



Resource, Risk & Estates (Police) Committee

Date: WEDNESDAY, 1 FEBRUARY 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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Michael Cogher
Acting 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 of the Resource, Risk and Estates Committee held on 4th of November 2022.

For Decision
(Pages 5 - 10)

4. PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

5. INTERNAL AUDIT UPDATE

Report of the Head of Internal Audit.

For Information
(Pages 13 - 14)

6. CHIEF FINANCE OFFICER AND CHIEF OPERATING OFFICER UPDATE

Report of the Commissioner.

For Information
(Pages 15 - 18)

7. Q3 REVENUE & CAPITAL BUDGET MONITORING 2022/23

Report of the Commissioner.

For Information
(Pages 19 - 38)

8. PROVISIONAL REVENUE AND CAPITAL BUDGET 2023/24

Report of the Commissioner.

For Information
(Pages 39 - 58)

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

Report of the Commissioner and Police Authority Treasurer.

To be read in conjunction with non-public appendices at Item 20.

For Information
(Pages 59 - 72)

10. Q3 WORKFORCE MONITORING REPORT- 2022-23

Report of the Commissioner.

For Information
(Pages 73 - 104)

11. CITY OF LONDON POLICE RISK REGISTER UPDATE

Report of the Commissioner.

To be read in conjunction with non-public appendices at Item 21.

For Information
(Pages 105 - 114)

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

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

14. 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

15. NON-PUBLIC MINUTES

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

For Decision
(Pages 115 - 116)

16. NON-PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 117 - 118)

17. DEEP DIVE ON FORCE RISK 06 & 07

Report of the Commissioner.

For Information
(Pages 119 - 132)

18. RAIL DELIVERY GROUP CONTRACT

The Commissioner to be heard.

For Information

19. FUTURE POLICE ESTATE PORTFOLIO UPDATE

Joint report of the Commissioner and City Surveyor.

For Information
(Pages 133 - 138)

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

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

For Information
(Pages 139 - 168)

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

Non-public appendices to be read in conjunction with Item 11.

For Information
(Pages 169 - 222)

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

23. 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 Friday, 4 November 2022

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at on
Friday, 4 November 2022 at 2.00 pm

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson
Dawn Wright
Alderman Professor Emma Edhem
Helen Fentimen
Michael Landau

In attendance virtually:

Michael Mitchell
Dawn Wright
Deputy James Thomson

Officers:

Richard Holt	- Town Clerk's Department
Alix Newbold	- Interim Director, Police Authority
Alistair Cook	- Head Police Authority Finance and Force CFO
Mark Paddon	- Deputy Chief Financial Officer, City of London Police
Steven Reynolds	- Deputy Chief Financial Officer, City of London Police
Paul Betts	- Assistant Commissioner, City of London Police
Mari Ladu	- Chief Operation Officer, City of London Police
Ruth Johnson	- City of London Police
Martin O'Regan	- City of London Police
Paul Adams	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Adrian Hanstock, Deputy Randall Anderson, Deputy James Thomson, Dawn Wright and the Deputy Chair Tijs Broeke.

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

There were no declarations.

3. MINUTES

The Committee considered the public minutes and non-public summary of the previous meeting of the Resource, Risk and Estates Committee held on the 5th of September 2022.

RESOLVED- That the minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 5th of September 2022 be approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

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

The Chair commented that it was important that the City of London Corporation also contribute to the development of the City of London Police Corporate Services Review.

RESOLVED- That the report be noted.

5. CHIEF FINANCE OFFICER & CHIEF OPERATING OFFICER UPDATE

The Committee received a joint report of the Commissioner of Police and the Police Authority Treasurer which provided the Chief Finance Officer and Chief Operating Officer update.

The Chair highlighted the high percentage of the budget dedicated to workforce and requested an update on the Corporate Services Review. Officers explained that a timeline for the Review had been agreed and that an update on the review recommendations would be prepared for Member consideration at November PAB. The Chair commented on the importance of savings in this area to the overall budgetary position.

A Member expressed their concern that general policing spending reductions would impact adversely on the City of London Police. In response Officers explained that extensive scenario testing would be vital in building effective mitigations for the impact of external factors.

RESOLVED- That the report be noted.

6. Q2 REVENUE & CAPITAL BUDGET MONITORING, 2022/23- COVER PLUS SLIDE PACK

The Committee received a report of the Commissioner on the Q2 Revenue & Capital Budget Monitoring 2022/23.

The Chair commented that the wide variations in the budget and planning for known future pressures needed to be better managed. Officers noted this and added that the Force's finance function had been strengthened which would create capacity to manage these processes more effectively.

In response to a Member's query Officers confirmed that Police Officer posts were not being held vacant to balance the budgetary position.

Replying to a Member's question Officers explained the asset recovery process, noting that not all funds recovered in these processes were received by the City of London

Police. Officers undertook to confirm the levels of funds recovered under the asset recovery process in the next update.

Officers outlined the inflationary assumptions made within the budget and explained that an ongoing monthly monitoring process had also been established.

The Committee discussed the rules governing the expenditure of funds from the Proceeds of Crime Act noting that the Police Authority Board would be consulted on the use of funds outside of projects identified in the report.

RESOLVED- That the report be noted.

7. **Q2 WORKFORCE MONITORING REPORT- 2022-23**

The Committee received a report of the Commissioner on the Q2 Workforce Monitoring Report 2022-23.

Replying to the Chair's enquiry Officers confirmed the monitoring process for assessing the risk of operational impact from vacancies.

Following the Committee's discussion on the issues of vetting and inappropriate hires into police forces it was agreed that a report be prepared for the Professional Standards and Integrity Committee which considered this subject in relation to the City of London Police as part of the update on recent HMICFRS inspections in this area.

Officers confirmed that every effort was being made to hit the diversity targets and it was hoped that the uplift plan would be able to contribute to this project.

RESOLVED- That the report be noted

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

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

The Chair suggested that the Force consider if any of the risks presented in the report should be the subject of a deep dive session. He asked the Commissioner to consider for future meetings.

RESOLVED- The report be noted.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

11. **EXCLUSION OF THE PUBLIC**

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

12. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 5th of September 2022.

RESOLVED- That the non-public minutes of the previous meeting of the Resource, Risk and Estates Committee held on the 5th of September 2022 be approved as an accurate record.

13. **NON-PUBLIC OUTSTANDING REFERENCES**

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

RESOLVED- That the report be noted.

14. **POLICE MTFP UPDATE AND RESERVES STRATEGY**

The Committee received a report of the Commissioner on the Police MTFP Update and Reserves Strategy.

RESOLVED- That the report be noted.

15. **FUTURE POLICE ESTATE PORTFOLIO UPDATE**

The Committee received a joint report of the City Surveyor and Commissioner on the Future Police Estate Portfolio Update .

RESOLVED- That the report be noted.

16. **NON-PUBLIC APPENDICES**

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

RESOLVED- That the report be noted.

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

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

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

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

The meeting ended at 3.25 pm

Chair

Contact Officer: Richard Holt
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Resource, Risk & Estates Committee [COLPAB] –Public Outstanding References

2/2021/P	6 September 2021 Q1 Capital and Revenue Budget Monitoring	Officers to explore alternatives to holding vacancies open to manage savings	Commissioner / Chief Finance Officer CoLP/ Chief Operating Officer CoLP	In Progress - On police officers, 22/23 is budgeted accurately so no need to hold intentional vacancies. On police staff, until Corporate Services Review is complete, there will be a need to continue to hold vacancies where possible and appropriate. The Corporate Services Review is due to conclude within 6 months.
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Committee(s)	Dated:
Resource Risk and Estates (Police) Committee	01/02/2023
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: Ryan Wakefield	

Summary

This report provides an update on Internal Audit activity since the last update provided to this Committee, work in progress and the future programme of work. One Audit follow-up review was completed during this period; Internal Audit continues to provide a Moderate Assurance opinion in this respect.

Recommendation(s)

Members are asked to:

- Note the outcome of completed Internal Audit work and the forward programme of Internal Audit work.

Main Report

Background

1. This report provides an update on the work of Internal Audit activity since the last update to this Committee, and of intended future coverage.

Work Completed to 15 January 2023

City of London Police – Transform ‘Golden Thread’ Audit – Follow-Up Review - Moderate Assurance

2. This review examined progress in relation to the proposed Force Actions arising from the Transform ‘Golden Thread’ Audit. Internal Audit continues to provide a Moderate Assurance opinion in this respect.
3. The Force Actions relate to the following areas:
 - Change Management;
 - Strategic Performance Framework;
 - Transform Post Implementation Review;
 - Prioritisation of Resources and Activities;
 - Workforce Planning;
 - Internal Decision-Making and Oversight.

4. Both progress with the actions and Internal Audit's ability to follow-up on this audit review have been hindered by staff changes within the Force. As a result, a further follow-up will be required, it is anticipated that this will be completed in July, in accordance with revised implementation dates.

Work in Progress

5. Premises Related Expenditure – this Audit has been initiated and is expected to complete late February/early March. The audit outcome will be reported to the next meeting of this Committee.
6. Purchase Order Compliance – Fieldwork is in progress and will be complete in February, again, the outcome will be reported to the next Committee.

Forward Programme of Work

7. While timescales for delivery of all further work have yet to be determined, the forward programme of Internal Audit work for the City of London Police takes us beyond the current municipal year and includes the following:
 - Employees (Including Overtime) - suggested March/April completion;
 - Key Financial Controls (likely to be delivered on a thematic basis covering a narrow scope as is the case for Purchase Order Compliance);
 - Income Generation and Income Collection (Including Demand Policing);
 - Freedom of Information Request Management.
8. Follow-up reviews will also be undertaken in relation to the following Audits, with the outcomes reported to the next meeting of this Committee:
 - Workforce Planning;
 - Financial Forecasting;
 - Cyber Security;
 - Police Funding;
 - Transform Golden Thread.

Corporate & Strategic Implications

9. 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

10. Members should note the report.

Matt Lock

Head of Internal Audit, Chamberlain's Department

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Committee: Resources, Risk & Estates Committee (RREC)	Dated: 1 February 2023
Subject: Chief Finance Officer (CFO) & Chief Operating Officer (COO) update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police & Police Authority (PA) Treasurer Pol 14-23	For Information
Report author: Chief Finance Officer Chief Operations Officer	

Summary

This report provides this Committee with an update on significant City of London Police (CoLP) / Police Authority (PA) Finance, Chief Finance Officer (CFO) and Chief Operating Officer (COO) matters and work areas in the last quarter.

Recommendations

Members are asked to note the report.

Main Report

CFO update

Joint CFO role for CoLP and Police Authority

As a reminder, the key objectives for piloting this role through to summer 2023 are:

1. To resolve major medium-term Police deficits and create a sustainable financial position.
2. To ensure delivery of the significant savings / mitigation plans - and strengthen the evidence base for demonstrating Force efficiency and effectiveness.
3. To ensure people and money resources (revenue and capital) are transparently aligned to priority 'Policing Plan' deliverables / services.
4. To overhaul capital programme (financial) management.
5. To improve CoLP decision support and provide more dynamic, dashboard-style reporting.

6. To transform Force financial capability and culture – building a high performing, high morale Finance team that will support and enable the overall transformation of CoLP.
7. To support the vigorous management of key risks and opportunities to CoLP arising from the Police Funding Formula Review.

The main Finance focus in the last quarter has been on driving progress towards setting a balanced budget for 23/24 in an inflationary environment and linked to this, on the need to put CoLP's funded work on a stronger, full-cost recovery footing wherever possible. These matters are covered in detail in the budget and income strategy papers included on this agenda, along with the Q3 monitoring report for 22/23.

CoLP Finance Team

The Finance Team is stabilising around a senior core of two Deputy CFOs and 4 Business Partners, which is enabling improvements to be made to in-year monitoring, budget building, alignment to workforce planning and financial support to key strategic developments. Transactional finance remains under strength and, as well as correcting resource levels, there is a need to better understand the underpinning demands and processes and apply better technological solutions wherever possible. There have been unavoidably higher demands this year in adjusting to the new TOM cost centre structure which are now reducing through application of an automated mapping model and more regular use of new codes.

Savings / Mitigations

The 22/23 budget incorporated £7.7m of cumulative savings from prior years, while adding £6.1m additional mitigations as part of the settlement which included the BRP increase. The £6.1m target is expected to be achieved, as set out in the Q3 report. Sustaining £1m of these savings into future years is dependent on workforce modernisation outcomes. In the interim, this saving is needing to be met through vacancies.

The budget paper on this agenda sets out a further £8m of mitigations in 23/24 which are required to offset higher inflationary and other pressures. Sustaining prior year savings and delivering this increase will represent a significant challenge and risk to Force finances which will continue to be closely monitored.

Capital

While improvements are being made to capital management (including starting to institute more robust business case and whole life costing processes), there is a need for the Portfolio Review and Prioritisation work to be developed further before informed assessments of budgetary requirements can be submitted.

Strategic Support

Other areas on which Finance has been supporting developments include:

- The new Business Planning process for 23/24 - to ensure resource allocation optimises achievement of Policing Plan priorities and the management of policing demands.
- Corporate Services review - to ensure an affordable, efficient and effective staffing model is baselined.
- Development of contracts tracker / procurement pipeline – to strengthen compliance with regulatory requirements, improve understanding and control of non-pay costs and enhance savings plans. Linked to this, CFO is involved in Force engagement with Rail Delivery Group on the Officer Rail Travel scheme and with TfL.
- CIPFA / HMIC Police Objective Analysis (POA) survey – to allocate workforce and financial data against standard, functional ‘policing’ and ‘business’ categories, which in turn will support VFM benchmarking work.
- Financial elements of the Police Accommodation Strategy.

Policing Funding Formula Review

Home Office Ministers have confirmed a commitment to continuing with the review and officials are preparing for a first public consultation in “early 2023” (which is awaited). The consultation will set out the “broad principles” of the Review and consult on the purpose, structure and components of the new formula. The Review Team has recently contacted CoLP, to arrange a meeting to build a deeper understanding of CoLP’s funding, demands and pressures, prior to this first public consultation.

Additionally Home Office will arrange a series of regional roadshows during the consultation period to present the work undertaken over the course of the review, offering a chance for colleagues to discuss and ask questions.

Force Financial Culture Development

Assistant Commissioner (Operations & Security) and CFO continue to partner in chairing / vice-chairing the Force’s Strategic Finance Board (Sub-Committee of Chief Officer Team), which includes senior representation from across business areas and is aimed at increasing senior awareness, oversight and ownership of finance matters.

The Force’s budgetary accountability framework and culture will continue to be developed, with the new Business Planning process for 23/24 offering the opportunity to also incorporate operational delivery / performance into the framework.

COO Update

Corporate Services Review

The Corporate Services review has been the COOs top priority in the last quarter. All Heads of Departments have had the opportunity to propose their designs – against set design principles, with a strong focus on outcomes, with independent oversight

from expert consultants and with challenge from the Programme Board. A first session of Heads of Department presenting to COT has been held with further ones diarised in the next 2 weeks, to ensure a top-down perspective is overlaid. Following that the proposals will be aggregated into a consistent format, fully costed and impacted. Proposals will be brought to Police Authority Board (PAB) in the first instance.

Change Portfolio Office

Our Change Portfolio Office remains a very challenging function with 75% roles currently vacant. Recruitment is being prioritised and fast tracked to enable the Portfolio Prioritisation work to be concluded and robust plans and sequencing developed for the priorities.

Strategic Development

As of 2023 the Strategic Development team has delivered on completing the refresh of the Policing Plan for 23-24, delivered the Force Management Statement 2022, provided strategic support to the 2022 PEEL inspection, and developed a business planning process to provide a strategic delivery framework for financial and workforce planning to meet the needs Policing Plan objectives. The business planning process for the 23/24 period has been completed and the strategic development team will now be leading a review of the process to inform best practice for the 24/25 cycle.

Alistair Cook
CFO

Mari Ladu
COO

Committee(s): Resources, Risk & Estates Committee (RREC) Police Authority Board (PAB)	Dated: 1 February 2023 15 February 2023
Subject: Q3 Revenue & Capital Budget Monitoring, 2022/23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 15-23	For Information
Report author: Chief Finance Officer & Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police's (CoLP) revenue and capital outturn for Q3 2022/23.

In summary, the Force is currently forecasting a revenue outturn under spend of £0.4m (-0.42% of budget). This compares to a forecast overspend of £0.5m as reported at the end of Q2 equating to a 1% positive change in net revenue expenditure. The key factors explaining the Q3 forecast are set out in Slides 2-10 with the £0.9m positive variance from Q2 principally due to:

- Increase in pay underspends of £2.37m due to vacancies and rank mix (probationer vs transferees)
- additional Home Office uplift funding of £0.38m, Q2 assumed £0.12m (£20k per officer up to 20 over target)
- Reductions in supplies, services and third party spend of £0.6m

Offset by:

- An increase in forecast overtime £0.9m due to operational activities, backfilling due to vacancies and recoverable events
- An increase in agency costs of £0.4m relating to support service training academy functions
- A £0.95m increase in premises maintenance (£0.8m) and business rates expenditure (£0.15m)
- Additional forecast vehicle maintenance and fuel costs of £0.2m

Any underspend at year end will accrue to the general reserve and provide some additional mitigation to anticipated cost pressure in 2023/24. These pressures are expected to arise from the ringfencing of £2m of Home Office funding reliant on

maintaining Uplift officer numbers at 986 and inflationary pressures (pay and non-pay) exceeding the Medium-Term Financial Plan (MTFP) assumptions.

Slide 11 provides a breakdown of the Forces initial £6.1m mitigations target for 2022/23 and commentary on achievement. Current projections suggest that whilst it in total the mitigations target will be met there are some specific risks, particularly in relation to keeping overtime costs within budget as a £0.5m contribution to the mitigation plan.

Slides 12 & 14 provide an update on the Forces reserves position including an analysis of historical receipts and a 2022/23 forecast of Proceeds of Crime Act (POCA) funded expenditure (Q2: £2.8m). Noting the requirement for POCA receipts to be used for schemes which improve performance on asset recovery and or fund local crime fighting priorities. . The change in forecast is due to slippage in relation to the PowerBI project which is dependent on project management office support and IT implementation support.

Slides 15 & 16 set out progress against the Forces interim capital programme. Pending a review of the CoLP Change Portfolio, £6.936m capital budget and funding (inclusive of £3m Home Office funding) has been allocated for Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS), fleet replacement and a small number of other near-term priorities. It is expected that these budgets will be fully spent or committed in year. Due to increased website development costs it is expected that the FCCRAS capital outturn will be £0.25m over budget. The full FCCRAS business case has been submitted to the Home Office with a decision expected in February 2023.

Slide 17 details the forecast revenue outturn position for the Police Authority Board (PAB). A £1m budget was approved in 2022/23 and funded from part of the Business Rate Premium increase. At Q3 it is expected that Police Authority budget will be underspent by some £0.39m at the end of the financial year.

Finally slide 18 provides a number of high-level risk and opportunities with the 2022/23 budget and looks ahead to 2023/24. Risks and opportunities will continue to be monitored with actions developed as required.

Recommendation

Members are asked to note the report and details contained in the slide pack.

Resources, Risk & Estates Committee (RREC)
01/02/2023

Q3 Revenue & Capital Budget Monitoring, 2022/23



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

Q3 2022/23 Headlines

Revenue: An underspend of £0.4m is forecast at Q3, this compares to a £0.5m overspend at Q2.

The £0.9m positive variance is mainly due to:

- Increase in pay underspends of £2.0m due to vacancies and rank mix (probationer vs transferees);
- additional Home Office uplift funding of £0.38m, Q2 assumed £0.12m (£20k per officer up to 20 over target);
- Reductions in supplies, services and third party spend of £0.6m;

Partially offset by:

- Increase in overtime £0.25m due to operational activities, backfilling due to vacancies and recoverable events.
- An increase in agency costs of £0.4m relating to support service Training Academy functions.
- A £1.2m increase in premises maintenance £0.8m, insurance/recharges £0.2m and business rates expenditure £0.2m.
- Additional forecast vehicle maintenance and fuel costs of £0.2m
- Reduction in staff costs recovered from grant funding and capital projects due to vacancies £0.3m.



Q3 Forecast: The main factors contributing to the £0.4m underspend (as summarised in slide 7) are:

- Forecast pay underspends of £2.6m due to vacancies and the impact of high numbers of student officers (140); incorporating the impact of the higher than anticipated 2022/23 officer and staff pay awards;
- Underspends against supplies and services budgets of £1.5m (excluding Nation Lead Force activities) based on the profile of current spend;
- Home Office funding of £0.5m in relation to the officer pay award; and
- Uplift incentive funding of £0.4m (£20k per officer up to a maximum of 20).

These forecast savings/additional income are offset by:

- Higher than budgeted (net) overtime costs of £0.8m due to operational requirements and backfilling vacancies.
- Higher premises costs of £1.8m, increased vehicle maintenance/fuel costs of £0.2m, insurance & recharges of £0.4m;
- Unbudgeted Action Fraud (AF) contract extension costs of £1.25m as reported in Q2 and corrected through the forecast;
- A shortfall in income of £0.3m due to:
 - £0.2m of Proceeds of Crime Act (POCA) receipts being treated as general income in the budget;
 - £0.1m shortfall on income from the sale of memorabilia.

Any underspend at year end will accrue to the general reserve and provide some additional mitigation to anticipated cost pressure in 2023/24. These pressure are expected to arise from the ringfencing of £2m of Home Office funding reliant on maintaining Uplift officer numbers at 986 and inflationary pressures (pay and non-pay) exceeding the Medium Term Financial Plan (MTFP) assumptions.



Q3 2022/23 Headlines

Police Uplift: Current projections indicate that the 986 Home Office officer headcount target will be met or exceeded by 31 March 2023. The Home Office is offering financial incentives for over achievement against the uplift target of £20,000 per officer over target. To meet wider uplift targets, the Home Office have agreed to provide incentive funding for 20 posts over target without rolling these into the 2022-23 target or next year's baseline lines.

2022/23 Mitigations target = £6.1m

Current projections suggest that with substitute mitigations (POCA) the £6.1m target will be met notwithstanding an overtime savings risk.

Capital: 2022/23 budget = £6.936m inclusive of £3m Home office funding for the Next Generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS). In year priorities include fleet replacement, body worn video equipment and horsebox replacement. It is expected that budget will be fully spent or committed in year.

Police Authority Board (PAB): Q3 underspend of £0.4m is forecast against a £1m budget.



Workforce and Financial Dashboard – December 2022

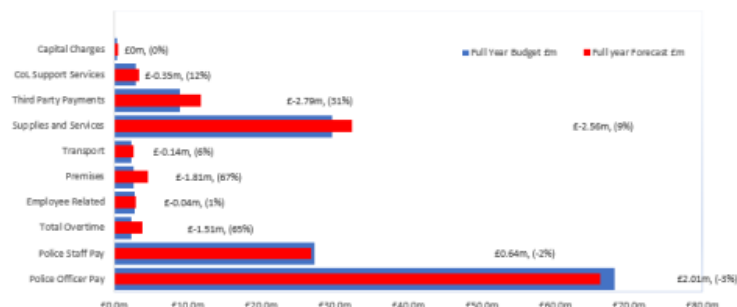
CoLP Workforce & Financial Dashboard 2022/23

December 2022

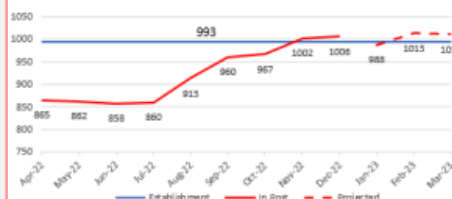
2022/23 Revenue Budget

	Budget £m	YTD Actual £m	Var £m	Budget £m	Outturn Forecast £m	Var £m
Officers pay cost	51.02	48.14	-2.88	68.02	66.02	-2.01
Staff Pay cost	20.47	20.21	-0.26	27.29	26.65	-0.64
Overtime	1.73	2.71	0.98	2.31	3.82	1.51
Other pay costs	2.15	2.17	0.02	25.87	25.90	0.04
Total pay costs	75.37	73.23	-2.14	123.50	122.39	-1.10
Non pay costs	32.78	41.27	8.49	46.31	54.76	8.46
Total Exp	108.15	114.50	6.35	169.80	177.15	7.35
Income	-55.31	-45.59	9.72	-76.44	-83.39	-6.95
Funding	-52.84	-52.84	0.00	-92.86	-92.86	0.00
Use of reserves	0.00	0.00	0.00	-0.50	-1.30	-0.80
(Surplus)/ Deficit	-0.00	16.07	16.07	0.00	-0.39	-0.39

2022/23 Revenue Expenditure Forecast



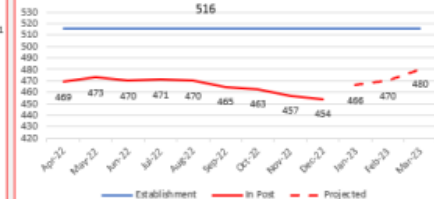
Officer Establishment FTE



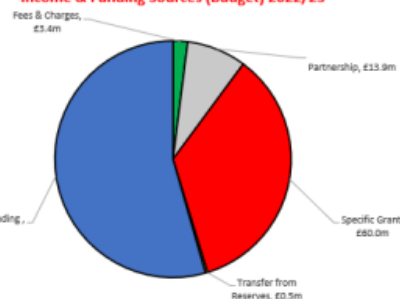
Year 3 Uplift Target (headcount)



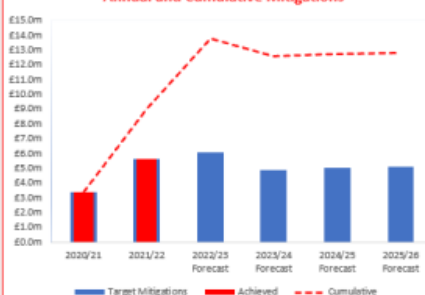
Staff (FTE)



Income & Funding Sources (Budget) 2022/23



Annual and Cumulative Mitigations

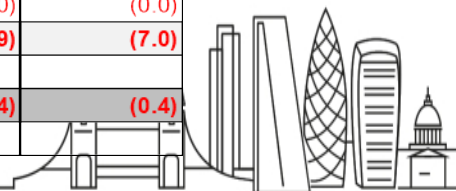


A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

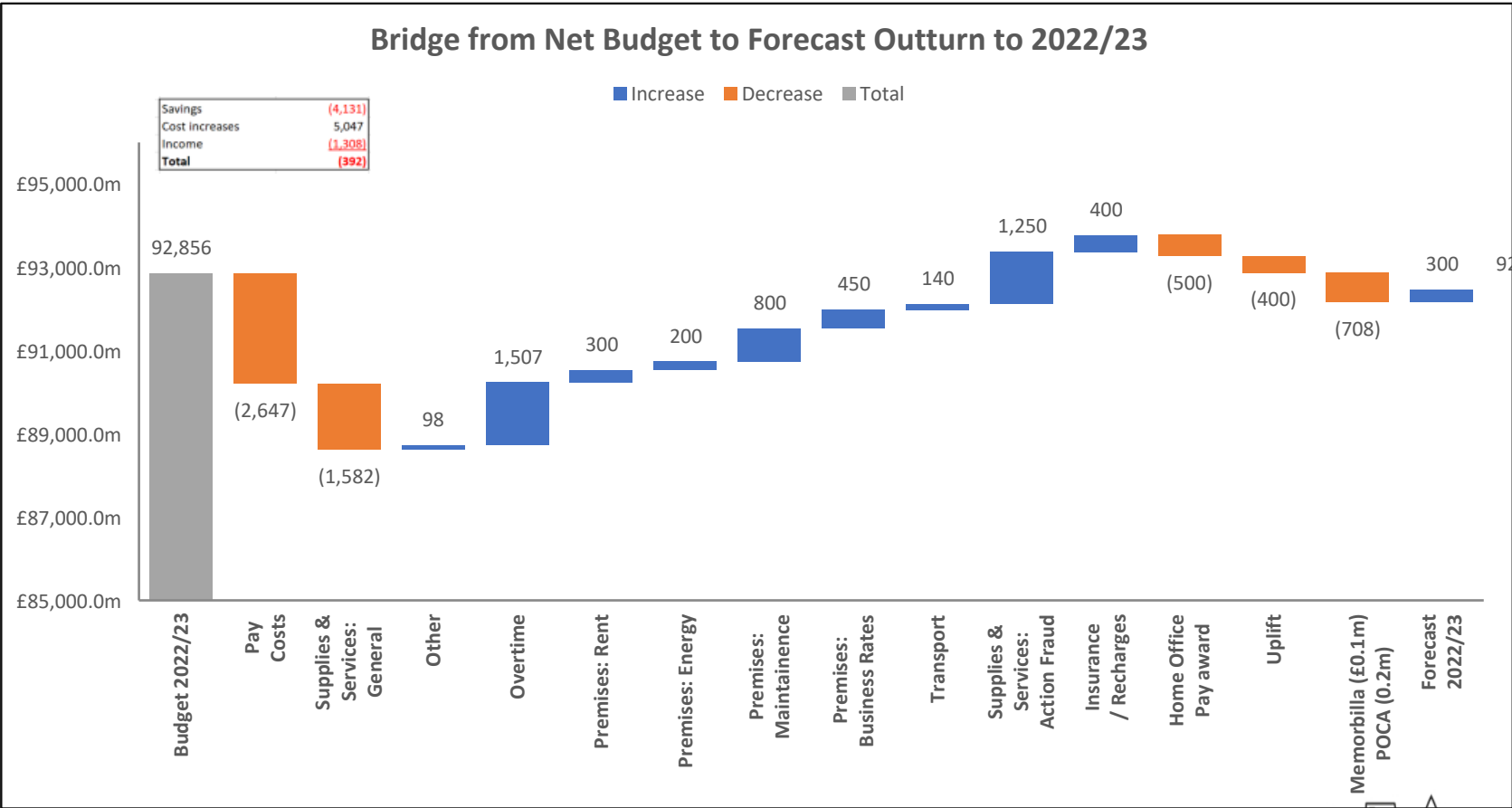


2022/23 Revenue Budget

	22/23 Latest Budget £m	Budget YTD £m	Actual (Q3 YTD) £m	Variance YTD £m	Projected Outturn £m	Proj Variance £m
Pay						
Officers	68.0	51.0	48.1	(2.9)	66.0	(2.0)
Staff	27.3	20.5	20.2	(0.3)	26.7	(0.6)
Overtime	2.3	1.7	2.7	1.0	3.8	1.5
Agency	0.8	0.6	0.6	0.0	0.9	0.2
Police Officer Pension	23.0	0.0	0.0	0.0	23.0	0.0
Indirect employee costs	2.1	1.6	1.6	0.0	2.0	(0.2)
Total Pay	123.5	75.4	73.2	(2.1)	122.4	(1.1)
Non-Pay						
Premises Costs	2.7	2.0	3.2	1.2	4.5	1.8
Transport Costs	2.4	1.8	0.6	(1.2)	2.5	0.1
Supplies and Services	29.7	22.3	30.7	8.5	32.3	2.6
Third Party Payments	9.0	6.7	6.6	(0.1)	11.7	2.8
CoL Support Services / Recharges	2.9	0.0	0.2	0.1	3.2	0.4
Capital Charges	0.5	0.0	0.0	0.0	0.5	0.0
Non-Pay	47.1	32.8	41.3	8.5	54.8	7.7
Total Expenditure	170.6	108.1	114.5	6.4	177.2	6.6
Income						
Specific Grants	(60.0)	(43.0)	(35.9)	7.1	(65.84)	(5.9)
Partnership	(13.9)	(10.0)	(7.5)	2.5	(14.15)	(0.2)
Fees & Charges	(3.4)	(2.3)	(2.2)	0.1	(3.41)	(0.0)
Transfer from Reserves	(0.5)	0.0	0.0	0.0	(1.30)	(0.8)
CoLP Core Funding	(92.9)	(52.8)	(52.8)	0.0	(92.90)	(0.0)
Total Income	(170.6)	(108.1)	(98.4)	9.7	(177.59)	(7.0)
Underlying Deficit	0.0	0.0	16.1	16.1	(0.4)	(0.4)



2022/23 Budget to Forecast Outturn Bridge



Overtime Analysis – Chargeable vs Non-Chargeable

Q3	Budget £'000	Forecast £'000	Forecast Variance £'000
Bank Holiday Working	225	265	40
Recoverable	341	708	367
Non-Recoverable	1,746	2,895	1,149
Total	2,312	3,868	1,556

- “Recoverable” includes overtime recoverable from events such as the Queen’s Jubilee, the Commonwealth Games, the Queen’s funeral and overtime charged to the funded units which will be matched by a corresponding increase in income. Therefore, the net overspend is £0.8m.
- The forecast for non-chargeable overtime includes cost associated with policing major crime such as Op Intervention (£0.3m) and protest events in the City such as those organised by Extinction Rebellion (XR) (£0.2m). Other operations (£0.15m). Home Office funding for unexpected events is subject to the unexpected costs exceeding a threshold of 1% of core funding. In the case of XR for example £184,000 of overtime has been incurred to date but the Force would need to exceed £700,000 in this financial year for a bid for funding from the Home Office.
- Overtime reporting will continue to be developed and refined in future reporting periods including assessment of link between uplift numbers and overtime (noting large number of student officers who need to become fully fledged officers).



Business Area Summaries

Committee / Division of Service	Latest Approved Budget 2022/23 £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2022/23	
			£'000	%
<u>Police Committee (City Fund)</u>				
Local Policing	24,659	23,552	(1,107)	-4%
Specialist Operations	25,455	25,036	(419)	-2%
National Lead Force	4,520	6,334	1,814	40%
Corporate Services	27,950	31,590	3,640	13%
Central Income & Expenditure	10,272	5,953	(4,319)	-42%
TOTAL POLICE COMMITTEE	92,856	92,464	(392)	0%

Local Policing: £1.1m underspend largely due to pay underspend (£0.2m) as a result of recruitment delays, lower than anticipated spend on Tactical Fire Arms Support Training courses (£0.35m), supplies and services underspend of (£0.37m) and additional mutual aid claims from assisting other police forces (£0.2m)

Specialist Operations: £0.4m underspend - mainly due to officer, staff vacancies (£1.7m) offset by overtime overspends (£0.8m) and additional forensics costs of £0.13m due to serious and violent crime. £0.2m shortfall in staff costs from grant agreements due to vacancies,

National Lead Force: £1.8m overspend – largely due to insufficient budgetary provision for the Action Fraud contract extension costs.



Business Area Summaries

Corporate Services: £3.6m overspend - mainly due to insufficient pay budgetary provision for officers and agency costs for staff of £1.4m, additional premises estate running costs estimated to be £1.6m comprising increases in rent £0.15m, energy £0.2m, maintenance £0.8m and rates £0.45m costs, partly due to energy price inflation, the reactive repairs at Bishopsgate and New Street, additional accommodation costs for officers and an under provision of business rates for Bishopsgate Police Station and New Street. Transport costs are forecast to be £0.23m over budget due to additional vehicle maintenance and fuel costs. Supplies and services are forecast to be £0.23k overspend due to equipment purchases linked to the uplift programme.

Central Income & Expenditure: £4.3m underspend due to £4.5m of unallocated resources being included in Central Income and Expenditure which have been charged elsewhere in the budget. The budget also includes £0.4m incentive uplift funding and the 2022/23 Government pay award grant of £0.5m. These underspends / increased funding have been offset by additional student officer pay of £0.9m costs, a shortfall on income from the sale of memorabilia of £0.1m and a £0.2m budget correction relating to Proceeds of Crime Act (POCA) funding which had been treated as unallocated income in the budget.

N.B. The 2022/23 is the first budget prepared against the new Target Operating Model and a number of unallocated budgets were included in the Central Income and Expenditure which have been charged elsewhere in the budget. This will be refined for 2023/24.



2022/23 Mitigations

2022/23 Mitigations Plan	Target £m	Forecast £m	Comments	RAG
Staff reductions / rank ratio savings through Corporate Services / Staff Review	1	1	Risk of delay or failure to baseline an affordable and efficient staffing model through the Corporate Services & Staff review is mitigated by holding staff vacancies where possible and appropriate. Staff FTEs and costs remain below budget.	
Increase in Precept Grant from Home Office	0.8	0.8	Achieved as part of the 22/23 Home Office funding settlement.	
Reduction in capital financing costs due to prior year underspend on capital	0.8	0.8	Large capital underspends in 20/21 & 22/23 should support achievement of this "one off" Medium Term Financial Plan (MTFP) saving.	
Savings on consumables	0.6	0.6	Removed from budgets and will be achieved through wider savings on supplies and services spend.	
Increased use of POCA reserve for appropriate areas of budget spend supported by increased in seized assets	0.7	1.3	Achieved with additional funding allocated to support the work of the Asset Recovery Team.	
Reduction in average pay costs due to probationer intake for Year 3 PUP	0.5	0.5	Removed from budgets. The delivery risk was dependent on the rank (and PC probationer vs transferee) mix of intake. Delivery of mitigation supported by c140 student officers and wider pay underspends.	
Overtime reductions linked to Bank of England contract	0.5	0	Removed from budget. Overtime budgets are forecast to be overspent by £0.9m (net of chargeable time) due to current operational demands. Hold costs to budget is not considered possible at this time.	
Agency Staff	0.3	0.3	Removed from budgets. Whilst agency costs are forecast to be £0.2m over budget, £0.3m relates to Training Academy trainers and is recovered through course fees.	
Professional Fees	0.9	0.9	Removed from budgets. Delivery supported through wide savings on supplies and services budgets.	
Total	6.1	6.2		



2022/23 Reserves

The Police reserves is forecast to reduce from £14.6m at 1 April 2022 to 12.4m at 31 March 2023. The total reserves broken down between Earmarked Reserves and the General Reserve is summarised below:

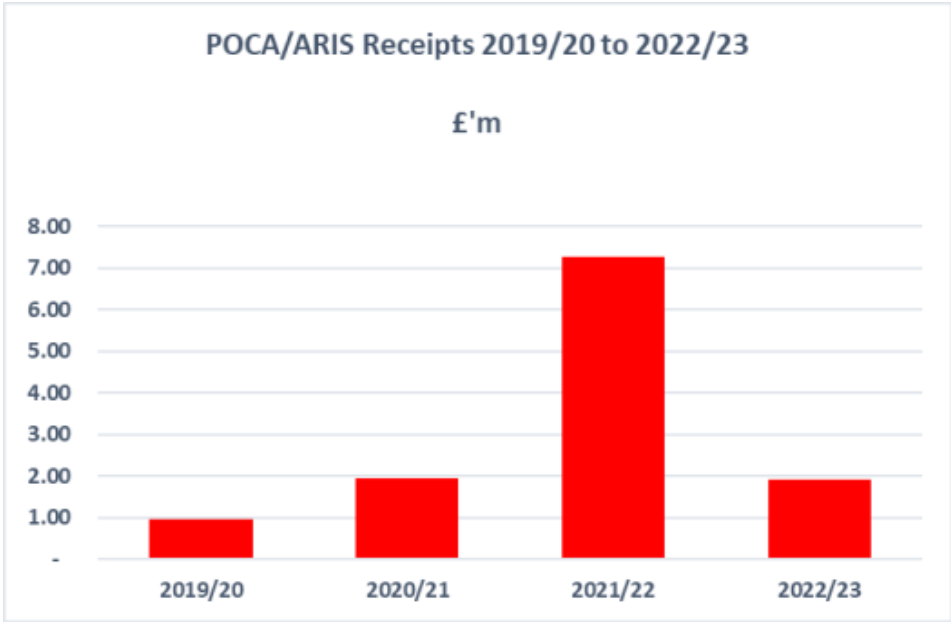
	Opening Balance £'m	Projected Spend £'m	Projected Closing Balance £'m
Proceeds of Crime Act (POCA)	(9.0)	2.2	(6.8)
General Reserve	(4.0)	0.0	(4.0)
Police Capital Finance Reserve	(1.3)	0.0	(1.3)
Emergency Services Mobile Technology	(0.3)	0.0	(0.3)
Total	(14.6)	2.2	(12.4)

Opening balance on the POCA reserve includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron.

2022/23 Reserves: Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS)

The principal driver for Asset Recovery is to seek repatriation of funds to victims. It is expected that ARIS receipts are used to further enhance the response to asset recovery, crime reduction, community projects and other schemes.

POCA/ARIS receipts are unpredictable year on year as detailed below:



	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	Total (£m)
Q1	0.04	0.17	0.06	0.13	0.40
Q2	0.53	1.22	0.37	0.06	2.17
Q3	0.33	0.41	6.77	-	7.52
Q4	0.08	0.15	0.08	-	0.31
Total	0.98	1.94	7.28	0.19	10.39



2022/23 POCA/ARIS

The estimated drawdown from the POCA reserve in 2022/23 is £2.2m and includes the following projects which have been approved by the Chief Officer Team:

2022/23 POCA Drawdown	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000	Description
Asset Recovery Team	1,300				1300	Funding of Asset Recovery Team for a period of three years. Total requirement = £3.9m
Serious Organised Crime (SOC) Development		314			314	Development of driving and surveillance capabilities with the procurement of vehicles aligned with those capabilities. The total requirement is £604,805.
District Attorney New York (DANY) / Homeland Security Investigations (HIS)	225				225	Secondment of two officers DI & DS for two years with partner organisations in New York City, USA. £225,000 per annum.
Covert Tasking		75			75	Project to support proactivity across the force in tackling fraud and Serious Organised Crime. Total requirement £287,500.
Night Time Economy (NTE)		103			103	Multi-agency approach to NTE issues, focusing on early engagement, crime prevention and policing.
Streamlined Forensic Reporting				10	10	Project to provide streamlined forensic connection between CoLP and healthcare providers for the purpose of attaining medical evidence more efficiently, for the
Derbyshire Financial Investigation (FI) & Financial Recovery (FR)	100				100	Funding for financial investigation and financial recovery work in 2022/23 transferred from Derbyshire. From 2023/24 it is expected that an allocation from an Economic Crime
Child Abuse & Image Database (CAID)		55			55	CAID will provide officers with a simple and efficient process for identifying victims of child abuse will ensure potential victims are safeguarded at the earliest possible
Total	1,625	547	0	10	2,182	

- The estimated drawdown from the POCA reserve is £0.55m lower than at Q2. This relates to the PowerBI project, the delivery of which is dependent on internal project management and IT resources.



Interim Capital Programme 2022/23

	2022/23 Project Budget £'000	Of which loan- funding £'000	Of which HO funding £'000	Commt. £'000	Forecast Spend 2022/23 £'000	Forecast Variance £'000
FCCRAS (including £3m Home Office funding)	5,200	2,200	3,000	0	5,448	248
Car Fleet Replacement	250	250	0	0	250	0
Horsebox	400	400	0	400	0	0
Motorbike Fleet replacement	236	236	0	236	0	0
Body Worn Video Equipment	300	300	0	0	282	(18)
Armoury Improvements	100	100	0	0	160	60
Forensics Networks & Storage	450	314	0	0	314	(136)
Child Abuse and Image Databse (CAID)	55	0	0	0	55	0
PowerBI Phases 1	84	0	0	0	84	0
Total	7,075	3,800	3,000	636	6,593	154

FCCRAS: A business case for FCCRAS is being reviewed by the Home Office's Finance and investment Committee. It is expected a final decision will be received in February 2023. Of the £5.2m 2022/23 FCCRAS budget, £1.5m has been spent to date with a forecast overspend of £0.25m expected due to increased development/website cost. Whilst there is an forecast overspend in 2022/23 it is anticipated that this will be met from savings in 2023/24..

Fleet Replacement: Tactical Fleet are currently assessing the vehicles which require replacement as part of the 2022/23 programme. An order for 10 replacement motorbikes has been placed at a cost of £165,000 which will require fitout at £71,000. It is expected that the motorbikes will be delivered in Q2 2023.



Interim Capital Programme 2022/23 continued

Horsebox: CoLP is currently validating the quote from the supplier and an order is expected to be placed in January 2023, however, with supplier lead times currently running at between 12-18 months it is unlikely that the horsebox will be delivered in 2022/23

Body Worn Video Equipment: The contract is being negotiated and it is expected that the equipment will be delivered, within budget and available for use on 1 March 2023.

Armoury Improvements: Whilst the aim is deliver the improvements in 2022/23 a clearer picture of costs and timescales will be available once the specification is agreed and procurement commences. Any overspend against the capital project budget of £100,000 will be met from direct revenue financing from underspends in Local Policing up to maximum of £80,000 in 2022/23

Forensic Network & Storage: This project is to implement management software solution to remove tape storage. The project has commenced and it is expected that it will be completed by the end of the financial year. The forecast outturn is £314,000 which is an underspend of £136,000 against budget.

Child Abuse Image Database: This project will provide officers with a simple and efficient process for identifying victims of child abuse will ensure potential victims are safeguarded at the earliest possible opportunity and will be funded via POCA.

Power BI: Phase 1 of project to improve analytics and data reporting capability to assist with crime reduction and asset recovery. Phase 2 to commence in 2023/24 and expected to extend into 2024/25 at a further cost of £725,000 funded from POCA (2023/24 £435,000: 2024/25 £290,000)



Police Authority Board Budget 2022/23

Police Authority Board Team	22/23 Latest Budget £m	Budget YTD £m	Actual Q2 YTD £m	Variance YTD £m	Forecast Outturn £m	Forecast Variance £m
Pay						
Staff	0.62	0.32	0.39	0.07	0.51	(0.11)
Total Pay	0.62	0.32	0.39	0.07	0.51	(0.11)
Non-Pay						
Supplies & Services	0.38	0.00	0.00	0.00	0.09	(0.29)
Total Non-Pay	0.38	0.00	0.00	0.00	0.09	(0.29)
Total Net Expenditure	1.00	0.32	0.39	0.07	0.61	(0.39)

Budget established in 2022/23 with £1m Business Rates Premium Funding.
2022/23 Forecast underspend of £0.39m.



Risk and Opportunities

- New pressures or funding reductions emerging in final quarter of the financial year.
- Inability to deliver uplift levels - risk to 2022/23 ringfenced funding and future core funding, as well as operational risk although considered unlikely at this stage given the pipeline of student officers.
- Main financial opportunity has been the time lag in recruiting to Year 3 uplift target coupled with additional Home Office Uplift incentive funding to over recruit of £0.4m

However, looking forward to 2023/24:

The provision Police Settlement announced £2m of core Home Office funding tied to maintaining the headcount target of 986 Officers. The implications for the 2023/24 budget include:

- the removal of a natural Officer vacancy factor of circa £1.9m
- a requirement to plan to recruit above establishment/headcount levels across the year to manage the risk of a £2m funding loss.

This is in addition to inflationary cost pressures (pay and non-pay) exceeding MTFP assumptions.



Committee(s): Resources, Risks and Estates Committee	Dated: 1 February 2023
Subject: Provisional Revenue and Capital Budget 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 16-23	For Information
Report author: Mark Paddon, Deputy Chief Finance Officer Steven Reynolds, Deputy Chief Finance Officer Alistair Cook, Chief Finance Officer	

Summary

This report presents the provisional City of London Police revenue and capital budget for 2023/24. It is the culmination of the 2023/24 budget and business planning process and provides details of the provisional police settlement, Business Rates Premium (BRP), mitigations to achieve a balanced budget, income and funding, capital requirements and use of reserves.

Overall, the budget provides for an establishment of 978 full time equivalent (FTE) Police Officers, 517 (FTE) Police Staff (£129.9m) and non-pay (£59.8m) budgets totalling £189.7m. These resources are provided to deliver Policing Plan priorities for both territorial policing and national lead functions, in areas such as fraud and cybercrime, with strong support for victim care.

Table 1 provides a summary of the 2022/23 and the proposed revenue budget for 2023/24. The 2023/24 budget shows an increase of £19.1m compared to 2022/23 which is mainly due to additional core Government Grant income of £2.1m, additional local Business Rates Premium (BRP) funding of £6.6m, and £9.9m of specific Government funding for combatting economic and cybercrime.

Table 1 Summary Revenue Budget 2022/23 and 2023/24	22/23 Latest Budget £'000	23/24 Projected Budget £'000	23/24 vs 22/23 Budget £'000
Expenditure	170,603	189,721	19,118
Income	(77,747)	(88,820)	(11,073)
Core Funding (Chief Officer cash limited budget)	(92,856)	(100,901)	(8,045)
Total Income & Core Funding	(170,603)	(189,721)	(19,118)
(Surplus)/Deficit	-	-	-

Whilst the 2023/24 budget is shown as balanced, the latest Medium Term Financial (MTFP), as presented to members of the Police Authority Board (PAB) in January 2023, identified £8.6m of additional inflationary and other pressures impacting the 2023/24 budget. These pressures are summarised in Table 2 below.

Table 2 – 2023/24 Budget Pressures

2023/24 Budget Pressures (Revenue)	2023/24 £'m
Higher pay and non-pay inflation from 2022/23	4.1
Loss of officer natural vacancy factor	1.9
Officer adjustment factor	0.5
Loss of Counter Terrorism grant	1.5
Provision for higher inflation in 2023/24	0.6
Total Pressures	8.6

Substantial mitigations have been identified to balance the budget, however £1.1m remains unidentified and work continues to close this gap. CoLP's assessment is that, having increased mitigations to address £4.1m higher than budgeted inflationary pressures flowing from 2022/23, it is unable to mitigate inflation continuing at higher than budgeted levels in 2023/24 (£0.6m of the residual £1.1m gap) without additional funding or use of reserves. Table 3 below summaries the mitigations which have been included in the proposed 2023/24 budget.

Table 3 – 2023/24 Budget Mitigations

2023/24 Budget Mitigations	2023/24 £m
Reduction in Action Fraud exceptional costs	2.0
Higher provisional Police Funding Settlement for 2023/24	1.4
Increased use of the POCA Reserve	1.3
Reduction in officer establishment to align with operational policing model	1.0
Higher proportion of more junior PCs	0.6
Increased recharging of costs to funded activities	0.5
Non-pay savings: agency costs, professional fees and other	0.4
Improvements in Officer rank / supervisory ratios	0.3
Saving to be identified	1.1
Total	8.6

A further report will be presented to Police Authority Board in February 2022 which will include the final police funding settlement.

Capital Summary

A summary of forecast capital spend and funding for 2022/23 and 2023/24 is shown below. Whilst this represents ongoing projects at CoLP, this is unlikely to be the full picture because the outcome of the CoLP Prioritisation exercise is awaited. This will determine other projects to be taken forward, subject to full business case development, and an overall assessment of their impact on affordability of the capital programme. In the meantime, the capital forecast below provides in 2023/24 for £1m of funding for other projects and 'seed funding' towards the development of outline business cases. Once the position post Prioritisation becomes clearer an update will be provided.

CoLP Capital Programme	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Cyclical Replacement	1,000	886	500	2,386
FCCRAS	3,970	5,448	21,552	30,970
Other projects	2,941	895	1,675	5,511
TOTAL CAPITAL EXPENDITURE	7,911	7,229	23,727	38,867
Funding				
City Fund loan facility (FCCRAS)		2,448	7,552	10,000
City Fund loan facility (other projects)	2,941	1,010	1,740	6,327
Home Office (FCCRAS)	3,970	3,000	14,000	20,970
City ULEZ loan	1,000			1,000
POCA		55	435	490
Direct revenue financing		80		80
TOTAL FUNDING	7,911	7,229	23,727	38,867

Recommendations

Members are asked to:

- Note this report and review the proposed 2023/24 budgets.
- Note that an updated budget report will be submitted to Police Authority Board in February for approval of budgets, which will endeavour to incorporate feedback from RREC.

Main Report

Relevance to the Policing Plan

1. The primary purpose of the development of the budget and Medium-Term Financial Plan (MTFP) is to direct resources to deliver the objectives set out in the Force's Policing Plan:
 - To keep those who live, work and visit the City safe and feeling safe
 - To protect the UK from the threat of economic and cybercrime
 - To put the victim at the heart of everything that we do

2. The development of the 2023/24 budget is focused on the Policing Plan and ensuring through the business planning process that finite resources are focused on the above key objectives.
3. The Force's commercial strategy, introduced in 2019, was designed to assist in the delivery of a sustainable budget going forward through seeking full cost recovery from funded units and commercial / non-core activity wherever possible. In the 2023/24 budget additional income of £0.7m has been included as part of the contribution towards closing the budget gap. A refreshed Income Strategy is presented as a separate item in today's agenda.

National Context, Police Funding Settlement and Core Funding

4. The Force continues to operate in an environment of considerable uncertainty and financial challenge. Large deficits in the 2021/22 Police MTPF were fully balanced as at April 2022 by a combination of increased local funding through the Business Rates Premium and additional City of London Police (CoLP) mitigations. Since then, CoLP has experienced or forecast a range of new pressures including:
 - Pay and non-pay inflation in 2022/23 being significantly above assumptions – creating £4.1m of pressure for 2023/24 and future years.
 - The loss of the Counter Terrorism grant from 2023/24 - £1.5m
 - The impact of the provisional police funding settlement in ringfencing £2m of core funding with payment dependent on maintaining officer uplift levels, resulting in:
 - the removal of the natural vacancy factor for officer that was built into 2022/23 and prior year budgets - £1.9m
 - the need to include a provision for adjusting down offer numbers to a lower establishment and to ensure that we continue to maintain uplift levels, at least at the points where the Home Office measure performance - £0.5m estimated provision.

Provisional Police Funding Settlement

5. On 15th December 2022 the Home Office, delivered the provisional police funding settlement. As well as confirming small Spending Review-approved increases for 23/24, it embedded a subsequent grant contribution to the 2022 officer pay award (£1m full year effect for CoLP). In consideration of the inflationary pressures being experienced, it also provided additional precept flexibility of up to £15 (rather than £10) and, in lieu of the City's inability to precept, increased the precept grant allocated to CoLP by £1.1m (£0.4m more than was provided in the MTFP).
6. As noted above a key concern of Forces is that the settlement has increase the level of ringfencing that is subject to performance in maintaining officer uplift targets (from £1m to £2m for CoLP). Whilst the performance framework for 2023/24 has not been communicated, in the current year it is zero payment for achieving <75% of target, with a sliding scale above that to 100%. If this

performance framework is maintained, it is likely to sustain and increase the level of risk to Police finances.

Local Funding – Business Rates Premium

7. In recognition of major MTFP budgetary pressures arising from inflation, exceptional Action Fraud costs, the loss of some key grants and acknowledgement that historically local funding for the City of London Police was significantly below national average, a 0.4p increase in the BRP was approved by Court in March 2022 for policing and other security measures, coupled with a CoLP commitment to deliver £6.1m additional mitigations. The expectation is that, from this increase, an additional £6.6m BRP funding will be allocated to CoLP for 2023/24, taking the total BRP allocation to the Force in 2023/24 to £27.5m. This excludes:
 - £1m of BRP funding for the Police Authority Board and
 - £1m of BRP funding for the Security City Programme (SCP).
8. With regard to the Secure City Programme (SCP) the estimated annual operating costs are expected to be £2.1m which will be funded through a combination of £0.4m existing police resources (through decommissioning the current Information management system (IMS) and disaster recovery system (DRS), £1m of BRP funding, up to £0.5m of funding from the City's on-street parking reserve with a balancing contribution from Bridge House Estates. It is planned that the SCP programme will move to an operational phase during 2023/24 and will be managed by the Force. Whilst funding is being confirmed the SCP has not yet been incorporated into the 2023/24 budget, however, it is expected that any additional cost of the programme will have a net nil effect on the Force's budget.
9. The grants awarded as part of the police funding settlement and from the City of London Corporation constitute "core" funding and is held by the Police Authority until the end of the financial year. Historically this has been referred to as the "Chief Officer's Cash Limited Budget" for local authority accounting purposes and provide an in-year Net Budget £100.9m, an increase of £8.04m from 2022/23, after adjusting for capital financing (£1.38m) and Action Fraud loan repayment (£2.5m) totalling £3.88m. These costs have to be shown as negative financing for Local Authority budgeting.
10. Funding for the Force also include £88.2m of specific government grants, partnership income, fees and charges and the use of reserves (2022/23: £77.75m). This is an increase of £11.51m compared to 2022/23 and is mainly due to the following specific Home Office grant funding:
 - Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) revenue - £4.9m
 - Fraud Reform - £2.8m
 - Economic Crime reporting funding - £2.2m; and
 - The use of the Proceeds of Crime Act (POCA) reserve £1.77m.

11. Subject to the final settlement Table 4 sets out the overall revenue funding envelope which will be available to resource policing services in support of the Policing Plan.

Table 4 – Funding and Income

2023/24 Funding	2022/23 £m	2023/24 £m	Change £m (Better)/Worse
Core grant	(62.50)	(62.50)	-
Council Tax Freeze Grant	(0.30)	(0.30)	-
NICC Grant	(4.80)	(4.80)	-
Precept Grant	(5.30)	(6.40)	(1.10)
Pensions Grant	(0.80)	(0.80)	-
Ringfenced Uplift Funding	(1.00)	(2.00)	(1.00)
Less £0.2m Council Tax Freeze Grant to City Fund	0.20	0.20	-
Sub-Total police grant funding	(74.50)	(76.60)	(2.10)
Business Rates Premium	(20.90)	(27.50)	(6.60)
Corporation - Contact Centre	(0.68)	(0.68)	-
Less Capital Financing Charges	3.22	3.88	0.66
Sub-Total Business Rates Premium/CoL funding	(18.36)	(24.30)	(5.94)
Total Chief Officer Cash Limited Budget	(92.86)	(100.90)	(8.04)
Specific Grants	(59.97)	(69.86)	(9.89)
Partnership Funding	(14.19)	(14.03)	0.16
Fees and Charges	(3.09)	(3.17)	(0.08)
Use of Reserves	(0.50)	(1.70)	(1.27)
Sub-Total Income and use of Reserves	(77.75)	(89.26)	(11.08)
Total Funding & Income	(170.61)	(190.16)	(19.12)
Note: Income and favourable variances are shown in brackets			

Revenue Budget for 2022/23, Projected Outturn and 2023/24 Budget

12. The provisional 2023/24 budget has been prepared within the resources set out above. Table 5 below summarises the 2022/23 net revenue budget, projected year end outturn and variances and the 2023/24 budget. Underspends / positive variances are shown in brackets.

Table 5 – Revenue Budgets 2022/23 & 2023/4

Revenue Budgets 2022/23 and 2023/24	22/23 Latest Budget	22/23 Actuals Q3	22/23 Projected Outturn Q3	22/23 Variance vs.Budget	23/24 Projected Budget	23/24 vs 22/23 Budget
Police Officer Pay	68,022	48,139	66,016	(2,006)	73,193	5,171
Police Staff Pay	27,294	20,210	26,652	(642)	28,733	1,439
Police Officer Overtime	2,205	2,503	3,583	1,378	1,985	(220)
Police Staff Overtime	107	206	236	129	81	(26)
Temp/Agency	754	572	943	189	807	53
Other Employee Related Expenditure	2,113	1,602	1,962	(151)	2,115	2
Pension Deficit	23,000	-	23,000	-	23,000	-
Total Pay	123,495	73,231	122,393	(1,102)	129,914	6,419
Premises	2,609	3,154	4,419	1,810	4,180	1,571
Transport	2,386	628	2,526	140	2,778	392
Supplies and Services	29,394	30,734	32,139	2,745	40,575	11,181
Third Party Payments	8,954	6,588	11,743	2,789	9,595	641
Transfer to Reserve	-	-	-	-	-	-
Unidentified Mitigations	-	-	-	-	(1,098)	(1,098)
Recharges from CoLC	3,211	167	3,381	170	3,239	28
Capital Charges	465	-	465	-	465	-
Recharges within Fund	89	-	89	-	73	(16)
Total Non-Pay	47,108	41,271	54,762	7,654	59,807	12,699
Total Expenditure	170,603	114,503	177,154	6,551	189,721	19,118
Government Grants	(59,966)	(35,875)	(65,837)	(5,871)	(69,858)	(9,892)
Other Grants	(13,389)	(7,522)	(13,722)	(333)	(13,410)	(21)
Customer, Client Receipts	(3,089)	(2,194)	(3,130)	(41)	(3,168)	(79)
Transfer from Reserves	(500)	-	(1,300)	(800)	(1,766)	(1,266)
Recharges to Capital Projects	(803)	11	(701)	102	(617)	186
Income	(77,747)	(45,580)	(84,690)	(6,943)	(88,820)	(11,073)
Core Funding	(92,856)	(52,837)	(92,856)		(100,901)	(8,045)
Total Income & Core Funding	(170,603)	(98,417)	(177,546)	(6,943)	(189,721)	(19,118)
Net (Under)/Overspend	-	16,086	(392)	(392)	-	-

Revenue Budget for 2022/23 and Projected Outturn

13. The 2022/23 Quarter 3 budget monitoring report presented, as a separate paper on today's agenda, presents an outturn forecast underspend of £0.4m.

The main factors contributing to this are:

- underspends against pay budgets due to vacancies, £2.6m;
- lower than budgeted supplies and services spend £1.5m; and

- additional Home Office funding of £0.5m in relation to the in-year officer pay award and £0.4m of Uplift incentive funding to recruit officers above the Home Office head count target.

These forecast savings/ additional income are offset by:

- higher premises costs of £1.8m, increased vehicle maintenance/fuel costs of £0.2m, insurance & recharges of £0.4m;
- unbudgeted Action Fraud (AF) contract extension costs of £1.25m as reported in Q2 and corrected through the forecast; and
- a shortfall in income of £0.3m due to:
 - a. £0.2m of Proceeds of Crime Act (POCA) receipts being treated as general income in the budget;
 - b. £0.1m shortfall on income from the sale of memorabilia.

Proposed Revenue Budget for 2023/24

14. The provisional 2023/24 budget has been prepared within the resources set out in Table 5 above. Overall there is an increase of £19.1m between the 2022/23 latest approved budget and the 2023/24 original budget. Further details of support services and capital charges are shown in Appendix 1. The significant movements, budgetary assumptions, risks and opportunities are explained below:

Pay and Workforce Planning

15. The pay budget for 2023/24 is £129.9m, this is an increase of £6.4m from 2022/23. The main factors for the increase include:
 - the impact of pay inflation being significantly higher than anticipated in 2022/23 being baked into subsequent year's pay- £1.8m;
 - pay inflation assumptions of 3% for officers from September 2023 and 2% for police staff from July 2023 - £2.6m; (paragraph 21)
 - a £0.6m provision for pay increases; (paragraph 21)
 - the removal of a natural officer vacancy factor of £1.9m as a result of the Home Office ringfencing £2m of core funding on maintaining the year 3 officer uplift numbers at 986. Historically the officer and staff budgets shown in Table 4 above, have been budgeted with a vacancy factor costed at £2.5m (approximately 40 posts across the board: 25 Officers, 15 Staff) based on historical attrition levels – (paragraph 21)
 - a provision for adjusting down to a lower officer establishment level and to ensure we continue to maintain uplift levels, at least at the points where Home Office measures performance - £0.5m estimated provision (to be reviewed when the performance framework for 23/24 is communicated) (paragraph 22; and
 - a planned reduction in officer establishment of 20 posts from 998 to 978 saving- £1m (paragraph 19).

16. The 2023/24 pay budget is based upon the following full time equivalent (FTE) numbers:

Table 6 – Workforce Establishment

	Officer	Staff	Total
2022/23 Baseline	959.0	514.3	1,473.3
SOC Uplift	30.0	0	30.0
NPCC Cybercrime	9.0	2.8	11.8
2023/24 Changes	(20.0)	0	(20.0)
Establishment on 31st March 2023	978.0	517.1	1,495.1

17. The NPCC Cyber Portfolio (11.8FTE) and 30 FTE Police Uplift SOC posts are shown in the overall establishment in Table 6. The Cyber Portfolio team and the Police Uplift SOC posts are funded from specific grants and claimed in arrears from Home Office. Of the 30 SOC posts, 2 will be employed directly by CoLP and the remaining 28 are based in the Regional Organised Crime Units (ROCU). The majority of the Cyber Portfolio will be recruited via seconded officers and agency staff.
18. Resourcing levels for 2023/24 have been reduced by 20 officer posts in line with MFTP assumptions and the operational policing model. This planned reduction in officer numbers is in response to prior year reductions in funding from the Bank of England (£1.1m) and TfL (£1.2m) contracts, coupled with the loss of the counter terrorism grant (£1.5m) from 2023/24. This has been achieved without compromising the Home Office uplift target or the Operational Policing Model saving.
19. It is understood that the Home Office are willing to consider head count target reductions where Force's suffer funding losses from external sources. In light of the loss of both Bank of England and TfL funding, a request has been made to the Home Office reduce officer target by 20. Subject the impact on the operating model for policing, this would save £1m on prudent assumptions.
20. Pay inflation assumptions remain one of the largest areas of risk. Whilst a 3% Officer and 2% Staff pay award assumptions are in line with National Police Crime and Commissioner (NPCC) Finance discussions and City of London Corporation's current guidance, every 1% increase in pay increases the Force's cost pressures by £1m (£0.7m officers, £0.3m staff). An unfunded provision of £0.6m has been included in the budget to provide for further staff pay inflation as discussion with the Corporation continue.
21. Whilst the draft Police settlement provided a £2.1m increase in funding, as noted above, £2m of the overall funding is now ringfenced and dependent on performance in maintaining the year 3 officer uplift target. This doubles the amount of ringfence from current year and adds significant risk to realisation of the additional funding. The continuation of ringfencing and severity of penalty

for non-achievement means that there is a risk to affordability as historic assumptions about officer vacancy levels are reset. Although it is considered that this specific budgetary pressure can be managed in 2023/24 this only due to the in-year increase in BRP funding, noting that £2.1m of the £6.6m increase in 2023/24 is a one off, in-year amount.

22. The removal of the officer vacancy factor combined with the requirement to maintain the uplift headcount target of 986 will require careful workforce management to minimise the financial risk of over shooting against target. An officer adjustment provision of £0.5m has been included in the 2023/24 budget to manage this risk. Currently this provision is unfunded, however, further use of the POCA reserve is being explored, subject to a business case for using the additional capacity for specific, value adding purposes. See Appendix 4 for the full MTFP pressure and mitigations summary presented to the Police Authority Board in January 2023.
23. A £1m saving from workforce redesign which was included in the 2022/23 budget as a savings mitigation remains. Whilst this saving has been delivered in 2022/23 through vacancies, in the long term this will be dependent on the outcome of the corporate services review and implementation of workforce modernisation measures.

Non-Pay

24. The premises budget for 2023/24 is £4.18m, an increase of £1.57m from 2022/23. The main reasons for the increase are:
- An increase in repairs and maintenance £433k and cleaning budgets of £126k to address a historic under provision of premises maintenance resources at Bishopsgate and New Street;
 - An increase in energy budgets of £288k mainly due to inflation;
 - An increase in rent of £287k in relation to parking at Middlesex Street and the discrete offsite parking facility.
 - Rates budgets have also been reset by £450k to reflect current charges. Member's will be aware that a rating appeal has been lodged with the Valuation Office Agency (VOA) in respect Bishopsgate Police Station and New Street. Pending a decision by the VOA, the rates budgets have been reinstated. Should the appeal be successful this could result in savings of up to £0.7m per annum.
25. The transport budget for 2023/34 has increased by £392k. This is principally due:
- to an increase in the cost of ATOC rail concession scheme which is anticipated to increase by £0.3m with an uplift in the regulated fare price from March 2023 and more uplifted officers using the scheme; and
 - wider inflationary pressures impacting fuel and vehicle maintenance costs £100k.
26. A breakdown of the £40.6m Supplies and Services budget is shown in Appendix 2. The increase from 2022/23 of £11.2m is mainly due to the National Fraud

Investigation Bureau (NFIB) / Next Generation Action Fraud service and these costs are substantially offset by the funding from Home Office.

27. The third-party payments budget for 2023/24 is £9.95m an increase of £641k from 2022/23. Third party payments budgets include the cost of IT services £5.9m as well as providing for payments to other forces for seconded officers.

Income

28. The force receives income and funding from a range of sources and is shown in Appendix 3 to this report. CoLP funding primarily comes from its Home Office core grant, amounting to £76.6m for 2023/24 (39.6% of all income) Other specific Government grants total £69.9m (36.1% of all income), which includes funding for discharging CoLP's National Lead Force for Fraud & Cyber roles and a grant to cover CoLP's contribution to the Officer Pension Scheme deficit. Total Government grants amount to £146.5m in 2023/24, 75.8% of all funding.
29. Unlike other Police and Crime Commissioners (PCCs) The City Corporation does not have the ability to raise funding through a Council, instead, the City provides funding through a Business Rates Premium (BRP), which is £27.5m for 2023/24 (14.2%). In 2023/24 the City Corporation will also provide £0.7m of funding towards the contact centre (0.4%).
30. Partnership income totals £14.3m in 2023/24 (7.2% of all income), comprising funding from third parties in support of the fight against fraud and economic crime.
31. Income from fees and charges is estimated to be £3.2m in 2023/24 (1.6% of all income) and is largely derived from training delivered through the Economic Crime Academy.
32. As set out in the accompanying Income Strategy Report, charging for service is a complex area and as a minimum any charge must recover all direct costs. Wherever possible, however, CoLP will seek to recover full cost using a Full Economic Cost Recovery Model. Applying this model will be key in 2023/24 to delivering £0.7m of additional income to meet savings targets.

Business Unit Control Totals 2023/24

33. Taking together workforce number and the proposed 2023/24 revenue estimate, Table 7 below provides a summary of staffing numbers, the proposed business unit control totals for 2023/24 and a summary of the functions included within each unit.

Table 7 – Business Unit Control Totals 2023/24

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
<u>Budgeted FTE</u>						
Officers	978	390	287	194	92	15
Staff	517	66	172	105	174	0
Total	1,495.00	456.00	459.00	299.00	266.00	15.00
<u>Budgeted £m</u>						
Pay Costs	129.96	31.74	30.57	21.26	19.50	26.90
Non-Pay Costs	59.45	2.71	2.23	35.57	14.37	4.56
Total Expenditure	189.41	34.45	32.80	56.83	33.87	31.45
Income	(88.51)	(6.46)	(4.85)	(50.01)	(2.28)	(24.90)
Net Budget	100.90	27.99	27.95	6.82	31.59	6.55
Functions Including		Sector Response Taskforce Contact	Intelligence Investigation Forensics Criminal Justice	Funded Units AF / NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Def POCA Recharges Unallocated roles Temp roles

34. As shown in Table 7 above, sector policing (Local Policing and Specialist Operations) accounts for 61.2% of the budgeted full time equivalent (FTE) staffing numbers and 55.94% of the net budget. Corporate Services and Central Income and Expenditure consists of 18.8% of the budgeted workforce and 37.8% of the net budget. The remaining 20% of the workforce are employed in National Lead Force (NLF) operations and supported by up to 15 staff secondees into the Force and 40 temporary funded roles. Whilst NLF only accounts for £6.82m (or 6.8%) of core funding in 2023/24, it is expected that £50.01m of it's in year activities will be financed outside of the core Home Office and local BRP funding.

Capital Programme

35. There are broadly two elements to the CoLP Capital Programme. The first are large strategic schemes that are delivered in conjunction with the City of London Corporation, such as the Secure City Programme and the Accommodation Strategy. There are also a few legacy projects that predate 2020/21 which are also funded by the Corporation. The second element comprises those capital schemes developed and managed by CoLP, which are funded through a loan facility from the Corporation, capped at £5m per year. The revenue budget makes provision for principal and interest repayment. In addition, substantial capital funding is received from the Home Office towards FCCRAS.

36. A summary of forecast capital spend and funding for 2022/23 and 2023/24 is shown below. However, this is unlikely to be the full picture because the outcome of the CoLP Prioritisation exercise is awaited. This will determine other projects to be taken forward, in addition to those shown below, subject to full business case development, and an overall assessment of their impact on affordability of the capital programme. In the meantime, the capital forecast below provides in 2023/24 for £1m of funding for other projects and 'seed funding' towards the development of outline business cases. Once the position post Prioritisation becomes clearer an update will be provided.

CoLP Capital Programme	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Cyclical Replacement				
Fleet (car)		250		250
Fleet (horsebox)		400		400
Fleet (motorbikes)		236		236
Other	1,000		500	1,500
Sub-total–Cyclical Replacement	1,000	886	500	2,386
Projects				
FCCRAS	3,970	5,448	21,552	30,970
Action Fraud	2,041			2,041
Power BI		84	435	519
BWV		282		282
Forensic Network and Storage		314		314
CAID		55		55
TFG Armoury		160		160
ICAV			240	240
Other / seed funding	900		1,000	1,900
Sub-total - Projects	6,911	6,343	23,227	36,481
TOTAL CAPITAL EXPENDITURE	7,911	7,229	23,727	38,867
Funding				
City Fund loan facility (FCCRAS)		2,448	7,552	10,000
City Fund loan facility (other projects)	2,941	1,646	1,740	6,327
Home Office (FCCRAS)	3,970	3,000	14,000	20,970
City ULEZ loan	1,000			1,000
POCA		55	435	490
Direct revenue financing		80		80
TOTAL FUNDING	7,911	7,229	23,727	38,867

37. **FCCRAS:** A business case for FCCRAS is being reviewed by the HO Finance and Investment Committee. It is expected a final decision will be received in February 2023.
38. **Fleet Replacement:** An order for 10 replacement motorbikes has been placed at a cost of £165,000, which will require fitout at £71,000, amounting to a total cost of £236,000. It is expected that the motorbikes will be delivered in Q2 2023.
39. **Horsebox:** CoLP is currently validating the quote from the supplier and an order is expected to be placed in January 2023, however, with supplier lead times currently running at between 12-18 months it is unlikely that the horsebox will be delivered in 2022/23.

40. **Body Worn Video Equipment:** The contract is being negotiated and it is expected that the equipment will be delivered, within budget and available for use on 1 March 2023.
41. **Armoury Improvements:** Whilst the aim is to deliver the improvements in 2022/23 a clearer picture of costs and timescales will be available once the specification is agreed and procurement commences. Any overspend against the capital project budget of £100,000 will be met from direct revenue financing from underspends in Local Policing up to maximum of £80,000 in 2022/23.
42. **Forensic Network & Storage:** This project is to implement management software solution to remove tape storage. The project has commenced, and it is expected that it will be completed by the end of the financial year. The forecast outturn is £314,000 which is an underspend of £136,000 against budget.
43. **Child Abuse & Image Database (CAID):** This project will provide officers with a simple and efficient process for identifying victims of child abuse will ensure potential victims are safeguarded at the earliest possible opportunity and will be funded via POCA.
44. **Power BI:** Phase 1 of project to improve analytics and data reporting capability to assist with crime reduction and asset recovery. Phase 2 to commence in 2023/24 and expected to extend into 2024/25 at a further cost of £725k funded from POCA (2023/24 £435k: 2024/25 £290k).

Reserves

45. The Police reserves position for 2022/23 is summarised in Table 8 below.

Table 8 – CoLP Reserves

CoLP Reserves	Opening Balance 01-Apr-22 £m	Q3 Forecast Additions 2022/23 £m	Forecast Spend 2022/23 £m	Forecast Closing Balance 31-Mar-23 £m	Forecast Additions 2023/24 £m	Forecast Spend 2023/24 £m	Forecast Closing Balance 31-Mar-24 £m
General reserve	(4.0)	(0.4)	0.0	(4.4)	0.0	0.0	(4.4)
Earmarked reserves:							
POCA	(9.0)	(0.5)	2.2	(7.3)	(0.5)	2.2	(5.6)
Police Capital Financing	(1.3)	0.0	0.0	(1.3)	(1.4)	0.0	(2.7)
Emerg Svs Mobile Tech	(0.3)	0.0	0.0	(0.3)	0.0	0.0	(0.3)
Sub-total - Earmarked reserves	(10.6)	(0.5)	2.2	(8.9)	(1.9)	2.2	(8.6)
TOTAL RESERVES	(14.6)	(0.9)	2.2	(13.3)	(1.9)	2.2	(13.0)

46. Over the medium term CoLP's reserve strategy aims to maintain a general reserve that supports management of CoLP's strategic and medium-term financial risks to 1) cope with unforeseen events and emergencies, 2) as a contingency to respond to uncertainty in the economic climate, 3) to provide flexibility in managing future years budget pressures and 4) to balance cashflow fluctuations without calling upon additional local grant and/or loan funding. The provisional 2023/24 budget does not anticipate use of the general reserve; however, this is subject to further appropriate mitigations to close the £1.1m budget gap and inflation and other pressures not increasing above current budgetary assumptions.
47. POCA relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. It is expected that the funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:
- Asset Recovery Work
 - Crime Reduction projects
 - Community Projects
 - Miscellaneous
48. The opening balance at the start of 22/23 was £9.0m and includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron. Given the significance of the reserve and requirement for sound governance it was determined that that through the budget setting process the Police Authority will approve planned level of commitment and annual spend against POCA funds.
49. During 2022/23, the Chief Officer Team has considered and approved in principle 24 POCA bids totalling some £8.4m. The majority of these bids are subject to full business case development, project prioritisation and assessment of affordability. Updates will be reported quarterly to this Committee. At this stage the POCA reserve is forecast the following expenditure in 2023/24:

Table 9 – Proceeds of Crime Act Reserve (POCA)

POCA Bids	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000
Asset Recovery Team (Revenue)	1,300				1,300
Stakeholder Engagement /Professionalism & Trust (Revenue)			466		466
Power BI Phase 2 (Capital)		435			435
Total	1,300	435	466	0	2,201

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Support Services and Capital Charges

Support Services & Capital Charges from/to Police Committee	Original Budget 2022/23 £'000	Draft Budget 2023/24 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	125	86	
Insurance	409	435	
IT Recharges – Chamberlain	221	268	
Capital Charges	4,835	5,636	
Capital Contrasts	(4770)	(5,571)	
Notional capital charges	0	0	
Admin Buildings	1,205	1,327	(i)
Support Services	1,251	1,123	(ii)
Total	3,276	3,304	
Recharges Within Fund			
Car Park Recharge P&T	71	55	
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	89	73	
Recharges Across Funds			
Heating Recharge - Finance - Guildhall Admin	90	0	
Policing the Bridges	(305)	(305)	
Remembrancer's Recharge - Policy & Resources - City's Cash	28	28	
Total	(187)	(277)	
TOTAL POLICE COMMITTEE	3,178	3,100	

Notes:

- (i) Share of Guildhall premises costs based on floor area. Variations reflect the phasing of the cyclical works programme
- (ii) Support Services covers charges from the Chamberlains, Comptroller and City Solicitor, Town Clerk and City Surveyor's departments

Appendix 2

Supplies and Services analysis

Category	22/23 Latest Budget £m	22/23 Actuals Q3 £m	22/23 Projected Outturn Q3 £m	22/23 Variance vs.Budget £m	23/24 Projected Budget £m	23/24 vs 22/23 Budget £m
NFIB/Action Fraud	12.0	15.1	16.6	4.6	23.7	11.7
Catering	0.1	0.0	0.0	(0.1)	0.0	(0.1)
Computer Licences	2.3	0.5	0.7	(1.6)	2.2	(0.1)
Consultants Fees	0.3	0.3	0.2	(0.1)	0.3	0.0
Equipment, Furniture & Materials	2.6	1.4	2.4	(0.2)	2.4	(0.2)
Internal Legal Fees	0.4	0.1	0.4	0.0	0.4	0.0
Legal Fees	0.2	0.1	0.1	(0.1)	0.1	(0.1)
Licences	0.0	0.0	0.1	0.1	0.1	0.1
Management Fees	0.1	0.1	0.0	(0.1)	0.1	0.0
Medical Fees	0.3	0.3	0.3	0.0	0.3	0.0
Other/Misc	1.5	0.6	0.6	(0.9)	1.4	(0.1)
Postage	0.1	0.0	0.1	0.0	0.1	0.0
Professional Fees	8.2	9.1	7.7	(0.5)	8.1	(0.1)
Security	0.2	0.3	0.5	0.3	0.3	0.1
Storage/Removal Fees	0.1	0.1	0.2	0.1	0.2	0.1
Subscriptions	0.1	0.0	0.1	0.0	0.1	0.0
Subsistence (not training related)	0.2	0.3	0.4	0.2	0.3	0.1
Telephones/Mobile Phones	0.1	0.2	0.3	0.2	0.3	0.2
Uniform/Clothing	0.5	0.1	0.1	(0.4)	0.1	(0.4)
IT Maint/Support/Software	0.1	2.1	1.3	1.2	0.1	0.0
	29.4	30.7	32.1	2.7	40.6	11.2

Note: current year professional fees "actuals" include sums to be capitalised before the end of the financial year.

Appendix 3

2023/24 Income and Funding Streams

	£'m
Core grant, Business Rates Reserves	102.67
<i>of which;</i>	
Home Office	76.60
Business Rates Premium	27.50
Corporation - Contact Centre	0.70
Use of POCA & earmarked reserves	1.77
Total Funding	106.57

Less	
Capital priorities financing	(1.0)
Action Fraud loan repayment	(2.5)
ULEZ loan repayment	(0.4)
	(3.9)

	£'m
Government Grant	69.9
Pension Grants	23.0
Action Fraud / National Fraud Intelligence Bureau	12.7
Enhanced Cyber Reporting	2.2
FCCRAS Revenue	4.9
Tactical Firearms Group	4.5
Economic Crime Capability	2.6
National Lead Force for Fraud	2.3
Fraud Reform	2.8
Economic Crime Victims Care Unit	2.2
Special Branch	1.4
National Cyber Security Programme - out of hours	1.0
Project Servator	0.8
NCSP – Protect	0.7
Counter Terrorism Security Advisor	0.2
Counter-Terrorism Prevent	0.1
Marine Support	0.1
NPCC Cybercrime	4.5
PUP PECT (30 officers, 4 ROCUs)	2.3
PUP PECT (3 officers, London ROCU)	0.5
PUPL TFG Firearm Uplift	0.3
Other	0.9

Partnerships	14.0
Association of British Insurers	4.2
UK payments administration LTD	2.6
TFL Recharge	1.2
Intellectual Property Office	2.1
Fraud Northern Hub	0.4
Bloomberg sponsorship	0.1
Tower Bridge enforcement recharge	0.3
Policing the Bridges	0.3
Secondments	0.3
Late Night Levy	0.3
Volunteer Police Cadets	-
Cyber Grant	0.2
Cyber Griffin	0.1
Project OLAF	1.5
Other	0.3

Fees and charges	3.2
Economic Crime Academy	1.6
Secondments	0.3
International Training	0.1
Other	0.8
Recovery of Court costs	0.0
UK Road Offender Education	0.1
Information Management	0.1
TFG Training	0.2

Note: £23m Police Pension grant relates to the contribution to the Officers pension scheme which is fully funded by a Home Office grant.

MTFP – Pressures & Mitigations

Appendix 4

Police MTFP - Pressures & Mitigations	22/23	23/24	24/25	25/26	26/27	Comments
	£m	£m	£m	£m	£m	
21/22 MTFP deficit	10.1	16.6	15.2	18.0		Excludes PA and Secure City costs
Additional CoLP mitigations	-6.1	-5.2	-5.2	-5.2		Includes £1m pa saving from workforce modernisation
Additional BRP funding	-4.0	-11.4	-10	-12.8		Growth from £16.9m base for 21/22. Includes £2.3m reinstatement.
						Excludes £1m BRP allocation to PA and £1m to Secure City
Position at 1/4/22	0	0	0	0		
New Pressures						
Rolling MTFP into 26/27					2.9	For inflation on 25/26 costs
Higher inflation 22/23	3.1	4.1	4.1	4.1	4.1	Covering officer & staff pay awards and non-pay inflation
Loss of officer natural vacancy factor		1.9	1.9	1.9	1.9	Built into prior yr budgets but no longer compatible with uplift target
Officer adjustment factor		0.5	0.5	0.5	0.5	To adjust actuals to reduced estab level and ensure HO target is met
Loss of CT grant		1.5	1.5	1.5	1.5	
Provision for higher inflation 23/24		0.6	1.2	1.2	1.2	Staff pay award
Total New Pressures	3.1	8.6	9.2	9.2	9.2	
Additional Mitigations						
Budgetary management 22/23	-2.2					
Reduction in officer establishment		-1.0	-1.0	-1.0	-1.0	By 20 - to align with HO target. No adverse impact on Op model
Reduction in Action Fraud exceptional costs		-2.0				Provision for dual running in 23/24 no longer required
Higher provisional settlement 23/24	-0.5	-1.4	-1.4	-1.4	-1.4	£1m contribution to 2022 officer pay award.
						£0.4m higher Precept Grant than expected
More junior PCs		-0.6	-0.6	-0.6	-0.6	Impact of probationers in reducing average PC salary
Use of POCA	-0.8	-1.3	-1.3	-1.3	-1.3	To fund Asset Recovery Team.
Increased charges for funded work		-0.5	-0.5	-0.5	-0.5	
Improvement in rank / supervisory ratios		-0.3	-0.3	-0.3	-0.3	
Further non-pay savings		-0.4	-0.4	-0.4	-0.4	
Mitigations to be identified		-0.5	-0.5	-0.5	-0.5	
Total Additional Mitigations	-3.5	-8.0	-5.5	-5.5	-5.5	
Residual Deficit / (Surplus)	-0.4	0.6	3.7	3.7	3.7	
Key Opportunities						
Further reduction in officer establishment by 20		-1.0	-1.0	-1.0	-1.0	Subject to HO approving lower target iro loss of BoE and TfL funding
Use of POCA to fund officer adjustment factor		-0.5	-0.5	-0.5	-0.5	Would be subject to 'value add' case in using the additional officers
Rating review		-0.7	-0.7	-0.7	-0.7	Subject to successful outcome from appeal
Key Risks						
Ringfenced funding		2.0	2.0	2.0	2.0	Securing funding is dependent on maintaining officer uplift levels
Higher inflation	Each 1% increase adds £1m to pay and £0.5m to non-pay costs					
Workforce Establishment						
Officers	998	978	978	978	978	
Staff	516	516	516	516	516	Excludes natural vacancy factor of 15 and £1m savings target
Total	1514	1494	1494	1494	1494	

Committee(s): Resource, Risk & Estates Committee (for information) Police Authority Board (for decision)	Dated: 1 February 2023 15 February 2023
Subject: CoLP Income Strategy, including fees and charges 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: PA Treasurer & Commissioner of Police Pol 17-23	For Information (RREC) / Decision (PAB)
Report author: CFO / CoLP Deputy CFO (Strategic Finance)	

CoLP Income Strategy

This paper provides a proposed CoLP Income Strategy for consideration and approval.

Recommendations

It is recommended that Members of RREC

- i) note the 2 bullets below

It is recommended that Member of PAB

- ii) consider and approve 2 bullets below:

- the attached CoLP Income Strategy (Appendix A), and
- fees and charges for 2023/24 remain in line with those set by the Metropolitan Police Services, with the exception of those for the Economic Crime Academy which will be set by CoLP to recover full economic cost (para 8 of this report and paras 24 to 32 of the income strategy).

CoLP Income Strategy

1. A proposed Income Strategy has been developed and is attached at Appendix A for consideration and approval.

2. Charging for police services is a complex area and this Income Strategy has been developed with reference to national guidance on income generation and charging for police services.
3. The overall aim of the Income Strategy is to maximise Force income and to recover full economic cost wherever possible. It also recognises the need to be flexible when setting charges in order to align with Force objectives and to retain funders, so long as direct costs are recovered as a minimum and, other than in exceptional and justified cases, a contribution is made to indirect and overhead costs.
4. The Income Strategy adopts a standard approach to calculating the full economic cost of an activity, including the various cost elements of direct pay, direct costs, indirect costs and overheads. This will allow understanding of any under recovery, in effect subsidisation, within a proposed charge. To ensure consistency in charging, and income maximisation wherever possible across the Force, it is proposed that all new funding agreements and those due for renewal, are presented to the Strategic Finance Board for approval. Any proposed charge below full economic cost recovery would need to be justified. Updates and assurances will be provided to PAB via the quarterly financial reporting.
5. The Income Strategy is structured as follows:
 - Introduction (paras 1-3)
 - Strategy objectives (para 4)
 - Sources of income to police forces (para 5)
 - National guidance (paras 6-9)
 - Current CoLP income streams (paras 10-15)
 - Operational charging position (paras 16-32):
 - Funded units, commercial activity & partnerships (paras 16-23)
 - Fees and charges (paras 24-32):
 - General fees and charges (paras 26-29)
 - Special policing services charges (paras 30-31)
 - Economic Crime Academy (Para 32)
 - Conclusions (paras 33-34)
 - Appendices:
 1. CoLP draft budgeted income 2023/24
 2. Funded unit and specific grant agreements 2023/24
 3. Rate card for charging funded units, specific grants, commercial activity and partnerships 2023/24
 4. General fees and charges 2022/23 – based on MPS rates
 5. Special policing services charges 2022/23 – based on MPS rates
 6. Economic Crime Academy fees and charges 2022/23 – CoLP rates
6. The Income Strategy also considers fees and charges to be levied in 2023/24 (at paragraphs 24 to 32) and recommends that CoLP continues to levy charges in line with those set by the Metropolitan Police Service (MPS), with the exception of those for the Economic Crime Academy which will be set by CoLP to recover full economic cost. At the time of writing, rates for 2023/24 have not been published, but agreement is sought to apply these rates once available (2022/23 rates are appended for information).

7. Should this Income Strategy be adopted, an annual update of the strategy will be provided linked to budget setting. Also, going forward analysis will be provided to show the level of recovery against each (material) funding agreement.

Appendices

- Appendix A – CoLP Income Strategy plus Appendices 1-6 to the Strategy.

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City of London Police Income Strategy

Introduction

1. The City of London Police receives funding, generates income and recovers costs from several sources. The Force's high level aim is to maximise income and recover the full economic cost of providing services wherever possible to contribute towards and support the delivery of the Force's operational priorities as set out in its Policing Plan.
2. Pursuit of this aim is especially key given the ongoing effects of declining budgets and increasing demand on resources. However, whilst this is the overall aim, any approach to income generation, setting fees and cost recovery should be flexible as this is a complex area which must compliment the Force's strategic objectives. For example, a reduced charge could be considered appropriate to subsidise an initiative and thereby encourage its success, because this is key to the Force achieving its wider policy goals.
3. The purpose of this Income Strategy is to ensure that the Force identifies all potential sources of income, maximises them where appropriate and that proper controls are in place to manage income generation, set prices and recover costs.

Strategy Objectives

4. The objectives of this Income Strategy are as follows:
 - Maximise income generation within the appropriate legal framework;
 - Adopt full economic cost recovery where possible, including appropriate allocations of indirect and overhead costs;
 - Consider comparability with other forces pricing and cost recovery;
 - Ensure that prices and the recovery of costs compliments the Force's operational objectives;
 - Consider the nature of the demand for the service and any competition when setting prices;
 - Ensure prices and the recovery of costs is in line with annual inflation, unless it is reasoned that this is not appropriate;
 - Consider and reflect national police guidance relating to income generation; and
 - Ensure a consistent process and governance structure is in place for managing income generation, setting prices and the recovery of costs.

Sources of income to police forces

5. The different types of income generation activity the Force is able to engage in are categorised below:
 - Bids and Grants;
 - Sponsorship / Commercial Partnerships
 - Charitable Trusts
 - Charging for Services, Supplies and Products; and
 - Special Police Services

National Guidance

6. The opportunities, risks and processes involved in each specific area of income generation are explored in depth in '**A Guide to Income Generation for the Police Service in England, Wales and Northern Ireland**' published by the Association of Chief Police Officers of England, Wales & Northern Ireland (ACPO) and endorsed by the Chartered Institute of Public Finance and Accountancy. APCO was replaced in 2015 by the National Police Chiefs Council (NPCC) which has since published specific advice on cost recovery titled '**National Policing Guidelines on Charging for Police Services**'. For more detailed guidance on the provision of Mutual Aid under Section 24 of the Police Act 1996 to other forces, please refer to the dedicated '**National Policing Guidelines on Charging for Police Services: Mutual Aid Cost Recovery**'.
7. The ability to charge for police services is generally determined by statutory provisions. The guidance issued by the NPCC covers the four main areas:
 - The provision of Special Police Services at the request of any person under [Section 25 of the Police Act 1996 \(as amended\)](#) which makes such services subject to payment of charges as determined by the PCC. Special police services generally relate to policing an event, e.g., a pop concert, or series of events, e.g., football matches;
 - [Section 26 of the 1996 Act](#) applies similar requirements to the provision of police services above but applies where they are delivered overseas;
 - [Section 15 of the Police Reform and Social Responsibility Act 2011](#) extends to PCCs the powers of the Local Authorities (Goods and Services) Act 1970 to supply goods and services to other bodies or persons. This may include services provided in competition with other providers, e.g., training or vehicle maintenance, where charges will reflect market rates, or services as a by-product of core police activity such as provision of collision reports; and
 - The provision of police services to other agencies such as the Home Office Immigration Enforcement (HOIE) or H.M Prison and Probation Service (HMPPS);
8. The NPCC guidance also provides a costing methodology and guidance on charging policy, both of which have been followed within this CoLP Income Strategy. The methodology can be used for calculating 'full economic' cost as well as 'total employable' and 'total direct' costs.
9. Application of the costing methodology at CoLP for 'Funded units, specific grants, commercial activity and partnerships' is set out in the section below titled 'Operational Charging Position', paragraphs 16 to 23. This section also sets out the 'Fees and Charges' to be levied by CoLP in 2023/24, paragraphs 24 to 32. In addition to the guidance set out in the Income Strategy, the national guidance set out in paragraph 6 should be referred to when setting charges. The national guidance is extensive, providing specific advice on charging in each area of police activity in the UK.

Current CoLP income streams

10. The CoLP funding landscape is complex and diverse, with total budgeted income amounting to £193.3m in 2023/24. A breakdown is provided at Appendix 1, which is summarised below.

Table 1 - Draft Income Budget 2023/24	£m
Government core grant (para 11)	76.6
Other Government grants (para 11)	69.9
Business Rates Premium (from CoLC) (para 12)	27.5
Other CoLC funding (para 12)	0.7
Partnerships (para 13)	13.7
Fees and charges (para 14)	3.2
Use of POCA and other ear marked reserves (para 15)	1.7
Total Draft Income Budget 2023/24	193.3

11. CoLP funding primarily comes from its core grant from the Government, amounting to £76.6m for 2023/24 (39.6% of all income), which is provided to all police forces through a formula. Other specific Government grants total £69.9m (36.2% of all income), which includes funding for discharging CoLP's National Lead Force for Fraud & Cyber roles, CT grant and grant to cover CoLP's contribution to the Officer Pension Scheme deficit. Total Government grants amount to £146.5m in 2023/24, 75.8% of all funding.
12. Unlike other Police and Crime Commissioners (PCCs), the City Corporation of London does not have the statutory power to raise funding through a Council Tax Precept. Instead, the City provides funding to CoLP through the Business Rates Premium, which is 27.5m for 2023/24 (14.2% of all income). Other specific funding from the City is £0.7m in 2023/24 (0.4%).
13. Partnership income totals £13.7m in 2023/24 (7.1% of all income), comprising funding from third parties, mainly in the financial sector in the fight against fraud and economic crime.
14. Fees and charges income in 2023/24 amounts to £3.2m (1.6% of all income), including fees and charges derived from the sale of services, such as the provision of training. Fees and charges are revised annually in line with those levied by the Metropolitan Police Service (MPS). Please see paragraphs 24-32 below for further information.
15. The use of POCA and other earmarked reserves in 2023/24 is budgeted to fund £1.7m (0.9%) of expenditure. The application of general and earmarked reserves is considered when setting the annual budget in line with a separate Reserve Strategy, which has been approved by the RREC and PAB Committees and is available from the Finance Section.

Operational charging position

Funded units, specific grants, commercial activity and partnerships

16. All new funding agreements at CoLP must be based on the objectives of this Income Strategy, which will ensure full economic cost recovery wherever possible. Work is underway to review all existing agreements prior to their renewal date, with a view to ensuring full economic cost recovery going forward. Where existing contracts allow, attempts will be made to increase funding (or reduce services) to ensure full economic cost recovery if possible.
17. A list of funded unit and specific grant agreements for 2023/24 is shown in Appendix 2, together with their review dates. A list of partnership agreements can be found at Appendix 1. Further detail about each partnership agreement is contained within a separate annual report to PAB.
18. Charging relies on accurate recording and appropriate allocation of costs and, whilst charges should be based on full economic cost recovery wherever possible, the charging model adopted is based on NPCC guidance which identifies the various elements of costs, from actual direct costs only, or to the other end of the scale, to the full economic cost. The various costs elements are set out in the Full Economic Cost Recovery (FECR) model below, which allows the charging of costs according to different definitions.

Full Economic Cost Recovery Model	
1. Direct pay:	Salary London weighting London Allowance National insurance Pension Other allowances
2. Direct costs:	Overtime Apprenticeship levy Uniform Association of Train Operating Companies
3. Indirect costs and overheads:	Insurances Training City of London Corporation recharges Accommodation IT Cost of capital Support staff
4. Other specific direct costs to be added as employed: <i>(this list of specific direct costs is not, exhaustive please add as required).</i>	Special ops shared service resources (incl. intelligence, investigations, forensics, custody CJS), Fleet, Firearms, Software licences, Subsistence, Specific Travel, Horses, dogs.

19. Section four of the FECR model identifies specific costs which may be applicable to some agreements, which should be charged for if employed.
20. Whilst the recovery of full economic cost is the aim of this Income Strategy, it is a key priority that all funding streams recover direct costs as a minimum (sections 1, 2 and 4 of the FECR model). Any contribution to indirect costs and overheads (section 3) is clearly a benefit, but the overall objective remains the recovery of full economic cost wherever possible, including the charging of specific direct costs (section 4) if employed.
21. There may be instances where it is not possible to recover the full economic cost from external funders, as some funders expect a contribution in kind from their chosen delivery partners. However, it may be considered that the benefit of additional income contributing towards indirect costs and overheads is beneficial.
22. Any new agreement or the renewal of an existing one must be approved by the Strategic Finance Board going forward. The report to the Board must identify the full economic cost of the services to be provided, which must have been verified by the appropriate Finance Business Partner. If a charge below full economic cost is proposed, then the report must explain why under recovery, in effect subsidy, of this work is recommended.
23. To aid the costing of funded services, the working model is based on the average salary for police officers and police staff as shown in Appendix 3. For 2023/24, the average full economic cost per police officer is £105,752 and per member of staff is £79,144, both of which exclude any specific costs, as listed in section 4 of the FECR model, which must be included if provided. In addition to average costs, the model shows the costs of officers and staff across all grades so it can be applied to specific ranks and grades to ensure the calculations are as accurate as possible.

Fees and charges

24. The Force has an obligation to conduct an annual review of all fees and charges levied.
25. There are three sets of charges:
 - General fees and charges – based on MPS rates (Appendix 4)
 - Special policing services charges – based on MPS rates (Appendix 5).
 - Economic Crime Academy – costed by CoLP (Appendix 6)

General fees and charges

26. Historically, CoLP has adopted the Metropolitan Police Service (MPS) schedule of general fees and charges, which is also recommended for adoption by the Force for 2023/24.
27. The last review of fees and charges was presented to the Police Authority Board (PAB) for the 2019/20 financial year, however, operationally, CoLP general fees and charges have been adjusted each year to reflect the annual revised schedule issued by the MPS. Commencing with this report, an annual review will be presented to PAB for consideration.

28. The schedule of MPS general fees and charges for 2023/24 has yet to be issued at the time of writing. Therefore, the schedule for 2022/23 is attached at Appendix 4 for information, which will be updated to 2023/24 values once published by the MPS.

29. Alignment with MPS general fees and charges is recommended to continue for several reasons:

- Alignment provides consistency across the London region;
- CoLP work in partnership and collaboration with the MPS on a number of operations including core policing services covered by mutual aid agreements and for private services;
- Both Forces have similar cost drivers for many services;
- By not increasing charges above MPS rates, it should ensure that CoLP is not priced out of the market and be less competitive than the MPS;
- Undercharging, compared to MPS rates, could lead to a failure to recover full cost; and
- Where appropriate, MPS rates incorporate charges set by statute for common items.

Special Policing Services charges

30. In the case of Special Policing Services there is a specific statutory requirement under Section 25 of the 1996 Police Act (as amended) which permits the Force to provide Special Policing Services at the request of any person subject to the payment to the Force of charges on such scales as may be determined by the Force. Historically, CoLP has adopted MPS charges for special policing services, which is recommended to continue for the reasons set out in paragraph 29 above.

31. The schedule of special policing services charges for 2023/24 has yet to be issued at the time of writing. Therefore, the schedule for 2022/23 is attached at Appendix 5 for information, which will be updated to 2023/24 values once published by the MPS.

Economic Crime Academy charges

32. The Economic & Cyber Crime Academy is a long-established centre of excellence for training the wider economic crime community. It originated from when CoLP was awarded the national policing lead for cyber and fraud in 2006. The Academy aims to recover full economic cost or make a small surplus for reinvestment each year. In spite of extremely challenging conditions over the last three years with covid, it has successfully adapted to delivering courses remotely as well as physically, and posted revenues of at least £1.5m over the last three years. A table of charges for 2022/23 is shown at Appendix 6. These charges are currently being updated in association with Academy's Finance Business Partner to ensure full economic cost recovery continues in 2023/24.

Conclusions

33. Charging for services is a complex area and, whilst this Income Strategy aims to recover full economic cost wherever possible, it is important to be flexible when setting charges in order to align with Force objectives and to retain funders where a contribution is made to indirect and overhead costs. However, as a minimum any charge must recover all direct costs.

34. Going forward, the Full Economic Cost Recovery (FECR) model will be used to establish the various cost elements (direct pay, direct costs, indirect costs and overheads) which make up the full economic cost of an activity. This will allow understanding of any under recovery, in effect subsidisation, within the charge proposed. To ensure consistency in charging, and income maximisation wherever possible across the Force, all new funding agreements and those due for renewal, must be presented to the Strategic Finance Board for approval. Any proposed charge below full economic cost recovery will need to be justified.

Appendices

1. CoLP draft budgeted income 2023/24
2. Funded unit and specific grant agreements 2023/24
3. Rate card for charging funded units, specific grants, commercial activity and partnerships 2023/24
4. General fees and charges 2022/23 – based on MPS rates
5. Special policing services charges 2022/23 – based on MPS rates
6. Economic Crime Academy fees and charges 2022/23 – based on CoLP rates

CoLP Finance

17 January 2023.

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CoLP Draft Income Budget 2023/24	£m
Government Core Grant	76.60
Other Government Grants	69.86
Pension Grants	23.00
Action Fraud / National Fraud Intelligence Bureau	12.72
Enhanced Cyber Reporting	2.20
FCCRAS Revenue	4.90
Tactical Firearms Group	4.45
Economic Crime Capability	2.60
National Lead Force for Fraud	2.25
Fraud Reform	2.80
Economic Crime Victims Care Unit	2.20
Special Branch	1.37
National Cyber Security Programme - out of hours	1.00
Project Servator	0.84
NCSP – Protect	0.69
Counter Terrorism Security Advisor	0.18
Counter-Terrorism Prevent	0.13
Marine Support	0.12
NPCC Cybercrime	4.50
PUP PECT (30 officers, 4 ROCUs)	2.25
PUP PECT (3 officers, London ROCU)	0.53
PUPL TFG Firearm Uplift	0.28
Other	0.85
Business Rates Premium	27.50
Other City of London Corporation Funding	0.70
Corporation - Contact Centre	0.70
Corporation - Cyber Griffin (£0.7m provided within BRP)	
Partnerships	13.73
Association of British Insurers	4.24
UK payments administration LTD	2.64
TFL Recharge	1.21
Intellectual Property Office	2.12
Lloyds	0.00
Fraud Northern Hub	0.41
Bloomberg sponsorship	0.11
Tower Bridge enforcement recharge	0.28
Policing the Bridges	0.31
Secondment	0.28
Late Night Levy	0.30
Volunteer Police Cadets	0.00
Cyber Grant	0.23
Cyber Griffin	0.14
Project OLAF	1.46
Fees and charges	3.16
Economic Crime Academy	1.55
Secondments	0.28
International Training	0.11
Other	0.80
Recovery of Court costs	0.00
UK Road Offender Education	0.08
Information Management	0.10
TFG Training	0.24
Use of POCA & earmarked reserves	1.70
TOTAL INCOME BUDGET 2023/24	193.25

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Committee(s): Resource Risk and Estates Committee- <i>For information</i>	Dated: 1 February 2023
Subject: Q3 Workforce Monitoring Report- 2022-23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 18-23	For Information
Report author(s): Paul Betts, Assistant Commissioner; Kelly Harris, Interim HR Director; Rebecca Scrace, HR Performance Information	

Summary

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

The report sets out the City of London Police ('the Force') Human Resources Monitoring Data for Q3 2022/23 between 1st October 2022 to 31st December 2022.

A Summary is provided on slide 3.

Recommendation

Members are asked to note the report.

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Workforce/HR Monitoring Report

Q3 - October 2022 to December
2022



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

Contents

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



Summary

- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q3 2022/23 between **1st October to 31st December 2022** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates all of the Uplift numbers and details our future position. Focused recruitment activity throughout 2022/23 has enabled us to increase our officer strength to meet our uplift requirements for March 2023. This focus will continue on our 2022/2023 year-3 uplift.
 2. **Recruitment:** The recruitment strategy for 2022/23 has been implemented to ensure we attract a diverse range of candidates, with some targeted specifically at graduates and others at school leavers or older candidates with relevant skills and experience to bring to policing.
 3. **People Turnover:** During the reporting period, 27 Police Officers and 21 Police Staff left the force, this equates to a 2.7% and 4.5% turnover rate respectively. Looking at national data for 2021/22, the Officer national average wastage rate (excluding transfers) for England and Wales was 6.0; in the same period, CoLP had a wastage rate of 8.1. National leaver details are not available for staff.
 4. **Sickness:** The average working days lost per worker for Officers is 4.73 days and for Staff is 6.5 days (Apr – Dec 2022). Using Home Office national measures (converted to days instead of hours), the absence rate (Apr – Dec 22) for officers was 2.45%, staff was 3.42%. Home Office data for 2021/22 shows the national percentage of contracted hours lost to sickness for officers was 4.6%, COLP officers was 4.4%. For staff, the national average (2021/22) was 5.1% and COLP staff percentage of contracted hours lost to sickness was 4.8%.
- This report will be provided quarterly with some information presented bi-annually (Grievance/Employment Tribunal (ET) statistics, Wellbeing and Occupational Health (OH) Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee).
- As previously agreed, detailed force diversity data is now being presented to the Professional Standards and Integrity Committee as part of the quarterly Equality and Inclusion Updates.



Workforce Establishment Headlines

- CoLP has a clear understanding of it's budgeted establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted establishment (subject to rank and grade review)
- Our Police Staff model at the end of September was 542 FTE, this is over our budgeted establishment of 517 FTE. Following the vacancies review, HR identified 11 vacant Staff posts and these were removed from the model, the staff model is now 531 FTE. HR and Finance have identified 4 further vacant posts and these are being put forward to People Board to be deleted from the model in early 2023. Therefore only 10 further posts need to be identified and deleted in order to align the staff establishment and operating model.
- HR and Finance have been working on a Resource Model that shows permanent establishment and temporary funded posts across the organisation. This model will be able to provide a clear understanding of our workforce, funding streams, recruitment activity and reporting of vacancies.
- Police Staff recruitment freeze continues unless through People Board Governance
- The Force has to find £1M in savings from Police Staff posts (C.20) in addition to making the Police Staff model affordable.

OPERATING MODEL:

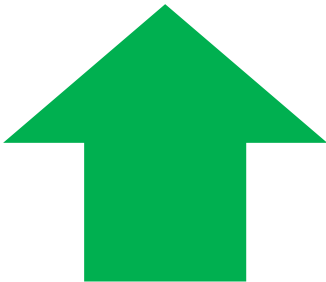


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Workforce Establishment

The graphic below shows establishment vs strength (FTE) for the workforce for September 2022 and December 2022. Officer budgeted establishment is 998 FTE in December 2022, including Year 3 Uplift headcount. Officer strength has increased by 4.8% since September 2022 and Staff strength has decrease by 2.4%.

Officers



Sept Strength
960

- Est 998
- 96.2% Strength vs Est

Dec Strength
1006

- Est 998
- 100.7% Strength vs Est

Staff



Sept Strength
465

- Est 517
- 89.9% Strength vs Est

Dec Strength
454

- Est 517
- 85.5% Strength vs Est



Workforce Establishment

- As of 31st December 2022, the City of London Police has an overall strength of 1006 (FTE) Police Officers, against our agreed budgeted establishment of 998 (Force Strength Indicator, FSI, Sept 2022). The Establishment is based on the agreed Force Structure models.
- The strength of Police Staff is currently 454 (FTE) against our budgeted establishment of 517 (FTE). These figures are inclusive of Police Community Support Officer's (PCSO) and staff on fixed-term contracts.
- The Staff operational model differs from establishment (refer to Appendix 1). This has been reduced by 11 posts in the reporting period following agreement at People Board. Deleted posts were all vacant posts in a variety of teams across each directorates.
- 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 supernumerary recruitment is scrutinised at the People Board before it can be signed off, any additions to establishments will be added with a new budget in April of each year. The Corporate Services Project, run by the COO, is ongoing.
- Our data at the People Board has been developed further and now uses a RAG rating to reflect operational risks around the force and within each team. The RAG rating is as follows:



Over 100%
(close monitoring)



90% and above
(no action required)



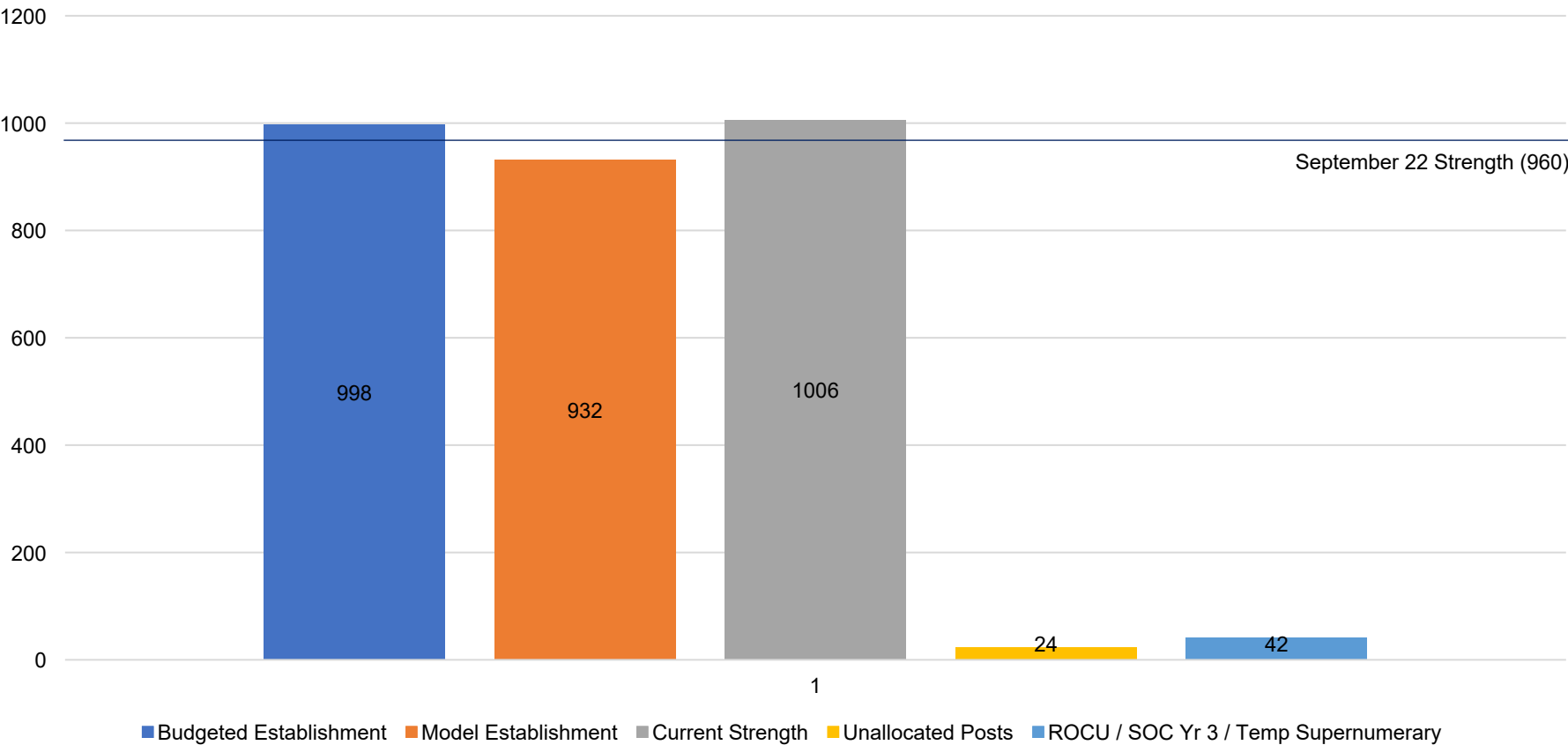
Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action
required)



Officer Operational Model Establishment FTE

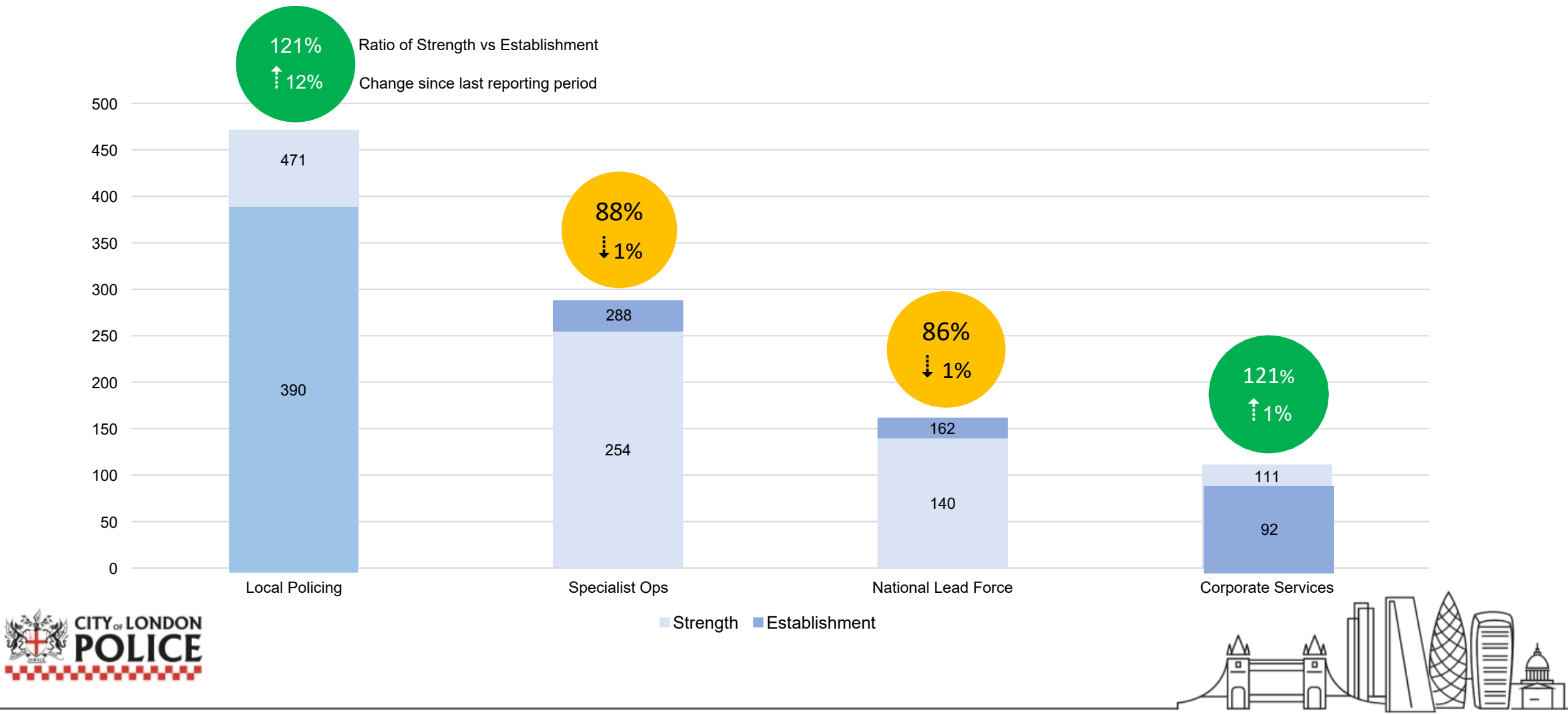


Budgeted Establishment of 998 FTE:

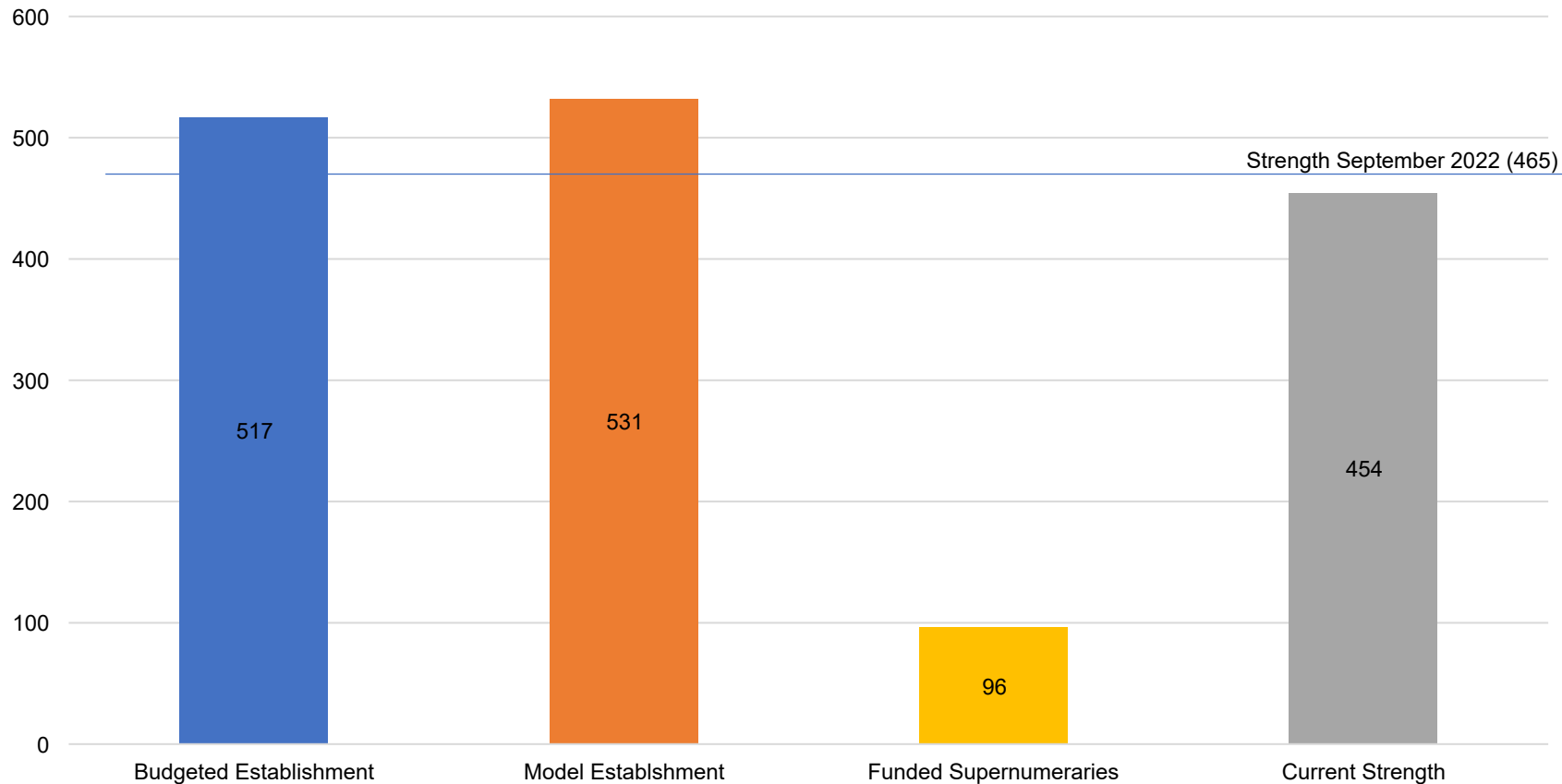
- Current CoLP model: 932 FTE
- ROCU/SOC/Temporary Funded: 42 FTE
- Current Unallocated Posts: 24 FTE
- Current overall strength against budget: 100.76%



Officer Strength vs Establishment FTE (rounded)



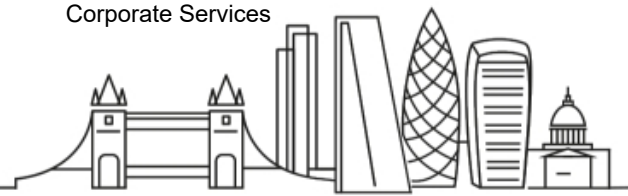
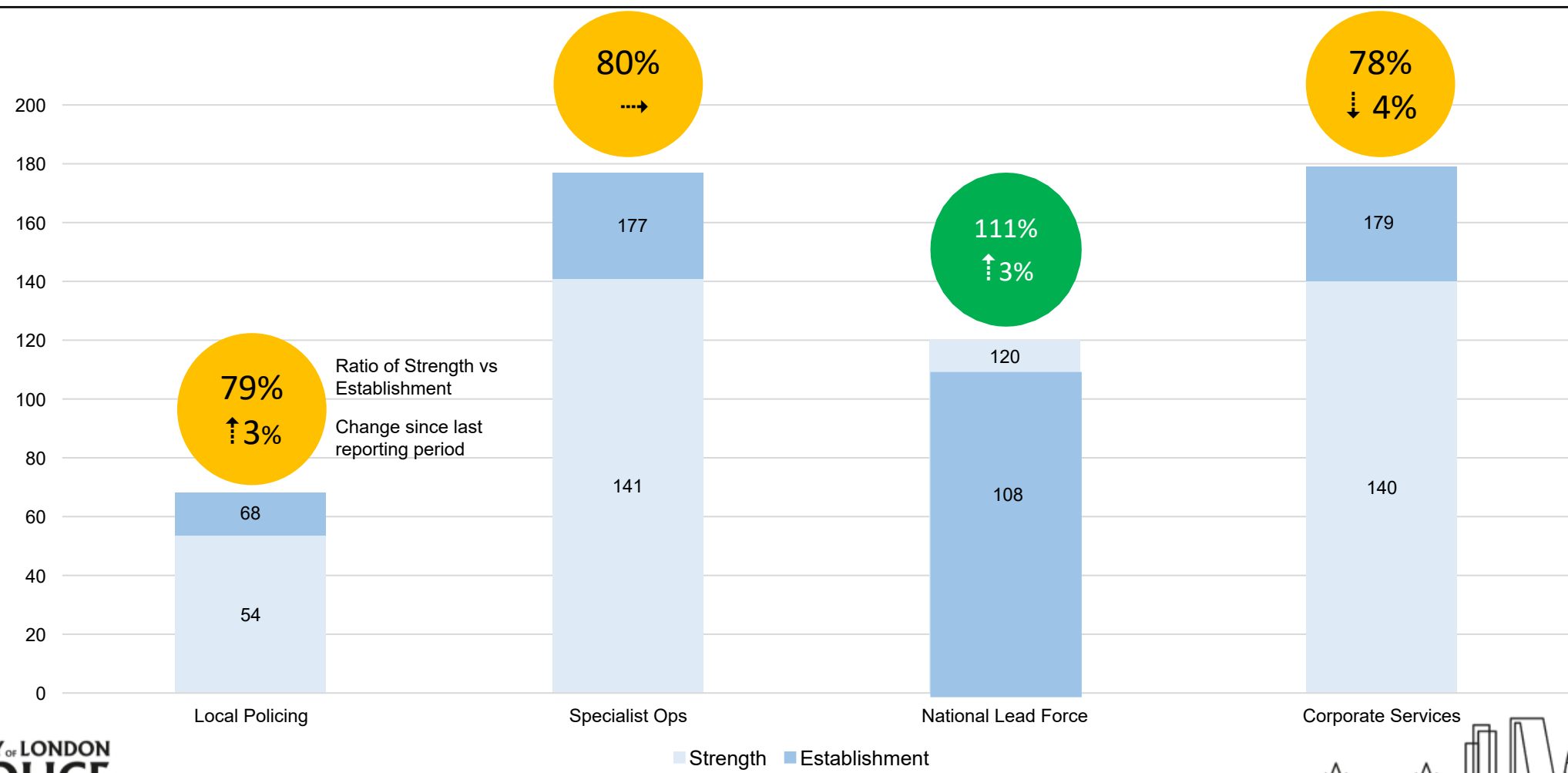
Staff Operational Model Establishment FTE



- **Operational Model:** 531 reduced from 542 with 11 posts deleted. 4 more in progress
- **Temporary Funded (TF) posts:** 96 (↑ 17 from last report due to NLF funded roles e.g. Fraud Investigation and Intel Dev)
- **Total:** 628
- **Posts over budgeted establishment excluding TF:** 14 FTE (4 more posts in progress to be deleted)
- **Current Strength:** 454 FTE (made up of staff in TF: 58 and Established: 396)
- Current vacancies under 628 FTE (Model and TF): 174 FTE
- Current vacancies under 517 FTE (budget establishment), excluding TF: 121 FTE
- Does not include £1M in savings to be taken



Staff Strength vs Establishment FTE (rounded)



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22/23 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted FTE						
Officers	998	390	289	192	92	35
Staff	517	66	172	105	174	0
Total	1515	456	461	297	266	35
Budgeted £m						
Pay Costs	124.1	29.6	28.5	19.4	18.0	28.6
Non Pay Costs	51.2	2.7	2.1	27.9	12.7	5.8
Total Expenditure	175.3	32.3	30.6	47.3	30.7	34.4
Income	(82.5)	(7.7)	(5.3)	(42.8)	(1.8)	(24.9)
Net Budget	92.8	24.6	25.3	4.5	28.9	9.5
Functions incl.						
		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units AF / NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Def POCA Recharges Unalloc roles Temp roles

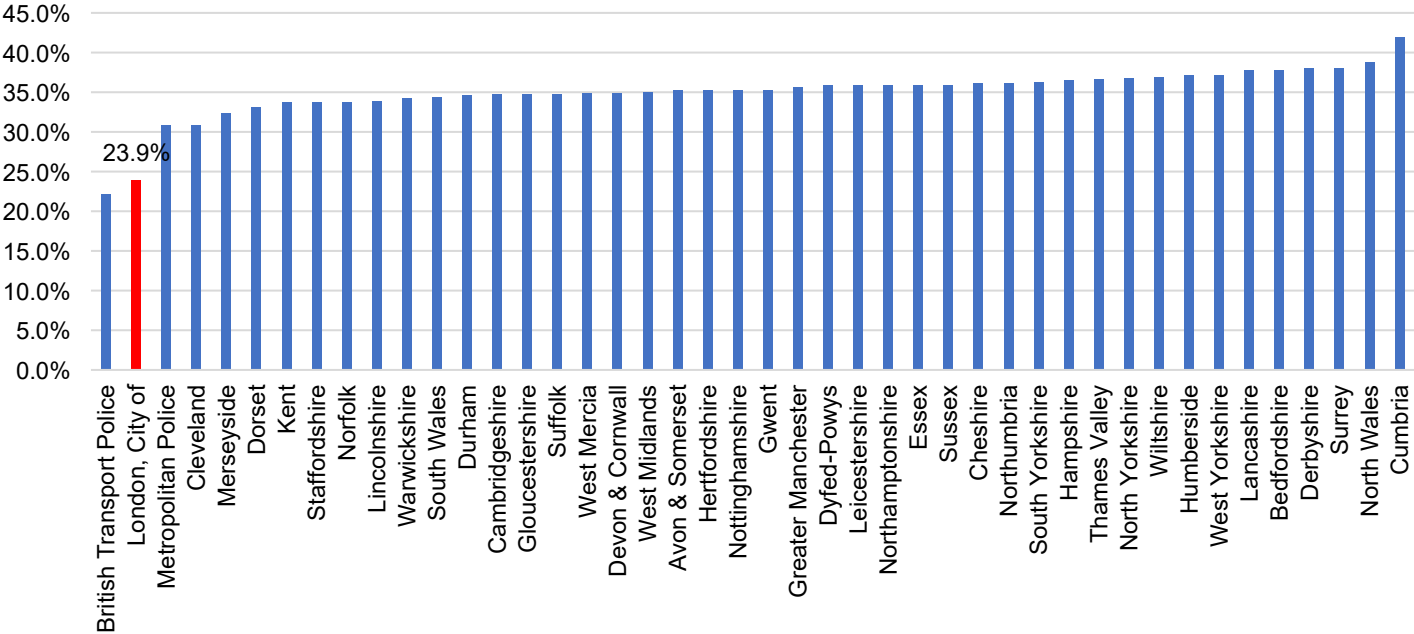
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. Baseline staff level of 532 not affordable. Reductions made proportionately to get to 517 establishment
4. From 517, £1m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



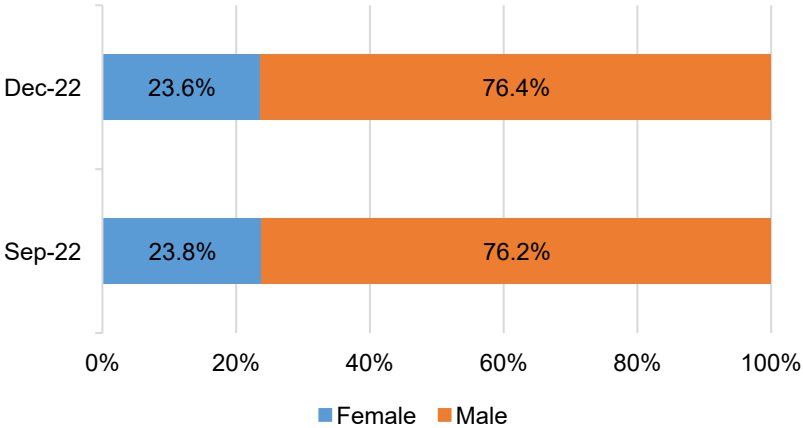
Diversity: Officer Gender

Officer gender profile has not changed significantly since the last reporting period, the CoLP female officer profile is 23.6% of 1015 officer headcount. 21.2% of 66 officers that joined in quarter 3 were female.

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



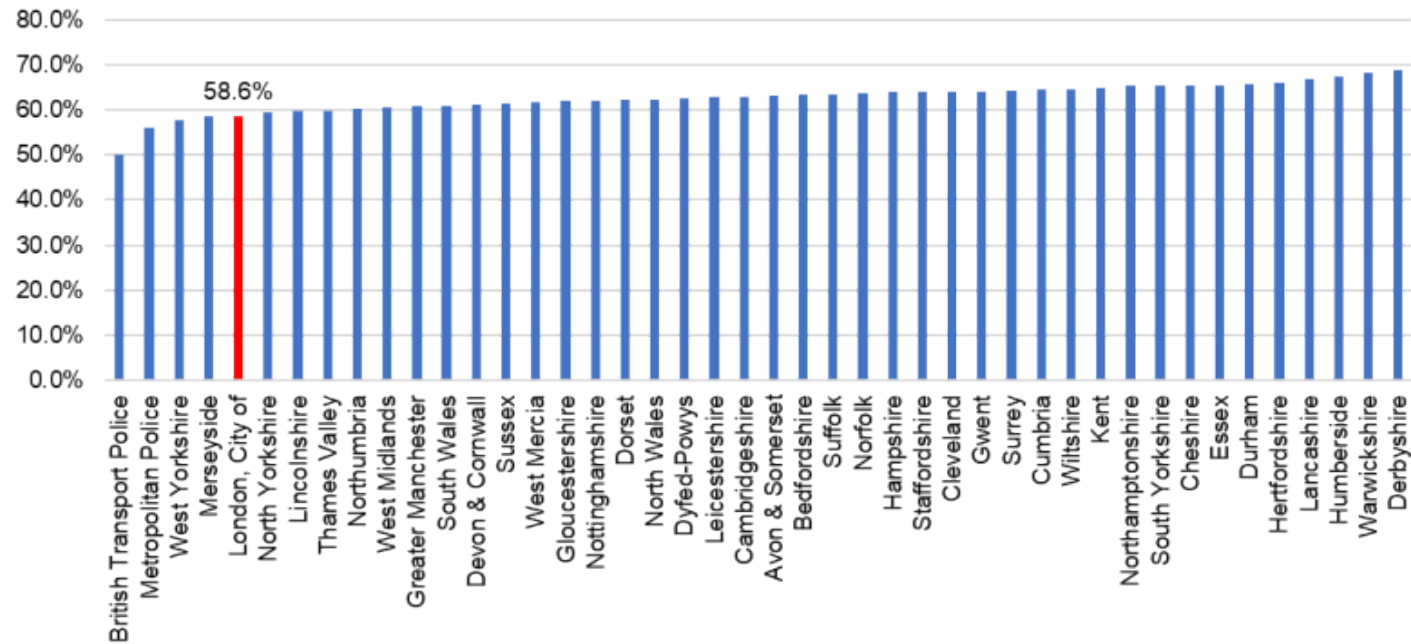
Officer Gender December 2022 % comparison to September 2022



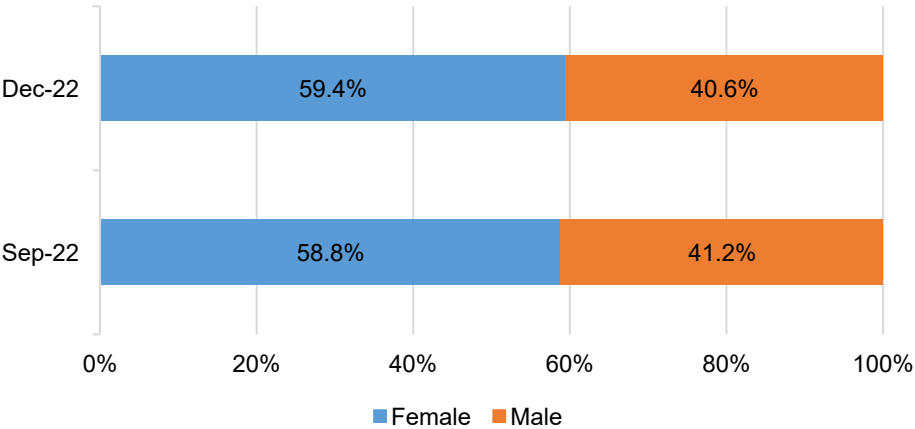
Diversity: Staff Gender

Staff gender profile has not changed significantly since the last reporting period, the female profile has increase by 0.6% to 59.4% of 470 total Staff headcount.

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



Staff Gender December 2022 % comparison to September 2022

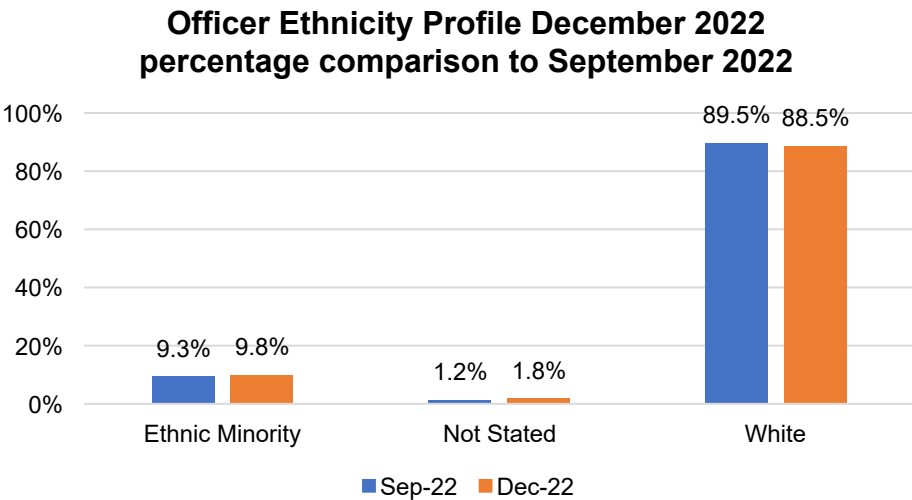


Diversity: Officer Ethnicity

Officer Ethnicity profile has increased since the last reporting period, increasing by 0.5% to 9.8% of a total 1015 Officer headcount. Our Student Officer intakes in November 2022 included 28.6% new officers from an Ethnic Minority background. The national average for Ethnicity Minority officers across police forces in England and Wales at 30 November 2022 was 8.3%, where COLP reported 9.9% Ethnic Minority officers in November 2022.



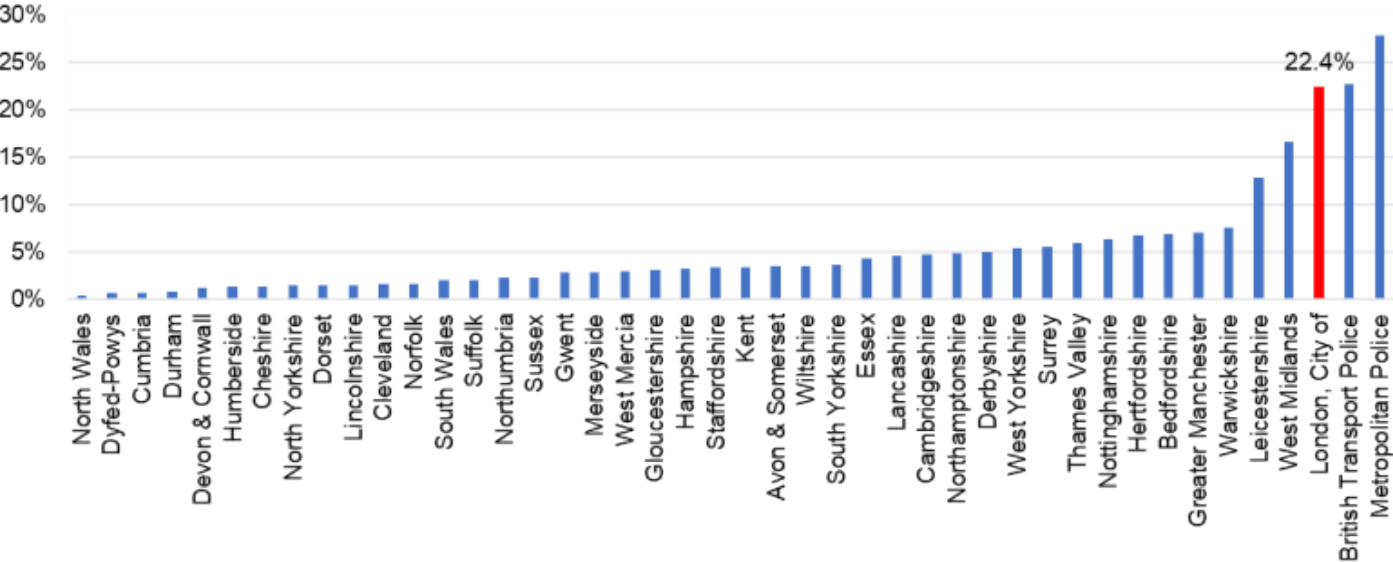
Source: Police Workforce, England and Wales, 31 March 2022



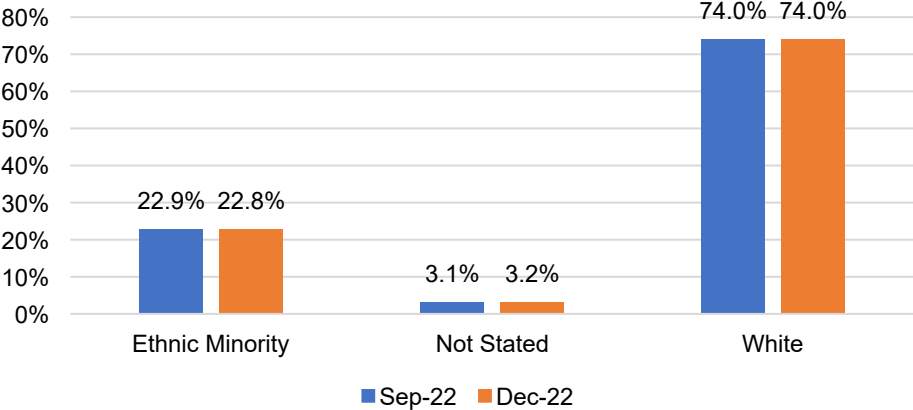
Diversity: Staff Ethnicity

Staff Ethnicity profile has not changed significantly since the last reporting period, the Ethnic Minority profile has decrease by 0.1% to 22.8% of a total headcount of 470.

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



Staff Ethnicity Profile December 2022 percentage comparison to September 2022



Recruitment

The Recruitment Strategy was implemented at the start of the financial year. It detailed how the force would look to increase Officer headcount by 109 officers required to achieve the 22/23 uplift headcount target of 986. An increase of 109 officers would require the recruitment of over 300 officers depending on predicted turnover rates, including retirements. Financial year to date, we have recruited 114 student officers across 5 cohorts in August, September and November. We have 1 further intake planned at the end of March with a further 14 students on a detective only course plus a Police Now intake. There is now a national hiatus on any transferees moving forces unless on promotion until 1st April. We are currently tracking as Green “on course” to hit our uplift target in Year 3 of the programme.

Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none">• Strategy included a mixture of Police Education Qualification Framework (PEQF), Police Now and Pre-Join.• Additional IPLDP pathway added until the end of March 2023 to attract a diverse pool of candidates.
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none">• Positive Action Team: Dedicated focus on increasing numbers of underrepresented groups into Force (Team consists of 1 Sergeant and 2 Constables)• ‘Buddy’ system: Supporting under-represented candidates through the recruitment & onboarding process• Applicant Tracking System: Testing “Oleeo” ATS system, to be rolled out in 2023. All student officer recruitment will be done via this platform making it easier to apply and process candidate applications.
Resources	<ul style="list-style-type: none">• A Programme team has been working to execute the strategy.• Additional resources have been hired to support the project across HR, Learning & Organisational Development (L&OD), Vetting, OH and Corporate Communications.
Attraction Strategy introduced	<ul style="list-style-type: none">• Our social media content is continuing to provide excellent candidate engagement• We are engaging with a wide variety of advertising platforms as well as external partners, such as universities who have offered the Professional Policing Degree.• Use of external advertising via Indeed and Crooton.• In order to ensure we have a healthy recruitment pipeline for the future we are already contacting current university students regarding opportunities to join the force in 2023/24 and beyond.



Recruitment

The Year 3 Uplift tracker (below) has been reprofiled to reflect our current attrition and intake numbers. Due to lower than anticipated levels of attrition in the first half of the financial year we have reduced our student officer intake numbers in November and March. The final 2 intakes for student officers will be Police Now students and a Detective IPLDP group. This revised profile gives the force a 64% Student Officer and 36% transferee split across new recruits this year.

Headcount at 31/03/2022		893						
Territorial								
Month	Year 3 Uplift Starting Month Headcount	PCDA/ DHEP/IPLDP+/Pre Join	Police Now	Transferees	Returners (secondment)	Leavers Estimate	End of Month Headcount	Decision Date
Apr-22	870					(20)	850	
May-22	850			4		(8)	846	
Jun-22	846			5		(7)	844	
Jul-22	844			6		(4)	846	
Aug-22	846	51		10		(8)	899	
Sep-22	899	35		13		(2)	945	
Oct-22	945			14	1	(9)	951	
Nov-22	951	28		12		(6)	985	
Dec-22	985			12	1	(12)	986	
Jan-23	986			0	1	(10)	977	
Feb-23	977			0		(12)	965	
Mar-23	965	14	10	0	1	(13)	977	
Closing headcount at 31/03/2023		977						

SOC				Total
Month	SOC ROCU	SOC ROCU leavers	Month End SOC ROCU Headcount	Total SOC and Core Headcount
Apr-22	1		24	874
May-22	1		25	871
Jun-22			25	869
Jul-22			25	871
Aug-22		(1)	24	923
Sep-22	1		25	970
Oct-22	4		29	980
Nov-22	0	(1)	28	1,013
Dec-22	1		29	1,015
Jan-23	5	0	34	1,011
Feb-23	0	0	34	999
Mar-23	7	(11)	30	1,007
Closing headcount at 31/03/2023			30	1,007

A rolling transferee campaign has been successful and we have received 294 applications to November 2022. Attrition is below predicted levels, this is commensurate to the number of transferees joining CoLP and has been reflected in July and August's figures on the Year 3 Workforce Tracker.



Recruitment: Risks and Priorities

- Recruitment activity is being managed in relation to police officer posts where there is a skills gap within the force, such as firearms officers and detectives. Alongside this, the People Board is managing priority posts in areas of the business where resourcing is a concern.
- Key priority posts for discussion at People Board, December 2022, include Station Enquiry Officers, Prevention and Disruption Officers, Call Handlers, Police Staff Investigators, Crime Scene Investigators as well as a Detective Inspector and Detective Chief Inspector.

Risks identified by Uplift Programme to meet target

Competition with the Metropolitan Police	This is being monitored on a week by week basis.
Volume of vetting	Mitigated with extra resources, a Gold Group has been set up due to criticality and challenge of vetting. This is run by Assistant Commissioner Betts.
Tutoring constables	L&D created a Tutoring Plan: a forcewide approach to tutoring larger cohorts
Lead times for IT, uniform and accommodation	Dependencies Working Group set up to monitor this issue
Meeting ROCU targets	Unable to fully control other forces recruitment, mitigating by close monitoring and engagement with the national teams
Police Staff and Student Officer Retention	Police staff turnover is continually increasing with pay and greater flexible benefits offered elsewhere, and Student Officer turnover can increase with larger intakes.



Recruitment continued

- The Force has continued with promotion processes within the reporting period and business as usual recruitment activity is ongoing for all externally funded Police Officer posts.
- In the reporting period, the force advertised 15 Police Officer campaigns. A Superintendent campaign concluded in December and 5 officers were substantively promoted. It is important to note that the number of campaigns run against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessments. As a result, further recruitment campaigns are often required.
- Police Staff recruitment is currently being reviewed with increased scrutiny at People Board and is only authorised in exceptional circumstances while the next phase of the Corporate Services project takes place with a focus on the Corporate Services business group.
- Following the changes made to recruitment processes during the pandemic, and more employees returning to the workplace, recruitment methods have been reviewed and a hybrid approach adopted, e.g. continuing to conduct some online interviews but with an increased majority conducted face-to-face. The situation will continue to be monitored and adapted when required.
- The Vetting Unit within Professional Standards has introduced a new IT System which allows candidates to complete their vetting forms online, moving away from a postal submission. This system indicates to applicants where there are gaps in the information, therefore streamlining and quickening the submission process. The vetting process is being reviewed regarding how it can be improved further now the IT system is embedded to make the process even more efficient.

JOINERS

- 66 Police Officers were recruited during the reporting period, and 6 ROCU Officer was seconded to the COLP but continuing to work in other forces around the country.
- A total of 10 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
- A new Head of Strategic Development has been recruited and started in December 2022.



People Turnover

During the reporting period (October 2022 – December 2022), 27 Police Officers left the force, this equates to a 2.7% turnover rate. A total of 76 Officers left the force between April and December 2022, this is a turnover rate of 8.1%. This is a similar level of leavers as the same period in 2021 where 73 Officers left the force. Current attrition predictions imply the total leavers for 2022/23 will be higher than 2021/22 by approximately 12%. Reasons for leaving are provided in the tables below.

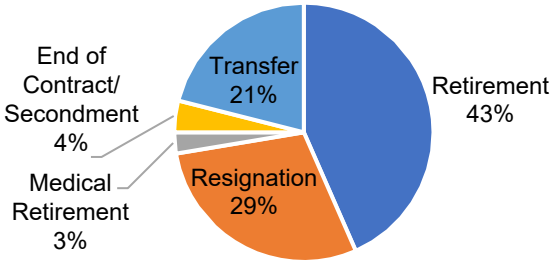
Police Officers – Reasons for Leaving (per Financial Year)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Q1-3 2022/23
Other	0	0	0	0	1	0	0
Dismissed	0	1	1	0	0	0	0
End of Contract/ Secondment	0	1	0	0	4	1	3
Medical Retirement	2	2	0	2	1	0	2
Retirement	37	35	37	31	29	42	33
Transfer	7	9	17	22	14	26	16
Resignation	14	26	7	22	21	27	22
Total	60	74	62	77	70	96	76

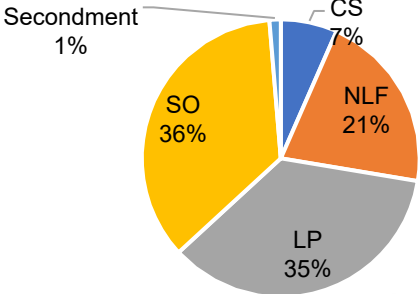
Of the 76 Police Officers that left the Force, the highest number left from Specialist Operations (27) and Local Policing (27). The main reasons for Police Officers leaving during this period was retirement, followed by resignation.

The number of leavers varies per month, 19 Officers left the force in April, 13 of which were retirements; on average 7 leavers left between May and December. The majority of leavers were Constables rank.

Officer Reasons for Leaving (Q1-2 2022/23)



Officer Leavers by Directorate (Q1-3 2022/23)



People Turnover

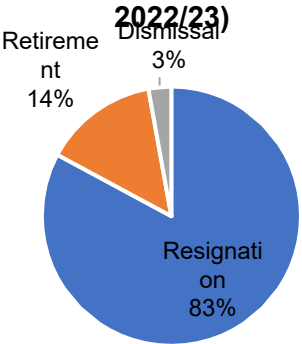
During the reporting period, 21 Police Staff left the force, this equates to 4.5% turnover rate. A total of 70 Staff left the force between April 2022 and December 2022, a 14.6% turnover rate. The number of leavers has increase significantly compared to the same period in 2021/22 in which 40 Staff left. Current trends imply there will be a 48% increase in the total number of leavers in 2022/23 compared to 2021/22.

Police Staff – Reasons for Leaving (per Financial Year)

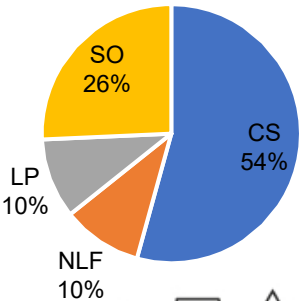
Reason for leaving	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	Q1-3 2022/ 23
Other	1	1	1	0	1	0	0
Dismissed	1	2	1	1	2	0	2
Medical							
Retirement	1	0	0	0	0	0	0
Retirement	2	5	10	6	7	8	10
Transfer	2	2	0	0	0	0	0
Resignation (incl. FTC)	37	42	49	44	25	52	58
Resignation joined Police	2	7	2	0	0	2	0
Redundancy	6	1	1	0	0	0	0
End of Secondment	0	0	1	0	0	1	0
Total	52	60	65	51	35	63	70

The greatest number of leavers were in Corporate Services (38), followed by Specialist Operations (18). The main reason for leaving was resignation. The majority of leavers were in Grades E and C.

Staff Reasons for Leaving (Q1-3 2022/23)



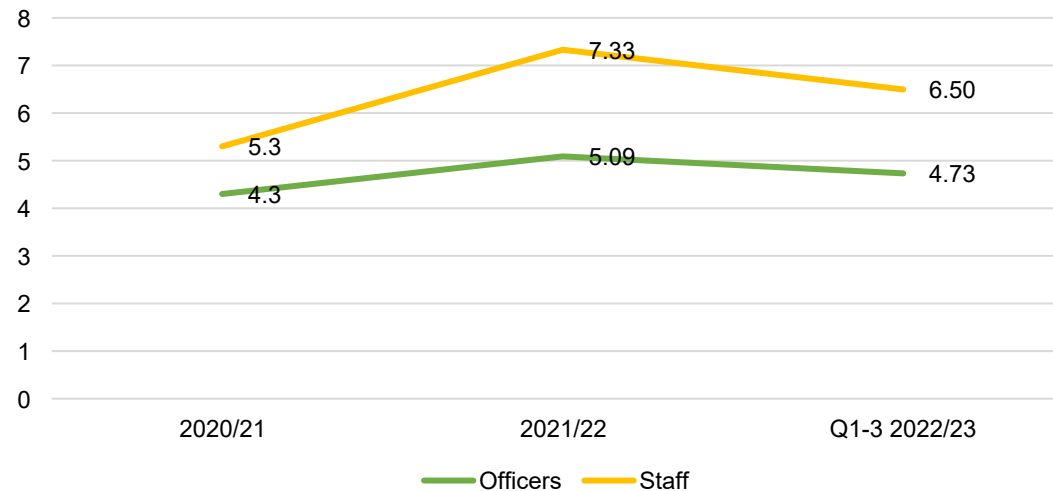
Staff Reasons for Leaving Q1-3 2022/23



Sickness

- The Home Office (HO) & Her Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During April – December 2022, the sickness absence rate in days at CoLP was 2.45% for Officers, and 3.42% for Police Staff (working days lost / contracted days available).
- The average working days lost for Police Officers is 4.73 days and for Police Staff is 6.5 days during this period. Sickness related to COVID-19 isolation and positive cases now counts towards an individual's records from April 2022 onwards. If days lost due to sickness continue at the same rate as Q1-2 22/23 sickness for the rest of the year then sickness is likely to be higher for total Officers and Staff sickness for 2022/23 compared to 2021/22. Previously reporting has been bi-annual, please see graph below which shows the total average days lost for 20/21 and 21/22 and April – Dec 22/23 only.

Comparison of Days Lost over Average Headcount



Appendix 1: Key Terms

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

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

Current Strength (FTE) – This is the current number of Full Time Equivalent people we actually have sitting in posts.

Current Headcount (People) – This is the actual number of people we have in the organisation either part time or full time. (NB this is the figure used for the National Uplift Programme)

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

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



Appendix 2: Operating Establishment

Operating establishments in four areas at 31 December 2022:

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



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	107	88	11	10
Response & VCU	76	212	0	0
Taskforce	181	144	2	2
Contact & SMT	26	27	55	42
Total Local Policing	390	471	68	54



Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	100	84	74	68
Investigation Services	142	119	27	14
Forensic Services	7	11	30	18
Criminal Justice System	28	28	46	41
SO SMT (Ch Insp above)	11	12	0	0
Total Specialist Ops	288	254	177	141



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	61	57	10	10
NLF Fraud	48	33	15	16
NLF Coordination	11	11	2	2
NFIB (Incl. Next Gen Officers only)	16	16	47	63
Action Fraud	0	0	25	22
NPCC Cybercrime	9	7	3	2
NLF SMT (NLF Ops) & Officer Secondments	17 (4 Secondments)	16 (3 Secondments)	6	5
Total National Lead Force	162	140	108	120



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	5	5	2	2.5
HQ Services	43	40	50	32
Support Services	2	23	70	49
IMS and IT (Incl. Business Insights)	4	3	41	28
Professionalism and Trust	38	39	16	25
Total Corporate Services	92	111 (incl. 1 secondments)	179	140 (incl. 3 secondments)



Appendix 3: Recruitment Rules – Strategic Workforce Planning

1. Police Officer posts that are funded through either core funding or external/national funding can and should be recruited to. The benefits of advertising these externally for transferees are clear in terms of Police Uplift.
2. Police Officer posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
3. Police Staff posts that are funded externally / national funding can be recruited to, but must be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
4. Police Staff posts that are core funded should be held vacant where possible to help balance current budget demands and keep opportunities open as we still go through the Corporate Services Project. If there are critical business issues that means they need to be recruited to then these should be brought to SWP for decision if approved by the relevant Commander., and if agreed will be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
5. Police Staff posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
6. Any suggested conversion of posts from Staff to Officer or Officer to Staff must come to SWP for decision.



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Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 1 February 2023 15 February 2023
Subject: City of London Police Risk Register Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 19-22	For Information
Report author: Sasha McCauley, Strategic Development	

Summary

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

The Force risk register is now managed using the Pentana risk system purchased by the Corporation and the Force risks have been placed within this system so that they are presented in the same format as other parts of the City of London Corporation.

This report highlights the Operational and Organisational risks the Force is monitoring using this system.

It is to be noted that the Force's Head of Governance & Assurance post is currently vacant and that arrangements are in place within the Strategic Development Unit to ensure interim measures are in place to ensure the risk management process is maintained and monitored.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

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

2. The Force risk register continues to be monitored at Force Chief Officer level. Each month the Force Chief Officer Team meeting receives an update from the Audit & Assurance Board. This board is chaired by Assistant Commissioner (AC) Betts and reviews the Force risk profile monthly. The last meeting took place on 22nd November 2022. A supporting cascade of risk registers at strategic board level and business area are being refreshed to align to the new risk profile and will be used to support the management of the Force strategic risk register.
3. This paper provides a public note of the Force risk profile so the risks of the Force can be scrutinised by Members without providing oversight of operational actions that might prejudice police operational activity. The Force has consulted with the Chair and Deputy Chair of Resource Risk and Estates Committee who have indicated that they are satisfied with the presentation of this report as it appears on the agenda.

Current Position

4. The Assistant Commissioner for Operations & Security chairs a monthly Audit & Assurance meeting which oversees the Force risk profile. This has met since March 2022. It has aligned the Force risks with the new Policing Plan structure with the input of senior managers.
5. The last Audit & Assurance meeting was held on the 22nd November 2022 where the Force risk profile was reviewed and updated. The results of this meeting are presented for oversight to members within this paper.

Force Risk Register Structure

6. The Force risk register is split into two sections along Organisational and Operational areas in support of the 6 priorities within the new Policing Plan.
 - Organisational Risk Areas
 - Our People
 - Our Resources
 - Efficiency & Effectiveness
 - Operational Risk Areas
 - Keep People who live, work and visit the City Safe and feeling safe
 - Protect the UK from the threat of Economic & Cyber Crime
 - Putting the victim at the heart of everything we do
7. The current risks within each area are detailed within the following tables for Members' reference.

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

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

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 09	Failure to deliver on Change Portfolio Plan	Efficiency & Effectiveness	AC Ops (COO)	Extreme	Possible	24	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 10	Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER
CoLP ORG 11	Vulnerability of Force IT network security being compromised. Including data exfiltration, denial of service, ransomware and other malicious activity across the force network and systems that would have a direct impact on operational effectiveness and capability.	Efficiency & Effectiveness	AC NLF	Extreme	Unlikely	16	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 12	Failure to deliver Target Operating Model (TOM)	Efficiency & Effectiveness	Commissioner	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP ORG 13	Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER	➔	Major	Unlikely	8	AMBER
CoLP ORG 14	Under recruiting PUP uplift, this would mean we would not receive the full grant funding available to the officer	Efficiency & Effectiveness	AC Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP ORG 15	Over recruiting PUP officers, this would mean Force would be over establishment	Efficiency & Effectiveness	AC Ops	Major	Likely	16	RED	➔	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 01	Realisation of a Terrorist Event with inadequate Force response	Keep people who live, work and visit the City Safe	Commander Ops	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER
CoLP OP 02	Failure to respond to OCG activity	Keep people who live, work and visit the City Safe	Commander Ops & NLF	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 03	Failure to contain a public order event	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 04	Inadequate response to a Civil Emergency	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 05	Failure to respond to CSE within City	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 06	Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	➔	Serious	Unlikely	4	GREEN
CoLP OP 07	Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	➔	Serious	Unlikely	4	GREEN
CoLP OP 08	Lack of resilience in Force Control room hampers ability to respond	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 09	Lack of capacity and skilled officers hampers ability to investigate homicides	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER	➔	Serious	Unlikely	4	GREEN

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

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

Changes to Risk Profile Since Last Update

8. There has been no change to the risk profile since the last update.

Risk Of Concern

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

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

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

11. The crime levels are monitored on a monthly basis within the Force's Performance Board, this provides direction to Force taskings, and the Force is working to target criminality hotspots to tackle the current rising trends.

12. At the request of RREC in November 2022, both of these risks are the subject of a deep dive, the findings of which are presented as a separate agenda item today. The deep dive shows some initial positive findings including:

- Q3 is normally expected to be the highest reporting quarter in a financial year for volumes of violence offences, for the first time in 5 years this was not seen for Q3 22/23.
 - Victim based violence is now significantly reduced since last reported with volumes of this crime type moving to lower than the baseline year (2019/2020) by 4%
- These risks will remain on the Force Issue Log so that they can be further monitored and more long term performance tracked via the Audit & Assurance Board.

Conclusion

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

Appendices

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

Appendix 1: Risk Scoring Criteria

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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