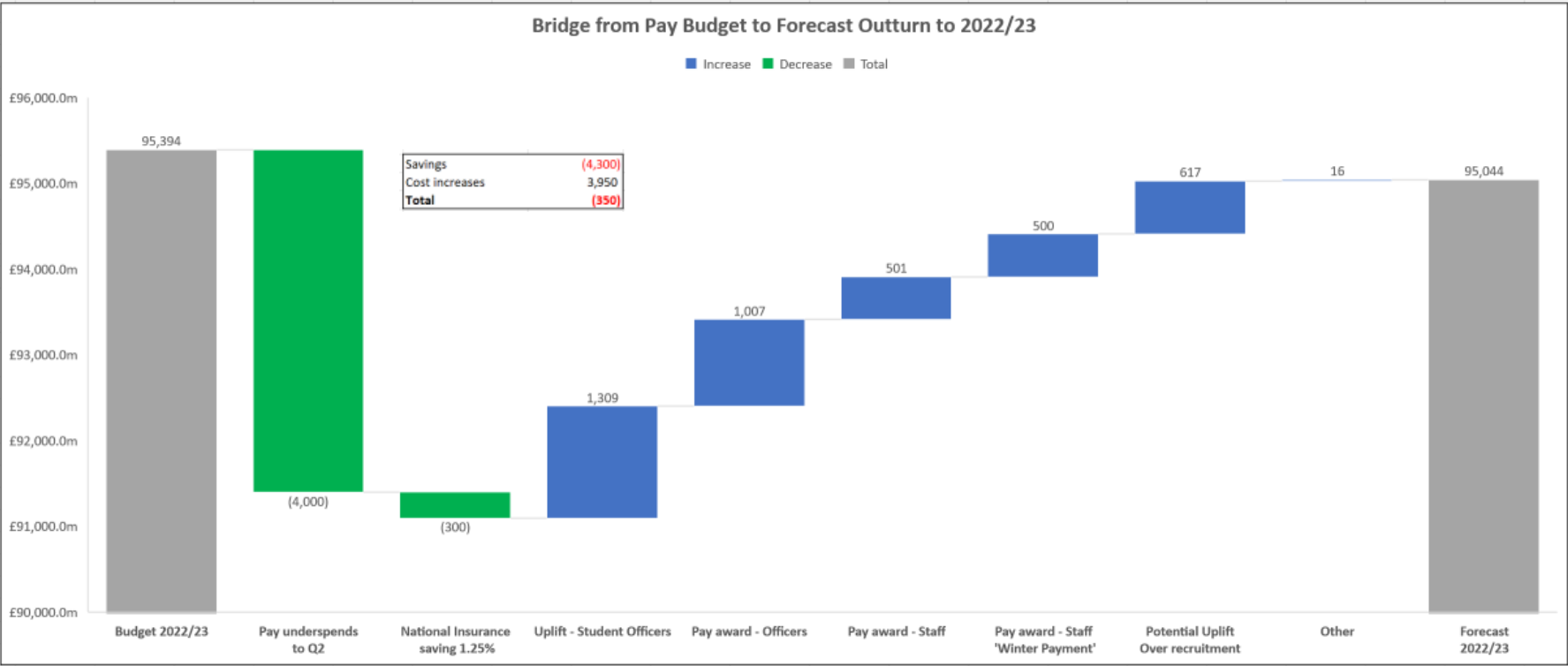
	22/23 Latest Budget £m	Budget YTD £m	Actual (Q1 YTD) £m	Variance YTD £m	Projected Outturn £m	Proj Variance £m
Pay						
Officers	68.0	34.0	30.7	(3.3)	68.2	0.1
Staff	27.4	13.7	12.9	(0.8)	26.9	(0.5)
Overtime	2.3	1.2	1.5	0.3	2.9	0.6
Agency	0.8	0.4	0.3	(0.0)	0.5	(0.3)
Police Officer Pension	23.0	15.2	15.2	0.0	23.0	
Indirect employee costs	2.1	1.1	0.9	(0.2)	1.9	(0.2)
Total Pay	123.6	65.5	61.5	(4.0)	123.4	(0.2)
Non-Pay						
Premises Costs	2.7	1.3	2.7	1.4	3.5	0.8
Transport Costs	2.4	1.2	0.4	(0.8)	2.4	0.0
Supplies and Services	29.8	14.9	15.1	0.2	32.6	2.8
Third Party Payments	8.9	4.4	2.9	(1.5)	12.1	3.2
CoL Support Services	2.9	0.0	0.2	0.2	3.2	0.3
Capital Charges	0.5	0.0	0.0	0.0	0.5	0.0
Non-Pay	47.0	21.8	21.2	(0.6)	54.2	7.2
Total Expenditure	170.6	87.3	82.7	(4.6)	177.6	7.0
Income						
Specific Grant	(60.0)	(33.7)	(32.5)	1.2	(66.0)	(6.1)
Partnership	(13.9)	(6.7)	(4.2)	2.5	(13.3)	0.6
Fees & Charges	(3.4)	(1.5)	(1.4)	0.2	(4.2)	(0.8)
Transfer from Reserves	(0.5)	0.0	0.0	0.0	(0.7)	(0.2)
CoLP Core Funding	(92.9)	(45.4)	(45.4)	0.0	(92.9)	(0.0)
Total Income	(170.6)	(87.3)	(83.5)	3.9	(177.1)	(6.5)
Underlying Deficit	0.0	0.0	(0.8)	(0.8)	0.5	0.5



2022/23 Budget to Forecast Outturn Bridge



2022/23 Pay Budget to Forecast Outturn Bridge



Overtime Analysis – Chargeable vs Non-Chargeable

	Budget £'000	Forecast £'000	Forecast Variance £'000
Bank Holiday Working	225	228	3
Chargeable	-	317	317
Non-Chargeable	2,087	2,366	279
Total	2,312	2,912	600

- “Chargeable” includes overtime recoverable from events such as the Queen’s Jubilee, the Commonwealth Games, the Queen’s funeral and overtime charged to the funded units which will be matched by a corresponding increase in income.
- The forecast for non-chargeable overtime includes cost associated with policing major crime such as Op Intervention and protest events in the City such as those organised by Extinction Rebellion (XR). Home Office funding for unexpected events is subject to the unexpected costs exceeding a threshold of 1% of core funding. In the case of XR for example £156,000 of overtime has been incurred to date but the Force would need to exceed £700,000 in this financial year for a bid for funding from the Home Office.
- Overtime reporting will continue to be developed and refined in future reporting periods including assessment of link between uplift numbers and overtime (noting large number of student officers who need to become fully fledged officers).



Business Area Summaries

Business Area	Latest Approved Budget 2022/23 £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2022/23	
			£'000	%
Police Committee (City Fund)				
Local Policing	24,616	25,116	500	2%
Specialist Operations	25,455	24,951	(504)	-2%
National Lead Force	4,520	5,701	1,181	26%
Corporate Services	27,950	29,564	1,614	6%
Central Income & Expenditure	10,315	8,043	(2,272)	-22%
TOTAL POLICE COMMITTEE	92,856	93,374	518	1%

Local Policing: £0.5m overspend - largely due to insufficient budgetary provision for student officers (£1.2m) offset by savings on equipment purchase by the Tactical Firearms Group (£0.6m)

Specialist Operations: £0.5m underspend - mainly due to officer and staff vacancies (£1.2m) offset by overtime overspends (£0.6m) due to serious and violent crime.

National Lead Force: £1.2m overspend – largely due to insufficient budgetary provision for the Action Fraud contract extension costs.

Corporate Services: £1.6m overspend - mainly due to insufficient pay budgetary provision for officers (0.9m) and premises estate running costs estimated to be £0.8m above budget partly due to energy price inflation, accommodation costs for officers and an under provision of business rates for Bishopsgate Police Station.

Central Income & Expenditure: £2.3m underspend due to a budgetary overprovision for pay costs of £1.8m in addition to the inclusion of £0.5m additional Home Office grant funding for the 2022/23 officer pay award.

N.B. The 2022/23 is the first budget prepared against the new Target Operating Model and a number of unallocated budgets were included in the Central Income and Expenditure which have been charged elsewhere in the budget. This will be refined for 2023/24.



2022/23 Mitigations

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 remain below 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	Large capital underspends in 20/21 & 21/22 should support achievement of this 'one off' Medium Term Financial Plan (MTFP) mitigation.	
Savings on consumables	0.6	0.6	Removed from budgets. Work is still required in Q3 to identify and assess the deliverability of this saving.	
Increased use of POCA reserve for appropriate areas of budget spend, supported by increase in seized assets	0.7	1.3	In line with other forces, the Chief Officer Team have agreed to the use of the POCA reserve to fund the cost of the Asset Recovery Team.	
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 be reviewed during Q3 following uplift officer joining the Force.	
Overtime reductions linked to Bank of England contract	0.5	0.0	Removed from budget. Overtime budgets are forecast to be overspent by £0.6m due to current operational demands, holding overtime costs to budget is not considered possible at this time.	
Agency staff	0.3	0.3	Removed from budgets. Forecast suggested that agency staff budgets will be underspent by £0.3m	
Professional fees	0.9	0.9	Removed from budgets. Spend to date suggests that this mitigation is deliverable. The position will be re-assessed at Q3	
Total	6.1	6.2		



2022/23 Reserves

The Police reserves is forecast to reduce from £14.6m at 1 April 2022 to 11.8m at 31 March 2023. The total reserves broken down between Earmarked Reserves and the General Reserve is summarised below:

	Opening Balance	Projected Spend	Projected Closing Balance
	£'m	£'m	£'m
Proceed of Crime Act (POCA)	(9.0)	2.8	(6.2)
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)	2.8	(11.8)

Opening balance on the POCA reserve includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron.



2022/23 Reserves – continued

The £2.8m planned drawdown from the POCA reserve in 2022/23 includes the following projects which have been approved by the Chief Officer Team:

2022/23 POCA Reserve Drawdown	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000	Description
Asset Recovery Team	1,300				1,300	Funding of Asset Recovery team for a period of three years. Total requirement = £3.9m.
Serious Organised Crime (SOC) Development		314			314	Development of driving and surveillance capabilities with the procurement of vehicles aligned with those capabilities. The total requirement is £604,805; 2022/23: £314,000 £137,000
District Attorney New York (DANY) / Homeland Ssecurity Investigations (HSI)	225				225	Secondment of 2 officers DI + DS for two years with partner agencies in New York City, USA - £225,000 per annum.
Covert Tasking Budget		75			75	Project to support proactivity across the force in tackling fraud and Serious Organised Crime. Total request £287,500.
Night Time Economy (NTE)		103			103	Multi-agency approach to NTE issues, focusing on early engagement, crime prevention and setting the policing
Streamlined Forensic Reporting				10	10	Project to provide streamlined forensic connection between CoLP and healthcare providers, for the purpose of attaining medical evidence more efficiently, for the prosecution of cases that include all forms of medical evidence. The total requirement was £33,000 with £10,000 remaining to be spent in 2022/23.
Derbyshire Financial Investigateion (FI) & Financial Recovery (FR)	100				100	Funding for financial investigation and financial recovery in 2022/23 transferred from Derbyshire. From 2023/24 an Economic Crime Levy will be ringfenced to pay for these posts.
PowerBI - data analytics		631			631	To improve analytics and data reporting capability to assist crime reduction and asset recovery.
Total	1,625	1,123	0	10	2,758	

- The DANY/HSI, Covert Tasking and NTE projects (£0.4m) may provide some mitigation to the Q2 forecast overspend.



Interim Capital Programme 2022/23

	2022/23 Project Budget £'000	Of which loan- funding £'000	Of which HO funding £'000	Commitments £'000	Forecast Spend 2022/23 £'000	Forecast Variance £'000
FCCRAS (including £3m Home Office funding)	5,200	2,200	3,000	0	5,200	0
Car Fleet Replacement	250	250	0	250	0	0
Horsebox	400	400	0	400	0	0
Motorbike Fleet replacement	236	236	0	236		0
Body Worn Video Equipment	300	300	0	0	300	0
Armoury Improvements	100	100	0	0	100	0
Forensics Networks & Storage	450	450	0	0	314	-136
Total	6,936	3,936	3,000	886	5,914	-136

FCCRAS: The contract for the new FCCRAS service is now in the final stages and a full business case will be submitted to the Home Office in Q3. Of the £6.0m 2022/23 FCCRAS budget, £1.5m has been spent to date, with the expectation that the full FCCRAS capital budget will be utilised by the end of the financial year.



Interim Capital Programme 2022/23 continued

Fleet Replacement: Tactical Fleet are currently assessing the vehicles which require replacement as part of the 2022/23 programme. A decision and recommendation on the options is expected in October 2022. An order for 10 replacement motorbikes has been placed at a cost of £0.165m. It is expected that the motorbikes will be delivered in Q2 2023.

Horsebox: A number of procurement options are being considered including a joint with other forces, however, with supplier lead times currently running at between 12-18 months irrespective of the procurement method it is very unlikely at this stage that the horsebox will be delivered in 2022/23.

Body Worn Video Equipment: The contract is being negotiated and it is expected that the equipment will be delivered, within budget and available for use on 1 March 2023.

Armoury Improvements: To date design fees of £12,045 have been incurred and the final specification is being prepared. Whilst the aim is deliver the improvements in 2022/23 a clearer picture of costs and timescales will be available once the specification is agreed and procurement commences.

Forensic Network & Storage: This project is to implement management software solution to remove tape storage. The project has commenced and it is expected that it will be completed by the end of the financial year. The forecast outturn is £314,000 which is an underspend of £136,000 against budget.



Police Authority Board Budget 2022/23

Police Authority Board	22/23 Latest Budget £m	Budget YTD £m	Actual (Q1 YTD) £m	Variance YTD £m	Projected Outturn £m	Proj Variance £m
Pay						
Staff	0.63	0.32	0.20	(0.11)	0.51	(0.12)
Total Pay	0.63	0.32	0.20	(0.11)	0.51	(0.12)
Non-Pay						
Supplies and Services	0.37	0.00	0.00	0.00	0.06	(0.31)
Total Non-Pay	0.37	0.00	0.00	(0.00)	0.06	(0.31)
Total Net Expenditure	1.00	0.32	0.20	(0.11)	0.57	(0.43)

Budget established in 2022/23 with £1m Business Rates Premium Funding.
2022/23 Forecast underspend of £0.43m



2022/23 Risk and Opportunities

- 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

The risk and opportunities assessment, with mitigations, will be further developed for Q3.



Committee(s): Resource Risk and Estates Committee- <i>For information</i>	Dated: 04 November 2022
Subject: Q2 Workforce 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 95-22	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 Q2 2022/23 between 1st July 2022 to 30th September 2022.

A Summary is provided on slide 3.

Recommendation

Members are asked to note the report.

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HR Monitoring Report

Q2 - July 2022 to September 2022



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

Contents

1. Summary
2. Workforce Establishment
3. Diversity (Gender and Ethnicity)
4. Recruitment
5. People Turnover
6. Sickness
7. Occupational Health
8. Wellbeing
9. Grievances and Employment Tribunals
10. Appendix 1 - Key Terms
11. Appendix 2 – Operating Establishment
12. Appendix 3 – Recruitment Rules



Summary

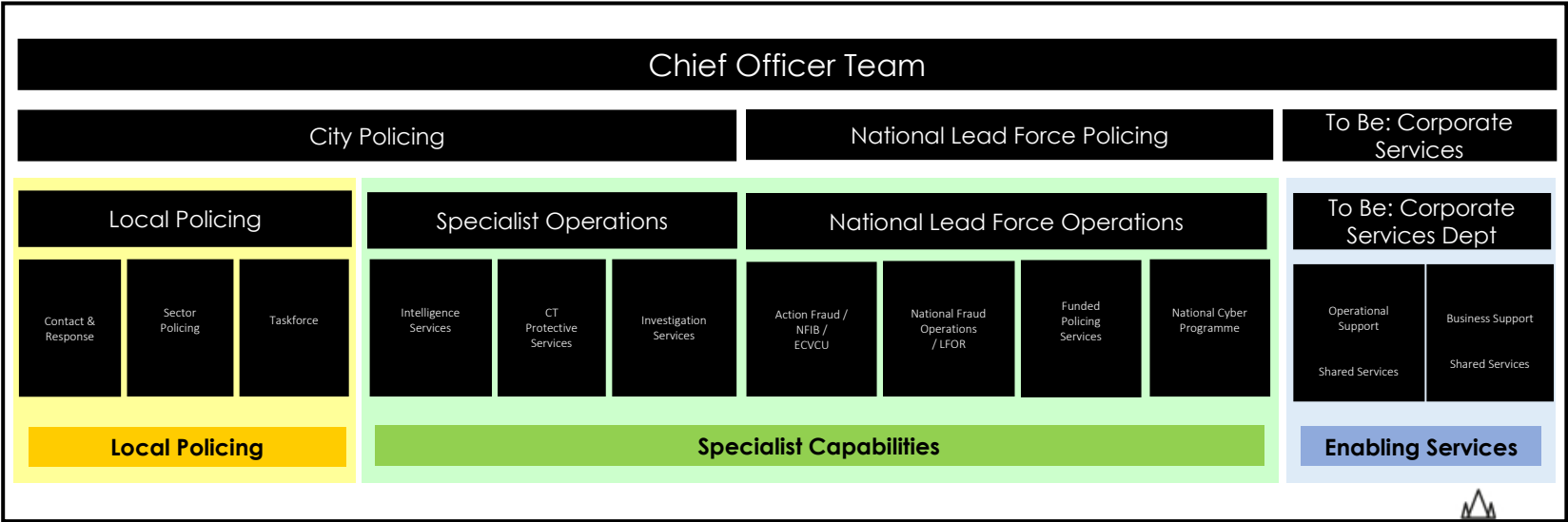
- This report sets out the City of London Police ('the Force') Human Resources monitoring data for Q2 2022/23 between **1st July 2022 to 30th September 2022**. The force's Human Resources department provide workforce data to the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** 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, 15 Police Officers and 24 Police Staff left the force, this equates to a 1.6% and 4.9% turnover rate respectively.
 4. **Sickness:** The average working days lost per worker for Officers is 3.04 days and for Staff is 4.29 days (Apr – Sep 2022). Using Home Office national measures (converted to days instead of hours), the absence rate (Apr – Sep 22) for officers was 2.36%, staff was 3.4%. [Note 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 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 (+79 posts including funded supernumeraries at the end of September). The funded supernumeraries have increased since the last reporting period due to an uplift in funding for National Economic Crime Victim Care Unit (NECVCU), FCCRAS Next Gen Project, Intelligence Dev, and NLF Enhanced Cyber Reporting Services. A review of vacancies and funding for supernumeraries is being carried out by HR, Finance and Superintendent Isaacs, and the Corporate Services Project is being led by the new COO. As part of the work, HR has identified vacant Staff posts that could be removed from the model of 542 to start to align with the establishment of 517. HR and Finance continue to work through our establishment and supernumeraries so that the business have a full understanding of our workforce and funding streams.
- This was mitigated with a Police Staff recruitment freeze unless through People Board Governance
- The Force has to find £1M in savings from Police Staff posts (C.20) in addition to making the Police Staff model affordable.

OPERATING MODEL:

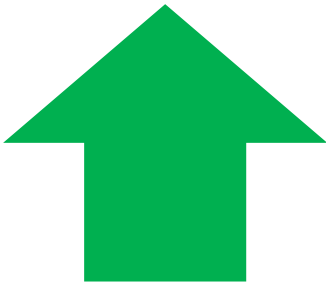


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Workforce Establishment

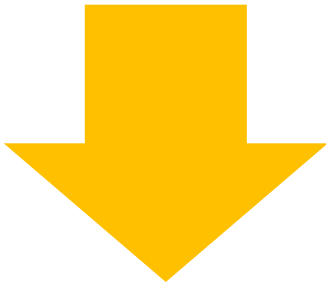
The graphic shows establishment vs strength for the workforce for June 2022 and September 2022. Officer budgeted establishment has increased from 993 in June 2022 to 998 in September 2022 including Year 3 Uplift headcount, establishment has increased by 5 FTE in NLF - NPCC Cyber Crime. Statistically, Officer strength has increased by 11.6% since June 2022. Staff establishment has increased by 1 FTE and strength has decrease by 0.6% between June 22 and September 22.

Officers



June Strength	Sept Strength
860	960
<ul style="list-style-type: none">• Est 993• 86.6% Strength vs Est	<ul style="list-style-type: none">• Est 998• 96.2% Strength vs Est

Staff



June Strength	Sept Strength
468	465
<ul style="list-style-type: none">• Est 516• 90.7% Strength vs Est	<ul style="list-style-type: none">• Est 517• 89.9% Strength vs Est



Workforce Establishment

- As of 30th September 2022, the City of London Police has an overall strength of 960 (FTE) Police Officers, against our agreed budgeted establishment of 998 (Force Strength Indicator, FSI, Sept 2022). The Establishment is based on the agreed Force Structure models.
- The strength of Police Staff is currently 465 (FTE) against our budgeted establishment of 517 (FTE). These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts.
- The Operational model differs from establishment (refer to Appendix 1) for police staff this has grown by 6 posts in this reporting period, this is a mixture of funded roles and those that are required operational such as receptionists.
- The People Board, 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 has being completed by Superintendent Isaacs to identify vacancies, and how long they have been vacant, within our Staff establishment. The Corporate Services Project has now begun under the new COO.
- 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)



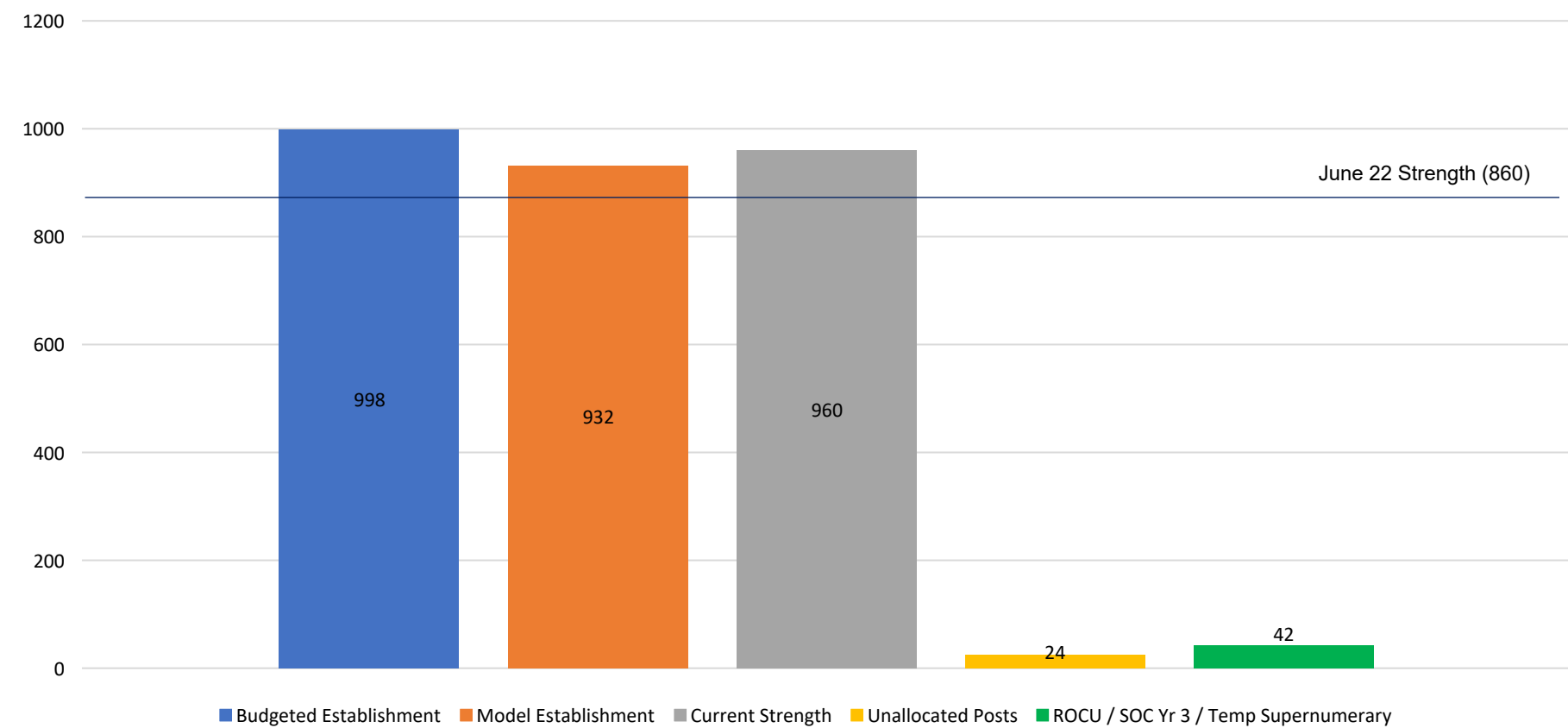
Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action required)



Officer Operational Model Establishment FTE

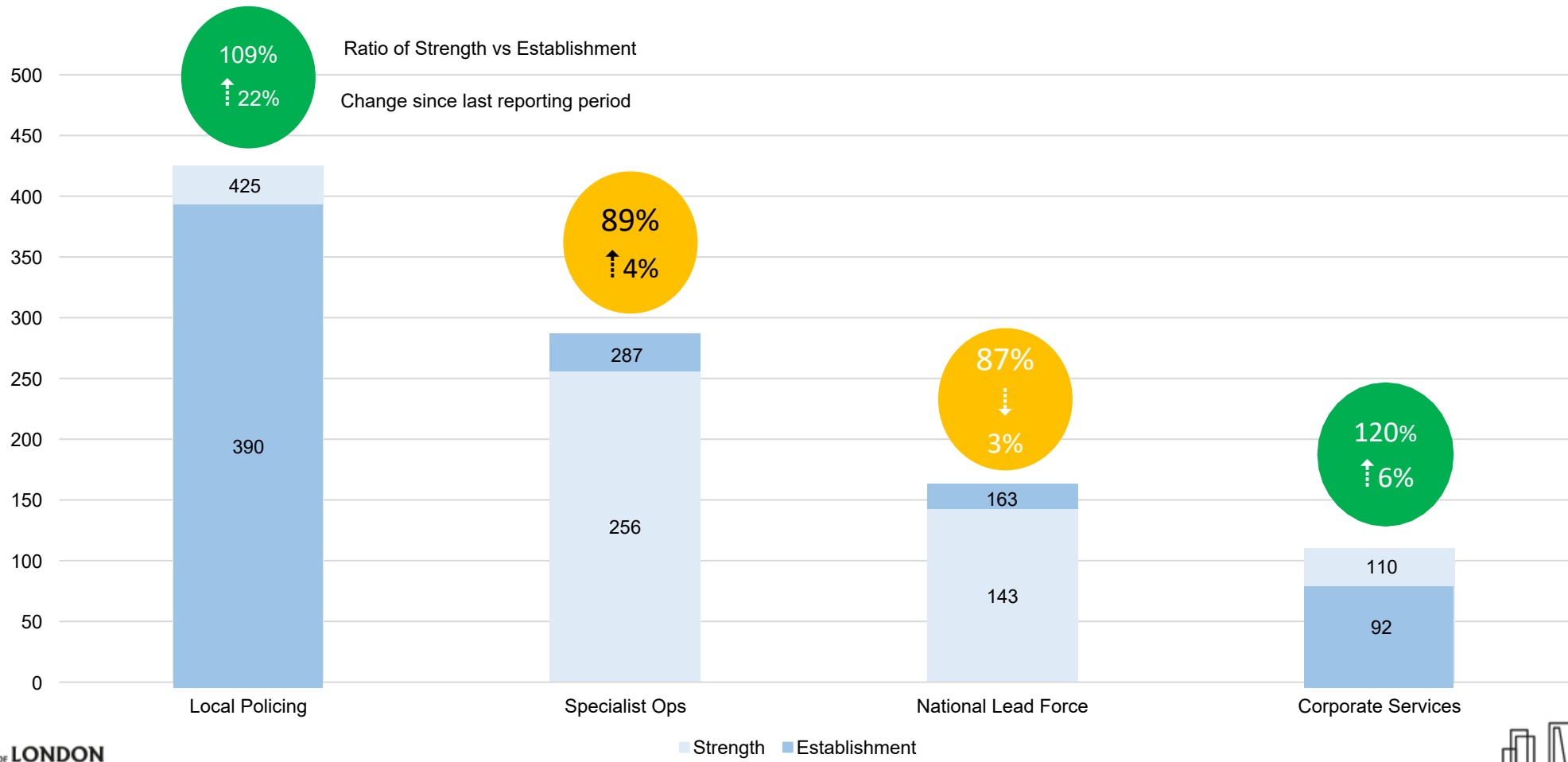


Budgeted Establishment of 998 FTE:

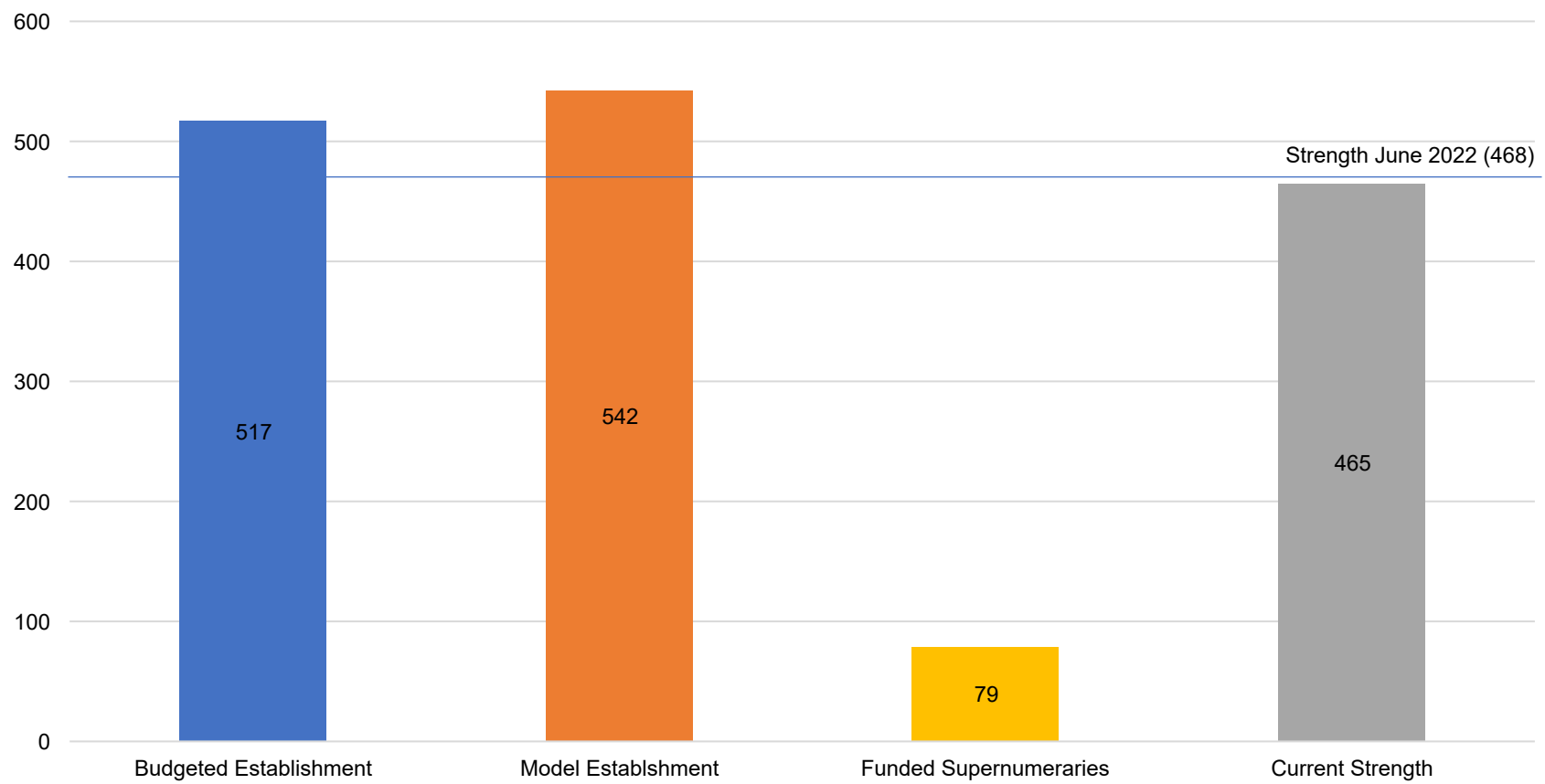
- Current CoLP model = 932 FTE
- ROCU/SOC/Funded Supernumerary = 42 FTE
- Current Unallocated Posts = 24 FTE
- Current overall strength against budget = 96%



Officer Strength vs Establishment FTE (rounded)



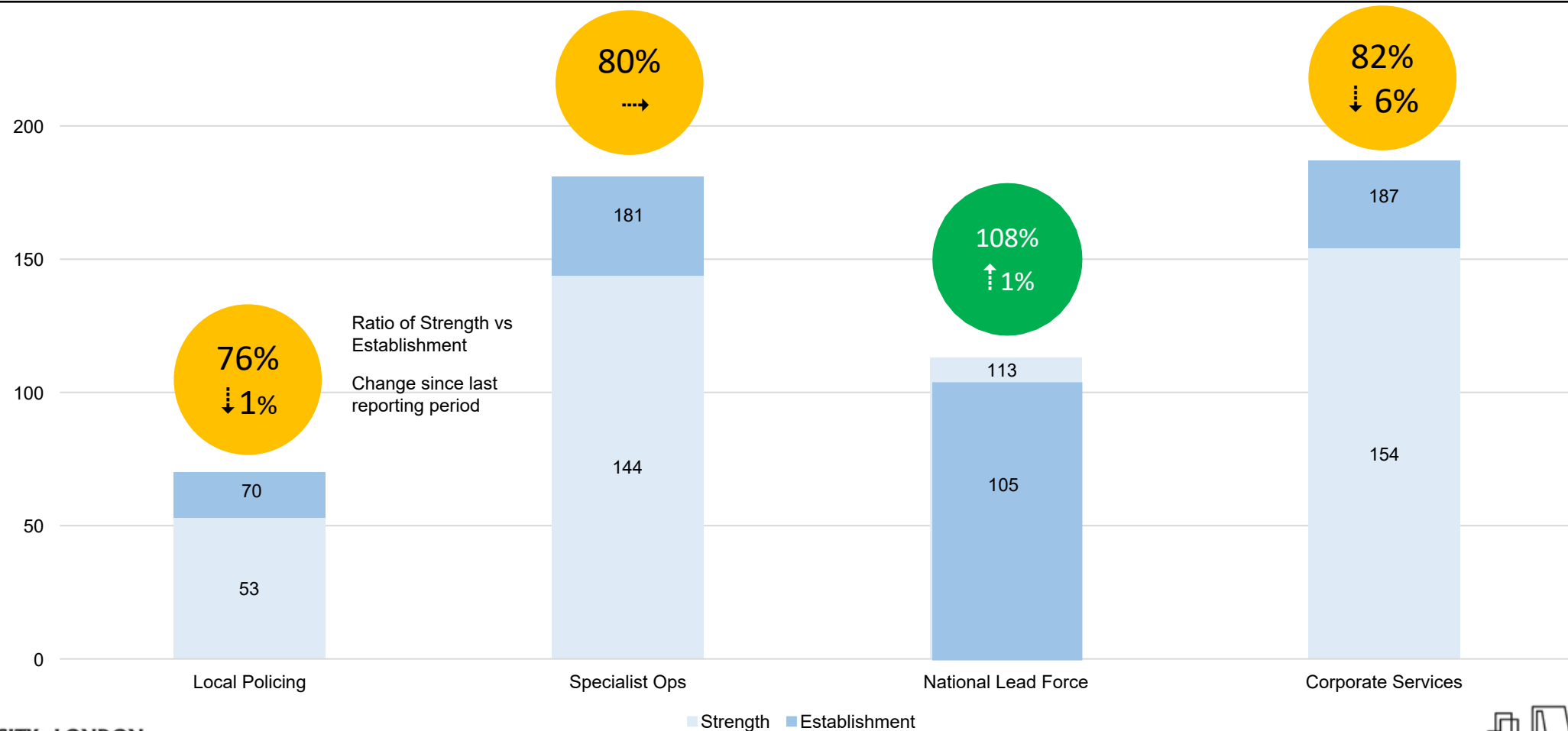
Staff Operational Model Establishment FTE



- Model Establishment = 542
- Temporary Funded Supernumerary = 79 (↑ 31 due to NECVCU, Next Gen, Intel Dev, Enhance Cyber)
- Total = 621
- Posts over budgeted establishment = 104 FTE
- Current strength = 465 FTE
- Current vacancies under model = 156 FTE
- Current vacancies under budget = 52 FTE
- Does not include £1M in savings to be taken



Staff Strength vs Establishment FTE (rounded)

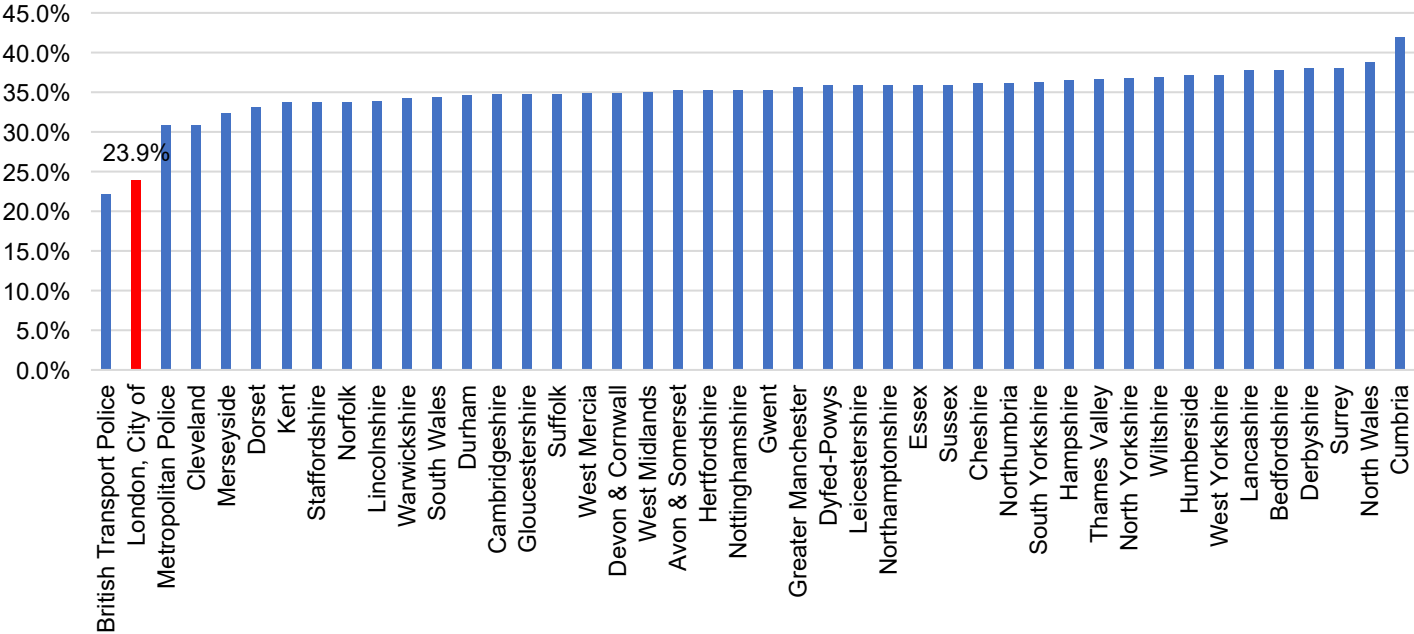


A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

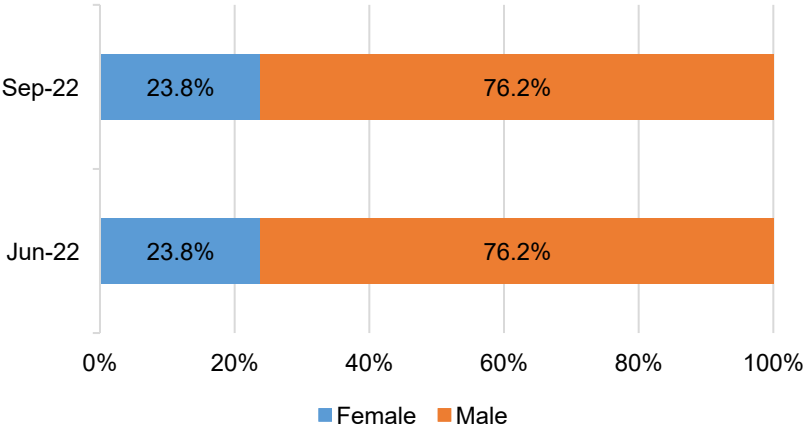
Diversity: Officer Gender

Officer gender profile has not changed significantly since the last reporting period, the CoLP female officer profile is 23.8% of 970 officer headcount. 22.6% of 115 officers that joined in quarter 2 were female.

National Comparison Female Officers (% of Headcount) - 31 March 2022



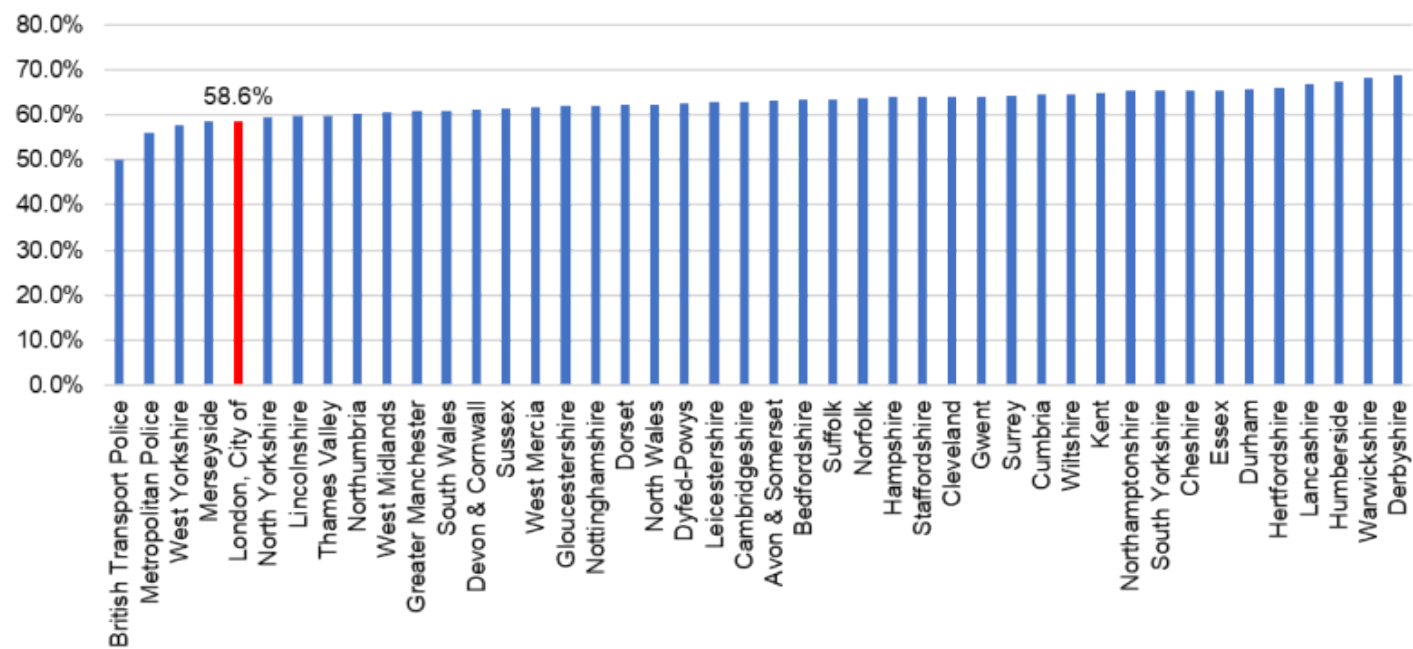
Officer Gender September 2022 % comparison to June 2022



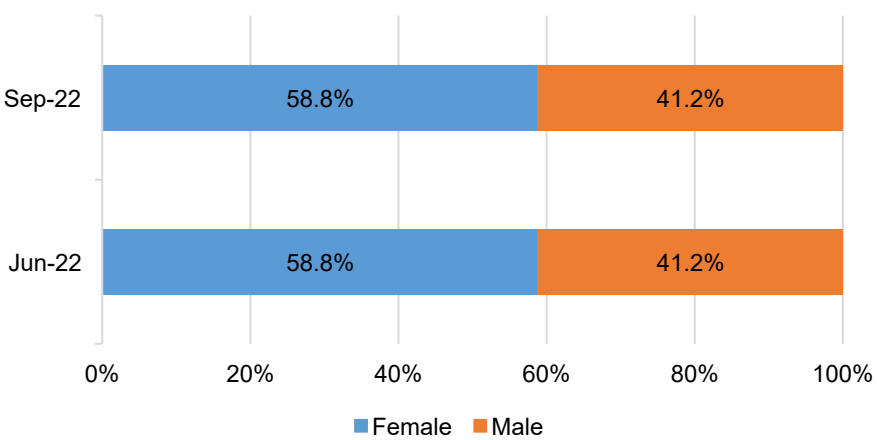
Diversity: Staff Gender

Staff gender profile has not changed significantly since the last reporting period, the female profile has decrease by 0.2% to 58.6% of 480 total Staff headcount .

National Comparison Female Staff (% of Headcount) - 31 March 2022



Staff Gender September 2022 % comparison to June 2022

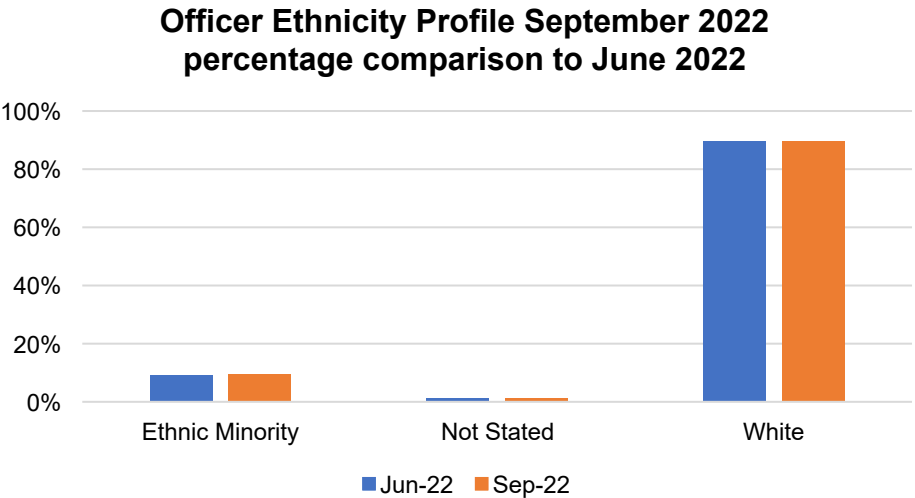


Diversity: Officer Ethnicity

Officer Ethnicity profile has increased since the last reporting period, the Ethnic Minority profile has increase by 0.2% to 9.3% of a total 970 Officer headcount. Our Student Officer intakes in August and September 2022 included 14% new Officers from a Ethnic Minority background.



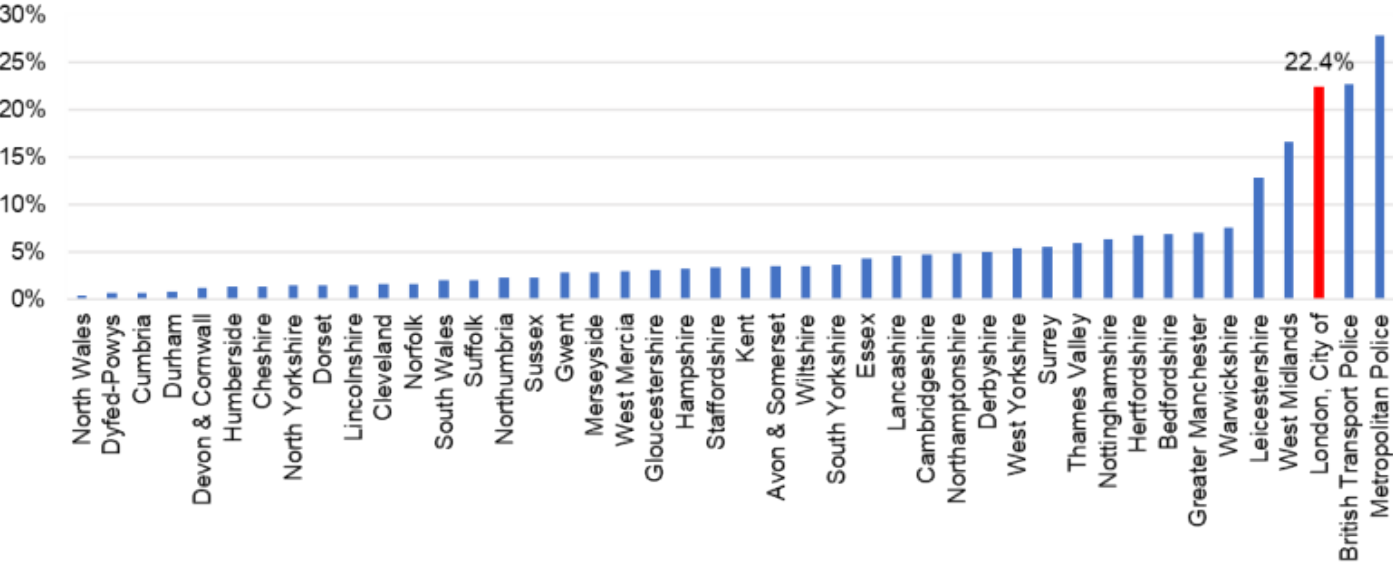
Source: Police Workforce, England and Wales, 31 March 2022



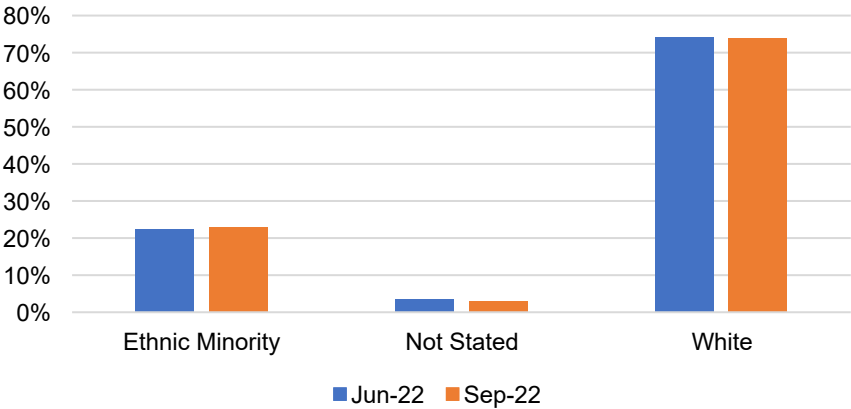
Diversity: Staff Ethnicity

Staff Ethnicity profile has not changed significantly since the last reporting period, the Ethnic Minority profile has increase by 0.5% to 22.9% of a total headcount of 480.

Ethnic Minority Staff (% of headcount) - 31 March 2022



Staff Ethnicity Profile September 2022 percentage comparison to June 2022



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 109 officers required to achieve the 22/23 uplift headcount target of 896. An increase of 109 officers would require the recruitment of over 300 officers depending on predicted attrition rates, including retirements. Financial year to date, we have recruited 86 student officers across 4 cohorts in August and September. We have another 2 intakes planned at the end of November and early February with a further 28 students each, along side the monthly transferee recruits. We are currently tracking as Green “on course” to hit our uplift target in Year 3 of the programme.

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 “Oleeo” 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.• Use of external advertising via Indeed and Crooton.• 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) has been reprofiled to reflect our current attrition and intake numbers. Due to lower than anticipated levels of attrition in the first half of the financial year we have reduced our student officer intake numbers in November and February. The final 3 intakes for student officers will be a uniform IPLDP cohort, Police Now students and a Detective IPLDP group. This revised profile gives the force a 69% Student Officer and 31% transferee split across new recruits this year.

Month	Year 3 Uplift	PCDA/ DHEP/IPLDP+/P re Join	Police Now	DHEP – Direct Entry Detective	Transferees	Rejoiners	SOC ROCU	Returners (secondment)	Leavers Estimate	End of Month Headcount
Apr-22	893						1		-20	874
May-22	874				4		1		-8	871
Jun-22	871				5				-7	869
Jul-22	869				6				-4	871
Aug-22	871	51			10				-8	924
Sep-22	924	35			13				-2	970
Oct-22	970				14		3		-9	978
Nov-22	978	28			12		3		-13	1,008
Dec-22	1,008				15		1		-15	1,009
Jan-23	1,009				0			1	-12	998
Feb-23	998	25			0		12		-12	1,023
Mar-23	1,023		10		0			1	-13	1,021
Closing headcount at 31st March 2023	1,021									
Year 3 target headcount	986									
Recruitment required from 1/4/22 to meet Year 3 target	93									
Recruitment ambitions to 31/3/23	251									
Attrition to 31/03/23	-123									
Over/(Under)	35									

A rolling transferee campaign has been successful and we have received 258 applications to date. 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 and 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 detectives. Alongside this, the People Board is managing priority posts in areas of the business where resourcing is a concern.
- Key priority posts for discussion at People Board, September 2022, include Media and Communications, Change Portfolio Office, Forensics (vetting stage), Duty Planning, PPU (vetting stage), L&D, HR, Custody Sergeants (advertised), Vetting, Uplift and Action Fraud.

Risks identified by Uplift Programme to meet target

Competition with the Metropolitan Police	This is being monitored on a week by week basis.
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 Assistant Commissioner Betts.
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
Police Staff Retention	Police staff turnover is continually increasing, with pay and greater flexible benefits offered elsewhere.



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 41 Police Officer recruitment campaigns. A Superintendent campaign is being launched on the 17th October. 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

- 115 Police Officers were recruited during the reporting period, and 1 ROCU Officer was seconded to the COLP but continuing to work in other forces around the country.
- A total of 16 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
- A new Head of Communications has been recruited and started in October 2022.



People Turnover

During the reporting period (July 2022 – September 2022), 15 Police Officers left the force, this equates to a 1.6% turnover rate. A total of 49 Officers left the force in the first half of the year, this is a turnover rate of 5%. Compared to the same period in 2021 where 41 Officers left the force, the number of leavers has increased in 2022/23. Current attrition predictions imply the total leavers for 2022/23 will be higher than 2021/22 by 25%. Reasons for leaving are provided in the tables below.

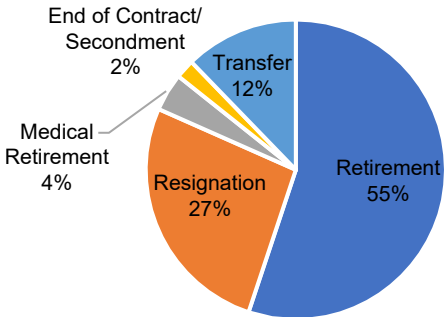
Police Officers – Reasons for Leaving (per Financial Year)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Q1-2 2022/23
Other	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	27
Transfer	7	9	17	22	14	26	6
Resignation	14	26	7	22	21	27	13
Total	60	74	62	77	70	96	49

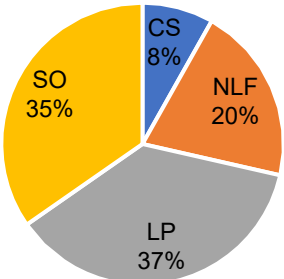
Of the 49 Police Officers that left the Force, the highest number left from Specialist Operations (17) and Local Policing (18). The main reasons for Police Officers leaving during this period was retirement correlating with pension changes, followed by resignation.

The number of leavers varies per month, 19 Officers left the force in April, 13 of which were retirements; on average 6 leavers left between May and September. The majority of leavers were Constables rank.

Officer Reasons for Leaving (Q1-2 2022/23)



Officer Leavers by Business Groups (Q1-2 2022/23)



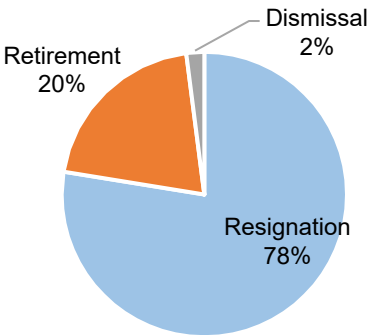
People Turnover

During the reporting period, 24 Police Staff left the force, this equates to 4.9% turnover rate. A total of 49 Staff left the force in the first half of the year, a 10% turnover rate. The number of leavers has increase significantly compared to the same period in 2021/22 in which 25 Staff left. Current trends imply there will be a 55% increase in the total number of leavers in 2022/23 compared to 2021/22.

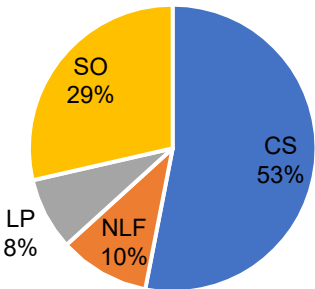
Police Staff – Reasons for Leaving (per Financial Year)							
Reason for leaving	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	Q1-2 2022/ 23
Other	1	1	1	0	1	0	0
Dismissed	1	2	1	1	2	0	1
Medical							
Retirement	1	0	0	0	0	0	0
Retirement	2	5	10	6	7	8	10
Transfer	2	2	0	0	0	0	0
Resignation (incl. FTC)	37	42	49	44	25	52	38
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	49

The greatest number of leavers were in Corporate Services (26), followed by Specialist Operations (14). The main reason for leaving was resignation. The majority of leavers were in Grades C-E.

Staff Reasons for Leaving (Q1-2 2022/23)



Staff Reasons for leaving Q1-2 2022/23



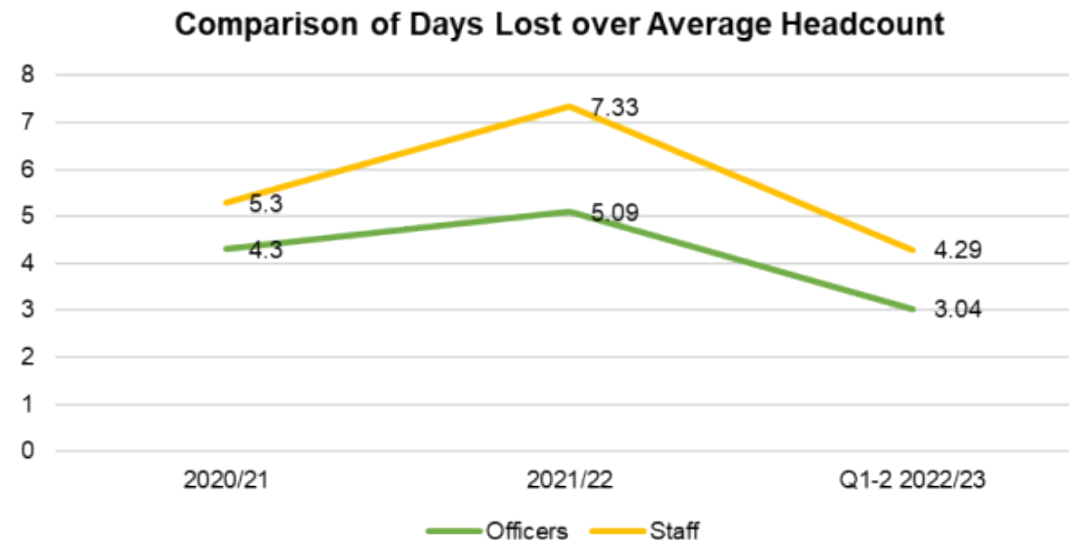
People Turnover: Retention

- 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's Chief Officer Team Meeting. The paper explored a number of retention options and recommendations for the immediate and medium term.
- Immediate Term – to negotiate ATOC at current or further subsidised rate for another 4 years. Utilise Pension Abatement as an option should it be required and augment CoLP's benefits platform at nil cost and subsidise Blue Light Cards for all officers and staff. The CoLP now has a discounted gym membership scheme with Fitness First.
- 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 April - Sept 2022, the sickness absence rate in days at CoLP was 2.36% for Officers, and 3.4% for Police Staff (working days lost / contracted days available).
- The average working days lost for Police Officers is 3.04 days and for Police Staff is 4.29 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 Q1-2 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 April – Sept 22/23 only. Compared to pre-COVID sickness in Q1-2 2019/20, where sickness Officer was 2.5 and Staff sickness was 2.8 lost on average sickness has increased.



Occupational Health (OH) Referrals

The City of London OH Service undertakes pre-employment medical assessments for officers and staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements.

For the period 1 April 2022 to 30 September 2022, OH have responded to a total of 46 pre-employment requests (100% response rate) within their SLA of 2 working days. Please note that review appointments, officer transferee and student officer recruitment medicals are not included in these figures.

Within the same period, the OH Advisors received 97 referrals of which 93 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 96%. In addition, there were 21 referrals to the OH Physician (OHP) all of which were seen within the SLA a response rate of 100% (the SLA for OHP is to offer appointments within 14 days of receiving a referral). The OHP is contracted 1 day per week for 45 weeks). Please note that health surveillance and case management review appointments are not included in these figures.



Wellbeing

City of London Police recognises that a strong commitment to wellbeing benefits both staff and the organisation as a whole and seeks to consider both physical health and mental health. The Force's wellbeing strategy aims to go further than the legal duty to employee wellbeing, in line with the Force's vision and values. The Wellbeing Strategy consists of six interrelated areas: physical, mental, emotional, team, financial and organisational wellbeing. Individual and organisational wellbeing are essential enablers of organisational performance with extensive research demonstrating that staff who feel valued and engaged perform better than those who do not.

The strategy will be reviewed annually and amended as necessary. The strategy has strong links to the Force's Diversity, Equality and Inclusion (DEI) toolkit, the Wellbeing Champion is a member of the DEI Strategic Board. The Force Health and Wellbeing Network is resourced by volunteers within CoLP who do this alongside their primary role. The network promote wellbeing by running events and linking to national events and campaigns such as the annual Mental Health Awareness week.

Oscar Kilo is the online home and brand of the National Police Wellbeing Service who's aim is to encourage the sharing of best practice and learning and encourage everyone to understand more about what wellbeing meant to them and their organisation. As part of the NPCC plan to address mental health in the workplace, along with forty-three other Forces, CoLP has signed up to the MIND Mental Health at Work commitment. There are a series of milestones and activities CoLP will be part of, alongside the other Forces aimed at improving responses to mental health.

During the reporting period, in conjunction with the Samaritans the Force has trained 60 staff and officers at different grades and ranks to recognise colleagues to be better listeners and recognise colleagues in crisis. Further training is being provided during the autumn. In addition to this a further 24 mental health first aiders have been trained up during the reporting period making a total of 26 in CoLP. Mental Health First Aiders provide peer-support to colleagues and act as a first point of contact for colleagues who may be experiencing mental health issues or emotional distress. Mental Health First Aiders are not trained to be therapists or psychiatrists, but offer immediate initial support through non-judgemental listening and guidance. They can then signpost colleagues to appropriate help, either from CoLP itself (for example Occupational Health should that be appropriate), or other external agencies.



Grievances and Employment Tribunals

During the reporting period (April – Sept 22) we had two new grievances submitted of which one has been concluded. The tables below summarise the recent and live Employment Tribunals during the reporting period.

Grievances submitted and opened	2
Grievances closed	1
New ET's submitted and opened	2
ET's closed	Nil

ET's still in progress/concluded	Details
Case 1	2 ET claims, one submitted on 10 June 2022 followed by a second claim on 28 th July 2022. Final Grounds of Resistance have been lodged with the tribunal.



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 September 2022:

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



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

Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	107	75	11	9
Response & VCU	76	187	0	0
Taskforce	181	135	4	2
Contact & SMT	26	26	55	42
Total Local Policing	390	425	70	53



Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	100	89	75	69
Investigation Services	142	119	27	15
Forensic Services	6	10	32	19
Criminal Justice System	28	27	47	41
SO SMT (Ch Insp above)	11	11	0	0
Total Specialist Ops	287	256	181	144



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	61	61	10	11
NLF Fraud	48	32	16	15
NLF Coordination	12	10	3	1
NFIB (Incl. Next Gen Officers only)	16	18	47	63
Action Fraud	0	0	26	22
NPCC Cybercrime	9	6	3	2
NLF SMT (NLF Ops) & Officer Secondments	17 (4 Secondments)	16 (3 Secondments)	0	0
Total National Lead Force	163	143	105	113



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	6	6	2	2.5
HQ Services	12	11	59	44
Professionalism & Trust	18	18	8	13
NPCC business crime	1	1	0	0
Estates & Support Services	0	1	18	16
Human Resources	2	2	22	13
L&OD	27	25	7	8
Uplift	0	20	0	5
Info Mgt Services (Business Planning)	22	22	22	12
IT & Systems	4	3	34	29
Finance & Shared Services	0	0	15	10
Total Corporate Services	92	110 (incl. 1 secondments)	187	154.5 (incl. 2 secondments)



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



Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 4 November 2022 24 November 2022
Subject: City of London Police Risk Register Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 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 purchased by the Corporation and the Force risks have been placed within this system so that they are presented in the same format as other parts of the City of London Corporation.

This report highlights the Operational and Organisational risks the Force is monitoring using this system.

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 Force Chief Officer level. Each month the Force Chief Officer Team meeting receives an update from the Audit & Assurance Board. This board is chaired by Assistant Commissioner (AC) Betts and reviews the Force risk profile monthly. The last meeting took place on 18th October 2022. 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. This paper provides a public note of the Force risk profile so the risks of the Force can be scrutinised by Members without providing oversight of operational actions that might prejudice police operational activity. The Force has consulted with the Chair and Deputy Chair of Resource Risk and Estates Committee who have indicated that they are satisfied with the presentation of this report as it appears on the agenda.

Current Position

4. The Assistant Commissioner for Operations & Security 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 18th October where the Force risk profile was reviewed and updated. The results of this meeting are presented for oversight to members within this paper.

Force Risk Register Structure

6. The Force risk register is split into two sections along Organisational and Operational areas in support of the 6 priorities within the new Policing Plan.
 - Organisational Risk Areas
 - Our People
 - Our Resources
 - Efficiency & Effectiveness
 - Operational Risk Areas
 - Keep People who live, work and visit the City Safe and feeling safe
 - Protect the UK from the threat of Economic & Cyber Crime
 - Putting the victim at the heart of everything we do
7. 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 to 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
CoLP ORG 14	Under recruiting PUP uplift, this would mean we would not receive the full grant funding available to the officer	Efficiency & Effectiveness	AC Ops	Serious	Unlikely	4	GREEN	N/A	Serious	Unlikely	4	GREEN
CoLP ORG 15	Over recruiting PUP officers, this would mean Force would be over establishment	Efficiency & Effectiveness	AC Ops	Major	Likely	16	RED	N/A	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 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 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 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 hampers 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' hampers 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

8. Since the last update two new risks have been raised to the risk profile to cover the financial implications of over recruiting or failure to meet Police Uplift numbers. Details on these risks are as follows:
 - 1) Under recruiting Police Uplift Programme (PUP) uplift, this would mean we would not receive the full grant funding available to the officers.
 - **Cause:** Force unable to fulfil the PUP uplift recruitment due to not having sufficient officers joining the Force as part of the PUP programme.
 - **Event:** The number of officers joining the Force as part of PUP is not as many as planned due to drop out, vetting failure and an increase in attrition rate of existing officers meaning the uplift targets are not met.
 - **Effect:** The Force would not receive the full grant funding available for the recruitment of the uplift officers and this would impact the Medium Term Financial Plan.
 - **Mitigations & Assessment:** Dedicated PUP Senior Responsible Officer (SRO), Chief Officer oversight, Programme Manager and team, new attraction campaign, retention measures etc. As the Force is currently on track it is considered a green risk has been added to the risk register for oversight until the uplift has been achieved.
 - 2) Over recruiting PUP officers, this would mean Force would be over establishment.
 - **Cause:** Recruitment is greater than police officer attrition rate causing the Force to be over police officer establishment.
 - **Event:** Force attrition rate for officers is lower than predicted and we over recruit student officers and transferees. This will result in the Force being over establishment.
 - **Effect:** The Force will be over establishment and have increased staff costs for Police Officer numbers. This will impact on the MTFP assumptions and will cause issues with delivering a balanced budget. This is likely due to the lead times with recruitment and that attrition rate predictions are not 100% accurate as a lot is down to officer choices.
 - **Mitigations & Assessment:** Mitigations include close monthly pipeline monitoring and reprofiling. The reduction of courses in Q4 and the closure of recruitment for Q1 and Q2 next year if required. Assessment as a red risk at this time due to the financial impact this may have on the Force budget assumptions and the actions required to bring the payroll back within budget envelope.

9. There has been no reassessment in scoring in other risks.

Risk Of Concern

10. 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**

11. Both of these risks are now being managed as issues within the Force (Risk that have been realised). A suite of operational measures is being put into place to ensure we combat the rise in criminality and work to protect the public within the City reducing the impact crime has on residents, workers and visitors within the City.

12. The crime levels are monitored on a monthly basis within the Force performance board, this provides direction to Force taskings, and the Force is working to target criminality hotspots in line with the Force Annual Christmas Campaign to tackle the current rising trends.

Conclusion

13. 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
- Appendix 2 – Force Risk Registers (Operational and Organisational) (Non-Public)
- Appendix 3 – Force Issue Log (Non-Public)

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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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