



Resource, Risk & Estates (Police) Committee

Date: MONDAY, 20 MAY 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS GUILDHALL

Members: Alderman Timothy Hailes (Chair) Deborah Oliver
Tijs Broeke (Deputy Chair) Deputy Dawn Wright
Helen Fentimen OBE Adrian Hanstock (External Member)
Andrew Lentin Michael Landau (External Member)

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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 5 February 2024.

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

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

For Information
(Pages 13 - 16)
6. **Q4 WORKFORCE MONITORING REPORT- 2023-24**
Report of the Commissioner.

For Information
(Pages 17 - 52)
7. **PROVISIONAL REVENUE AND CAPITAL BUDGET OUTTURN 2023/24**
Report of the Commissioner.

For Information
(Pages 53 - 88)
8. **INTERNAL AUDIT UPDATE**
Report of the Chamberlain.

For Information
(Pages 89 - 92)

9. **BUSINESS RATE PREMIUM**

Report of the Chamberlain.

For Information

(Pages 93 - 96)

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 2 February 2024.

For Decision

(Pages 97 - 100)

14. **CITY OF LONDON POLICE CYBER SECURITY POSTURE**

Report of the Commissioner.

For Information

(Pages 101 - 132)

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

Report of the Commissioner.

For Information

(Pages 133 - 200)

16. **EASTERN BASE PROGRESS REPORT - MIDDLESEX STREET, CAR PARK,
MIDDLESEX STREET, E1 7AD**

Report of the City Surveyor.

For Information

(Pages 201 - 226)

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

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

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 5 February 2024

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at Committee Rooms Guildhall on Monday, 5 February 2024 at 10.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson
Dawn Wright
Helen Fentimen
Deputy Randall Anderson
Adrian Hanstock

Officers:

Alix Newbold	- City of London Police
Paul Betts	- City of London Police
Alistair Cook	- City of London Police
Mark Paddon	- City of London Police
Steven Reynolds	- City of London Police
Kelly Glazebrook	- City of London Police
Gary Brailsford-Hart	- City of London Police
Sasha McAulay	- City of London Police
Martin O'Regan	- City of London Police
Hayley Williams	- City of London Police
Matt Lock	- Chamberlain's Department
Christopher Rumbles	- Town Clerk's Department
Richard Riley CBE	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Tijs Broeke, Emma Edhem and Michael Landau.

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

There were no declarations.

3. **MINUTES**

The Committee approved the minutes of the Resource Risk and Estates Committee on 27 November 2023.

4. **PUBLIC OUTSTANDING REFERENCES**

Members received a report of the Commissioner outlining public outstanding references.

A Member noted an ongoing review of force systems and was keen to ensure that this work is reported to the Resource Risk and Estates Committee at an appropriate time.

RESOVED, - that the report be noted.

5. CITY OF LONDON POLICE REVENUE AND CAPITAL BUDGET 2024-25

Members received a report of the Commissioner outlining the Revenue and Capital Budget 2024 – 25.

During the discussion the following points were noted:

- Members were advised that there is still a £2.6m funding gap which has been balanced at a narrower level through moving from funding from loans, to using revenue funding and the consolidation of accrued loans to date.
- There had been constructive conversations with the finance committee and Resource Allocation Sub Committee about the request to raise Business Rate Premium, by 0.04p. To draw down these reserves, approval would be needed from Finance Committee and the Court of the Common Council.
- There was a positive funding settlement outlined to support the uplift programme for policing and a 7% pay rise for Police Officers, however the City of London Police had not received additional monies to tackle the National Lead Force responsibilities, which put pressure on the budget, and without resolve would lead to the need to reduce headcount of officers around the National Lead Force function.

RESOLVED, that the report be noted.

6. REVENUE AND CAPITAL MONITORING UPDATE – Q3 2023/24

Members received a report of the Commissioner which provided a revenue and capital budget monitoring update for quarter 3 of 2023 to 2024.

During the discussion the following points were noted:

- Members asked officers to outline the current position of staff numbers and recruitment goals. It was clarified that uplift in staff and officers remained a priority. The corporate services recruitment plan has set goals to achieve core establishment by November 2024.
- Members questioned how overtime is managed and scrutinised, as the significant amount of 'undefined' overtime reported. It was explained that the Strategic Finance Board provide scrutiny and report into the Chief Officer Meeting, and that this was always a challenging issue in policing due to the spontaneity inherent in the service. Officers were working through overtime system issues and had a good level of confidence that this would be achieved.
- Officers shared that the Corporate Service Model was agreed in November 2023, and funding streams were being realigned to reflect this demand and would be profiled into the 2024-25 budgets. The organisational restructure would be completed by 31 March 2024, all system updates would be completed by the end of April 2024 and recruitment by November 2024. A Member requested an update at the next RREC to highlight more detail on the progress of this work.
- A Member was pleased to see the forecasting slides including more than one year and felt this was very helpful.

RESOLVED, that – the report be noted.

7. **CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE**

Members received a report of the Commissioner which provided an update from the Chief Finance Officer and the Chief Operating Officer.

RESOLVED, that – the report be noted.

8. **HR MONITORING UPDATE Q3**

Members received a report of the Commissioner which provided an update on Q3 HR monitoring.

During the discussion, the following points were noted:

- Members queried the 23 posts which were frozen to fund temporary roles and if these could be reallocated or removed to release this capability. Officers outlined that this work was well sighted through the Strategic People Board, and that these frozen posts displayed ability to allow agility to directorate heads.
- Members asked about the vetting capacity, and the noted previous delays in relation to the vetting of Independent Custody Visitors. Officers responded to say that some delays in vetting were a result of potential issues with the individuals being revealed as part of the vetting process and requiring further investigation and noted that the Committee would not want the Force to reduce its standards in this area. It was outlined that more vetting staff were in the process of onboarding with aims to start in March 2024 which would also alleviate some of the pressure.
- Officers have been involved in the Policing Productivity Review, which was led by NPCC. A Strategic Insights Team was being developed and recruited as part of the Corporate Services Review to lead on business planning and performance management.
- Members queried the challenges faced by Police in recruiting women. It was clarified that the number of women in posts had increased through the Police uplift programme, although challenges remained in gender and ethnic diversity. It was noted that this was a London Wide issue. The Deputy Chair requested that a report on this topic would be bought to the committee in November 2024.

RESOLVED, that – the report be noted.

9. **INTERNAL AUDIT UPDATE**

Members received a report of the Chamberlain which provided an update on Internal Audits.

Members noted the following:

- There were no live audit recommendations, which was welcomed by Members.
- Officers requested to be involved in the decisions about the volumes and timings of future audits.

RESOLVED, that – the report be noted.

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

There were no questions.

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

There was no other business.

12. **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.

13. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 27 November 2023 be agreed as a correct record.

14. **SECURITY REPORT: INFORMATION SECURITY - "PROTECTING FROM WITHIN"**

Members received a report of the Commissioner which outlined an Information Security report relating to data security.

RESOLVED, that – the report be noted.

15. **FUTURE POLICE ESTATES MEMBER UPDATE**

Members received a report of the Commissioner which provided an update on future police estates.

RESOLVED, that - the report be noted.

16. **FUTURE POLICE ESTATE PORTFOLIO COMBINED DASHBOARD**

Members received a report of the City Surveyor which outlined the future police estate combined dashboard.

RESOLVED, that the report be noted.

17. **REVENUE AND CAPITAL BUDGET 2024/25 NON PUBLIC APPENDICES**

Members received a report of the Commissioner, which provided non public appendices to the Revenue and Capital Budget 2024-25.

RESOLVED, that – the report be noted.

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

Members received a report of the Commissioner which outlined the current City of London Police Risk Register.

RESOLVED, that – the report be noted.

Members agreed to extend the meeting under Standing Item 40.

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

There were no questions.

20. **ANY OTHER NON PUBLIC BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

21. **CITY OF LONDON POLICE RISK REGISTER – CONFIDENTIAL APPENDIX**

Members received confidential appendices to be read in conjunction with item 18, the City of London Police Risk Register.

RESOLVED that, - the report be noted.

The meeting ended at 12:21

Chairman

Contact Officer: Kezia Barrass
Kezia.Barrass@cityoflondon.gov.uk

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

1/2024/P	5 February 2024 Item 6- Q3 Budget Monitoring	Corporate Service Model was agreed in November 2023, and funding streams were being realigned to reflect this demand and would be profiled into the 2024-25 budgets. The organisational restructure would be completed by 31 March 2024, with recruitment target for November 2024. A Member requested an update at the next RREC to highlight more detail on the progress of this work.	Commissioner	Complete- an update on the Corporate Services Review implementation is included in the COO/CFO update on the agenda.
2/2024/P	5 February 2024 Item 8- Q3 HR Monitoring	Members queried the challenges faced by Police in recruiting women. It was clarified that the number of women in posts had increased through the Police uplift programme, although challenges remained in gender and ethnic diversity. It was noted that this was a London Wide issue. The Deputy Chair requested that a report on this topic would be brought to the committee in November 2024.	Commissioner	In Progress- Due November RREC as requested by Chair

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Committee: Resources, Risk & Estates Committee (RREC)	Dated: 20/05/2024
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?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police & Police Authority (PA) Treasurer Pol 54-24	For Information
Report author: Chief Finance Officer & Chief Operating Officer	

Summary

This report provides RREC with a brief 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

Recruitment against the new corporate services model continues with 18 of the 49 police staff roles (36%) appointed. HR, duties, finance and other systems have now been updated to reflect the new structure.

The corporate services directorate aim is to **be a modern and professional service that enables delivery of policing plan priorities** and to achieve the following:

1. We **improve policing services and public outcomes by driving efficiency** across our own processes and those of the organisation
2. Our understanding of priorities, demand, capability and cost enables the organisation to **plan effectively for the future**
3. We **attract and retain diverse talent**, creating opportunities for our people to grow professionally

4. We work as a team across departments, and have an **inclusive and supportive culture**
5. Our services are **valued and respected by our colleagues** in operational directorates

A directorate level plan is in development.

HR

CoLP is working closely with the Corporation on the Ambition 25 project that will create a new job family framework and associated suite of role profiles, reform the job evaluation methodology and create and implement a new pay and grading structure.

Following the decision by the Corporation Corporate Services Committee to increase workplace attendance for police staff from 40% to 60% in September 2024, CoLP is working with senior leaders, staff networks and union colleagues on implementation of this policy.

Change Portfolio

The approach to management of change continues to mature. All outstanding projects on the worklist have now been evaluated with a number being prioritised for closure and others removed from the worklist where they have been superseded or were linked to national initiatives that have been discontinued. 50 projects remain on the portfolio as at April 2024. Of these, 17 projects are live, with the remaining added to the pipeline to align enabling functions and identify points of stress in capacity or capability. A further 10 new projects have been identified either from horizon-scanning, regional/national programmes, or internal requirements and are undergoing a prioritisation assessment.

Recruitment to the new corporate services model in this area is progressing with the introduction of additional project managers to increase capacity and achieve faster pace of delivery on priority projects.

Finances

23/24 provisional outturn is covered by a separate item on this agenda. With the trajectory of staff recruitment in the year, and achievement of £8.6m additional savings / mitigations target, there has been sufficient headroom to absorb in-year costs of extending the Action Fraud service as well as to finance capital spend from revenue, both of which reduce financial risk for 24/25. On capital, despite rephasing of the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme, the Home Office capital grant has been fully utilised, with most of the City funding element being deferred to 24/25. On other capital projects, outturn was very close to the Q3 forecast. £2.6m has been drawn down from the General Reserve to fully repay legacy Action Fraud and ULEZ loans.

24/25 budget has been set for both CoLP's territorial and national roles. The element for territorial policing was balanced by a combination of increased central funding (particularly in respect of the 2023 pay award), additional CoLP savings / mitigation

plans and an increased allocation from business rates premium (BRP). The element for CoLP's National Lead Force work has been boosted through negotiation of a significant increase in Home Office grant funding, which improves cost recovery and (other than for reduced Economic Crime Levy intake) enables resourcing levels to be sustained and increased in line with plans. Home Office has also agreed to share the cost risk of extending the Action Fraud service pending implementation of the Fraud & Cyber Crime Reporting & Analysis Service programme.

Police MTFP – the allocation and phasing from the 0.4p BRP increase in April 2024 (per item on Non-Public agenda) enables the current Police MTFP to be balanced through to 28/29. Key risks in relation to the 2024 (and future year) pay awards for officers and staff - and Spending Review outcomes for Core Policing and National Lead Force outcomes - will be considered as part of the MTFP update for autumn Committee cycle.

Direction of Travel for CoLP Financial Management

The last 2-3 years have majored on building sustainable medium-term finances for CoLP's local and national policing responsibilities, addressing central and local funding requirements, driving out further savings, increasing cost recovery from funded work to reduce subsidisation, improving overall monitoring, forecasting and reporting, and developing a clearer line of sight between workforce and financial planning / management.

While continuing to embed and further progress these developments (particularly in relation to Spending Review 2025 and further commercial development), the next phase needs to advance the line of sight to ensure people and money 'resources' are clearly allocated against 'work' demands and priorities - showing the link between inputs, outputs and outcomes and thereby better evidencing VFM. This will require effective, joined up working between Strategy, HR, Finance and Operational areas, continuing to build on the improvements already made.

The next phase also needs to further develop Force financial 'culture', to (a) ensure financial 'impacting' and prioritisation is at the heart of decision making and (b) better enable budget holders and their teams to self-serve for their reporting, analysis and transaction processing requirements (in part through effective implementation of the new Corporation ERP system into CoLP). In furtherance of this development process, the Force's Finance Board is getting Senior Budget Holders to present their 24/25 budgets, showing the alignment with their workforce plans and delivery priorities / demands, while also identifying key risks and opportunities.

Alistair Cook
CFO

Alix Newbold
COO

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Agenda Item 6

Committee(s): Resource Risk and Estates Committee- <i>For information</i>	Dated: 20 May 2024
Subject: Q4 Workforce Monitoring Report- 2023-24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 55-24	For Information
Report author(s): Paul Betts, Assistant Commissioner; Kelly Harris, Interim HR Director; Rebecca Scrace, HR Performance Information	

Summary

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

The report sets out the City of London Police ('the Force') Human Resources Monitoring Data for Q4 2023/24 between 1st January 2024- 31st March 2024.

Recommendation

Members are asked to note the report.

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HR Monitoring Report

Q4 – January 2024 to March 2024



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Contents

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



Summary

- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q4 2023/24 between **1st January to 31st March 2024** 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 2023/24 enabled us to meet our officer uplift requirements, and this continues to be the focus in 2024/25 to ensure we continue to secure £3 million in ringfenced funding.
 2. **Recruitment:** The recruitment strategy for 2023 through to 2026 has been written to include Staff and Specials (Slide 17 and 18). The plans reflect 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, 25 Police Officers and 10 Police Staff left the force, this equates to a 2.5% and 1.7% turnover rate, respectively. The national data for 2022/23 showed Officer turnover rate for England and Wales was 6.6% excluding transfers (7.5% including transfers), the force had a turnover rate of 10% which is higher than the national average. This can be attributed to retirements and probationer resignations, which had been predicted looking at previous trends.
 4. **Sickness:** The average working days lost per worker for Officers was 6.34 days and for Staff was 6.94 days (April 2023 – March 2024). Using Home Office national measures (converted to days instead of hours), the absence rate in the reporting period was 2.46% for officers and 2.84% 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 (Wellbeing and Occupational Health (OH) Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee).
- 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 core establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted core establishment
- Our Police Staff model establishment numbers are within our budgeted core establishment.
- HR and Finance continue to work on a Resource Model that shows permanent core 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.
- A recruitment plan has been developed which aims to have all police staff permanent established posts (517) filled by November 2024.

OPERATING MODEL:



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Workforce Establishment

- As of 31 March 2024, the Force has an overall strength of 992 (FTE) Police Officers, against our agreed budgeted establishment of 978 (Force Strength Indicator, FSI, December 2023). The Establishment is based on the agreed force structure models.
- Our Staff budgeted permanent establishment is 517 (FTE). The strength of Police Staff is currently 458 (FTE), but with staff in Temporary Funded posts as well our total staff strength is 556 (FTE),
- 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 Review has been completed and implementation commenced on 27 November 2023.
- 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)

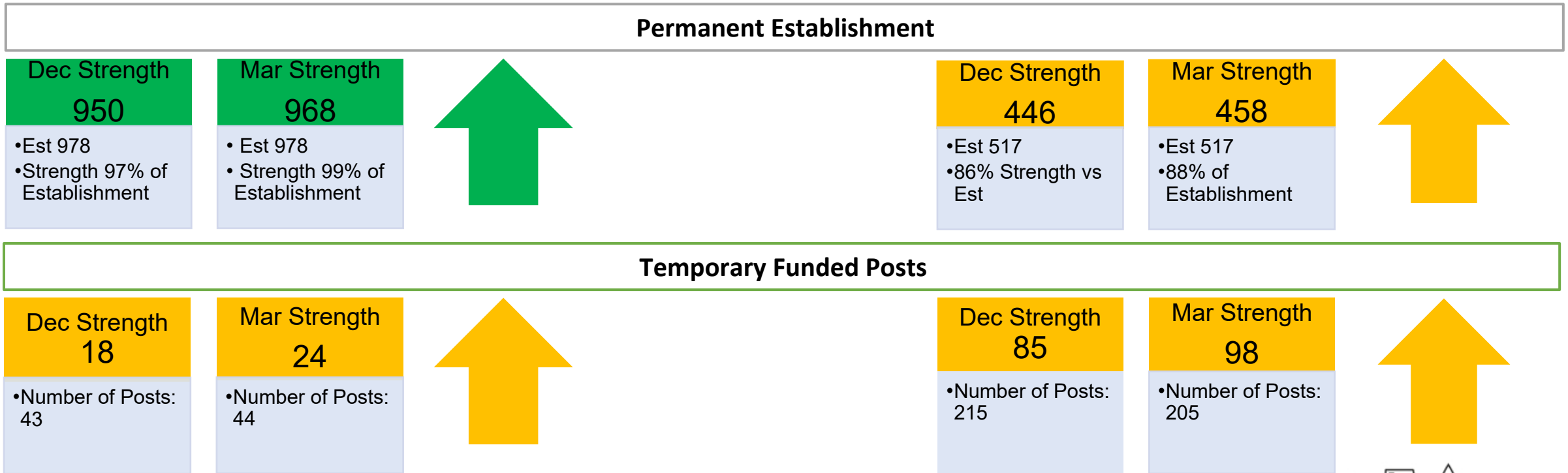


Workforce Establishment

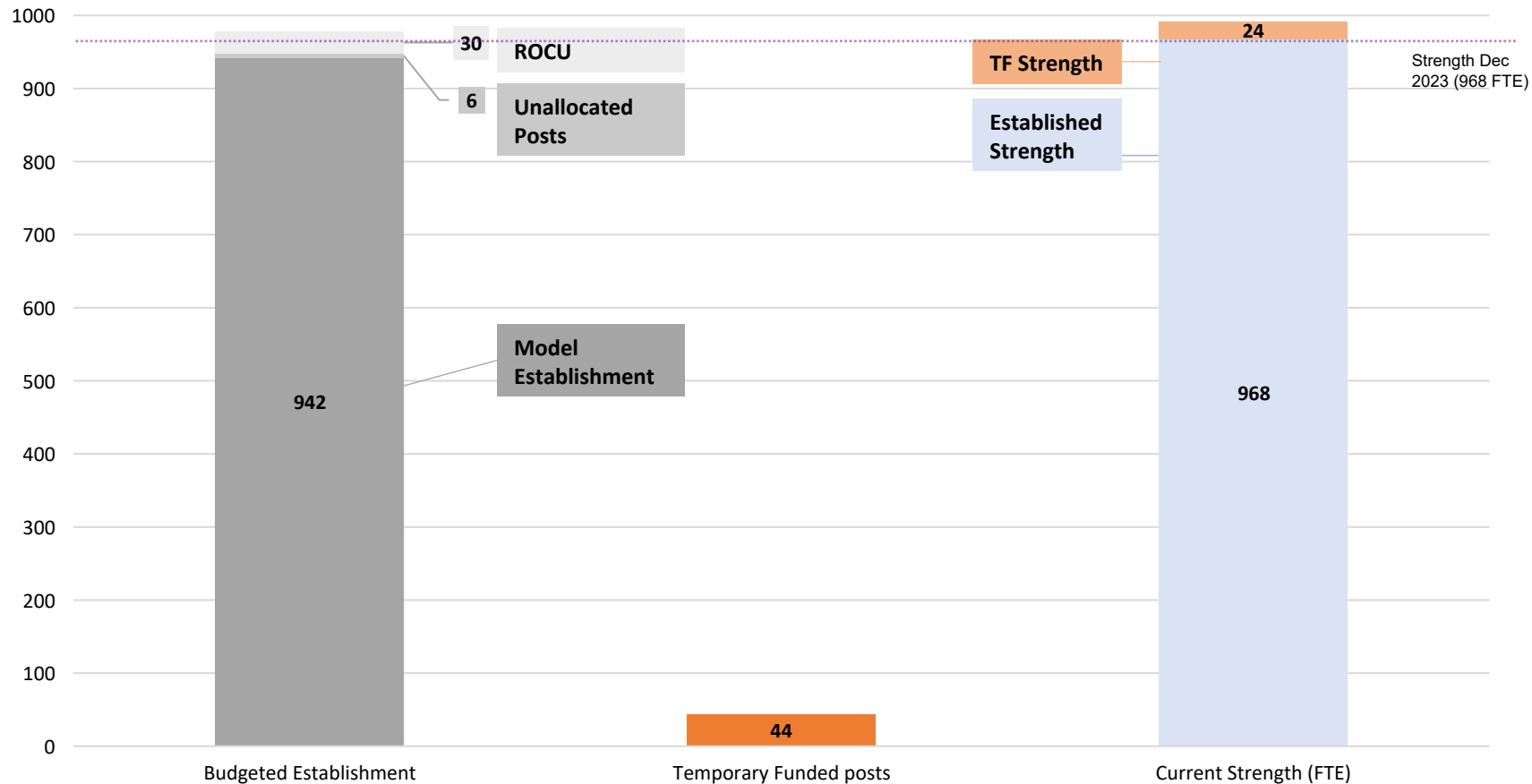
The graphic below shows establishment vs strength (FTE) for the workforce between December 2023 and March 2024. Officer strength has increased as planned to meet the 996 headcount target. Staff strength percentage change was a 4.7% increase. Strength has been separated between permanent establishment 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; TF posts funded by a held established posts have been removed from posts/strength to prevent double counting of posts.

Officers

Staff



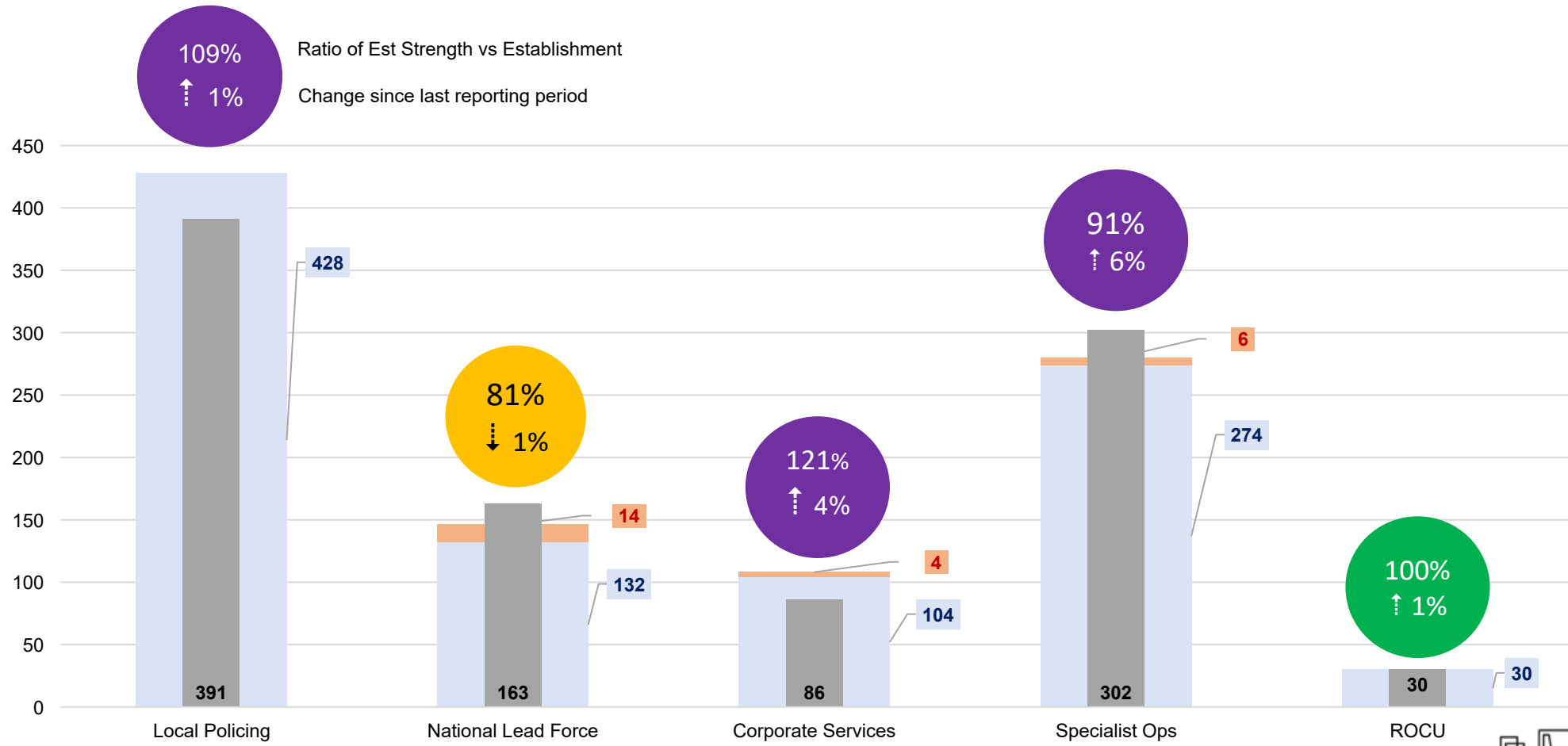
Officer Operational Model Establishment FTE



- **Budgeted Establishment: 978 FTE**
- **Budgeted Establishment made up of:** Model Establishment (942), Unallocated Posts (6) of which 5 have now been assigned to Corporate Services, and ROCU allocation (30)
- **Temporary Funded (TF) posts: 44**
 - TF posts externally funded e.g., NextGen, DCPCU OLAF, NPCC Cyber Crime, Op Neutron, SOCT and ART. [32 TF posts funded by holding a post elsewhere [majority Student Officer Trainers in L&OD and Response] have been removed this quarter to prevent double counting of posts.]
- **Officer Total Strength: 992 FTE = 968 FTE Established Strength & 24 FTE TF Strength**
- Current overall established strength against budget: 99%



Officer Strength vs Establishment FTE (rounded)

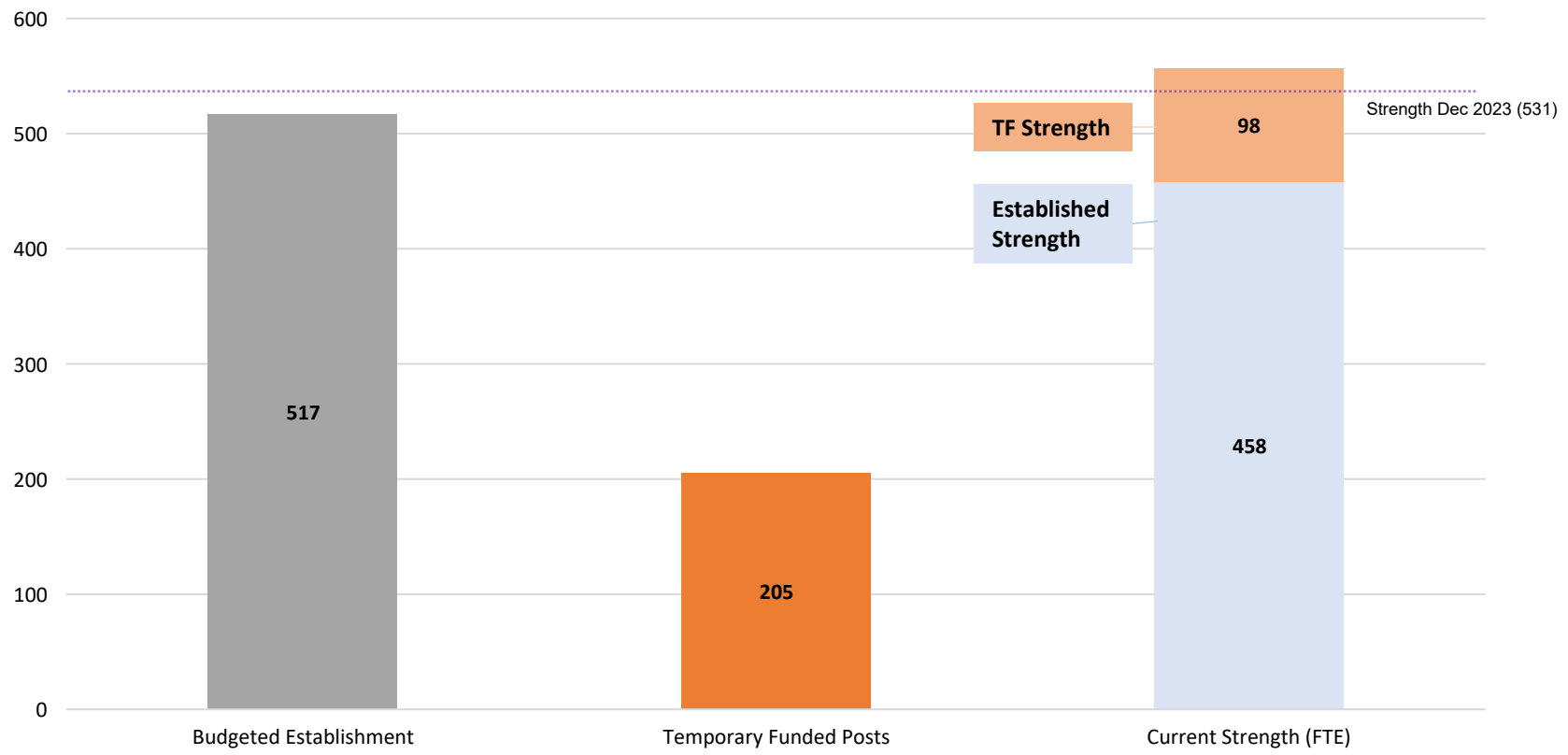


Strength TF Strength Establishment



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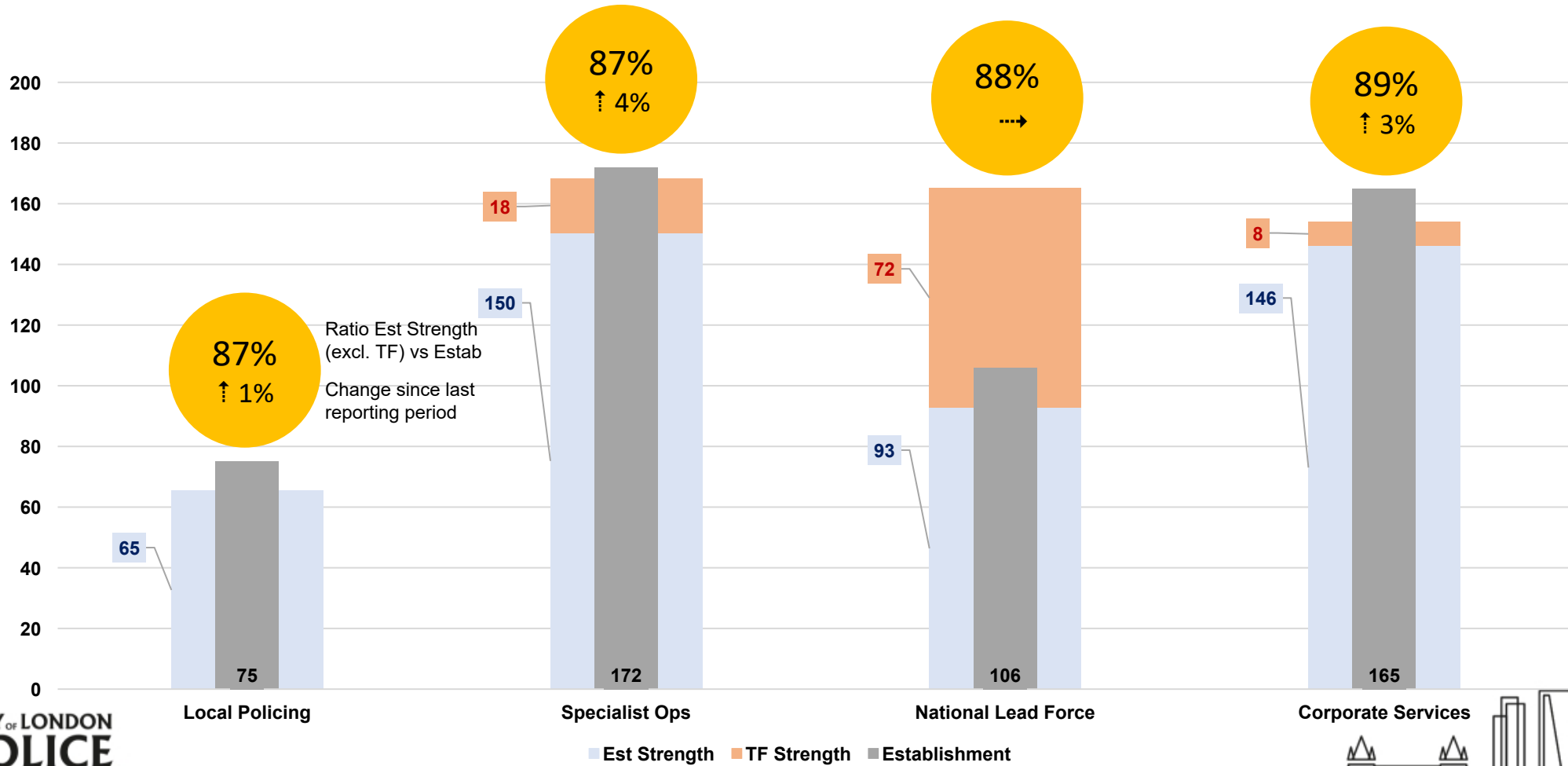
Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 517
- **Current Established Strength:** 458 FTE
- **Current vacancies of Established posts:** 59 FTE
- **TF posts:** 205 (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength:** 98 FTE
- **Total Staff Strength:** 556 FTE



Staff Strength vs Establishment FTE (rounded)



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23/24 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted FTE						
Officers	978	403	290	193	86	6
Staff	517	75	172	106	164	0
Total	1495	478	462	299	250	6
Budgeted £m						
Pay Costs	131.1	33.3	30.6	22.4	18.3	26.5
Non Pay Costs	60.9	2.7	2.5	34.4	13.8	7.5
Total Expenditure	192.0	36.0	33.1	56.8	32.1	34.0
Income	(91.0)	(6.5)	(6.1)	(50.0)	(3.1)	(25.3)
Net Budget	101.0	29.5	27.0	6.8	29.0	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

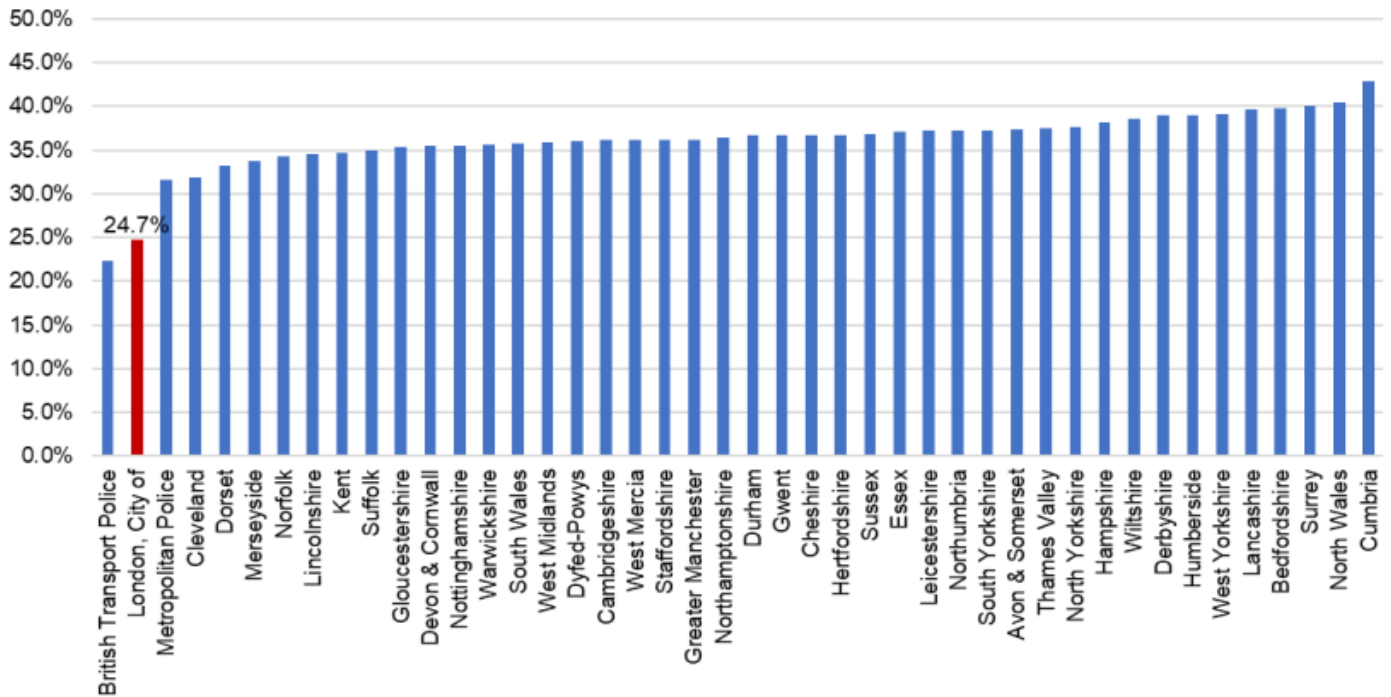
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Staff establishment of 517 FTE, plus natural vacancy factor of 15.



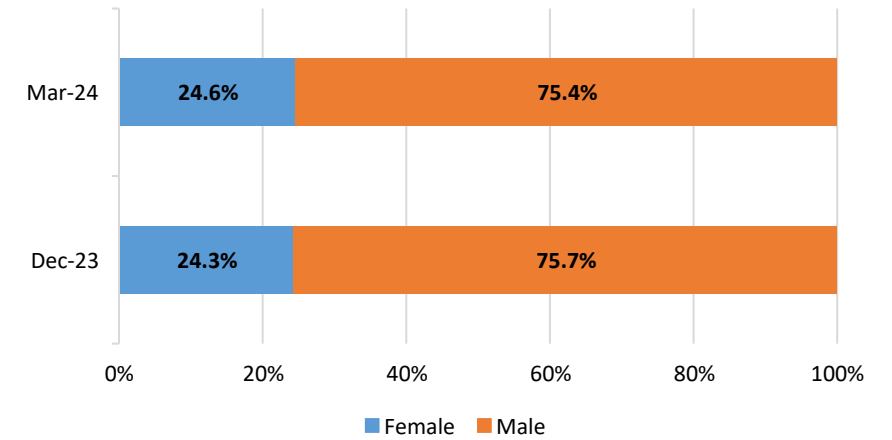
Diversity: Officer Gender

Officer gender profile is slightly increased by 0.3% with 24.6% female of 1001 total officer headcount, compared to 24.3% of 979 headcount in December 2023. 23.7% of all officer joiners (93 officers incl. transfers) between April 2023 and March 2024 were female, 22% of 22 Student Officers recruited over the same period were female.

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



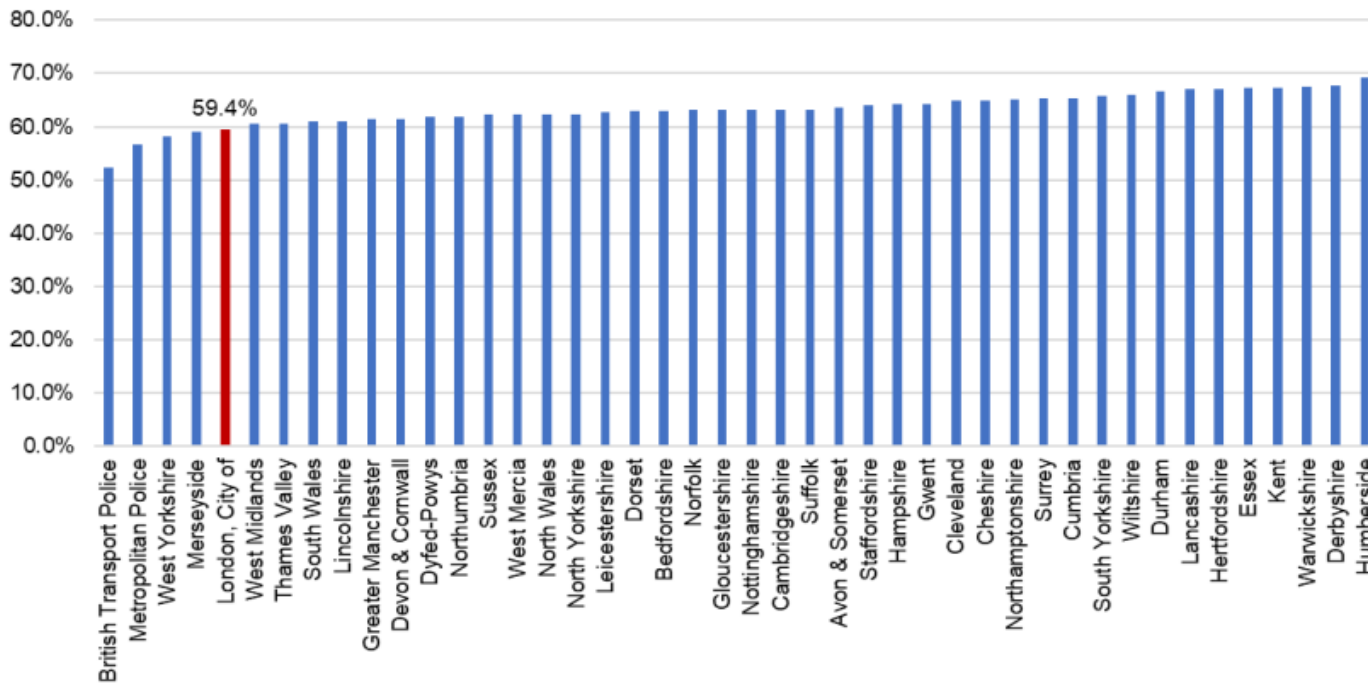
Officer Gender March 2024 % comparison to December 2023



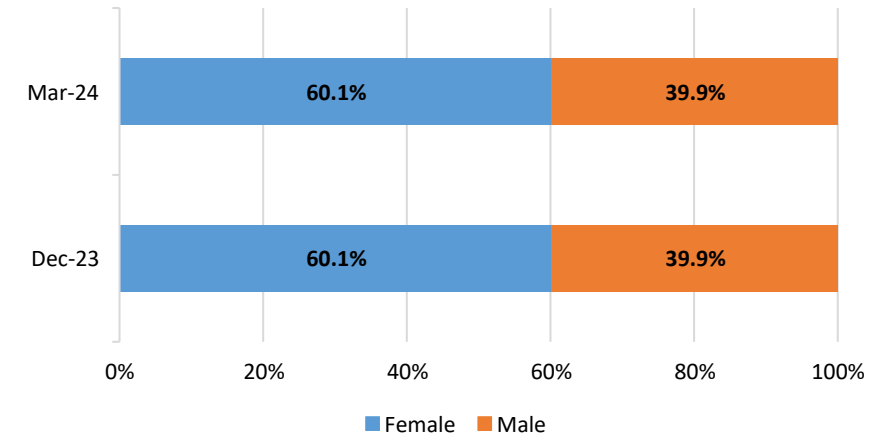
Diversity: Staff Gender

Staff gender profile has not changed since the last reporting period, the female profile at the end of March was 60.1% of 569 total Staff headcount (increased from 547 headcount).

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



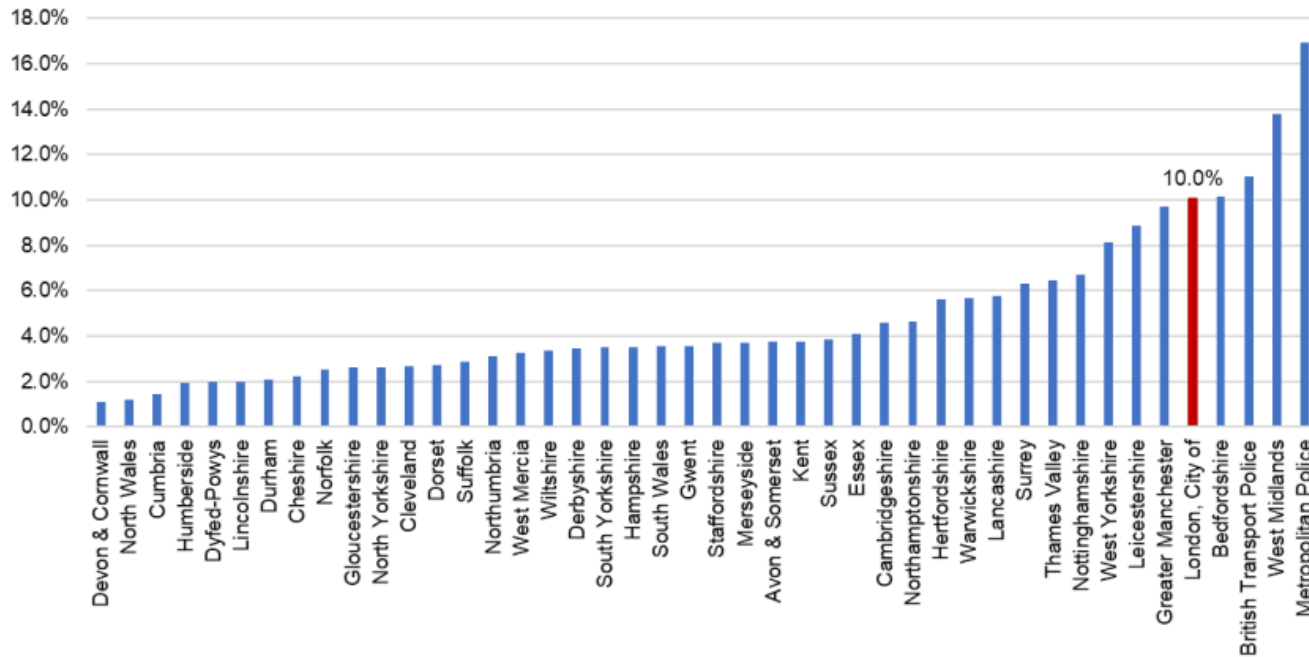
Staff Gender March 2024 % comparison to December 2023



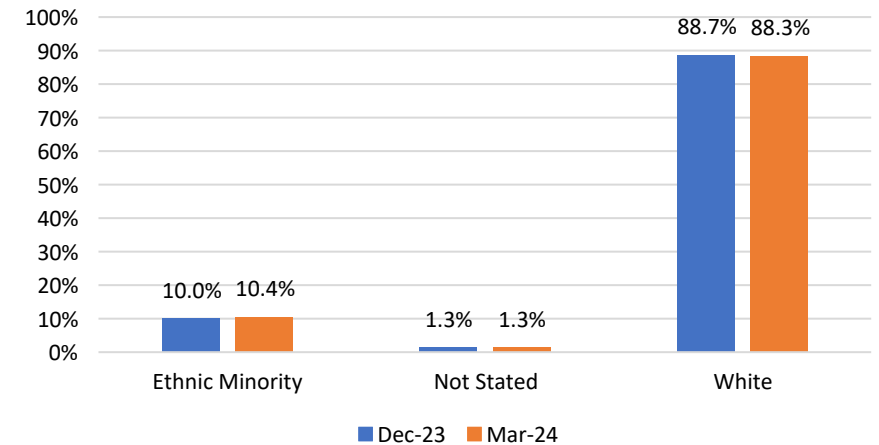
Diversity: Officer Ethnicity

Officer Ethnicity profile has slightly increased from 10% in December 2023 to 10.4% of a total 1001 Officer headcount identifying from an ethnic minority background. 11.8% of all officer joiners and 22.7% of student officers in 2023-2024 were from an ethnic minority background. Of 104 ethnic minority officers, 28% are female and 72% male. CoLP ethnic diversity is towards the higher end of ethnic diversity among other forces but is low compared to the City population.

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



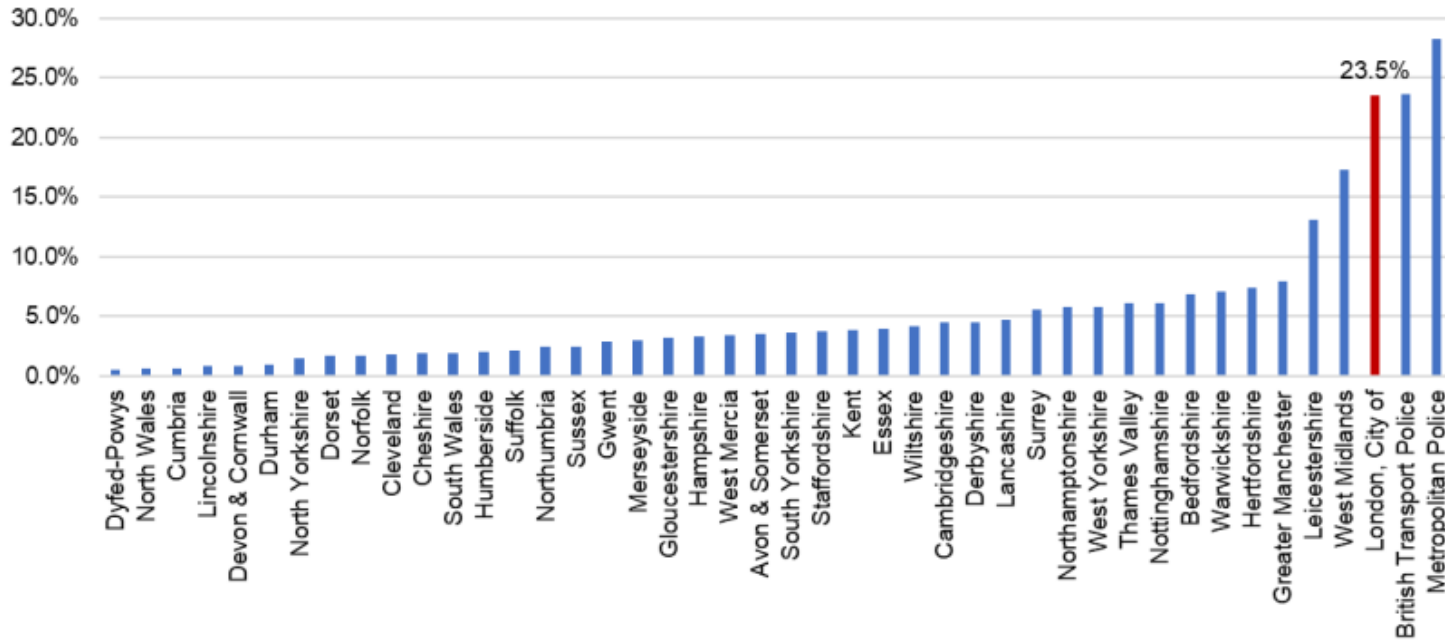
Officer Ethnicity Profile March 2024 % comparison to December 2023



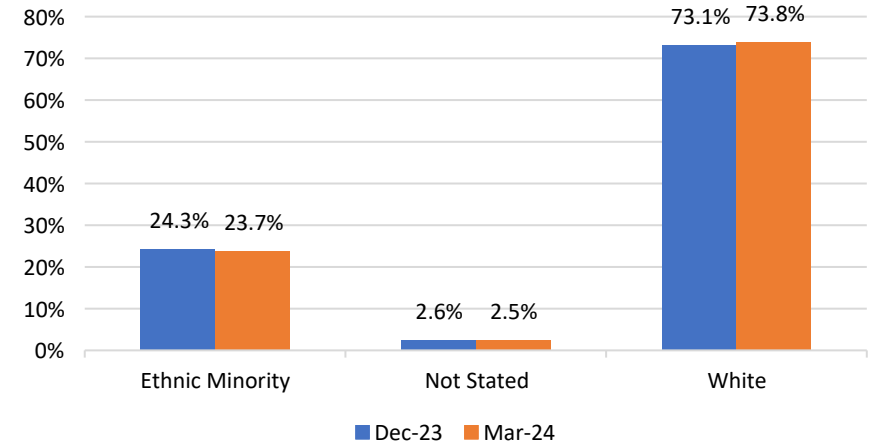
Diversity: Staff Ethnicity

Staff Ethnicity profile has decreased by 0.4% since the last reporting period to 23.7% of an increased 569 total headcount (previously 24.3% of 547 headcount). Of 135 ethnic minority staff, 64% are female and 36% male.

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



Staff Ethnicity Profile March 2024 % comparison to December 2023



Recruitment

We have continued to recruit against our workforce strategy and maintained our Police Officer headcount in September and March. Our next student officer intake is in September 24, when the force will welcome 14 uniform constables on the newly created Police Constable Entry Programme (PCEP) course from the College of Policing, replacing the previous popular Initial Police Learning and Development Programme (IPLDP) route. For the first time we are offering a part time student officer pathway into force and September's intake will be the pilot for this. We continue also to attract experienced talent into the force and have maintained a steady flow of transferees each month, selected against the force's priority posts such as detectives and firearms. We have recruited 2 transferee Special Constables with a further 3 due to join in the next few months. A further intake is planned this summer for 12 new Student Special Constables.

Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none"> • Strategy currently includes a mixture of Uniform and Detective PCEP and we are looking to pilot a specific Fraud and Cyber detective programme through Police Now.
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none"> • 'Buddy' system: Supporting under-represented candidates through the recruitment & onboarding process • A new reasonable adjustments process was trialled during the promotion boards for Sergeants and Inspectors. Due to the positive feedback received, this will now be utilised across all recruitment, improving the experience for candidates requiring any reasonable adjustments. • Vocal coach training has been delivered to assist officers or staff who are planning to apply for promotion within the next 12 months. The training focused on developing presentation skills, effective communication and how to manage your speech in pressured environments. The training received a 100% positive response from all participants who attended, further sessions are being planned.
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 via our outreach team. • Use of external advertising via Indeed and Crooton. • Promoting many more roles on a part time basis to try to attract more underrepresented groups into the force.



Recruitment

Our workforce plan tracker (below) shows the profile for 2023/24 – 2025/26 and reflects our attrition and intake numbers. This was designed to meet the target Officer headcount of 996 by March 2024, we met and exceeded this target with a headcount of 1001. 11 Student Officer joined in September and 10 Student Officers joined in 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	984	980	990	987	1,007	1,001	997
Target Headcount (986)	986	986	986	986	986	986	986	986	986	986	986	986	986	986	996
Increase / (Decrease) in FTE															
Retirement	(4.0)	(3.0)	(3.0)	(1.0)	(2.0)	-	(3.0)	(3.0)	(4.0)	(3.0)	(4.0)	(2.0)	(32)	(42)	(42)
Other			(1.0)	-		(1.0)							(2)		
Medicals	-	-	-	-	-	-	-	-	-	-	(1.0)		(1)	(1)	(1)
Transfer Out	(2.0)	(2.0)	-	(3.0)	(1.0)	(2.0)	(2.0)	-	(2.0)	(4.0)	(4.0)	(2.0)	(24)	(28)	(72)
Resignations incl Probationers	(6.0)	(3.0)	(9.0)	(4.0)	(2.0)	(3.0)	(3.0)	(4.0)	(2.0)	-	(1.0)	(3.0)	(40)	(30)	(101)
Secondment out not paid by COLP	-	-	-	-	-	-	-	-	-	-	-	-	-	(6)	(6)
End of Contracts	(1.0)	-	-	(1.0)	(1.0)	-	-	-	(1.0)	-	(1.0)		(5)	(4)	(13)
New Probationers	-	-	-	-	-	11						10	21	28	28
Transfers In / Other (returners/rejoiners)	1	6	2	6	7	13	-		5	15	8	11	74	68	72
Sgt Promotions (including Internals approx. 17)										2			2	8	6
Insp Promotions (including Internals approx. 10)								1					1	3	7
Total Increase / (Decrease)	(12)	(2)	(11)	(3)	1	18	(8)	(6)	(4)	10	(3)	14	(6)	(4)	2
Headcount End Month	995	993	982	979	980	998	990	984	980	990	987	1,001	1,001	997	998
FTE End Month	985	983	972	969	970	988	980	974	970	980	977	991	991	987	988
FTE Establishment (978)	978	978	978	978	978	978	978	978	978	978	978	978	978	978	978
Staff Leavers (Established posts)	(5)	(4)	(3)	(3)	(1)	(4)	(3)	(2)	(2)	(4)	(1)	(4)	(35)	(65)	(65)
Staff Recruitment (Established posts)	11	6	10	3	3	7	5	5	7	13	4	5	79	70	65
Staff Strength (Established posts)	413	416	423	424	426	427	430	433	438	448	451	450	450	491	
Staff Leavers (Temporary posts)	-	(1)	(1)	-	(1)	(1)	-	-	-	-	-	-	(4)	(20)	(20)
Staff Recruitment (Temporary posts)	4	2	4	2	-	3	2	5	2	5	1	3	32	93	20
Total Staff FTE (End month)	492	496	506	508	509	514	518	526	533	546	551	555	555	632	632
Specials Recruitment												2	2	36	36

Recruitment

For the next financial year 2024/25, we will move to using the workforce plan tracker (below) which show our recruitment plans for officers, staff and specials in more detail. This follows on from slide 17, which provided an overview of recruitment for 2023/24.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	24/25
Headcount Start Month	1,001	992	990	987	985	985	995	989	986	984	983	985	1,001
Target Headcount (996)	996	996	996	996	996	996	996	996	996	996	996	996	996
Increase / (Decrease) in FTE													
Retirement	(4.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(37)
Medicals	-	-	-	-	-	-	(1.0)	-	-	-	-	-	(1)
Transfer Out	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)	(3.0)	(2.0)	(2.0)	(1.0)	(24)
Resignations incl Probationers	(2.0)	(2.0)	(3.0)	(2.0)	(2.0)	(3.0)	(3.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	(29)
Secondment out not paid by COLP	-	-	-	-	-	-	(1.0)	-	(1.0)	(1.0)	-	(2.0)	(5)
End of Contracts	(1.0)	-	-	(1.0)	-	-	-	(1.0)	-	-	-	(1.0)	(4)
New Probationers	-	-	-	-	-	14	-	-	-	-	-	14	28
Transfers In / Other (returners/rejoiners)	-	5	5	6	7	-	4	5	8	8	9	5	62
Ch Insp Promotions	-	-	-	-	-	4	-	-	-	-	-	-	4
Supt promotions	-	-	-	-	-	-	-	-	-	-	-	-	-
Sgt Promotions (excluding Internals approx.)	-	-	-	-	-	-	-	-	-	-	-	-	-
Insp Promotions (excluding Internals approx.)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Increase / (Decrease)	(9)	(2)	(3)	(2)	-	10	(6)	(3)	(2)	(1)	2	10	(6)
Headcount End Month	992	990	987	985	985	995	989	986	984	983	985	995	995
FTE End Month	982	980	977	975	975	985	979	976	974	973	975	985	985
FTE Establishment (983)	983	983	983	983	983	983	983	983	983	983	983	983	983
Staff Leavers (Established posts)	-	(4)	(3)	(6)	(4)	(3)	(4)	(4)	(3)	(4)	(3)	(7)	(45)
Staff Recruitment (Established posts)	8	10	10	10	10	12	10	12	5	5	7	7	106
Staff Leavers (Temporary posts)	-	(1)	(1)	-	-	(1)	(1)	(1)	(2)	(1)	(2)	(1)	(11)
Staff Recruitment (Temporary posts)	1	4	4	4	4	4	4	4	4	4	4	4	45
Total Staff FTE (End month)	563	572	582	590	600	612	621	632	636	640	646	649	649
Specials Recruitment		4	13		2								19

Recruitment: Staff Plan

The force has an overall police staff establishment of 517 posts. Of which, 23 of these have been frozen to fund temporary posts, therefore our recruitment strategy aims to recruit to the 494 active posts within the current establishment. The force, in addition, has 205 Temporary Funded Staff posts, separate resources have been allocated to recruit to vacancies within this model. Three recruitment proposals were presented at People Board in October 23, and agreed a plan based on the balance of demands on the recruitment and vetting teams from Police Officer and Specials recruitment. The aim is to start the new FY at 89% permanent strength, rising incrementally up to 96% by November 24 (excluding held posts). The police staff leavers have been profiled based on 5 years of leavers data, to give the overall recruitment required each month.

There are several variables which we have already accounted for when designing the strategy, but some which we will need to continue to monitor closely for their impact

- A proportion of the vacant roles identified are within Corporate Services (CSD). The new model has now been finalised and implementation has commenced. Recruitment commenced in January 2024.
- The impact of the volume of the recruitment requirements for the new Action Fraud reporting system. Additional resources have been supported and recruitment has begun for these; however, staff working across BAU to support the uplift ambition will be abstracted to support and train these additional resources (mitigated by using a 28hr rather than 35hr working week when producing the demand data).
- Recruitment into the new roles across the new model for Action Fraud could see internal candidates apply, increasing the attrition against the BAU strength and therefore increase the volume of recruitment required against this strategy
- We have recruited an additional 2 recruitment officers to support the Police Staff recruitment, one of whom has started with the force, with the other due to start in June. Vetting continue to recruit into their vacancies to support the additional demand the increase in candidates will have on their department.



Recruitment: Risks and Priorities

Recruitment activity is being managed in relation to all officer and staff posts across the force. The completion of the Corporate Services Review has led to prioritisation of staff roles to ensure key vacancies are filled whilst managing the demand into vetting and HR. Recruitment has begun via a dedicated team within HR to recruit for roles within the FCCRAS and Fraud Reform projects. Separate governance has been set up with the forces Service Delivery Director to oversee FCCRAS recruitment, whereas BAU is monitored via People Board.

Risks identified by Uplift Programme to maintain target

Attrition higher than projected levels

This is being monitored via the Exiting and Retention Meetings. The force has begun to adopt the National Leavers Framework recommended by the former uplift team with the aim of improving retention for officers and staff across the force. The stay pathway work is in the later stages of development and will be rolled out this summer. This will involve a group of volunteers of different ranks and grades speaking to those officers and staff who are thinking of leaving CoLP and discussing any options which may enable them to stay.

Volume of vetting

Demand profiling for the BAU roles has been undertaken to identify resource requirements and recruitment has taken place to support the maintenance of uplift numbers and additional demands from BAU.

Tutoring constables

L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts

Attraction for Police Staff

Work on Job Families has begun with Korn Ferry to update the way we grade, evaluate and compensated. Targeted recruitment for hard to fill roles via different job sites such as The Guardian. We have also engaged officers and staff with large social media followings to promote roles via their X (Twitter) / LinkedIn pages.



Recruitment continued

- We have just completed a Chief Inspector Promotion Board, resulting in the force promoting 13 new Chief Inspectors with a further 4 candidates successful via lateral transfer. Development opportunities were offered to 3 candidates who fell just short of the pass mark to support their progress to this rank in the future. Research by HR and L&D is currently underway with candidates from underrepresented groups who were not successful, looking at any indicators which the force can work on to ensure a greater representation of underrepresented groups at senior ranks. The pilot programme for the reasonable adjustments changes has been successful and is now embedded within every promotion board; offering a face-to-face review of a candidate's reasonable adjustment with two members of the Disability Enabling Network and written recommendations submitted to HR to ensure bespoke support for each candidate requesting adjustments.
- 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 their 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 45 police officers transferred into the force during the reporting period, including 10 student officers that joined in March 2024 via a Detective Direct Entry pathway. 93 officers in total have joined CoLP between April 2023 and March 2024.
- A total of 31 police staff joined the force in substantive and fixed-term roles during the reporting period. 112 staff joined in total between April 2023 and March 2024.



People Turnover

During the period (January to March 2024), 25 Police Officers left the force, this equates to a 2.5% turnover rate. A total of 104 Officers left the force in the year 23/24, which is a turnover rate of 10.5% for the full year. Compared to 2022/23 where 112 Officers left the force (11.8%), the number of leavers has slightly reduced. Reasons for leaving are provided in the tables below, the main reason for leaving in 23/24 has been resignation, which is a significant difference to 2022/23 reasons for leaving and is replicated at a national level*.

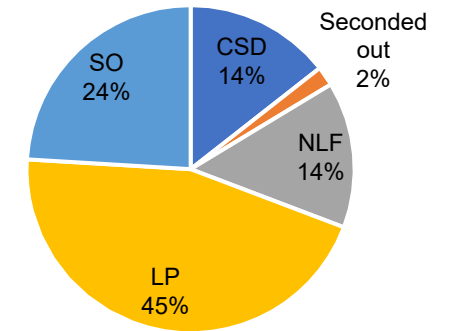
Of the 104 Police Officers that left the force, the majority left from Local Policing (47) and Specialist Operations (25). 22 officers left during their probation. The number of leavers varies per month, on average 8-9 leavers left in 2023/24 and mostly from constable rank.

Police Officers – Reasons for Leaving (per Financial Year)

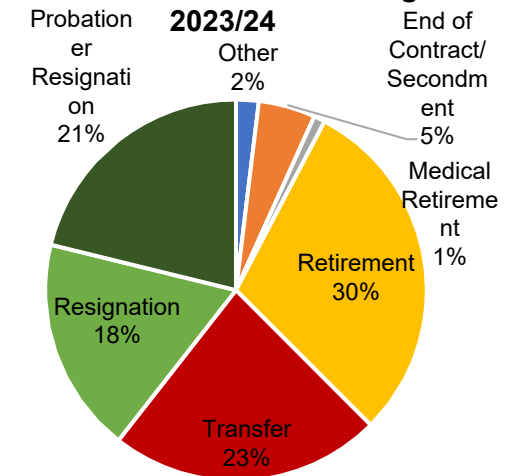
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Other	0	0	0	1	0	1	1
Dismissed	1	1	0	0	0	1	1
End of Contract/ Secondment	1	0	0	4	1	11	5
Medical Retirement	2	0	2	1	0	2	1
Retirement	35	37	31	29	42	43	31
Transfer	9	17	22	14	26	20	24
Resignation	26	7	22	21	27	34	41
Total	74	62	77	70	96	112	104

The Retention and Exiting Working Group continues to review 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 – March 2024), found another job and retirement were the main reasons for leaving. Between April 2023 – March 2024, 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, management of tasking and planning, communication and morale.

Officer Leavers by Directorate 2023/24



Officer Reasons for Leaving 2023/24



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

People Turnover

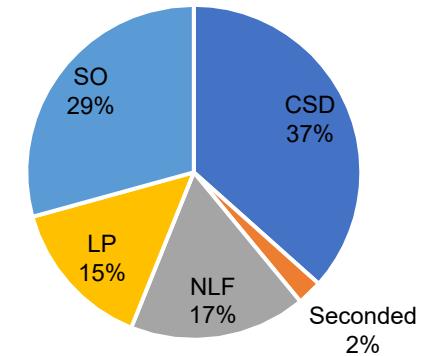
During the reporting period, 10 Police Staff left the force, this equates to 1.7% turnover rate. A total of 41 Police Staff left the force in 2023/24, a 7.6% turnover rate. The number of leavers is significantly lower compared to 2022/23 in which 78 Staff left (16%).

Police Staff – Reasons for Leaving (per Financial Year)

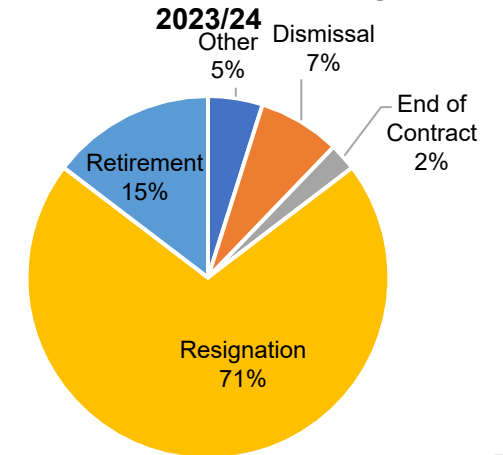
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Other	1	1	0	1	0	0	2
Dismissed	2	1	1	2	0	3	3
Medical Retirement	0	0	0	0	0	0	0
End of Secondment/ Contract	0	1	0	0	1	1	1
Redundancy	1	1	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	28
Resignation joined Police	7	2	0	0	2	2	1
Retirement	5	10	6	7	8	11	6
Transfer	2	0	0	0	0	0	0
Total	60	65	51	35	63	78	41

The main reason for leaving was resignation, the majority of leavers were from Grades C and D. 39% of leavers had up to 5 years' service, 41% had between 5- and 15-years' service, and 19% had 16 years or more service at the time of leaving.

Staff Leavers by Directorate 2023/24



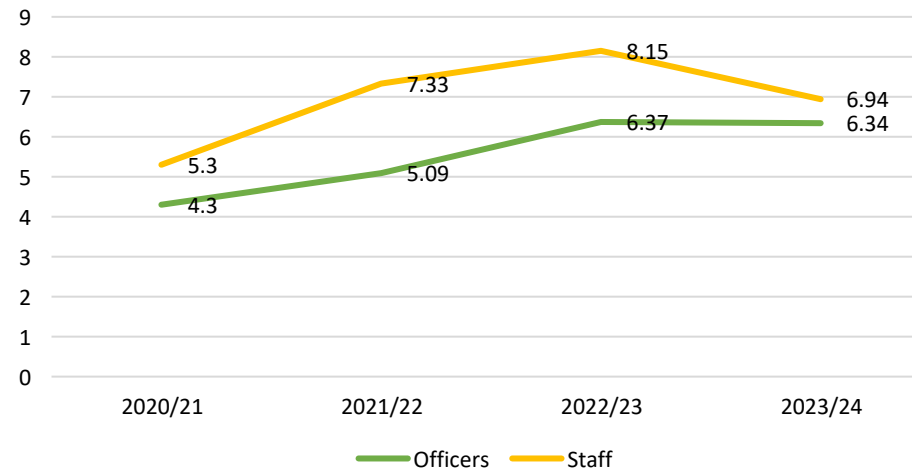
Staff Reasons for Leaving 2023/24



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 – March 2024, the force's sickness absence rate was 2.46% for Officers, and 2.84% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 6.34 days and for Police Staff was 6.94 days during this period. In comparison to 2022/23, average days lost is similar for Officers but has reduced for Staff in 2023/24 (2022/23 reported: Officers – 6.37, Staff – 8.15 average days lost). The graph below shows the total average days lost by financial year since 20/21.
- The force has reviewed its internal sickness target and agreed a target of 'less than 10 days sickness in a 12-month period' for officers and staff, this links to the sickness triggers already in place and allows for greater link up between management boards.

FY Comparison of Average Sickness Days Lost by Employee 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 31 March 2024, OH have received 92 pre-employment requests of which 87 were responded to within their SLA of 2 working days (95% response rate) . 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 208 referrals of which 176 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 84%. In addition, there were 71 referrals to the OH Physician (OHP) all of which 69 were seen within the SLA, a response rate of 97% (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.



Health & Safety

There has been a slight decrease in the total number of health and safety incidents reported during the last quarter of 2023/24 in comparison to Q3. However, the number is consistent with the other quarter during the year. The highest number of health and safety incident reports were as a result of assaults on police officers and police staff. In comparison to 2022/23 the overall number of health and safety incident reports has increased slightly. The largest increase was against assault reports which has been seen across all quarters. It is thought this is due to work undertaken to increase awareness of assault reporting and the introduction of annual reporting to the Home Office in ADR submissions.

Of the reports received 2 were reportable to the Health and Safety Executive under the category of over 7-day category where an employee is unable to undertake their role or usual work activities for a period of 7 days or more immediately following the incident. One incident related to a member of the public who reversed into a police motorcyclist who intended to stop the vehicle. The remaining incident related to training incidents one where an officer was trialling a new fitness programme during which an awkward fall resulted in a fracture to the officer's thumb.



Wellbeing

A presentation was made to the Police Authority Board in February 2024, where the importance of wellbeing in HMICFRS inspections and the top-down and bottom-up approach adopted by CoLP was explained. The key steps were outlined as:

- Established monthly rhythm and tempo with the strategic and delivery boards both in place
- Governance and accountability in place
- Agreed on the strategic ‘top down’ approach
- Prioritised ground up areas to explore
- Strategic representatives secured for statutory areas of OH and HR (crucial to HMICFRS)
- 40+ wellbeing ambassadors
- Wellbeing ambassadors into teams and assigned tasks to support top down and ground up work streams

Progress so far

The Strategic Wellbeing Board is now established, it will meet monthly and will be chaired by T/Assistant Commissioner Adams. The strategic priorities for CoLP are:

- **Mental Health** - the greatest reason for sickness absence at CoLP this is reflected in national statistics
- **Sleep and fatigue recovery** - National data shows policing causes severe fatigue, which affects sleep quality and duration; 70% officers and 60% staff report being highly fatigued. This is a national priority, so CoLP will benefit from support products with minimal investment.
- **Preventative and Proactive Initiatives** - taking steps to prevent ill health supports individual wellbeing, reducing the demand for Occupational Health support. It is recognised that Wellbeing is vast and demands vary in each area. Keeping it broad allows flexibility for a bespoke approach whilst having a shared and agreed priority



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 31 March 2024:

- Local Policing
- Specialist Operations
- National Lead Force
- Corporate Services



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Neighbourhood Policing	99	82	6	7
Response & VCU	76	166	9	7
Taskforce	190	155	15	12
Contact & SMT	26	25	45	39
Total Local Policing	391	428	75	65



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	92	73	80
Investigation Services	159	158	25	23
Forensic Services	7	8	29	25
Criminal Justice System	27	27	45	40
SO SMT (Supt above)	5	4	0	0
Total Specialist Ops	302	283	172	168



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	62	10	11
NLF Fraud	50	37	15	29
NLF Coordination	11	12	8	9
NFIB	18	21	46	76
Action Fraud	0	0	24	39
NPCC Cybercrime	9	8	3	1
NLF SMT (NLF Ops) & Officer Secondments	10 (4 Secondments)	6 (2 Secondments)	0	0
Total National Lead Force	163	146	106	165



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	6	2	3
HQ Services	27	27	40	32
Support Services	2	4	66	63
IMS and IT (Incl. Business Insights)	4	3	41	33
Professionalism and Trust	48	66	16	23
Total Corporate Services	86	106 (incl. 2 secondments)	165	157 (incl. 3 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.



Committee(s): Resources, Risks and Estates Committee (RREC)	Dates: 20 May 2024
Subject: Provisional Revenue and Capital Budget Outturn 2023/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 58-24	Information
Report author: Chief Finance Officer & Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police's provisional revenue and capital outturn for 2023/24, a final outturn will be presented to the Police Authority Board for information in June 2024.

Revenue:

The provisional revenue outturn for the financial year 2023/24 is £104m against a latest approved budget of £104m, resulting in a balanced outturn position as forecast at Q3. In Q3 pay and other non-pay underspends provided the opportunity for the Force to meet £2.3m direct revenue financing of capital spend and a forecast overspend of £1.3m in relation to the Action Fraud Contact Centre. Further savings against pay, core supplies and services budgets, better recovery of direct and overhead costs from funded activities and the impact of mitigations to reduce the Contact Centre overspend to £0.7m since Q3, has enabled CoLP to (1) mitigate £3.3m of contract extension costs associated with the re-phasing of the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) in 2024/25, (2) extend financing of the capital programme by £0.4m and (3) create an £0.8m Action Fraud reserve. It is expected that the creation of this Reserve, taken together with the £3.3m early advancing of CoLP's contribution to the 50:50 cost share arrangement with the Home Office for FCCRAS extension costs, will help to significantly de-risk Police finances in 24/25, particularly in relation to the FCCRAS project.

In support of the provisional outturn position:

- **Slides 2-13** provides variance analysis to the final 2023/24 budget
- **Slide 14** provides a breakdown of overtime by business area,

- **Slides 15-18** 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 19** provides a breakdown of the Force's £8.6m mitigations targets for 2023/24
- **Slides 20-22** provides a breakdown of Proceeds of Crime Act (POCA) funded activities
- **Slide 23** provides an update on the Force's reserves position as at the end of 2023/24.
- **Slides 24-25** details the forecast outturn against the £1m Police Authority Board Team budget for 2023/24.

Capital:

The CoLP Capital Programme comprises projects developed and managed by the Force. The provisional outturn on the CoLP capital programme in 2023/24 is £13.903m, which, compared to the budget for 2023/24 of £25.344m resulted in an underspend of £11.441m (summarised in **Slide 26**).

The underspend is largely due to rephasing of FCCRAS milestones of £9.156m to 2024/25. Despite this, the related Home Office capital grant for 2023/24 of £11.2m has been fully utilised, with most of the City funding element being deferred to 2024/25. Underspends on other projects is closely in line with the position forecast at Q3 including the delayed use of the prioritisation and feasibility funding provision (£0.827m), a delay to the Data Analytics Platform Project (previously called Power BI) (£0.435m) and the delivery of the horsebox (£0.400m).

- **Slide 27** provides a more detailed breakdown of outturn capital spend against each project in 2023/24;
- **Slides 28 & 29** provide notes on outturn variations to budget; and
- **Slide 30** provides a breakdown of how the capital outturn spend is funded.

In addition to the CoLP funded projects, CoLP benefits from a number of 'infrastructure' projects led and funded by the Corporation, which are set out on slide 31.

Recommendations

Members of the Resources, Risks & Estates Committee are asked to note the provisional revenue and capital outturn for 2023-24 as set out in this covering report and accompanying slide pack.

Appendices

2023/24 Provisional Revenue and Capital Outturn slide pack, comprising 31 slides including the covering page.

Contact

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Resources, Risks and Estates Committee (RREC)

Provisional Revenue & Capital Budget Outturn 2023/24

Date: 20/05/2024



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

2023/24 Provisional Outturn - Headlines

Revenue: The provisional revenue outturn for 2023/24 is £104m against a latest approved budget of £104m resulting in a breakeven position, as also forecast at Q3.

Within this breakeven position, c.£4.5m headroom arose from a high proportion of student officers, the staff recruitment trajectory and 'core' non-pay underspend, along with increased in-year recharges for funded work. This has enabled £2.5m revenue contribution towards the cost of the 2023/24 capital programme (shown under capital charges in Table 1 (Q3 forecast £2.3m)) and £4.1m Action Fraud related costs to be absorbed (incl. unbudgeted £2.6m in-year contribution to extension "cost share" with Home Office, £0.8m transfer to earmarked reserve, £0.7m Contact Centre staffing), which will significantly de-risk 24/25 finances, particularly in relation to implementation of Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS).

The latest approved budget of £104m compares to an original 2023/24 revenue budget of £101m, which is an increase of £3m. The £3m increase is due to the addition of Supplementary Revenue Programme (SRP) expenditure (net £0.7m) and premises rental charges (£2.3m). The budget increases for the SRP and rental charges are net nil with budgets provided to match actual expenditure incurred.

Capital: Despite significant underspend arising from rephasing of the FCCRAS programme, the Home Office £11.2m capital grant was fully utilised in-year, with most of the City funding element being deferred to 24/25. On other capital projects, outturn was very close to the Q3 forecast.



2023/24 Provisional Revenue – Outturn Headlines

Headline variances between the latest approved budget and provisional outturn are set out below:

- **Officer Pay:** A £1.3m 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), totalling £2.2m has been largely offset by vacancies and rank ratio savings due to a higher proportion of student officers (£1.7m) in addition to the unbudgeted direct funding of relevant posts by National Lead Force activities.
- **Staff Pay:** £1.3m underspend on staff pay mainly due to vacancies which is partially offset by an increase in agency costs (£0.4m).
- **Overtime:** an increase in overtime of £1.3m due to funded work and other operational activities (Slide 8 explains).
- **Other Employee Costs:** 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.
- **Premises:** A £0.7m pressure against premises budgets largely due to backdated energy bills going back several years which were retrospectively billed (£338k) and related to a faulty meter which has now been fixed. Higher than budgeted energy (£211k) and cleaning costs (£219k) as part of the corporate contracts, partly offset by an underspend on repair & maintenance across all CoLP estates (£108k).
- **Supplies & Services:** A £0.1m overspend in supplies and services budgets, including a net overspend of £2.6m in relation to Action Fraud extension cost, £0.7m Contact Centre costs due better recruitment outcomes than budgeted, higher than budgeted CCTV and security costs (£172k) and overspend on the clothing contract (£132k) due to additional uniforms being required. These costs have been largely offset by (1) lower than anticipated expenditure on firearms equipment (£383k) due to slippage, (2) an unused non-pay inflationary risk provision of £1m; which has been removed from the 2024/25 budget; for 2024/25 a 3% non-pay inflationary uplift has been included in the budget, (3) underspends of £1.5m against Enhanced Cyber Reporting / Fraud Reform supplies and services budgets and (4) underspends of £0.4m in respect of project OLAF, Funded Units and Crime Academy due to lower than forecast expenditure.



2023/24 Provisional Revenue Outturn - Headlines

- **Third Party Payments:** £31.8m higher than budgeted. Of this £31.3m relates to 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 and other contributions.
- **Transfer to Reserve:** £3.9m higher than budgeted due to £2.532m being transferred into City Fund to accelerate the repayment of the legacy Action Fraud loan (£2m) and ULEZ loan (£0.532m); there was a corresponding transfer from the Force's General Reserve into the Police budget to fund the repayment. In addition, £610k of Asset Recovery Incentivisation Scheme receipts, creation of the Action Fraud Reserve (£768k) and contribution to the Safer City Programme £0.05m were also included in the transfer to reserve movements.
- **Capital Charges:** mainly relate to the direct revenue funding of CoLP's 2023/24 capital programme costs (£2.7m).
- In addition to the £5.2m of unbudgeted loan repayments and revenue financing of the 2023/24 capital programme noted above, the Force also repaid (£3.9m) (via a negative financing adjustment to the 2023/24 budget): £2.5m towards the Action Fraud legacy loan, £380k towards the ULEZ loan and £1m to other general capital loan items. Total of loan repayments and revenue financing of capital programme costs was, therefore, some £9.1m in 2023/24.

These additional loan repayments and other cost pressures have been largely offset by:

- £2.5m drawdown from the Force's General Reserve to accelerate repayment of the legacy Action Fraud loan (£2m) and ULEZ legacy loan (£0.5m) in accordance with the proposal contained in the 2024/25 estimate report agreed by this Committee.
- Additional Home Office funding including a £2.4m pay award grant, a £0.45m Uplift over recruitment grant, further Counter Terrorism funding of £0.2m, along with funding for drugs testing, secondments and other income totalling £0.5m
- £1.9m including additional mutual aid income (£0.6m), training (£0.3m), Op Safeguard (£0.16m) and the recharging of staff time to £0.9m of additional fees and charges income including unbudgeted contractual penalty income £0.5m and ARIS/POCA receipts of £0.3m.



2023/24 Provisional Revenue Outturn – Headlines

- Additional savings against “core” budgets was also secured through an increased contribution from funded activities towards overhead costs of £0.9m.

Income and Funding

- Compared to the latest approved budget Government grant income has increased by some £32.1m this is mainly due to the £2.4m pay award grant, £0.45m officer uplift over recruitment and £32.2m of new funding for National Lead Force (NLF) Activities such as the Anti-Money Laundering Act Regulations (AMLAR) £2.5m, Fraud Reform £4.5m and other cybercrime / cryptocurrency grants (£25.2m), the majority of which will be transferred to other police forces and will be expensed through third party payments.

2023/24 Mitigations target = £8.6m, achieved £8.6m

With substitute mitigations (recharging to funded work) £8.6m of mitigations have been delivered, Table 4 refers.

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

Receipts from the ARIS scheme transferred to the POCA Reserve in 2023/24 totalled £610k, with revenue expenditure funded from the POCA reserve as shown in Table 5 totalling £2.058m. The net impact on the POCA Reserve, and the balance brought forward into 2024/25 of £5.946m is shown in Table 6.

Police Authority Board (PAB): The provisional outturn for the Police Authority Team budget is £741.5k against a latest approved budget of £1m, an underspend of £258.5k (Table 7 below refers). This compares to a forecast underspend of £264.6k at Q3 2023/24. This is mainly due to a vacancy in the PAB Team, underspends against supplies and services budgets and the inclusion of Home Office grant income for serious violence prevention which was not included in the original budget. Following a review of the apportionment methodology for central recharges by the Chamberlain’s team, the PAB Team outturn also includes £67.8k of charges for accommodation, corporate support and information technology.



2023/24 Provisional Revenue Outturn

Table 1 2023/24 Provisional Revenue Outturn		23/24 Original Budget	Q3 Projected Outturn +Deficit / (Surplus)	Q3 Projected Variance +Deficit / (Surplus)	23/24 Latest Budget	Actual Outturn (Full Year)	Full Year Outturn Variance +Deficit / (Surplus)	Notes
		£m	£m	£m	£m	£m	£m	
Pay								
Officers		70.6	71.7	1.1	70.6	71.9	1.3	(i)
Staff		32.4	31.5	(0.9)	32.4	31.1	(1.3)	(ii)
Overtime		2.2	3.0	0.8	2.2	3.5	1.3	(iii)
Agency		0.8	1.0	0.2	0.8	1.2	0.4	(iv)
Police Officer Pension		23.0	23.0	0.0	23.0	19.5	(3.5)	(v)
Indirect employee costs		2.1	2.6	0.5	2.1	2.6	0.5	(vi)
Total Pay		131.1	132.8	1.7	131.1	129.8	(1.2)	
Non-Pay								
Premises Costs		2.9	3.3	0.4	7.3	8.0	0.7	(vi)
Transport Costs		2.7	2.7	0.0	2.7	2.7	(0.0)	
Supplies and Services		37.1	37.0	(0.1)	37.1	37.2	0.1	(vii)
Third Party Payments		12.3	31.9	19.6	12.3	44.1	31.8	(viii)
Unidentified Saving		0.0	0.0	0.0	0.0	0.0	0.0	
CoL Support Services		3.3	3.4	0.1	3.3	3.0	(0.2)	
Capital Charges		0.5	2.8	2.3	0.5	3.1	2.6	(ix)
Transfer to Reserves		0.0	0.5	0.5	0.0	3.9	3.9	(x)
Total Non-Pay		58.8	81.6	22.8	63.2	101.9	38.7	
Total Expenditure		189.9	214.4	24.5	194.3	231.7	37.5	
Income								
Specific Grants		(69.7)	(93.1)	(23.4)	(69.7)	(101.8)	(32.1)	(xi)
Partnerships		(13.5)	(14.3)	(0.8)	(14.8)	(16.8)	(1.9)	(xii)
Fees & Charges		(3.5)	(3.5)	0.0	(3.5)	(4.5)	(0.9)	(xiii)
Transfer from Reserves		(2.2)	(2.5)	(0.3)	(2.2)	(4.6)	(2.5)	(xiv)
CoLP Core Funding		(101.0)	(101.0)	0.0	(104.0)	(104.0)	0.0	
Total Income		(189.9)	(214.4)	(24.5)	(194.3)	(231.7)	(37.5)	
Underlying Deficit		(0.0)	0.0	0.0	0.0	0.0	0.0	

2023/24 Provisional Outturn Variance Analysis

Police Uplift Maintenance: £2m of ringfenced funding in 2023/24 was dependent on the maintaining an officer headcount of 986 with check points at the end of September 2023 and March 2024. The Force also committed to recruiting an additional 10 officers to assist with the achievement of national targets. For each additional post, the Home Office agreed to provide £15,000 based on the numbers recruited in September and £30,000 in March 2024.

As shown in slide 12, the 996-headcount target was achieved in both September 2023 and March 2024 which has secured £2.85m of Government grant funding. Whilst the number of officers by headcount increased to 1001 in March 2024, it is expected that with natural attrition the officer numbers will reduce.

(i) Police Officer Pay: Overspend £1.3m (Q3 £1.1m overspend). The 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, total £2.2m. In addition, there has been £0.8m of funded growth through National Lead Force programmes such as Fraud Reform and Cybercrime. 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 downstream Medium Term Financial Plan (MTPF) pressures which has been reflected in the 2024/25 budget. The £2.2m cost increase, due to wage price inflation has been partially offset by £1.7m of savings due to vacancies and rank ratio saving (£9m core posts less £7.3m of student officer recruitment – Slide 12 refers). These officer 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 (£3m overspend) in this business area (see slide 15).



2023/24 Provisional Outturn Variance Analysis

(ii) Staff Pay £1.3m underspend: (Q3: £0.9m underspend). The outturn includes a £1m pay pressure due to the c7% staff pay award, plus £1.6m of unbudgeted expenditure relating to Enhanced Cyber Reporting Service (ECRS), Anti-Money Laundering Act Regulations (AMLAR), Fraud Reform, Proceed of Crime Act (POCA) funded activities 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 £3.7m saving due to continuing staff vacancies – slides 12 and 13 refer. A workforce plan has been developed to progress staff recruitment from 450 FTEs in September to the 2024/25 budgeted establishment of 532.

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 during 2023/24, the funding distribution methodology, 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 initial assessment suggested 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 £1.3m overspend (Q3: £0.9m overspend), which includes £0.65m of recoverable /activities events. This is an increase of £0.4m compared to the Q3 forecast and has been driven by backfilling duties and increased protest activities in the City. The Police Officer overtime budget (excluding National Lead Force) represents 3% of officer pay. A review of southeast forces (excluding the MPS) taken from the annual CIPFA POA survey suggests that 3% is within the range of other Forces albeit towards the lower end of the range. The monitoring and review of overtime is a standing item on the agenda of the Force's Strategic Finance Board.



2023/24 Provisional Outturn Variance Analysis

(iv) Indirect Employee Costs: £0.5m overspend (Q3 £0.5m overspend). This is due to an under provision for injury awards and apprenticeship levy costs in the 2023/24 budget, these have been reviewed in the 2024/25 budget setting process.

(v) Pension Deficit Grant: £3.5m underspend. This underspend relates to the Police Pensions expenditure funded by the Home Office. The underspend is matched by a corresponding reduction in Government grant income. The Pension's forecast has been updated for 2024/25.

(vi) Premises costs: £0.7m overspend (Q3: £0.4m overspend). The premises overspend is mainly due to several backdated energy bills going back several years, retrospectively billed (£338k), due to a faulty meter which has now been fixed. Higher than budgeted energy (£211k) and cleaning costs (£219k) as part of the corporate contracts, partly offset by an underspend on repairs & maintenance costs across the estate (£108k).

(vii) Supplies and Services: £0.1m overspend (Q3 £0.1m underspend). The overspend in supplies and services budgets, including a net overspend of £2.6m in relation to Action Fraud extension cost, £0.6m Contact Centre costs due better recruitment outcomes taking staffing numbers up to and at times above expected levels, higher than budgeted CCTV and security costs (£172k) and overspend on the clothing contract (£132k) due to additional uniforms being required. These costs have been largely offset by (1) lower than anticipated expenditure on firearms equipment (£383k) due to slippage, (2) an unused inflationary risk provision of £1m; which has been removed from the 2024/25 budget, (3) underspends of £1.5m against Enhanced Cyber Reporting / Fraud Reform supplies and services budgets and (4) underspends of £0.4m in respect of project OLAF, Funded Units and Crime Academy due to lower than budget expenditure.



2023/24 Provisional Outturn Variance Analysis

(viii) Third Party Payments: £31.8m overspend (Q3 £19.8m). Of this £31.3m relates to 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 and other contributions. The variance between outturn and Q3 (£24.5m) mainly relates to unbudgeted NPCC Cybercrime activities which were excluded from the Q3 monitoring as they are fully funded and outside of the Commissioner's core budget.

(ix) Capital Charges: £2.6m (Q3 £2.3m): This variance is due to a higher than planned revenue contribution to the financing of capital expenditure (£2.7m), less £0.1m central capital financing contribution. £2.7m represent the totality of the Force's capital programme spend in 2023/24 notwithstanding the £11.2m Home Office contribution to the FCCRAS project. The use of revenue funding to pay for the in-year capital programme costs will minimise internal borrowing and reduce future borrowing risks.

(x) Transfers to Reserve £3.9m. This relates to a transfer to reserves in respect of a £2.532m draw down from the Force's General Reserve to accelerate repayment of a legacy Action Fraud loan (£2m) and ULEZ legacy loan (£0.532m), £0.61m of Asset Recovery Incentivisation Scheme/Proceeds of Crime Act receipts, contribution to the Safer City Reserve £0.05m and creation of an Action Fraud Reserve (£0.768m) further de-risk project implementation costs.

(xi) Specific Grants: £32.1m over achievement. This mainly relates to additional grant income in respect of Enhanced Cyber Reporting Service (ECRS), Anti Money Laundering Act Regulation (AMLAR) & Fraud Reform (£32.2m), the Home Office pay award grant (£2.4m) and Uplift Over recruitment (£0.45m), further Counter Terrorism funding, drugs testing and other income totalling £0.5m. The outturn is also net of a £3.5m reduction in the pension deficit grant which is matched by a corresponding reduction in expenditure.



2023/24 Provisional Outturn Variance Analysis

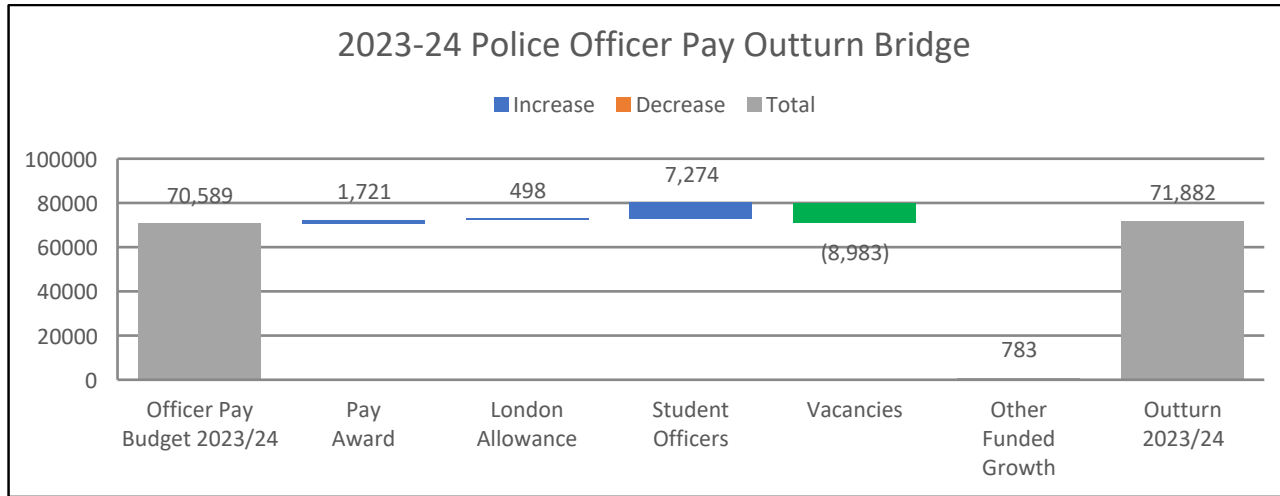
(xii) Partnership Income £1.9m over achievement (Q3 £0.8m) This positive variance is mainly due to additional income arising from, mutual aid recharges of £0.6m, recharging of staff costs to the capital projects £0.6m (The future police estate and FCCRAS), training income £0.3m, additional project OLAF £0.16m contributions and Op Safeguard £0.16m relates to the use of three cells at Bishopsgate by other forces (BTP, MPS).

(xiii) Fees and Charges: £1.9m over achievement (Q3 £0.8m over achievement) £0.9m of additional fees and charges income including unbudgeted contractual penalty income £0.5m and higher ARIS/POCA receipts of £0.3m.

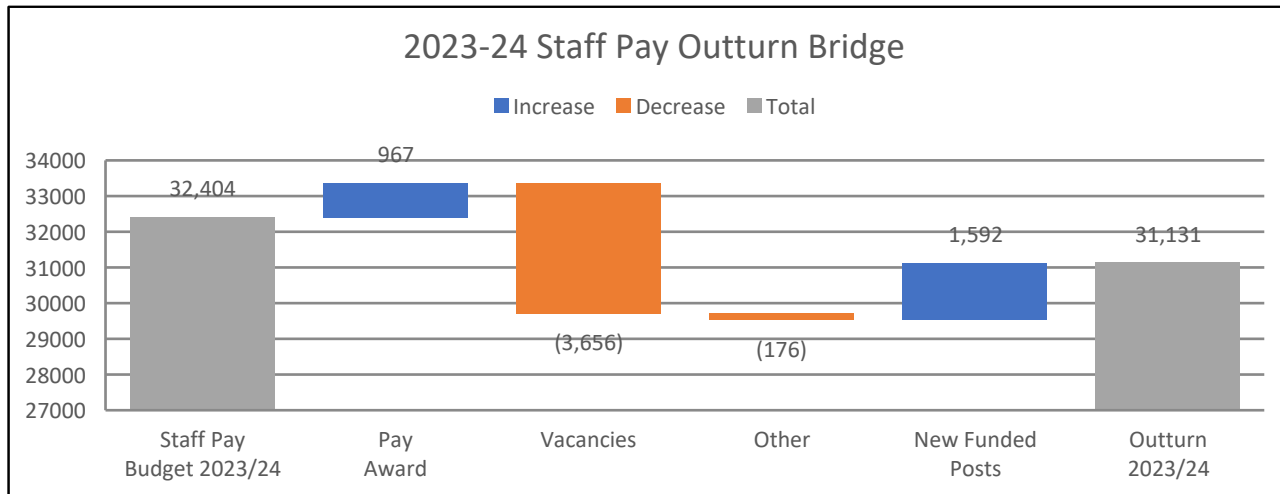
(xiv) Transfers from Reserve £2.5m. The variance relates to the £2.532m draw down from the Force's General Reserve to repay the Action Fraud and ULEZ loans.



2023/24 Pay – Officer & Staff Bridge Analysis



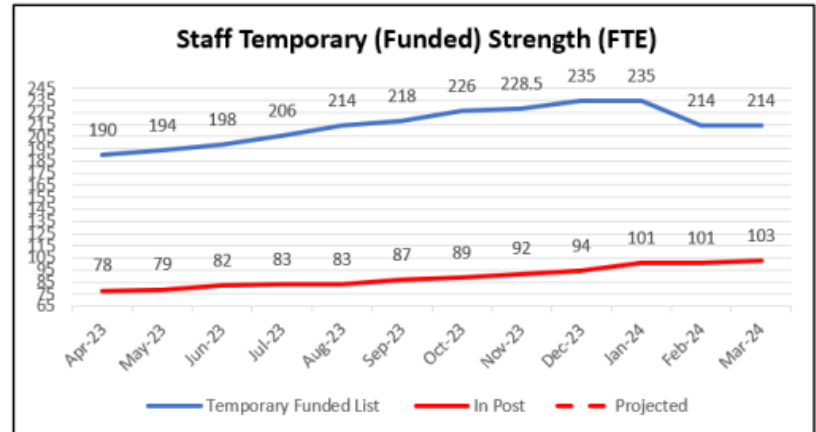
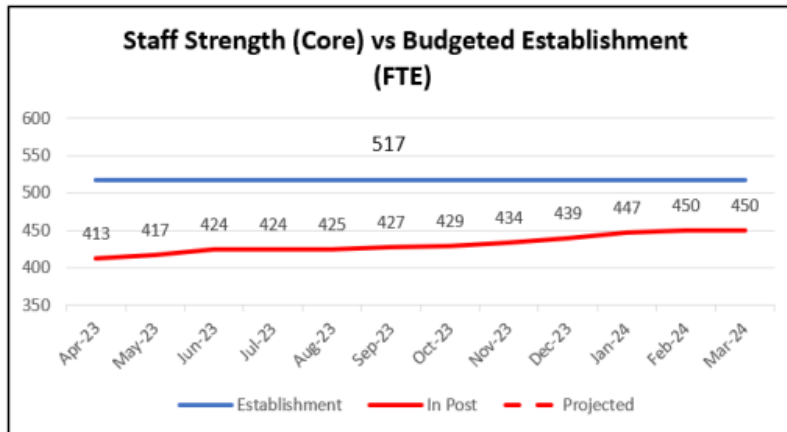
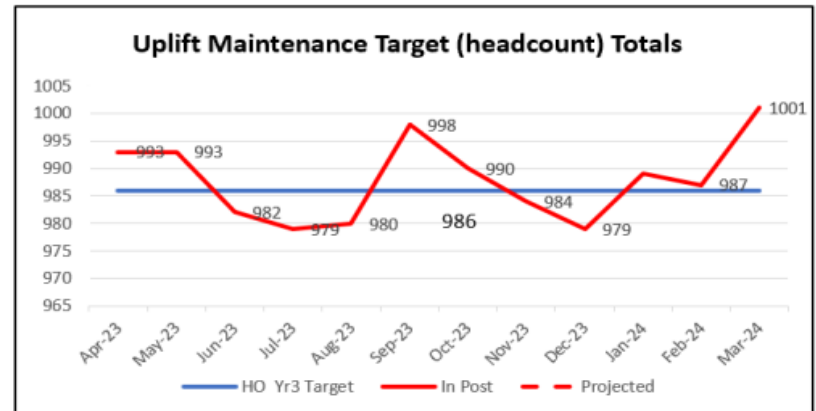
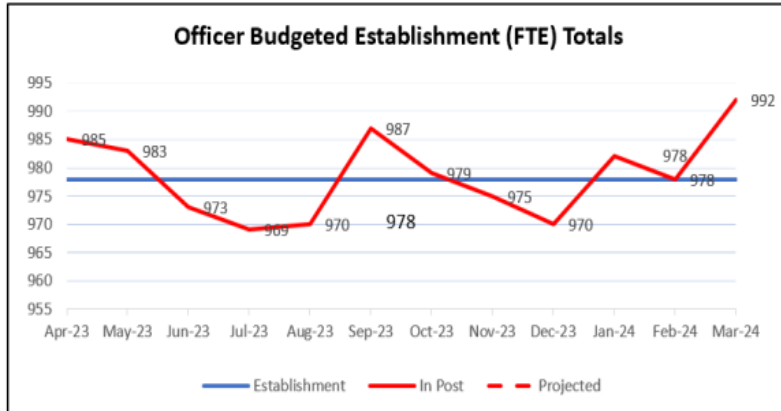
**Net £1.3m
Officer pay
overspend**



**Net £1.3m
Staff pay
underspend**



Revenue Monitoring 2023/24 Outturn – Workforce Dashboard



2023/24 Provisional Outturn - Overtime

The overtime budget for 2023/24 totals £2.151m as shown in Table 2 below. The provisional outturn is £3.482m resulting in an overspend of £1.3m. This is an increase of £0.4m compared to Q3. 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, National Lead Force operations and increased protest activity associated with the Middle East. The revised outturn also includes the impact of the 2023/24 Officer and Staff pay awards which have increased pay by c7%.

Of the total overtime shown below, some £0.65m is recoverable from third parties.

Table 2: Overtime by Business Area 2023-24	23/24 Original Budget	Q3 Projected Outturn +Deficit / (Surplus)	Q3 Projected Variance +Deficit / (Surplus)	23/24 Latest Budget	Actual Outturn (Full Year)	Full Year Outturn Variance +Deficit / (Surplus)
	£m	£m	£m	£m	£m	£m
Local Policing	813	1,070	257	1,033	1,541	508
Specialist Operations	242	592	350	242	702	460
National Lead Force	320	513	193	320	579	259
Corporate Services	0	59	59	0	104	104
Central Income & Expenditure	776	776	0	556	556	(0)
Grand Total	2,151	3,010	859	2,151	3,482	1,331

Home Office funding is only available where overtime costs exceed a threshold of 1% of core funding for a single event. In the case of the City of London Police the threshold is some £770k per event and has not been exceeded in 2023/24.

The monitoring of overtime will continue to be a standing item on the agenda of the Force's monthly Strategic Finance Board.



2023/24 Provisional Outturn – Business Area Summaries

Revenue outturn summaries for each of the business areas is shown in Table 3 below:

Table 3: 2023/24 Department Revenue Outturn Summaries	23/24 Original Budget	Q3 Projected Outturn +Deficit / (Surplus)	Q3 Projected Variance +Deficit / (Surplus)	23/24 Latest Budget	Actual Outturn	Outturn Variance to Budget +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
Local Policing	29.8	33.6	3.8	29.8	32.7	3.0	(i)
Specialist Operations	27.0	25.2	(1.8)	27.0	24.9	(2.1)	(ii)
National Lead Force	6.8	7.7	0.9	6.8	8.6	1.7	(iii)
Corporate Services	29.0	29.2	0.2	31.5	32.3	0.8	(iv)
Central Income & Expenditure	8.5	5.4	(3.1)	9.0	5.7	(3.4)	(v)
Total	101.1	101.1	0.0	104.1	104.1	(0.0)	

(i) Local Policing: £3m overspend (Q3 £3.8m overspend). In 2023/24 Local Policing had a outturn of £32.7m against a budget of £29.8m, resulting in an overspend of £3m. This was mainly due to student officer pay (£6.5m) associated with the Uplift programme, the impact of officer pay awards/ London Allowance increase (£0.9m) and an overtime overspend of £0.5m driven by: support to the MPS (£0.18m), Op Mayfield-Israel/Gaza protest (£0.06m), Notting Hill Carnival (£0.04m) and other protests and event in the City (£0.19m). These cost pressures (£7.9m) have been partially offset by vacancies in Local Policing of £4.2m, £0.4m of savings against supplies and services budget due to delays in Tactical Firearms Group (TFG) procurement and an unbudgeted re-imbusement of secondment income from the MPS (£0.39m).

The balance of the student pay cost will be met from officer vacancies across the other business areas.



2023/24 Business Area Summaries continued

(ii) Specialist Operations (SO): £2.1m underspend (Q3 £1.8m underspend). In 2023/24, Specialist Operations had a final outturn position of £24.9m against a £27.0m budget, resulting in a £2.1m underspend. This underspend was due to significant levels of vacancies throughout the year (£1.2m) and additional unbudgeted income of £1.5m due to uplift in National Lead Force & Counter Terrorism funding for posts. These underspends were partially offset by a £0.5m budget pressure on overtime due to operational requirements and backfilling vacancies as well as a £0.2m overspend on supplies and services, transport and third-party payments due to operationally critical equipment repairs in addition to an increase in toxicology submissions linked to the Police Uplift Programme.

(iii) National Lead Force: £1.7m overspend (Q3 £0.9m overspend). Officer & Staff pay was £1.1m lower than budget owing to delayed start dates of over 50 posts during the year. Overtime budget was not substantial enough to cover £0.6m final outturn, where existing officers were covering the work of vacant posts. Other Employee Expenditure (£0.5m more than budgeted) was the reclassification of national Cybercrime training courses from supplies & services. Transport costs (£0.2m higher than budgeted) was mainly incurred by the Funded Units during the year (leasing cars for investigations, vehicle repairs etc), supplies & services: £3.3m overspend for the IBM Extension & Contact Centre were offset by £1.9m of underspends against Fraud Reform, ECRS, OLAF, Funded Units & Crime Academy budgets. Third-party payments overspend of £31.5m (Cybercrime, Fraud Reform & AMLAR) were offset by £30.6m of additional government grants. In addition, the Funded Units and Action Fraud brought in £0.5m higher Customer Client Receipts than budgeted, £0.4m more POCA funds were transferred from reserve than budgeted owing to the bringing forward of key projects, and £0.5m of FCCRAS staff costs were transferred into the capital project.



2023/24 Business Area Summaries continued

(iv) Corporate Services: £0.8m overspend (Q3 £0.2m overspend). In 2023/24 CSD had a final outturn position of £32.6m against a budget of £31.5m, resulting in an overspend of £1.1m. This was largely due to: Employees – a net overspend of £0.4m, this comprises higher than budgeted pay awards for both staff and officers (£674k), additional funded posts by NLF (£710k), the use of temporary staff to cover vacancies (£0.5m), and unbudgeted overtime (£104k) largely offset by vacancies (£1.4m) and training budgets not being fully utilised in the year (£202k). Premises – net overspend of £662k, largely due to backdated energy bills going back several years, retrospectively billed (£338k), due to a faulty meter which has now been fixed. Higher than budgeted energy (£211k) and cleaning costs (£219k) as part of the corporate contracts, partly offset by an underspend on Repairs & Maintenance across all CoLP estates (£108k). Supplies and Services - net overspend of £699k, due to higher than budgeted CCTV and security costs (£172k) and an overspend on the clothing contract (£132k) due to additional uniforms being required. Transfer from reserves - overspend of £415k, due to a POCA bid being rejected after the budget was set, therefore the income was not transferred. Government grants - additional income of £583k from National Lead Force (NLF) funded posts (£361k), additional Cybercrime grant not budgeted (£135k) and international training income due to an increased number of courses provided (£85k). Other grants – £222k funding for NLEDS not in the original budget and £85k contribution for the Apprenticeship Training Programme. Recharges - higher amount of overhead recovery from NLF allocated than budgeted (£288k).



2023/24 Business Area Summaries continued

v) Central Expenditure & Income (CE&I): £3.4m underspend (Q3 £3.1m 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, an allowance for market forces supplements not captured in the salary estimates (£0.3m) and £1m for wider inflationary pressure. During the financial year 2023/24 these budgets along with a £0.4m agency budget were released as the impact of the cost pressures was incorporated into the outturn forecasts of the other business areas. The outturn also includes an increase in government grant funding of £3m relating to the 2023/24 Home Office pay award £2.4m, £0.45m Uplift over-recruitment incentive, £0.16m software licence grant and £0.3m of POCA receipts above budgeted levels. In addition, there was a higher amount of overhead costs recovery (£0.7m) from funded work than budgeted in pursuance of the Force's Income Strategy. This total positive variance of £7.1m is offset by an increase in the capital financing contribution of £2.7m to mitigate downstream borrowing risks and transfer to the Action Fraud Reserve (£0.768m) to help de-risk the revenue impact of the updated FCCRAS implementation plan on 2024/25 revenue budgets.



2023/24 Provisional Revenue Outturn - Mitigations

The 2023/24 revenue estimate included £8.6m of mitigations to deliver a balanced budget. Overall, whilst the £2m reduction in Action Fraud exceptional costs and rank ratio savings (£0.3m) have not fully materialised, due to substitute savings the mitigations target of £8.6m has been achieved. A summary of progress against each of the 2023/24 budget mitigations is shown in Table 4 below along with commentary on sustainability into future years.

Table 4:	Target	Outturn	Comments	RAG
2023/24 Mitigations Plan	£m	£m		
Reduction in Action Fraud exceptional costs	2.0	0.0	Mitigation not achieved due to rephasing of FCCRAS Delivery Implementation Plan.	
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. The higher Home Office funding is baked into core	
Increased use of the POCA Reserve	1.3	1.1	Continued use of POCA reserve to support the work of the Assest Recovery Team. Sustainability of this mitigation is dependent on the uncommitted balance held in the POCA reserve after 2024/25.	
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. Sustained into 2024/25.	
Higher proportion of more junior PCs	0.6	0.8	Achieved through workforce planning and continued student officer recruitment. The impact of this mitigation is expected to reduce as the current cohort of students become fully fledged officers and move	
Increased recharging of costs to funded activities	0.5	1.5	Achieved. The increased direct recharging of staff and recovery of overheads from funded / non-core activities aligned to demand drivers.	
Non-pay savings: agency costs, professional fees and other	0.4	1.6	Whilst agency costs were £0.6m over budget due to the requirement to fill key staff vacancies, compensating non-pay savings across a range of supplies and services budgets secured delivery of this	
Improvements in Officer rank / supervisory ratios	0.3	0.1	Mitigation partially delivered from outcome of the Corporate Services Review.	
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. The NNDR	
Total	8.6	8.6	Overall assessed to be green as the outturn is within budget despite some of the 2023/24 mitigations targets falling short of expectations.	

2023/24 Proceeds of Crime Act Funded Expenditure

Table 5 below provides a summary of those workstreams which have been funded from the Proceeds of Crime Act (POCA) Reserve. In 2023/24 £2.051m of revenue and £7k of capital expenditure was funded from the POCA Reserve. The impact of this on the reserve position is shown in slide 23.

Column A shows the total commitment per priority area which may span more than one year and column C shows the planned expenditure in the financial year (2023/24). An explanatory note follows on slide 22.

Table 5: 2023/24 POCA Funded Expenditure	A	B	C	D	E = (D-C)	F (B+D)	G (A-F)	Notes
	Total Approved Budget	Prior Years Spend	Forecast Spend 2023/24 Q3	Actual Outturn 2023/24	Outturn Variance to Forecast +Deficit / (Surplus)	Total Prior year & 23/24 Spend	Balance Remaining Total Budget vs Total Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Safer City Partnership	150	100	50	50	0	150	0	(i)
Total Community Projects	150	100	50	50	0	150	0	
Asset Recovery & Civil Contingencies Team	4,500	1,081	1,254	1,040	(214)	2,121	(2,379)	(ii)
Total Asset Recovery	4,500	1,081	1,254	1,040	(214)	2,121	(2,379)	
Covert Tasking Budget	288	35	42	0	(42)	35	(253)	(iii)
Operation Creative	200	0	138	0	(138)	0	(200)	(iv)
National Protect Coordination and Regional Support	335	0	144	151	7	151	(184)	(v)
Streamlined Forensic Reporting	30	20	9	3	(6)	23	(7)	(vi)
Stakeholder Engagement Manager	200	0	53	0	(53)	0	(200)	(vii)
DANY (District Attorney New York)	550	241	276	233	(43)	474	(76)	(viii)
NFIB Service Delivery Team (SDT) - Quality Assurance	150	0	150	204	54	204	54	(ix)
NFIB - Continous Improvement	220	11	178	14	(164)	25	(195)	(x)
Op Reframe - Police Boxes	74	34	0	0	0	34	(40)	(x)
LA International FCCRAS	223	0	223	223	0	223	(0)	
NBCC Communications & Marketing	21	11	0	1	1	11	(10)	
Total Crime Reduction	2,270	341	1,213	828	(385)	946	(1,100)	
NLF: People Strategy	93	0	94	0	(94)	0	(93)	(xi)
First Aid Nursing Yeomanry	20	0	0	10	10	10	(10)	
POCA project/governance review	50	0	0	44	44	44	(6)	
Psychometric Development Tool	109	0	0	80	80	80	(29)	(xii)
Total Miscellaneous	272	0	94	134	40	0	(93)	
Total Revenue Funding	7,191	1,522	2,611	2,051	(559)	3,217	(3,572)	

2023/24 Proceeds of Crime Act Funded Expenditure

Table 5: 2023/24 POCA Funded Expenditure	A	B	C	D	E = (D-C)	F (B+D)	G (A-F)	Notes
	Total Approved Budget	Prior Years Spend	Forecast Spend 2023/24 Q3	Actual Outturn 2023/24	Outturn Variance to Forecast +Deficit / (Surplus)	Total Prior year & 23/24 Spend	Balance Remaining Total Budget vs Total Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Power BI Phase 2	650	0	5	0	(5)	0	(650)	(xiii)
Child Abuse & Image Database (CAID)	53	33	7	7	(0)	40	(13)	(xiv)
Total Capital Funding	703	33	12	7		40	(663)	
Grand Total (Revenue & Capital)	7,894	1,555	2,623	2,058	(559)	3,257	(4,236)	

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. Additional funding of £600k was agreed from 23/24 to drive civil recovery activities across a period of three years at £200k pa.
- iii. An overtime/tasking budget for Covert/SIU was agreed for a period of 3 years, totalling £287.5k. 2023/24 is Year 2.
- iv. 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.
- v. The National Protect and Regional Support initiative is a project to establish of a national hub to tackle volume fraud.
- vi. In 2021/22 £30k of funding was agreed to support the enhancement of streamlined financial investigation reporting across CoLP.
- vii. The stakeholder and engagement project seeks to inform the future delivery of the National Fraud Intelligence Bureau (NFIB).



2023/24 Proceeds of Crime Act Funded Expenditure

Notes

- viii. The DANY project supported the secondment of two officers to the District Attorney's Office in New York until 31.03.24.
- ix. Funding has been agreed to enable NFIB Quality Assurance Testing to support the continuous improvement of the Action Fraud victim support service.
- x. This is an initial scoping project assessing the potential for the introduction of digital police boxes. Further progression will be subject to further business case development.
- xi. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK
- xii. Psychometric Development Tool – This project is a training development initiative to increase understanding of self and others which will have benefits in enhancing engagement with other and the yield benefits through the interpretation of the findings.
- xiii. PowerBI and CAID form part of the capital programme which are set out later in this report.

A review of project governance including the benefits and outcomes of these POCA funded initiatives and future prioritisation is in process and a report will be provided to this Committee at a future meeting. 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.



2023/24 - Reserves

Police Reserves are set out in Table 6 below:

Based on the provisional outturn above, it is expected that Reserves will reduce by £3.2m from an opening balance of £16.8m to £13.6m. 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 (£0.532m). 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. The forecast balance, after repayment of the above loans, is £6.6m or 5.7% of net revenue expenditure (NRE) in 2024/25. Typically, the Home Office expect that forces general reserves will not exceed 5% of NRE, however, due to the specific risks of the Force's National Lead status holding a General Reserve more than 5% of NRE is considered appropriate. The adequacy and any requirement to draw upon the General Reserve, will be kept under review.

The net drawdown from the POCA reserve of £1.45m is net of a £0.61m transfer to reserve, with £2.1m funding allocated to the 2023/24 POCA programme as set out in Table 5.

Table 6: 2023/24 Use of Reserves	Opening Balance 2023/24 £'m	Transfer to/ (from) Reserve 2023/24 £'m	Closing Balance 2023/24 £'m
General Reserve	9,127	(2,532)	6,595
Specific Reserves:			
Proceeds of Crime Act (POCA)	7,396	(1,450)	5,946
Action Fraud Reserve	0	768	768
Emergency Services Mobile Technology	294	0	294
Total Specific Reserves	7,690	(682)	7,008
Total	16,817	(3,215)	13,602

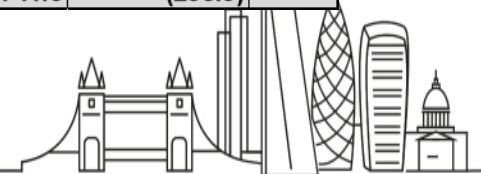


2023/24 Police Authority Team Revenue Provisional Outturn

The provisional outturn for the Police Authority Team budget is £741.5k against a latest approved budget of £1m, an underspend of £258.5k (Table 7 below refers). This compares to a forecast underspend of £264.6k at Q3 2023/24. This is mainly due to a vacancy in the PAB Team, underspends against supplies and services budgets and the inclusion of Home Office grant income for serious violence prevention and from the Safer Streets fund which were not included in the original budget; this funding is to facilitate joint working between local agencies to plan, prevent and reduce serious violence.

Table 7 sets out the Police Authority Team budget and provisional outturn for 2023/24.

Table 7: Police Authority Team Outturn 2023/24	23/24 Original Budget	Q3 Projected Outturn +Deficit / (Surplus)	Q3 Projected Variance +Deficit / (Surplus)	23/24 Latest Budget	Actual Outturn (Full Year)	Outturn Variance +Deficit / (Surplus)	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	
Staff	698.0	660.0	(38.0)	698.0	630.0	(68.0)	(i)
Indirect employee costs	17.0	8.0	(9.0)	17.0	4.4	(12.6)	
Total Pay	715.0	668.0	(47.0)	715.0	634.4	(80.6)	
Supplies and Services	285.0	142.4	(142.6)	285.0	129.8	(155.2)	(ii)
Third Party Payments	0.0	0.0	0.0	0.0	127.4	127.4	(iii)
CoL Support Services	0.0	0.0	0.0	0.0	67.8	67.8	(iv)
Non-Pay	285.0	142.4	(142.6)	285.0	325.0	40.0	
Total Expenditure	1,000.0	810.4	(189.6)	1,000.0	959.3	(40.7)	
Government Grants	0.0	(75.0)	(75.0)	(0.0)	(208.1)	(208.0)	(v)
Customer Client Receipts	0.0	0.0	0.0	0.0	(9.8)	(9.8)	(vi)
Total Income	0.0	(75.0)	(75.0)	(0.0)	(217.9)	(217.8)	
Net Expenditure	1,000.0	735.4	(264.6)	1,000.0	741.5	(258.5)	



2023/24 Police Authority Team Revenue Provisional Outturn

The outturn underspend is reduced compared to 2022/23 (22/23 £447k), one reason for this is that the Police Authority Team has been trialling, for the first time, the provision of grants to fund specific crime reduction initiatives. Overall, it is expected that the £1m budget will be fully utilised in 2024/25 as the staffing model moves towards full capacity and policy priorities are further developed.



Capital Outturn 2023/24 Headlines

- The CoLP Capital Programme comprises 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.
- The CoLP Capital Programme budget for 2023/24 amounted to **£25.417m** as shown in table 1 below. The outturn spend amounted to **£13.976m**, resulting in an overall underspend on the programme of **£11.441m**.

	A	B	C=B-A	D	E=D-B
Table 1 – Summary of outturn capital expenditure 2023/24	2023/24 Budget £'000	2023/24 Outturn £'000	Variance: Outturn vs Budget £'000	2023/24 Q3 Forecast Outturn £'000	Variance: Outturn vs Q3 Forecast £'000
Total outturn capital expenditure 2023/24	25,417	13,976	(11,441)	18,682	(4,706)

- The underspend is largely due to rephasing of FCCRAS milestones of £9.156m to 2024/25. Despite this, the related Home Office capital grant for 2023/24 of £11.2m has been fully utilised, with most of the City funding element being deferred to 2024/25. The underspends on other projects vs budget were very much in line with Q3 forecast (incl. delayed use of the prioritisation and feasibility funding provision (£0.827m), a delay to the Data Analytics Platform Project (previously called Power BI) (£0.435m) and the delivery of the horsebox (£0.400m)) . A breakdown of the capital programme is shown in table 2 on slides 27 to 28 and how it is funded is shown on slide 30.
- For completeness, included within the capital programme noted above are CoLP projects which are deemed to be revenue in nature, referred to as Supplementary Revenue Projects (SRP). Total outturn spend on SRPs in 2023/24 amounted to £176k compared to a budgeted spend of £181k.



CoLP Capital Programme 2023/24

The detailed outturn vs budget and Q3 forecast by project is shown in table 2 below.

Table 2 - CoLP Capital Programme 2023/24	A	B	C=B-A	D	E=D-B	Notes
	2023/24 Project Budget £'000	2023/24 Outturn £'000	Variance: Outturn vs Budget £'000	2023/24 Q3 Forecast Outturn £'000	Variance: Outturn vs Q3 Forecast £'000	
FCCRAS	21,552	12,396	(9,156)	16,913	(4,517)	i
Cyclical Replacement – Mobile phone refresh	331	318	(13)	331	(13)	
- CoLP Training Facility	225	225	-	225	-	
- Other	17	-	(17)	-	-	
Data Analytical Platform Project (was Power BI)	435	-	(435)	5	(5)	ii
ICAV	240	195	(45)	238	(43)	
Prioritisation and feasibility funding	1,000	173	(827)	171	2	iii
Horsebox	400	-	(400)	-	-	iv
Body Worn Video	119	36	(83)	49	(13)	v
CoLP Vehicle Replacement	397	329	(68)	332	(3)	
Forensic Network and Storage	257	161	(96)	149	12	vi
Covert Camera System	84	23	(61)	20	3	
Covert Surveillance Equipment	159	64	(95)	68	(4)	
Other prior year projects	-	(127)	(127)	-	(127)	vii
Child Abuse & Image Database (POCA)	20	7	(13)	7	-	
Armoury Improvements (SRP)	139	141	2	139	2	
Barbican Airwave Project (SRP)	30	27	(3)	27	-	
CoLP Forensic Storage (SRP)	12	8	(4)	8	-	
Total CoLP Capital Programme 2023/24	25,417	13,976	(11,441)	18,682	(4,706)	

CoLP Capital Programme 2023/24

Notes – on outturn variations to budget

- i. **FCCRAS:** The underspend of £9.156m is largely due to rephasing of milestone payments to 2024/25 because of the delayed go-live, from March to December 2024. Total project spend is forecast to be in line with the total budget of £30.986m.
- ii. **Data Analytical Platform Project** (was Power BI Phase 2): No spend was incurred in 2023/24 as the tender process was delayed until February 2024. The business case was approved at Strategic Change Board in April, and the spend will now be incurred in 2024/25.
- iii. **Prioritisation and feasibility funding:** £173k was spent in 2023/24. The balance of the £776k 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) will be spent in 2024/25. The underspend was due to delays in the identification of suitable candidates and vetting, resulting in these resources not being employed in time to conclude their contracted days prior to the closure of the financial year. In addition, Project Themis has been delayed due to MPS re-evaluation of priorities and confirmation of delivery timeframes are still awaited.
- iv. **Horsebox:** There was a delay purchasing the horsebox due to the limited supplier selection nationally. The horsebox is now in the country and due for delivery in September/October 2024. It is anticipated that the full £400k will be spent in 2024/25.



CoLP Capital Programme 2023/24

Notes – on outturn variations to budget continued:

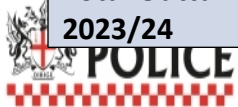
- v. **Body Worn Video:** Whilst the project went live on 26th September 2023, there was an underspend in 2023/24 of £83k largely due to change requests but this sum is expected to be fully spent in 2024/25.
- vi. **Forensic Network and Storage:** These projects are now complete. Overall, there was an underspend of £96k, largely due to lower than anticipated hardware costs, reduced software costs and professional fees being lower due to the reduced complexity in the delivery of the initial projects.
- vii. **Other prior year projects:** The credit balance of £127,000 reflects a reduction to final project costs which have been charged in prior years.



Funding of the 2023/24 CoLP Capital Programme

Funding of the 2023/24 CoLP Capital Programme is shown in table 3 below.

Table 3 – Funding of the CoLP Capital Programme 2023/24	Outturn 2023/24 £'000	City Loan £'000	Home Office £'000	CoLP Revenue £'000	CoLP POCA £'000	City Fund £'000
FCCRAS	12,396	-	11,200	1,196	-	-
Mobile Phone Refresh	318	-	-	318	-	-
CoLP Training Facility	225	-	-	225	-	-
Other Cyclical Replacement	-	-	-	-	-	-
Data Analytical Platform Project	-	-	-	-	-	-
ICAV	195	-	-	195	-	-
Prioritisation & feasibility funding	173	-	-	173	-	-
Horsebox	-	-	-	-	-	-
Body Worn Video	36	-	-	36	-	-
Other 22/23 & earlier projects:						
Fleet Vehicle Replacement	329	-	-	155	-	174
Forensic Storage and Network	161	-	-	161	-	-
CoLP Covert Camera System	23	-	-	23	-	-
Covert Surveillance Equipment	64	-	-	64	-	-
Child Abuse & Image Database	7	-	-	-	7	-
Other prior year projects	(127)	(137)	-	10	-	-
Armoury Improvements (SRP)	141	-	-	141	-	-
Barbican Airwave Coverage (SRP)	27	-	-	27	-	-
CoLP Forensic Storage (SRP)	8	-	-	8	-	-
Total Outturn and Funding 2023/24	13,976	(137)	11,200	2,732	7	174



Corporation-led Projects benefiting CoLP

In addition to the CoLP-specific projects above, there are number of ‘infrastructure’ projects led and funded by the Corporation which will benefit Police – and which need to be managed as key elements of CoLP’s overall change planning process, in particular:

- Salisbury Square - £596m (of which the Police building is c.£220m and there are additional contributions towards the Range and Joint Command & Control Room)
- Future Police Estate - £60m additional funding allocated by Court in 2022 (primarily Eastern Base and rest of GYE plus IT, fit out and other costs)
- Secure City programme - £18m
- Enterprise Resource Planning (ERP) System implementation
- Future Network Strategy



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Committee(s)	Dated:
Resource Risk and Estates (Police) Committee	20 May 2024
Subject: Internal Audit Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
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: Head of Internal Audit	For Information
Report author: Matt Lock	

Summary

This report provides an update on Internal Audit activity comprising recently completed work, work in progress and the future programme of Audit work. One Audit review was completed during this period resulting in a Moderate Assurance opinion. The only open Internal Audit recommendations relate to the recently completed review, these are not yet due for implementation.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. This report provides an update on the work of Internal Audit and intended future coverage.

Work Completed

Police Income – Cost Recovery and Collection

2. The focus of the audit was obtaining assurance that:
 - i. The Income Strategy in place aligns with strategic objectives and is communicated effectively to all relevant officers and Members.
 - ii. There are effective arrangements in place for relevant monitoring and reporting to members and senior management.
 - iii. The associated internal control environment supports the Income Strategy in meeting its stated objectives regarding maximise income generation and adoption of full economic cost recovery.
 - iv. Income is collected in full and on a timely basis.
3. Owing to capacity constraints within the Police Finance team, the Audit was delivered in two parts, covering i and ii above, with the remaining aspects of the Audit to be delivered at a later time.

4. Overall, moderate assurance was provided. Opportunities have been identified to improve demonstration of alignment with strategic objectives and to strengthen arrangements in respect of monitoring to Members and senior management. The key findings are:
 - The Strategy was approved by Members in February 2023 and there is an expectation of annual review. The next iteration is understood to be in development for presentation to Members in May 2024.
 - Aside from a high-level reference to the Policing Plan, the Strategy does not cross reference or link explicitly to relevant strategic objectives.
 - The Strategy is clearly articulated, and Internal Audit confirmed timely communication of the Strategy to members of Resources, Risk and Estates Committee and the Police Authority Board, and to officers via the Strategic Finance Board.
 - Members receive regular detailed updates on income collection via quarterly revenue and capital monitoring reports.
 - The SFB remit includes income collection and there are related standing agenda headings, but limited evidence was available within SFB minutes to demonstrate the detail of relevant senior management monitoring.
 - Members receive regular updates on cost recovery, predominantly via RREC. There is scope to strengthen oversight through more detailed reporting.
 - Updates in respect of cost recovery are provided at reasonable intervals to SFB but overall, these lack key elements of project delivery detail.

Work in Progress

5. Police Employees: After a delayed start, fieldwork for this Audit is now in progress, the findings of the review will be reported in the next update to this Committee.
6. Police Accommodation Programme (oversight, delivery and completeness): This Audit has been initiated, with objectives and scope defined although halted at the early stages of detailed assignment planning. Views from colleagues in both the City of London Corporation Major Programmes Office and the City of London Police challenged the basis for the audit. Discussion with Force Chief Officers confirmed the rationale for the audit and this will now be reinitiated.

Forward Programme of Work

7. The proposed forward programme of Internal Audit work for the City of London Police for 2024/25 includes the following:
 - Information and Data Handling
 - Risk Management
 - Workforce Planning

Corporate & Strategic Implications

8. Internal Audit work is designed to provide assurance as to the adequacy of the City of London Police system of internal control and governance arrangements.

Conclusion

9. Members should note the report.

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Committee: Resources, Risk and Estates Committee Finance Committee Police Authority Board	Dated: 20 th May 2024 4 th June 2024 5 th June 2024
Subject: Business Rate Premium	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
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: Chief Financial Officer and Chamberlain Commissioner, City of London Police	For Information
Report author: Daniel Peattie, Assistant Director, Strategic Finance	

Summary

This report sets out the current year medium term forecast of Business Rates Premium income (based on current rates) and how this is allocated between the City of London Police and the City of London Corporation. It aims to provide transparency on the allocation of BRP with proposed future arrangements.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Local Government Finance Act 1988 replaced the Locally Determined Non Domestic Rate with a National Non-Domestic Rate (NNDR) set by the Government. In addition to the NNDR, there is a discounted rate for small businesses known as the Small Business Non-Domestic Rate (SBNDR). Because of its special circumstances, notably its very small resident population and high daytime population, the Common Council of the City of London is allowed uniquely to set its own rate, or multiplier via the business rates premium, and retain part of the proceeds to help pay for the services it provides. It may set this rate, subject to certain constraints, at a higher or lower level than the rate which applies outside the City of London. The City

sets the multipliers for each financial year according to formulae set by legislation.

Current Position

2. In 2023/24 the City of London set a non-domestic rating multiplier of 0.526 (52.4p in the £) and a small business non-domestic rating multiplier of 0.513 (51.3p in the £). This comprises the NNDR and SBNDR multipliers of 0.512 and 0.499 respectively, plus a premium of 1.4p in the £ to provide additional funding to enable the City Corporation to continue to support Police, security, resilience and contingency planning at an enhanced level.
3. The Annual Business Rate Payers consultation took place on 30th January 2024, where the Chairman of Policy and Chairman of Finance, alongside the Commissioner presented a compelling narrative to ratepayers and residents in support of an increase in Business Rate Premium. The responses from those that attended did not push back on the proposals. The Court of Common Council met on 7th March and approved the increase in 2024/25 of £0.04p in the £ raising up to c£8.1m pa in BRP.
4. The City Corporation currently restricts the use of BRP proceeds to fund security activity within the City, which means around 90% of these funds are directed toward the City of London Police (CoLP), with the remaining amount funding security spend within the local authority remit including cost of security officers, security system, CCTV and mobile patrols.
5. The table below sets out the estimated BRP and shows how this is allocated across all areas. It should be noted that these figures include the following assumptions:
 - The future intake assumes 15% relief allowance for non-collection of income which is based on average collection rates. The rate can range between 6% and 26%.
 - No further increase to the BRP has been factored in after 2024/25 therefore rate stays fixed at 1.8p in the £

	CoLP	Secure	Contact	CoLP	Total	PAB	CoLC	New St	Loan	Total	p in £	Intake	Variance
	Baseline	City	Centre	Increase	CoLP	2022			Repayment				
	Note I	Note II	Note III	Note IV		Note V	Note VI	Note VII	Note VIII				
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		£m	
22/23	20.9		0.7		21.6	1	1.6	-		24.2	1.2	28.10	3.90
23/24	27.5		0.7		28.2	1	2.7	-		31.9	1.4	30.70	1.16
24/25	25.3	1	0.7	2.6	29.6	1	2.7	2.1	0.5	35.9	1.8	38.90	3.03
25/26	27.3	1	0.7	2.2	31.2	1	2.7	2.2	0.5	37.7	1.8	38.90	1.22
26/27	27.3	1	0.7	4.3	33.3	1	2.8	2.3	1	40.4	1.8	38.90	1.48
27/28	27.3	1	0.7	6.6	35.6	1	2.8	2.3	1	42.7	1.8	38.90	3.84
Total							15.32	8.92	3.00				1.66

Notes

- I. CoLP Baseline – baseline created from the 0.4p increase in BRP in April 2022 as it was allocated to balance the Police MTFP at that point.
- II. Secure City: - from 24/25 the CoLP will take ownership of the Secure City Programme and £1m per annum has been provided towards increased run costs.
- III. Contact Centre: - £0.7m per annum funding was transferred from Corporation to CoLP in 2019 to take over the operation of this service from CoLC.
- IV. CoLP Increase: - This is the annual gap each year after taking account of all pressures and mitigations currently identified, which is funded via increase in BRP allocation to the Police. The requirement for such levels of BRP has been supported by analyses of local police funding %s compared to other (particularly South East) forces – after adjusting for the benefit to CoLP of rent-free accommodation and the Precept Grant received from Home Office in lieu of CoLP's inability to Precept.
- V. £1m per annum allocated to Police Authority Board
- VI. CoLC: - Costs incurred by the City of London including security officers, CCTV, security systems and mobile patrols. This will be monitored annually to ensure increased costs are being picked up. The current figures are based on the 22/23 actual which have been inflated year on year.
- VII. New Street: - Rent of New Street occupied by the City of London Police to be funded from BRP, approved by Court of Common Council on 7th March 2024 under City Fund 2024/25 budget and MTFP report.
- VIII. Loan repayment: - This is to assist with faster repayment of internal (City Fund) loans to CoLP since 2020 for capital financing priorities.

During 2023/24 the CoLP cleared the remaining balance on the Action Fraud Loan (£2m) and ULEZ vehicle replacement (£532k) by using reserves. The decision to accelerate the repayment of these loans was documented within the CoLP's 24/25 Revenue and Capital Budget report.

6. BRP for 2023/24 is estimated to be £30.7m of which £28.2m has been allocated to the CoLP and £2.7m has been retained by the City of London for security purposes (with the difference balanced through reserves). The BRP for 2024/25, current rate of 1.8p in the £ fully balances the Police Medium term financial plan as it stands and also allows for a small amount of fast tracking of loan repayments as well as providing for New Street and increase in security costs within the City of London.
7. Based on the assumptions above, there will be a surplus of £1.66m over the period which will be transferred into reserves with surpluses / deficits smoothed out over time.

Implications

8. Financial implications – based on the assumptions above, the 1.8p in the £ fully balances the police MTFP and the City's security costs however this will need to be monitored to ensure we are picking up the latest costs. Key risks include unfunded

increases in officer and staff salaries -particularly as a result of continuing Met increases in London Weighting for Officers and Ambition 25 for staff and adverse outcomes from Spending Review 2025 for CoLP's local and / or national roles. Key opportunities include increased core funding as part of the 2025 Spending Review (not currently assumed in the MTFP), increased national funding and smaller and regular increases in BRP as well as a continuing to drive out savings / mitigation opportunities.

Conclusion

9. The Police MTFP as it stands, and the City of London's security costs are fully balanced by the current BRP however this will be monitored as identified in the paragraph above.

Appendices

None

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