



Resource, Risk & Estates (Police) Committee

Date: MONDAY, 27 NOVEMBER 2023
Time: 2.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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Ian Thomas CBE
Town Clerk and Chief Executive

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 meeting held on 6 September 2023.

For Decision
(Pages 5 - 10)
4. **PUBLIC OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Discussion
(Pages 11 - 12)
5. **CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE**
Report of the Commissioner of Police.

For Discussion
(Pages 13 - 16)
6. **Q2 CAPITAL AND REVENUE BUDGET MONITORING 2023-24**
Report of the Commissioner.

For Discussion
(Pages 17 - 54)
7. **Q2 WORKFORCE MONITORING REPORT- 2023-24**
Report of the Commissioner.

For Discussion
(Pages 55 - 90)
8. **CHANGE PORTFOLIO UPDATE - CITY OF LONDON POLICE**
Report of the Commissioner.

For Discussion
(Pages 91 - 94)

9. **RISK REGISTER UPDATE**
Report of the Commissioner.

To be read in conjunction with non-public appendices at item 19.

For Discussion
(Pages 95 - 106)

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

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

12. **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

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 6 September 2023.

For Decision
(Pages 107 - 110)

14. **POLICE MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE**

Report of the Commissioner.

For Discussion
(Pages 111 - 130)

15. **FUTURE ESTATE PORTFOLIO COMBINED DASHBOARD - NOVEMBER 2023**

Report of the Chief Operating Officer.

For Discussion
(Pages 131 - 132)

16. **SALISBURY SQUARE DEVELOPMENT - RIBA STAGE 5 UPDATE**

Report of the City Surveyor.

For Discussion
(Pages 133 - 144)

17. **GUILDHALL YARD EAST DECANT**
Report of the City Surveyor.

For Discussion
(Pages 145 - 152)

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

For Discussion
(Pages 153 - 158)

19. **RISK REGISTER UPDATE - APPENDICES**

Non-public appendices to be read in conjunction with item 9.

For Information
(Pages 159 - 214)

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

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

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Wednesday, 6 September 2023

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at
on Wednesday, 6 September 2023 at 11.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson
Helen Fentimen
Michael Landau (External Member)
Paul Singh

Officers:

Blair Stringman	- Town Clerk's Department
Richard Riley	- Police Authority Director
Alistair Cook	- City of London Police Chief Finance Officer and Police Authority Treasurer
Alix Newbold	- City of London Police
Paul Betts	- Assistant Commissioner City of London Police
Kelly Glazebrook	- City of London Police
Martin O' Regan	- City of London Police
Steven Reynolds	- City of London Police
Mark Paddon	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Randall Anderson and Dawn Wright.

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

There were no declarations.

3. MINUTES

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on 22 May 2023 be agreed as a correct record.

4. PUBLIC OUTSTANDING REFERENCES

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

RESOLVED – That, the report be noted.

5. CHIEF FINANCIAL OFFICER UPDATE

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

Officers noted that the Home Office had pledged extra funding to support policing nationally and make certain awards more manageable. However, officers explained that the plan to distribute this funding for 2023-2024 seemed to put cities at a disadvantage, as it is based on core funding, causing concern among national policing stakeholders. Officers noted the main issue over the past three months for the organisation was the significant number of job vacancies, however, it was noted that at steps were being taken towards filling these positions.

Members noted that the Committee had previously had presentations before this about the complex nature of the funding sources. Members were informed of traditional funding through the precept. However, due to the City of London Police's role as a national lead force (NLF) and the various responsibilities the organisation hold as a police force, the Corporation also has significant dependencies on funding from the Home Office and central government.

In response to a question raised by a Member, officers noted the demand placed on finance and other corporate functions due to NLF activities is disproportionately high. This is partly due to the complexity of funding related to NLF work. Officers added that capacity building was needed to manage the high number of exceptions in transactional work effectively. Members were informed a cultural shift towards getting things right the first time was essential to avoid inefficiencies in the finance function dealing with numerous exceptions. Building capacity in these areas is crucial, especially concerning the successful implementation of the ERP system.

RESOLVED – That, the report be noted.

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

The Committee received a report of the Commissioner of Police concerning the City of London Police's revenue and capital monitoring position at quarter one for 2023/24.

In response to a question raised by a Member, officers emphasised the need to manage officer numbers carefully and maintain a tight control on headcount. They also addressed the issue of overtime, acknowledging its historical challenges in police budgets noting that scrutiny and focus on day-to-day overtime management is essential.

In relation to a discussion on workforce forecasting, officers informed Members that they review the outturn forecast monthly to adapt to changes in workforce numbers and ensure they operate within available funding. They also referred to a table on page 36 in the report that listed mitigations with RAG ratings. It was noted that most of the mitigations are expected to be achieved by the end of the financial year, but a couple, such as the reduction in action fraud exceptional costs and the officer rank ratio saving, are marked as amber and require finalisation and further examination.

In response to a Member officers clarified that the Q1 spending on page 42 and represents cash expenditure as it is happening, but it does not necessarily reflect the final expected position for the year. It was noted that some spending is not yet reflected in the Q1 figures.

RESOLVED – That, the report be noted.

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

The Committee received a report of the Commissioner of Police concerning the City of London Police Human Resources Monitoring Data for quarter one 2023/24 between April 2023-June 2023.

In response to questions raised by Members officers explained that owing to the intake of probationer constables in 2022-23, some departments, like local policing, have more officers than needed as they go through their probationer training, while others are understaffed. The challenge they face is that many of the new recruits lack experience and need training, which is primarily within the local policing arena. They have enough officers for all posts but cannot fill all vacancies due to this experience gap. Officers reassured Members that they thoroughly assess these operational risks through tactical and strategic policing boards. Specific roles and skill sets causing operational risks are identified, influencing priority postings.

Regarding a query raised by a Member on Health and Safety, it was noted by officers that this is currently managed by HR and biannual reviews are conducted of certain data and presented to the Police Authority Board. It was noted that the head of health and safety reports to an internal City of London Police board. Members requested specific aspects of health and safety information such as Near Misses and RIDDOR in future be included in the report, with a suggestion to provide more details about injuries and their impact on sickness.

RESOLVED – That, the report be noted.

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

The Committee received a report of the Commissioner of Police concerning current profile of force risks.

RESOLVED – That, the report be noted.

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

There were no questions.

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

There were no items of urgent business.

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 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.

12. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 22 May 2023 be agreed as a correct 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.

14. **PACCTS AND NPCC BUDGET SURVEYS, 2023/24**

The Committee received a joint report of the Commissioner of Police & Police Authority Treasurer.

15. **NON-PUBLIC APPENDICES**

The Committee received non-public appendices from item 8.

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

The Committee received a report of the City Surveyor.

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

The Committee received a joint report of the Commissioner of Police & City Surveyor.

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

There were no questions.

19. **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.

20. **CONFIDENTIAL MINUTES**

RESOLVED – That, the confidential minutes of the meeting held on 22 May be agreed as a correct record.

21. **CORPORATE SERVICES REVIEW UPDATE**

The Committee received a report of the Interim Director HQ Services.

The meeting ended at 1.40pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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

1/2023/P	5 September 2023 Item 8- Force Risk Register Update	As a result of queries raised at both Resource Risk and Estates Committee and Police Authority Board regarding any risk to CoLP around data breaches/ information security, the Commissioner offered to bring an update/ deep dive on this to the next RREC.	Commissioner	Complete- Report on agenda in Non Public
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Committee: Resources, Risk & Estates Committee (RREC)	Dated: 27 November 2023
Subject: Chief Finance Officer (CFO) and Chief Operating Officer (COO) update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 135-23	For Discussion
Report author: Alistair Cook Chief Finance Officer and PA Treasurer & Alix Newbold, Interim Chief Operating Officer	

Summary

This report provides RREC with an update on the main CFO and COO issues and areas of development from the last quarter.

Recommendations

Members are asked to note the report.

Main Report

Corporate Services Review

Consultation on Corporate Services proposals closed on 27 October. 47 alternative proposals were received across 5 of the 9 departments. Feedback was also received from Corporation heads of profession. Alternative proposals are informing the final design with a number of recommendations being accepted where there is business rationale, and they can be achieved within the same financial envelope. The final model will be agreed by the chief officer team on 17 November with implementation commencing from 27 November.

23/24

The Q2 monitoring report has been prepared for this meeting (public agenda). Key message is that major inflationary and pay award pressures are being absorbed this year due mainly to police staff vacancies - which arise from previous prioritisation of officer recruitment, finalisation of Corporate Services Review consultation and lead time in recruiting to other staff roles. However, without further mitigation action, downstream deficits will quickly grow as staffing levels rise towards establishment.

Capital spend is still tracking well below annual budgets. The vast majority of funding this year is for FCCRAS, for which significant milestones arise later in the year. Also, while spend on smaller projects is currently zero, commitments are being made, some of which should feed through in Q3. In response to a Member comment at the September RREC, capital reporting will be evolved for 24/25 - in alignment with portfolio prioritisation and planning outcomes (see separate item on this agenda from the Director of Change).

Workforce planning

A recruitment plan for police staff has been developed which aims to achieve full establishment for police staff by November 2024. This will be facilitated by a temporary uplift in recruitment and vetting officers and an advertising campaign by the agency used for the Police Uplift Programme to be launched early in the new year for key roles. This plan sits alongside the police officer recruitment and retention plan to maintain numbers. A comprehensive training and skills analysis is underway to inform future planning.

A Retention & Exiting Board has been established to deliver an assessment of the quantitative and qualitative information concerning leavers to identify proactive action that supports retention. This work is informed by the National Leavers Framework rolled out as best practice by the National Police Uplift Programme and learning from other forces.

MTFP

An MTFP update has been prepared for this meeting (non-public agenda) and includes a proposed funding envelope for 24/25 within which, if acceptable, the detailed budget for 24-25 will be developed for February 2024 RREC and PAB meetings. Confirmation of 24/25 Government funding assumed in the MTFP will come through the (provisional) Police Settlement, normally announced in December.

Funded Work

An extensive amount of work has been conducted in the last quarter to progress assessment of full costs for National Lead Force work and kick off engagement with Home Office on the inflationary and other gaps from (what are in many cases) 'flat cash' grants. The results of this work – along with 24/25 grant funding outcomes – will be reported into RREC and PAB in February 2024 (in support of the overall budget proposals).

Inflationary and other increases have or are also being built into new agreements for the (Commercial) Funded Units, TfL and Bridge House Estates.

The importance of this work to sustainable Police finances in a high inflationary environment cannot be overstated.

Change

The new Director of Change is leading a review of all current and pipeline projects and assessing them against a refreshed prioritisation scoring matrix and developing an extensive portfolio and resourcing plan. A more detailed overview of this work by the PMO Director is on the agenda for this committee.

A top priority for the coming months is to ensure that change priorities are confirmed, underpinned by properly costed business cases and sequenced in a way that is both deliverable and affordable (both for capital and downstream revenue).

While it is a Corporation run and funded programme, CFO has been working closely with Corporation colleagues on the Future Police Estates programme, to help facilitate a shared understanding of the emerging financial picture for the full range of police functionality.

Savings / Mitigations

Per the Q2 report, the projection is that the £8.6m mitigation target will be achieved this year (noting some fluctuations between different elements of the plans).

The MTFP update also provides information on the 'cumulative' savings position and shows that CoLP savings plans have been proportionately well above the national policing average for at least the last two years.

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.

Building on this platform, the Corporate Services Review implementation includes the need to plug existing gaps, with some supplementation, to better support the level of complexity of CoLP's National work along with significant transactional demands and issues.

Force Financial Culture Development

With strong leadership and governance from the top being in place, work has been underway to embed financial culture more consistently throughout the organisation.

For budgetary and transactional management, Finance has been working closely with Management Teams to provide information, advice and learning, identify and address exceptions and improve compliance. Improvements are starting to flow, with Strategic Finance Board and Chief Officer Team actively overseeing progress.

Finance has also been working closely with funded areas to start building a clear line of sight between complex grant arrangements, affordable resourcing levels and deliverables / outcomes. It will continue to work with Corporate Strategy on developing

a clearer line of sight between resource allocation and strategic priorities and operational demands.

Additionally Finance is endeavouring to provide stronger financial support to the change prioritisation and planning work, in partnership with PMO, Project Managers and others.

Finally, the Corporation's Commercial (Shared) Services team has been providing excellent support and advice on a wide range of Force procurement requirements, enabling a significant reduction in cases of non-compliance.

Alistair Cook
Chief Finance Officer/ PA Treasurer

Alix Newbold
Interim Chief Operating Officer

Agenda Item 6

Committee(s): Resources, Risks and Estates Committee (RREC) Police Authority Board (PAB)	Dates: 27 November 2023 13 December 2023
Subject: Revenue and Capital Budget Monitoring Update – Q2 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 136-23	RREC - For Information PAB – For Decision
Report author: Chief Finance Officer & Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police’s revenue and capital budget monitoring position at quarter two (Q2) for 2023/24.

Revenue:

At the end of Q2 2023/24 both expenditure and income are forecast to be the £214.7m, resulting in a breakeven position (summarised in Slide 1-11), this compares to an original expenditure and income budget of £189.8m. The variance of £24.9m is mainly due to additional specific grants being received in year for National Fraud activities (£20.9m) of which £19.5m is to support resourcing in other forces and £2.4m of Home Office funding to support the increase in officer and staff pay. As at Q1, whilst the Q2 revenue outturn position is assessed to be breakeven, embedded within the forecast, are a number of assumptions and dynamic variables which may impact to the final outturn position.

Pay:

In line with other Police Forces, the budget and Medium Term Financial Plan (MTFP) for 2023/24, assumed a 3% pay increase for officer and 2% for staff. Against this backdrop, the Government in July 2023 announced a 7% increase in police officer pay for the majority of officers from 1 September 2023. For CoLP this is a £1.7m cost pressure above plan. Whilst, the Home Office has announced £330m of additional funding to mitigate the impact of both an officer and staff pay awards above a baseline 2.5% increase. The Force’s share of the grant in 2023/24 has been confirmed as £2.4m. The funding distribution methodology, however, is based on current core grant allocations which excludes £11.3m of Capital City and Precept grant funding as well

as £50m of specific grants which support National Lead Force activities. In total this funding provides for approximately 30% of the workforce and an early assessment suggests that allocating the grant in line with funding formula shares will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years. A representation has been made to the Secretary of State in relation to the funding distribution methodology.

Over and above the national pay award, a further £0.5m cost pressure has arisen due to an £1,000 increase in the London Allowance mirroring the Metropolitan Police Service's decision to enhance police officer pay. Whilst it is considered that the 2023/24 pressure of wage price inflation can be met through in year savings - principally staff vacancies – the full year impact of an increase in the London Allowance is some £1.1m, which taken together with the pay pressures highlighted above presents a significant Medium-Term Financial Plan (MTFP) risk as the staff numbers move on a trajectory towards full establishment.

The Autumn MTFP update which is also on the agenda incorporates these updated assumptions.

Uplift Maintenance:

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 officers 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. The September 2023 target was met, and current projections (Slide 11) indicate that the 996-headcount target will be achieved on 31 March, but this will be closely monitored through internal governance processes.

Action Fraud Contact Centre:

The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24.

In support of the Q2 monitoring position:

Slide 12 provides a breakdown of overtime in Q2 by business area, highlighting an indicative overspend of some £0.7m. 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 13-15 provides an outturn summary for each of the business areas. The narrative highlights that whilst the Force is operating at headcount target levels the development of student officers means the allocation is heavily towards Local Policing, with vacancies in other areas.

Slide 16 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 Action Fraud costs, 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 17-19 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 approved Proceeds of Crime Act (POCA) funded revenue projects and expected spend in 2023/24. A summary of the benefits and outcomes of the POCA funded initiatives will be provide during Q3-Q4 2023/24.

Slide 20 provides an update on the Forces reserves position including a planned £2.9m drawdown from the Proceeds of Crime Act (POCA) reserve for schemes which have been reviewed and approved by the Chief Officer Team and a proposed £2.6m drawdown from the General Reserve to repay the remaining balance on the Action Fraud loan (£2m) and the ULEZ vehicle replacement loan (£0.6m).

Slide 21 details the forecast outturn against the £1m Police Authority Board Team budget for 2023/24. Overall the Q2 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:

Capital expenditure in Q2 of 2023/24, to 30 September 2023, amounted to £4.8m (summarised in **Slide 22**. This comprises three main elements:

1. **CoLP Capital Programme** – projects developed and managed by CoLP, with a total budget of £25.2m, including £1.4m of Capital expenditure which slipped from the 2022/23 prior year programme. Capital expenditure to the end of Q2 amounted to £4.0m and it is forecast that outturn spend for the year will be £21.7m, representing a budget underspend of £3.4m, 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 Q2 of £4.0m, £3.8m relates to FCCRAS which is marginally lower than anticipated at this stage but is an acceleration from the £136k spent at Q1 due to stage payments and invoices having largely caught up during Q2.

- **Slide 23** provides a breakdown of forecast CoLP capital spend against each project in 2023/24;
 - **Slides 24-26** provide notes on variations to budget; and
 - **Slide 27** provides a breakdown of how the capital spend will be funded.
2. **Strategic projects** – funded by the Corporation, comprising the Secure City Programme and the Accommodation Strategy. Expenditure to the end of Q2 of 2023/24 amounted to £641k.
 3. **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 Q2 of 2023/24 amounted to £105k.
 - **Slides 28 and 29** provide further details on the strategic and legacy projects.

Supplementary Revenue Projects

In addition to the capital projects noted above, CoLP also undertakes projects which are deemed to be revenue in nature, referred to as Supplementary Revenue Projects. Expenditure to the end Q2 of 2023/24 amounted to £144k, with forecast outturn spend for 2023/24 amounting to £178k.

- **Slide 30** provides a breakdown of spend against each SRP in 2023/24; and
- **Slide 31** provides a breakdown of how the SRP forecast outturn spend is to be funded.

Capital / projects next steps

A separate report is on your agenda today setting out that significant work is underway to formalise and professionalise the approach to project management within CoLP including the introduction of a tested and robust prioritisation process, a comprehensive assessment phase to fully understand requirements and an upskilling of existing capabilities to support.

This will provide confidence in the delivery of change, a comprehensive and collective understanding of financial planning and spend, alongside a greater understanding and mitigation of risk and demands to inform the direction of CoLP.

As the picture emerges of the projects approved to proceed, the slides attached to this report will be updated 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 Q2 and forecast outturn for 2023-24 as set out in this covering report and accompanying slide pack; and

Member of the Police Authority Board are asked to:

- ii. ii) approve the proposal to apply £2.6m of the General Reserve to repay the remaining balance on the Action Fraud loan (£2m) and ULEZ vehicle replacement loan (£0.6m).

Appendices

2023/24 Q2 revenue and capital monitoring slide pack (of 31 slides as referred to in this covering report).

Contact

Alistair Cook
Chief Financial Officer
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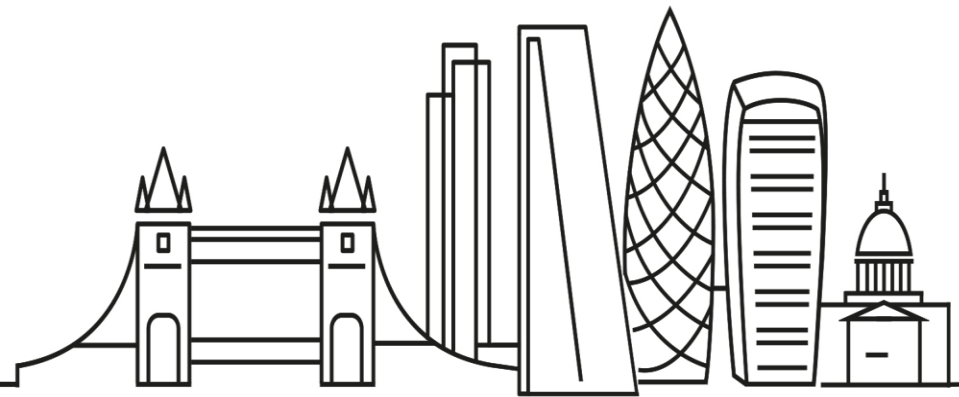
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Resources, Risks and Estates Committee (RREC)
Police Authority Board (PAB)

Revenue & Capital Monitoring 2023/24 (Q2)

Dates: 27/11/2023
13/12/2023



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

Revenue Monitoring 2023/24 (Q2) – Headlines

Revenue: Overall, a outturn breakeven position is forecast at Q2 with a higher provision (£1.9m) for the direct revenue financing (DRF) of capital expenditure (Q1 Breakeven, with a £1.4m DRF contribution)

Contained in the forecast are several other key variances:

- A £1.4 overspend against Officer Pay due to a 4% higher than budgeted officer pay award (£1.7m), plus a £1,000 increase in the London Allowance for officers (£0.5m), this is net of a £0.8m rank ratio saving due to a higher proportion of student officers;
- an increase in overtime of £0.7m due to funded work and other operational activities (Table 3);
- A £0.5m overspend against injury awards, commuted pension lump sums & apprenticeship levy budgets due to an under provision compared to the 2022/23 outturn;
- A £0.4m pressure against premises budgets due to several backdated electricity charges at Bishopsgate;
- The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24.
- £0.5m higher than budgeted transfer to reserve in respect of Asset Recovery Incentivisation Scheme/Proceeds of Crime Act receipts.

These cost pressures have been largely offset by:

- A £2.7m underspend against Staff pay mainly due to vacancies (£4m) net of - an average 7% - staff pay award (£1.5m);
- Receipt of a £2.4m of Home Office Pay award grant; and
- £0.8m of other income, including an Uplift over-recruitment grant and secondment revenue.



Revenue Monitoring 2023/24 (Q2) – Headlines

Since the 2023/24 budget was set Government Grant income has increased by some £20.9m 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 £19.6m will be transferred to other police forces and will be expensed through supplies and service (£3.3m) third party payments (£16.3m) in the 2023/24 budget. The remaining £1.3m will fund temporary growth in CoLP's staffing establishment.

2023/24 Mitigations target = £8.6m

Current projections suggest that with substitute mitigations (recharging to funded work) £8.6m of mitigations will be delivered. Table 5 indicates that there is risk to delivering in full both the reduction in Action Fraud exceptional costs (£1.1m risk) and the rank/supervisory ratios (£0.2m risk). Members should note, however, that the saving of Action Fraud exceptional cost should be achieved from 24/25 as the Force moves into the new Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) delivery model.

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 6, slide 17, with revenue expenditure funded from the POCA reserve estimated to be £2.964m as detailed in Table 7, with the impact on Reserves shown in Table 7, slide 20.

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.

Key variances at Q2 are explained in slides 4-9 with an accompanying “bridge” analysis on slide 10.



Revenue Monitoring 2023/24 (Q2) – Summary Table

Summary: The Q2 revenue outturn forecast remains a breakeven position as per Q1 with a higher provision (£1.8m) for the revenue financing of capital expenditure. Explanations for key variances are set out in the following slide deck.

Table 1: Summary Q2 2023/24 Revenue Position	Year to Date			Forecast Outturn		
	Budget £m	Actual £m	Variance (Better)/ Worse £m	Budget £m	Forecast £m	Variance £m
Officers pay cost	34.9	34.4	(0.5)	70.6	72.0	1.4
Staff Pay cost	15.7	14.2	(1.5)	32.4	31.4	(1.0)
Overtime	0.7	1.2	0.5	2.2	2.9	0.7
Other pay costs	1.3	1.5	0.2	25.9	26.5	0.5
Total Pay Costs	52.6	51.3	(1.3)	131.1	132.7	1.7
Total Non-Pay Costs	27.1	24.1	(2.9)	58.8	82.0	23.2
Total Expenditure	79.7	75.4	(4.2)	189.8	214.7	24.9
Income	(31.6)	(37.2)	(5.7)	(86.6)	(111.1)	(24.5)
Funding	(48.1)	(38.2)	9.9	(101.0)	(101.0)	0.0
Use of reserves	0.0	0.0	0.0	(2.2)	(2.6)	(0.4)
Total Income & Funding	(79.7)	(75.4)	4.2	(189.8)	(214.7)	(24.9)
(Surplus)/ Deficit	0.0	0.0	0.0	0.0	0.0	0.0



Revenue Monitoring 2023/24 (Q2) – Detailed Table

Table 2 Detailed Q2 2023/24 Revenue Position	23/24 Latest Budget	Budget (Q2 YTD)	Actual (Q2 YTD)	Variance YTD +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
Pay							
Officers	70.6	34.9	34.4	(0.5)	72.0	1.4	(i)
Staff	32.4	15.7	14.2	(1.5)	31.4	(1.0)	(ii)
Overtime	2.2	0.7	1.2	0.5	2.9	0.7	(iii)
Agency	0.8	0.2	0.4	0.2	1.0	0.2	
Police Officer Pension	23.0	0.0	0.0	0.0	23.0	0.0	
Indirect employee costs	2.1	1.1	1.1	0.0	2.5	0.4	(iv)
Total Pay	131.1	52.6	51.3	(1.3)	132.7	1.7	
Non-Pay							
Premises Costs	2.9	1.8	2.0	0.2	3.4	0.4	(v)
Transport Costs	2.7	1.4	1.3	(0.0)	2.8	0.0	
Supplies and Services	37.1	18.5	17.3	(1.2)	41.2	4.1	(vi)
Third Party Payments	12.3	5.3	3.4	(1.8)	28.5	16.2	(vii)
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	0.5	0.0	0.0	0.0	2.4	1.9	(viii)
Transfer to Reserves	0.0	0.0	0.0	0.0	0.5	0.5	
Total Non-Pay	58.8	27.1	24.1	(2.9)	82.0	23.2	
Total Expenditure	189.8	79.7	75.4	(4.2)	214.7	24.9	
Income							
Specific Grant	(69.7)	(23.4)	(31.9)	(8.6)	(93.5)	(23.8)	(ix)
Partnership	(13.5)	(6.4)	(3.7)	2.7	(14.2)	(0.7)	(x)
Fees & Charges	(3.4)	(1.6)	(1.6)	(0.0)	(3.4)	0.0	
Transfer from Reserves	(2.2)	(0.2)	(0.0)	0.2	(2.6)	(0.4)	(xi)
CoLP Core Funding	(101.0)	(48.1)	(38.2)	9.9	(101.0)	0.0	
Total Income	(189.8)	(79.7)	(75.4)	4.2	(214.7)	(24.9)	
Underlying Deficit	0.0	0.0	0.0	0.0	0.0	0.0	

Revenue Monitoring 2023/24 (Q2) – Variance Analysis

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.

As shown in slide 11, the 996-headcount target was achieved September 2023. This has secured 50% of the ringfenced funding above plus £0.3m of funding to support the over-recruitment target of 10 officers. The maintenance of Officer numbers will continue to be closely monitored through internal governance processes.

(i) Police Officer Pay: Overspend £1.43m (Q1 £1.3m). The Q2 forecast overspend is mainly due to the combination of a 7% officer pay award from September 2023 (£1.7m) and £1,000 increase in the London Allowance (0.5m) from the same date. Whilst these cost pressures can be met through in year savings – principally staff vacancies - and additional Home Office pay award grant income (see below). The full year impact of an increase in the London Allowance (£1.1m) taken together with the these pay pressure highlight a significant downstream Medium Term Financial Plan (MTPF) pressures. The Officer pay outturn assumptions also include savings of £0.8m due to there being a higher proportion of junior officers compared to the Forces target operating policing model. These vacancies have been held to ensure that the Force remains within its agreed officer establishment (978 FTE) and as counterweight to recruiting a higher number of student officers. Most of the student officers (124) are attached to Local Policing which has resulted the adverse outturn (£3.8m overspend) in this business area (see slide 11).



Revenue Monitoring 2023/24 (Q2) – Variance Analysis

(ii) Staff Pay: The outturn at Q2 is forecast to be an underspend of £1m (Q1: £0.9m). The outturn assumptions include a £1.4m pay pressure due to the c7% staff pay award, plus £1.7m of unbudgeted expenditure relating to ECRS, AMLAR, Fraud Reform, POCA and fees and charges which were agreed after the 2023/24 budget was set. These additional pay cost are fully funded through additional Government grants and other income. Embedded in the net underspend, therefore, is £4m saving due to continuing staff vacancies as reflected in slide 9. A workforce plan has been developed to progress staff recruitment from 423 FTEs in September to the budgeted establishment of 517. With a 7% pay award baked into staff salaries, progressive increases in staff numbers towards 517, combined with further wage inflation in 2024/25 will create a £2.9m Medium Term Financial Plan pressure which will need to be mitigated.

Home Office Pay Award Grant: In June 2023, the Home Office confirmed that it would provide additional funding for policing over the Spending Review period of £330 million in 2023-24 and £515 million in 2024-25 to support an increase in pay for all police staff and officers above 2.5%. The Force will receive £2.4m in 2023/24 and a further £3.8m is expected in 2024/25. As noted at Q1, the funding distribution methodology, however, is based on current core grant allocations which excludes £11.3m of Capital City and Precept grant funding as well as £50m of specific grants which support National Lead Force activities. In total this funding provides for approximately 30% of the workforce and an early assessment suggests that allocating the grant in line with funding formula shares will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years.

(iii) Overtime: overspend £0.72m as at Q2, which includes £0.35m of “recoverable” events. This is an increase of £0.25m against the Q1 forecast, although when taking in to account the increase in recoverable events the net increase on the Q1 forecast is £0.09m. This is due to updated forecasting based on actual costs to Q2 which incorporate the impact of the pay and officer pay awards (c7%) in overtime rates. 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 3. Overtime, however, remains a key risk due to the influence of external events and therefore the forecast will be developed each quarter.



Revenue Monitoring 2023/24 (Q2) – Variance Analysis

(iv) Indirect Employee Costs: £0.4m overspend. This is due to an under provision for injury awards and apprenticeship levy costs in the 2023/24 budget, these will be reviewed in the 2024/25 budget setting process.

(v) Premise costs: £0.4m overspend. This is mainly due to the to several backdated energy bills being received in Q2, due to a faulty meter in Bishopsgate.

(vi) Supplies and Services: £4.1m overspend. This is mainly due to a combination of additional unbudgeted costs relating to new funded activities (£3.3m) including Enhanced Cyber Reporting Service (ECRS), Anti Money Laundering Act Regulation (AMLAR) & Fraud Reform. The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24. There are further cost pressures in relation to professional fees for legal services, IT and Information Management Services costs of £0.3m which have been partially offset by equipment underspends on supplies and services budgets of £0.6m by the Tactical Firearms Group (TFG) within Local Policing. This is due to recruitment delays in this Specialist Unit which has suppressed expenditure equipment and training.



Revenue Monitoring 2023/24 (Q2) – Variance Analysis

(vii) Third Party Payments: £16.2m overspend. These are transfer payments to other forces and Regional Organised Crime Units (ROCU) for National Lead force activities with the expenditure matched by an increase in Home Office grant income.

(viii) Capital Charges: £1.9m overspend: This variance is due to a higher planned contribution to the financing of capital expenditure. This is balance of any forecast outturn underspend and proposed to minimise internal borrowing and reduce future borrowing risks.

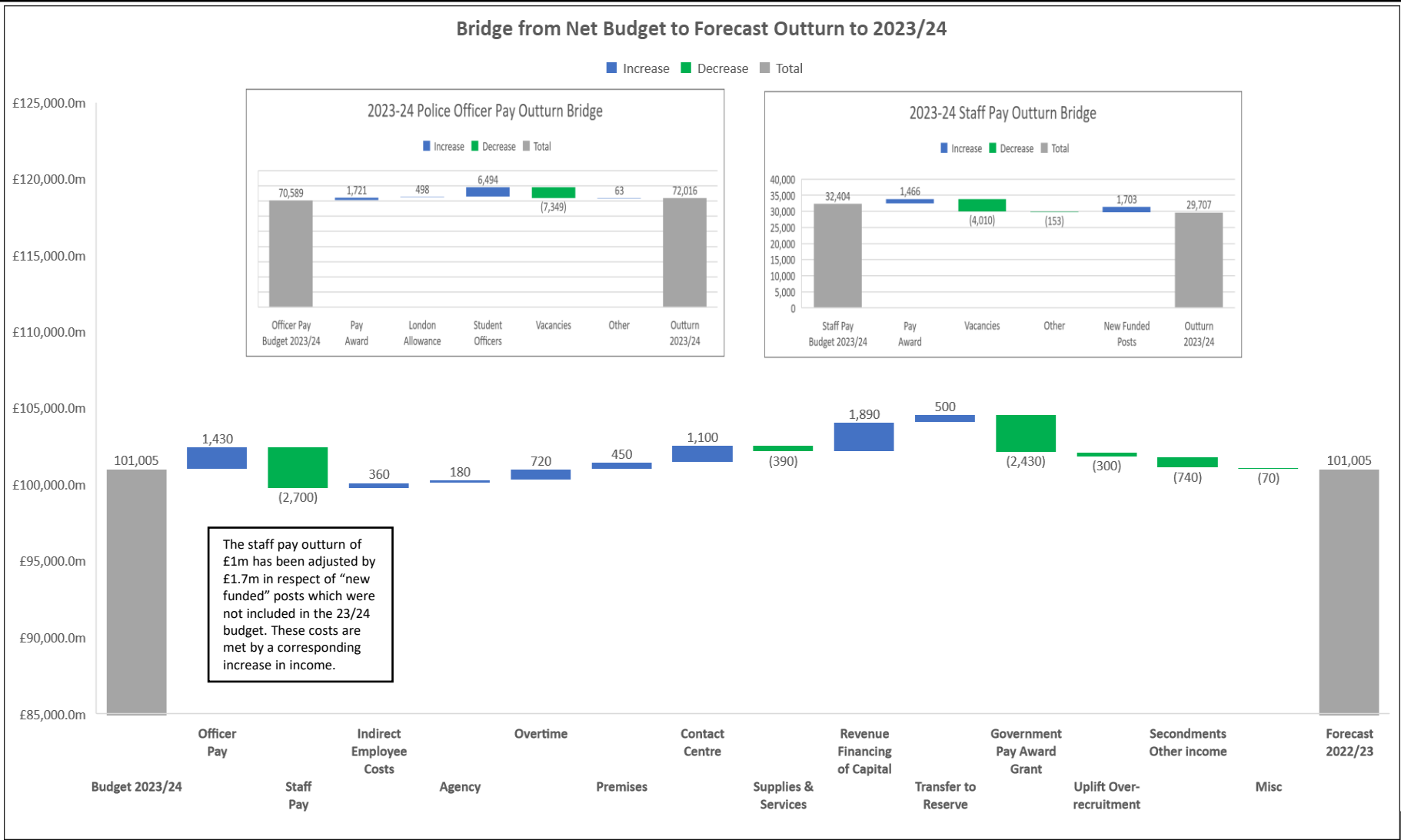
(ix) Specific Grants: £23.8m overachievement. This mainly relates to additional grant income in respect of Enhanced Cyber Reporting Service (ECRS), Anti Money Laundering Act Regulation (AMLAR) & Fraud Reform (£20.9m), the Home Office pay award grant (£2.4m) and Uplift Over recruitment (£0.3m).

(x) Partnership Income £0.7m overachievement: This positive variance is mainly due to additional funding for Dedicated Card and Payment Crime Unit (DCPCU) for project OLAF £55k, additional income from Special Operations secondments £420k, and £225k for the National Law Enforcement Data Service programme implementation.

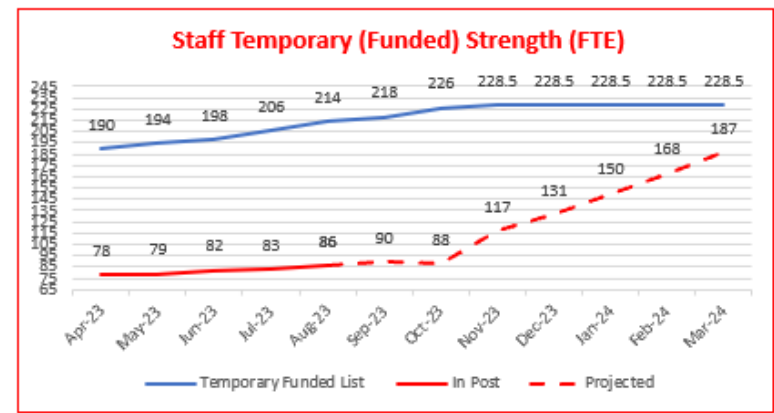
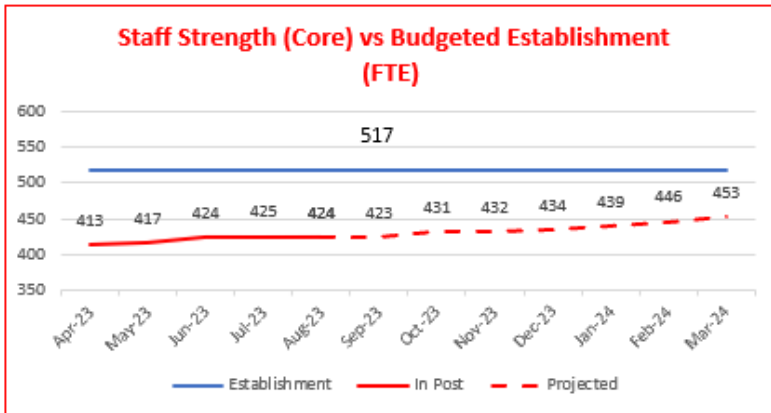
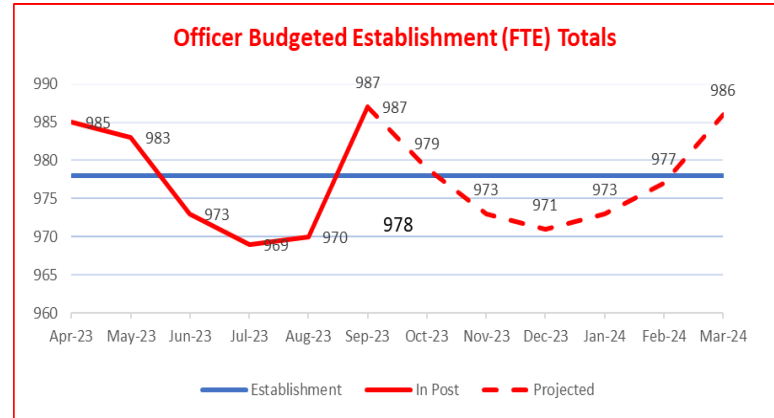
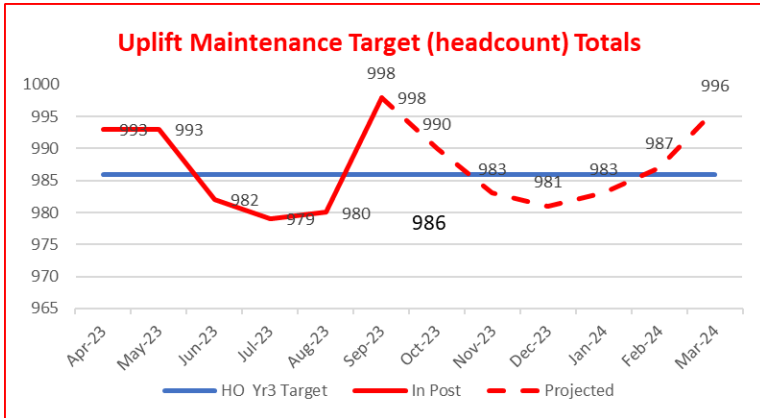
(xi) Transfer from Reserve £0.4m overspend: This is mainly due to additional used of Asset Recovery Incentivisation Scheme (ARIS) by the Force as a Proceeds of Crime Act (POCA) agency. The relevant expenditure is set out in slide 18.



Revenue Monitoring 2023/24 (Q2) – Bridge Analysis



Revenue Monitoring 2023/24 (Q2) – Workforce Dashboard



Overtime 2023/24 (Q2)

The overtime budget for 2023/24 totals £2.151m as shown in Table 3 below. The forecast outturn is an overspend of £0.72m. This is an increase of £0.25m compared to Q1. The forecast overspend is attributable to a combination of factors including supporting the student officers in undertaking their duties and backfilling of vacant roles in specialist unit, increased investigations/intelligence, Criminal Justice System activities in Specialist and National Lead Force operations. The revised outturn also includes the impact of the 2023/24 Officer and Staff pay awards which have increased pay by c7%.

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 3: Overtime by Business Area 2023-24	2023-24 Budget £000s	2023-24 Actual* £000s	2023-24 Q2 Forecast £000s	2023-24 Variance £000s
Local Policing	813	606	982	169
Specialist Operations	242	310	552	310
National Lead Force	320	204	515	195
Corporate Services	0	65	46	46
Central Income & Expenditure	776	(9)	776	0
Grand Total	2,151	1,177	2,870	719

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



Business Area Summaries 2023/24 (Q2)

Revenue outturn summaries for each of the business areas is shown in Table 4 below:

Table 4: Q2 2023/24 Department Revenue Summaries	23/24 Latest Budget	Budget (Q2 YTD)	Actual (Q2 YTD)	Variance to Date +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
Local Policing	29.54	14.92	15.39	0.47	33.33	3.79	(i)
Specialist Operations	26.98	14.14	13.80	(0.34)	25.30	(1.68)	(ii)
National Lead Force	6.82	3.41	8.14	4.73	7.38	0.55	(iii)
Corporate Services	29.02	14.37	16.04	1.68	29.12	0.10	(iv)
Central Income & Expenditure	8.65	1.26	(15.18)	(16.43)	5.89	(2.76)	(v)
Total	101.01	48.09	38.19	(9.90)	101.01	0.00	

(i) Local Policing: £3.8m overspend. This is mainly due to £6.2m student officer pay linked to the Uplift programme, an increase in officer pay of £0.9m due to the 2023/24 pay award (7%) and increase in London Allowance, a forecast overtime overspend of £0.2m due to the learning curve effect of carrying a high number of student officers and the requirement to back fill vacancies in the Tactical Firearms Group (TFG), additional staff pay cost of £0.15m due to the recent staff pay award and an Income shortfall of £0.15m based on projected drop in training and seminars offered by the TFG team to the Ministry of Defence and other forces. These cost pressures (£7.6m) have been partially offset by vacancies in Local Policing (LP) of £3.7m and other savings against supplies and services budgets. The balance of the student pay cost will be met from officer vacancies across the other business areas.



Business Area Summaries 2023/24 (Q2) continued

(ii) Specialist Operations (SO): £1.7m underspend. Combined officer and staff pay is forecasted to underspend by £0.3m which includes supernumerary and unbudgeted externally funded roles (£0.72m) for ECRS, AMLAR & Fraud Reform. Pay assumptions also factor a pay award of 7% for Officers +£1k London Allowance (£0.76m) and £4,000 for Staff inclusive of £1,000 per spinal point increase announced by CoL profiled from July (£0.39m) which are offset by officer and staff vacancies of some £2.2m. Overtime remains a significant risk (£0.3m) within SO and the forecast will be developed through each quarter in parallel with governance reviews within SO Senior Leadership Team (SLT) to ensure correct special segments are allocated, potentially increasing recoverability. Govt Grants are set to receive circa £0.8m above budget largely through increased funding agreed within 2023/24 for growth posts in AMLAR, ECRS, Drug Testing on Arrest, PUP & Fraud Reform. Furthermore, Other Grants and Customer Client Receipts is forecasted to recover £0.4m over budget through increased recovery on Driver Safety Courses, Op Safeguard (Custody Cells) and x4 secondments.

(iii) National Lead Force: £0.6m overspend. Officer and staff pay is forecast to underspend by £1.2m. This includes £0.7m of unbudgeted funded roles. The forecast also includes £0.9m of pay pressures relating to both the Officer and Staff pay awards, however, these are offset by £2.8m of savings due to vacancies 54 NLF vacancies. Overtime is forecasted to overspend by £0.2m, of which £0.1m will be recoverable from the Funded Units (£0.1m recoverable) and NLF Ops (£0.1m irrecoverable). The forecast outturn for supplies and service includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24. Crime Academy revenue from the sale of training and associated materials is forecast to be £0.4m lower than expected due to fewer courses being accessed in 2023/24.



Business Area Summaries 2023/24 (Q2) continued

(iv) Corporate Services: £0.1m overspend. Officer and staff pay is forecast to underspend by £0.3m. This includes £0.9m of unbudgeted funded roles and £0.7m of pay pressures relating to both the Officer (£0.2m) and Staff pay (£0.5m) awards, net of a £1.7m of saving due to vacancies. This forecast underspend in pay, however, is eliminated by a £0.4m overspend in premises costs due to several backdated energy bills being received in Q2, due to a faulty meter in Bishopsgate.

(v) Central Expenditure & Income (CE&I): £2.8m underspend. This division of service is used to manage indirect income and expenditure items which relate to all business areas. In 2023/24 the CE&I budget included several provisions including an allowance to mitigate against a higher-than-expected staff pay award (£0.6m), an officer adjustment factor (£0.5m) to manage the Uplift risk of over recruitment against the 986 Officer target and an allowance for market forces supplements not captured in the salary estimates (£0.3m). In Q2, these provisions totalling £1.4m, have been released as the impact of the cost pressures is incorporated into the outturn forecasts of the other business areas. The Q2 forecast also includes an increase in government grant funding of £2.7m relating to the 2023/24 - Home Office pay award £2.4m and £0.3m Uplift over-recruitment incentive. Plus £0.8m of additional overhead cost recovery from funded work and an underspend against six unallocated Officer posts of £0.3m. This total positive variance of £5.2m is offset by £0.4m of pension injury and apprenticeship levy costs, a net transfer to the POCA reserve of a £0.3m and an increase in the capital financing contribution of £1.9m to mitigate downstream borrowing risks.



Mitigations 2023/24 (Q2)

The 2023/24 revenue estimate included £8.6m of mitigations to deliver a balanced budget. Overall, whilst there is some risk that the anticipated (£2m) reduction in Action Fraud exceptional costs and rank ratio savings (£0.3m) will not fully materialise, it is expected that with substitute savings the mitigations target of £8.6m will be achieved. However, it is unlikely that the additional £0.8m of non-pay savings will be sustainable beyond 2023/24. A summary of progress against each of the 2023/24 budget mitigations is shown in Table 5 below.

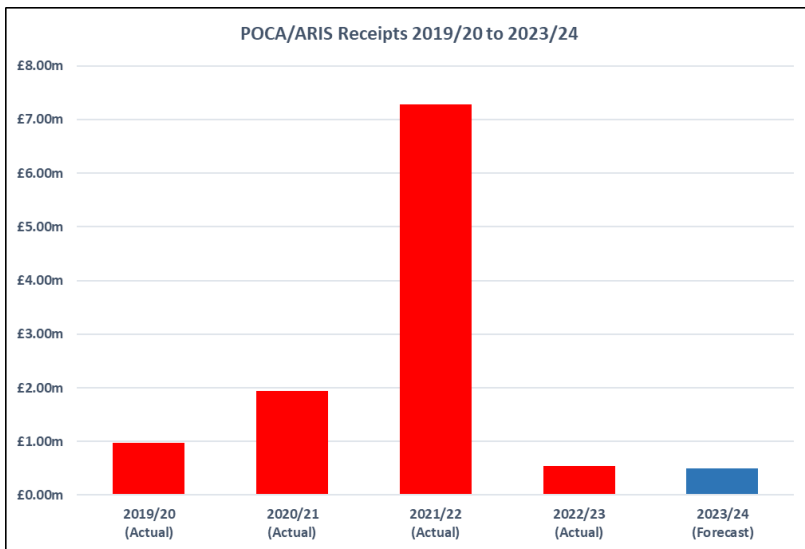
Table 5:	Target	Forecast	Comments	RAG
2023/24 Mitigations Plan	£m	£m		
Reduction in Action Fraud exceptional costs	2.0	0.9	The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24.	
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.	
Increased use of the POCA Reserve	1.3	1.3	Continued use of POCA reserve to support the work of the Asset Recovery Team.	
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.	
Higher proportion of more junior PCs	0.6	0.8	Expected to be achieved through workforce planning and continued student officer recruitment.	
Increased recharging of costs to funded activities	0.5	0.8	Expected to be achieved. Whilst the Q1 outturn forecast assumed £1.1m of additional recharging to new funded activities, including NLF Fraud, the Anti-Money Laundering Act and Cybercrime Cryptocurrency, this has been reduced as a result of the pay awards impact.	
Non-pay savings: agency costs, professional fees and other	0.4	1.2	£0.4m removed from 2023/24 non-pay budget. Agency and professional fees budgets will be closely monitored as the financial year progresses to confirm achievement. Additional savings requirement to meet mitigations target - met from underspends in supplies and services budget in Local Policing (£0.5m) and Central Expenditure and Income (£0.3m).	
Improvements in Officer rank / supervisory ratios	0.3	0.1	The forecast is based on current Corporate Services Review proposals which will be confirmed at Q3 once the consultation has been concluded.	
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.	
Total	8.6	8.6	Overall assessed to be green as the forecast outturn is expected to be within budget despite some of the 2023/24 mitigations targets falling short of expectations.	

Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS) 2023/24 (Q2)

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). ARIS receipts should be used to drive up performance on asset recovery or, where appropriate, to fund local crime fighting priorities for the benefit of the community. Typically, the use of ARIS funds by POCA Agencies falls into four main categories: Crime Reduction, Community Projects, Asset Recovery work and Miscellaneous.

POCA/ARIS receipts vary significantly year on year as demonstrated in in Table 6 and accompanying bar chart below.

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



	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 (Q2)

Table 7 below provides a summary of those revenue workstreams which are expected to be funded from the Proceeds of Crime Act (POCA) Reserve. In 2023/24 £2.6m of revenue and £357k of capital expenditure is expected to be funded from the POCA Reserve. The impact of this on the reserve position is shown in slide 20.

Column A shows the total commitment per priority area which may span more than one year and column C shows the current year planned expenditure. An explanatory note follows on slide 18.

Table 7: Q2 2023/24 POCA Funded Expenditure	A	B	C	D	E	F
	Total Approved Budget	Prior Years Spend	Forecast Spend 2023/24	Total Forecast Spend	Balance Remaining Total Budget vs Total Forecast Spend	Notes
	£'000	£'000	£'000	£'000	£'000	
Safer City Partnership	150	100	50	150	0	(i)
Total Community Projects	150	100	50	150	0	
Asset Recovery Team	3,900	1,081	1,242	2,323	(1,577)	(ii)
Civil Recovery Team	600	0	203	203	(397)	(iii)
Total Asset Recovery	4,500	1,081	1,445	2,526	(1,974)	
Covert Tasking Budget	288	35	42	77	(211)	(iv)
Operation Creative	200	0	138	138	(62)	(v)
National Protect Coordination and Regional Support	335	0	144	144	(191)	(vi)
Streamlined Forensic Reporting	30	20	9	29	(1)	(vii)
Stakeholder Engagement Manager	200	0	53	53	(147)	(viii)
DANY (District Attorney New York)	550	241	263	504	(46)	(ix)
NFIB Service Delivery Team (SDT) - Quality Assurance	150	0	150	150	0	(x)
NFIB - Continuous Improvement	220	0	220	220	0	(xi)
Total Crime Reduction	1,973	296	1,019	1,315	(658)	
NLF: People Strategy	93	0	93	93	0	(xii)
Total Miscellaneous	93	0	93	93	0	
Total Revenue Funding	6,716	1,477	2,607	4,084	(2,632)	
Power BI Phase 2	650	0	350	350	(300)	
Child Abuse & Image Database (CAID)	53	33	7	40	(13)	
Total Capital Funding	703	33	357	390	(313)	
Grand Total	7,419	1,510	2,964	4,474	(2,945)	

Proceeds of Crime Act Funded Expenditure 2023/24 (Q2)

Notes:

- i. Contribution to Safer City Partnership from ARIS receipts
- ii. Funding of Asset Recovery Team was agreed for an initial period of three years 2022/23 to 2024/25 of £1.3m per annum. 2023/24 is year 2
- iii. Total funding of £600k was agreed from 23/24 to drive civil recovery activities across a period of three years at £200k pa.
- iv. An overtime/tasking budget for Covert/SIU was agreed for a period of 3 years, totalling £287.5k. 2023/24 is Year 2.
- v. Operation Creative is an Initiative, designed to disrupt and prevent websites from providing unauthorised access to copyright content, a budget of £200k has been agreed to support this project.
- vi. The National Protect and Regional Support initiative is a project to establish of a national hub to tackle volume fraud.
- vii. In 2021/22 £30k of funding was agreed to support the enhancement of streamlined financial investigation reporting across CoLP.
- viii. The stakeholder and engagement project seeks to inform the future delivery of the National Fraud Intelligence Bureau (NFIB).
- ix. The DANY project supports the secondment of two officers to the District Attorney's Office in New York until 31.03.24.
- x. Funding has been agreed to enable NFIB Quality Assurance Testing to support the continuous improvement of the Action Fraud victim support service.
- xi. NFIB – continuous improvement project is a pilot scheme to determine success or risk factor with the dissemination of information based on a vulnerability, viability and solvability approach.
- xii. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK

A summary of benefits and outcomes of these POCA funded initiatives will be provided during Q3 and Q4 2023/24. An assessment of forward income projections will also be developed to ascertain the extent to which asset recovery activities can be supported using POCA receipts.



Reserves 2023/24 (Q2)

Police Reserves are set out in Table 8 below:

Based on the Q2 position, it is expected that Reserves will reduce by £5m from an opening balance of £16.9m to £11.9m. This is due to ARIS/POCA funded activities and the proposal to repay the remaining balance on the Action Fraud loan (£2m) and the ULEZ vehicle replacement loan (£0.6m). The repayment of these loans from the General Reserve will help to mitigate downstream loan repayment pressures and accelerate the transition to revenue financing of the capital programme, whilst maintaining a General Reserve of more than 5% of Net Revenue Expenditure (NRE)

The Force's Reserve Strategy set a general reserve target of 5% of gross revenue expenditure to mitigate unforeseen events. Whilst the forecast balance, after repayment of the above loans, is £6.6m or 3.1% of gross revenue expenditure in 2024/25, this is 5.7% NRE. Typically, the Home Office expect that forces general reserves will not exceed 5% of NRE. The adequacy and any requirement to draw upon the General Reserve, because of emerging pressures, will be kept under review.

Table 8: 2023/24 Use of Reserves	Opening Balance 2023/24	Transfer to Reserve 2023/24	Projected Spend 2023/24	Projected Closing Balance 2023/24
	£'m	£'m	£'m	£'m
Proceeds of Crime Act (POCA)	(7.4)	(0.5)	2.9	(5.0)
General Reserve	(9.2)		2.6	(6.6)
Emergency Services Mobile Technology	(0.3)		0.0	(0.3)
Total	(16.9)	(0.5)	5.5	(11.9)



Police Authority Team Revenue Budget 2023/24 (Q2)

Table 9 sets out the Police Authority Team budget and forecast outturn for 2023/24.

Table 9: Police Authority Team Budget 2023/24	23/24 Latest Budget	Budget (Q2 YTD)	Actual (Q2 YTD)	Variance YTD +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)
	£m	£m	£m	£m	£m	£m
Pay						
Staff	0.70	0.35	0.30	(0.05)	0.70	(0.00)
Overtime	0.00	0.00	0.00	0.00	0.00	0.00
Indirect employee costs	0.02	0.01	0.00	(0.00)	0.02	0.00
Total Pay	0.72	0.36	0.31	(0.05)	0.71	(0.00)
Non-Pay						
Supplies and Services	0.29	0.14	0.02	(0.12)	0.29	0.00
Third Party Payments	0.00	0.00	0.01	0.01	0.00	0.00
Non-Pay	0.29	0.14	0.03	(0.11)	0.29	0.00
Total Expenditure	1.00	0.50	0.34	(0.16)	1.00	0.00

The outturn forecast at the end of Q2 is to budget and includes £26,000 of expenditure on a small grant giving programme 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 outturn also includes planned expenditure to assist with demand analysis on policing services in the City and development of suicide prevention policies.



Capital Monitoring 2023/24 (Q2) - Headlines

- To the end of quarter two (Q2) of 2023/24 (30th of September 2023), expenditure on CoLP capital projects totalled £4.8m as summarised in table 10 below.
- Line 1 shows 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 to the end of Q2 is £4.0m. The latest forecast of outturn spend for 2023/24 is £21.8m, which represents a forecast underspend of £3.4m compared to the original budget for 2023/24 of £25.2m. The underspend is largely due to rephasing of £2.8m FCCRAS spend to 2024/25. Slide 23 provides a breakdown of CoLP's Capital Programme, with notes on slides 24 to 26, and slide 27 shows how it is funded.
- Lines 2 and 3 comprise projects funded by the Corporation. Firstly, the strategic projects comprising the Secure City Programme and the Accommodation Strategy (£641,000 spend at Q2), and secondly a few legacy projects that predate 2020/21, which are now nearing completion (£105,000 spend at Q2). Slides 28 and 29 provide further details.

Table 10 – Summary of capital expenditure 2023/24 – Quarter 2 (Q2)	£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 23 to 27)	4,024
2. Strategic projects - funded by the Corporation (slides 28 and 29)	641
3. Legacy projects - funded by the Corporation (slides 28 and 29)	105
Total capital expenditure 2023/24 – Q2	4,770

- 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 (SRP). Against a 2023/24 budget of £181k, cumulative spend to the end of Q2 is £144,000, with a forecast outturn spend of £178k. Slides 30 and 31 provide further details of the SRPs.



CoLP Capital Programme 2023/24

The total CoLP Capital Programme budget for 2023/24 amounts to £25.2m as shown in table 11 below, comprising the original CoLP Capital Programme for 2023/24 of £23.7m, as agreed at PAB in February 2023, and £1.5m of project spend which slipped from the prior year 2022/23 into 2023/24. Total spend to Q2 is £4.0m, whilst forecast outturn spend amounts to £21.8m, representing an underspend of £3.4m, largely due to rephasing of £2.8m FCCRAS spend to 2024/25. All variations are explained in slides 24 to 26.

Table 11 - CoLP Capital Programme 2023/24	Budget 2023/24	Spend to Q2 2023/24	Forecast Outturn 2023/24	Variance: Budget vs Forecast Outturn	Notes
	£'000	£'000	£'000	£'000	
FCCRAS	21,552	3,800	18,800	(2,752)	(i)
Cyclical replacement - Mobile phone refresh	331	0	331	0	(ii)
- Other	169	0	169	0	(iii)
Power BI	435	0	350	(85)	(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	3,800	20,899	(2,828)	
Slipped 2022/23 Projects:					
Horsebox	400	0	0	(400)	(vi)
Body Worn Video	119	23	119	0	(vii)
Other 2022/23 and earlier projects	917	201	727	(190)	
Sub-total – Slipped 2022/23 Projects	1,436	224	846	(590)	
Total CoLP Capital Programme 2023/24	25,163	4,024	21,745	(3,418)	



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.
- ii. **Mobile Phone Refresh:** Whilst nothing has been spent to date, an order of 960 handsets has been agreed and placed (£331k), which will replace the handsets of those officers and support staff who have active handsets.
- iii. **Other cyclical replacements:** No spend to date, however projects/costs are expected to emerge as the year progresses.
- iv. **Power BI Phase 2:** A strategic outline business case has been prepared which shows a total cost of £650k, phased over two years, with £350k in 2023/24 and £300k in 2024/25.
- v. **Other projects/seed funding:** To date nothing has been spent, however £776k has been approved to progress the overarching management of change for CoLP, alongside the quick-time progression of some pipeline projects prior to their Gateway 2 attainment (Command and Control, Project Themis and E-Discovery).
- 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.
- vii. **Body Worn Video:** Most of this project took place in 2022/23. The total project budget was £313k. The project went live on 26th September 2023 and the total cost is likely to come in just under budget.



CoLP Capital Programme 2023/24

viii. **Other 2022/23 Projects:** A breakdown of the other 2022/23 slipped projects is shown in table 12 below.

Table 12 - Other 2022/23 Projects	Total Project Budget	Prior Years Spend	Spend to Q2 2023/24	Forecast Spend Q3 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	12	72	155	-	
CoLP Covert Surveillance Equipment	247	88	32	127	247	-	
CoLP Forensic Network	155	78	14	32	124	(31)	(i)
CoLP Forensic Storage	238	58	59	41	158	(80)	(ii)
CoLP Fleet Vehicle Replacement 2022/23	420	224	46	106	376	(44)	
CoLP Fleet Vehicle Replacement 2021/22	250	105	18	109	232	(18)	
CoLP Fleet Vehicle Replacement 2020/21	250	194	13	39	246	(4)	
Child Abuse Image Database (CAID)	53	33	7	-	40	(13)	(iii)
Total Other Projects	1,768	851	201	526	1,578	(190)	



CoLP Capital Programme 2023/24

Notes:

- i. **CoLP Forensic Network:** This project will be completed by December 2023. Overall, an underspend of £31k is expected, largely due to hardware costs being lower than anticipated.
- ii. **CoLP Forensic Storage:** This project will be completed by December 2023. An underspend of £80k 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

Table 13 – 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	5,200	11,200	2,400	-	-
Mobile Phone Refresh	273	273	-	-	-	-
Other Cyclical Replacement	227	227	-	-	-	-
Power BI	350	-	-	-	350	-
ICAV	249	249	-	-	-	-
Other projects / seed funding	1,000	1,000	-	-	-	-
Horsebox	-	-	-	-	-	-
Body Worn Video	119	119	-	-	-	-
Other 22/23 & earlier projects:						
CoLP Covert Camera System	84	84	-	-	-	-
Covert Surveillance Equipment	159	159	-	-	-	-
CoLP Forensic Storage	100	100	-	-	-	-
CoLP Forensic Network	46	46	-	-	-	-
Fleet Vehicle Replacement 22/23	152	152	-	-	-	-
Fleet Vehicle Replacement 21/22	127	-	-	-	-	127
Fleet Vehicle Replacement 20/21	52	-	-	-	-	52
Child Abuse & Image Database	7	-	-	-	7	-
Capital Funding 2023/24	21,745	7,609	11,200	2,400	357	179



Strategic and Legacy Projects 2023/24

Strategic Projects

For the first half of 2023/24, to the 30th of September 2023, £641k 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 half of 2023/24, to the 30th of September 2023, expenditure on these projects amounts to £105k, as summarised in table 14 below.

Table 14 - Legacy projects 2023/24	Total Project Budget	Approved Budget Drawdown	Q1 & Q2 Spend 2023/24	Total Project Spend to Q2 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	104	1,523	(277)	(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	105	30,063	(3,655)	



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. £1.5m has been spent against this, including £104,000 in 2023/24 to the end of Q2.



Supplementary Revenue Projects 2023/24

For the first half of 2023/24, to the 30th September 2023, spend on CoLP **Supplementary Revenue Projects** is £144,000 compared to a budget of £181,000 as shown in table 15 below. Table 15 (slide 31) shows how these projects will be funded.

Table 15 - CoLP Supplementary Revenue Projects – 2023/24	SRP Budget 2023/24	Q1 & Q2 Spend 2023/24	Forecast Spend Q3 to Q4 2023/24	Total Forecast Spend 2023/24	Variance: Budget vs Total Forecast Spend	Notes
	£'000	£'000	£'000	£'000	£'000	
Armoury Improvements	139	109	30	139	-	(i)
Barbican Airwave Coverage	30	27	-	27	(3)	
CoLP – Forensic Storage	12	8	4	12	-	
Total CoLP SRPs	181	144	34	178	(3)	

- i. **Armoury Improvements:** The total budget of the project is £191k. Expenditure to 30 September 2023, including spend in prior years, amounts to £161k. It is anticipated that the remaining project budget of £30k 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 16 below.

Table 16 – 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	-	-
CoLP – Forensic Storage	12	12	-	-
Total SRP Funding 2023/24	178	118	60	-



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Agenda Item 7

Committee(s): Resource Risk and Estates Committee- <i>For information</i>	Dated: 27 November 2023
Subject: Q2 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 Po137-23	For Discussion
Report author(s): Paul Betts, Assistant Commissioner; Kelly Harris, Interim HR Director; Rebecca Scrace, HR Performance Information	

Summary

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

The report sets out the City of London Police ('the Force') Human Resources Monitoring Data for Q2 2023/24 between 1st July 2023- 30th September 2023.

Recommendation

Members are asked to note the report.

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HR Monitoring Report

Q2 - July 2023 to September 2023



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

Contents

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



Summary

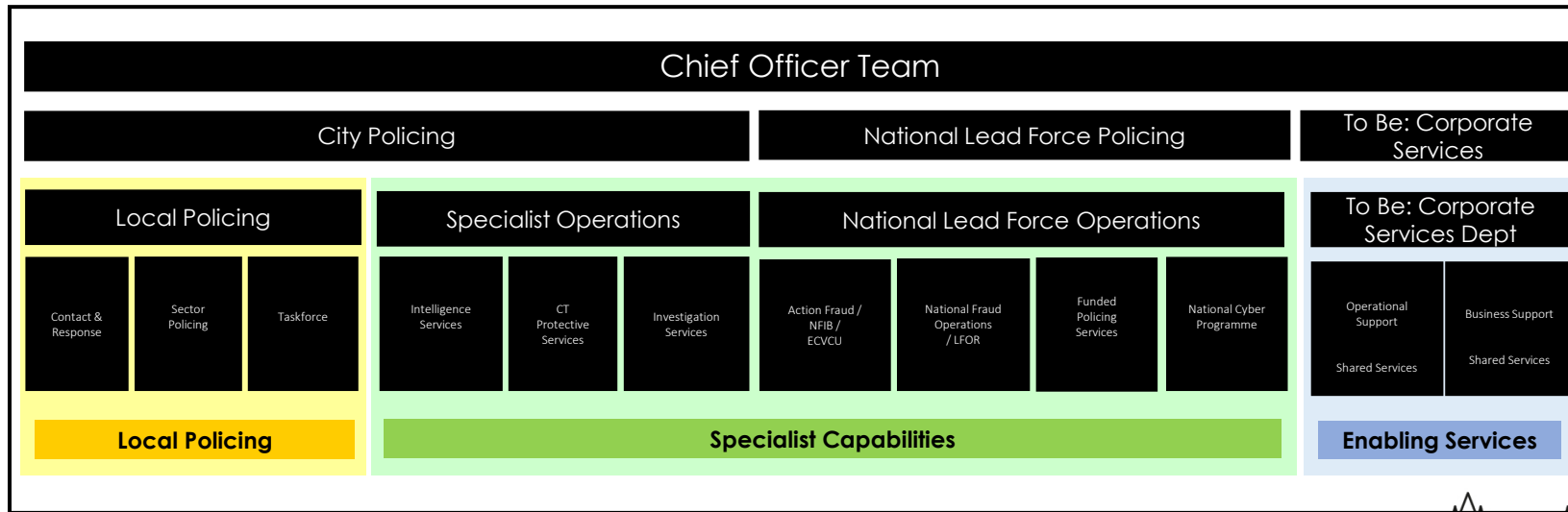
- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q2 2023/24 between **1st July to 30th September 2023** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates 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 include 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 and firearms officers.
 3. **People Turnover:** During the reporting period, 21 Police Officers and 10 Police Staff left the force, this equates to a 2% and 1.9% 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 2.94 days and for Staff was 3.16 days (April 2023 – September 2023). Using Home Office national measures (converted to days instead of hours), the absence rate in the reporting period was 2.29% for officers and 2.48% 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 establishment numbers are within our budgeted establishment.
- 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 June 2023 and September 2023. Officer strength has increased as planned enabling headcount to meet Uplift targets on 30 September. Staff strength has increase by 2%. Strength has been separated between permanent establishment strength and temporary funded (TF) strength (see Appendix 1). HR and Finance continue to improve classification of posts to match across reporting and the HR system.

Officers

Staff

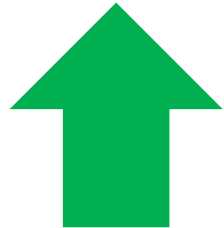
Permanent Establishment

Jun Strength
947

- Est 978
- Strength 97% of Establishment

Sep Strength
950

- Est 978
- Strength 97% of Establishment

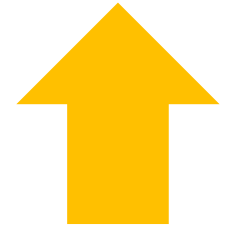


Jun Strength
416

- Est 517
- 80% Strength vs Est

Sep Strength
423

- Est 517
- 82% of Establishment



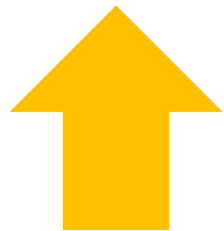
Temporary Funded Posts

Jun Strength
25

- Number of Posts: 82

Sep Strength
37

- Number of Posts: 97

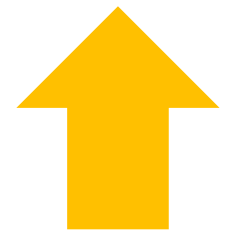


Jun Strength
88

- Number of Posts: 200

Sep Strength
90

- Number of Posts: 192



Workforce Establishment

- As of 30th September 2023, the Force has an overall strength of 987 (FTE) Police Officers, against our agreed budgeted establishment of 978 (Force Strength Indicator, FSI, September 2023). The Establishment is based on the agreed force structure models.
- The strength of Police Staff is currently 513 (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 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)



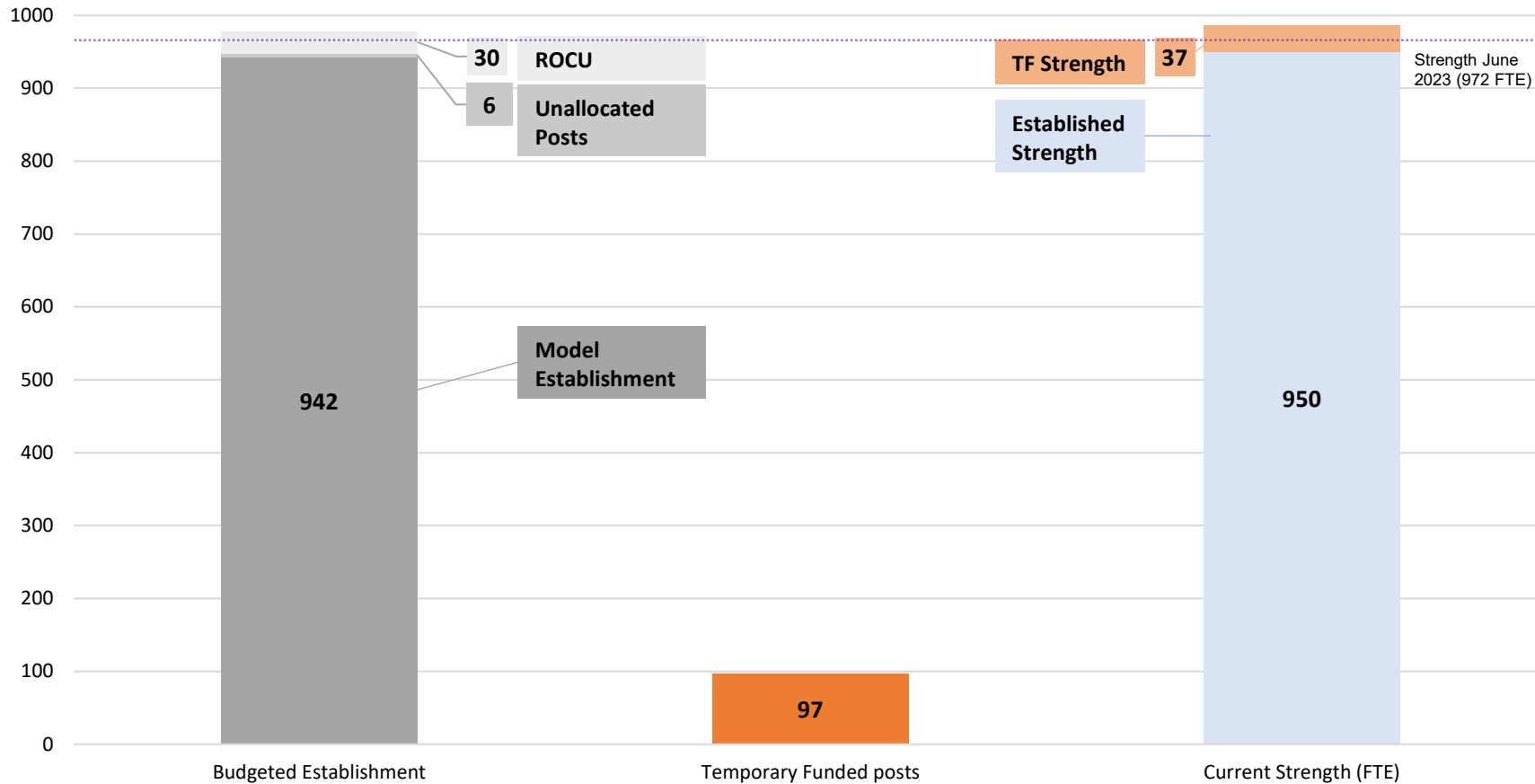
Between 70-90%
(close monitoring)



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:** 97
 - TF posts sit above budgeted establishment, not all TF posts are filled. TF posts include 51 funded by holding a post elsewhere [majority Student Officer Trainers in L&OD and Response], and 45 external funded e.g., NextGen, DCPCU OLAF, NPCC Cyber Crime, Op Neutron, and new roles in SOCT and ART)
- **Officer Total Strength:** 987 FTE = 950 FTE Established Strength & 37 FTE TF Strength
- Current overall established strength against budget: 97%

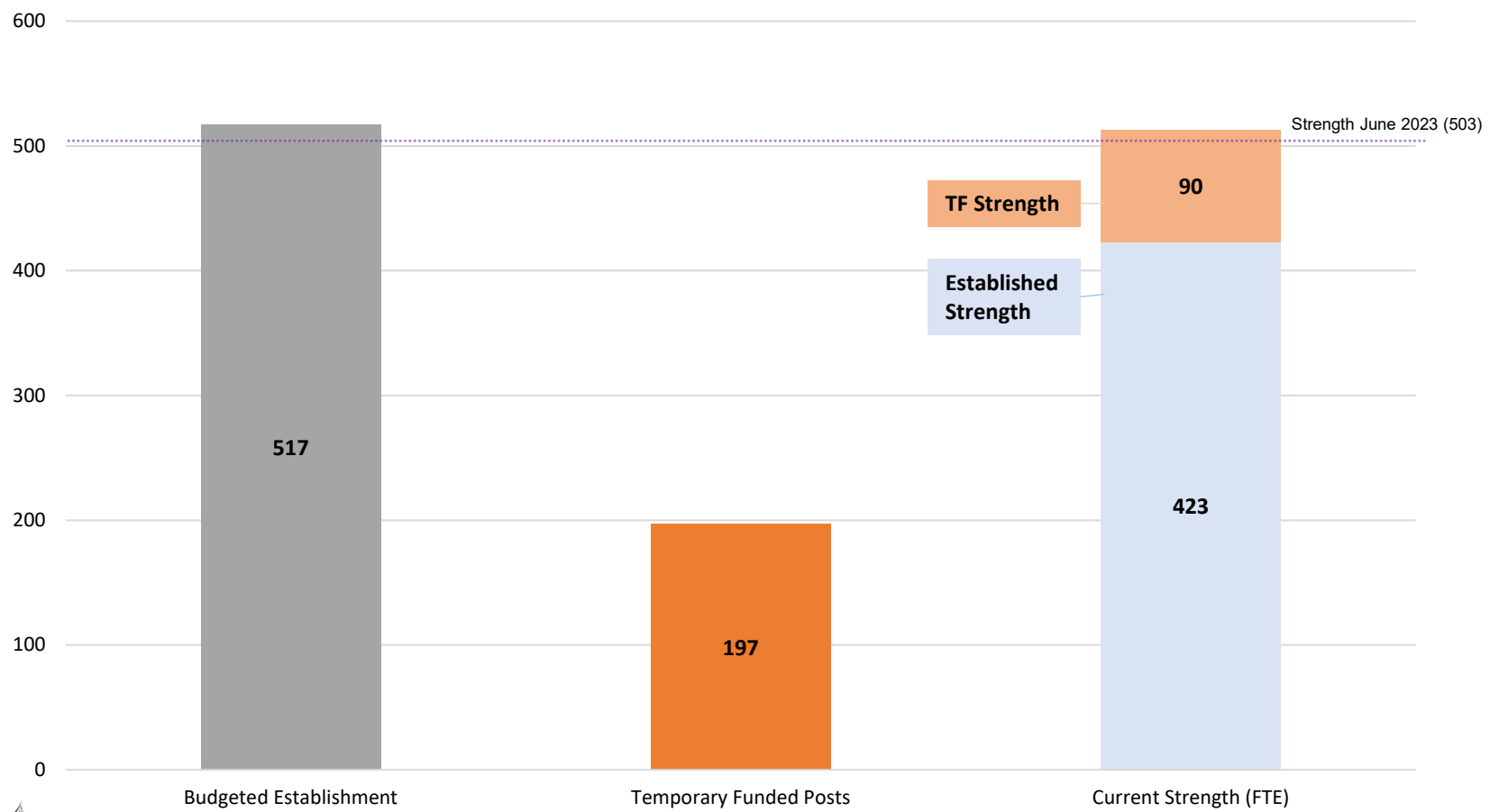


Officer Strength vs Establishment FTE (rounded)



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Staff Operational Model Establishment FTE



- **Budgeted Establishment: 517**
- **Current Established Strength: 423 FTE**
- **Current vacancies of Established posts: 93 FTE**

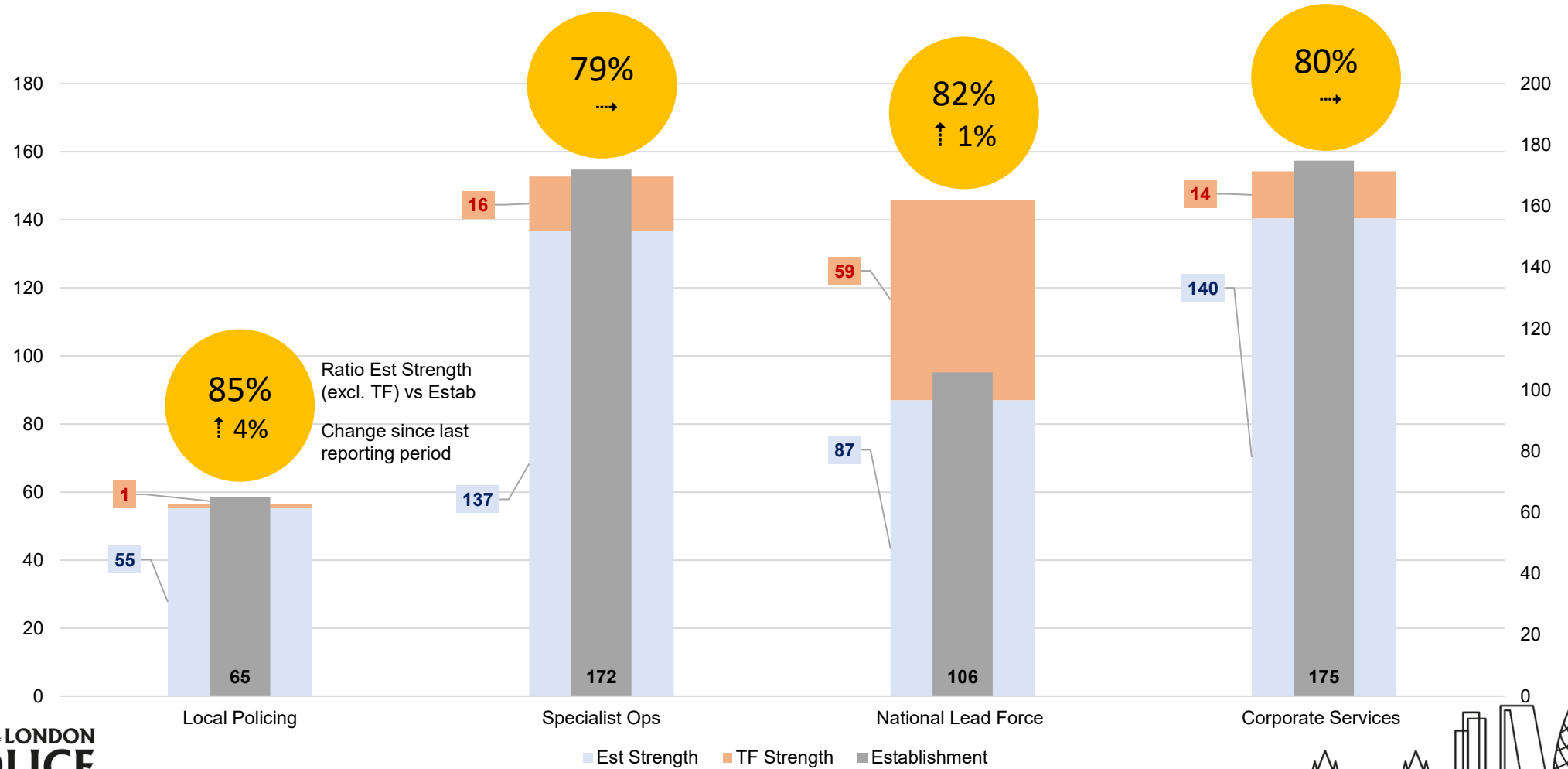
- **TF posts: 197** (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength: 90 FTE**

- **Total Established and TF posts: 714**
- **Total Current Strength: 513 FTE**
- **Current vacancies within combined 714 FTE (Model and TF): 201 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

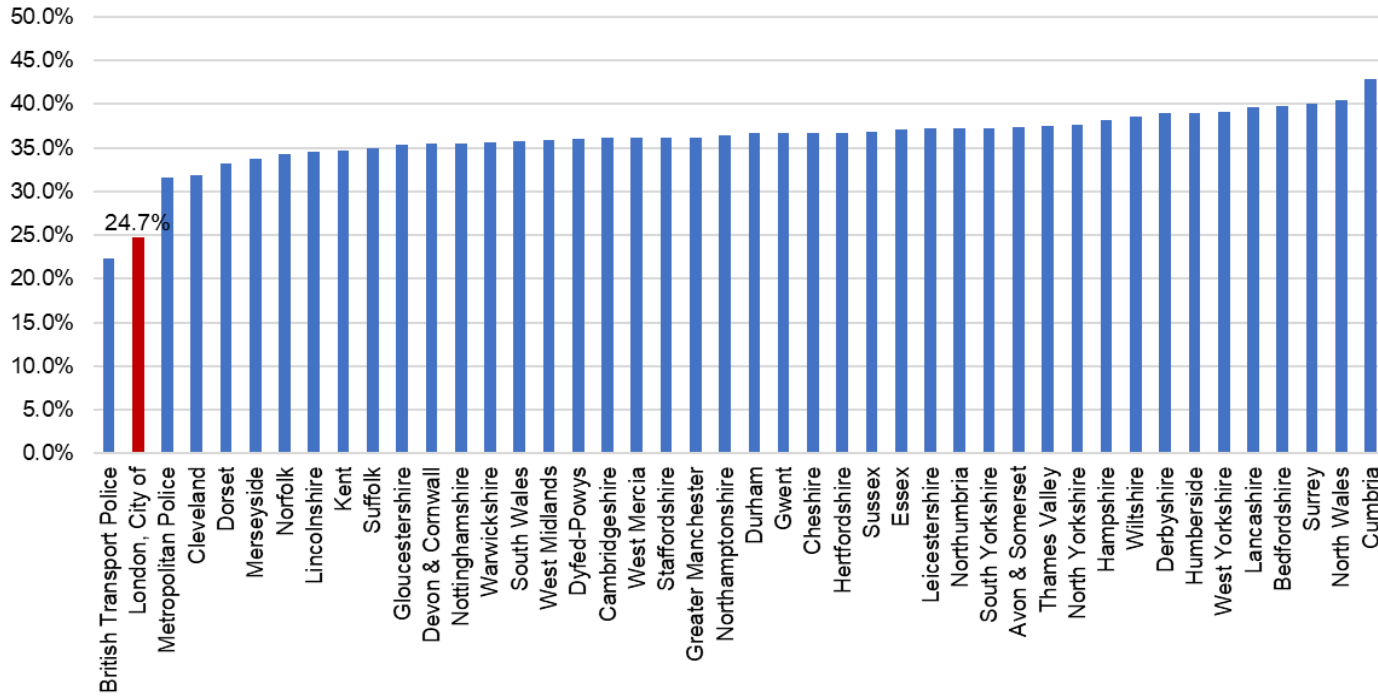
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Baseline staff level of 532 not affordable. Reductions made proportionately to get to 517 establishment
4. From 517, £1m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



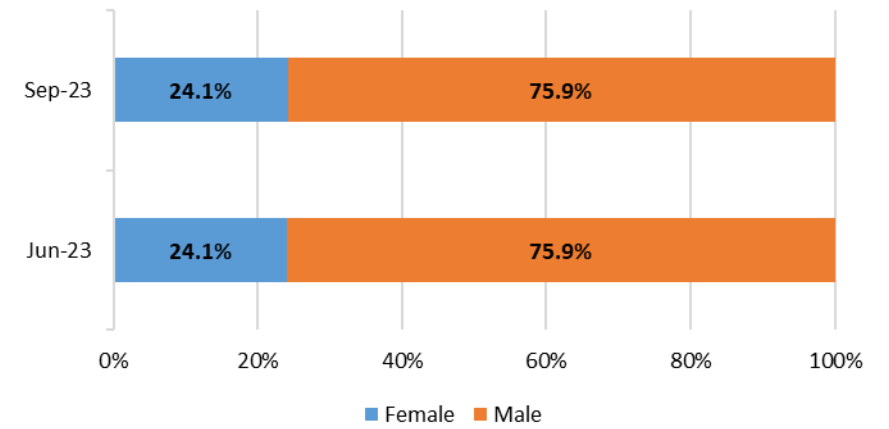
Diversity: Officer Gender

Officer gender profile has remained the same since the last reporting period at 24.1% of 998 total officer headcount. 16% of all officer joiners (43 officers incl. transfers) between April 2023 and September 2023 were female, 17% of 12 Student Officers recruited over the same period were female.

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



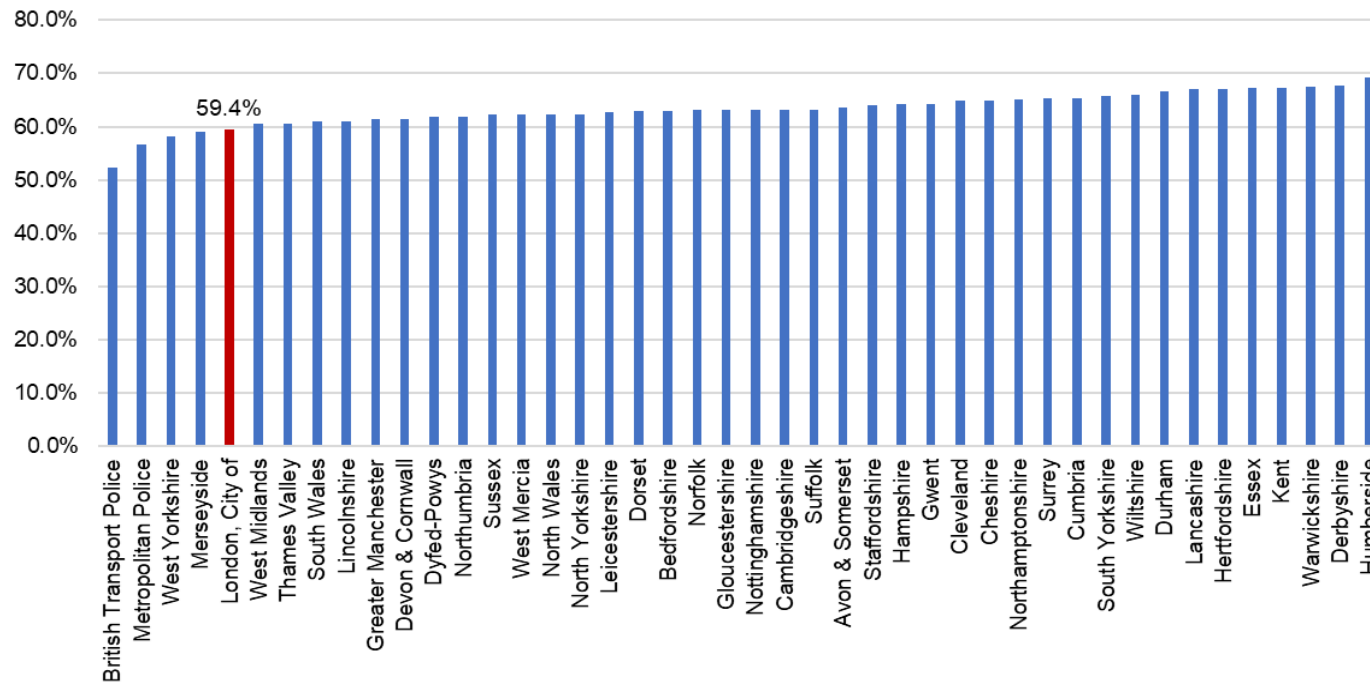
Officer Gender September 2023 % comparison to June 2023



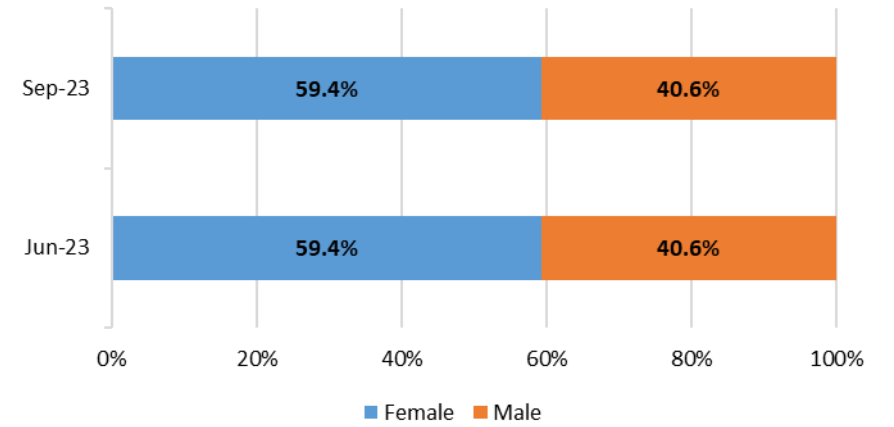
Diversity: Staff Gender

Staff gender profile has not changed since the last reporting period, the female profile at the end of June was 59.4% of 529 total Staff headcount.

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



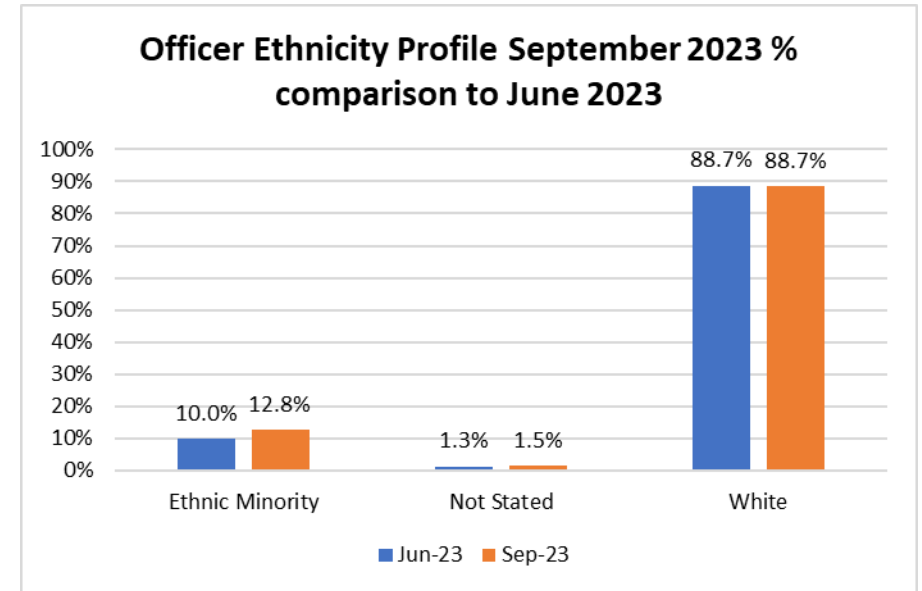
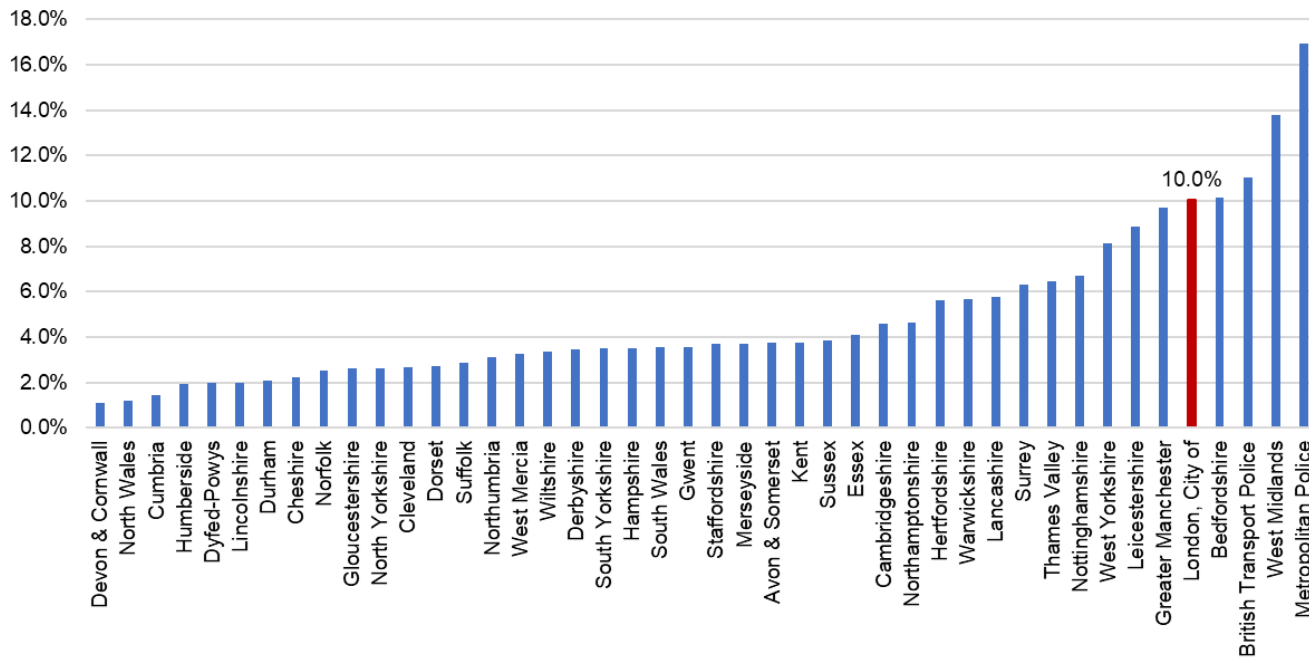
Staff Gender September 2023 % comparison to June 2023



Diversity: Officer Ethnicity

Officer Ethnicity profile has increased from 10% in June 2023 to 12.8% of a total 998 Officer headcount identifying as from an ethnic minority background. 7% of all officer joiners between April – September 2023 were from an ethnic minority background.

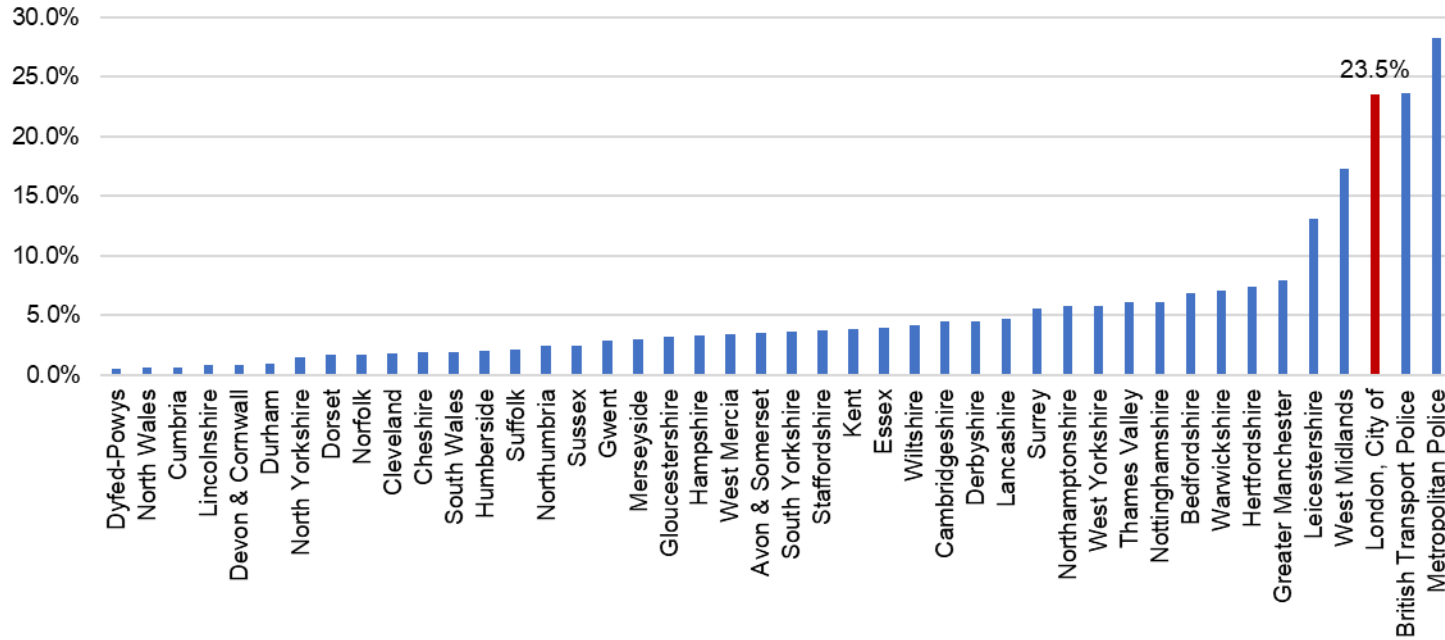
National Comparison Ethnic Minority Officers (% of headcount) - 31 March 2023



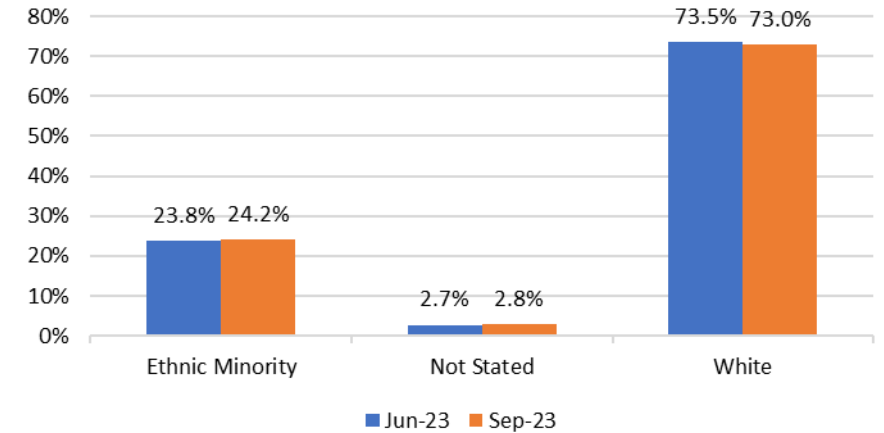
Diversity: Staff Ethnicity

Staff Ethnicity profile has increased by 0.4% since the last reporting period to 24.2% of an increased 529 total headcount (previously 521).

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



Staff Ethnicity Profile September 2023 % comparison to June 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 has released the new non degree entry pathway PCEP to be launched for forces from 1st April 2024 and this will form part of our entry route offerings for 2024/25.

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: “Oleeo” ATS system rolled out in September 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 3 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. 11 Student Officer joined in September; a further intake of student officers is planned for March.

	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	987	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)	(4.0)	(5.0)	(5.0)	(36)	(42)	(42)
Other			(1.0)	-		(1.0)							(2)	(1)	(1)
Medicals	-	-	-	-	-	-	-	-	-	-	-	(1.0)	(1)		
Transfer Out	(2.0)	(2.0)	-	(3.0)	(1.0)	(2.0)	(2.0)	(2.0)	(1.0)	(4.0)	(4.0)	(4.0)	(27)	(28)	(28)
Resignations incl Probationers	(6.0)	(3.0)	(9.0)	(4.0)	(2.0)	(3.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	(1.0)	(40)	(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	-	-	-	-	-	11	-	-	-	-	-	14	25	28	28
Transfers In / Other (returners/rejoiners)	1	6	2	6	7	13	-	-	6	11	15	9	76	64	70
Sgt Promotions (including Internals approx. 17)										2			2	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	4	9	(11)	10	1
Headcount End Month	995	993	982	979	980	998	990	983	981	983	987	996	996	986	986
FTE End Month	985	983	972	969	970	988	980	973	971	973	977	986	986	976	976
FTE Establishment (978)	978	978	978	978	978	978	978	978	978	978	978	978	978	978	978
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. The force will have adapted the National Leavers Framework recommended by the former uplift team by the end of November 23 with the aim of improving retention for officers and staff across the force.
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 additional demands from BAU. Further demand profiling to support the additional uplift from the FCCRAS project is also being undertaken.
Tutoring constables	L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts
Attraction for Police Staff	Promotion of the new 4% or £3000 pay award for Police Staff. Work continues with the new benefits platform.



Recruitment continued

- The Sergeants promotions boards took place in August, 18 officers were promoted. 8 were Uniform Sergeants and 10 Detectives. They will take up their new posts in November.
- 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 Communications), 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 37 police officers transferred into the force during the reporting period, including 11 Student Officers.
- A total of 18 police staff joined the force in substantive and fixed-term roles during the reporting period.
- The Interim Chief Operating Officer has been appointed and commenced in role in September 2023.



People Turnover

During the period (July 2023 – September 2023), 21 Police Officers left the force, this equates to a 2% turnover rate. A total of 55 Officers left the force in the first half of the year, this is a turnover rate of 5.5%. Compared to the same period in 2022 where 49 Officers left the force (5%), the number of leavers had increased in 2023/24. Current attrition predictions suggest the total leavers for 2023/24 will be slightly less than 2022/23. Reasons for leaving are provided in the tables below, so far, the main reason for leaving has been resignation. The Force is seeing an upwards trend in resignations, which is also seen at a national level*.

Of the 55 Police Officers that left the force, the majority left from Local Policing (24) and Specialist Operations (13). 17 officers left during their probation. The number of leavers varies per month, on average 9 leavers left between April and September 2023 and mostly from constable rank.

Police Officers – Reasons for Leaving (per Financial Year)

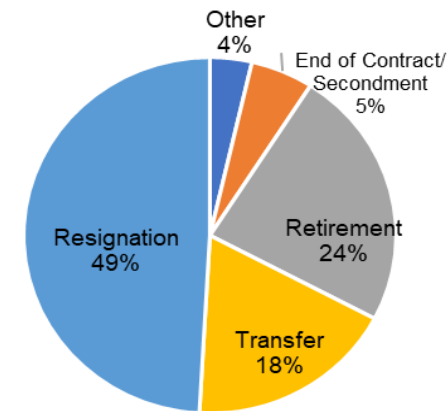
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1-2
Other	0	0	0	1	0	1	1
Dismissed	1	1	0	0	0	1	1
End of Contract/ Secondment	1	0	0	4	1	11	3
Medical Retirement	2	0	2	1	0	2	0
Retirement	35	37	31	29	42	43	13
Transfer	9	17	22	14	26	20	10
Resignation	26	7	22	21	27	34	27
Total	74	62	77	70	96	112	55

Currently, the Retention and Exiting Working Group is reviewing the exiting process to better understand why people are leaving and develop retention strategies. From the exit interviews for both Officers and Staff (April 2021 – July 2023), finding another job and retirement were the main reasons for leaving. Between April – July 2023, those that completed the survey were positive towards their role, working on unique projects, servicing the public and their team. Areas which scored lower across the survey included feelings towards career development and training, and remunerations, wellbeing and the work environment.

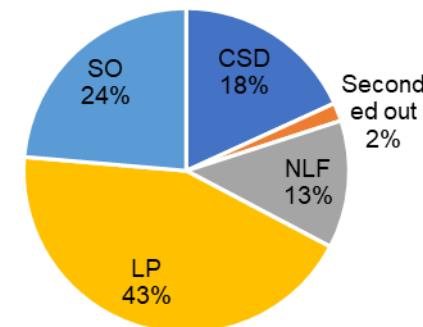


*[Police workforce, England and Wales: 31 March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Officer Reasons for Leaving Q1-2 2023/24



Officer Leavers by Directorate Q1-2 2023/24



People Turnover

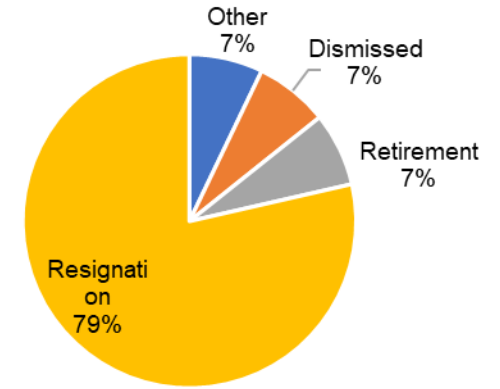
During the reporting period, 10 Police Staff left the force, this equates to 1.9% turnover rate. A total of 24 Police Staff left the force in the first half of the year, a 4.6% turnover rate. The number of leavers is significantly lower compared to the same period in 2022/23 in which 49 Staff left (10%). Currently trends and predicted leavers suggest a reduced number of leavers in 2023/24 compared to 2022/23.

Police Staff – Reasons for Leaving (per Financial Year)

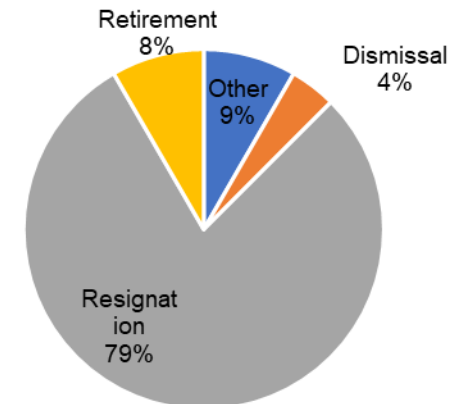
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1-2
Other	1	1	0	1	0	0	2
Dismissed	2	1	1	2	0	3	1
Medical Retirement	0	0	0	0	0	0	0
Retirement	5	10	6	7	8	11	2
Transfer	2	0	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	18
Resignation joined Police	7	2	0	0	2	2	1
Redundancy	1	1	0	0	0	0	0
End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

The main reason for leaving was resignation, the majority of leavers were from Grades C and D. 58% of leavers had over 7 years' service.

Staff Reasons for Leaving (Q1 2023/24)



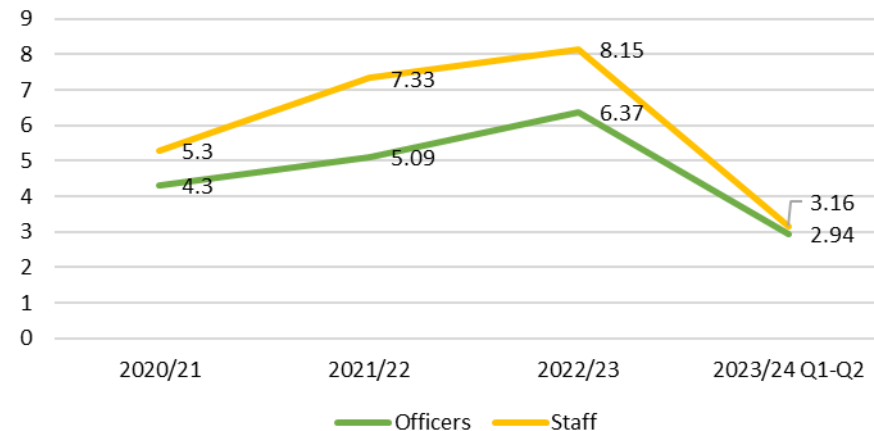
Staff Reasons for Leaving Q1-2 2023/24



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– September 2023, the force’s sickness absence rate was 2.29% for Officers, and 2.48% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost for Police Officers is 2.94 days and for Police Staff is 3.16 days during this period. In comparison to Q1-Q2 2022/23, average days lost is lower in 2023/24 (Q1-2 2022/23 reported: Officers – 3.04, Staff – 4.29 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



Occupational Health (OH) Referrals

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

For the period 1 April 2023 to 30 September 2023, OH have responded to a total of 64 pre-employment requests (100% response rate) within their SLA of 2 working days. Please note that review appointments, officer transferee and student officer recruitment medicals are not included in these figures.

Within the same period, the OH Advisors received 119 referrals of which 107 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 90%. In addition, there were 38 referrals to the OH Physician (OHP) all of which were seen within the SLA a response rate of 100% (the SLA for OHP is to offer appointments within 14 days of receiving a referral). The OHP is contracted 1 day per week for 45 weeks). Please note that health surveillance and case management review appointments are not included in these figures.

The Memorandum of Understanding between OH and the Force is being reviewed to ensure OH have the resources they need to meet the increase in demand for OH services from the Force.



Wellbeing

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

During the reporting period a Gold Group was formed to look at practicable and realistic solutions for the cost-of-living crisis impact on staff and officers, a cost-of-living crisis survey was undertaken, key themes were identified, and the steps taken to address them were shared on CityNet, the Force intranet. The Gold Group has evolved into the Wellbeing Deliver Board which will provide a dedicated platform to improve and enhance wellbeing initiatives and support across the force. All remaining matters from the Gold Group have been taken forward into the Wellbeing Delivery Board and monthly updates on non-pay related opportunities to support all colleagues are published on CityNet.

In addition, Practitioner Wellbeing Groups are being formed to ensure ideas and concerns are captured across teams at every level in the force. The Practitioner Working Groups will feed directly into the Health and Wellbeing Network, helping shape the delivery of health and wellbeing events across the Force. Events that have taken part during the past quarter include several 'Focus-On' sessions provided by internal and external experts providing support in dealing with the cost-of-living crisis. Other wellbeing events have included a free confidential health checks for 50 people on World Heart Day, the creation of a CoLP Gardening Club to reinvigorate the courtyard area outside New Street and turn it into a Wellbeing Garden, and the popular visits by the CoLP Wellbeing dog to various teams continue.

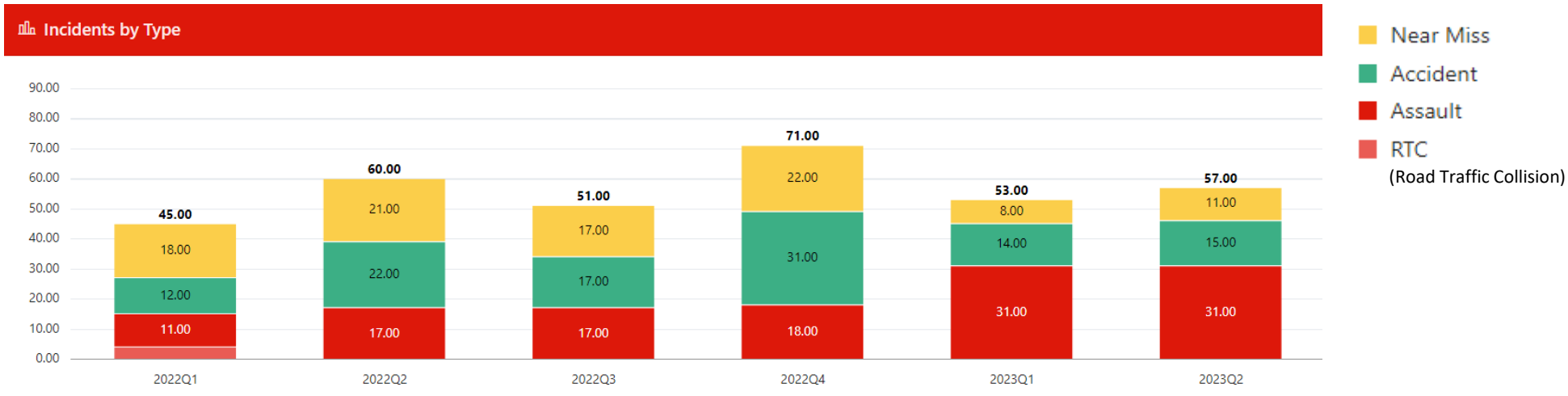
With the Detective shortages being experienced across the country and the impact this has not only on attraction and retention, but also colleague's wellbeing has led to the creation of a detective working group. Following focus groups and a force-wide survey gaining engagement from over 200 colleagues, several recommendations are being reviewed and will be shared in due course.



Health & Safety

The overall number of health and safety incident reports during the past quarter is comparable to those reported during the same period in 22/23, although the breakdown showed a decrease in the number of near miss reports. In comparison to the same period in the previous year the number of assaults reported has doubled, this could be due to number of factors including work undertaken to raise awareness of assault reporting and the number of new and student police officers undertaking operational roles. During Q2 23/24 the assaults reported were 10 verbal, 19 physical and 2 were both physical and verbal abuse. All of which occurred undertaking operational duties such as detaining suspects, conducting enquiries and undertaking duties in the Custody Suite. To identify trends and areas where changes may be necessary detailed analysis is undertaken locally and feeds into national data requests from bodies including the National Police Wellbeing Service and the Home Office.

There was one RIDDOR reportable incident during the quarter following a medical diagnosis of a rib fracture sustained by an officer during Public and Personal Safety Training which is based upon changes introduced by the College of Policing towards the end of 2022. The table below shows reported incidents for each quarter for 2022/23 and 2023/24. The key includes RTC, which refers to Road Traffic Collision.



Grievances and Employment Tribunals

During the reporting period (Apr 23 –Sept 23) we have concluded two grievances and received three new Employment Tribunals (ET). The tables below summarise the recent and live Employment Tribunals during the reporting period.

Grievances submitted and opened	7
Grievances closed	2
New ET's submitted and opened	3
ET's closed	0

ET's still in progress/concluded	Details
Case 1	1 scheduled for hearing June 2024
Case 2	1 preliminary hearing 10 th October 2023
Case 3	1 preliminary hearing 15 th December 2023



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 September 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
Neighbourhood Policing	101	82	6	7
Response & VCU	76	180	9	7
Taskforce	187	151	5	4
Contact & SMT	26	26	45	38
Total Local Policing	390	439	65	56



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	85	73	66
Investigation Services	144	124	25	23
Forensic Services	7	10	29	24
Criminal Justice System	27	29	45	40
SO SMT (Supt above)	5	7	0	0
Total Specialist Ops	287	255	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	64	10	10
NLF Fraud	50	38	15	23
NLF Coordination	11	8	8	8
NFIB (Incl. Next Gen Officers only)	18	21	46	71
Action Fraud	0	0	24	32
NPCC Cybercrime	9	7	3	2
NLF SMT (NLF Ops) & Officer Secondments	10 (4 Secondments)	8 (3 Secondments)	0	0
Total National Lead Force	163	146	106	146



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	39	50	41
Support Services	2	4	66	57
IMS and IT (Incl. Business Insights)	4	3	41	32
Professionalism and Trust	48	68	16	21
Total Corporate Services	102	121 (incl. 2 secondments)	175	158 (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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Agenda Item 8

Committee(s): Resources, Risk & Estates Committee (RREC)	Dated: 27 November 2023
Subject: Change Portfolio Update - CoLP	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 138-23	For Discussion
Report author: Susan Penn – Director of Change	

Summary

This report provides RREC with a summary of the intended direction of travel regarding change and project management within CoLP and outlines the pathway to achieve successful delivery.

Significant work is underway to formalise and professionalise the approach to project management within CoLP including the introduction of a tested and robust prioritisation process, a comprehensive assessment phase to fully understand requirements and an upskilling of existing capabilities to support. This has been designed to compliment the approach being introduced across the City of London Corporation, with collaboration and opportunities identified to align process, products and governance to ensure holistic, consistent and professional project delivery.

This will provide confidence in the delivery of change, a comprehensive and collective understanding of financial planning and spend, alongside a greater understanding and mitigation of risk and demands to inform the direction of CoLP.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The City of London Police Change Portfolio Office is responsible for the effective delivery of projects and programmes on behalf of the service, to better manage risks and to proactively ensure the organisation is equipped to manage future demands and needs of its' communities.

2. A maturity model has been developed to depict the status and direction of travel for project management capabilities. This is supplemented with a team development plan which details product advancement, upskilling, education, best practice, and adherence to industry standards to reach level 5 of the maturity model. It is assessed that CoLP's capability is currently at level 1.
3. In the development this approach, CoLP is working closely with the City of London Corporation, and aligning its approaches, products, and governance in accordance with changes being implemented, a co-ordinated and cohesive approach should provide consistency and deliver against expectations of Chief Officers and Members alike.

Scale

4. The Change Portfolio Office is facing significant demands to deliver projects and programmes on behalf of CoLP over the coming years. Stimuli for change are derived from locally identified needs, collaborative partnerships and dependencies with other police services, legislative changes, nationally implemented programmes of change and those commenced by the Corporation. These proposals for change are often mandatory and timelines dictated to the CPO which require accommodation.

Examples of large programmes requiring support include (not exhaustive);

- The Future Police Estates programme, where the CPO are aligning the priorities of the portfolio with the requirements of that programme to ensure the delivery of all projects and the dependencies between the portfolios are cohesively managed pending the delivery of the Future Police Estate in 2026/27.
- Command and Control – a joint programme of change with the Metropolitan Police Force, introducing extensive changes to the approach of public contact and demand.
- Joint ERP – A programme of change, managed by the Corporation's PMO, which will require significant local provision to support the cultural changes required to deliver the benefits identified by the Programme.
- Emergency Services Network – A national programme, delivered locally, to enhance the force's approach to interoperability with other emergency services and mitigation against operational risk.

In addition, the desire to move into a more proactive rather than reactive space for project delivery will see a change in resource capability and capacity, using CoLP data and positive engagement to identify opportunities for improvement, enhancing service delivery and mitigating risk before an issue arises.

Prioritisation

5. An evaluation of the prioritisation process for portfolio management has been completed, aligned closely to corporate and operational priorities. This includes a comprehensive scoring matrix using several indices and weighting, confirmed by collective professional judgement, to deliver an understanding of impending requirements. This matrix does not depict when a project or programme moves into delivery, but rather that it is required and by when.

6. Existing 'underway' and 'paused' projects have been subject to this scoring matrix and results shared with business leads for confirmation, transparency and to gain buy in for the delivery process.
7. All those deemed as Priority 1 (top), have been financially evaluated for affordability and future budget planning.

Planning

8. An extensive planning process for known projects is currently underway to better understand and manage the capabilities and capacity of all those required to support the delivery. This includes functions such as IT, Finance, Corporate Comms, Procurement, HR, Information Management and provides foresight into the what, the when, the who, and the how of delivery, for resource management and workload projections for each of the providers.
9. This process also provides the opportunity to deliver priorities against projected budgetary constraints, and by utilising a collaborative approach across enabling and business functions, enables a more efficient use of resources.
10. A longer-term portfolio plan of programmes and projects will contribute to the delivery of an informed business planning cycle, enabling the service to move in a consolidated way whilst understanding any upcoming requirements for agility in its management. A timeline for delivery will be plotted against required deliverables and milestones across the portfolio for oversight and to identify interdependencies and implications if priorities are changed or impeded.

Financial Confidence

11. To provide current and future confidence in financial planning for change projects and the portfolio, a close and cohesive approach with finance colleagues is, and will continue to develop, a robust approach to budgetary constraints, future financial planning, and a greater understanding of priority implications.
12. The Change Portfolio Office and Finance are working collectively to build stronger business cases and identify whole-life costings to provide assurance on affordability, feasibility and run costs across the approved and prioritised portfolio.

Outputs

13. Several outputs should be the expectation from delivery of this comprehensive and professionalised portfolio of change including;
 - A defined Benefits Realisation Plan for the overarching portfolio, not singularly for each project. This will outline cashable and non-cashable savings, efficiencies, and risk mitigation for the service from an organisational perspective and to ensure historic tracking is available for continuous improvement purposes.
 - A transparent, consistent, and rigorous reporting mechanism, aligned to Corporation and organisational governance for oversight, direction, and accountability.

- A confidence in the accuracy of budget planning for change and innovation, ensuring an effective and robust approach to finances for ongoing projects and a reliable projection of those impending.
- Robust internal governance structure to ensure high standards of products are achieved, maintained, and built upon.
- A well-understood, prioritised, and directed approach into the future of the City of London Police, proactively future proofing the service in readiness for emerging and changing demands.

Timescales

Short, medium, and long-term plans have been developed to monitor progress and ensure delivery remains viable and on track. A summary of which is;

- **Short-term (Jan 2024)** – Prioritisation and assessment processes agreed and embedded, outline financial implications understood for existing and newly-requested projects, timeline for the Portfolio Plan for deliverables completed, and a skills gap analysis completed to inform a training pathway.
- **Medium-term (Summer 2024)** - Assess and evaluate ongoing state, identify opportunities for continuous improvement, ongoing risk management, delivery of training pathway, building of strong working relationships across organisation and partners to support cultural development to change.
- **Long-term (Ongoing)** – Continuous improvement, identify and implement best practice, deliver a comprehensive educational programme across the organisation based on role and requirements

Conclusion

14. The direction of travel for all things change and project management within CoLP is to build a robust approach that utilises organisational learning and informs it, to seek improvements in effectiveness and efficiencies for its' public. The focus, support, and desire for this approach is solidified by Chief Officers and colleagues across departments and offers reassurance of success. A keenness by the existing team, alongside a restructuring under the Corporate Services Review puts the Change Portfolio Office not only in a strong position for the future, but also allows the opportunity to take strides in identifying, developing, and leading best practice.

Appendices

- Appendix A- Ppt Slides- overview of CoLP Change Portfolio

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Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 27 th November 2023 13 th December 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 139-23	For Information
Report author: Sasha McAulay, Risk and Audit Manager	

Summary

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

The City of London Police risk register is managed using the Pentana risk system so that they are presented in the same format as other parts of the City of London Corporation. This report highlights the operational and organisational risks City of London Police is monitoring using this system.

Since the last risk profile presented to RREC a full review of all 33 Force risks and 6 Force issues has been completed with refreshed actions, owners and due dates set.

This has resulted in:

- 1 new risk
- 2 downgraded risks
- 1 upgraded risk
- 4 risks removed
- 2 issues being reverted to risks
- 1 issue being closed

The following heatmaps profile the spread of current risk scores across the CoLP organisational and operational risks – at present 9 of the 12 organisational risks and 15 of the 18 operational risks are their target risk score.

Organisational Risk	Operational Risk	Top 6 Risks
		<ul style="list-style-type: none"> ○ Inability to maintain Firearms SLA (32↔) ○ Future Police Estate does not meet operational requirements (16↑) ○ Failure to deliver 30% or more of the Change Portfolio Plan (16↓) ○ Vulnerability of Force IT network (16↔) ○ Failure of performance as National Lead Force (16↔) ○ Failure to deliver the target go-live date of the FCCRAS Programme on 1st March 2024 (16↔)
<p>12 risks, 75% at target score</p>	<p>18 risks, 83% at target score</p>	

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. This report provides a public note of City of London Police's risk profile so risks 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

2. The Force risk register is currently 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

3. 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 maintain police uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions	Our People	Chief Operating Officer	Serious	Unlikely	4	GREEN	↓	Serious	Unlikely	4	GREEN
CoLP ORG 02	Impact of Force vacancy factor on police staff workload and morale	Our People	Chief Operating Officer	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	Chief Operating Officer	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 target go-live date of the FCCRAS Programme on 1st March 2024	Our Resources	Service Delivery Director	Major	Likely	16	RED	→	Major	Likely	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	Future police estate does not meet operational requirements	Our Resources	Commissioner	Major	Likely	16	RED	↑	Major	Unlikely	8	AMBER
CoLP ORG 07	Failure to deliver Force Fleet Strategy to replace and maintain vehicle fleet in support of operational activities	Our Resources	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN

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 30% or more of Change Portfolio Plan	Efficiency & Effectiveness	AC NLF	Extreme	Unlikely	16	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 Corporate Services Review	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 06	Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Possible	12	AMBER	⬇	Serious	Unlikely	4	GREEN
CoLP OP 07	Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Possible	12	AMBER	⬇	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
CoLP OP 21	Inability to maintain Firearms SLA due to a) current national reflection of firearms officers and b) ongoing recruitment challenges around firearms officers	Keep people who live, work and visit the City Safe	Commander Ops	Extreme	Likely	32	RED	N/A	Major	Possible	12	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 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 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 & Service Delivery Director	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 & NLF	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 & Service Delivery Director	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER

Changes to Risk Profile Since Last Update

Organisational Risks

- a) **CoLP ORG 01 - Failure to ensure we recruit & retain sufficient staff to maintain police uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions (risk downgraded to GREEN)**
- This risk has been reworded to specify that it is concerned with officer maintenance only.
 - The risk has been downgraded from an Amber risk to a Green risk. In 2023/2024, intakes are planned for September 2023 and March 2024 to maintain uplift numbers. There is also a healthy pool of transferees to be used alongside new recruits to ensure headcount is maintained against attrition.
 - Robust monitoring arrangements are in place for recruitment and attrition through People Board.
- b) **CoLP ORG 06 - Future police estate does not meet operational requirements (risk upgraded to RED)**
- Construction costs for the Salisbury Square estate have significantly increased due to inflation resulting in an additional risk of affordability.
 - Due to the severity of the impact of this emerging risk, this risk has been upgraded from an Amber risk to a Red risk. Mitigations include reviewing opportunities for collaboration and income generation. Other mitigations linked to inflation pressures and consultancy costs are being led by City Surveyor and Chamberlain.
- c) **CoLP ORG 08 - Failure to deliver Force ICT Strategy to replace and maintain ICT in support of operational activities (removal of risk)**
- This risk has been mitigated through the DITS Shared Services Agreement and is monitored through monthly management performance meeting. Additionally the managed service provider no longer exists with services provided through the Corporation. As there is now no uncertainty surrounding this risk, this risk has been removed from the Force risk register and instead performance management against the Shared Services Operating Level Agreement is be monitored through the Digital Data and Technology (DDaT) Board.
- d) **CoLP ORG 09 – Failure to deliver 30% or more of the Change Portfolio Plan (risk to be downgraded to RED)**
- A renewed focus on the delivery of the change portfolio is underway and several considerations are being factored into the future direction and consolidation of project delivery. A delivery plan for ongoing and reprioritised projects is being embedded.

- The risk description has been re-worded to more clearly define that failure is considered to be the inability to deliver 30% or more of the Change Portfolio Plan.
 - The risk score has been downgraded from Red (24) to Red (16)
- e) All other organisational risks have been reviewed and updated, retaining their current risk scores

Operational Risks

f) CoLP OP 21 Inability to maintain Firearms SLA due to a) current national reflection of firearms officers and b) ongoing recruitment challenges around firearms officers (new risk)

- A new risk was added to the risk register in October 2023 relating to a potential inability to maintain firearms service level agreement due to the emerging national reflection period of firearms officers and ongoing recruitment issues. This risk is currently the highest on CoLP's risk profile and is being closely monitored with compliance reviewed daily and a number of other mitigations in place.

g) CoLP OP 06 – Rise in Violent Crime (issue to revert back to an off-target risk)

- Due to improved internal governance, including Tactical Tasking and Co-ordination Group (TTCG), there is a clear focus on strategic assessment of this crime type, enhanced understanding of seasonal trends and better collaborations with a partnership strategy soon to be published.
- This risk has been treated as an issue (a realised risk) since August 2022, however from data presented at Performance Board in August 2023, this issue is to be reverted back to being a risk as there are reductions on this crime type year on year and much lower levels of violence in the City than the national average. The risk is to be scored currently as amber with a target of green, new actions are in place to reach the target score.

h) CoLP OP 07 – Rise in Acquisitive Crime (issue to revert back to an off-target risk)

- This risk has been treated as an issue (a realised risk) since August 2022, however from data presented at Performance Board in August 2023, this issue is to be reverted back to being a risk not an issue, noting that there have been consistent increases in crime over the last 6 months and this is driven by volumes of 'Theft from the person' and 'all other theft'. This does not currently show any signs of slowing down, so this risk will need careful monitoring.
- The risk is to be scored currently as amber with a target of green. New actions are in place to reach the target score.

- i) CoLP OP 12 - Failure to utilise Action Fraud reports and Intelligence (removal of risk)**
 - This risk has been closed. It is historic and there is no longer uncertainty in this area with the progress of FCCRAS captured in existing risks CoLP ORG 04 and CoLP OP 13.
- j) CoLP OP 16 - Drop in victim satisfaction with services delivered by the Force and CoLP OP 18 - Force is not able to provide the services required to look after vulnerable victims (risks to be split in future)**
 - Both of these risks are victim focussed, one covering victim satisfaction, the other services for vulnerable victims. In order to more accurately reflect the nature of differing crime types and more effectively manage them, there will be separate risks for each of Operations/Security and National Lead Force portfolios. A full risk assessment to define, assess, analyse and manage these four risks will be undertaken by the end of 2023
- k) CoLP OP 19 - Force unable to respond to victims within City within adequate timescale due to failure in process (removal of risk)**
 - CoLP was graded 'Good' in the HMICFRS PEEL inspection report 2021/22 for responding to the public. Response times are monitored monthly with proactive action taken and discussed with the MPS. For September 2023, I grade responses were at 96% attendance within 15 minutes, S grade responses were at 98% attendance within 60 minutes and E grade responses were at 98%.
 - This risk has therefore been downgraded to green, its target score and has been removed from the risk register based on performance over the last 2 years and HMICFRS inspection results.
- l) CoLP OP 20 - EVCU unable to deliver requisite services (risk to be removed)**
 - This risk will be incorporated into the new victim focused risks that will replace CoLP OP 16 and 18.
- m) All other operational risks have been reviewed and updated, retaining their current risk scores**

Issue Log

- n) A full review of all 6 issues has now been completed. As already outlined two issues, CoLP OP 06 and 07 relating to increases in violent and acquisitive crime, have been reverted back to risks.**
- o) UKSV Vetting Delays has been closed as an issue as agreed at the Force People Board in September 2023. This issue was concerned with the external vetting delays that were experienced as a result of the demand generated by the Police Uplift Programme across England and Wales. Now that the programme has been delivered, the demand on UKSV vetting has reduced**

resulting in improved capacity and timeframes. The internal CoLP vetting capacity issue remains on the issue log as a separate issue of concern.

Conclusion

4. 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 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.
5. A new risk framework has been developed to streamline and strengthen risk management through the introduction of Tier 1 (Strategic), Tier 2 (Operational) and Tier 3 (Business Area) level risks managed through appropriate governance. Risk management will migrate over to this new framework in the next quarter
6. This report is aligned to the current risk framework with Tier 2 (Strategic) level risks to be reported to RREC from 2024.

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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