



Resource, Risk & Estates (Police) Committee

Date: WEDNESDAY, 6 SEPTEMBER 2023
Time: 11.00 am
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)
Paul Singh

Enquiries: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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Ian Thomas CBE
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 previous meeting of the Resource, Risk and Estates Committee held on the 22nd of May 2023.

For Decision
(Pages 5 - 10)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

5. **CHIEF FINANCIAL OFFICER**

Report of the Commissioner of Police and Police Authority Treasurer.

For Information
(Pages 13 - 16)

6. **Q1 REVENUE AND CAPITAL MONITORING UPDATE -2023/24**

Report of the Commissioner.

For Information
(Pages 17 - 50)

7. **Q1 WORKFORCE MONITORING REPORT- 2023-24**

Report of the Commissioner.

For Information
(Pages 51 - 82)

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

Report of the Commissioner.

To be read in conjunction with non-public appendices at Item 15.

For Information
(Pages 83 - 92)

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 previous meeting of the Resource, Risk and Estates Committee held on the 22nd of May 2023.

For Decision
(Pages 93 - 96)

13. NON-PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 97 - 98)

14. PACCTS AND NPCC BUDGET SURVEYS, 2023/24

Report of the Commissioner and Police Authority Treasurer.

For Information
(Pages 99 - 142)

15. NON-PUBLIC APPENDICES

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

For Information
(Pages 143 - 170)

16. MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET, E1 7AD

Report of the City Surveyor.

For Information
(Pages 171 - 186)

17. FUTURE POLICE ESTATE- UPDATE DASHBOARD

Joint report of the Commissioner and City Surveyor.

For Information
(Pages 187 - 190)

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

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

Part 3: Confidential

20. CONFIDENTIAL MINUTES

To agree the confidential minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 22nd of May 2023.

To be circulated separately.

For Decision

21. CORPORATE SERVICES REVIEW UPDATE

Report of the Commissioner.

To be circulated separately.

For Information

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 22 May 2023

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at on
Monday, 22 May 2023 at 1.45 pm

Present

Members:

Alderman Timothy Hailes (Chair)
Dawn Wright
Alderman Professor Emma Edhem

In attendance virtually:

Tijs Broeke
Andrew Lentin

Officers:

Richard Holt	- Town Clerk's Department
Richard Riley	- Police Authority Director
Alistair Cook	- City of London Police Chief Finance Officer and Police Authority Treasurer
Paul Betts	- Assistant Commissioner, City of London Police
Mark Paddon	- City of London Police
Steve Reynolds	- City of London Police
Alix Newbold	- City of London Police
Martin O'Regan	- City of London Police
Bill Duffy	- City of London Police
Kelly Harris	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Andrew Lentin, Deputy Randall Anderson, Deputy James Thomson, Tijs Broeke, Helen Fentimen and Michael Landau.

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 of the previous meeting of the Resource, Risk and Estates Committee held on the 1st of February 2023.

The Chair noted that the proposal for a meeting between himself and the chair of the Audit and Risk Management Committee still needed to be completed.

RESOLVED- That the public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 1st of February 2023 be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

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

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner which provided the Chief Finance Officer update.

Introducing the report Officers highlighted the key elements and contextual position, particularly noting the work undertaken to improve manual processes and legacy issues.

The Chair noted that the challenges remained the need to manage change, the capital programme and the further improvements in procurement discipline. Officers confirmed that a report would be prepared for Committee's consideration in September on the procurement strategy. The Chair added that the Operational Property and Projects Sub-Committee had requested a review of procurement across the Corporation so the CFO and lead for Police procurement may wish to co-ordinate the two things rather than duplicate.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner on the City of London Police Provisional Revenue & Capital Budget Outturn 2022/23.

Officers explained the reasons for the overtime overspend and the mitigations measures used, including the use of Proceeds of Crime Act funds to fund the asset recovery team. Responding to a Committee member's question the operational reasoning for the overtime requirement was explained and it was noted that some overtime relating to national events in 2022 were recoverable from the Home Office. It was confirmed that work was required to tighten up on unplanned overtime.

The Chair observed that the position was generally positive, but this was largely due to a one off windfall of rates rebate and there were still considerable challenges in the longer term. In addition, the Chair commented that the large variances in the budget still remained a concern. Officers clarified that the 2022/2023 budget was the first full year under the new operating model and it was hoped that as the model beds in the variances will be consolidated but added that complexities in the budget meant that there was a limit to how far these variances would be consolidated.

The Committee agreed that the underspend be transferred to an earmarked reserve to provide for future Police Authority Board priorities. It was confirmed that the final outturn report would address the longer term reserves policy.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner on the Q4 Workforce Monitoring Report 2022-23.

The Chair commented that he was happy to see progress on workforce management and monitoring as achieving an appropriate establishment was vital for the continued effectiveness and efficiency of the City of London Police.

Responding to a Member's concern regarding the diversity of those individuals hired to work for the Force Officers noted that all endeavours had been made to increase ethnic minority and female representation in the workforce through the Police Uplift Programme and next year's statistics would be illustrative on the progress made.

RESOLVED- That the report be noted.

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

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

A Member raised concern on the traffic light ratings for certain risk and requested further information on the reasoning for the risk ratings. Officers outlined that at the request of the Committee the CoLP had moved to the Pentana risk assessment methodology used by the Corporation and that this is what was reflected in the report. The most significant risks for the City of London Police were noted and officers explained due to requirements of policing, certain impacts from risks will always remain high however, the likelihood of them occurring were low.

Replying to a member's question it was confirmed that the Fraud and Cyber Crime Reporting and Analysis Service Procurement risk rating remained high due to its overall importance to the Force rather than the likelihood of it not being achieved.

RESOLVED- That the report be noted.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED- That under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds they

involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item No.	Paragraph(s) in Schedule 12A
12-21 (excluding 17)	3
17	7

12. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 1st of February 2023.

RESOLVED- That the non-public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 1st of February be approved as an accurate record.

13. **NON-PUBLIC OUTSTANDING REFERENCES**

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

RESOLVED- That the report be noted.

14. **CITY OF LONDON POLICE MTFP UPDATE**

The Committee received joint report of the Commissioner and Police Authority Treasurer on the City of London MTFP update.

RESOLVED- That the report be noted.

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

The Committee received a joint report of the Commissioner and Police Authority Treasurer which provided an update report on the City of London Police Full Cost Recovery.

RESOLVED- That the report be noted.

16. **FUTURE POLICE ESTATE- UPDATE DASHBOARD**

The Committee received a joint report of the Commissioner and City Surveyor which provided an update dashboard on the Future Police Estate.

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 and 07.

RESOLVED- That the report be noted.

18. **NON-PUBLIC APPENDICES**

The Committee received the non-public appendices for Item 8.

RESOLVED- That the appendices were noted.

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

There were no questions in the non-public session.

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

There were no items of urgent business consider in the non-public session.

21. **CORPORATE SERVICES REVIEW**

The Committee received a report of the Commissioner on the Corporate Services Review.

RESOLVED- That the report be noted.

The meeting ended at 2.55 pm

Chair

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

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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>Complete-Police officers are budgeted accurately so no need to hold intentional vacancies. On police staff, the Corporate Services Review is close to implementation and there is a focus on recruitment of civilian support staff. There is no intention to hold vacancies to manage the budget going forward.</p>
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Committee: Resources, Risk & Estates Committee (RREC)	Dated: 6 September 2023
Subject: 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 81-23	For Information
Report author: Chief Finance Officer	

Summary

This report provides RREC with an update on significant CoLP / 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

The key objectives for this role in 23/24 (a number of which are, by nature, continuing / longer-term) are:

1. To achieve balanced medium-term finances for CoLP in a high inflationary environment, including appropriate local funding and capital financing strategies agreed with the Chamberlain / Corporation.
2. To ensure delivery of CoLP’s major savings / mitigation plans - and help strengthen the evidence base for demonstrating Force efficiency and effectiveness.
3. To drive improved commercial / contractual outcomes – in particular by increasing recharges for funded work towards full cost recovery, unless there is a strong rationale for subsidisation.
4. To support the Business Planning process to transparently align CoLP’s people and money resources to its policing demands and priorities (per Policing Plan).
5. To ensure the change portfolio is vigorously prioritised and sequenced in a way that is both affordable and deliverable – with change priorities being underpinned by robust business cases.

6. To provide timely and effective 'decision support' and 'strategic insight' for the Chief Officer Team and Police Authority.
7. To provide impactful strategic, financial and people leadership to the Force and Authority; building a high performing, high morale Finance team which, in partnership with the business, supports and enables Force-wide transformation (particularly with regard to financial capability and culture).
8. To support the vigorous management of key financial risks and opportunities to CoLP arising from the Police Funding Formula Review and other Government / national policing developments.

MTFP

As set out in the Q1 report, significant downstream pressure is created by the high pay awards combined with a methodology for allocating additional Home Office grant which heavily disadvantages the City - given that much of its workforce is funded through its national and other work. The PA Chair and Commissioner have written to Ministers to raise concerns on this and ask for reconsideration of the allocation mechanism for 24/25. CFO has also ramped up engagement with Home Office on the impact of 'flat cash' grant agreements for CoLP's national work in a high inflationary environment.

It is likely that these pressures will be absorbable during 23/24 while the Force is in the process of recruiting towards full staff establishment. It will though increase inherent deficit gaps in the MTFP, for which a comprehensive update – along with mitigation options – will be provided to the autumn Committee cycle.

More widely, the PACCTS and NPCC survey item on this agenda highlights a major challenge for Police finances nationally, with growing cash deficits arising from a combination of increasing debt, reducing reserves and budget cuts / pressures.

Commercial

Work is in progress to assess full cost for key areas of funded work and determine gaps from current charging levels along with strategies for bridging the gaps (to conform with the Income Strategy approved by PAB in February 2023). There has been a priority application of this work to the Funded Units, TfL and Bridge House Estates to support new agreements in those areas.

Home Office grants for National Lead Force work represent the biggest area of funded work. While, over the last few years, increases have been achieved, this has been in respect of new grants for new work requiring additional resourcing. Existing grants have largely been maintained on a 'flat cash' basis. While it is unlikely that Home Office will increase funding to the extent of achieving full cost recovery, the work being undertaken will enable CoLP to highlight the affordable level of resourcing within the available budgetary envelopes (though both parties would need to be aligned on impacts for grant deliverables / outcomes). The impact of the 2022 and 2023 pay awards alone on 'flat cash' grants would be to reduce the affordable level of resourcing by well over 10%. National and other funded work also puts significant additional demands on Corporate Services, as reflected in the Corporate

Services Review, so there also needs to be an appropriate element for overheads included in the funding.

The importance of this work to sustainable Police finances, particularly in a high inflationary environment, cannot be overstated. Regular updates will be provided to RREC on the progress of, and outcomes from, this work.

Change

Work is also in progress in partnership with the new CoLP Project Management Officer (PMO) Director to tie down change priorities and evaluate their capital and revenue implications as part of a development plan towards building robust business cases. As part of this, priorities for the use of the £1m 'seed fund' budget, to support feasibility work and business case development, are in the process of being agreed. While there is still some way to go, improvements in Project and Change Management will enable more informed capital budgets and medium-term capital plans to be submitted in future.

Savings / Mitigations

Per the Q1 report, while it is early in the year, the projection is that the £8.6m mitigation target will be achieved (noting some fluctuations between different elements of the plans).

CoLP Finance Team

A senior team of 2 Deputy CFOs and 5 Business Partners has bedded in and, in the CFO's opinion, is starting to make a big difference to CoLP financial management, reporting and insight. A wide range of legacy issues have or are being addressed, recognising full transformation is not a short-term venture and will require systems, process and cultural improvements to be fully effective.

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 demand is in excess of capacity given the high volume of work and exceptions for accounts payable, overtime, expenses, P'cards etc. Alongside the need to increase transactional capacity, Finance has been working closely with Management Teams to provide information and learning, to identify and address exceptions and improve compliance. Improvements are starting to flow as a result, though there is still some way to go. Strategic Finance Board and the Chief Officer Team (COT) is actively reviewing progress with invoices on hold, overtime spend and P'Card compliance on a monthly basis.

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 / PA 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.

Policing Funding Formula Review

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

Alistair Cook
Chief Finance Officer -CoLP
Head of Police Authority Finance

Agenda Item 6

Committee(s): Resources, Risks and Estates Committee Police Authority Board	Dates: 6 September 2023 20 September 2023
Subject: Q1 Revenue and Capital Monitoring Update – 2023/24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	
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 82-23	For Information
Report author: Alistair Cook, Chief Finance Officer & CoLP Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police’s revenue and capital monitoring position at quarter one (Q1) for 2023/24.

Revenue:

1. At the end of Q1 2023/24 both expenditure and income are forecast to be the £214m, resulting in a breakeven position (summarised in Slides 1-8), this compares to an original gross expenditure and income budget of £192.2m. The variance of £21.8m is mainly due to additional specific grants being received in year for National Fraud activities of which £18.2m is to support resourcing in other forces. Whilst the Q1 revenue outturn position is assessed to be breakeven, embedded within the forecast, are a number of assumptions and dynamic variables which makes forecasting difficult at this early stage in the budget cycle. Key among these are assumptions in respect to police officer and staff pay which have been impacted by decisions outside of the monitoring period to 30 June 2023.

Pay:

2. In July 2023, the Government announced a 7% pay award for Police Officers with effect from 1 September 2023. This is 4% higher than had been provided in the 2023/24 budget and unmitigated would represent a significant cost pressure in 2023/24 and beyond. While Home Office has committed additional grant funding (£330m in 23/24) with the intention of it funding 2023 officer and staff pay award impacts above 2.5%, the allocation mechanism for 23/24 (which

is in line with funding formula shares) significantly disadvantages the City given its diverse funding landscape (including £11.2m of Capital City and Precept grant funding as well as £50m+ of specific grants which support National Lead Force work and have been subject to 'flat cash' settlements over many years). In total these separate funding streams provide for approximately 30% of the workforce and an early assessment suggests that the additional grant allocation mechanism will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years. The Police Authority Chair and Commissioner have written to raise concerns with Ministers, asking for reconsideration of the allocation formula for 24/25.

3. A further cost pressure arises from the decision to increase the London Allowance by £1,000 in response to Metropolitan Police taking this measure. The pressure is estimated to be £0.8m in 2023/24 (£1.4m full year effect). The intention is to identify additional CoLP mitigations in 24/25 and beyond to offset this pressure.
4. While additional budgetary provision has been made for a higher 2023 staff pay award than prior years, the outcome of the settlement is awaited and so will be properly impact assessed for the Q2 report.
5. The combination of these pay pressures are more containable this year while staff numbers are on a trajectory towards full establishment but, in the absence of inflation-linked grants / funding moving forwards, will add significant downstream pressure to the Police MTFP.
6. An Autumn MTFP update is being prepared which will incorporate the updated assumptions.

Uplift Maintenance:

7. The maintenance of police officer numbers remains a key risk for 2023/24 with £2m of ringfenced funding in 2023/24. The funding is dependent on the maintaining an officer headcount of 986 with Home Office measure points at the end of September 2023 and March 2024. The Force has also committed to recruit an additional 10 officer to assist with the achievement of national targets. For each additional post, the Home Office have agreed to provide £15,000 in September and £30,000 in March 2024. However, any shortfall against the 986 target in September and March will result in £40,000 being withheld from the ringfenced funding up to a maximum of 20 officers at each measurement point. Current projections (Slide 9) indicate that the 996-headcount target will be met but this will be closely monitored through internal governance processes.

In support of the Q1 monitoring position:

Slide 10 set out for information a number of budget adjustments which have been processed in Q1 to more accurately align the 2023/24 budget to outturn. The adjustments are reclassifications of income and expenditure and do not represent a change in scope activities. It is not envisaged that there will be any further adjustment so that the budget monitoring is reported against a consistent basis across Q1-Q4.

Slide 11 provides a breakdown of overtime in Q1 by business area, highlighting an indicative overspend of some £0.5m. Following a £2m overspend in 2022/23 measures have been implemented to control overtime but the outturn is also dependent on external events and the forecast will be developed each month accordingly.

Slides 12-13 provides an outturn summary for each of the business areas. The narrative highlights that whilst the Force is operating at officer uplift target levels the development of student officers means the allocation is heavily towards Local Policing, with vacancies in more specialist roles in other areas.

Slide 14 provides a breakdown of the Forces £8.6m mitigations target for 2023/24 and commentary on achievement. Current projections suggest that whilst in total the mitigations target will be met or exceeded there are some specific risks to fully realising all of the mitigations in 2023/24, particularly in relation to rank/ratio savings and the impact of pay awards on the ability to recover full cost from funded activities where grants are “cash flat”.

Slides 15-16 gives an overview of historic receipts from the Asset Recovery Incentivisation Scheme (ARIS), a forecast for 2023/24 of £0.5m and a schedule of Proceeds of Crime Act (POCA) funded revenue projects in 2023/24.

Slide 17 provides an update on the Forces reserves position including a planned £2.35m drawdown from the Proceeds of Crime Act (POCA) reserve for schemes which have been reviewed and approved by the Chief Officer Team.

Slide 18 details the forecast outturn against the £1m Police Authority Board Team budget for 2023/24. Overall the Q1 outturn forecast is expected to be to budget after allowing for potential Corporation recharges, hearing costs, some jointly funded work with the Force and some small grant giving activities.

Capital:

8. Capital expenditure in Q1 of 2023/24, to 30 June 2023, amounted to £577k (summarised in **Slide 19**. This comprises three main elements:

CoLP Capital Programme – projects developed and managed by CoLP, with a total budget of £24.8m, including £1.1m of Capital expenditure which slipped from the 2022/23 prior year programme. Whilst expenditure to the end of Q1 amounted to £256k, it is forecast that outturn spend for the year will be £21.3m, representing

a budget underspend of £3.5m, largely due to rephasing of £2.8m FCCRAS spend to 2024/25 and delivery of the horse box (£400k) also slipping to 2024/25.

Of the total expenditure at Q1 of £256k, £136k relates to FCCRAS which is lower than anticipated at this stage. This is mainly due to stage certification payments being behind schedule because of vetting delays and revisions to the Implementation Plan and Testing Strategy (£1.8m). In addition, invoices for consultancy costs were not received in Q1 (£0.3m). However, stage certification payments and invoices have largely caught up during Q2, which has resulted in the forecast of overall capital expenditure amounting to £21.3m by year end.

- **Slide 20** provides a breakdown of forecast CoLP capital spend against each project in 2023/24;
- **Slides 21-23** provide notes on variations to budget; and
- **Slide 24** provides a breakdown of how the capital spend will be funded.

Strategic projects – funded by the Corporation, comprising the Secure City Programme and the Accommodation Strategy. Expenditure to the end of Q1 of 2023/24 amounted to £305k.

Legacy projects – again funded by the Corporation, comprising a few legacy schemes which predate 2021/21 which are now nearly complete and due to be finalised. Expenditure to the end of Q1 of 2023/24 amounted to £16k.

- **Slides 25 and 26** provide further details on the strategic and legacy projects.

Supplementary Revenue Projects

9. 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. Expenditure to the end Q1 of 2023/24 amounted to £99k, with forecast outturn spend for 2023/24 amounting to £166k.

- **Slide 27** provides a breakdown of spend against each SRP in 2023/24; and
- **Slide 28** provides a breakdown of how the SRP forecast outturn spend is to be funded.

Next steps

10. The last Strategic Change Board on 27 June approved a summary of CoLP projects to take forward, categorising them as either projects 'to continue', 'to start' or 'pause/to assess'. Work is now required to determine the scope and costs of each project, as well as the deliverability of all projects. Both the one-off costs of implementation and the ongoing revenue costs will need to be established for each project, which will allow consideration of affordability from available CoLP funding. Subject to the assessment of affordability, further prioritisation maybe required. Once a project is approved to go ahead, both the

one-off implementation costs and the ongoing revenue costs will require inclusion in updated revenue and capital MTFPs.

11. As the picture emerges of the projects approved to proceed, the slides attached to this report will be further developed to include the one-off implementation costs of those projects, their phasing where over more than one year, and how those costs will be financed.

Recommendations

Members of the Board are asked to note:

- i. the revenue and capital monitoring position at Q1 and forecast outturn for 2023-24 as set out in this covering report and accompanying slide pack; and
- ii. the next steps, which will require the cost implications of further project prioritisation at CoLP to be included in this capital monitoring report, as well as inclusion in updated capital and revenue MTFPs.

Appendices

Q1 revenue and capital monitoring 2023/24 slide pack (of 28 slides as referred to in this covering report).

Contact

Alistair Cook

Chief Financial Officer

alistair.cook@cityoflondon.police.uk

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Resources, Risks and Estates Committee (RREC)- 6 September 2023
Police Authority Board (PAB)- 20 September 2023

Revenue & Capital Monitoring 2023/24 (Q1)



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

Revenue Monitoring 2023/24 (Q1) – Headlines

Revenue: Overall, an outturn breakeven position is forecast at Q1 with a higher provision (£1.4m) for the revenue financing of capital expenditure.

Embedded within the forecast, however, are a number of other compensating variances including:

- a 4% higher than budgeted officer pay award, net of Home Office funding, plus a £1,000 increase in the London Allowance for all officers up to and including the rank of Chief Superintendent and an allowance for Uplift over-recruitment (£1.3m);
- higher than budgeted other employee costs including, injury awards, commuted pension lump sums & agency costs (£0.5m) due to an under provision compared to the 2022/23 outturn and current levels of spend;
- an increase in overtime of £0.5m due to funded work, other operational activities and recoverable events (Table 4); and
- £0.5m higher than budgeted transfer to reserve in respect of Asset Recovery Incentivisation Scheme/Proceeds of Crime Act receipts.

Since the 2023/24 budget was set Government Grant income has increased by some £21.4m due to new funding for National Lead Force (NLF) Activities such as the Anti-Money Laundering Act Regulations (AMLAR) and cybercrime / cryptocurrency grants. Of this £18.2m will be transferred to other police forces and will be expensed through third party payments in the 2023/24 budget.

Taking into account the additional grant funding referred to above, the cost pressures at Q1 have been largely offset by:

- net salary savings of £0.9m due to continuing vacancies against the budgeted staff establishment (Table 2);
- £1.5m of grant funding for unbudgeted staff posts due to new National Lead Force funding.
- underspends of £0.6m mainly in relation to firearms equipment purchase due to recruitment delays;
- A forecast underspend of £0.2m against transport related budgets due to an overprovision for the ATOC travel scheme; and
- £1.2m of additional recharges to funded work in accordance with the Force's Income Strategy, however, this may be eroded by the officer and staff pay awards where grant agreements are cash flat;



Revenue Monitoring 2023/24 (Q1) – Headline Variance Analysis

Police Officer Pay: Overspend (£1.3m). The Q1 forecast was prepared prior to the Government pay announcement in respect of Officer pay but anticipated a higher than budget pay award (£0.8m) and included an allowance (£0.5m) for exceeding the 986-officer headcount target. The impact of the pay award, increase to the London Allowance and additional Home Office funding will be incorporated fully into the Q2 outturn.

In July 2023, the Government announced a 7% pay award for Police Officers with effect from 1 September 2023. This is 4% higher than had been provided in the 2023/24 budget and unmitigated would represent a significant cost pressure in 2023/24 and beyond. While Home Office has committed additional grant funding (£330m in 23/24) with the intention of it funding 2023 officer and staff pay award impacts above 2.5%, the allocation mechanism for 23/24 (which is in line with funding formula shares) significantly disadvantages the City given its diverse funding landscape (including £11.2m of Capital City and Precept grant funding as well as £50m+ of specific grants which support National Lead Force work and have been subject to ‘flat cash’ settlements over many years). In total these separate funding streams provide for approximately 30% of the workforce and an early assessment suggests that the additional grant allocation mechanism will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years. The Police Authority Chair and Commissioner have written to raise concerns with Ministers, asking for reconsideration of the allocation formula for 24/25.

A further cost pressure arises from the decision to increase the London Allowance by £1,000 in response to Metropolitan Police taking this measure. The pressure is estimated to be £0.8m in 2023/24 (£1.4m full year effect). The combination of these pay pressures are more containable this year while staff numbers are on a trajectory towards full establishment but will add significant downstream pressure to the Police MTFP (noting intent to identify additional CoLP mitigations for the London Allowance increase).

Staff Pay: The outturn at Q1 is forecast to be an underspend of £0.9m, however, this includes £1.545m of unbudgeted staff costs which are related to additional National Lead Force funding which was confirmed after the 2023/24 budget was set. The forecast underspend against the budgeted staff establishment is therefore some £2.5m.



Revenue Monitoring 2023/24 (Q1) – Headline Variance Analysis

The 2023/24 budget provided for a 2% pay award for staff and set aside a contingency of £0.6m in the event of a higher than assumed pay award. Whilst pay negotiations continue, as an interim measure the £1,000 “winter payment” from 2022/23 has been consolidated into the staff pay scales with effect from 1 July 2023. Given wider public sector pay announcements, the Q1 staff pay forecast has factored in the £1,000 pay award, applied a further 2% uplift to staff pay and assumed that the full £0.6m contingency will be required; taken together this equates to a c6% pay award. Due to the current level of staff vacancies, it is expected that a 6% pay award can be met within the 2023/24 budget (alongside the officer pay impacts), however, with progressive increases in staff numbers towards an establishment of 517, this creates a c£1.1m per annum medium-term financial plan pressure which will need to be mitigated.

Police Uplift Maintenance: £2m of ringfenced funding in 2023/24 is dependent on the maintaining an officer headcount of 986 with check points at the end of September 2023 and March 2024. The Force has also committed to recruit an additional 10 officer to assist with the achievement of national targets. For each additional post, the Home Office have agreed to provide £15,000 in September and £30,000 in March 2024. However, any shortfall against the 986 target in September and March will result in £40,000 being withheld from the ringfenced funding up to a maximum of 20 officers at each check point. Current projections indicate that the 996-headcount target will be met but this will be closely monitored through internal governance processes.

Budget Virements: several budget virements have been processed in Q1 to more accurately align the 2023/24 budget to outturn. Detailed explanations are provided in Table 3. The adjustments are reclassifications of income and expenditure and do not represent a change in scope of the budgeted activities. It is not envisaged that there will be any further refinements so that the budget monitoring is reported against a consistent basis across Q1-Q4.

Overtime: overspend £0.5m as at Q1, which includes £192k of “recoverable” overtime. Following a £2m overspend against budget in 2022/23 measures have been put in place to control overtime and this continues to be reported to the Force’s Strategic Finance Board on a monthly basis – See Table 4. Overtime, remains a key risk due to the influence of external events and therefore the forecast will be developed each quarter.



Revenue Monitoring 2023/24 (Q1) – Headline Variance Analysis

2023/24 Mitigations target = £8.6m

Current projections suggest that with substitute mitigations (recharging to funded work) £9.0m of mitigations will be delivered, which is £0.3m over target. Details of progress against the mitigation targets are shown in table 6. Whilst there is risk to delivering on the full £0.3m of rank/supervisory ratios in 2023/24, £0.18m of saving are expected from the outcome of the Corporate Services Review and a further update will be given at Q1. The current forecast overachievement is related to the ability to recharge costs to new funding agreements, work is required to determine whether this will be impacted by recent pay announcement, particularly where funding remains static.

Asset Recovery Incentivisation Scheme (ARIS) / Proceeds of Crime Act (POCA)

Receipts from the ARIS scheme are expected to be c£0.5m in 2023/24 – see table 7, with revenue expenditure funded from the POCA reserve estimated to be £2.064m as detailed in Table 8. A further £0.287m of capital expenditure is also forecast to be met from the POCA Reserve in 2023/24, with the impact on Reserves shown in Table 9.

Police Authority Board (PAB): The forecast outturn for the Police Authority Board Team is £1m against an annual budget of £1m (breakeven position). The forecast includes provisions for potential Corporation recharges, hearing costs and some jointly funded work with the Force (eg demand analysis) in addition to expenditure relating to a small grant giving programme.



Revenue Monitoring 2023/24 (Q1) – Summary Table

The Q1 forecast revenue outturn is a breakeven position with a higher provision for the revenue financing of capital projects. Other key variances are set out in the following slide deck.

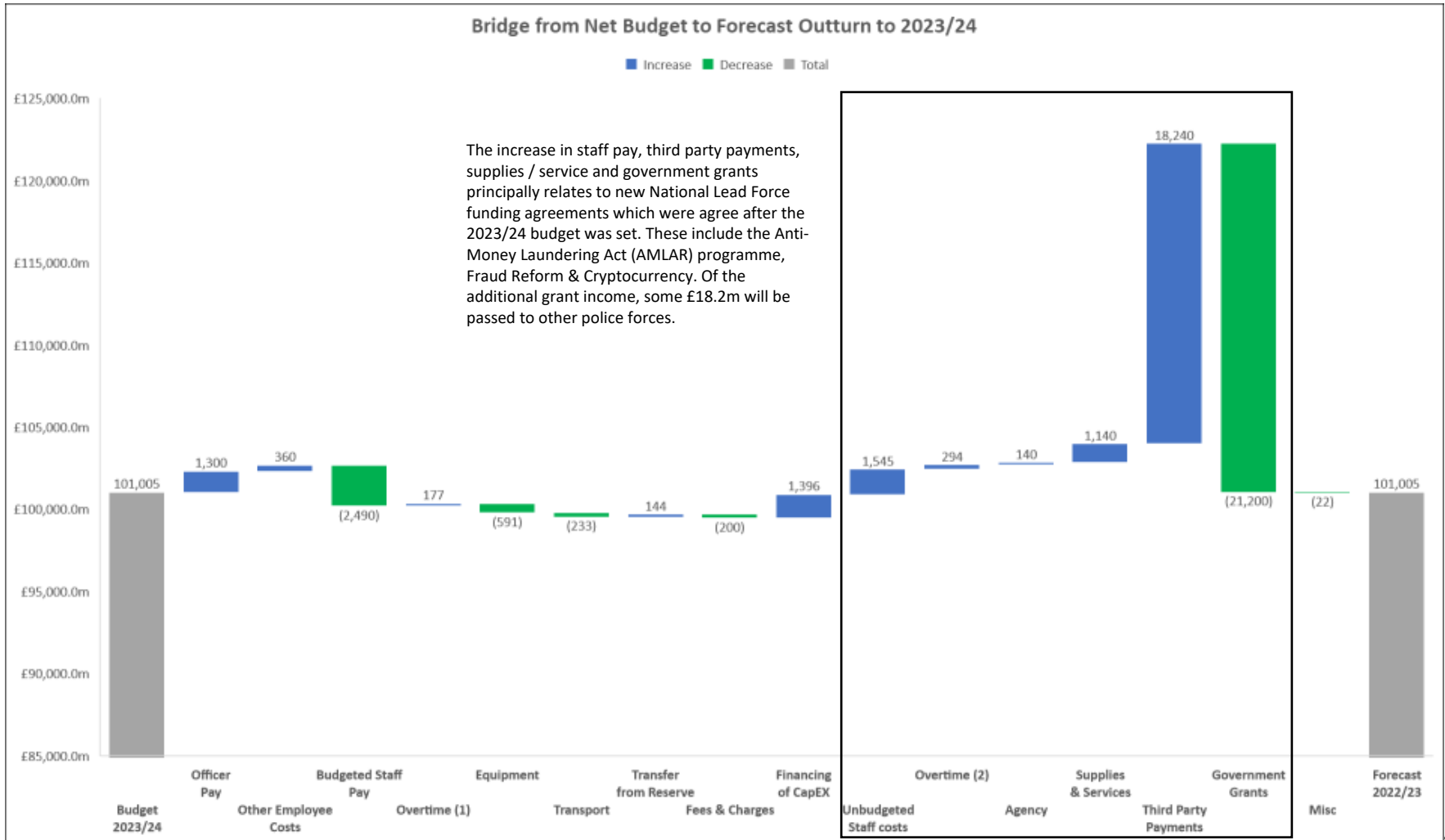
Table 1: Summary Q1 2023/24 Revenue Position	Year to Date			Forecast Outturn		
	23/24 Latest Budget	23/24 Actual	Variance +Deficit / (Surplus)	23/24 Latest Budget	23/24 Forecast	Projected Variance +Deficit / (Surplus)
	£m	£m	£m	£m	£m	£m
Officers pay cost	17.3	16.6	(0.7)	70.6	71.9	1.3
Staff Pay cost	8.1	7.0	(1.1)	32.4	31.5	(0.9)
Overtime	0.3	0.3	(0.1)	2.2	2.6	0.4
Other pay costs	0.6	0.8	0.1	25.9	26.4	0.5
Total Pay Costs	26.3	24.6	(1.7)	131.1	132.4	1.2
Total Non-Pay Costs	12.9	5.5	(7.4)	61.3	81.7	20.4
Total Expenditure	39.3	30.2	(9.1)	192.4	214.0	21.6
Income	(16.1)	(8.0)	8.1	(86.7)	(108.5)	(21.8)
Funding	(25.3)	(24.2)	1.1	(101.0)	(101.0)	0.0
Use of reserves	0.0	0.0	0.0	(2.2)	(2.1)	0.1
Other	0.0	0.0	0.0	(2.4)	(2.4)	0.0
Total Income & Funding	(41.4)	(32.2)	9.1	(192.4)	(214.0)	(21.6)
(Surplus)/ Deficit	(2.1)	(2.1)	0.0	(0.0)	(0.0)	(0.0)



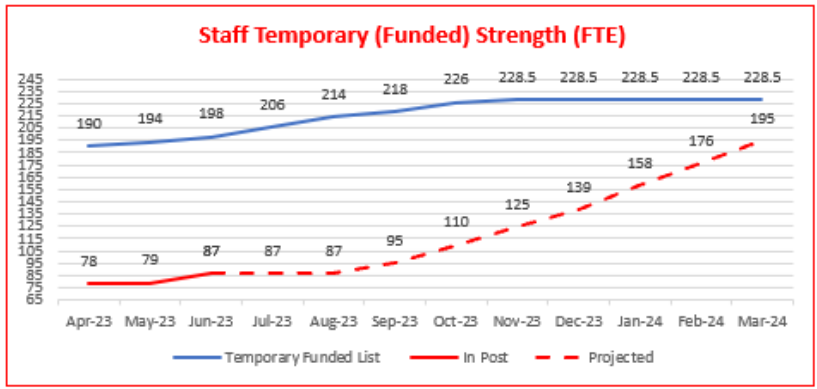
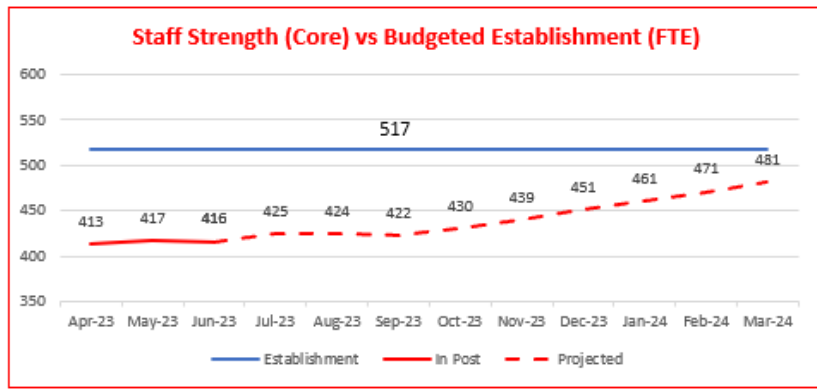
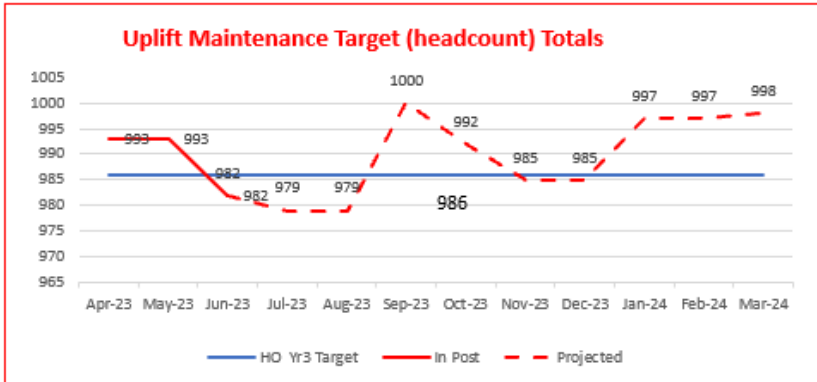
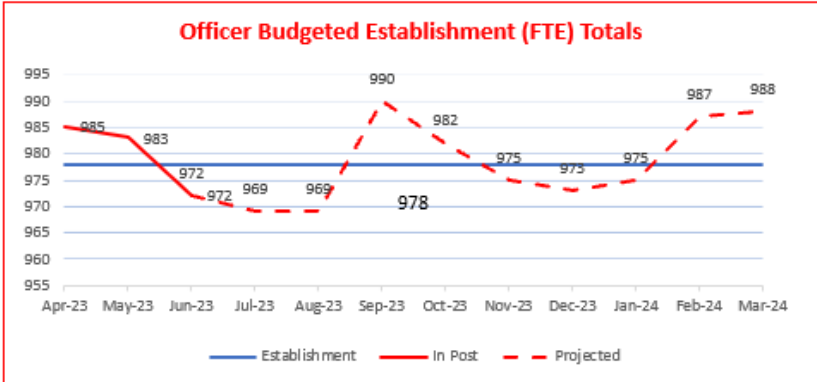
Revenue Monitoring 2023/24 (Q1) – Detailed Table

Table 2: Detailed Q1 2023/24 Revenue Position	23/24 Latest Budget	Budget (Q1 YTD)	Actual (Q1 YTD)	Variance to Date +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)
	£m	£m	£m	£m	£m	£m
Pay						
Officers	70.6	17.3	16.6	(0.7)	71.9	1.3
Staff	32.4	8.1	7.0	(1.1)	31.5	(0.9)
Overtime	2.2	0.3	0.3	(0.1)	2.6	0.5
Agency	0.8	0.1	0.2	0.1	0.9	0.1
Police Officer Pension	23.0	0.0	0.0	0.0	23.0	0.0
Indirect employee costs	2.1	0.5	0.6	0.1	2.5	0.4
Total Pay	131.1	26.3	24.6	(1.7)	132.4	1.3
Non-Pay						
Premises Costs	2.9	1.2	1.0	(0.3)	3.0	0.0
Transport Costs	2.7	0.7	0.5	(0.2)	2.5	(0.2)
Supplies and Services	37.2	9.3	4.1	(5.1)	37.6	0.4
Third Party Payments	12.3	1.6	(0.2)	(1.8)	30.6	18.2
Unidentified Saving	0.0	0.0	0.0	0.0	0.0	0.0
CoL Support Services	3.3	0.1	0.1	0.0	3.3	0.0
Capital Charges *	2.9	0.0	0.0	0.0	4.3	1.4
Transfer to Reserve	0.0	0.0	0.0	0.0	0.5	0.5
Non-Pay	61.3	12.9	5.5	(7.4)	81.6	20.3
Total Expenditure	192.4	39.3	30.2	(9.1)	214.0	21.6
Income						
Specific Grants	(69.8)	(11.7)	(5.1)	6.6	(91.1)	(21.2)
Partnership	(13.5)	(3.2)	(2.1)	1.1	(13.4)	0.1
Fees & Charges	(3.4)	(0.8)	(0.9)	(0.1)	(4.1)	(0.6)
Transfer from Reserves	(2.2)	(0.4)	0.0	0.4	(2.1)	0.1
CoLP Core Funding	(101.0)	(25.3)	(24.2)	1.1	(101.0)	0.0
Capital Charges Contras *	(2.4)	0.0	0.0	0.0	(2.4)	0.0
Total Income	(192.4)	(41.4)	(32.2)	9.1	(214.0)	(21.6)
Underlying Deficit	0.0	(2.1)	(2.1)	0.0	(0.0)	0.0

Revenue Monitoring 2023/24 (Q1) – Bridge Analysis



Revenue Monitoring 2023/24 (Q1) – Workforce Dashboard



Budget Virements 2023/24 (Q1)

To more accurately align the 2023/24 budget to forecast outturn, several adjustments have been made to the budget as shown below. The changes are reclassifications of expenditure rather than a change in scope of activities and are for information.

Table 3: 2023/24 Budget Virements	23/24 Original Budget £m	23/24 Latest Budget £m	Change £m	Explanation
Pay				
Officers	73.2	70.6	(2.6)	Seconded staff from 28 Proactive Economic Crime Team/ Regional Organised Crime Units were included within the Officer budget but will be expensed through third party payments.
Staff	28.7	32.4	3.7	Staff posts relating to the Fraud Reform and FCCRAS (revenue) were budgeted under supplies and services but will be expensed via payroll.
Overtime	2.1	2.2	0.1	Reallocation of Local Policing budget following management team review.
Agency	0.8	0.8	0.0	
Police Officer Pension	23.0	23.0	0.0	
Indirect employee costs	2.1	2.1	0.0	
Total Pay	129.9	131.1	1.2	
Non-Pay				
Premises Costs	4.2	2.9	(1.3)	Reduction in National Non-Domestic Rates (NNDR) budget following successful appeal to the Valuation Office (£1m) & removal of provision for Middlesex Street and other rent (£0.3m)
Transport Costs	2.8	2.7	(0.1)	Reallocation of Local Policing budget following management team review.
Supplies and Services	40.6	37.2	(3.4)	Staff posts relating to the Fraud Reform and FCCRAS (revenue) were budgeted under supplies and services but will be expensed via payroll. In addition to £0.1m Illicit Grant funds to Supplies & Services Crime Academy and £0.1m other.
Third Party Payments	9.6	12.3	2.7	Seconded staff from 28 Proactive Economic Crime Team/ Regional Organised Crime Units included were included within the Officer budget but will be expensed through third party payments. In addition to £0.1m Illicit Grant funds to Supplies & Services Crime Academy.
Unidentified Saving	(1.0)	0.0	1.0	Removal of budget mitigation following successful NNDR appeal.
CoL Support Services	3.2	3.3	0.0	
Capital Charges	2.9	2.9	0.0	
Transfer to Reserve	0.0	0.0	0.0	
Non-Pay	62.3	61.3	(1.0)	
Total Expenditure	192.2	192.4	0.2	
Income				
Specific Grants	(69.9)	(69.8)	0.1	Reclassification. National Fraud Initiative Test Manager role to be funded from Proceeds of Crime Act (POCA) reserve.
Partnership	(13.7)	(13.5)	0.2	Reclassification. District Attorney's Office New York expenditure to be funded from Proceeds of Crime Act (POCA) reserve.
Fees & Charges	(3.4)	(3.4)	0.0	
Transfer from Reserves	(1.8)	(2.2)	(0.4)	Reclassification from Government Grants and Partnership Income.
CoLP Core Funding	(101.0)	(101.0)	(0.0)	
Capital Charges Contras	(2.4)	(2.4)	0.0	
Total Income	(192.2)	(192.4)	(0.2)	
Difference	- 0.00	0.0	0.0	

Overtime 2023/24 (Q1)

The overtime budget for 2023/24 totals £2.151m as shown in Table 4 below. The forecast outturn is an overspend of £0.471m, however, included within this are £0.192m of “recoverable” overtime events including: funded work (£105k), other major crimes (£57k) and the King’s Coronation (£30k).

Overtime is reported to the Force’s Strategic Finance Board on a monthly basis and measures have been put in place to contain overtime in 2023/24, following a £2m outturn overspend in 2022/23.

The final 2023/24 outturn will be dependent on the number of unexpected policing events. Members of this committee will recall that Home Office funding is only available where costs exceed a threshold of 1% of core funding. In the case of the City of London Police the threshold is some £700k per event.

Table 4: Overtime by Business Area 2023/24	2023-24 Budget £000s	2023-24 Actual* £000s	2023-24 Forecast £000s	2023-24 Variance £000s
Local Policing	813	148	889	76
Corporate Services	0	27	21	21
Specialist Operations	242	74	321	79
National Lead Force	320	43	614	294
Central Income & Expenditure	776	(10)	776	0
Grand Total	2,151	283	2,622	471

**Net total includes £622k 22/23 accrual for overtime claims to be paid in 23/24*

with actual overtime processed in Q1 being £905k i.e. £622k plus £283k



Business Area Summaries 2023/24 (Q1)

Revenue outturn summaries for each of the business areas is shown in Table 5 below:

Table 5: Q1 2023/24 Busines Area Revenue Summaries	23/24 Latest Budget £m	Budget (Q1 YTD) £m	Actual (Q1 YTD) £m	Variance to Date +Deficit / (Surplus) £m	Projected Outturn +Deficit / (Surplus) £m	Projected Variance +Deficit / (Surplus) £m	Notes
Local Policing	27.9	7.0	7.8	0.8	30.6	2.8	1
Specialist Operations	26.9	6.7	7.2	0.4	24.6	(2.4)	2
National Lead Force	6.8	1.7	(2.6)	(4.3)	5.9	(0.9)	3
Corporate Services	30.8	7.0	7.3	0.2	30.3	(0.5)	4
Central Income & Expenditure	8.6	0.7	2.5	1.8	9.6	1.0	5
Total	101.0	23.2	22.1	(1.1)	101.0	(0.0)	

Local Policing: Overspend £2.8m - Police pay is forecast to overspend by £3.15m due £6.24m of student officer costs, which have been partially offset by vacancies against the budgeted establishment of £3.1m. Overtime is projected to overspend by £76k due to the learning curve effect of student officers and to mitigate vacancies in tactical firearms team (TFG). There is a risk that if the number of protest follows the trend of last year, the expected overtime variance could increase significantly; pre-emptive measures have been put in place by the senior leadership team to contain overtime. Supply and Services has projection of £542km underspend this is mainly driven by firearms equipment purchases due to the recruitment drag in this specialist Unit and correspondingly there is an income shortfall is forecast of £153k based on a projected reduction in training and seminars offered by the TFG team.



Business Area Summaries 2023/24 (Q1) continued

Specialist Operations: Underspend £2.4m – this is due to significant levels of Officer/Staff vacancies (x70) against the budgeted establishment (£0.8m) after incorporating £0.715m of unbudgeted staff costs which will be offset from Enhanced Cyber Reporting System (ECRS), AMLAR and Fraud Reform funding. Overtime remains a significant risk and the forecast will be developed through each quarter in parallel with governance reviews within Specialist Operations senior leadership team. Savings are forecasted to be achieved in supplies and services (£0.1) mainly due to Cyber Griffin growth plans (£0.25m) for national work currently on hold offset against inflationary increases in contracts, AMLAR training spend and a slippage in the refurbishment of the discrete offsite parking facility (£0.15m). Government grants are forecast to be £0.7m above budget largely through increased funding agreed within 23/24 for growth posts in AMLAR, ECRS, Drug Testing on Arrest & Fraud Reform. Furthermore, Other Grants and Customer Client Receipts are forecasted to recover £0.5m over budget through increased recovery on Driver Safety Courses, Op Safeguard (Custody Cells) and x4 secondments.

National Lead Force: Underspend £0.9m principally relating to officer and staff underspends due to vacancies. The outturn forecast also includes £20.7m of new funding Fraud Reform £4.7m Anti Money Laundering Act Regulations (AMLAR) £3.3m and Cybercrime Cryptocurrency £12.7m. Of this new funding £18.2m will be passed to other Police Forces with the remainder applied to additional supplies and services spend (£1m), additional overtime £0.3m and £1.2m as a contribution to overhead costs recovery.

Corporate Services: Underspend £0.5m – this is mainly due to staff vacancies (£0.8m) offset by additional agency costs to backfill specialist staff vacancies £0.33m. The forecast outturn in staff pay incorporates £0.455m of unbudgeted staff costs which will be offset from Enhanced Cyber Reporting System (ECRS), AMLAR and Fraud Reform funding.

Central Expenditure & Income: Overspend £1m – this is principally due to £0.8m being included for a higher than budgeted officer pay ward, a £1.4m higher provision for revenue funding capital expenditure offset by £1.2m of addition income from recharging to new funded work.



Mitigations 2023/24 (Q1)

The 2023/24 revenue estimate included £8.6m of mitigations to deliver a balanced budget. Current forecast suggest that the mitigations target will be exceeded due to the additional recharging of cost to funded activities and progress against each of the mitigations is shown in Table 6 below.

Table 6: 2023/24 Mitigations Plan	Target £m	Forecast £m	Comments	RAG
Reduction in Action Fraud exceptional costs	2.0	2.0	Projecting achievement subject to finalisation of exit costs	Yellow
Higher Police Funding Settlement for 2023/24	1.5	1.5	Incorporated into 2023/24 Home Office funding settlement. Mitigation reflects difference between MTFP assumptions and final grant award for 2023/24.	Green
Increased use of the POCA Reserve	1.3	1.3	Continued use of POCA reserve to support the work of the Assest Recovery Team.	Green
Reduction in officer establishment to align with operational policing model	1.0	1.0	Achieved. Officer headcount reduced from 998 to 978 following planned reduction in Counter Terrorism funding from 2023/24.	Green
Higher proportion of more junior PCs	0.6	0.6	Expected to be achieved through workforce planning and continued student officer recruitment.	Green
Increased recharging of costs to funded activities	0.5	1.2	Expected to be achieved. Q1 outturn forecast assumes £1.1m of additional recharging to new funded activities, including NLF Fraud, the Anti-Money Laundering Act and Cybercrime Cryptocurrency. This forecast is to be reviewed during Q2 to ascertain the pay award impact on available funding.	Green
Non-pay savings: agency costs, professional fees and other	0.4	0.4	Removed from 2023/24 budget. Agency and professional fees budgets will be closely monitored as the financial year progresses to confirm achievement.	Green
Improvements in Officer rank / supervisory ratios	0.3	0.0	£180k of rank ratio savings are included in the Corporate Services review, however, it is uncertain at this stage whether any savings will accrue to 2023/24. Additionally a review of Sergeant and Inspector ratios across the force is underway and a further update will be presented at Q2.	Yellow
Saving to be identified	1.0	1.0	Achieved. National Non-Domestic rating appeal in relation Bishopsgate and New Street confirmed £1m annual reduction in rates which has been applied to the unidentified savings requirement.	Green
Total	8.6	9.0		

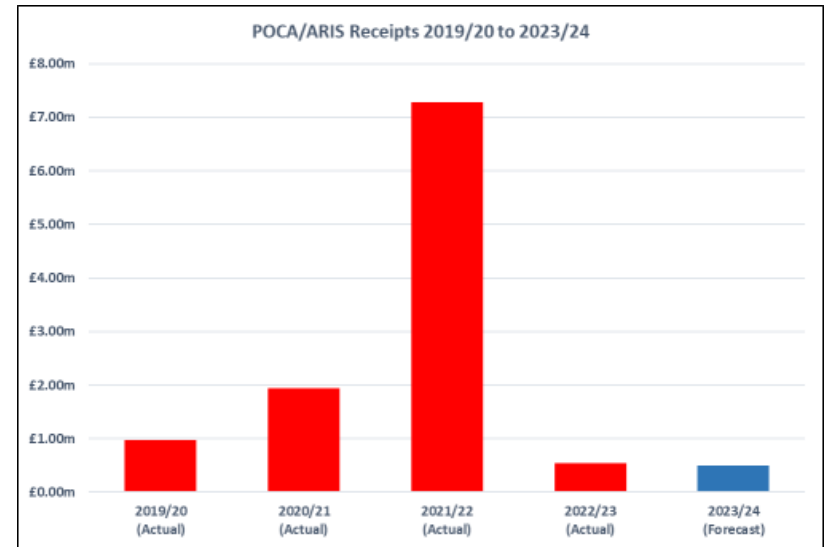


Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS) 2023/24 (Q1)

The principal driver for Asset Recovery Incentivisation Scheme (ARIS) is to seek repatriation of funds to victims as detailed in the Proceeds of Crime Act (POCA). It is expected that ARIS/POCA receipts are used to further enhance the response to asset recovery, crime reduction, community projects and other schemes. POCA/ARIS receipts vary significantly year on year as demonstrated in in Table 7 and accompanying bar chart below.

In 2023/24 ARIS/POCA receipts are forecast to be £0.5m.

Table 7: ARIS/POCA Receipts	2019/20 (Actual) (£m)	2020/21 (Actual) (£m)	2021/22 (Actual) (£m)	2022/23 (Actual) (£m)	2023/24 (Forecast) (£m)	Total (£m)
Q1	0.04	0.17	0.06	0.13	0.13	0.53
Q2	0.53	1.22	0.37	0.06	0.05	2.22
Q3	0.33	0.41	6.77	0.03	0.03	7.58
Q4	0.08	0.15	0.08	0.32	0.29	0.91
Total	0.98	1.94	7.28	0.54	0.50	11.24



2021/22 includes a significant ARIS/POCA receipt from Operation Neutron.



Proceeds of Crime Act Funded Expenditure 2023/24

Table 8 below provides a summary of those revenue workstreams which will be funded from the Proceeds of Crime Act (POCA) Reserve in 2023/24. In addition to the £2.064m below a further £287k of capital expenditure will be funded from the POCA Reserve (Table 14).

Table 8: 2023/24 POCA Funded Expenditure	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000	Description
Asset Recovery Team	1,257				1,257	Funding of Asset Recovery Team for a period of three years. Maximum requirement = £3.9m or £1.3m per annum
Civil Recovery Team	203				203	Funding of Civil Recovery Team for a period of 3 years. Total Requirement = £508k 2023/24 is Year 2
Covert Tasking Budget	115				115	Overtime/Tasking budget for Covert/SIU for 3 years. Total requirement = £287.5k. 2023/24 is Year 2
Streamlined Forensic Reporting			10		10	Funding of SFR reporting for 3 years. Total requirement = £30k. 2023/24 is Year 3.
Stakeholder Engagement Manager				54	54	Project to improve and oversee stakeholder engagement both locally and nationally in line with engagement strategy.
NLF: DANY (District Attorney New York)		275			275	DANY secondment contribution costs towards 2 x officers on secondment in New York until 31.03.24
NLF: NFIB Service Delivery Team (SDT) - Quality Assurance Testing (QAT) fees		150			150	A contribution towards in-house system tester costs in order to give the force more direct control of testing timetables, and assist develop in-house capability.
Total	1,575	425	10	54	2,064	



Reserves 2023/24 (Q1)

Police Reserves are set out in Table 9 below:

Based on the Q1 position, it is expected that Reserves will reduce by £1.85m from an opening balance of £16.94m to £15.09m as a result of ARIS/POCA funded activities. Due to the forecast underspend on supplies and services at Q1, the £351k drawdown from the General Reserve approved by the Police Authority Board in June 2023 has been omitted at this stage but the requirement to drawdown will be reviewed in subsequent reporting periods.

The Forces Reserve Strategy set a general reserve target of 5% of gross revenue expenditure (192.3m) to mitigate unforeseen events, the balance of £9.25m is 4.8% of gross revenue expenditure. The adequacy and any requirement to draw upon the General Reserve, as a result of emerging pressures, will be kept under review.

Table 9: 2023/24 Use of Reserves	Opening Balance	Transfer to Reserve	Projected Spend	Projected Closing Balance
	£'m	£'m	£'m	£'m
Proceeds of Crime Act (POCA)	(7.40)	(0.50)	2.35	(5.54)
General Reserve	(9.25)		0.00	(9.25)
Emergency Services Mobile Technology	(0.29)		0.00	(0.29)
Total	(16.94)	(0.50)	2.35	(15.09)



Police Authority Team Revenue Budget 2023/24 (Q1)

Table 10 sets out the Police Authority Team budget for 2023/24.

Table 10 Police Authority Team Revenue Budget 2023/24	23/24 Latest Budget	Budget (Q1 YTD)	Actual (Q1 YTD)	Variance to Date +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)
	£m	£m	£m	£m	£m	£m
Staff	0.7	0.2	0.2	(0.0)	0.7	(0.0)
Total Pay	0.7	0.2	0.2	(0.0)	0.7	(0.0)
Supplies and Services	0.3	0.1	0.0	(0.1)	0.3	0.0
Non-Pay	0.3	0.1	0.0	(0.1)	0.3	0.0
Total Expenditure	1.0	0.3	0.2	(0.1)	1.0	(0.0)

The outturn forecast at the end of Q1 is to budget and includes provisions for potential Corporation recharges, hearing costs and areas of jointly funded work with the force (eg demand analysis). In addition, a small grant giving programme has been established in line with other Police and Crime Commissioner areas. The aim of the grants programme is to add targeted investment in Policing Plan priority areas. The bids approved by the Police Authority Board in July 2023 include behavioural change for domestic abuse perpetrators, victim awareness courses for offenders and diversion / referral pathways for individuals with substance misuse issues. The total of bids approved to date is £26,000.



Capital Monitoring 2023/24 (Q1) - Headlines

For the first quarter of 2023/24, to the 30th of June 2023, expenditure on CoLP capital projects totalled £577,000 as summarised in table 11 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. Total spend in quarter one is £256,000.

The second element are large strategic schemes funded by the Corporation, comprising the Secure City Programme and the Accommodation Strategy. Total spend in quarter one is £305,000.

The third element comprises a few legacy projects that predate 2020/21, which are also funded by the Corporation. Total spend in quarter one is £16,000.

Table 11 – Summary of capital expenditure 2023/24 – Quarter 1 (Q1)	£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 3 to 7)	256
2. Strategic projects - funded by the Corporation (slides 8 and 9)	305
3. Legacy projects - funded by the Corporation (slides 8 and 9)	16
Total capital expenditure 2023/24 – Q1	577

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**. Spend in quarter one on these was **£99,000** (slides 27 and 28).



CoLP Capital Programme 2023/24

The total CoLP Capital Programme budget for 2023/24 amounts to £24.8m as shown in table 12 below, comprising the original CoLP Capital Programme for 2023/24 of £23.7m, as agreed at PAB in February 2023, and £1.1m of project spend which slipped from the prior year 2022/23 into 2023/24. Q1 spend totalled £256k, whilst forecast outturn spend amounts to £21.3m, representing an underspend of £3.5m, largely due to rephasing of £2.8m FCCRAS spend to 2024/25. All variations are explained in slides 4 to 6.

Table 12 - CoLP Capital Programme 2023/24	Budget 2023/24	Q1 Spend 2023/24	Forecast Outturn 2023/24	Variance: Budget vs Forecast Outturn	Notes
	£'000	£'000	£'000	£'000	
FCCRAS	21,552	136	18,800	(2,752)	(i)
Cyclical replacement - Mobile phone refresh	273	0	273	0	(ii)
- Other	227	0	227	0	(iii)
Power BI	435	0	280	(155)	(iv)
ICAV	240	0	249	9	
Other projects / seed funding	1,000	0	1,000	0	(v)
Sub-total – CoLP Capital Programme 2023/24	23,727	136	20,829	(2,898)	
Slipped 2022/23 Projects:					
Horsebox	400	0	0	(400)	(vi)
Body Worn Video	119	10	119	0	(vii)
Other 2022/23 projects	581	110	395	(186)	(viii)
Sub-total – Slipped 2022/23 Projects	1,100	120	514	(586)	
Total CoLP Capital Programme 2023/24	24,827	256	21,343	(3,484)	



CoLP Capital Programme 2023/24

Notes:

- i. **FCCRAS:** When the 2023/24 budget was originally set, all remaining Home Office funding of £21.6m on FCCRAS was expected to be received and spent in 2023/24. However, the Home Office has since rephased the 2023/24 contribution across two years, with £18.8m in 2023/24 and £2.2m in 2024/25. It is expected that the full £18.8m will be spent in 2023/24. The total project budget of £31.0m remains unchanged and is anticipated to be fully spent by the close of 2024/25. Q1 expenditure at £136k is lower than anticipated at this stage. This is mainly due to stage certification payments being behind schedule because of vetting delays and revisions to the Implementation Plan and Testing Strategy (£1.8m). In addition, invoices for consultancy costs were not received in Q1 (£0.3m). However, stage certification payments and invoices have largely caught up during Q2, which has resulted in the forecast of FCCRAS capital expenditure amounting to £18.8m by year-end.
- ii. **Mobile Phone Refresh:** An order of 800 handsets has been agreed, which will replace the handsets of those officers and support staff who have active handsets. A review of inactive phones will take place to determine any additional requirement.
- iii. **Other cyclical replacements:** To date nothing has been spent, however projects/costs are expected to emerge as the year progresses.
- iv. **Power BI Phase 2:** A draft strategic outline business case is being prepared which shows a total cost of £523k (tbc), phased over two years, with £280k in 2023/24 and £243k in 2024/25.
- v. **Other projects/seed funding:** To date nothing has been spent, however projects/seed funding requirements are likely to emerge during the year and utilise the provision available.
- vi. **Horsebox:** There was a delay purchasing the horsebox in 2022/23 due to the limited supplier selection nationally. An order for the horsebox was raised at the end of April 2023 and it is anticipated that delivery and spend will now take place between September and December 2024 due to manufacturing and fit out schedules.



CoLP Capital Programme 2023/24

vii. **Body Worn Video:** Most of this project took place in 2022/23. The total project budget was £313k. The project is anticipated to go live in late September 2023 and the total cost is likely to come in just under budget.

viii. **Other 2022/23 Projects:** A breakdown of the other 2022/23 slipped projects is shown in table 13 below.

Table 13 - Other 2022/23 Projects	Total Project Budget	Prior Years Spend	Q1 Spend 2023/24	Forecast Spend Q2 to Q4 2023/24	Total Forecast Project Spend	Variance: Total Budget vs Total Forecast Spend	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	
CoLP Covert Camera System	155	71	3	81	155	-	
CoLP Covert Surveillance Equipment	247	90	33	124	247	-	
CoLP Forensic Network	155	97	7	20	124	(31)	(i)
CoLP Forensic Storage	238	58	22	60	140	(98)	(ii)
CoLP Fleet Vehicle Replacement 2022/23	420	338	38	-	376	(44)	
Child Abuse Image Database (CAID)	53	33	7	-	40	(13)	(iii)
Total Other Projects	1,268	687	110	285	1,082	(186)	



CoLP Capital Programme 2023/24

Notes:

- i. **CoLP Forensic Network:** This project is nearing completion. Overall, an underspend of £31k is expected, largely due to hardware costs being lower than anticipated.
- ii. **CoLP Forensic Storage:** This project is remains ongoing. It was delayed due to staff resources being required to work on alternative projects. An underspend of £98k is anticipated, due to reduced software costs and professional fees being lower due to the reduced complexity in the delivery of the project.
- iii. **Child Abuse Image Database:** This project is now complete. The underspend of £13k was due to hardware costs being lower than anticipated.



Funding of the 2023/24 CoLP Capital Programme

Funding of the 2023/24 CoLP Capital Programme is shown in table 14 below.

Table 14 – Funding of the CoLP Capital Programme 2023/24	Forecast Outturn 2023/24 £'000	City Loan £'000	Home Office £'000	CoLP Direct Revenue Financing * £'000	CoLP POCA £'000	City Fund £'000
FCCRAS	18,800	7,200	11,200	400	-	-
Mobile Phone Refresh	273	273	-	-	-	-
Other Cyclical Replacement	227	227	-	-	-	-
Power BI	280	-	-	-	280	-
ICAV	249	249	-	-	-	-
Other projects / seed funding	1,000	1,000	-	-	-	-
Horsebox	-	-	-	-	-	-
Body Worn Video	119	119	-	-	-	-
CoLP Covert Camera System	84	84	-	-	-	-
Covert Surveillance Equipment	157	157	-	-	-	-
CoLP Forensic Storage	82	82	-	-	-	-
CoLP Forensic Network	27	27	-	-	-	-
Fleet Vehicle Replacement 2022/23	38	38	-	-	-	-
Child Abuse & Image Database	7	-	-	-	7	-
Capital Funding 2023/24	21,343	9,546	11,200	400	287	-



*Budgeted direct revenue financing is 400k, although this will be subject to the final CoLP revenue outturn position e.g. the £400k contribution may increase if a CoLP revenue surplus is achieved.



Strategic and Legacy Projects 2023/24

Strategic Projects

For the first quarter of 2023/24, to the 30th of June 2023, £305k has been spent on strategic projects funded by the Corporation, all of which was on the Secure City Programme.

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. For the first quarter of 2023/24, to the 30th of June 2023, expenditure on these projects amounts to £16k, as summarised in table 15 below.

Table 15 - Legacy projects 2023/24	Total Project Budget	Approved Budget Drawdown	Q1 Spend 2023/24	Total Project Spend to Q1 2023/24	Variance: Total Project Budget vs Total Project Spend	Notes
	£'000	£'000	£'000	£'000	£'000	
Information Technology	13,402	13,402	-	12,601	(801)	
Fleet	1,800	1,800	15	1,433	(367)	(i)
Accommodation	15,947	14,718	-	13,718	(2,229)	
Ring of Steel (IMS / DRS)	2,569	2,569	1	2,221	(348)	
Total legacy projects	33,718	32,489	16	29,973	(3,745)	



Strategic and Legacy Projects 2023/24

Legacy Projects Notes

- i. **Fleet:** 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 £15,000 in 2023/24 to the end of Q1.



Supplementary Revenue Projects 2023/24

For the first quarter of 2023/24, to the 30th of June 2023, spend on CoLP **Supplementary Revenue Projects** is £99,000 compared to a budget of £169,000 as shown in table 16 below. Table 17 (slide 28) shows how these projects will be funded.

Table 16 - CoLP Supplementary Revenue Projects – 2023/24	SRP Budget 2023/24 £'000	Q1 Spend 2023/24 £'000	Forecast Spend Q2 to Q4 2023/24 £'000	Total Forecast Spend 2023/24 £'000	Variance: Budget vs Total Forecast Spend £'000	Notes
Armoury Improvements	139	72	67	139	-	(i)
Barbican Airwave Coverage	30	27	-	27	(3)	
Total CoLP SRPs	169	99	67	166	(3)	

- i. **Armoury Improvements:** The total budget of the project is £191k. Expenditure to 30 June 2023, including spend in prior years, amounts to £124k. It is anticipated that the remaining project budget of £67k will be spent in the current financial year.



Funding of Supplementary Revenue Projects 2023/24

Funding of forecast expenditure in 2023/24 on Supplementary Revenue Projects is shown in table 17 below.

Table 17 – CoLP Supplementary Revenue Projects – Funding 2023/24	Total Forecast Spend 2023/24 £'000	City Loan £'000	CoLP Revenue £'000	CoLP POCA £'000
Armoury Improvements	139	79	60	-
Barbican Airwave Coverage	27	27	-	-
Total SRP Funding 2023/24	166	106	60	-



Agenda Item 7

Committee(s): Resource Risk and Estates Committee- <i>For information</i>	Dated: 6 September 2023
Subject: Q1 Workforce Monitoring Report- 2023-24	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 83-23	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 Q1 2023/24 between 1st April 2023- 30th June 2023.

Recommendation

Members are asked to note the report.

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HR Monitoring Report

Q1 - April 2023 to June 2023



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Contents

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



Summary

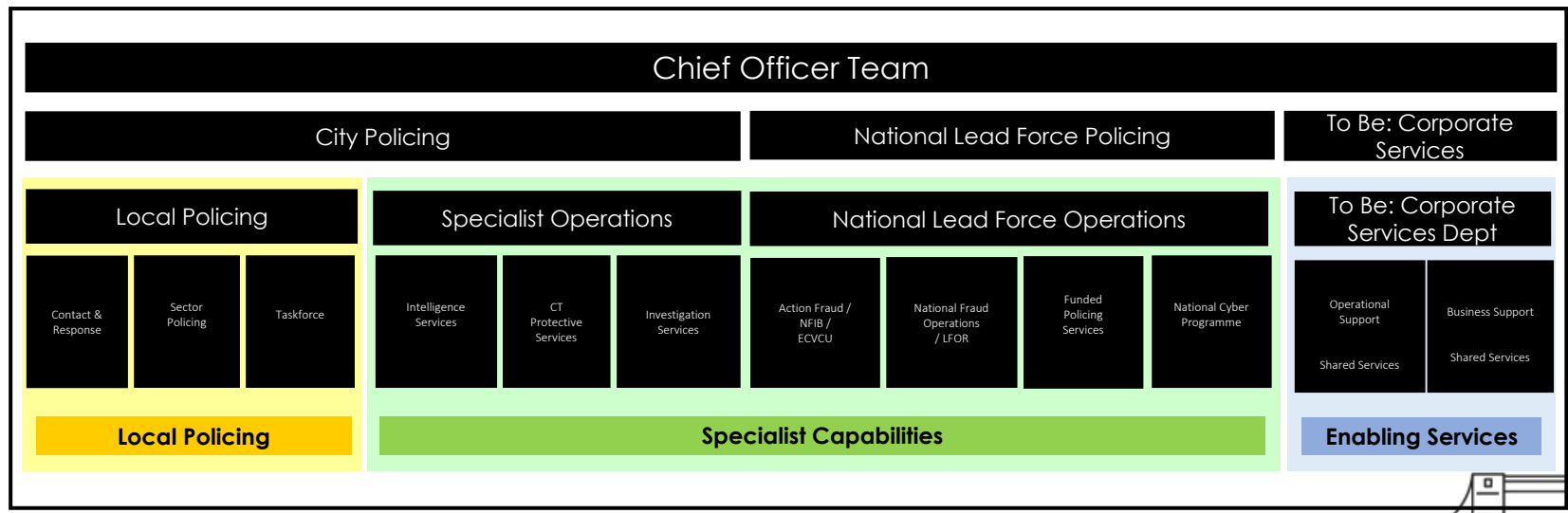
- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q1 2023/24 between **1st April to 30th June 2023** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates all the Uplift numbers and details our future position. Focused recruitment activity throughout 2022/23 enabled us to meet our uplift requirements and this continues to be the focus in 2023/24.
 2. **Recruitment:** The recruitment strategy for 2023 through to 2026 has been written to now include Police Staff and Specials (Slide 17). The plan reflects how we will monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment, but also recruit to priority roles including: detectives, firearms officers, and the uplift in Police Staff numbers to support the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS).
 3. **People Turnover:** During the reporting period, 34 Police Officers and 14 Police Staff left the force, this equates to a 3.4% and 2.7% turnover rate, respectively. Looking at national data for 2022/23, the Officer national average leaver rate (excluding transfers) for England and Wales was 6.6% (7.5% including transfers), according to the national data, the force had a leaver rate of 9.5 which is higher than the national average.
 4. **Sickness:** The average working days lost per worker for Officers was 1.23 days and for Staff was 1.45 days (April 2023 – June 2023). Using Home Office national measures (converted to days instead of hours), the absence rate in the reporting period was 1.78% for officers and 2.28% for staff. National sickness data via iQuanta is no longer being updated, 2021/22 data showed the national percentage of contracted hours lost to sickness for officers was 4.6% and staff was 5%, the Force contracted hours lost for officers was 4.4%, and for staff was 4.8%, which at the time was lower than the national average.
- 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

- The Force 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 June was 517 FTE, matching our budgeted establishment. As part of the vacancies review, 9 vacant posts were removed in May 2023.
- HR and Finance continue to work on a Resource Model that shows permanent establishment and temporary funded posts across the organisation. This model provides a clearer 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:



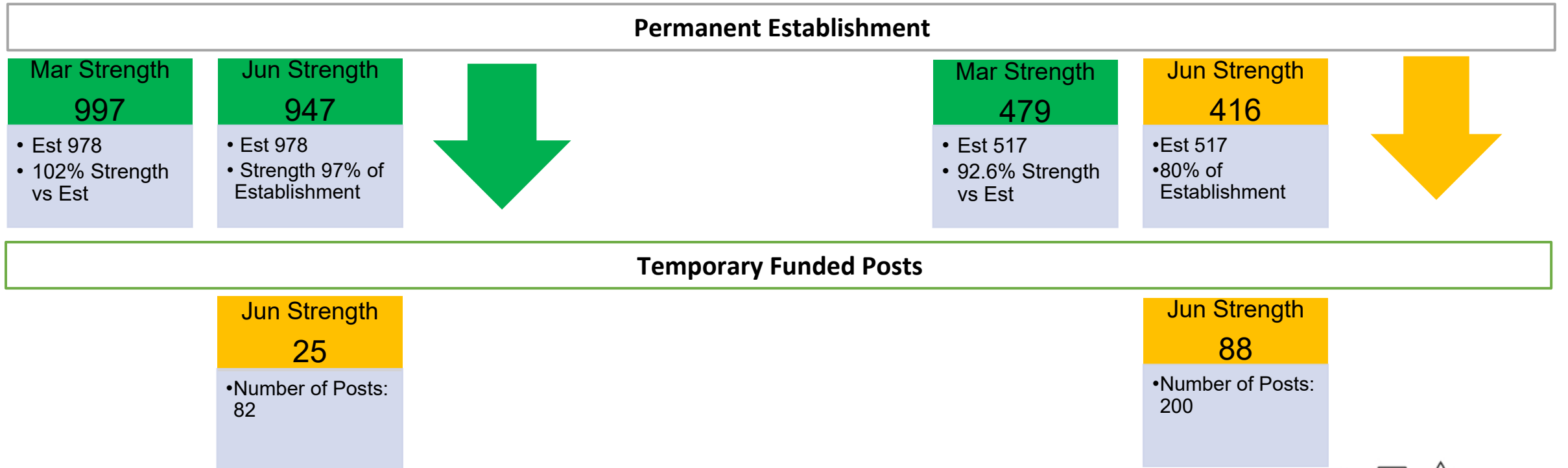
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Workforce Establishment

The graphic below shows establishment vs strength (FTE) for the workforce between March 2023 and June 2023. Officer strength has reduced as planned below establishment in June. Staff strength has increased by 5%. Reporting has been developed to separate out permanent establishment and strength from temporary funded (TF) strength (see Appendix 1). June's strength shows the split of established and TF strength and the total combined strength, this will be continually developed.

Officers

Staff



Workforce Establishment

- As of 30th June 2023, the Force has an overall strength of 972 (FTE) Police Officers, against our agreed budgeted establishment of 978 (Force Strength Indicator, FSI, June 2023). The Establishment is based on the agreed force structure models.
- The strength of Police Staff is currently 503 (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 has reduced to match the establishment by deleting 9 vacant posts (see Appendix 1).
- 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)



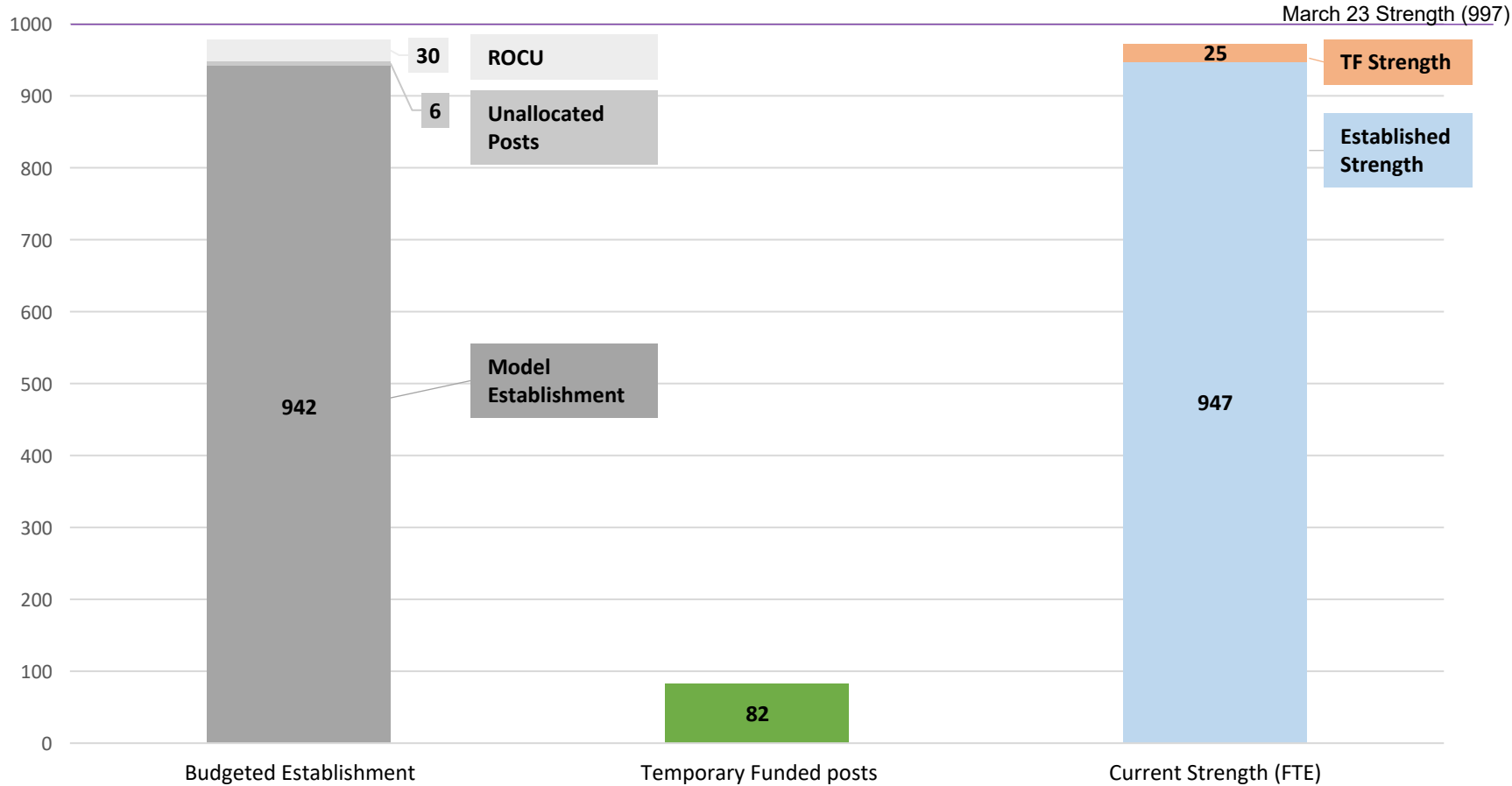
Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action
required)



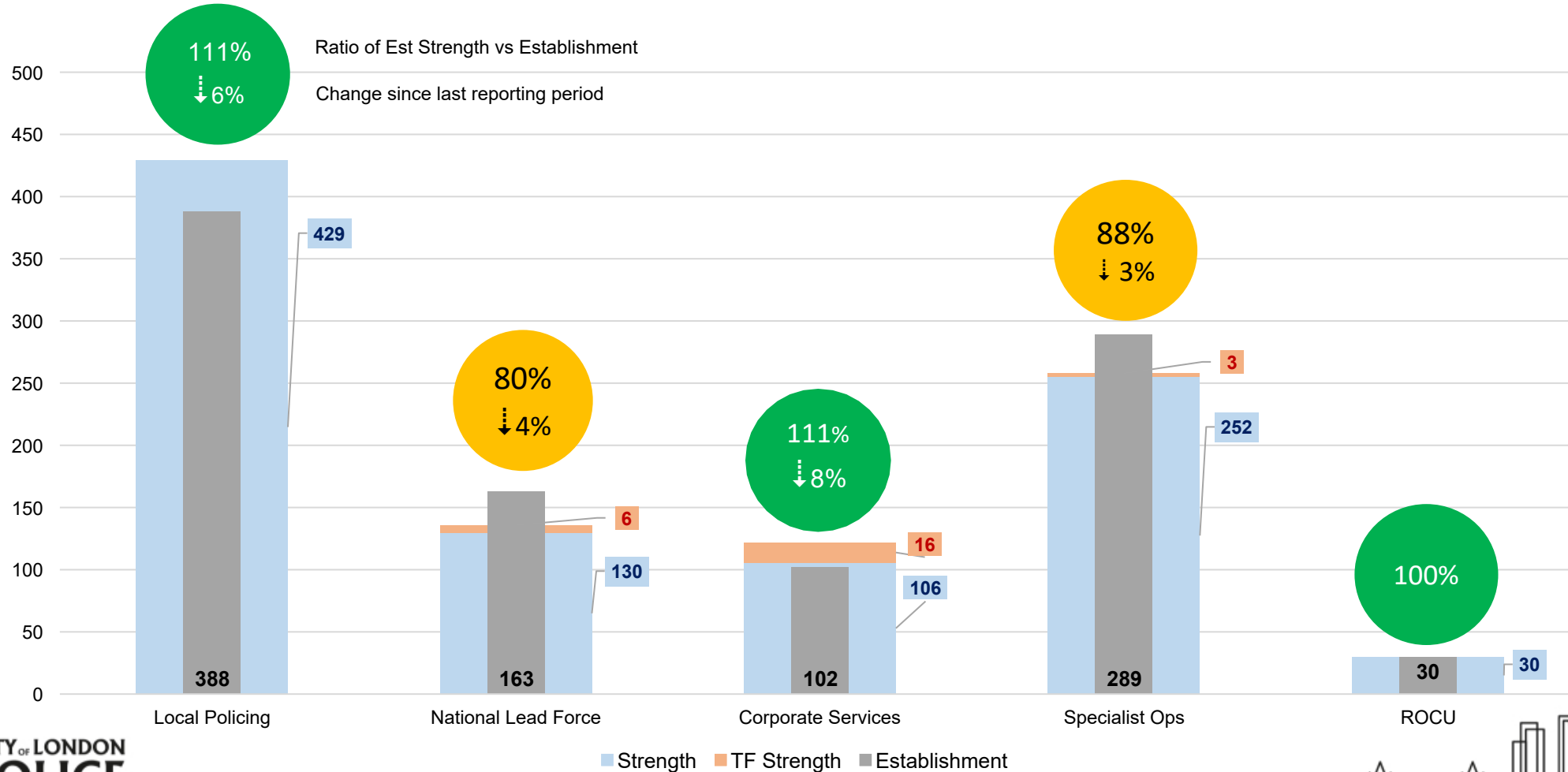
Officer Operational Model Establishment FTE



- **Budgeted Establishment:** 978 FTE
- **Budgeted Establishment made up of:** Model Establishment (942), Unallocated Posts (6), and ROCU allocation (30)
- **Temporary Funded (TF) posts:** 82
 - TF posts sit above budgeted establishment, not all TF posts are filled. TF posts include 34 funded by holding a post elsewhere [majority Student Officer Trainers in L&OD and Response], and 41 external funded e.g., NextGen, DCPCU OLAF, NPCC Cyber Crime, Op Neutron, and new roles in SOCT and ART)
- **Officer Total Strength:** 972 FTE = 947 FTE Established Strength & 25 FTE TF Strength
- Current overall established strength against budget: 97%

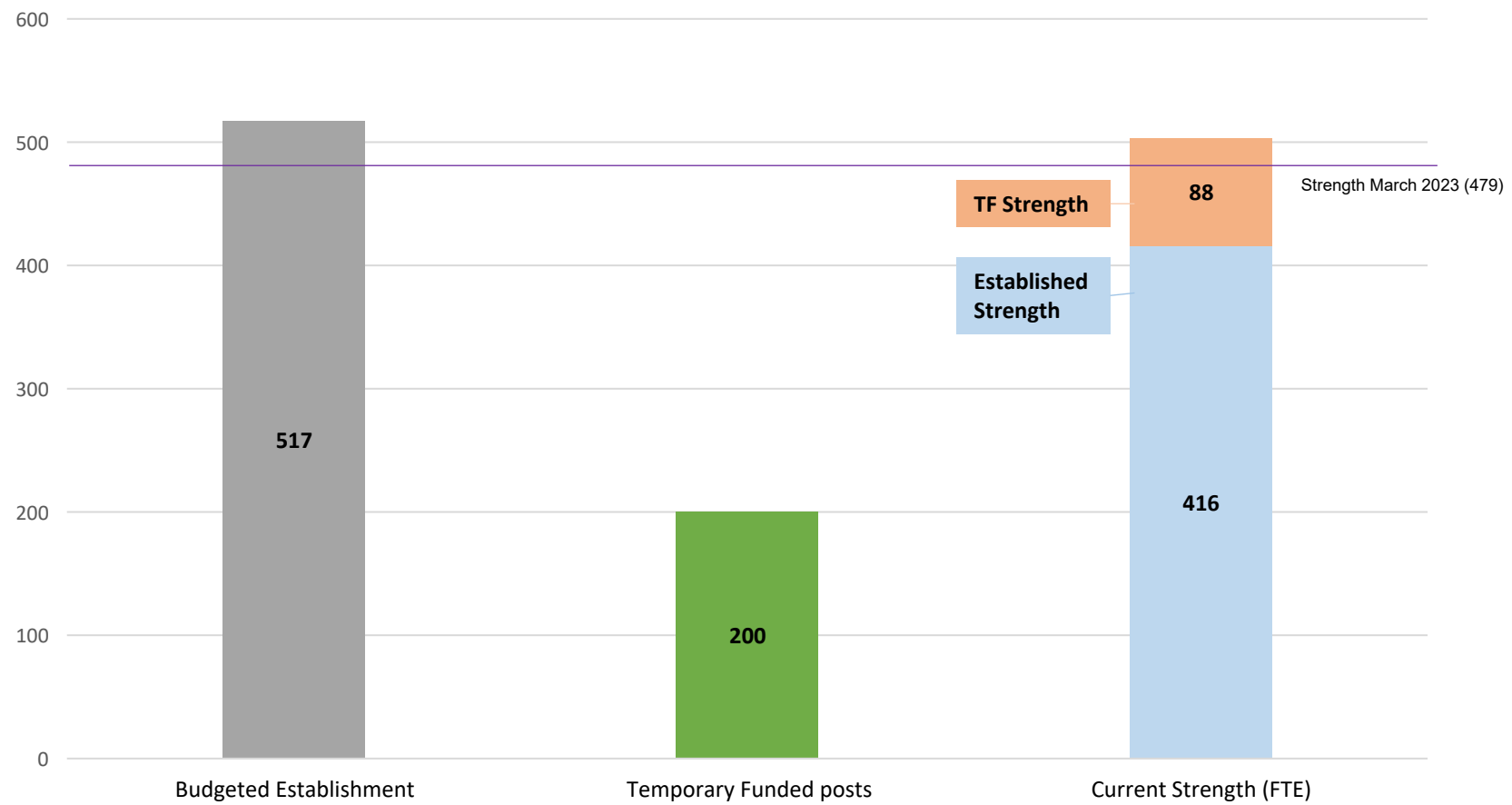


Officer Strength vs Establishment FTE (rounded)



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Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 517
- **Current Established Strength:** 416 FTE
- **Current vacancies of Established posts:** 101 FTE

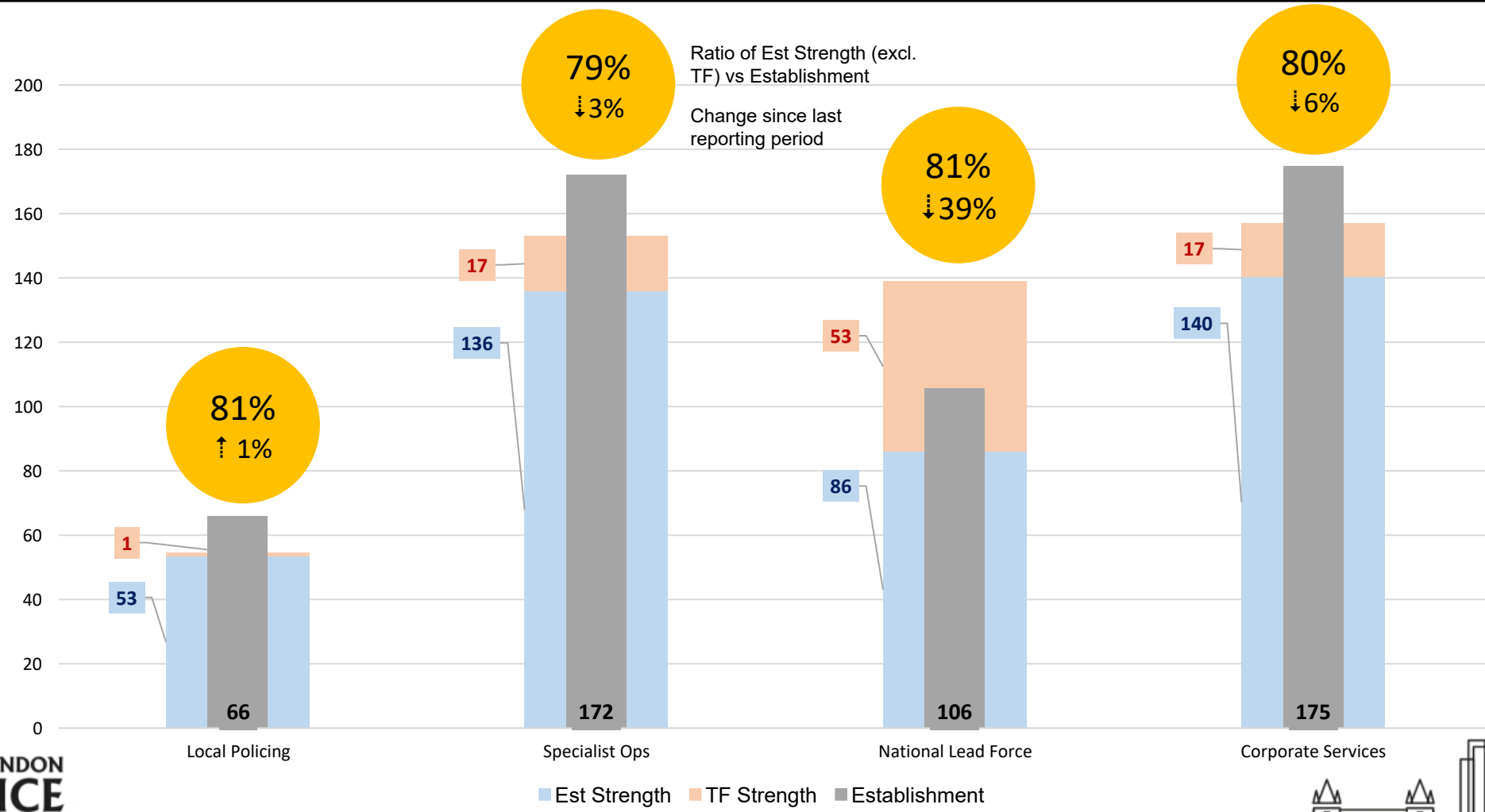
- **TF posts:** 200 (not all these roles are filled, most relate to NLF funded roles, ↑ 30 from last report due to NLF funded roles e.g. AMLAR)
- **Current TF Strength:** 88 FTE

- **Total Established and TF posts:** 717
- **Total Current Strength:** 503 FTE
- **Current vacancies within combined 717 FTE (Model and TF):** 214 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	388	289	193	102	6
Staff	517	66	172	105	174	0
Total	1495	454	461	298	276	6
Budgeted £m						
Pay Costs	131.1	31.6	30.6	22.4	20.0	26.5
Non Pay Costs	63.3	2.7	2.5	34.4	13.9	9.8
Total Expenditure	194.4	34.3	33.1	56.8	33.9	36.3
Income	(93.4)	(6.5)	(6.2)	(50.0)	(3.1)	(27.6)
Net Budget	101.0	27.9	26.9	6.8	30.8	8.7
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

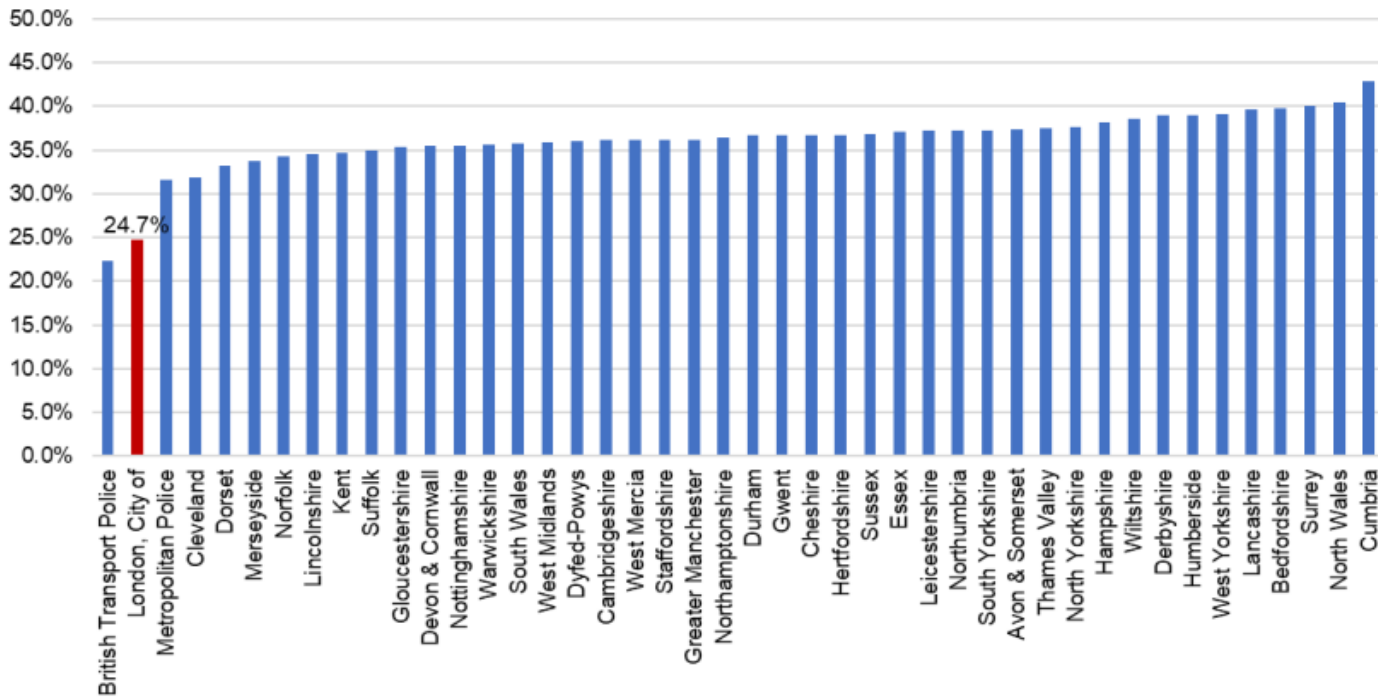
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Baseline staff level of 532 not affordable. Reductions made proportionately to get to 517 establishment
4. From 517, £1m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



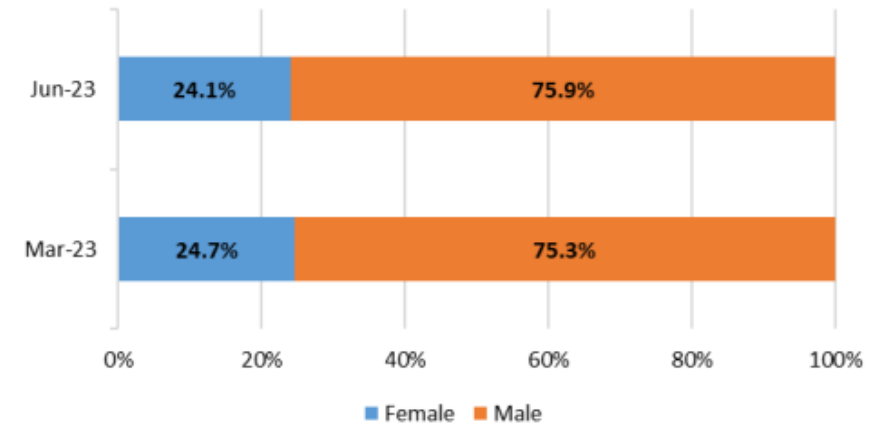
Diversity: Officer Gender

Officer gender profile has slightly decreased by 0.6% since the last reporting period to 24.1% of 982 total officer headcount. 24.2% of all officer joiners (478 officers incl. transfers) between April 2020 and March 2023 were female, 30.7% of 208 Student Officers recruited over the same period were female.

National Comparison Female Officers (% of Headcount) - 31 March 2023



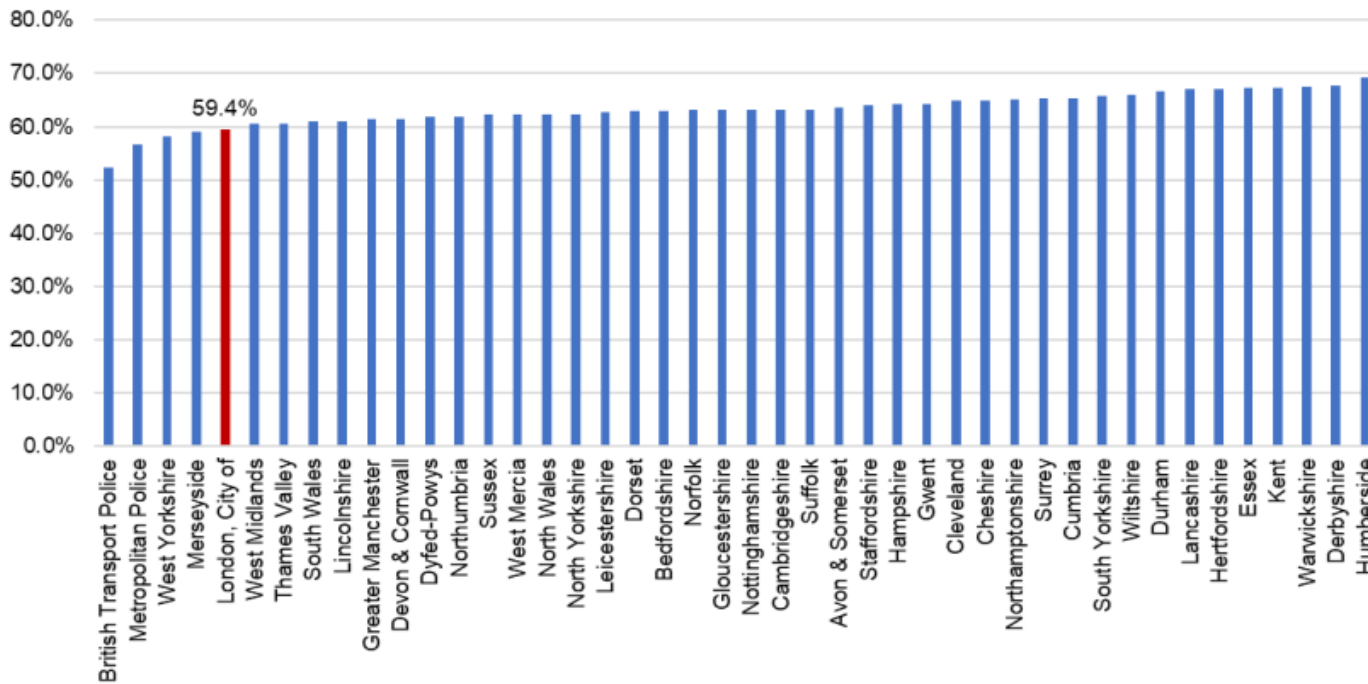
Officer Gender June 2023 % comparison to March 2023



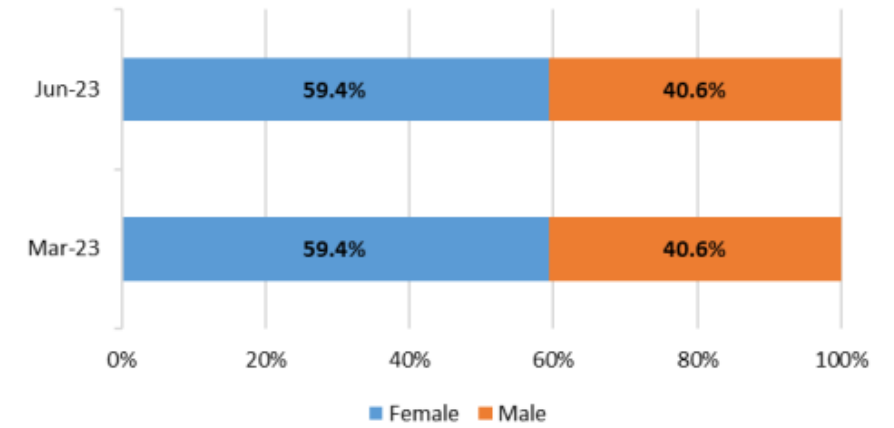
Diversity: Staff Gender

Staff gender profile has not changed since the last reporting period, the female profile at the end of June was 59.4% of 521 total Staff headcount.

National Comparison Female Staff (% of Headcount) - 31 March 2023



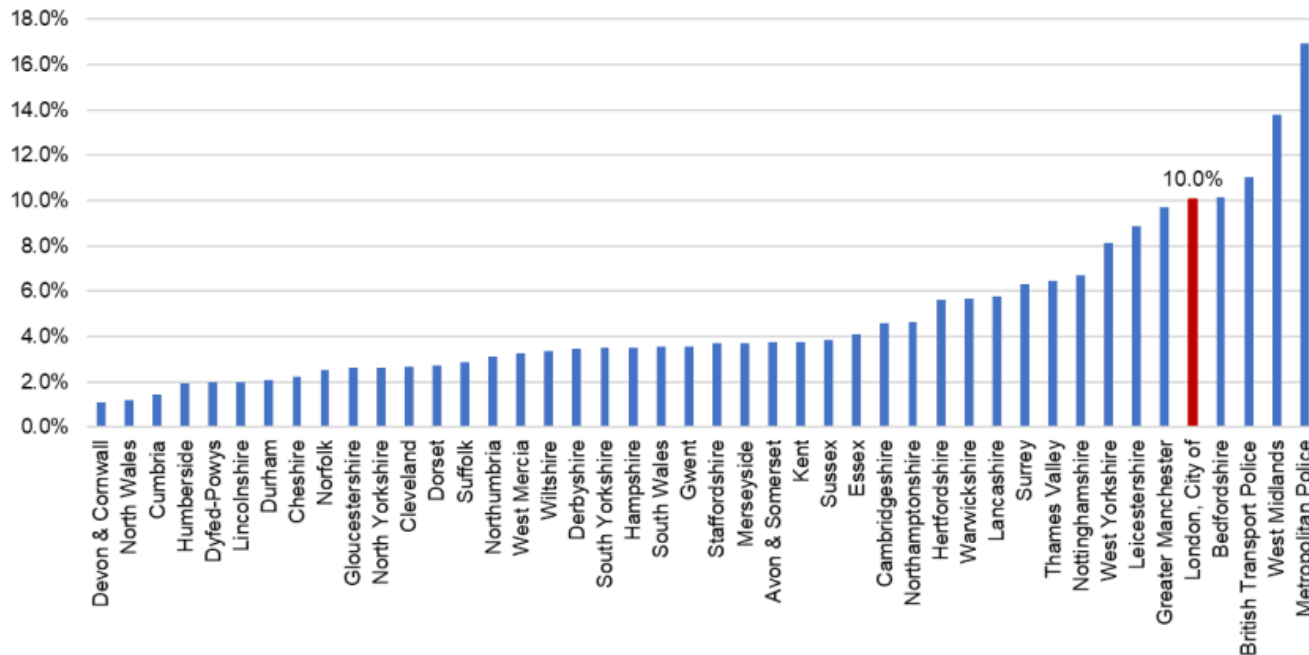
Staff Gender June 2023 % comparison to March 2023



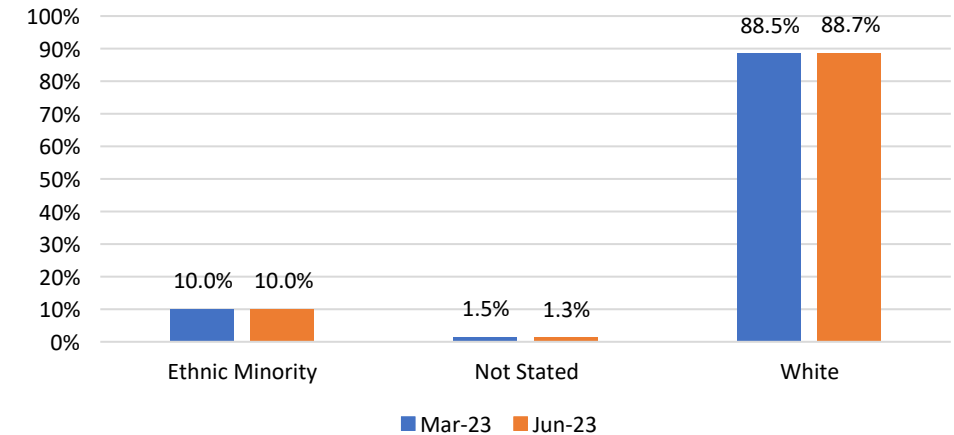
Diversity: Officer Ethnicity

Officer Ethnicity profile has remained the same as the last reporting period with 10% of a total 982 Officer headcount identifying as from an ethnic minority background. This is an increase from 8.8% in March 2022 and City of London now has the fifth highest percentage of ethnic minority officers across all forces.

National Comparison Ethnic Minority Officers (% of headcount) - 31 March 2023



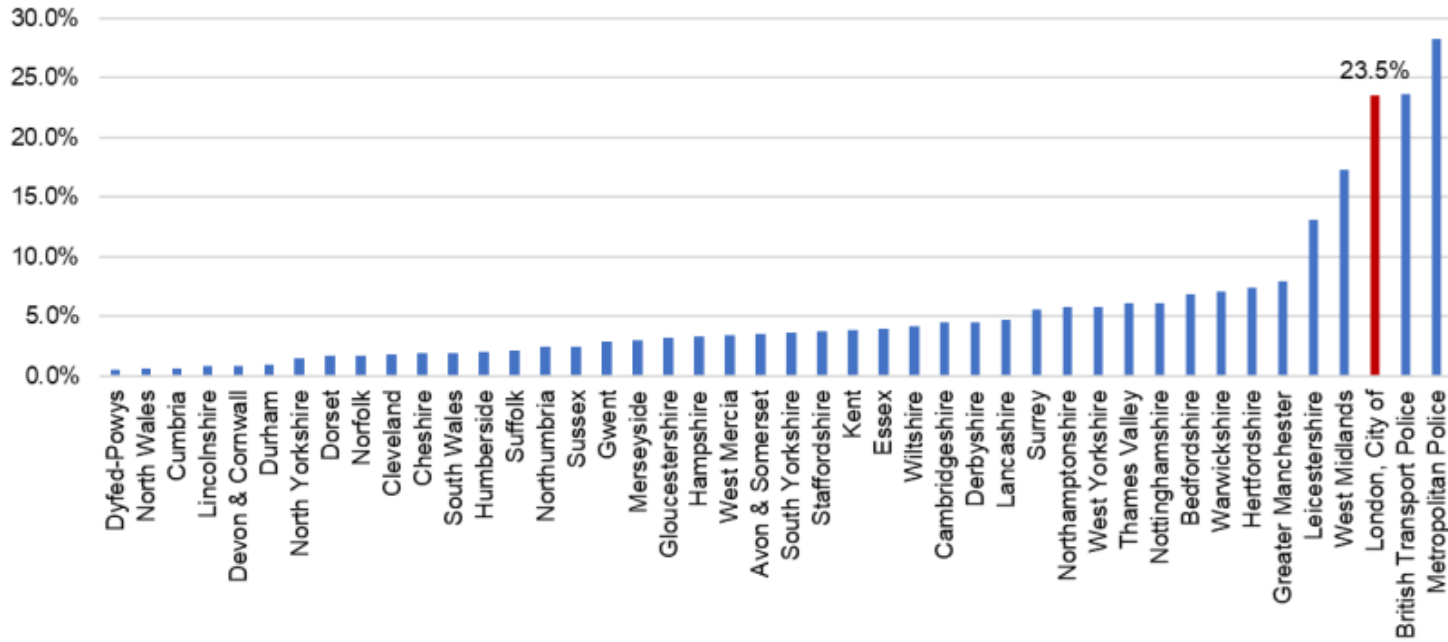
Officer Ethnicity Profile June 2023 % comparison to March 2023



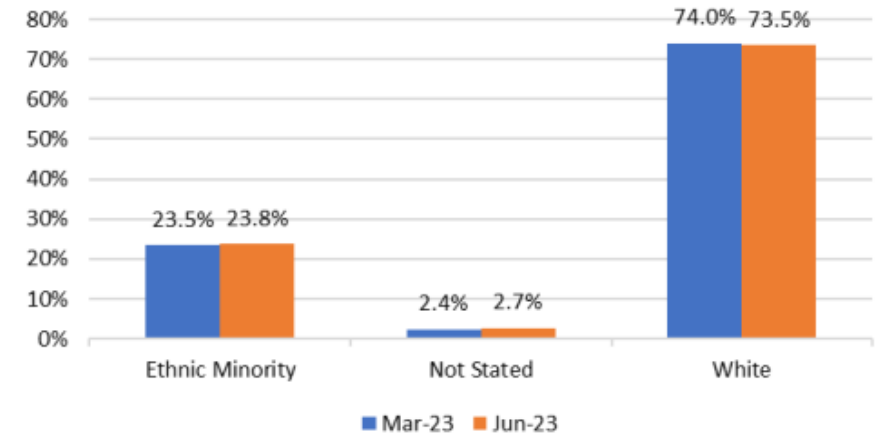
Diversity: Staff Ethnicity

Staff Ethnicity profile has increased by 0.3% since the last reporting period to 23.8% of an increased 521 total headcount (previously 497).

National Comparison Ethnic Minority Staff (% of Headcount) - 31 March 2023



Staff Ethnicity Profile June 2023 % comparison to March 2023



Recruitment

After achieving our Uplift target at the end of March 2023, we have written a workforce plan for the next 3 years demonstrating how we will maintain the uplifted officer headcount, 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 in the last financial year. We have reduced the number of entry pathways being offered into the force this year, whilst we source a new HEI provider for our PEQF pathways and utilise the final year of the in house IPLDP pathway before it is closed. The College of Policing is currently establishing a non-degree entry pathway into policing, and we will seek to implement this as an option once finalised.

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 “Oleeo” 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"> • Additional recruitment and vetting resources have been recruited to support the volume of recruitment over the next 2 financial years. • Additional resources have been hired to support the project across Learning & Organisational Development (L&OD), 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

Our workforce plan tracker (below) shows the profile for 2023/24 – 2025/26 and reflects our attrition and intake numbers. This has been designed to meet the target Officer headcount of 996 by March 2024. Two intakes of student officers have been planned for September and February.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	23/24	24/25	25/26
Headcount Start Month	1,007	995	993	982	979	980	998	990	983	981	983	995	1,007	996	986
Target Headcount (986)	986	986	986	986	986	986	986	986	986	986	986	986	986	986	986
Increase / (Decrease) in FTE															
Retirement	(4.0)	(3.0)	(3.0)	(1.0)	(2.0)	(3.0)	(3.0)	(3.0)	(3.0)	(4.0)	(5.0)	(5.0)	(39)	42	42
Other			(1.0)	-									(1)	(1)	(1)
Medicals	-	-	-	-	-	-	-	-	-	-	-	(1.0)	(1)		
Transfer Out	(2.0)	(2.0)	-	(3.0)	(1.0)	(1.0)	(2.0)	(2.0)	(1.0)	(4.0)	(4.0)	(4.0)	(26)	(28)	(28)
Resignations incl Probationers	(6.0)	(3.0)	(9.0)	(4.0)	(2.0)	(2.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	(1.0)	(39)	(30)	(30)
Secondment out not paid by COLP	-	-	-	-	-	-	(1.0)	-	(1.0)	(1.0)	-	(2.0)	(5)	(6)	(6)
End of Contracts	(1.0)	-	-	(1.0)	(1.0)	-	-	(1.0)	-	-	-	(1.0)	(5)	(4)	(4)
New Probationers	-	-	-	-	-	12	-	-	-	-	14	-	26	28	28
Transfers In / Other (returners/rejoiners)	1	6	2	6	7	12	-	-	6	9	9	15	73	64	70
Sgt Promotions (including Internals approx. 17)										4			4	6	9
Insp Promotions (including Internals approx. 10)								2					2	3	5
Total Increase / (Decrease)	(12)	(2)	(11)	(3)	1	18	(8)	(7)	(2)	2	12	1	(11)	10	1
Headcount End Month	995	993	982	979	980	998	990	983	981	983	995	996	996	986	986
FTE End Month	985	983	972	969	970	988	980	973	971	973	985	986	986	976	976
FTE Establishment (978)	978	978	978	978	978	978	978	978	978	978	978	978	978	978	978
Staff Leavers (Established posts)	(5)	(4)	(3)	(3)	-	(7)	(7)	(6)	(4)	(5)	(5)	(5)	(53)	(65)	(65)
Staff Recruitment (Established posts)	11	6	10	4	2	5	15	15	15	15	15	15	128	70	65
Staff Leavers (Temporary posts)	-	(1)	(1)	-	(1)	(2)	(1)	(1)	(2)	(1)	(2)	(1)	(13)	(20)	(20)
Staff Recruitment (Temporary posts)	4	2	4	1	1	5	16	16	16	20	20	20	125	93	20
Total Staff FTE (End month)	492	496	506	508	510	511	534	558	584	613	641	670	670	747	747
Specials Recruitment								12					12	36	36



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 has being undertaken to identify resource requirements and recruitment has taken place support the maintenance of 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 regard to pay and greater flexible benefits offered elsewhere. Work continues with the new benefits platform.



Recruitment continued

- The force completed a successful series of promotions boards in May with 16 officers promoted to rank of Inspector. The Sergeants promotions boards are taking place in August with 40 officers shortlisted for Interview. The results of these boards will be released in early September.
- We have engaged the services of an external advertising agency to create campaigns across 4 main priority areas. Operations – Detectives, Firearms and Student Officers, Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) - specifically Analysts and Police Staff Investigators, Corporate Services (mostly enabling services such as HR and Comms), and finally, Special Constables. These adverts are due to launch in the autumn.
- The Vetting Unit within Professional Standards has introduced a new IT System which allows candidates to complete their vetting forms online, moving away from a postal submission. This system indicates to applicants where there are gaps in the information, therefore streamlining and quickening the submission process. The vetting process is being reviewed regarding how it can be improved further now the IT system is embedded to make the process even more efficient.

JOINERS

- A total of 6 police officers transferred into the force during the reporting period.
- A total of 38 police staff joined the force in substantive and fixed-term roles during the reporting period.
- The Director of Change Portfolio Office started in July 2023 and the Head of Specialist Operations is due to start in August 2023.



People Turnover

During the reporting period (April 2023 – June 2023), 34 Police Officers left the force, this equates to a 3.4% turnover rate. This is the same as Q1 2022/23. Reasons for leaving are provided in the tables below; in Q1 the main reason for leaving was resignation. The Force is seeing an upwards trend in resignations among officers, previously retirement was the main reason for leaving. This trend is also seen at a national level, the Home Office has highlighted a link between resignations and a younger-in-service officer profile in their most recent workforce report*.

Police Officers – Reasons for Leaving (per Financial Year)

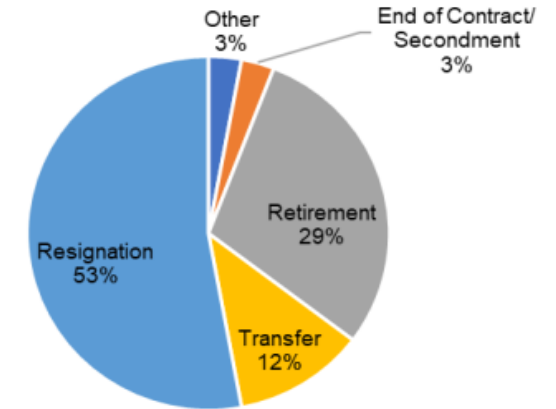
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1
Other	0	0	0	1	0	1	1
Dismissed	1	1	0	0	0	1	0
End of Contract/ Secondment	1	0	0	4	1	11	1
Medical Retirement	2	0	2	1	0	2	0
Retirement	35	37	31	29	42	43	10
Transfer	9	17	22	14	26	20	4
Resignation	26	7	22	21	27	34	18
Total	74	62	77	70	96	112	34

Of the 34 Police Officers that left the force, the majority left from Local Policing (12) and Specialist Operations (9) and Corporate Services (9). 13 officers left during their probation. The number of leavers varies per month, on average 11 leavers left between April and June 2023 and mostly from constable rank.

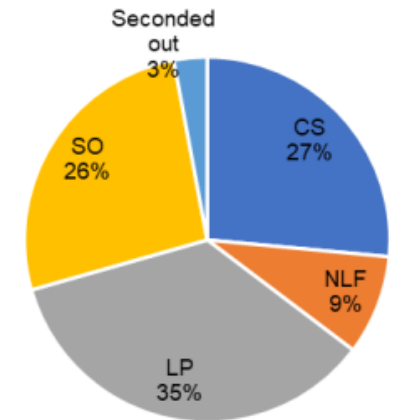
*[Police workforce, England and Wales: 31 March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2023)



Officer Reasons for Leaving (Q1 2023/24)



Officer Leavers by Directorate (Q1 2023/24)



People Turnover

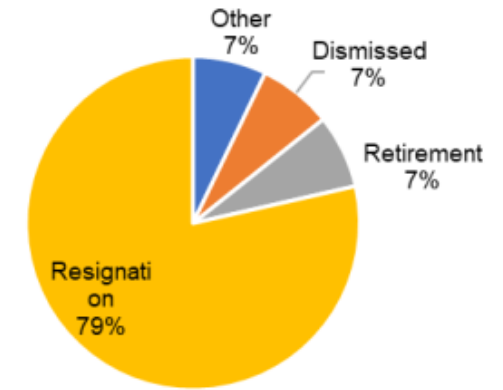
During the reporting period, 14 Police Staff left the force, this equates to 2.7% turnover rate. The number of leavers is significantly lower compared to the same period in 2022/23 in which 24 Staff left.

Police Staff – Reasons for Leaving (per Financial Year)

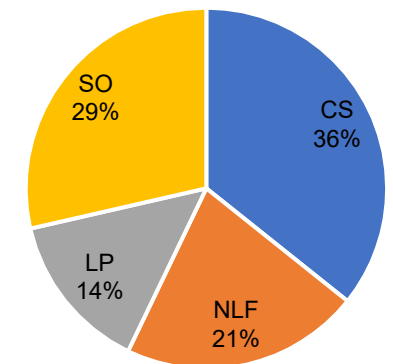
Reason for leaving	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Q1 2023/24
Other	1	1	0	1	0	0	0
Dismissed	2	1	1	2	0	3	1
Medical	0	0	0	0	0	0	0
Retirement	5	10	6	7	8	11	1
Transfer	2	0	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	11
Resignation joined Police	7	2	0	0	2	2	0
Redundancy	1	1	0	0	0	0	0
End of Secondment	0	1	0	0	1	1	0
Total	60	65	51	35	63	78	14

The main reason for leaving was resignation, with the majority of leavers in Grades C and D. 64% of leavers had over 7 years' service.

Staff Reasons for Leaving (Q1 2023/24)



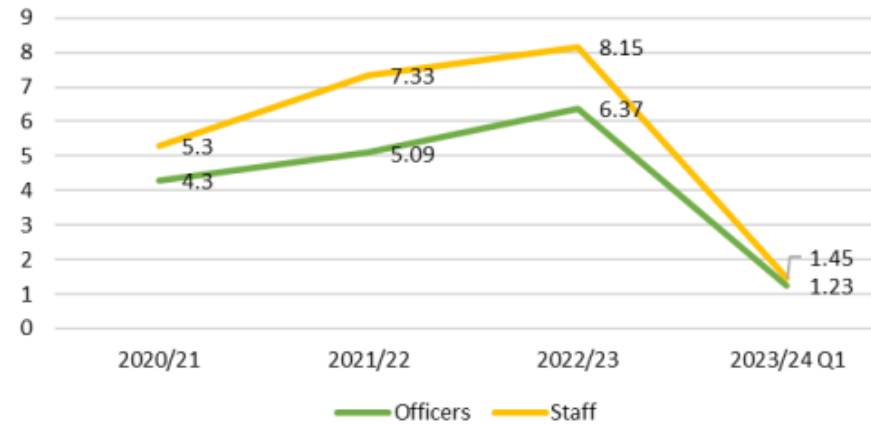
Staff Leavers by Directorate (Q1 2023/24)



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 2023 – June 2023, the force's sickness absence rate was 1.78% for Officers, and 2.28% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost for Police Officers is 1.23 days and for Police Staff is 1.45 days during this period. In comparison to Q1 2022/23, average days lost is lower in 2023/24 (Q1 2022/23 reported: Officers - 1.8, Staff - 2.16 average days lost). The graph below shows the total average days lost by financial year since 20/21 and shows Q1 for 2023/24.

FY Comparison of Average Days Lost by Employee Type Headcount



Appendix 1: Key Terms

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

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

Current Strength (FTE) – This is the current number of Full Time Equivalent people we have sitting in posts. Strength related to roles filled for established posts and Temporary Funded (TF) 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 Workforce Data Tracker, previously Uplift Programme)

Temporary Post funded from budgeted establishment – a temporary role that is funded by money already accounted for within the budgeted establishment.

Temporary Post funded from existing post not backfilled – a temporary role that is funded by holding a substantive funded post vacant.



Appendix 2: Operating Establishment

Operating establishments in four areas at 30 June 2023:

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



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Sector Policing	99	79	6	7
Response & VCU	76	188	9	6
Taskforce	187	138	5	4
Contact & SMT	26	24	46	37
Total Local Policing	388	429	66	54



Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	104	82	73	67
Investigation Services	145	129	25	23
Forensic Services	7	11	29	24
Criminal Justice System	29	31	45	39
SO SMT (Supt above)	4	5	0	0
Total Specialist Ops	289	258	172	153



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	60	10	10
NLF Fraud	50	36	15	22
NLF Coordination	11	8	8	8
NFIB (Incl. Next Gen Officers only)	18	18	46	68
Action Fraud	0	0	24	29
NPCC Cybercrime	9	7	3	2
NLF SMT (NLF Ops) & Officer Secondments	10 (4 Secondments)	7 (3 Secondments)	0	0
Total National Lead Force	163	136	106	139



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Chief Officer Team	5	5	2	3
HQ Services	43	40	50	43
Support Services	2	4	66	52
IMS and IT (Incl. Business Insights)	4	3	41	31
Professionalism and Trust	48	68	16	24
Total Corporate Services	102	120 (incl. 2 secondments)	175	157 (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.



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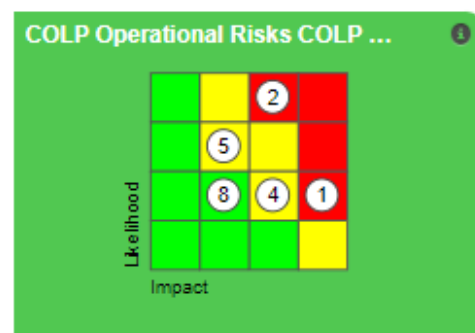
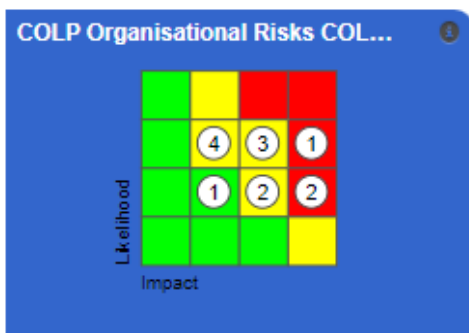
Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 6 September 2023 20 September 2023
Subject: City of London Police Risk Register Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1- People are safe and 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 84-23	For Information
Report author: Brett McKenna, Head of Strategic Development	

Summary

This report provides Members with the current profiles of force risks. The City of London Police risk register is managed using the Pentana risk system so risks 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 one risk has been slightly rephrased and another has been reviewed and its current scoring determined to be appropriate. All other entries on the risk and issue log remain the same as in the last report.

The below heatmaps profile the spread of current risk scores across the CoLP organisational and operational risks – at present 9 of the 13 organisational risks and 18 of the 20 operational risks are their target risk score.



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 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 ORG 02 “Impact of maintaining Force vacancy factor on police staff workload and morale” has been reworded to now omit the word ‘maintaining’ following approval at People Board in May 2023 to reflect the fact that vacancies are not being deliberately maintained.
6. Risk COLP OP 11 “Failure of performance as National Lead Force” has been reviewed internally and a determination made that both the current likelihood of occurrence and impact remains the same.

Risk Of Concern

7. As highlighted in the last two updates, 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 (risks that have been realised) these are:
 - **Rise in Violent Crime**
 - **Rise in Acquisitive Crime**
8. 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.
9. The crime levels are monitored on a quarterly basis within City of London Police’s Performance Board which provides direction for tasking and work to target criminality hotspots to tackle the current rising trends.
10. Both of these risks were the subject of a deep dive RREC in May 2023.

Conclusion

11. 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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