



Resource, Risk & Estates (Police) Committee

Date: MONDAY, 22 MAY 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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Ian Thomas
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 Risk, Resource and Estates Committee meeting held on the 1st of February.

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 (CFO) UPDATE**

Report of the Commissioner.

For Information
(Pages 13 - 16)

6. **CITY OF LONDON POLICE PROVISIONAL REVENUE & CAPITAL OUTTURN 2022/23**

Report of the Commissioner.

For Information
(Pages 17 - 44)

7. **Q4 WORKFORCE MONITORING REPORT- 2022-23**

Report of the Commissioner.

For Information
(Pages 45 - 78)

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

Report of the Commissioner.

To be read in conjunction with non-public appendices at Item 18.

For Information
(Pages 79 - 88)

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 Risk, Resource and Estates Committee meeting held on the 1st of February.

For Decision
(Pages 89 - 90)

13. NON-PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 91 - 92)

14. CITY OF LONDON POLICE MTFP UPDATE

Joint report of the Commissioner and Police Authority Treasurer.

For Information
(Pages 93 - 100)

15. CITY OF LONDON POLICE FULL COST RECOVERY - UPDATE REPORT

Joint report of the Commissioner and Police Authority Treasurer.

For Information
(Pages 101 - 106)

16. FUTURE POLICE ESTATE- UPDATE DASHBOARD

Joint report of the Commissioner and City Surveyor.

For Information
(Pages 107 - 110)

17. DEEP DIVE ON FORCE RISK 06 & 07

Report of the Commissioner.

For Information
(Pages 111 - 118)

18. NON-PUBLIC APPENDICES

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

For Information
(Pages 119 - 162)

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

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

Confidential

21. CORPORATE SERVICES REVIEW

Report of the Commissioner.

To follow.

For Information

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Wednesday, 1 February 2023

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Wednesday, 1 February 2023 at 11.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson
Helen Fentimen
Deputy Randall Anderson

In attendance virtually:

Michael Landau
Dawn Wright
Michael Mitchell

Officers:

Richard Holt	- Town Clerk's Department
Richard Riley	- Police Authority Director
Paul Betts	- Assistant Commissioner, City of London Police
Alistair Cook	- Head Police Authority Finance and Force CFO
Steven Reynolds	- City of London Police
Mark Paddon	- City of London Police
Martin O'Regan	- City of London Police
Brett McKenna	- City of London Police
Kelly Harris	- City of London Police
Matt Lock	- Head of Internal Audit
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from the Deputy Chair Tijs Broeke, Alderman Professor Emma Edhem and Dawn Wright.

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

There were no declarations made.

3. MINUTES

The Committee considered the public minutes and non-public summary of the previous meeting of the Resource, Risk and Estates Committee held on the 4th of November 2022.

RESOLVED- That the public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 4th of November 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 public actions from the previous meeting.

RESOLVED- That the report be noted.

5. **INTERNAL AUDIT UPDATE**

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

The Chair asked the Head of Internal Audit for his impression of the culture of the Force with regard to financial control and compliance. In response to this query the Head of Internal Audit noted that he was not in a position to provide an accurate impression at this time however future internal audit reviews would consider this issue to ascertain the reasoning for any instances of non-compliance which provide an impression of the culture of Force with regard to compliance. It was added that Internal Audit enjoyed a strong working relationship with Force and that external inspections also considered these issues, which would highlight any specific reasons for concern.

In response to a Member's request Officers confirmed that regular meetings between the Head of Internal Audit, Chair and Deputy Chair of the Police Authority Board and the Chair of the Resources, Risk and Estates Committee would resume to provide an opportunity to discuss the priorities of future internal audits.

The Committee was informed of the processes for establishing the framework, consultation and methodology for completing the internal audit. Moreover, in response to a Member's query it was confirmed that the procurement of specialist external audit services was considered and would be sought if it was considered necessary.

Following a Member's concern Officers provided an update on the impact from staffing vacancies in the Internal Audit Team and confirmed that senior auditors were now in place to assist with the Police audit.

RESOLVED- That the report be noted.

6. **CHIEF FINANCE OFFICER AND CHIEF OPERATING OFFICER UPDATE**

The Committee received a report of the Force Chief Financial Officer and Chief Operating Officer..

Responding to a question from the Chair the Chief Finance Officer for the City of London Police commented that he was confident that there were strong controls in place for the management of the procurement of the Fraud and Cyber Crime Reporting and Analysis Service but added that there was further work required with the management of smaller projects. In addition, he confirmed that the Force was committed to continued work to develop strategic support functions and maintaining the connection between the workforce plan and budget.

The Committee noted the need to engage broadly regarding the police funding formula as the City of London Police was at the lower end of the uplift.

Replying to a Member's concern on the seventy five percent vacancies in the Change Portfolio Team, it was confirmed that this is being progressed as part of the Corporate Services Review. Officers confirmed that progress of this review against agreed timelines was being actively managed. In addition it was confirmed that a report with proposals following the Corporate Services Review would be presented to the next meeting of the Committee.

RESOLVED- That the report be noted.

7. **Q3 REVENUE & CAPITAL BUDGET MONITORING 2022/23**

The Committee received a report of the Commissioner on the Q3 Revenue & Capital Budget Monitoring, 2022/23.

The Chair commented on the need to manage the impact of the police uplift on the budget and the issue of wide variances. Members also commented on the need to monitor Overtime in the coming quarter and Officers confirmed that they were looking at other drivers that could potentially skew the budget as a result of overtime. A deep dive on this was being presented to the Force's Strategic Finance Board it was noted.

The Committee debated the property costs listed in the reported and questioned whether it was correct that these come from Force's budget. The Chair noted that the Operational and Projects Sub-Committee had commissioned a review of all of the Corporation's operational property policy. The Deputy Chairman of the Finance Committee confirmed that the Committee was committed to ensuring that the correct property cost would be attributed to the correct budget.

RESOLVED- That the report be noted.

8. **PROVISIONAL REVENUE AND CAPITAL BUDGET 2023/24**

The Committee received a report of the Commissioner on the Provisional Revenue and Capital Budget 2023/24.

In response to Member's concern Officers confirmed that the staff vacancies were not being held to balance the budget but were the result of the natural turnover and vacancy rate. Members were supportive of the removal of the officer vacancy.

Officers confirmed that returns on Proceeds of Crime Act funds could be unpredictable owing to the nature of seizures. Members noted that Officers had given assurances at Economic and Cyber Crime Committee that there would be return on investment in relation to asset recovery resources being recruited and updates would be confirmed to Committee.

Resolved- That the report be noted.

9. **COLP INCOME STRATEGY, INCLUDING FEES AND CHARGES 2023/24**

The Board received a report of the PA Treasurer and the Commissioner on the City of London Police Income Strategy, including fees and charges 2023/24.

In response to the Chair's query it was confirmed that the Strategic Finance Board decided on the default charging position.

The Police Authority Board Chair observed that there needed to be consistency on reporting to assist Members to focus on strategy and partnership funding. Following this Officers confirmed that the Income Strategy would address these concerns going forward. However, it was noted that this Strategy followed national guidance.

The Committee noted that the key risk regarding income was that the Home Office annual grant provided in flat cash would represent real terms cut when factoring in inflation.

RESOLVED- That the report be noted.

10. **Q3 WORKFORCE MONITORING REPORT- 2022-23**

The Committee received a report of the Commissioner Q3 Workforce Monitoring Report 2022-23.

Responding to the Chair's question Officers explained that areas with large over establishment was due to the Officer induction process where newly recruited officers all served in certain sections before being allocated to other specialism.

RESOLVED- That the report.

At this time the Committee became inquorate, and those Members present agreed to consider the remaining items informally.

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

The Committee received a report of the Commissioner which provided an update on the City of London Police Risk Register.

RESOLVED- That the report be noted.

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

There were no questions in the public session.

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

There was no urgent business considered in the public session.

14. **EXCLUSION OF THE PUBLIC**

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

15. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 4th of November 2022.

RESOLVED- That consideration of the non-public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 4th of November 2022 be deferred.

16. **NON-PUBLIC OUTSTANDING REFERENCES**

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

RESOLVED- That the report be noted.

17. **DEEP DIVE ON FORCE RISK 06 & 07**

The Committee received a report of the Commissioner which provided a deep dive on Force Risk 06 & 07.

RESOLVED- That the report be deferred.

18. **RAIL DELIVERY GROUP CONTRACT**

The Committee received an oral update from the Commissioner on the Rail Delivery Group Contract.

RESOLVED- That the update be noted.

19. **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.

20. **NON-PUBLIC APPENDICES- COLP INCOME STRATEGY, INCLUDING FEES AND CHARGES 2023/24**

The Committee received the non-public appendices on the City of London Police Income Strategy.

RESOLVED- That the appendices be noted.

21. **NON-PUBLIC APPENDICES- CITY OF LONDON POLICE RISK REGISTER UPDATE**

The Committee received the non-public appendices on the City of London Police Risk Register Update.

RESOLVED- That the appendices be noted.

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

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

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

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

The meeting ended at 12.39 pm

Chair

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

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

<p>2/2021/P</p>	<p>6 September 2021 Q1 Capital and Revenue Budget Monitoring</p>	<p>Officers to explore alternatives to holding vacancies open to manage savings</p>	<p>Commissioner / Chief Finance Officer CoLP/ Chief Operating Officer CoLP</p>	<p>In Progress - On police officers, 22/23 is budgeted accurately 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. A report on the Corporate Services Review is on the agenda.</p>
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Committee: Resources, Risk & Estates Committee (RREC)	Dated: 22/05/2022
Subject: Chief Finance Officer (CFO) update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police & Police Authority (PA) Treasurer Pol 67-23	For Information
Report author: Chief Finance Officer	

Summary

This report provides Resource Risk and Estates Committee (RREC) with an update on significant City of London Police (CoLP) / Police Authority (PA) finance 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

As a reminder, the key objectives for piloting this role through to summer 2023 (many of which are by nature longer-term) are:

1. To resolve major medium-term Police deficits and create a sustainable financial position.
2. To ensure delivery of the significant savings / mitigation plans - and strengthen the evidence base for demonstrating Force efficiency and effectiveness.
3. To ensure people and money resources (revenue and capital) are transparently aligned to priority ‘Policing Plan’ deliverables / services.
4. To overhaul capital programme (financial) management.
5. To improve CoLP decision support and provide more dynamic, dashboard-style reporting.
6. To transform Force financial capability and culture – building a high performing, high morale Finance team that will support and enable the overall transformation of CoLP.

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

Having undertaken extensive work to set a balanced budget for 23/24, in a high inflationary environment, the main Finance focus in the last quarter has been on (a) preparing for and implementing 22/23 closure (as reflected in provisional outturn paper on this agenda), (b) progressing work against the income strategy (approved by Police authority Board (PAB) in February) to identify, and where possible close, gaps from full cost recovery in CoLP's funded work (progress report on this agenda), and (c) starting to apply a stronger financial focus to the development and prioritisation of the change portfolio and project / initiative business cases.

CoLP Finance Team

The Finance Team is continuing to stabilise around a senior core of 2 Deputy CFOs and 4 Business Partners, which has enabled improvements to be made to in-year monitoring, budget building, alignment to workforce planning and financial support to key strategic developments. Given the high demands and complexity of financial management for CoLP's National Lead Force work, there is a need to build more capacity there. Also 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 unavoidably higher demands during 22/23 in adjusting to the new Target Operating Model (TOM) cost centre structure which should ease off as we move into 23/24.

MTFP

A high level, interim update is part of this Committee's agenda, flowing from the 23/24 budget set in February. The main work will be developed for the autumn Committee cycle, which will in part provide an indicative envelope for 24/25 budget setting.

Savings / Mitigations

The 22/23 budget incorporated £7.7m of cumulative savings from prior years, while adding £6.1m additional mitigations as part of the settlement which included the 2022 Business Rate Premium (BRP) increase. Performance against the £6.1m target is shown in the outturn report. Sustaining £1m of these savings into 23/24 and beyond is dependent on workforce modernisation outcomes. In the interim, this saving has been met through police staff vacancies.

A further £8.6m of mitigations are required in 23/24 to offset higher inflationary and other pressures. Sustaining prior year savings and delivering this increase will represent a significant challenge and risk to Force finances which will continue to be closely monitored.

Strategic Support

The Finance team has been providing extensive support to other key areas of Force corporate development, including:

- Corporate Services Review - to ensure an affordable, efficient and effective staffing model is baselined, which will improve the linkage between funding sources and the demands on Corporate Services from territorial policing, national lead force work and the size and complexity of change requirements.
- Portfolio Review - while improvements are being made to capital management (including starting to institute more robust business case and whole life costing processes), there is a need for the Portfolio Review and Prioritisation work to be developed further before properly informed assessments of budgetary requirements can be submitted.
- Full cost recovery - working with National Lead Force on its Funded Units and Home Office grants (and also with TfL and Bridge House Estates) to ensure new agreements recognise the affordable level of direct resources within the available financial envelope, in the context of high inflation and an appropriate contribution to overheads.
- Development of contracts tracker / procurement pipeline – to strengthen compliance with regulatory requirements, improve understanding and control of non-pay costs and enhance savings plans.

Policing Funding Formula Review

CoLP and the Police Authority met with Home Office representatives on 23 February 2023 to undertake a deep dive into CoLPs funding landscape along with its unique set of policing demands. It was a fruitful session which helped enhance Home Office understanding of CoLP and enabled key issues, such as the range of (flat cash) grant agreements for national work, to be aired.

An updated timescale for a first stage consultation process on the review principles is awaited.

Force Financial Culture Development

Considerable progress has been made over the last 12 months in improving the Force financial culture from a relatively 'immature' place, particularly in relation to:

- Chief Officer Team / senior level commitment to financial transparency, accountability, leadership and discipline – and application of these principles through Force governance (including Strategic Finance Board and Chief Officer Team) as well as Corporation / Police Authority governance.
- Much stronger alignment of workforce and financial management.
- Increased budget holder engagement through the budget setting process.
- Improved process and governance over funded work and new / renegotiated funding agreements.

- Improved process and governance over procurement requirements, with significant reduction in cases of non-compliance (enabled by excellent support from the Corporation's Commercial Services team).
- More robust financial impacting of initiatives to better inform decision making.

The main areas where development is needed are on the level of change management discipline required and on "getting transaction processing "right first time" more consistently. Attention is being targeted on these areas as well as continuing to strengthen the above areas where good progress has been made.

Alistair Cook
Chief Finance Officer

Committee(s): Resource, Risk and Estates Committee	Dated: 22 May 2023
Subject: City of London Police Provisional Revenue & Capital Outturn 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 72-23	For Information
Report author: Alistair Cook, Chief Finance Officer, Mark Paddon and Steven Reynolds -Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police's (CoLP) provisional revenue and capital outturn for 2022/23. A final outturn will be presented to the Police Authority Board on 28 June 2023.

Revenue

The provisional revenue outturn for CoLP for the financial year ending 31 March 2023 is £88.5m against a latest budget of £95.7m, resulting in an underspend of £7.2m. This compares to a forecast outturn underspend of £0.4m at Q3.

The variance from the Q3 forecast as shown on slide 3 is mainly due to:

- A £4.5m one off Non-domestic rates refund following a successful rating appeal.
- £1.3m of additional income mainly from additional, indirect cost recovery from funded work (£1.1m) and other grants;
- £0.4m of slippage on operational expenditure which will be carried forward into 2023-24 and will be subject to a request to draw down from reserves; and
- £0.6m of miscellaneous forecast variances, equating to some 0.6% of the original £92.9m Police budget for 2022-23.

Slides 4-10 provide details of the provisional revenue outturn against budget and includes information on monthly workforce numbers across 2022-23.

Slide 11 provides an overview of overtime by business area and an initial analysis of recoverable and non-recoverable activities to understand the outturn overspend of £2m. Further work is required to more fully understand the drivers for overtime in the context of higher officer numbers. Work will continue into 2023-24.

Slide 12 provides a breakdown of the Forces initial £6.1m mitigations target for 2022/23 and commentary on achievement. Whilst the overtime saving was not achieved, there were compensating mitigations particularly in relation to the appropriate use of the POCA reserve.

Slide 13 assesses the impact of the £7.2m outturn underspend 2022-23 on the general reserve. The Force's Reserve Strategy is to hold a general reserve up to a maximum of 5% of gross revenue expenditure. Gross revenue expenditure in 2023-24 is planned to be £189.8m, therefore the maximum general reserve balance is £9.49m. The balance on the general reserve in 2022-23 was £4m, consequently, a transfer of the £7.2m underspend to the general reserve would breach the Reserves policy. Therefore, to reduce the borrowing risk included to Force's Medium Term Financial Plan (MTFP) and to remain within the 5% limit it is intended that £2m of the revenue underspend is used to finance the FCCRAS project. This is in addition to the planned £0.4m revenue financing for capital included in the 2022-23 revenue budget.

Slide 14 sets out a proposal to draw down £351,000 from the general reserve in 2023-24 to mitigate timing differences from the 2022-23 budget.

Slide 15 provides a breakdown of the Proceeds of Crime Act (POCA) funded expenditure in 2022-23 totalling £1.945m.

Capital

The provisional capital outturn in 2022/23 is £9.883m (summarised in **Slide 16**). This comprises three main elements:

CoLP Capital Programme – projects developed and managed by the Force which amounted to £6.631m in 2022/23, representing an underspend of £0.504m (7.1%) compared to a budget of £7.135m. The underspend is largely due to purchase of the horse box (£0.400m) slipping into 2023/24 because of limited supplier selection and Forensic Network and Storage underspending by £0.257m mainly due to less storage being required than first anticipated.

- **Slide 17** provides a breakdown of outturn capital spend against each project in 2022/23;
- **Slide 18** provides notes on outturn variations to budget; and
- **Slide 19** provides a breakdown of how the capital outturn spend is funded.

Strategic projects – funded by the Corporation amounting to £2.620m in 2022/23, comprising the Secure City Programme and the Accommodation Strategy.

Legacy projects – again funded by the Corporation amounting to £0.632m in 2022/23, comprising a few legacy schemes which predate 2021/21.

- **Slides 20 and 21** provide further details on the strategic and legacy projects.

Supplementary Revenue Projects

In addition to the capital projects noted above, CoLP also undertakes projects which are deemed to be revenue in nature, referred to as Supplementary Revenue Projects. Provisional outturn spend on these totalled £0.501m in 2022/23.

- **Slide 22** provides a breakdown of spend against each SRP in 2022/23;
- **Slide 23** provides a breakdown of how the SRP outturn spend is funded.

Police Authority Board

The final outturn for the Police Authority Board (PAB) will be included in the 28 June 2023 update to PAB. At this stage the provisional outturn is £0.533m against a budget of £1m, resulting in an underspend of £0.477m. It is intended that this underspend will be transferred to an earmarked reserve to provide for future PAB priorities.

Recommendations

Members are asked to note:

- i. the provisional revenue and capital outturn for 2022-23 as set out in this covering report and accompanying slide pack.
- ii. the intention to use £2m of the 2022-23 revenue underspend to finance capital expenditure, thereby reducing the future MTFP borrowing risk;
- iii. the remainder of the underspend (£5.2m) will be used to increment the general reserve to the target level of 5% of gross budget (noting the intention to draw £0.4m of this in 2023/24 to provide for the element of underspend that related to timing differences in expenditure).

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Resource, Risk & Estates Committee

Provisional Revenue and Capital Outturn 2022-23

Date 22/05/2023



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

Revenue Outturn 2022/23 Headlines

Revenue

The provisional revenue outturn for the financial year ending 31 March 2023 is **£88.5m** against a latest budget of **£95.7m**, resulting in an underspend of **£7.2m**. This compares to a forecast outturn underspend of £0.4m at Q3.

This The variance from the Q3 forecast is mainly due to:

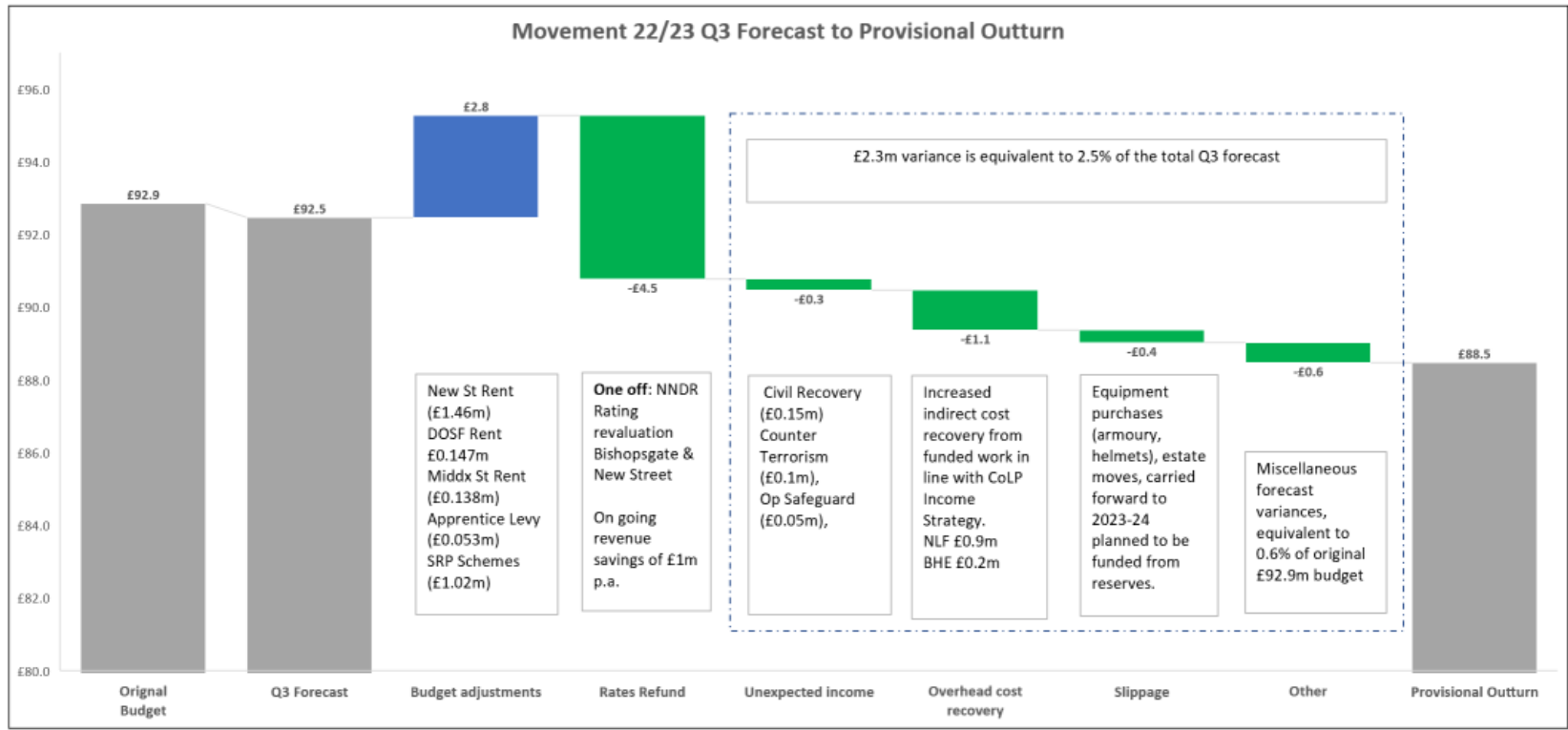
- A £4.5m one off Non-domestic rates refund following a successful rating appeal. Annual savings of £1m are also expected as a result of the revaluation and will help to mitigate the £1m unidentified savings requirement in the 2023-24 budget;
- £1.3m of additional income mainly from additional, indirect cost recovery from funded work (£1.1m) and other grants;
- £0.4m of slippage on operational expenditure which will be carried forward into 2023-24 and will be subject to a request to draw down from reserves; and
- £0.6m of miscellaneous forecast variances, equating to some 0.6% of the original net £92.9m budget.

The original 2022-23 budget was £92.9m, however, this the provisional outturn budget is now £95.7m. The £2.8m increase is due to the addition of Supplementary Revenue Programme (SRP) expenditure (net £1.02m), premises rental charges (£1.745m) and apprenticeship levy funding (£0.053). The budget increases for the SRP and rental charges are net nil with budgets provided to match actual expenditure incurred.

A table showing the provisional revenue 2022-23 outturn is shown on slide 4 along with explanatory notes on slides 6-8.



Bridge Analysis – Q3 Forecast to Outturn Movement

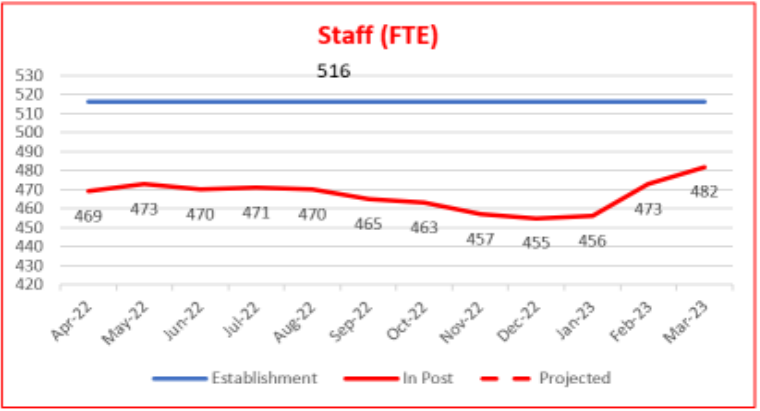
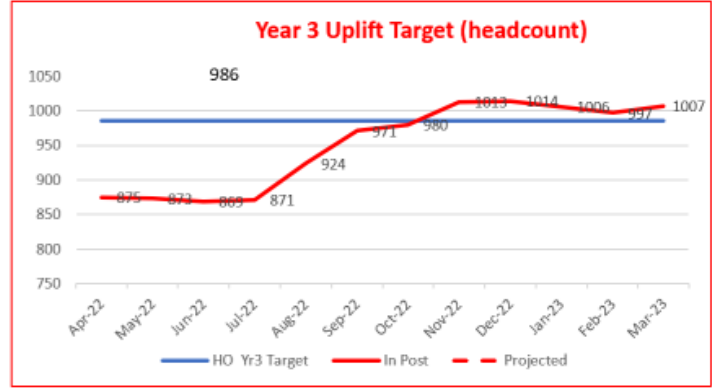
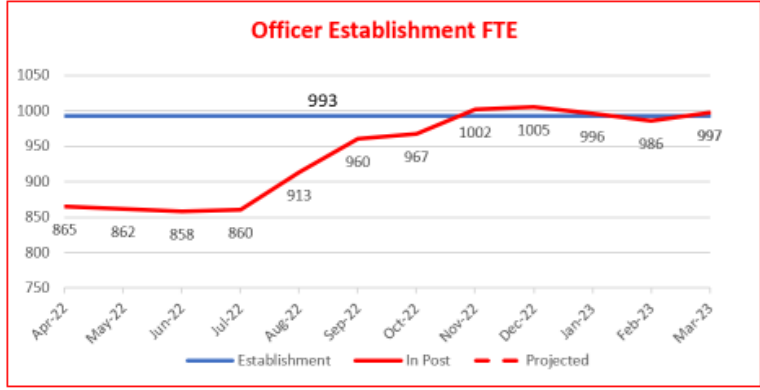


2022-23 Provisional Revenue Outturn

	22/23 Original Budget £m	Q3 Projected Outturn £m	Q3 Projected Variance £m	22/23 Revised Budget £m	22/23 Draft Outturn £m	Draft Outturn Variance £m	Notes
Pay							
Officers	68.0	66.0	(2.0)	68.0	66.3	(1.7)	1
Staff	27.3	26.7	(0.6)	27.3	26.6	(0.7)	
Overtime	2.3	3.8	1.5	2.3	4.3	2.0	2
Agency	0.8	0.9	0.2	0.8	0.9	0.1	
Police Officer Pension	23.0	23.0	0.0	23.0	18.4	(4.6)	3
Indirect employee costs	2.1	2.0	(0.2)	2.1	4.2	2.1	4
Total Pay	123.5	122.4	(1.1)	123.5	120.7	(2.9)	
Non-Pay							
Premises Costs	2.7	4.5	1.8	6.7	3.5	(3.2)	5
Transport Costs	2.4	2.5	0.1	2.4	0.7	(1.7)	6
Supplies and Services	29.4	32.1	2.7	29.4	42.4	13.0	7
Third Party Payments	9.0	11.7	2.8	9.0	14.0	5.0	8
CoL Support Services / Recharges	3.2	3.4	0.2	3.2	3.6	0.4	
Capital Charges	0.5	0.5	0.0	0.5	0.7	0.2	
Transfer to Reserves	0.0	0.0	0.0	0.0	0.5	0.5	
Non-Pay	47.1	54.8	7.7	51.1	65.4	14.2	
Total Expenditure	170.6	177.2	6.6	174.6	186.1	11.3	
Income							
Specific Grants	(60.0)	(65.84)	(5.9)	(60.0)	(74.2)	(14.2)	9
Partnership	(13.9)	(14.15)	(0.2)	(13.9)	(16.4)	(2.5)	10
Fees & Charges	(3.4)	(3.41)	(0.0)	(3.4)	(3.8)	(0.4)	
Transfer from Reserves	(0.5)	(1.30)	(0.8)	(1.7)	(3.1)	(1.4)	11
CoLP Core Funding	(92.9)	(92.90)	(0.0)	(95.7)	(95.7)	0.0	
Total Income	(170.6)	(177.6)	(7.0)	(174.7)	(193.3)	(18.5)	
(Surplus) Deficit	0.0	(0.4)	(0.4)	(0.0)	(7.2)	(7.2)	



Officer and Staff Strength vs Establishment 2022-23



Provisional Revenue Outturn Variances 2022-23

1. Pay

Officers - Net underspend - £1.7m.

- Despite a 2% higher than budgeted pay award and an assumed natural vacancy factor of 25 officers (£1.6m) built into the budget, continuing vacancies against established posts in Local Policing and Specialist Operations has resulted in police pay underspends in these areas of £0.6m and £1.1m respectively. £1.4m of these savings, however, have been off set by the recruitment of 151 student officers as part of Force's Uplift Strategy. In 2022-23, £1m of Home Office funding was dependent on the Force meeting an officer headcount target of 986. The Force also agreed to recruit an additional 20 officers to assist the Home Office in meeting their wider Uplift target. Each post above 986, attracting funding of £20,000 (total £0.4m). Slide 5 shows the trajectory of officer recruitment across 2022-23 with a final headcount of 1007 in successful achievement of the Uplift targets.
- There were also officer pay underspends of £2.6m in the National Lead Force (NLF), however, £2m of this is due to a classification issue as pay costs for seconded staff were correctly expensed as third party payments, leaving a net underspend of £0.6m. Against this there was an officer pay overspend in Corporate Services where a combination of lower than anticipated officer attrition rate, the higher pay award and inclusion of £0.5m of unbudgeted pay costs relating to externally funded roles has resulted in an overspend of £1.2m.
- Adjusting for the seconded staff and externally funded posts in Corporate Services, the net staff outturn is an underspend of £0.2m.

Staff Net underspend - £0.7m.

- Staff numbers have been significantly understrength for duration of 2022-23. The net £0.7m outturn for staff, however, includes £2.4m of expenditure relating to the funded units (£0.3m), NLF Co-ordination (£0.5m) and Fraud & Cyber Reporting and Analysis System (FCCRAS)/ Enhanced Cyber Reporting System (ECRS) (£1.6m) which were not included in the 2022-23 budget and were fully funded in year from government grant income or recharging to capital projects.

2. Overtime - £2m overspend (Slide 9)

- "Recoverable" overtime from events such as the Queen's Jubilee, the Commonwealth Games, the Queen's funeral and funded work is included within this outturn totals £1m. Of the residual £1m overspend this is largely attributable to policing major crime such as Op Intervention (£0.3m), Op Benbow (£0.1m), protest events in the City such as those organised by Extinction Rebellion (XR) (£0.2m), additional demands on territorial policing (£0.3m) and backfilling duties due to vacancies. Home Office funding for unexpected events is subject to the unexpected costs exceeding a threshold of 1% of core funding or £0.7m to be eligible for Home Office funding.



Provisional Revenue Outturn Variances 2022-23

3. Police Pension Costs – underspend £4.6m

- The estimated police pension cost was £23m and is met in full by a Home Office grant, any variation is met by a corresponding reduction in government grant income and has no impact on the overall outturn.

4. Indirect Employee Costs - Overspend - £2.1m

- This is mainly due to £2.3m of training costs relating to The National Cyber Security Professional Cybercrime (NCSP) and National Fraud Investigation Bureau (NFIB) training which are recovered through grant funding; and
- £0.4m relating to the indirect tax liability for the officer subsidised travel scheme (ATOC). The budget for this is included under Transport. These costs have been offset by a shortfall in officer training in the Tactical Firearms Team due to vacancies (£400k) and corrections to prior year receipting activity of £0.2m.

5. Premises - Underspend – £3.2m

- This is principally due to a one off NNDR refund of £4.5m following a successful rating appeal. This has been offset in part by additional premises costs of £1.3m due to additional reactive repairs and fuel costs.

6. Transport – Underspend - £1.7m

- This is due to £1.3m of costs relating to the ATOC scheme being included within Third Party payments and £0.4m within Indirect Employee Costs.

7. Supplies and Services – Overspend - £13m

- This mainly relates to Cybercrime Homeland Security Group (HSG)/ NCSP claims and expenditure related to grant agreements which were not included in the 2022-23 budget. Any such expenditure is matched by a corresponding increase in grant income.

8. Third Party Payments – Overspend - £5m

- The overspend is mainly due to the cost of Proactive Economic Crime Team (PECT), Regional Organised Crime Units (ROCU) and National Lead Force (NLF) operations staff (3.3m) and transport costs referred to above.



Provisional Revenue Outturn Variances 2022-23

9. Government Grant Income - £14.2m increase

- The increase in government grant income is mainly due to Cybercrime HSG/NCSP 21-22 grant revenue (£11m and other NLF grant funded work (£6.8m) and government grant funding of £0.9m in respect of the officer pay award (£0.5m) and uplift over recruitment (£0.4m). This is offset by a reduction in the Police Pension grant of £4.6m due to lower expenditure than forecast.

10. Partnership Income - £2.5m increase

- This is mainly due to mutual aid claims principally for national event totalling £1m, an increase of £0.2m in relation to policing the bridges following the implementation of a revised Service Level Agreement (SLA) between the Force and Bridge House Estates which recognised the full cost of providing the service, additional income for Counter Terrorism work (£0.15m) in addition to £1.2m of staff recharges to the FCCRAS project which was not included in the 2022/23 budget.

11. Transfer from Reserve - £1.4m increase

- This principally relates to the use of the Proceeds of Crime Act (POCA) reserve to fund the cost of the Asset Recovery Team (ART) £1.1m and other POCA funded schemes. The outturn of £3.1m includes £1.2 of supplementary revenue funding for police schemes.



Business Area 2022-23 Outturn Summaries

Business Area	Latest Approved Budget	Outturn Deficit / (Surplus)	Variance from Latest Budget	
	£'000	£'000	£'000	%
Local Policing	24,659	23,225	(1,434)	-6%
Specialist Operations	25,455	23,362	(2,093)	-8%
National Lead Force	4,520	5,383	863	19%
Corporate Services	29,827	28,809	(1,018)	-3%
Central Income & Expenditure	11,215	7,684	(3,531)	-31%
Total	95,676	88,462	(7,214)	-8%

Local Policing: £1.4m underspend. This is largely due to vacancies (£0.4m), underspends on equipment purchase planned by the Tactical Firearms Group due to recruitment delays (£0.77m), an underspend on training (£0.67m), an over achievement of income (£0.87m) as a result of additional grant income (£0.1m) and mutual aid reimbursements for officer pay and overtime in relation to the Queen's Jubilee, the Queen's funeral and the Commonwealth Games and other expense (£0.78m). These underspends were offset by an overtime overspend of £1.1m and a £0.17m revenue contribution to capital expenditure.

Specialist Operations: £2.1m underspend. Significant levels of vacancies through out the year attributed to circa £1.7m underspend on pay costs (officer £1.1m, staff £0.6m). The outturn also included £1.2m of POCA funding for the Asset Recovery Team and £0.5m of additional income including £0.2m from a new SLA with Bridge House Estates for camera enforcement. This was offset against £0.8m budget pressure on overtime and £0.5m of unbudgeted additional overtime, supplies & service and third party payment costs in relation to Op Intervention.

National Lead Force: £0.9m overspend – largely due to insufficient budgetary provision for the Action Fraud contract extension costs (£1.9m) offset by savings due to vacancies and POCA funded expenditure.



Business Area 2022-23 Outturn Summaries continued

Corporate Services: £1m underspend - mainly due to a National Non-Domestic Rates refund (NNDR) of £4.5m, offset by pay overspend in relation to officers and agency costs for staff of £1.5m due to insufficient pay budgetary provision, additional estate costs of £1.3m (repairs & maintenance £0.64m, vehicle running/transport costs £0.2m and building survey fees of £0.46m). Additional CCTV costs of £0.4m were incurred and £0.2m of supplies and services spend linked to the uplift programme.

Central Income & Expenditure: £3.5m underspend. This is due to £4.5m of unallocated resources being included in Central Income and Expenditure which have been allocated elsewhere in the budget. The budget also includes £0.4m incentive uplift funding, £0.5m in respect of the 2022/23 officer pay award and £0.9m of additional indirect cost recovery from funded work. These underspends / increased funding have been offset by student officer pay of £1.3m, an overspend on non-statutory injury award payments linked to pension benefits of £0.4m, a shortfall on income from the sale of memorabilia of £0.1m and a £1m budget correction relating to Proceeds of Crime Act (POCA) funding which had been treated as unallocated income in the budget.

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 has been refined for 2023/24



2022-23 Overtime Analysis

Overtime by Business Area 2022/23	(A)	Actuals				(B)	(B-A)
	Budget	Bank Holiday Working	Late Night Levy	Recoverable	Non-Recoverable	Total	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Local Policing	747	2	3	299	1,544	1,848	1,101
Specialist Operations	228	3	2	148	849	1,002	774
National Lead Force	500	-	0	472	189	661	161
Corporate Services	61	-	1	53	146	201	140
Central Income & Expenditure	776	192	154	0	243	590	(186)
Total	2,312	197	159	973	2,972	4,301	1,989

- “Recoverable” 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. Therefore, the net overspend is £1m, an increase of £0.2m compared to the Q3 forecast of £0.8m.
- The forecast for non-chargeable overtime includes cost associated with policing major crime such as Op Intervention (£0.3m), Op Benbow (£0.1m), protest events in the City such as those organised by Extinction Rebellion (XR) (£0.2m) and additional demands on territorial policing (£0.3m) due to vacancies and backfilling duties. In respect of 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 £183,000 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.
- The underspend in Central Income & Expenditure is mainly due to a specific budgetary provision (£251k) for the officer uplift programme which remained unused. It is likely that uplift related overtime has been incorporated within business as usual overtime claims.
- Overtime reporting will continue to be developed and refined for future reporting periods. This will include an including assessment of link between uplift numbers and overtime (noting large number of student officers who need to become fully fledged officers).



2022-23 Mitigations update

2022/23 Mitigations Plan	Target £m	Achieved £m	Comments	RAG
Staff reductions / rank ratio savings through Corporate Services / Staff Review	1	1	Risk of delay or failure to baseline an affordable and efficient staffing model through the Corporate Services & Staff review is mitigated by holding staff vacancies where possible and appropriate. Staff FTEs and costs remain below budget.	Green
Increase in Precept Grant from Home Office	0.8	0.8	Achieved as part of the 22/23 Home Office funding settlement.	Green
Reduction in capital financing costs due to prior year underspend on capital	0.8	0.8	Large capital underspends in 20/21 & 22/23 should support achievement of this "one off" Medium Term Financial Plan (MTFP) saving.	Green
Savings on consumables	0.6	0.6	Removed from budgets and will be achieved through wider savings on supplies and services spend.	Green
Increased use of POCA reserve for appropriate areas of budget spend supported by increased in seized assets	0.7	1.7	Achieved with additional funding allocated to support the work of the Asset Recovery Team £1.1m.	Green
Reduction in average pay costs due to probationer intake for Year 3 PUP	0.5	0.5	Removed from budgets. The delivery risk was dependent on the rank (and PC probationer vs transferee) mix of intake. Delivery of mitigation supported by c151 student officers and wider pay underspends.	Green
Overtime reductions linked to Bank of England contract	0.5	0	Removed from budget. Overtime budgets are forecast to be overspent by £0.9m (net of chargeable time) due to current operational demands. Hold costs to budget is not considered possible at this time.	Red
Agency Staff	0.3	0.3	Removed from budgets. Whilst agency costs are forecast to be £0.1m over budget, £0.3m relates to Training Academy trainers and is recovered through course fees.	Green
Professional Fees	0.9	0.9	Removed from budgets. Delivery supported through wide savings on supplies and services budgets.	Green
Total	6.1	6.6		



2022-23 General Reserve

Whilst the provisional 2022-23 outturn is a significant underspend (£7.2m), this includes a one off £4.5m NNDR 'windfall' and £1.1m of additional indirect cost recoveries from funded activities, aligned with the Force's Income Strategy. Work remains to sustain and regularise this as funding agreements are renegotiated.

Impact on Reserves

The Force's Reserve Strategy is to hold a general reserve up to a maximum of 5% of gross revenue expenditure. The closing balance on the general reserve is £4m as shown in the table below. Gross revenue expenditure in 2023-24 is planned to be £189.8m, therefore the maximum general reserve balance is £9.49m. A transfer of the £7.2m underspend to the general reserve would breach the Reserves policy. Therefore, to remain within the 5% limit and to reduce loan funding from the City Corporation, in addition to the budgeted £0.4m direct revenue financing contribution to capital expenditure, a further £1.992m contribution will be made to provide full revenue funding for CoLP's share of the FCCRAS costs in 2022-23 (£2.392m, Slide 19) with the balance of £5.222m transferred to the general reserve.

CoLP Reserves 22-23	Opening Balance	Current Year Movements	Aggregated Total	% 23-24 Gross RE
	£'000	£'000	£'000	
General reserve	(4,025)	(5,222)	(9,247)	4.87%
Earmarked reserves:	0	0	0	
POCA	(9,027)	1,631	(7,396)	
Police Capital Financing	(1,250)	0	(1,250)	
Emerg Svs Mobile Tech	(294)	0	(294)	
Sub-total - Earmarked reserves	(10,570)	1,631	(8,940)	
TOTAL RESERVES	(14,595)	(3,591)	(18,186)	



Use of Reserves 2023-24

During 2022-23 the a number of purchases were delayed resulting in slippage to 2023-24 and in the case of the Multi-Agency Gold Incident Command Course, external funding was withdrawn due to budgetary pressures. It is therefore proposed that these items are funded from the general reserve in 2023-24.

Use of General Reserve 2023-24	£'000	Notes
Bishopsgate Armoury Improvements	60	i
Tactical Firearms Group (TFG) Helmets replacement	198	ii
Estate moves (New Street/Bishopsgate)	83	iii
Multi-Agency Gold Incident Command Course	10	iv
Total	351	

- i. The funding for the Bishopsgate Armoury improvements is related to the interim capital programme. An £80k contribution was agreed from revenue in 2023-23 but only £19,900 was spent.
- ii. An order for replacement TFG helmet was placed in 2022-23 but was not fulfilled by the end of the financial year. This contributed to the underspend with Local Policing supplies and services budgets.
- iii. During 2022-23 the Chief Officer Team agreed to a number of estate moves in New Street and Bishopsgate to improve operational efficiency. Unfortunately, due to procurement delays these were not implemented by 31 March 2023.
- iv. External funding for attendance at the Multi-Agency Gold Incident Command Course was withdrawn due to budgetary pressures resulting in an unforeseen cost. The course commitment was made in 2022-23 but the cost will be incurred in 2023-24



2022-23 Proceeds of Crime Act (POCA) Reserve

In 2022-23 expenditure funded from the POCA reserve was £1.945m as set out below.

The movement in the POCA reserve (slide 14) of £1.631m is net of £314,000 of ARIS receipts received during 2022-23.

Project	Expenditure by POCA Category				2022-23 Actual £'000	Notes
	1. Asset Recovery Work £'000	2. Crime Reduction Projects £'000	3. Community Projects £'000	4. Misc £'000		
Asset Recovery Team	1,081				1,081	Funding of the Asset Recovery Team was agreed for a period of 3 years. Whilst £1.3m was expected, actuals costs in 2022-23 were £1.1m. Total requirement £3.9m.
Serious Organised Crime Development		27			27	Development of driving and surveillance capabilities with the procurement of vehicles aligned with those capabilities. The total requirement is £0.6m.
Child Abuse Image Database (CAID)				14	14	CAID will provide officers with a simple and efficient process for identifying victims of child abuse. Total requirement £67,000.
POWERBI		24			24	Funding of continued investment in PowerBI analytics. Total requirement £725,000
Derbyshire Financial Investigator & Asset Recovery Team	100				100	Derbyshire. From 2023-24 it expected that an allocation from the Economic Crime Levy will replace POCA support.
National Police Training		104			104	organisations at risk of economic crime. This is seed funding to support wider investment by other police forces. Total requirement £577,000
Op Reframe Police Boxes Project			34		34	This is a project to re-introduce police boxes (digital) into the Square Mile. The initial requirement is £73,600.
NFIB Crime Continuous Improvement				11	11	Funding for three posts within the NFIB campaigns office as a 12 month pilot project to drive improvement. The total requirement is £230,000.
DANY (District Attorney New York)		241			241	City, USA. The estimated 2022-23 requirement was £225,000 but this was exceeded due to increases in accommodation and other expenses.
Forensic Streamline Reporting Ltd				10	10	This project provides a connection between CoLP and healthcare providers for the purpose of obtaining medical evidence more efficiently.
Covert Tasking		35			35	This project supports proactivity across the Force in tackling fraud and serious organised crime. The total requirement is £287,500.
The National Business Crime Centre Marketing		10			10	Provision of external communications support in connection with preventing crime against businesses.
Historical POCA overpayment repaid to MET				204	204	Mis-allocation of Asset Recovery Incentivisation Scheme funding returned to MET.
Secure City Partnership	50				50	Annual contribution to the City of London secure City Programme.
Total	1,231	441	34	239	1,945	

Capital Outturn 2022/23 Headlines

In 2022/23 outturn spend on **capital projects** amounted to **£9.883m**, as summarised in table 1 below.

The first element is the CoLP Capital Programme comprising projects developed and managed by the Force, which are either funded directly from the Force's own resources, from Home Office funding or via a Corporation loan facility. Spend totalled £6.631m in 2022/23, representing an underspend of £0.504m compared with the budget of £7.135m (underspend explained in slides 17 and 18).

The second element are large strategic schemes funded by the Corporation, comprising the Secure City Programme and the Accommodation Strategy.

The third element comprises a few legacy projects that predate 2020/21, which are also funded by the Corporation.

Table 1 – Summary of outturn capital expenditure 2022/23	£000
1. CoLP Capital Programme – projects managed by CoLP. Funded from either CoLP's own resources, Home Office grant or Corporation loan to be repaid (slides 17 to 19)	6,631
2. Strategic projects - funded by the Corporation (slides 20 and 21)	2,620
3. Legacy projects - funded by the Corporation (slides 20 and 21)	632
Total outturn capital expenditure 2022/23	9,883

In addition to the capital projects noted above, CoLP also undertakes projects which are deemed to be revenue in nature, referred to as **Supplementary Revenue Projects**. Outturn spend on these was **£0.501m** in 2022/23 (slides 22 and 23).



CoLP Capital Programme 2022/23

The outturn for the 2022/23 CoLP Capital Programme projects was **£6.631m** compared to a budget of **£7.135m**, resulting in an underspend of **£0.504m**, as shown in table 2 below.

Table 2 - CoLP Capital Programme 2022/23	2022/23 Project Budget £'000	Outturn 2022/23 £'000	Variance to Budget £'000	Notes
FCCRAS	5,200	5,392	192	i
Horsebox	400	-	(400)	ii
Forensics Network & Storage	393	136	(257)	iii
Body Worn Video	300	181	(119)	iv
Car Fleet	250	340	90	v
Motorbike Fleet	236	205	(31)	
Covert Camera System	50	23	(27)	
Covert Surveillance Equipment	150	89	(61)	
AV Refresh	129	111	(18)	
Child Abuse & Image Database	14	14	-	
Law Enforcement Community Network (LECN)	13	61	48	
Action Fraud	-	39	39	
End user device refresh	-	40	40	
Total CoLP Capital Programme	7,135	6,631	(504)	



CoLP Capital Programme 2022/23

Notes – on outturn variations to budget

- i. **FCCRAS:** The overspend of £192,000 is due to increased development and website costs. Whilst there is an overspend in 2022/23, it is anticipated that this will be met from savings in 2023/24. It does not increase the whole life capital contribution from the City above the agreed £10m.
- ii. **Horsebox:** An order for the horsebox was raised at the end of April. There was a delay due to the limited supplier selection nationally and then work to access an appropriate framework for the purchase.
- iii. **Forensic Network & Storage:** The underspend was largely due to the storage element of the project, with the amount of storage required being less than originally budgeted, coupled with the ability to draw on internal resources as opposed to using external specialists.
- iv. **Body Worn Video:** The signing of the BWV contract with Motorola was delayed resulting in implementation pushed back to June 2023, when the £119,000 underspend is expected to be utilised.
- v. **Car Fleet:** The £90k overspend in 2022/23 is due to budgeted vehicle replacements in 2020/21 and 2021/22 taking place in 2022/23.



Funding of the 2022/23 CoLP Capital Programme

Funding of the 2022/23 CoLP Capital Programme is shown in table 3 below.

Table 3 – Funding of the CoLP Capital Programme 2022/23	Outturn 2022/23 £'000	City Loan £'000	Home Office £'000	CoLP Revenue £'000	CoLP POCA £'000	City Fund £'000
FCCRAS	5,392	-	3,000	2,392	-	-
Horsebox	-	-	-	-	-	-
Forensics Network & Storage	136	136	-	-	-	-
Body Worn Video	181	181	-	-	-	-
Car Fleet	340	60	-	170	-	110
Motorbike Fleet	205	205	-	-	-	-
Covert Camera System	23	23	-	-	-	-
Covert Surveillance Equipment	89	89	-	-	-	-
AV Refresh	111	111	-	-	-	-
Child Abuse & Image Database	14	-	-	-	14	-
Law Enforcement Community Network (LECN)	61	61	-	-	-	-
Action Fraud	39	39	-	-	-	-
End user device refresh	40	40	-	-	-	-
Total Outturn and Funding 2022/23	6,631	945	3,000	2,562	14	110



Strategic and Legacy Projects 2022/23

Strategic Projects

In 2022/23 £2.620m was spent on strategic projects funded by the Corporation, comprising £2.4m on the Secure City Programme and £220k on the Police Accommodation Strategy.

Legacy Projects

There are several legacy projects mainly dealing with significant IT infrastructure and accommodation, which are now nearly complete and due to soon be finalised. Outturn expenditure on these projects amounted to £0.632m in 2022/23, as summarised in table 4 below.

Table 4 - Legacy projects 2022/23	Programme Budget £'000	Approved budget drawdown £'000	Outturn spend 2022/23 £'000	Total Spend £'000
Information Technology	13,402	13,402	380	12,601
Fleet	1,800	1,800	86	1,418
Accommodation	15,947	14,718	166	13,718
Ring of Steel (IMS / DRS)	2,569	2,596	-	2,220
Total legacy projects	33,718	32,516	632	29,957



Strategic and Legacy Projects 2022/23

Legacy Projects Notes

- IT Related schemes include the major IT Modernisation Programme, which accounts for £9.3m of the budget and £9.0m of spend. The spend in 2022/23 of £380,000 largely relates to the Police Airwave Refresh (£203,000) and the HR Integrated System project (£171,000).
- To be compliant with ULEZ requirements in the City, the Corporation provided the Force with a loan of £1.8m to introduce ULEZ compliant vehicles. £1.4m has been spent against this, including £86,000 in 2022/23.
- The Accommodation schemes include the CoLP elements of the Decant Programme and Salisbury Square Development. Total spend in 2022/23 of £166,000 largely related to I.T Decant (£98,000) and DOSF Fit Out (£66,000).



Supplementary Revenue Projects 2022/23

The 2022/23 outturn for CoLP **Supplementary Revenue Projects** is shown in table 5 below, with total expenditure of **£501,000** compared to a budget of £246,000, resulting in an overspend of £255,000. Table 6 shows how these projects were funded.

Table 5 - CoLP Supplementary Revenue Projects - Outturn 2022/23	2022/23 SRP Budget £'000	Outturn 2022/23 £'000	Variance to Budget £'000	Notes
Armoury Improvements	25	20	(5)	
PowerBI Phase 1	84	98	14	
Forensics Network & Storage	57	39	(18)	
Azure Migration Phase 2	80	243	163	i
Azure Point to Site VPN	-	101	101	ii
Total CoLP SRPs	246	501	255	

- i. **Azure Migration Phase 2:** This project has now been completed and closed. Whilst there was an overspend against budget in 2022/23, across the total project budget of £800,000, there was an underspend of £107,000.
- ii. **Azure Point to Site VPN:** Whilst spend against this project slipped into 2022/23 due to other priorities, total project spend is forecast at £121,000, which will result in an underspend of £25,000 against a total budget of £146,000.



Funding of Supplementary Revenue Projects 2022/23

Funding of the Supplementary Revenue Projects is shown in table 6 below.

Table 6 – CoLP Supplementary Revenue Projects – Outturn Funding 2022/23	Outturn 2022/23 £'000	City Loan £'000	CoLP Revenue £'000	CoLP POCA £'000
Armoury Improvements	20	-	20	-
PowerBI Phase 1	98	74	-	24
Forensics Network & Storage	39	39	-	-
Azure Migration Phase 2	243	243	-	-
Azure Point to Site VPN	101	101	-	-
Total SRP Funding 2022/23	501	457	20	24



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Agenda Item 7

Committee(s): Resource Risk and Estates Committee- <i>For information</i>	Dated: 22 May 2023
Subject: Q4 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 69-23	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 Q4 2022/23 between 1st January 2023- 31st March 2023.

A Summary is provided on slide 3.

Recommendation

Members are asked to note the report.

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Workforce and HR Monitoring Report

Q4 - January 2023 to March 2023



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Summary

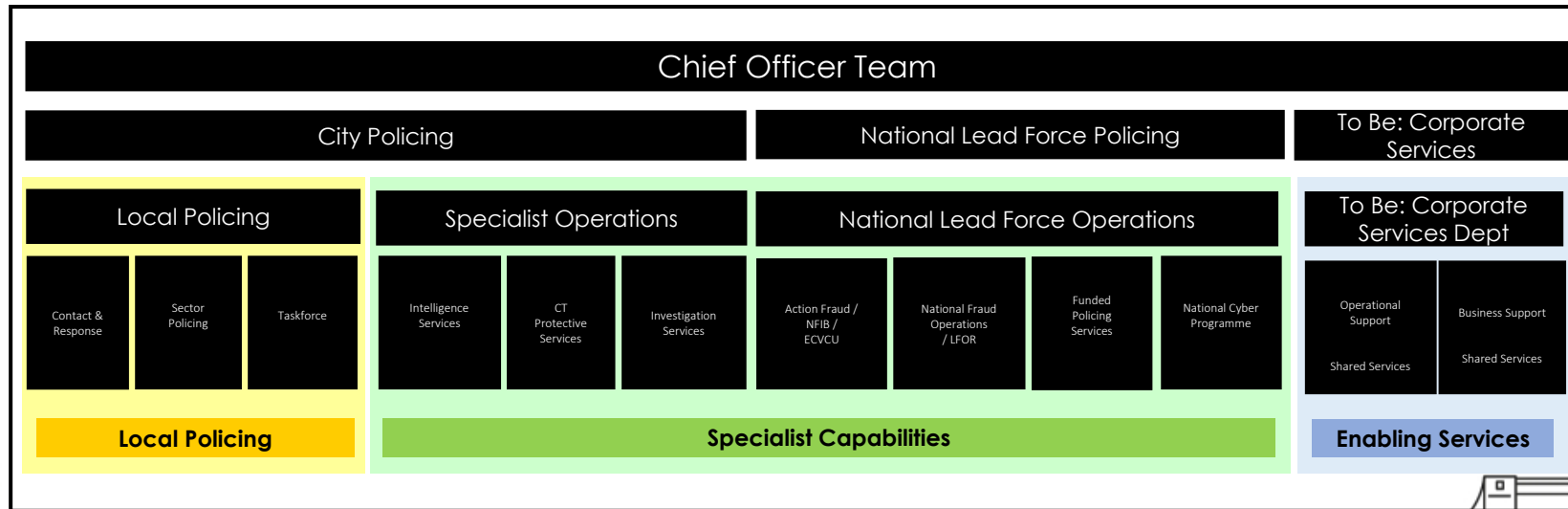
- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q4 2022/23 between **1st January to 31st March 2023** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates all of the Uplift numbers and details our future position. Focused recruitment activity throughout 2022/23 has enabled us to increase our officer strength to meet our uplift requirements for March 2023. This focus will continue for our 2023/24.
 2. **Recruitment:** The recruitment strategy for 2022/23 has been implemented to ensure we attract a diverse range of candidates, with some targeted specifically at graduates and others at school leavers or older candidates with relevant skills and experience to bring to policing.
 3. **People Turnover:** During the reporting period, 34 Police Officers and 8 Police Staff left the force, this equates to a 3.4% and 1.65% turnover rate respectively. Looking at national data for 2021/22, the Officer national average wastage rate (excluding transfers) for England and Wales was 6.0
 4. **Sickness:** The average working days lost per worker for Officers is 6.37 days and for Staff is 8.15 days (April 2022 – March 2023). Using Home Office national measures (converted to days instead of hours), the absence rate (22/23) for officers was 2.47%, staff was 3.21%. Home Office data (2021/22) shows the national percentage of contracted hours lost to sickness for officers was 4.6%, COLP officers was 4.4%. For staff, the national average (2021/22) was 5.1% and COLP staff percentage of contracted hours lost to sickness was 4.8%.
- This report will be provided quarterly with some information presented bi-annually (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 its budgeted establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted establishment (subject to rank review)
- Our Police Staff model at the end of December was 527 FTE, this is over our budgeted establishment of 517 FTE. As part of the vacancies review, 5 vacant posts were removed in January 2023, a further 9 vacant Staff posts have been identified and will be submitted to be removed following People Board in April 2023 to meet the budgeted establishment.
- HR and Finance have been working on a Resource Model that shows permanent establishment and temporary funded posts across the organisation. This model provides a clear understanding of our workforce, funding streams, recruitment activity and reporting of vacancies.
- Police Staff recruitment has resumed; however, Corporate Services and Temporary Funded roles will continue to be agreed via People Board Governance
- The Force has to find £1M in reductions against core budget and cannot remove Police Officers.

OPERATING MODEL:

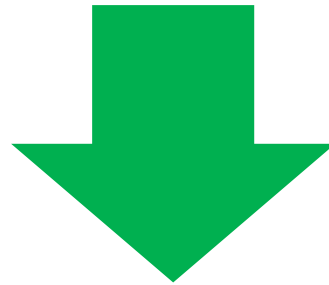


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Workforce Establishment

The graphic below shows establishment vs strength (FTE) for the workforce between December 2022 and March 2023. Officer budgeted establishment has reduced from 998 FTE in December 2022 to 978 in March 2023. Officer strength remains above establishment. Staff strength has increase by 7.1%. Of note this data for staff does include strength of temporary roles as well. Future reporting will develop this further to separate out permanent and temporary establishments and strength.

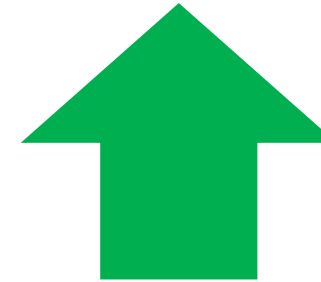
Officers



Dec Strength 1006
<ul style="list-style-type: none">• Est 998• 100.7% Strength vs Est

Mar Strength 997
<ul style="list-style-type: none">• Est 978• 101.99% Strength vs Est

Staff



Dec Strength 454
<ul style="list-style-type: none">• Est 517• 85.5% Strength vs Est

Mar Strength 479
<ul style="list-style-type: none">• Est 517• 92.6% Strength vs Est



Workforce Establishment

- As of 31st March 2023, the City of London Police has an overall strength of 997 (FTE) Police Officers, against our agreed budgeted establishment of 978 (Force Strength Indicator, FSI, March 2023). The Establishment is based on the agreed Force Structure models.
- The strength of Police Staff is currently 479 (FTE) against our budgeted establishment of 517 (FTE). These figures are inclusive of Police Community Support Officer's (PCSO) and staff on fixed-term contracts in Temporary Funded posts.
- The Staff operational model differs from establishment (refer to Appendix 1). This will reduce by 9 posts in the quarter 1 2023/24 following agreement at People Board. Deleted posts were all vacant posts in a variety of teams across each directorate.
- 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 Temporary Funded recruitment is scrutinised at the People Board before it can be signed off, any additions to establishments will be added with a new budget in April of each year. The Corporate Services Project, run by the AC, is ongoing.
- 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:



Over 100%
(close monitoring)



90% and above
(no action required)



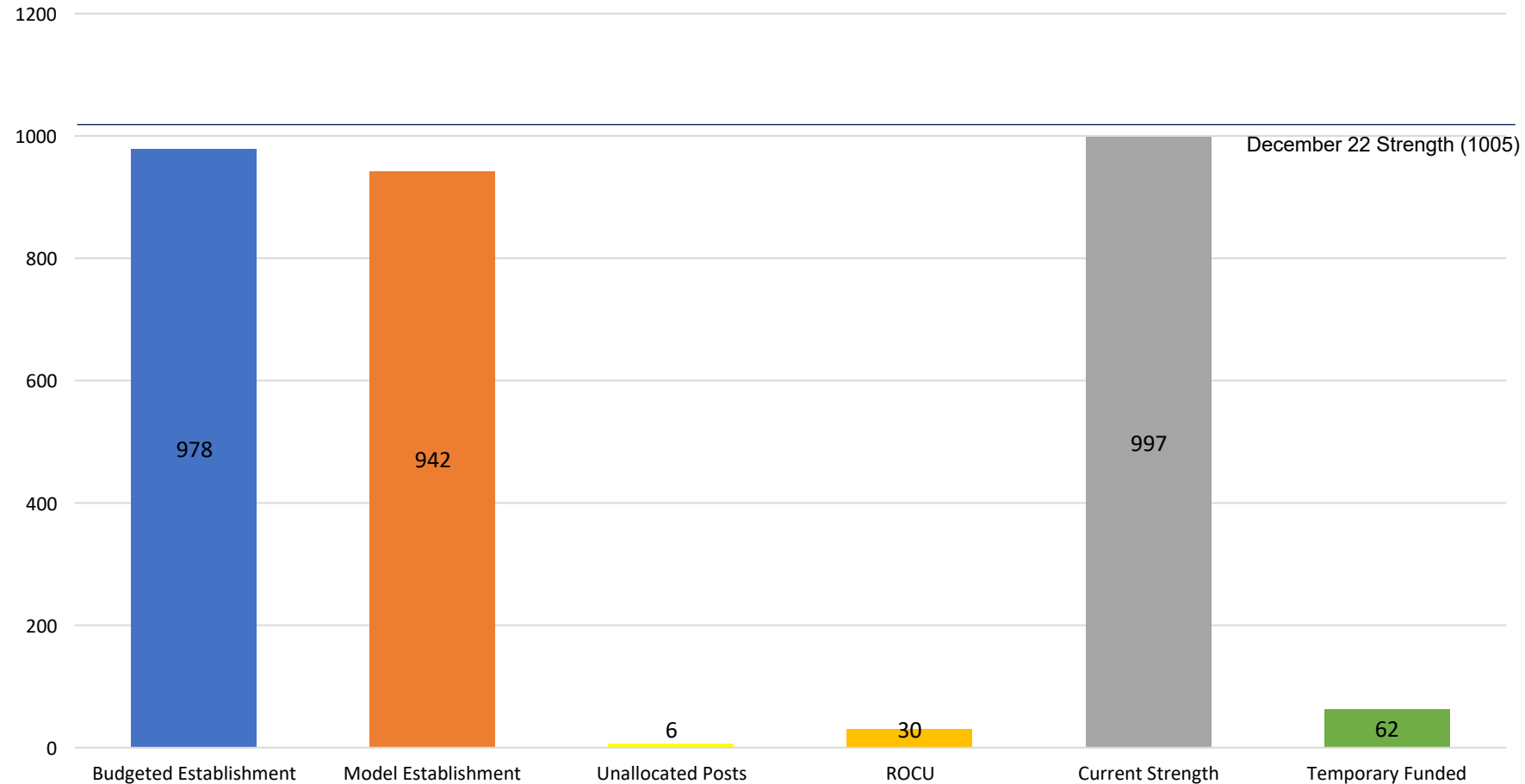
Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action
required)



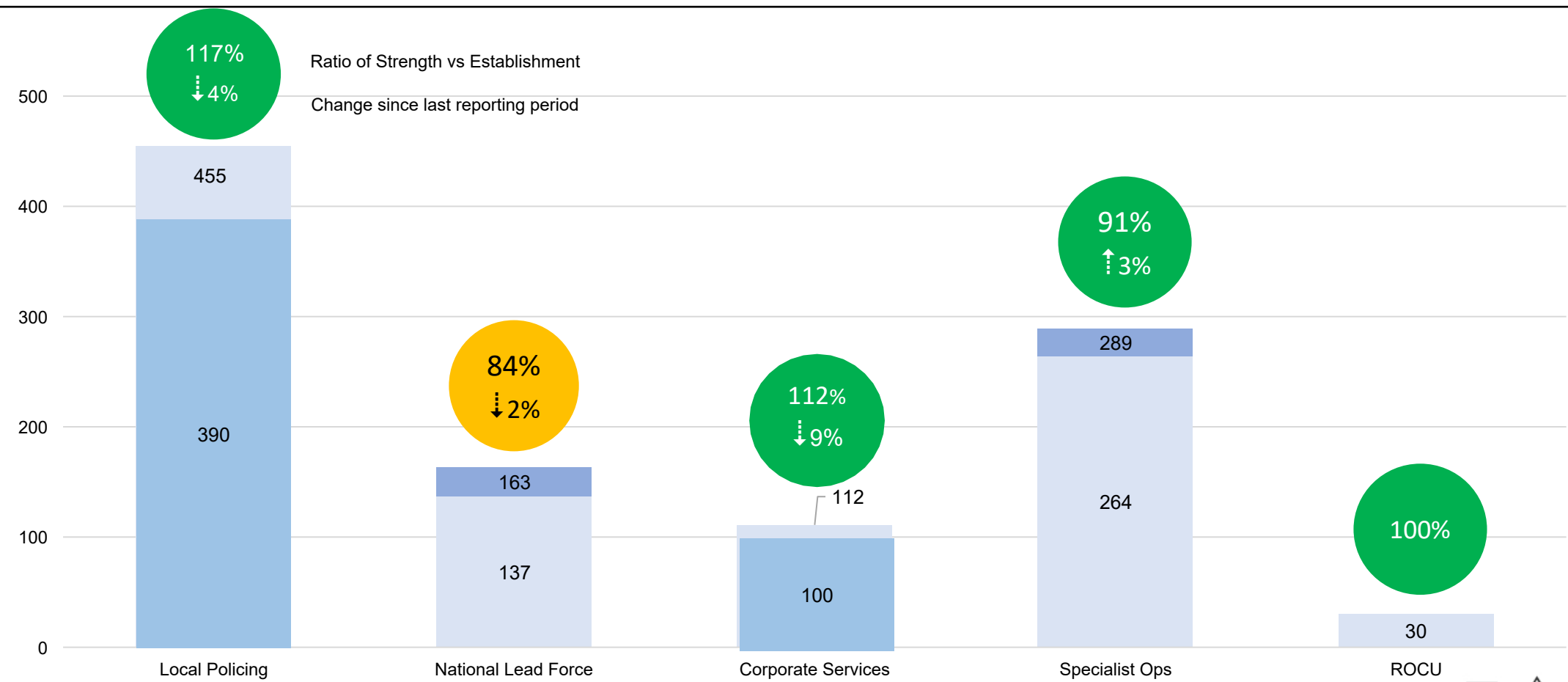
Officer Operational Model Establishment FTE



- Budgeted Establishment of 978 FTE:**
- Current CoLP model: 942 FTE
 - ROCU: 30 FTE
 - Current Unallocated Posts: 6 FTE
 - Temporary Funded (TF) posts above establishment: 62 FTE (includes 33 roles funded by holding a post elsewhere – majority Uplift Trainers in L&OD and Response; 29 roles external funded by programmes such as NextGen, DCPCU OLAF, NPCC Cyber Crime, Op Neutron)
 - Current overall strength against budget: 101.99%



Officer Strength vs Establishment FTE (rounded)

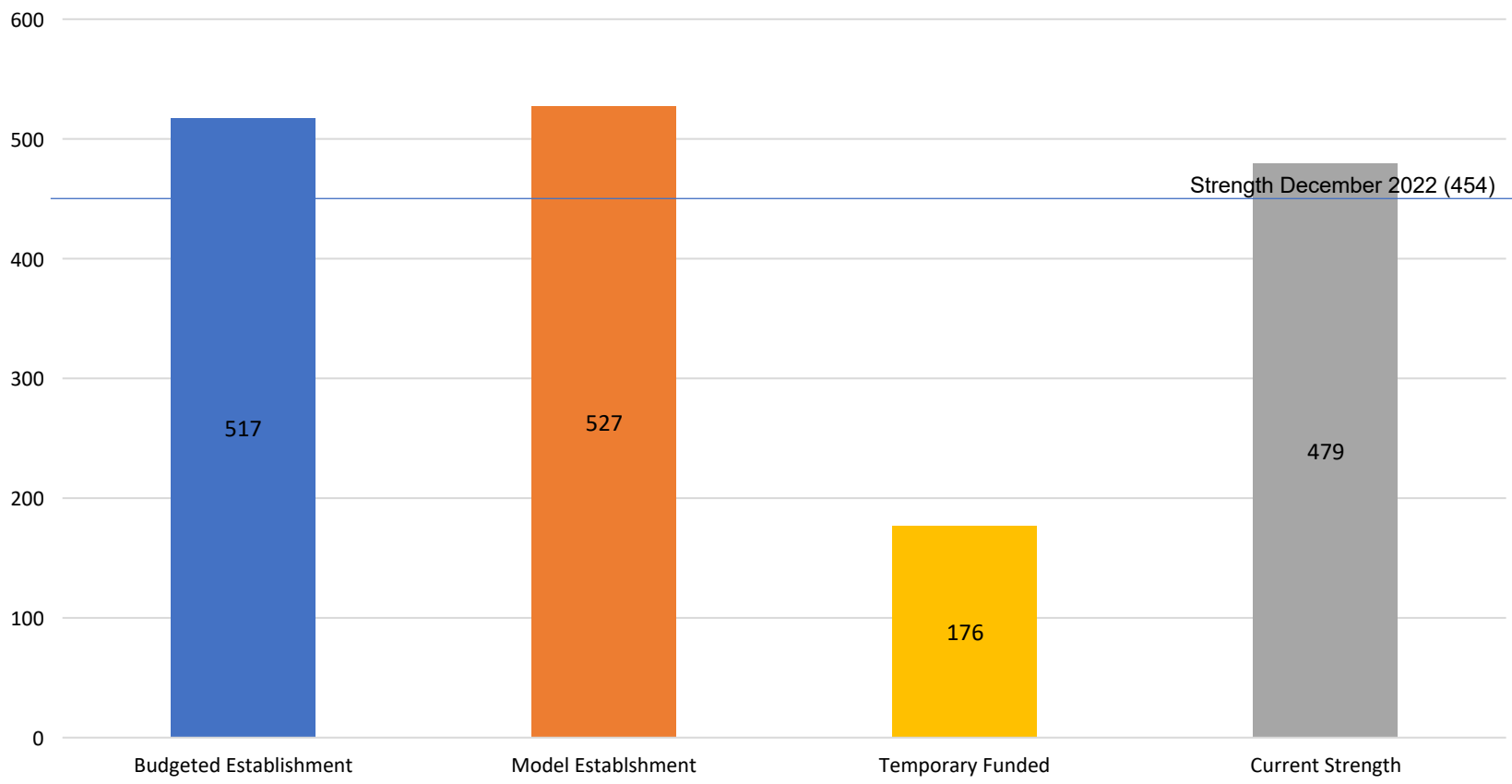


Strength Establishment



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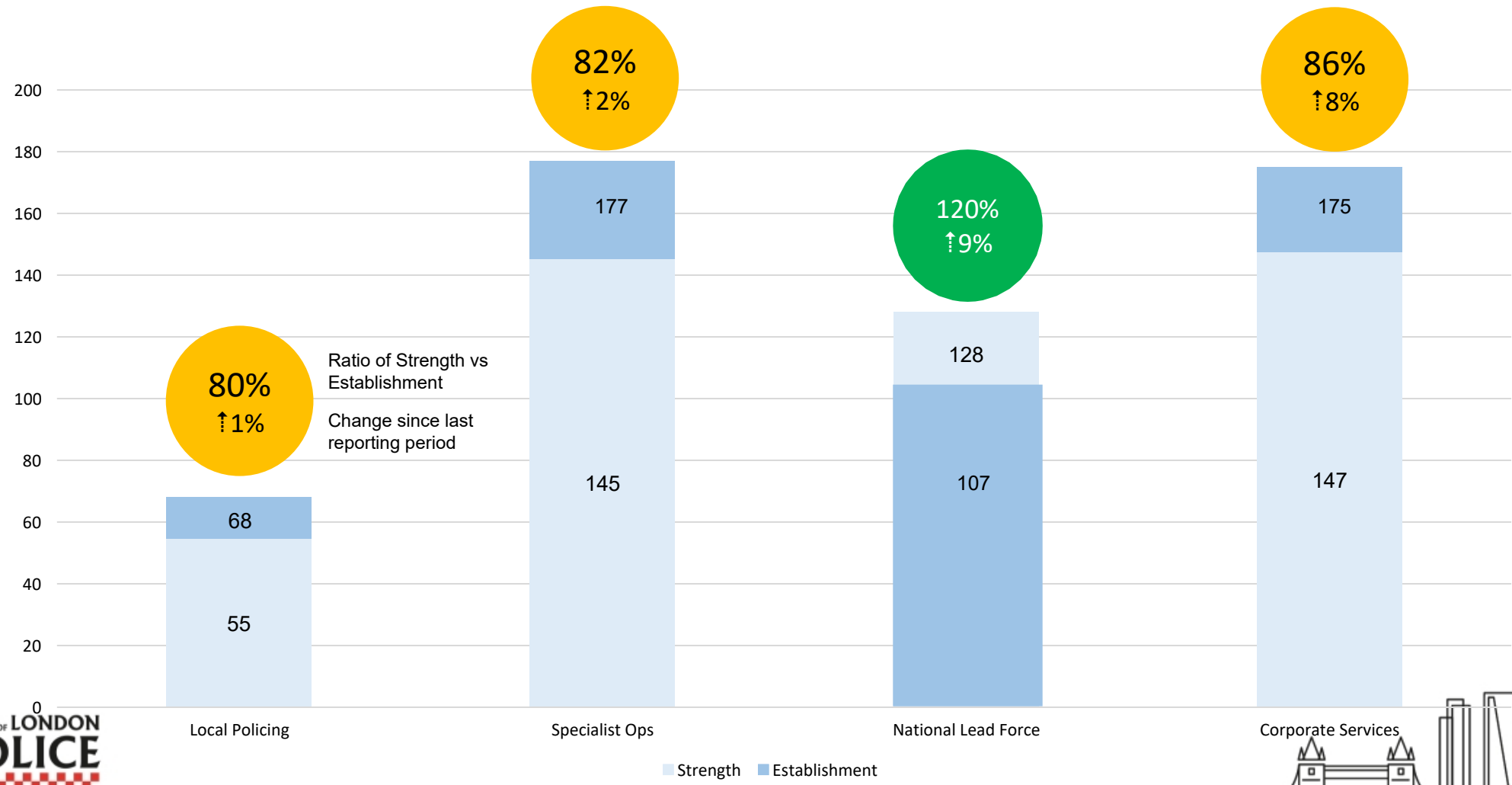
Staff Operational Model Establishment FTE



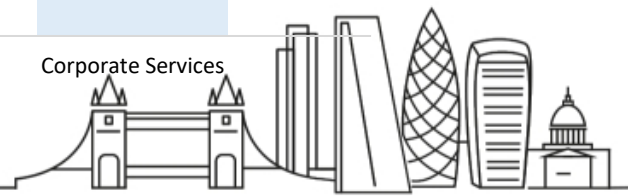
- **Operational Model:** 527 reduced from 531 with 4 posts deleted.
- **Posts over budgeted establishment excluding TF:** 9 FTE (9 posts in progress to be deleted)
- **Budgeted Establishment:** 517
- **Current Strength vs Establishment:** 393
- **Current vacancies** under 517 FTE, excluding TF: 124 FTE
- **Temporary Funded (TF) posts:** 176 (↑ 80 from last report due to NLF funded roles e.g. NECVCU, Next Gen)
- **Current Strength vs TF posts:** 86 FTE
- **Total Established and TF posts:** 703
- **Current vacancies within combined 703 FTE (Model and TF):** 224 FTE
- Does not include £1M in savings to be taken



Staff Strength vs Establishment FTE (rounded)



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22/23 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted FTE						
Officers	978	390	287	194	92	15
Staff	517	66	172	105	174	0
Total	1495	456	459	299	266	15
Budgeted £m						
Pay Costs	129.9	31.7	30.6	21.3	19.5	26.8
Non Pay Costs	59.6	2.7	2.2	35.6	14.4	4.7
Total Expenditure	189.5	34.5	32.8	56.8	33.9	31.6
Income	(88.5)	(6.5)	(4.9)	(50.0)	(2.3)	(24.9)
Net Budget	101.0	28.0	27.9	6.8	31.6	6.7
Functions incl.		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units AF / NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Def POCA Recharges Unalloc roles Temp roles

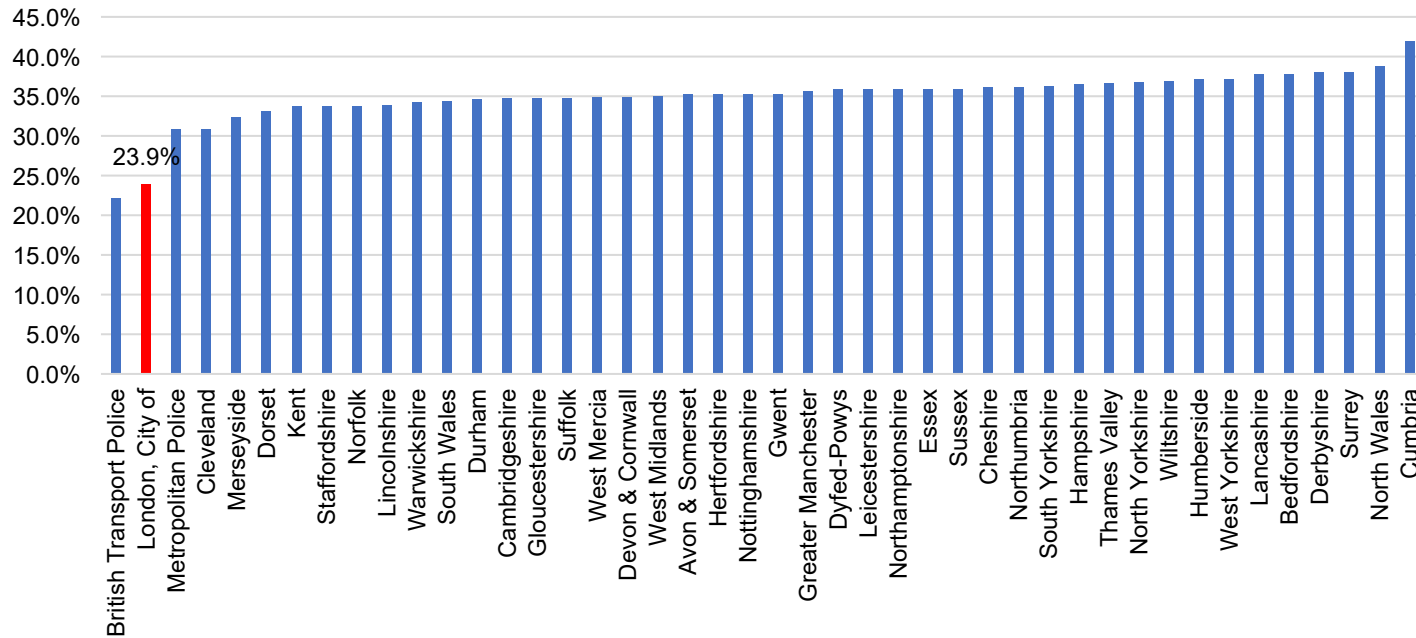
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Baseline staff level of 532 not affordable. Reductions made proportionately to get to 517 establishment
4. From 517, £1m staff saving required - plus natural vacancy factor of 15



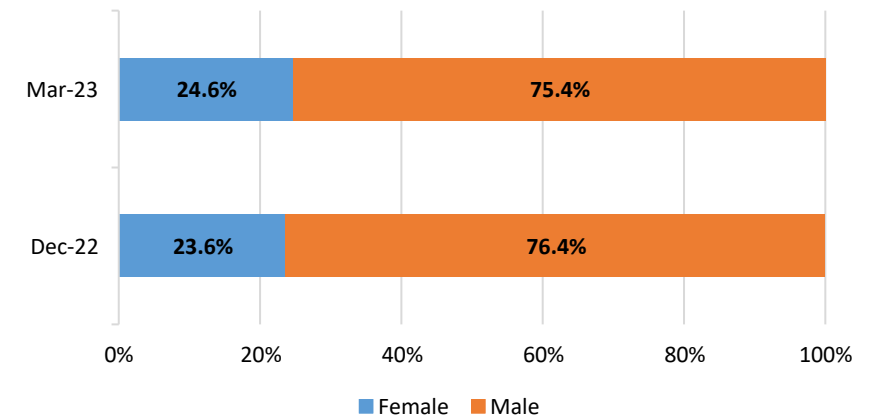
Diversity: Officer Gender

Officer gender profile has increased by 1% since the last reporting period, the CoLP female officer profile is 24.6% of 1007 officer headcount. 57% of 21 Student Officers that joined in quarter 3 were female.

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



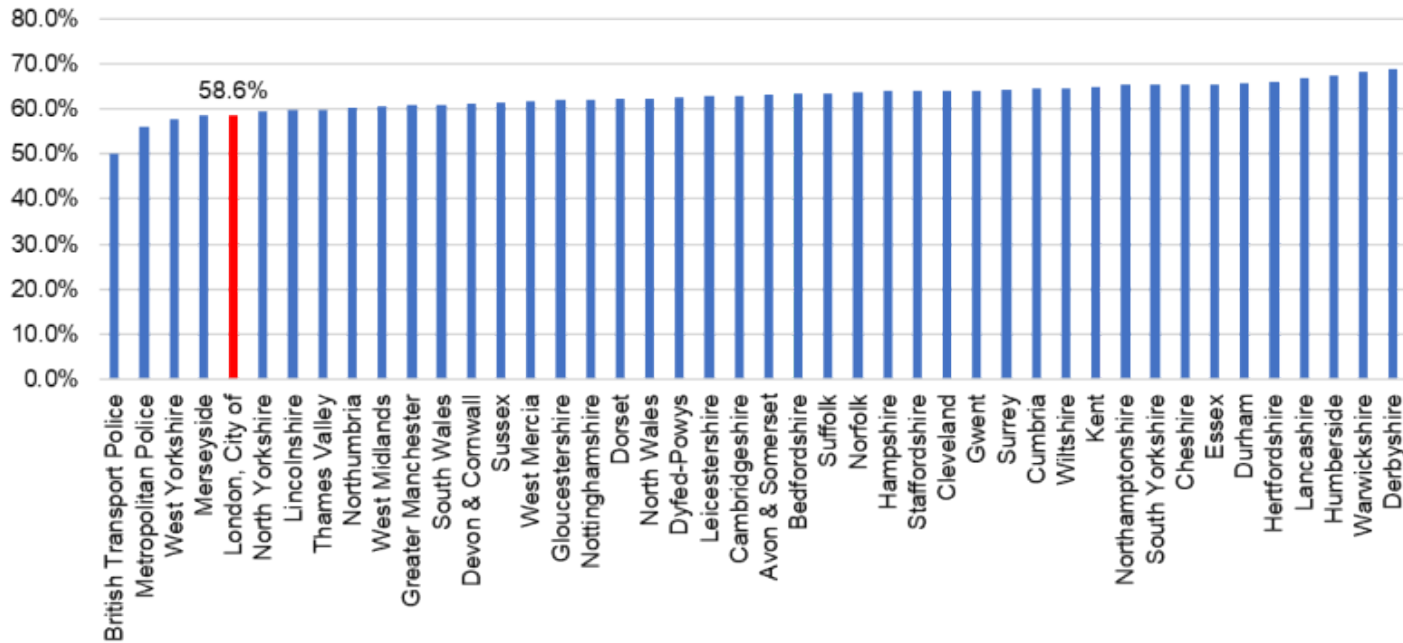
Officer Gender March 2023 % comparison to December 2022



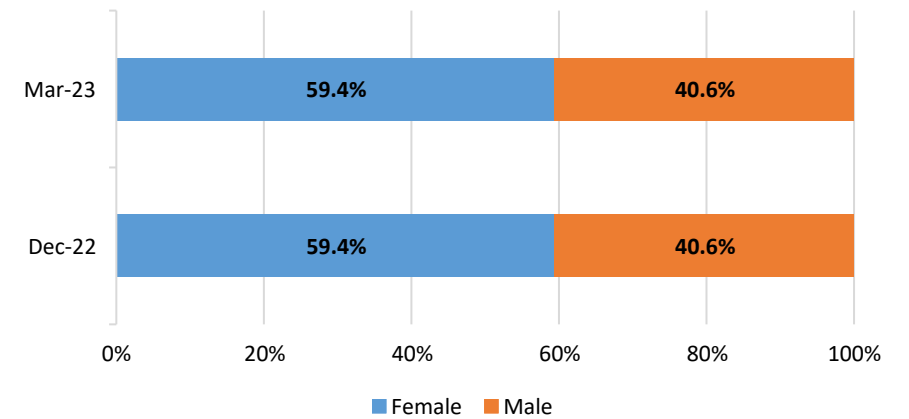
Diversity: Staff Gender

Staff gender profile has not changed since the last reporting period, the female profile at the end of March was 59.4% of 497 total Staff headcount.

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



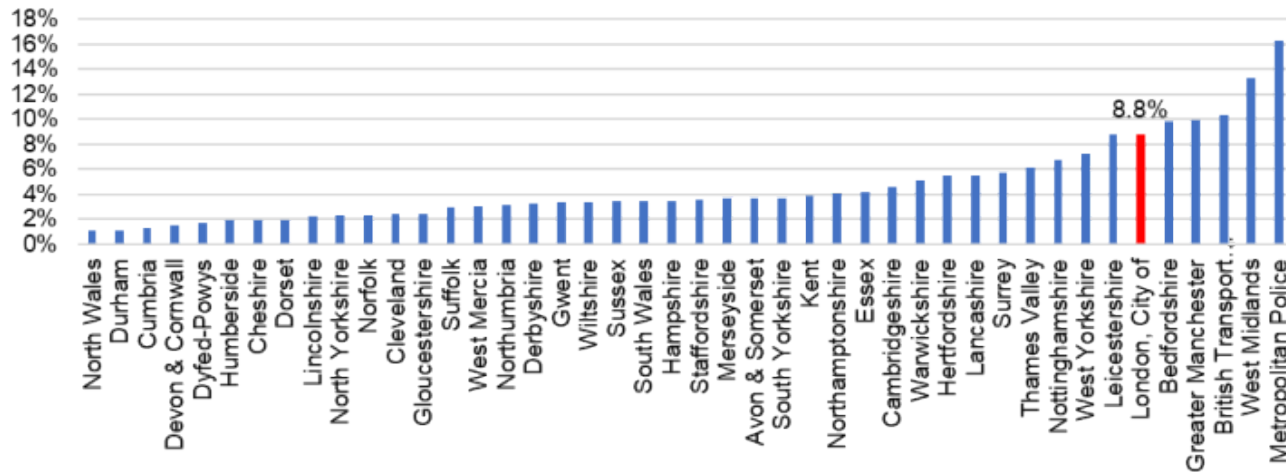
Staff Gender March 2023 % comparison to December 2022



Diversity: Officer Ethnicity

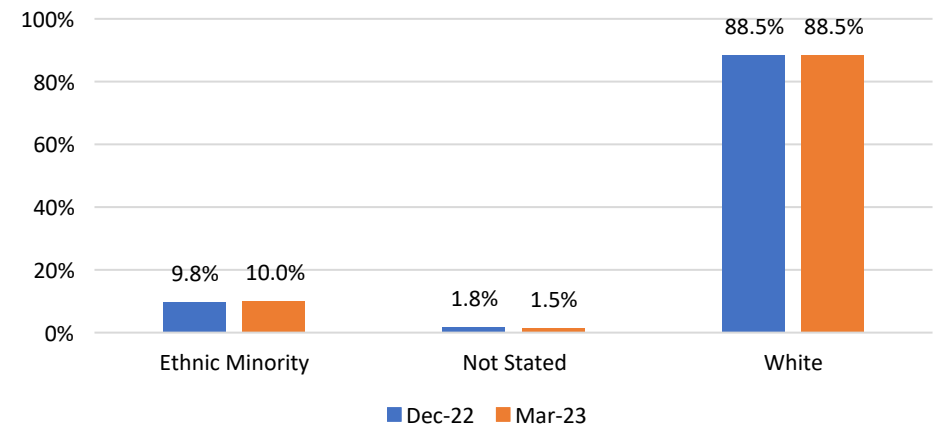
Officer Ethnicity profile has increased by 0.2% since the last reporting period to 10%% of a total 1007 Officer headcount. Our Student Officer intakes in March 2023 included 33% new officers from an Ethnic Minority background.

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



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

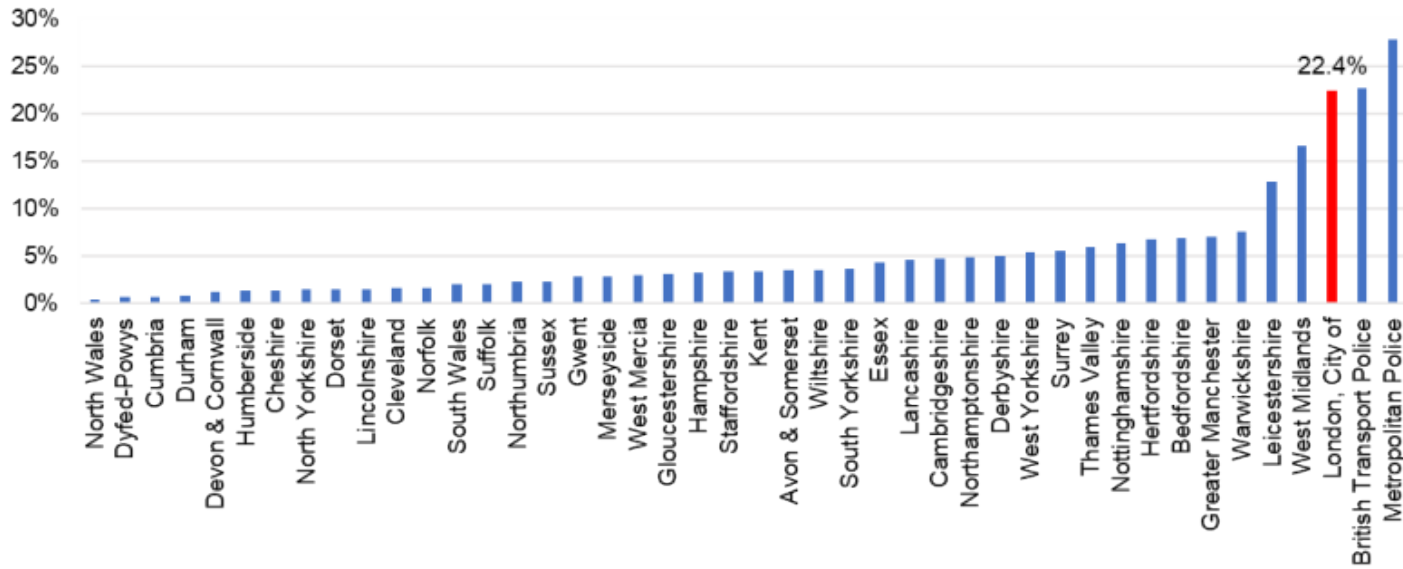
Officer Ethnicity Profile March 2023 % comparison to December 2022



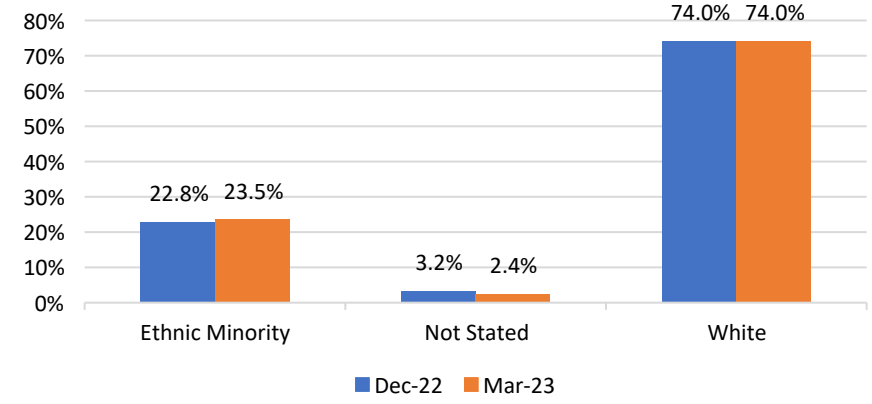
Diversity: Staff Ethnicity

Staff Ethnicity profile has increased by 0.7% since the last reporting period to 23.5% of a total headcount of 497.

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



Staff Ethnicity Profile March 2023 % comparison to December 2022



Recruitment

After achieving our Uplift target at the end of March 23 we have written a workforce plan for how we will maintain the uplifted officer headcount by recruiting transferees and student officers into the force across the next financial year along with the recruitment of Police Staff and Specials. We have split the ratio of transferees to new student officers at roughly 70/30 to assist in bolstering the experience of officers in the force after the increase in students last FY. We have slimmed down the entry pathways being offered into the force next year whilst we source a new HEI provider for our PEQF pathways and utilising the final year of the in house IPLDP pathway before it is closed.

Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none"> • Strategy currently includes a mixture of uniform and detective IPLDP and Pre-Join.
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none"> • ‘Buddy’ system: Supporting under-represented candidates through the recruitment & onboarding process • Applicant Tracking System: Testing “Oleoo” ATS system, to be rolled out in Summer 2023. 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 Programme team has been working to execute the strategy. • Additional resources have been hired to support the project across HR, Learning & Organisational Development (L&OD), Vetting, OH and Corporate Communications.
Attraction Strategy introduced	<ul style="list-style-type: none"> • Our social medial 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) shows the final profile for 2022/23 to reflect our attrition and intake numbers. Due to lower than anticipated levels of attrition in the first half of the financial year we reduced our student officer intake numbers in November and March. The final 2 intakes for Student Officers were Police Now and a Detective IPLDP group. The percentage of new recruits to the force was a 59% Student Officer and 33% transferee split this year (excluding secondments, returners).

Headcount at 31/03/2022		893						
Territorial								
Month	Year 3 Uplift Starting Month Headcount	PCDA/DHEP/IPLDP+/Pre Join	Police Now	Transferees	Returners (secondment)	Leavers Estimate	End of Month Headcount	Decision Date
Apr-22	870					(20)	850	
May-22	850			4		(8)	846	
Jun-22	846			5		(7)	844	
Jul-22	844			6		(4)	846	
Aug-22	846	51		10		(8)	899	
Sep-22	899	35		13		(2)	945	
Oct-22	945			14	1	(9)	951	
Nov-22	951	28		12		(6)	985	
Dec-22	985			12	1	(13)	985	
Jan-23	985			0	1	(13)	973	
Feb-23	973			1		(10)	964	
Mar-23	964	12	9	0	1	(9)	977	
Closing headcount at 31/03/2023		977						

SOC				Total
Month	SOC ROCU	SOC ROCU leavers	Month End SOC ROCU Headcount	Total SOC and Core Headcount
Apr-22	1		24	874
May-22	1		25	871
Jun-22			25	869
Jul-22			25	871
Aug-22		(1)	24	923
Sep-22	1		25	970
Oct-22	4		29	980
Nov-22	1	(1)	29	1,014
Dec-22	0		29	1,014
Jan-23	5	0	34	1,007
Feb-23	0	0	34	998
Mar-23	5	(9)	30	1,007
Closing headcount at 31/03/2023			30	1,007

An updated workforce plan for 2023/24 has been completed with a target Officer headcount of 996 by March 2024.



Recruitment: Risks and Priorities

- Recruitment activity is being managed in relation to all officer and staff posts across the force. In addition to the BAU roles, the force is also recruiting additional posts across the FRRCAS project within National Lead Force. This includes over 100 Police Staff roles, covering Project Managers, Analysts, Data Architects and many more. Up to 20 Police Officer posts will also be recruited via secondment opportunities. Separate governance has been set up with the forces Service Delivery Director to oversee FRRCAS recruitment, whereas the BAU is monitored via People Board.

Risks identified by Uplift Programme to maintain target

Attrition higher than projected levels	This is being monitored monthly via PUP grip meetings and the force retention lead.
Volume of vetting	Demand profiling for the BAU roles is currently being undertaken to identify resource requirements to maintain uplift numbers and also additional demands from BAU.
Tutoring constables	L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts
Attraction for Police Staff	Competition with the private sector in regards to pay and greater flexible benefits offered elsewhere. Work is continuing on the new benefits platform.



Recruitment continued

- The force launched the Inspectors Promotions boards with Interviews due to start on 3rd June. The Sergeants process will go live in the middle of May with interviews scheduled for July.
- A Chief Superintendent campaign was launched with interviews taking place w/c 24th April. The transferee embargo imposed on the 31st December until the 31st March led to fewer external police officer campaigns during this reporting period. The embargo has now lifted and external recruitment for Police Officers has resumed.
- Police Staff recruitment has resumed and new marketing material has been produced by Communications to attract candidates to look at our career page. This will be enhanced when the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) recruitment begins with a wider digital communications strategy.
- 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

- 21 Police Officers were recruited during the reporting period into Police Now and Detective Constable Direct Entry (IPLDP) programmes, and 9 Regional Organised Crime Unit (ROCU) Officer were seconded to the COLP but continuing to work in other forces around the country.
- A total of 34 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
- The Director of National Police Centre for Economic and Cyber Crime (NPCECC) was recruited in February 2023.



People Turnover

During the reporting period (January 2023 – March 2023), 34 Police Officers left the force, this equates to a 3.4% turnover rate. A total of 112 Officers left the force between April 2022 and March 2023, this is a turnover rate of 11.8%. This is a 16% increase on the number of leavers in 2021/22 where 96 Officers left the force. Reasons for leaving are provided in the tables below.

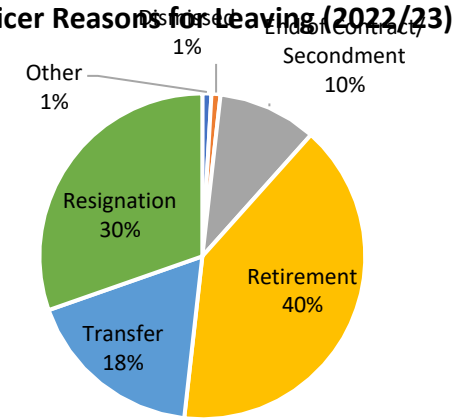
Police Officers – Reasons for Leaving (per Financial Year)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Other	0	0	0	0	1	0	1
Dismissed	0	1	1	0	0	0	1
End of Contract/ Secondment	0	1	0	0	4	1	11
Medical Retirement	2	2	0	2	1	0	2
Retirement	37	35	37	31	29	42	43
Transfer	7	9	17	22	14	26	20
Resignation	14	26	7	22	21	27	34
Total	60	74	62	77	70	96	112

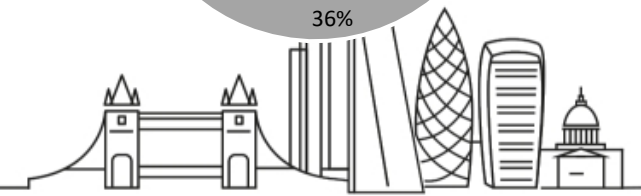
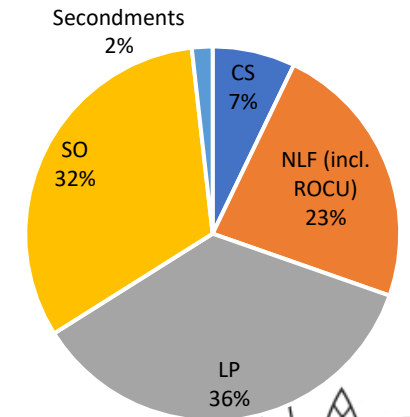
Of the 112 Police Officers that left the Force, the highest number left from Local Policing (40) and Specialist Operations (36). The main reasons for Police Officers leaving during this period was retirement, followed by resignation.

The number of leavers varies per month, 19 Officers left the force in April, 13 of which were retirements; on average 11 leavers left between May 22 and March 23. The majority of leavers were Constables rank.

Officer Reasons for Leaving (2022/23)



Officer Leavers by Directorate (2022/23)



People Turnover

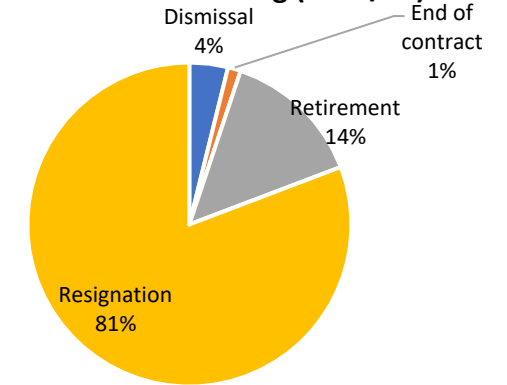
During the reporting period, 8 Police Staff left the force, this equates to 1.65% turnover rate. A total of 78 Staff left the force between April 2022 and March 2023, a 16% turnover rate. The number of leavers has increase significantly compared to the same period in 2021/22 in which 63 Staff left. There has been a 24% increase in the total number of leavers in 2022/23 compared to 2021/22.

Police Staff – Reasons for Leaving (per Financial Year)

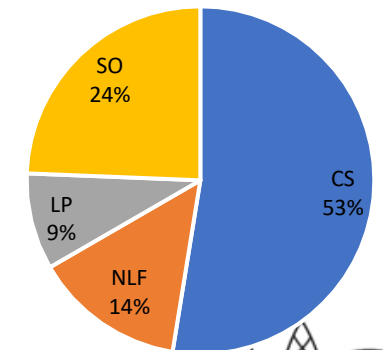
Reason for leaving	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Other	1	1	1	0	1	0	0
Dismissed	1	2	1	1	2	0	3
Medical	1	0	0	0	0	0	0
Retirement	2	5	10	6	7	8	11
Transfer	2	2	0	0	0	0	0
Resignation (incl. FTC)	37	42	49	44	25	52	61
Resignation joined Police	2	7	2	0	0	2	2
Redundancy	6	1	1	0	0	0	0
End of Secondment	0	0	1	0	0	1	1
Total	52	60	65	51	35	63	78

The greatest number of leavers were in Corporate Services (41), followed by Specialist Operations (19). The main reason for leaving was resignation. The majority of leavers were in Grades E and C.

Staff Reasons for Leaving (2022/23)



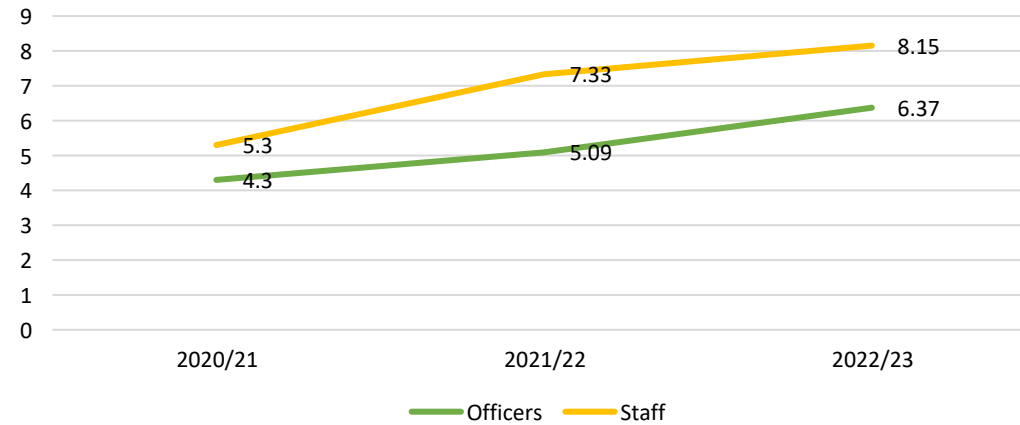
Staff Leavers by Directorate (2022/23)



Sickness

- The Home Office (HO) & His Majesty’s Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against ‘percentage of contracted hours’. During April 2022 – March 2023, the sickness absence rate in days at CoLP was 2.47% for Officers, and 3.21% for Police Staff (working days lost / contracted days available).
- The average working days lost for Police Officers is 6.37 days and for Police Staff is 8.15 days during this period. Sickness related to COVID-19 isolation and positive cases now counts towards an individual’s records from April 2022 onwards. Sickness has increased during the FY 2022/23 compared to 2021/22 with a percentage change of +25% in Officer sickness and +11% in Staff sickness. Previously reporting has been bi-annual, please see graph below which shows the total average days lost for 20/21 and 21/22 and 22/23 only.

FY Comparison of Average Days Lost by Employee Type Headcount



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 October 2022 to 31 March 2023, OH have responded to a total of 39 pre-employment requests (97% 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 139 referrals of which 136 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 98%. In addition, there were 33 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.

November 2022 saw the launch of the Post Incident Support Incident Programme (PISP). In collaboration with the Occupational Health Service (OHS) the programme aims to provide additional support to officers and staff who have been involved in a serious event at work. Including those who may have already received OHS or Trauma Risk Incident Management (TRIM) advice, and, who require additional in-role support. Training was provided to those involved in the programme which includes members of the OHS and staff and officers representing all directorates. The training was provided by the College of Policing and an expert in the field who designed the programme for police forces across the UK.

During the reporting period, a new Wellbeing Champion was appointed, who is supported by two deputies. The Wellbeing Champion provides an interface between the Force Health and Wellbeing Network and strategic meeting boards such as the Force Health, Safety and Wellbeing Committee and the DEI Strategic Board.

The Force Health and Wellbeing Network is resourced by volunteers within CoLP who undertake this alongside their primary role. The network continues to promote wellbeing events and initiatives including The Pantry, an initiative offering free-of-charge essential food, toiletries and household provisions to support officers and staff (including contractors) in need. The Pantry is stocked by donations and stock is maintained by members of the Wellbeing Network and the Network of Women. Other initiatives during the reporting period include obtaining free access to local gyms for specific periods of time, arranging visits from the Wellbeing dog to teams working at CoLP.

In conjunction with the Samaritans the Force has trained 107 staff and officers at different grades and ranks to be better listeners and recognise colleagues, and members of the public, in crisis. Further training will be dependant on funding.

Further in-house Mental Health First Aid training has been rolled out during the reporting period. As a result there are now 54 police staff and officer Mental Health First Aiders in CoLP, representing a cross-section of grades/ranks from across all directorates. 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 (Oct 22 – Mar 23) we had two new grievances submitted of which one has been concluded. There have been no recent and live Employment Tribunals during the reporting period.

Grievances submitted and opened	3
Grievances closed	1
New ET's submitted and opened	0
ET's closed	0



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 31 March 2023:

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



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	99	86	8	7
Response & VCU	76	201	0	0
Taskforce	189	144	5	5
Contact & SMT	26	25	55	43
Total Local Policing	390	456	68	55



Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	104	87	74	66
Investigation Services	145	129	27	19
Forensic Services	7	11	30	20
Criminal Justice System	29	32	46	40
SO SMT (Supt above)	4	5	0	0
Total Specialist Ops	289	264	177	145



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	65	59	10	10
NLF Fraud	50	35	15	23
NLF Coordination	11	10	8	8
NFIB (Incl. Next Gen Officers only)	18	18	47	63
Action Fraud	0	0	24	22
NPCC Cybercrime	9	7	3	2
NLF SMT (NLF Ops) & Officer Secondments	10 (4 Secondments)	8 (3 Secondments)	0	0
Total National Lead Force	163	137	107	128



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	5	5	2	2.5
HQ Services	43	38	50	39
Support Services	2	18	66	54
IMS and IT (Incl. Business Insights)	4	3	41	28
Professionalism and Trust	46	45	16	24
Total Corporate Services	100	111 (incl. 2 secondments)	175	151 (incl. 4 secondments)



Appendix 3: Recruitment Delegation – Strategic Workforce Planning

- 1. Internal Police Officer Recruitment** – (approval level LRPM only) Posts that are funded through either core funding or external/national funding can and should be recruited to with LRPM approval only. Due to the Force being at or over establishment of officers every effort should be made to develop and recruit internally, including specialist skills such as Detective and Firearms.
- 2. External Police Officer Recruitment** – (approval level People Board) Any request for an external advert for Police Officers must be approved by People Board and if approved the post(s) would need to be accounted for in our transferee numbers across the next 12 months which are limited and will only be considered after point 1 above has been exhausted.
- 3. Police Officer posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 4. Police Staff posts other than Corporate Services** (funded externally / national funding / Core funded i.e. in establishment) – (approval level LRPM only). Police Staff vacancies other than Corporate Services Posts can be recruited to internally and externally with LRPM approval. A careful balance of developing our own staff and bringing new capacity and capability into the organisation should be considered.
- 5. Police Staff posts in Corporate Services** during the review (approval level People Board), these need to be carefully considered as we go through change to mitigate any risk of redundancies.
- 6. Police Staff posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 7. Any suggested conversion of posts** from Staff to Officer or Officer to Staff must come to People Board for decision.



Agenda Item 8

Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 22 nd May 2023 24 th May 2023
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 68-23	For Information
Report author: Brett McKenna, Head of 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 City of London Police risk register is managed using the Pentana risk 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 City of London Police is monitoring using this system.

Since the last risk profile presented to RREC two risks have been downgraded having met their target risk scores. One risk has been closed following the completion of the police uplift programme. One new issue linked to sickness has been added to the issue log.

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 City of London Police.
2. This report provides a public note of City of London Police's risk profile so risks of can be scrutinised by Members without providing oversight of operational actions that might prejudice police operational activity. City of London Police 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.

Force Risk Register Structure

3. The Force risk register is split into two sections along Organisational and Operational areas in support of the 6 priorities within the 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
4. 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	Major	Unlikely	8	AMBER	➔	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

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 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	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 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 Ops	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 & Service Delivery Director	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 Ops & 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

5. Risk COLP OP 06 “Estate does not meet operational requirements” has been downgraded from a red risk to an amber risk having met its target score due to the progress made on the new Force Estate project
6. Risk COLP OP 09 “Lack of capacity and skills officers’ hampers ability to investigate homicides” has been downgraded from an amber risk to a green risk having met its target score due to progress made with specialist recruitment and training pipeline plans.
7. Risk COLP ORG 14/15 – as the Police Uplift Programme has now been delivered risks ORG 14/15 are no longer areas of uncertainty and have been closed as risks.
8. Two issues pertaining to vetting have been downgraded from Red priority to Amber priority due to improved capacity within UKSC and the conclusion of the Police Uplift Programme.
9. A new issue “Sickness working days lost for officers and staff currently over target” has been added to the Issue Log with a number of mitigating actions and oversight at the internal People Board.

Risk Of Concern

10. As highlighted in the last update, based on the current profile there are two risks of concern that City of London Police is seeking to mitigate and which are now being managed as issues within City of London Police (risk that have been realised) these are:
 - **Rise in Violent Crime**
 - **Rise in Acquisitive Crime**
11. A suite of operational measures has been 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 scrutinised on a quarterly basis through City of London Police’s Performance Board Chaired by Assistant Commissioner Operations and Security which provides strategic direction for tasking and work to target criminality. Crime is monitored and tasking takes place at the monthly Tactical Tasking and Coordination Group (TTCG) and through local directorate performance monitoring in order to direct resourcing to hotspots and tackle any rising trends.
13. Both of these risks are the subject of a deep dive at the request of RREC at this meeting (originally on the agenda at the February 2023 meeting but subject of deferral to the May meeting at the direction of the Chair.

Conclusion

14. The risk profile of City of London Police is continually reviewed and updated to ensure it remains relevant. The Police Authority is kept informed of the Force Risk Profile as part of a quarterly update schedule to ensure they are briefed on new and emerging risks and any significant change in existing risk scores as part of City of London Police'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)

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

		Impact			
		X	Minor (1)	Serious (2)	Major (4)
Likelihood	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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