Committee(s): Police: Resource Risk and Estates Committee	Dated: 22nd May 2023
Police Authority Board	24th May 2023
Subject: City of London Police Risk Register Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 68-23	**For Information**
Report author: Brett McKenna, Head of Strategic Development	

Summary

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

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

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

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In accordance with the City of London Corporation's responsibilities as a Police Authority, it is appropriate that this committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of City of London Police.

2. This report provides a public note of City of London Police's risk profile so risks of can be scrutinised by Members without providing oversight of operational actions that might prejudice police operational activity. City of London Police has consulted with the Chair and Deputy Chair of Resource Risk and Estates Committee who have indicated that they are satisfied with the presentation of this report as it appears on the agenda.

Force Risk Register Structure

3. The Force risk register is split into two sections along Organisational and Operational areas in support of the 6 priorities within the Policing Plan.

   - Organisational Risk Areas
     - Our People
     - Our Resources
     - Efficiency & Effectiveness

   - Operational Risk Areas
     - Keep People who live, work and visit the City Safe and feeling safe
     - Protect the UK from the threat of Economic & Cyber Crime
     - Putting the victim at the heart of everything we do

4. The current risks within each area are detailed within the following tables for Members' reference.

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 01	Failure to ensure we recruit & retain sufficient staff to meet uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions	Our People	AC OPS (COO)	Major	Possible	12	AMBER	→	Major	Possible	12	AMBER
CoLP ORG 02	Impact of maintaining Force vacancy factor on police staff workload and morale	Our People	AC OPS (COO)	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP ORG 03	Force lacks experienced officers due to uplift number and retirement of experienced officers due to changes in pay and conditions	Our People	AC Ops	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER

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

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 09	Failure to deliver on Change Portfolio Plan	Efficiency & Effectiveness	AC NLF	Extreme	Possible	24	RED	→	Extreme	Unlikely	16	RED
CoLP ORG 10	Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Unlikely	8	AMBER	→	Major	Unlikely	8	AMBER
CoLP ORG 11	Vulnerability of Force IT network security being compromised. Including data exfiltration, denial of service, ransomware and other malicious activity across the force network and systems that would have a direct impact on operational effectiveness and capability.	Efficiency & Effectiveness	AC NLF	Extreme	Possible	16	RED	→	Extreme	Unlikely	16	RED
CoLP ORG 12	Failure to deliver Target Operating Model (TOM)	Efficiency & Effectiveness	Commissioner	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP ORG 13	Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER	→	Major	Unlikely	8	AMBER

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 01	Realisation of a Terrorist Event with inadequate Force response	Keep people who live, work and visit the City Safe	Commander Ops	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER
CoLP OP 02	Failure to respond to OCG activity	Keep people who live, work and visit the City Safe	Commander Ops & NLF	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 03	Failure to contain a public order event	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 04	Inadequate response to a Civil Emergency	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 05	Failure to respond to CSE within City	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 08	Lack of resilience in Force Control room hampers ability to respond	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 09	Lack of capacity and skills officers' hampers ability to investigate homicides	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 10	Force Cyber Crime Unit ability to respond to a Cyber Threat impacting City businesses or residents	Protect the UK from the threat of Economic & Cyber Crime	Commander Ops	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP OP 11	Failure of performance as National Lead Force	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Extreme	Unlikely	16	RED	→	Extreme	Unlikely	16	RED
CoLP OP 12	Failure to utilise Action Fraud reports and Intelligence	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF & Service Delivery Director	Major	Unlikely	8	AMBER	→	Major	Unlikely	8	AMBER
CoLP OP 13	Failure to maintain existing services within Action Fraud System	Protect the UK from the threat of Economic & Cyber Crime	Service Delivery Director	Major	Unlikely	8	AMBER	→	Major	Unlikely	8	AMBER
CoLP OP 14	Failure of High profile/risk Investigation	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 15	Failure to tackle OCGs operating within the City/Nationally committing economic and/or cyber crime	Protect the UK from the threat of Economic & Cyber Crime	Commander Ops & NLF	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 16	Drop in victim satisfaction with services delivered by the Force	Putting the victim at the heart of everything we do	Commander Ops & NLF	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP OP 17	Force positive outcome rate for all crime decreases	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP OP 18	Force is not able to provide the services required to look after vulnerable victims	Putting the victim at the heart of everything we do	Commander Ops & NLF	Major	Unlikely	8	AMBER	→	Major	Unlikely	8	AMBER
CoLP OP 19	Force unable to respond to victims within City within adequate timescale due to failure in process	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP OP 20	ECVCU unable to deliver requisite services	Putting the victim at the heart of everything we do	Commander NLF	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER

Changes to Risk Profile Since Last Update

5. Risk COLP OP 06 "Estate does not meet operational requirements" has been downgraded from a red risk to an amber risk having met its target score due to the progress made on the new Force Estate project

6. Risk COLP OP 09 "Lack of capacity and skills officers' hampers ability to investigate homicides" has been downgraded from an amber risk to a green risk having met its target score due to progress made with specialist recruitment and training pipeline plans.

7. Risk COLP ORG 14/15 – as the Police Uplift Programme has now been delivered risks ORG 14/15 are no longer areas of uncertainty and have been closed as risks.

8. Two issues pertaining to vetting have been downgraded from Red priority to Amber priority due to improved capacity within UKSC and the conclusion of the Police Uplift Programme.

9. A new issue "Sickness working days lost for officers and staff currently over target" has been added to the Issue Log with a number of mitigating actions and oversight at the internal People Board.

Risk Of Concern

10. As highlighted in the last update, based on the current profile there are two risks of concern that City of London Police is seeking to mitigate and which are now being managed as issues within City of London Police (risk that have been realised) these are:

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

11. A suite of operational measures has been put into place to ensure we combat the rise in criminality and work to protect the public within the City reducing the impact crime has on residents, workers and visitors within the City.

12. The crime levels are scrutinised on a quarterly basis through City of London Police's Performance Board Chaired by Assistant Commissioner Operations and Security which provides strategic direction for tasking and work to target criminality. Crime is monitored and tasking takes place at the monthly Tactical Tasking and Coordination Group (TTCG) and through local directorate performance monitoring in order to direct resourcing to hotspots and tackle any rising trends.

13. Both of these risks are the subject of a deep dive at the request of RREC at this meeting (originally on the agenda at the February 2023 meeting but subject of deferral to the May meeting at the direction of the Chair.

Conclusion

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

Appendices

- Appendix 1 – Risk Scoring Criteria
- Appendix 2 – Force Risk Registers (Operational and Organisational) (Non-Public)
- Appendix 3 – Force Issue Log (Non-Public)

Appendix 1: Risk Scoring Criteria

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	**Service delivery/performance:** Minor impact on service, typically up to one day. **Financial:** financial loss up to 5% of budget. **Reputation:** Isolated service user/stakeholder complaints contained within business unit/division. **Legal/statutory:** Litigation claim or find less than £5000. **Safety/health:** Minor incident including injury to one or more individuals. **Objectives:** Failure to achieve team plan objectives.
Serious (2)	**Service delivery/performance:** Service disruption 2 to 5 days. **Financial:** Financial loss up to 10% of budget. **Reputation:** Adverse local media coverage/multiple service user/stakeholder complaints. **Legal/statutory:** Litigation claimable fine between £5000 and £50,000. **Safety/health:** Significant injury or illness causing short-term disability to one or more persons. **Objectives:** Failure to achieve one or more service plan objectives.
Major (4)	**Service delivery/performance:** Service disruption > 1 - 4 weeks. **Financial:** Financial loss up to 20% of budget. **Reputation:** Adverse national media coverage 1 to 3 days. **Legal/statutory:** Litigation claimable fine between £50,000 and £500,000. **Safety/health:** Major injury or illness/disease causing long-term disability to one or more people **objectives:** Failure to achieve a strategic plan objective.
Extreme (8)	**Service delivery/performance:** Service disruption > 4 weeks. **Financial:** Financial loss up to 35% of budget. **Reputation:** National publicity more than three days. Possible resignation leading member or chief officer. **Legal/statutory:** Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. **Safety/health:** Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. **Objectives:** Failure to achieve a major corporate objective.

(C) Risk scoring grid

Likelihood	X	Impact Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating