



Resource, Risk & Estates (Police) Committee

Date: WEDNESDAY, 18 SEPTEMBER 2024

Time: 11.00 am

Venue: COMMITTEE ROOMS, GUILDHALL

Members:

Alderman Timothy Hailes JP (Chair)	Deputy Dawn Wright
Tijs Broeke (Deputy Chair)	Michael Landau
Helen Fentimen OBE JP	Deputy Randall Anderson
Andrew Lentin	Ruby Sayed
Deputy James Thomson	Jacqui Webster
Deborah Oliver	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held 20 May 2024.

For Decision
(Pages 5 - 8)
4. **PUBLIC OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 9 - 10)
5. **REVENUE AND CAPITAL MONITORING UPDATE Q1 2024/25**
Report of the Commissioner.

For Information
(Pages 11 - 46)
6. **CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE**
Report of the Commissioner.

For Information
(Pages 47 - 50)
7. **Q1 WORKFORCE MONITORING REPORT- 2024-25**
Report of the Commissioner.

For Information
(Pages 51 - 84)
8. **INTERNAL AUDIT UPDATE REPORT**
Report of the Chamberlain.

For Information
(Pages 85 - 88)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 20 May 2024.

For Decision
(Pages 89 - 90)

13. **QUARTERLY RISK REGISTER UPDATE**

Report of the Commissioner.

For Information
(Pages 91 - 180)

a) Future Police Estate Update (Pages 181 - 184)
Report of the Commissioner.

b) Future Police Estate including Salisbury Square Development Programme
Dashboard (Pages 185 - 188)
Report of the City Surveyor.

15. **COLP FULL COST RECOVERY – UPDATE REPORT**

Report of the Commissioner

For Information
(Pages 189 - 200)

16. **NPCC / APCC BUDGET SURVEY & COLP MEDIUM TERM FINANCIAL PLANS CONSIDERATIONS**

Joint report of the Commissioner and the Town Clerk.

For Decision
(Pages 201 - 230)

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

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

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 20 May 2024

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at Committee Rooms Guildhall on Monday, 20 May 2024 at 1.45 pm

Present

Members:

Alderman Timothy Hailes JP (Chair)
Deputy James Thomson
Deputy Dawn Wright

Officers:

Richard Riley CBE - Town Clerk's Department
Kezia Barrass - Town Clerk's Department

City of London Police

Paul Betts - City of London Police
Alix Newbold - City of London Police
Alistar Cook - City of London Police
Mark Paddon - City of London Police

1. APOLOGIES

Apologies were received from Randall Anderson, Tijs Broeke, Michael Landau and Deborah Oliver.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the minutes and non-public summary of the Resource Risk and Estates Committee were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Commissioner which provided an update of public outstanding references.

RESOLVED, - that the report be noted.

5. CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE

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

During the discussion the following points were noted:

- There was ongoing work on the medium term financial plan, which was balanced by the business rate premium, to evaluate its key risks.

- The Chair welcomed the stabilisation of the financial situation and thanked the team for their work to achieve this.

RESOLVED, - that the report be noted.

6. **Q4 WORKFORCE MONITORING REPORT- 2023-24**

Members received a report of the Commissioner which outlined the Q4 workforce monitoring 2024 – 2024.

Members noted that there was continued focus on police officer recruitment programme and an upward trajectory continued in relation to police staff numbers.

The Chair noted good progress made and queried the historic challenges faced by police forces nationally in relation to vetting. Officers agreed this issue continued nationally, and provided assurances that the City of London Police vetting team was fully staffed, and the systems and processes of this procedure would be reviewed to ensure increased efficiency. Officers were keen to ensure that vetting would not become an obstacle in recruitment.

Members noted that the areas of concern in relation to filling vacancies were the recruitment of officers with specialist skills, detectives, firearms officers and police staff analysts. Officers would report on this further at the next Resource Risk and Estates Committee.

Members raised concerns that the diversity in terms of both gender and ethnicity of City of London Police officers was lower than that in the Metropolitan Police and queried the action plan to address this. Officers outlined that there is more diversity within the staff numbers than within officer numbers and agreed that there was work to be done in this area. Officers would present a report to the committee to outline how this would be addressed.

The Chair queried the level of confidence within the City Police that the target for police staff recruitment would be met. Officers expressed confidence that the November target, previously discussed, could be met.

RESOLVED, - that the report be noted.

7. **PROVISIONAL REVENUE AND CAPITAL BUDGET OUTTURN 2023/24**

Members received a report of the Commissioner which outlined the provisional revenue and capital budget outturn 2023 – 2024.

During the discussion the following points were noted:

- Members welcomed the balanced outcome and questioned if this would be sustainable in future years and highlighted work to be done to identify funding sources available and where these had been under/over applied.
- Members queried the budget implications if the recruitment target in November 2024 would not be met. Officers agreed that the recruitment uplift was challenging and expected to factor in the pay awards which were not yet confirmed. Members flagged the potential issue of probation pay and were assured that the budget was in accordance with the target operating model.

- The Proceeds Of Crime Act (POCA) receipts were forecast to be around £500,000 annually, which was based on previous years. The use of the POCA reserved were to be finalised but would not be fully assessable for another two years. Officers also confirmed that portions of these receipts would be returned to victims.
 - Members noted that the funding model was not consistent year to year, and this was challenging for the force to run as an organisation.
- RESOLVED**, - that the report be noted.

8. INTERNAL AUDIT UPDATE

Members received a report of the Chamberlain which provided an internal audit update.

RESOLVED, - that the report be noted.

9. BUSINESS RATE PREMIUM

Members received a joint report of the Chamberlain and the Commissioner which outlined the business rate premium.

The Secure City programme would be funded by business rate premium allocations and on street parking reserves and would be fully funded.

Members welcomed the transparency of the report and requested further clarity would be provided on what money is being used and how the money not allocated to the Police would be spent, for the benefit of Members and rate payers.

The £1.6m security pressures had risen to £2.7m, this was due to a full reconciliation of security costs and would be reviewed annually.

RESOLVED, - that the report be noted.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

Members noted that Hayley Williams would be leaving the City of London Police after 27 years of service and thanked her for her work and dedication.

12. EXCLUSION OF THE PUBLIC

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

13. NON-PUBLIC MINUTES

RESOLVED, - that the non-public minutes of the Resource Risk and Estates Committee on 2 February 2024 were approved as an accurate record.

14. CITY OF LONDON POLICE CYBER SECURITY POSTURE

Members received a report of the Commissioner which outlined the City of London Police Cyber Security posture relating to the recommendations from an enquiry into a data breach at the Police Service of Northern Ireland (PSNI).

15. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
Members received a report of the Commissioner which provided an update of the City of London Police risk register.

16. **EASTERN BASE PROGRESS REPORT - MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET, E1 7AD**
Members received a report of the City Surveyor which provided an update on the Eastern Base progress.

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

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 other business.

The meeting ended at 15:16pm

Chairman

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

<p>2/2024/P</p>	<p>5 February 2024 Item 8- Q3 HR Monitoring</p>	<p>Members queried the challenges faced by Police in recruiting women. It was clarified that the number of women in posts had increased through the Police uplift programme, although challenges remained in gender and ethnic diversity. It was noted that this was a London Wide issue. The Deputy Chair requested that a report on this topic would be brought to the committee in November 2024.</p>	<p>Commissioner</p>	<p>In Progress- Due November RREC as requested by Chair</p>

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Committee(s): Resources, Risks and Estates Committee Police Authority Board	Dates: 18 September 2024 2 October 2024
Subject: Revenue and Capital Monitoring Update – Q1 2024/25	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 the City of London Police	For Information
Report author: Chief Finance Officer & Deputy CFOs	

Summary

This covering report and accompanying slide pack provides information and analysis at Quarter 1 (Q1) (April to June) on the City of London Police’s financial performance against the approved revenue and capital budgets for 2024/25 and forecast use of resources to the end of the financial year.

Recommendations

Members are asked to note the report.

Main Report

Revenue:

- At Q1, CoLP is forecasting an outturn revenue position in line with the current approved budget of £114.1m. However, this breakeven position contains a number of key variations including significant cost pressures arising from the revised implementation plan for the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme and the requirement to extend the existing Action Fraud Service (£12.9m), a budget correction of £0.7m to core funded activities and other operational demand pressures estimated to be £0.9m including maintaining officer uplift numbers, additional forensics costs, Administration of Justice, non-recoverable protest / event activities and use of agency staff to fill critical vacant posts. The risk of these known cost pressures is expected be offset by the continuing unplanned police staff vacancies of £2m, funding from National Lead Force activities of £11.5m, the use of earmarked reserves of £0.8m and other budgetary provisions amounting to £0.2m (**Slides 2 - 8 refers**).

2. There are also a number of emerging risks and opportunities with CoLP that require further verification. While these are excluded from the Q1 forecast, they are captured in the accompanying pack. Key risks include potential unfunded pay awards for both officers and staff, increasing operational delivery outlays and the risk of added financial pressures arising from the revised FCCRAS implementation plan. Further quantification of these risks will be developed at Q2 (**Slide 10 refers**).
3. Embedded within the Q1 forecast is the delivery of £10m of mitigations against a target of £7m. The positive variance of £3m being due to increased overhead cost recovery from funded activities. Whilst not included as an additional mitigation the over-achievement of the mitigations embedded in the 2024/25 budget has been augmented by unplanned savings due to police staff vacancies. In light of the above emerging pressures, however, further mitigation opportunities are likely to be required to maintain a balanced outturn position. Failure to sustain the saving/mitigations included at Q1 would represent a significant pressure risk to the forecast outturn (**Slide 11 refers**).
4. In further support of the Q1 revenue monitoring position:
 - **Slide 12** provides a breakdown of overtime in Q1 by category, highlighting an indicative overspend of some £0.1m. However, it is expected that with recent policing events outside of the Q1 period this forecast overspend may increase. Measures continue to monitor overtime via the Force's Strategic Finance Board with business area controls also implemented to ensure the use of overtime is robustly managed.
 - **Slides 14-15** provides an outturn summary for each of the business areas. The narrative highlights that whilst the Force is operating at headcount target levels the development of student officers means the allocation is heavily towards Local Policing, with vacancies in other areas.
 - **Slides 16-18** give an overview of historic receipts from the Asset Recovery Incentivisation Scheme (ARIS), and a forecast for 2024/25. The slides also provide details of £3m of approved revenue / capital projects funded via the Proceeds of Crime Act (POCA) reserve in 2024/25. A summary of the benefits and outcomes of the POCA funded initiatives will be provide at a future meeting of this Committee.
 - **Slide 19** provides an update on the Force's reserves position including a revised drawdown from the Proceeds of Crime Act (POCA) reserve £3m for schemes which have been reviewed and approved by the Chief Officer Team and a proposed £0.8m drawdown from the an earmarked reserve to partially offset the extension of the Action Fraud service ahead of the launch of FCCRAS programme.
 - **Slide 20-21** details the forecast outturn against the £1m Police Authority Board Team budget for 2024/25. Overall the Q1 outturn forecast is expected to an underspend of £72k, after allowing for potential hearing costs, some jointly funded

work with the Force and some small grant giving activities, which the PAB Team has been trialling for the first time. This is mainly due to an ongoing vacancy in the team. The slides also outlines a series of initiatives funded through £1m of “hotspot” funding provided to the Police Authority Board by the Home Office. This was announced after the 2024/25 budget was set but progress against these initiative will be reported during 2024/25.

CoLP Capital Programme:

5. The total CoLP Capital Programme budget for 2024/25 totals £10.345m. The forecast outturn for the year is £14.862m, which represents an overspend of £4.517m. The overspend is due to the rephasing of FCCRAS milestone payments from 2023/24 into 2024/25.
6. Additionally, delays to the start of several national programmes, such as the Command and Control project, has resulted in net slippage in 2024/25 on other projects amounting to £0.933m. It is proposed that this unplanned slippage is used to fund in year revenue cost pressures and other new projects subject to prioritisation and approval through Strategic Change Board, noting the medium-term financial implications on affordability resulting from any substitution and re-prioritisation.
7. **Capital Programme Funding** – The Force’s capital programme is either funded directly from the Force’s own resources, from Home Office funding or via a City Corporation loan facility capped at £5m per annum. CoLP’s Medium Term Financial Plan (MTFP) provides for £5m of direct revenue financial (DRF) per annum in addition to a £1m loan repayment. While the expectation is that CoLP’s capital programme will be managed within the £5m DRF, circumstances may arise where use of the internal loan facility may be necessary and appropriate. This includes the City’s £10m contribution to FCCRAS capital spend and potentially end-user / equipment costs within the Future Police Estate costs.
8. In support of the Q1 capital monitoring position:
 - **Slide 22** provides a contextual capital programme summary
 - **Slide 23-24** provides a summary of the monitoring headlines at Q1
 - including a funding analysis
 - **Slide 25-26** provides a breakdown of forecast CoLP capital spend against each project in 2024/25;
 - **Slides 27-29** provide notes on variations to budget;
 - **Slides 30-31** provide a breakdown of CoLP capital projects underway and the phasing of expenditure across all years through o their completion; and
 - **Slide 32** provides details of Corporation led Projects benefitting CoLP.

Monitoring of the Capital Programme

9. Capital expenditure and project delivery progress will be reported each quarter to the Resources, Risks & Estates Committee and the Police Authority Board.

Recommendations

10. Members of the Resources, Risks & Estates Committee and the Police Authority Board are asked to note the revenue and capital monitoring position at Q1 and forecast outturn for 2024-25 as set out in this covering report and accompanying slide pack.

Appendices

2024/25 Q1 revenue and capital monitoring slide pack (of 32 slides as referred to in this covering report).

Contact

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Resources, Risks and Estates Committee (RREC)
Police Authority Board (PAB)

Revenue & Capital Monitoring 2024/25 (Q1)

Dates: 18/09/2024
02/10/2024



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

2024/25 Q1 - Revenue & Capital Summary

CoLP Revenue Outturn Summary

The overall gross expenditure outturn variance for 24/25 is expected to be an overspend of £10.1m, which is mainly due to the revised delivery implementation plan for the launch of the Future Cyber Crime Reporting and Analysis Service (FCCRAS). This has necessitated extensions to existing Action Fraud service contracts of c£12.9m and is reflected in the additional supplies and services expenditure shown in Table 1. The net outturn, however, is forecast to be a breakeven position with net pay savings, underspends against third party payments, additional Home Office grant income and a transfer from a specific Action Fraud Reserve offsetting the gross expenditure variance. The gross expenditure forecast does not include implications arising from the July 2024 Officer pay award announcement as this was outside of the April – June reporting period. However, the high-level impact and financial consequences of this are set out on slide 4 & 5. These and other emerging pressures will be developed in the Q2 reporting.

Key variances at Q1 are explained in slides 3-7 with an accompanying “bridge” analysis of key variances on slide 8. Risks and opportunities outside of the Q1 (30 June 2024) monitoring period are set out in slide 10.

Capital Outturn Summary

The total capital outturn for 2024/25 is forecast to be £14.862m and compares to a CoLP Capital Programme budget of £10.345. This represents an overspend of £4.517m which is due to rephasing of FCCRAS milestones payments from 2023/24 to 2024/25. Additionally, delays to the start of several national programmes, has resulted in net slippage in 2024/25 on other projects amounting to £0.933m. It is proposed that this unplanned slippage is used to fund in year revenue cost pressures and other new projects subject to prioritisation and approval through Strategic Change Board, noting the medium-term financial implications on affordability resulting from any substitution and re-prioritisation.

Police Authority Board Outturn Summary

The outturn for the Police Authority Team budget is £928k against a latest approved budget of £1m, an underspend of £72k (Table 7 below refers), this is mainly due to an on-going vacancy in the PAB Team.



2024/25 Q1 - Revenue Summary

Table 1 2024/25 CoLP Revenue Budget		Budget Q1 YTD	Actual Q1 YTD	Variance to Date (Better) / + Worse	24/25 Full Year Budget	Projected Outturn (Better) / + Worse	Projected Variance (Better) / + Worse	Notes
		£m	£m	£m	£m	£m	£m	
PAY								
Officers		19.8	19.0	(0.8)	80.0	80.4	0.4	(i)
Staff		10.4	8.6	(1.8)	42.2	40.2	(2.0)	(ii)
Overtime		0.5	0.6	0.1	2.9	3.0	0.1	
Agency		0.2	0.3	0.2	1.1	1.2	0.1	
Police Officer Pension		0.0	0.0	0.0	18.6	19.5	0.9	(iii)
Indirect employee costs		0.7	0.5	(0.2)	2.9	2.5	(0.4)	(iv)
TOTAL PAY		31.6	29.0	(2.6)	147.7	146.8	(0.9)	
NON-PAY								
Premises Costs		0.1	1.1	1.1	4.3	4.3	0.0	
Transport		0.7	0.2	(0.5)	2.8	2.5	(0.3)	(v)
Supplies and Services		8.8	14.0	5.2	35.0	48.4	13.4	(vi)
Third Party Payments *		8.4	(11.7)	(20.1)	9.8	7.9	(1.9)	(vii)
Unidentified Saving		0.0	0.0	0.0	0.0	0.0	0.0	
CoL Support Services		0.0	0.1	0.1	3.1	3.1	(0.0)	
Capital Charges		0.0	0.0	0.0	5.0	4.8	(0.2)	(viii)
Transfer to Reserve		0.0	0.0	0.0	0.5	0.5	0.0	
TOTAL NON-PAY		17.9	3.7	(14.2)	60.5	71.5	11.0	
TOTAL EXPENDITURE		49.6	32.8	(16.8)	208.2	218.3	10.1	
INCOME								
Specific Grants		(21.0)	3.1	24.2	(72.8)	(82.7)	(9.9)	(ix)
Partnership		(3.6)	(1.1)	2.5	(16.2)	(15.6)	0.6	(x)
Fees & Charges		(0.7)	0.8	1.4	(3.2)	(3.0)	0.2	
Transfer from Reserves		(0.5)	0.0	0.5	(2.0)	(3.0)	(1.0)	(xi)
CoLP Core Funding		(23.7)	(23.7)	0.0	(114.1)	(114.1)	0.0	
TOTAL INCOME		(49.6)	(21.0)	28.7	(208.2)	(218.3)	(10.1)	
UNDERLYING DEFICIT		0.0	11.8	11.9	0.0	(0.0)	0.0	

2024/25 Q1 - Revenue Monitoring Supporting Information

(i) Police Officer Pay and Overtime

The forecast for Police Officer pay is an overspend of £354k against a latest approved budget of £80m (0.4%). CoLP's Officer headcount at the end of 24/25 totalled 1002 against a revised headcount target of 996 (see slide 9). Whilst this secured £2.1m for Police Uplift Funding (PUP), lower than anticipated attrition in the first quarter of 24/25 has resulted in officer numbers running above the budgeted establishment during Q1 which has partially contributed to the forecast overspend. Although an officer adjustment factor has been included in the 24/25 budget, the downward trajectory in officer numbers has been slower than anticipated and with £3.1m of ringfenced funding dependent on the maintaining an officer headcount of 996, it is forecast that CoLP will continue to exceed its budgeted headcount on and around the September 2024 and March 2025 check points and the outturn forecast. Careful monitoring of the workforce plan will continue through 24/25 via the Force's Strategic People Board.

In July 2024, the Government announced a 4.75% pay award for Police Officers and an increase in the maximum rate for London Allowance by £1,250 for all officers. Early indications are that the Government will fund 2.3% of the pay award increase, with Force's required to fund the remaining 2.45%. Historically any additional pay award funding has been allocated in line with the core grant funding formula which excludes police officers who are externally funded. However, it is expected that this exclusion will be regularised in 24/25 through additional funding from the pay award grant. Based on a 3% budgeted pay award for Officers, the additional funding above a 2.45%, therefore, provides a potential 0.55% opportunity of c£0.4m in 24/25, which if actualised will be allocated to emerging cost pressure. Confirmation of CoLP's share of the £175m Home Office pay award funding is awaited and an update will be provided at Q2.

Separately, the Government has also announced a £1,250 increase the maximum rate for the London Allowance, however, this is not subject to additional Home Office funding. Instead, the rate paid is determined by the Commissioner with approval from the Police Authority Board. Increasing the London Allowance has the potential to increase Officer Pay cost by £820k in 24/25, rising to a £1.4m full year effect and would represent a significant financial pressure.



2024/25 Q1 - Revenue Monitoring Supporting Information

Police Officer Overtime

Officer overtime is forecast to be £0.1m overspent against the original budget of £2.7m. Some of this relates to overtime on special one-off events and hotspot funding for which the CoLP expects to be reimbursed. The forecast will be further developed in Q2, see slide 11.

(ii) Police Staff Pay

Police Staff pay, compared to a budget of £42.2m, is forecast to be underspent by £2m by the end of the Financial Year. This underspend is largely driven by slower than expected staff recruitment including vetting delays with CoLP's staff strength as at 31 March 2024, being 463 FTEs compared to a budgeted permanent establishment of 539, see slide 9. A 3% staff pay award has been proposed with effect from the 1 July 2024 and negotiations continue with staff unions over the quantum of the award. The 24/25 budget assumed a 3% increase in staff pay, however, should the final award exceed 3%, every 1% increase above 3% will have a £420k full year impact.

(iii & viii) Pension Deficit Grant

From 1 April 2024 employer contributions into the Police Officer Pension Scheme increased by 4.3%, rising from 31% to 35.3%. The impact of this is expected to be a net increase in cost to the CoLP Police Pension account of £0.9m which will be fully funded by additional Home Office grant income.

(iv) Indirect Employee Costs

Indirect employee costs are forecast to be underspent by £0.4m. This is mainly due to lower than anticipated expenditure on employee related training costs due to on-going vacancies.



2024/25 Q1 - Revenue Monitoring Supporting Information

Non-Pay

Overall non-pay costs are anticipated to be £10.8m overspent by the end of the Financial Year. There are a number of factors contributing to this:

- A £0.3m underspend is forecast on Transport costs which is mainly due to lower than estimated Concessionary Travel scheme costs resulting from higher than estimated officer contributions (**note v**).
- A £13.4m overspend is forecast on Supplies and Services budgets (**vi**) which is mainly due to additional POCA funded expenditure £0.3m and the rephasing of go live for FCCRAS. In 24/25 the revised delivery implementation plan has created an additional (net) cost of £12.9m above the original 24/25 budget. This additional cost pressure will be mitigated through additional Home Office Grant funding and use of internal core resources including drawdown from reserves (**see notes ix & xi**).
- Third Party payment is forecast to be £1.9m underspent against the latest budget. The underspend is mainly due to a £2.1m reduction in Home Office Fraud Reform funding (Regional Organised Crime Units of £1.6m and the Fraud Protect £0.5m) which was communicated after the 24/25 budget was set (**note vii**). In the case of the Action Fraud extension costs and reduction in Fraud Reform Funding there has also been a corresponding adjustment to Government grant income

(viii) Capital Charges

A £0.2m underspend is forecast against a £5.0m capital charges budget due to rephasing of the capital programme to balance the Q1 outturn forecast.

(ix) Specific Government Grants

The forecast Government Grant outturn is an over achievement of £9.9m against the original budget of £103.2m. This is due to £11.5m of additional Home Office funding principally for National Lead Force activities, net of a £2.3m reduction in the Fraud Reform Grant and a shortfall of £0.4m against funding assumptions for the Anti-Money Laundering Act Regulations (AMLAR) and National Cyber Security Programme (NCSP) matched by reductions in expenditure.



2024/25 Q1 - Revenue Monitoring Supporting Information

(x) Partnership Income

Partnership income is forecast to be an under-recovery of £0.6m against an original budget of £16.2m. This is mainly due to a shortfall in the Force's contribution to the work of the Funded Units of (£0.7m). It is expected that this adverse variance can be contained within the Forces overall resource base and will be factored into the 25/26 budget setting process.

(xi) Use of Reserves

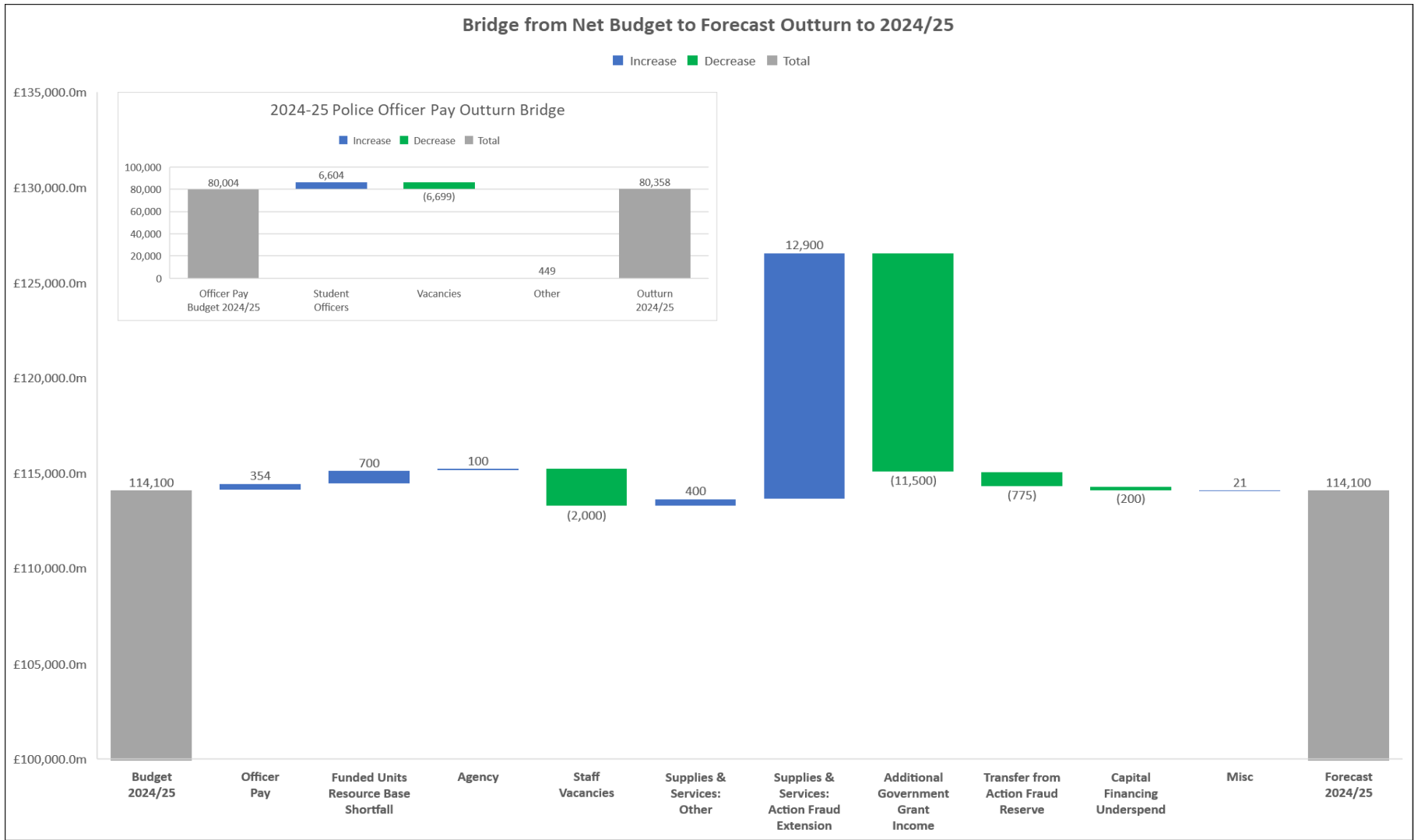
The use of Reserves is forecast to increase by £1.0m compared an original budget of £2m. This is due to the increased use of the POCA reserve to fund eligible expenditure (slides 15-17 refer) and a £0.8m drawdown from a specific an Action Fraud Reserve which was created in 23/24 to help mitigate contract extension cost pressures. It is expected that the use of this Reserve, in conjunction with additional Home Office funding and forecast savings within the Police budget will absorb the wider Action Fraud extension costs pressures in 24/25 ahead of the FCCRAS go live.

2024/25 Mitigations

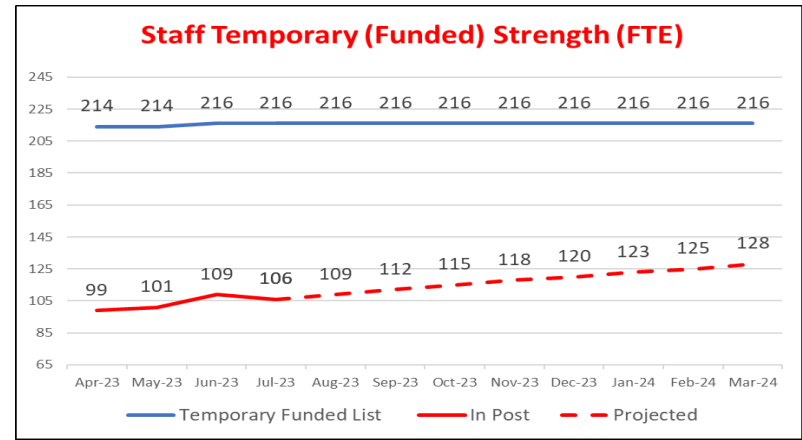
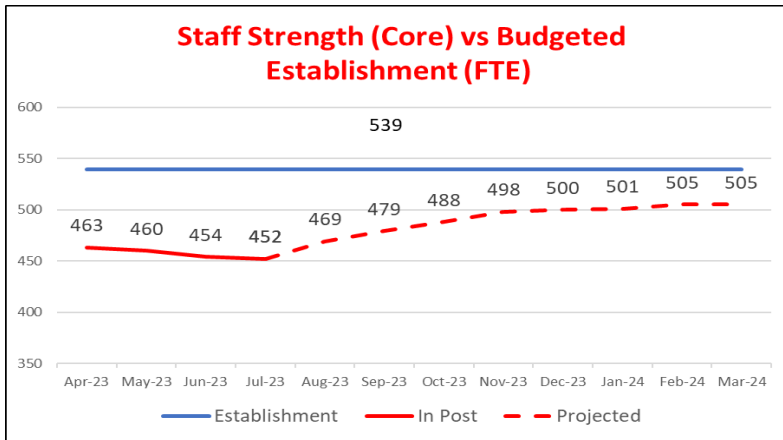
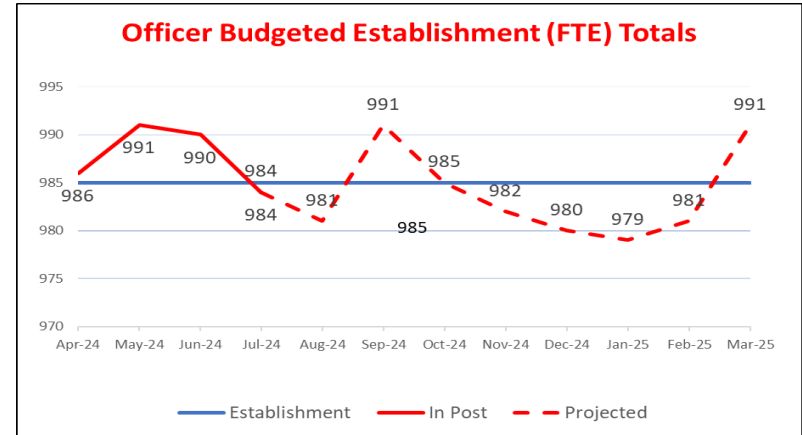
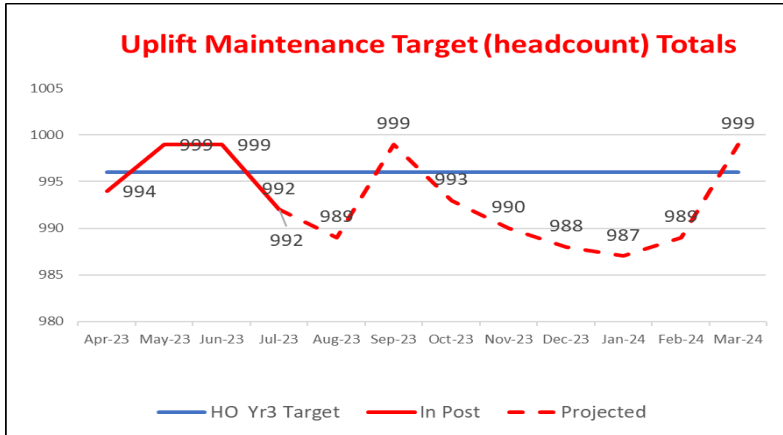
In 24/25 CoLP was required to deliver £15.5m of mitigations to deliver a balanced budget. Of this some £8.5m related to increases in national (core grant £5.9m) and local (Business Rates Premium (BRP) £2.6m) funding which were realised. Of the remaining £7m, current forecasts suggest an over-achievement of £3m which is mainly due to better overhead recovery from funded work than anticipated in the 24/25 budget.



2024/25 Q1 - Revenue Monitoring Bridge Analysis



2024/25 Q1 – Workforce Dashboard



2024/25 Q1 - Risks and Opportunities

There are several financial risks and opportunities outside of the Q1 monitoring period (1 April – 30 June 2024) which may impact the Force's final revenue outturn. These include:

Risks:

- Final confirmation of the Police Officer pay award funding and distribution methodology to include non-core activities, £250k risk;
- The impact of any (unfunded) increase in the London Allowance payable to Police Officers should the Metropolitan Police Service (MPS) decide to enhance the London Allowance. The part year financial impact being c£0.82m rising to c£1.4m full year;
- The unconfirmed staff pay award, with every 1% increase above the 3% budgeted assumption representing a £420k cost pressure;
- Proposed increases in the cost of the Command-and-Control agreement with the MPS due changes to the MPS recharging methodology.
- Wider operational pressures including the cycle squad, CCTV, Administration of Justice demands, events and protest activities could lead to an increase in overtime and other costs.
- FCCRAS implementation and further implications arising from the updated detailed delivery plan.
- Other downstream revenue consequence of the capital programme.
- Risk of failure to deliver / sustain mitigations

Opportunities:

- Unplanned staff vacancies due to a lower-than-expected staff recruitment outcomes.
- The 24/25 pay estimate for officers assumed a 3% increase in pay. With the Home Office funding 2.3% of the 4.75% increase there is a potential 0.55% cost benefit of c£400k.
- Further improvements in overhead recovery from funded activities.
- Early work on productivity review may identify early opportunities to at least better absorb operational and other demand pressures.



2024/25 Q1 - Mitigations

The 2024/25 revenue estimate included £15.5m of mitigations to deliver a balanced budget. Of this some £8.5m related to increases in national (Core grant £5.9m) and local (Business Rates Premium (BRP) £2.6m) funding which were realised. The remaining £7m of target mitigations are set out below:

Table 2 2024/25 Mitigations Plan	Target £m	Forecast £m	Variance Better/ (Worse) £m	Sustained £m	R A G	Notes
Reduction in Action Fraud exceptional costs	0.5	0.0	(0.5)	2.0		(i)
Higher proportion of more junior PCs	0.8	0.8	0.0	0.0		(ii)
Increased recharging of costs to funded activities and change	3.1	6.6	3.5	3.1		(iii)
Non-pay savings: professional fees, release of inflationary provision & other	1.8	1.8	0.0	1.8		(iv)
Adjustment for phasing of staff recruitment to full establishment	0.8	0.8	0.0	0.0		(v)
Total	7.0	10.0	3.0	6.9		

Notes

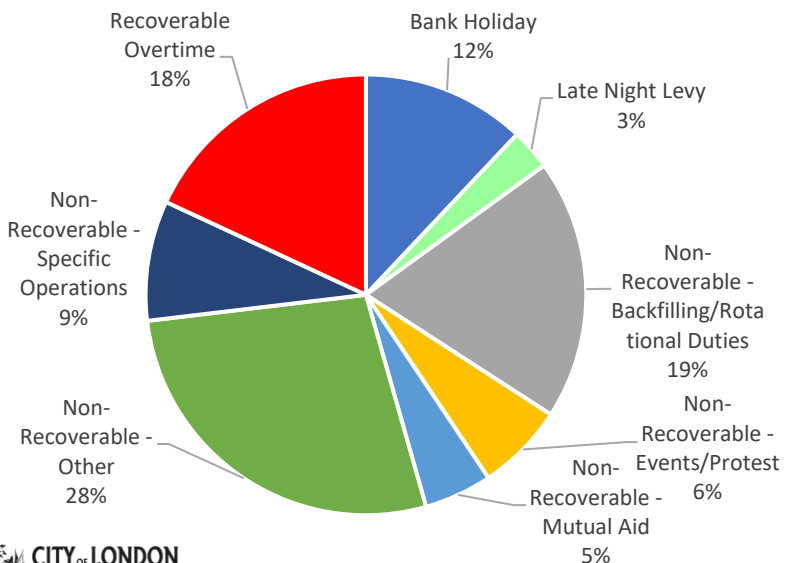
- (i) **Action Fraud** – unrealised saving due to revised delivery implantation plan for the FCCRAS programme. The sustained saving includes the release of a £1.5m Action Fraud risk mitigation included in the 2024/25 budget .
- (ii) **More Junior PCs** – The Office Uplift Programme resulted in a higher number of more junior PCs than in the Force’s operational model. Whist this provides a second year of savings in 24/25 with incremental progression and a higher proportion of attrition mitigated by transferees this saving is expected to be eliminated in 25/26.
- (iii) **Increased Recharging to Funded Activities** – includes £3.3m of additional overhead cost recovery from Home Office and £0.2m TfL funded work. NB. the mitigation includes the recovery of direct costs in addition to overheads where there has been an overachievement against plan.
- (iv) **Non-pay saving** – excluding FCCRAS - removed from 24/25 budgets.
- (v) **Trajectory of staff recruitment** – the mitigation is expected to achieved and in 24/25 exceeded by £2m due to slower than planned staff recruitment (not included as an additional mitigation).

2024/25 Q1 – Overtime Analysis

Police Officer and Staff overtime outturn forecast is estimated to be £3.0m against a budget of £2.9m resulting in an overspend of £0.1m. Of the £0.6m expenditure to date, £122k relates to recoverable activities such as the Funded Units for which CoLP expects to be fully reimbursed. A summary of overtime incurred by category is shown below.

The overtime forecast will be further developed in Q2 taking account of recent national events and the impact of the police officer pay award which was above budgeted pay assumptions.

ACTUAL OVERTIME BY TYPE - Q1 (APRIL TO JUNE 2024)



Overtime Category	£'000
Bank Holiday	75
Late Night Levy	19
Non-Recoverable - Backfilling/Rotational Duties	119
Non-Recoverable - Events/Protest	40
Non-Recoverable - Mutual Aid	31
Non-Recoverable - Other	171
Non-Recoverable - Specific Operations	55
Recoverable Overtime	112
Total Overtime Q1 (April to June 2024)	622

The final 2024/25 overtime outturn will be influenced by the incidence of unexpected policing events across 24/25, noting that Home Office reimbursement is generally only available where overtime costs associated with a single event exceed a threshold of 1% of core funding. In the case of the City of London Police the threshold in 2024/25 is £664k per event.

Overtime will continue to be reported monthly to the Force's Strategic Finance Board.



2024/25 Q1 - Business Area Summaries

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

Table 3: Q1 2024/25 Department Revenue Summaries	2024/25 Budget (Q1 YTD)	2024/25 Actual (Q1 YTD)	Variance to Date +Deficit / (Surplus)	2024/25 Latest Budget	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
Local Policing	7.90	9.00	1.10	31.70	35.10	3.40	1
Specialist Operations	7.60	8.90	1.30	30.40	28.80	(1.60)	2
National Lead Force	1.60	3.90	2.30	6.60	8.50	1.90	3
Corporate Services	0.60	9.40	8.80	32.60	31.70	(0.90)	4
Central Income & Expenditure	0.60	4.40	3.80	12.90	10.10	(2.80)	5
Total	18.30	35.60	17.30	114.20	114.20	0.00	

Local Policing: £3.4m overspend. This is mainly due to a high number of Student Officers (135) being attached to Local Policing to gain neighbourhood policing experience during their two-year training programme. The cost of the student cohort in 24/25 is estimated to be £6.5m of which £3.1m will offset by police officer vacancies within Local Policing and the remainder through officer vacancies in other business areas. Overtime is predicted to be overspent by £0.1m due to the learning curve of the student officers and for non-recoverable activities. However, with recent national events there is a risk that the expected overtime variance could increase significantly. As in 24/25 pre-emptive measures have been put in place by the senior leadership team to contain overtime and this will be monitored closely through the local management team and via the Force's Strategic Finance Board.



2024/25 Q1 - Business Area Summaries continued

(ii) Specialist Operations (SO): £1.6m underspend. Combined Officer, Staff and Overtime pay costs are forecast to underspend by £1.5m at the end of the financial year. This is mainly due to substantive vacancies in both officer and staff roles. The former being a consequence of maintaining officer numbers within the budgeted officer headcount of 996; considering the high number of student officers in Local Policing. Savings of £150k are expected against non-pay budgets including Transport (£48k) and Supplies & Services (£187k) which will be offset by an increase of £85k in forensic services costs due to increased investigatory work. Increases in government grants and third-party income of £225k including a Civil Recovery grant (£40k), Op Safeguard (custody cell) income (£65k) and TfL (£120k) funding under the Special Services Agreement. This has been offset by a reduction in the drawdown from the Proceeds of Crime Act (POCA) Reserve (£250k) to fund the net cost of the Asset Recovery and uplift in the Civil Recovery Teams due to lower than anticipated pay costs resulting from vacancies.

(iii) National Lead Force: £1.9m overspend. The forecast outturn for National Lead Force activities in 24/25 is £8.5m compared to an original budget of £6.6m resulting in an overspend of £1.9m. Whilst significant contract extension costs (£12.9m) associated with the revised delivery plan for the launch of the FCCRAS have been mitigated through additional Home Office funding and from internal CoLP resources. Scope changes to the design of the FCCRAS and lower than anticipated Action Fraud/FCCRAS savings compared to budgeted, along with a £0.7m core budget under-provision for one of the Force's funded units of have combined to create a £1.9m cost pressure. At this stage it is considered that this can be contained within wider savings – principally from staff underspends.



2024/25 Q1 Business Area Summaries continued

(iv) Corporate Services: £0.9m underspend. Police Officer Pay is forecast to be underspent by £0.8m due to vacancies equivalent to 13 PC FTE, this is linked to the high number of student officers attached to Local Policing and the requirement to remain within a budgeted headcount of 996 officers. Staff Pay is also forecast to be underspent by £0.8m at the end of the financial year due to recruitment outcomes being lower than anticipated due in part to vetting delays. A Gold Group has been established to assess the implications and impact of the vetting delays and to make recommendations to increase throughput. Other Employee Related Expenditure is forecast to be underspent by £0.3m due to lower-than-expected training costs due to on-going vacancies. These pay savings of £1.9m are partially offset by additional agency worker costs of £0.3m to backfill vacancies, a shortfall in income arising from training courses (£0.2m) based on income generation to date and lower than expected staff cost recovery from funded activities and capital projects of £0.5m again due to vacancies.

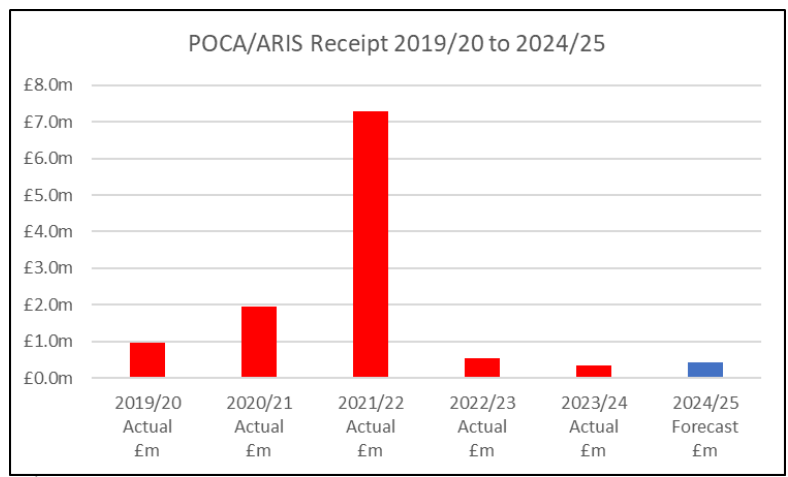
(v) Central Expenditure & Income (CE&I): £2.8m underspend. This division of service is used to manage indirect income and expenditure items which relate to all business areas. In 2024/25 the CE&I budget included several provision to manage a staff pay award up to 3% and an officer adjustment factor to manage the Uplift risk of over recruitment against the 996 Officer target. Both provisions, totalling £0.9m have been released. In addition, a central contingency for agency pay costs of £0.2m has been made available to offset the higher than budgeted agency costs in Corporate Services. A further £0.3m underspend is expected on Transport costs due to lower net Concessionary Travel scheme expenditure resulting from higher than budgeted officer contributions and a £1.3m transfer from Reserves is shown in this business area to partially mitigate the Action Fraud contract extension costs (0.8m) and to offset additional POCA funded expenditure.



2024/25 Q1 - Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS)

The principal driver for Asset Recovery Incentivisation Scheme (ARIS) is to seek repatriation of funds to victims as detailed in the Proceeds of Crime Act (POCA). ARIS receipts should be used to drive up performance on asset recovery or, where appropriate, to fund local crime fighting priorities for the benefit of the community. Typically, the use of ARIS funds by POCA Agencies falls into four main categories: Crime Reduction, Community Projects, Asset Recovery work and Miscellaneous.

Currently, there are £20m of victim focused assets under investigation and a further £6m which fall within the Asset Realisation Incentivisation Scheme (ARIS). Any ARIS recoveries and receipts into the Force, however, are subject to final confiscation orders, future valuation and a 50% Home Office top slice. As demonstrated by Table 3 and the accompanying bar chart, the actualisation of ARIS receipts varies significantly from year to year. While the current 2024/25 forecast is based on average receipts from 2022/23 and 2023/24, this will be updated at Q2 considering the ARIS forecast contained in a separate report which will be submitted to November’s RREC.



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



2024/25 Q1 - Proceeds of Crime Act Funded Expenditure

Table 4 below provides a summary of those revenue workstreams which are expected to be funded from the Proceeds of Crime Act (POCA) Reserve. In 2024/25 £2.2m of revenue and £0.8m of capital expenditure is expected to be funded from the POCA Reserve. The impact of this on the reserve position is shown in slide 19.

An explanatory note follows on slide 18.

Table 4: Q1 2024/25 POCA Funded Expenditure	2024/25 Approved Budget	Forecast Outturn 2024/25	Projected Variance (Better) / + Worse	Notes
	£'000	£'000	£'000	
Safer City Partnership	50	50	0	(i)
Cyber Resilience Outreach Project (New)	10	10	0	(ii)
Fraud Forum Event (New)	0	15	15	(iii)
Total Community Projects	60	75	15	
Asset Recovery Team	1,300	1,400	100	(iv)
Civil Recovery Team	300	300	0	(v)
Total Asset Recovery	1,600	1,700	100	
Operation Creative	200	138	(62)	(vi)
NBCC Communications & Marketing	10	10	0	(vii)
Covert Tasking Budget	60	5	(55)	(viii)
Economic and Cyber Police HQ Communications Support (New)	0	144	144	(ix)
Total Crime Reduction	270	297	27	
NLF: People Strategy	93	93	0	(x)
Total Miscellaneous	93	93	0	
Total Revenue Funding	2,023	2,165	142	
Power BI Phase 2	645	734	89	(xii)
Auto-Redaction (New)	0	99	99	(xi)
Total Capital Funding	645	833	188	
Grand Total	2,668	2,998	330	

2024/25 Q1 - Proceeds of Crime Act Funded Expenditure

Notes to table 4:

- i. Contribution to Safer City Partnership from annual ARIS receipts.
- ii. Funding to support an outreach project delivered in partnership with the London Cyber Resilience Centre.
- iii. Funding to support a Fraud Forum event to raise fraud awareness.
- iv. Funding of Asset Recovery Team was agreed for an initial period of three years 2022/23 to 2024/25 of £1.3m per annum. Forecast overspend due to pay inflation.
- v. Total funding of £300k pa was agreed from 23/24 to drive civil recovery activities across a period of three years.
- vi. Initiative, designed to disrupt and prevent websites from providing unauthorised access to copyright content.
- vii. Funding to support a communications support to business crime reduction.
- viii. Overtime/Tasking budget to support covert operations.
- ix. Funding to engage a temporary communications resource (18 months) to support CoLP's national economic and cybercrime capabilities.
- x. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK
- xi. Project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand.
- xii. PowerBI is a project to improve business intelligence through data visualisation and integration (see Capital section).

All new bids are subject to a cost/benefits assessment. A review of the benefits and outcomes in relation to historic POCA funded initiatives is being undertaken and will be reported to this committee in due course.



2024/25 Q1 - Reserves

Police Reserves are set out in Table 5 below:

Based on the Q1 position, it is expected that Reserves will reduce by £3.3m from an opening balance of £13.6m to £10.3m. This is due to ARIS/POCA funded activities referred to in slide 15-17 and use of a specific Action Fraud Reserve which was created in 2023/24 to help mitigate the financial risk of the FCCRAS project.

The Force's General Reserve remains at 5% of Net Revenue Expenditure which is in line with Home Office expectations. The adequacy and any requirement to draw upon the General Reserve, will be kept under review.

Table 5 2024/25 Use of Reserves	Opening Balance 2024/25 £'000	Transfers To Reserve £'000	Projected Spend £'000	Closing Balance 2024/25 £'000
General Reserve	6,595	0	0	6,595
Specific Reserves:				
Proceeds of Crime Act	5,946	440	(2,998)	3,388
Action Fraud Reserve	775	0	(775)	0
Emergency Services Mobile Technology	294	0	0	294
Total Specific Reserves	7,015	440	(3,773)	3,682
Total	13,610	440	(3,773)	10,277



2024/25 Q1 - Police Authority Team Revenue Budget

Table 6 sets out the Police Authority Team budget and forecast outturn for 2024/25.

Table 6: Police Authority Team Budget 2024/25	Budget Q1 YTD	Actual Q1 YTD	Variance to Date (Better) / + Worse	24/25 Full Year Budget	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)
	£'000	£'000	£'000	£'000	£'000	£'000
Pay						
Staff	192.5	163.6	(28.9)	770.0	706.6	(63.4)
Indirect employee costs	3.8	0.0	(3.8)	15.0	7.0	(8.0)
Total Pay	196.3	163.6	(32.6)	785.0	713.6	(71.4)
Non-Pay						
Transport	0.5	0.0	(0.5)	2.0	1.4	(0.6)
Supplies and Services	53.3	66.2	13.0	213.0	146.0	(67.0)
Third Party Payments	0.0	76.3	76.3	0.0	251.1	251.1
CoLC Recharges	0.0	0.0	0.0	0.0	67.0	67.0
Non-Pay	53.8	142.5	88.8	215.0	465.5	250.5
Total Expenditure	250.0	306.1	56.1	1,000.0	1,179.1	179.1
Government Grants	0.0	(251.1)	(251.1)	0.0	(251.1)	(251.1)
Total Income	0.0	(251.1)	(251.1)	0.0	(251.1)	(251.1)
Net Expenditure	250.0	55.1	(194.9)	1,000.0	928.0	(72.0)

The forecast outturn for the Police Authority Team budget as at Q1 2024/25 is an underspend of £72k which is mainly due to a staff vacancy.



2024/25 Q1 - Police Authority Team Revenue Budget

Outside of the approved 2024/25 budget, the PAB Team will also administer £1m of hotspot funding to tackle serious violence and anti-social behaviour with a visible 'hotspot' policing presence via the following eight initiatives:

- **£246,000 for Operation Vigilant** – training officers to prevent sexual violence in the night-time economy and significantly increasing police patrols in NTE hotspots.
- **£152,000 for more CCTV monitoring staff** – significantly increasing the number of staff monitoring CCTV feeds during peak hours, improving the real-time detection and prevention of crime.
- **£138,000 for acquisitive crime teams** – funding more foot patrols to prevent business and personal robberies and thefts.
- **£112,000 for the Cycle Team** – funding increased deployment of the Cycle Team to tackle robbery, theft, and ASB
- **£36,000 for Dedicated Ward Officers** – funding more DWO patrols in the City's residential estates.
- **£31,000 for taxi and compliance checks** – funding periodic deployment of officers to tackle taxi touts and check taxis and private hire vehicles in the City.
- **£104,000 for analytical staff** – funding more analysts to gather more and better data on serious violence and ASB in the City, and tracking the impact of the above initiatives.
- **£180,000 transferred to 'bridge crime' initiative** – making up the funding cut to a separate Home Office grant (Safer Streets Fund), to continue delivery of a multi-borough initiative tackling crime on and around inner London bridges.

Progress against these initiatives will be reported during 2024/25.



Capital Monitoring 2024/25 (Q1 to 30 June 2024)

Change Portfolio Summary

- The City of London Police are currently in a significant period of change as a result of national and local responsibilities in addition to local, regional and national need for change. Positively, the change programme itself and intended deliverables are designed to meet legislative requirements, increase productivity and improve effectiveness in all areas of policing.
- Due to the very nature of policing, the management of projects and service improvements requires agility and, on occasion, reprioritisation of the planned programme. New legislative requirements, as well as changes in political direction and risk levels can all be factors driving the necessity for that agility, but other driving factors include changes to national programmes which are out of our control.
- The capital plan for 2024/25 includes several of these projects and programmes and has seen slippage in timescales resulting in impacts to intended spends. However, due to a robust prioritisation process, and an extensive list of pending projects, designed to optimise the service to be its very best, a proposal to utilise the spend already agreed for the existing plan for additional projects is made. This work acknowledges the need for slipping projects to move into future years but a comprehensive and cohesive approach to planning between the Change Portfolio and Finance colleagues is in place to assure future projections and formalise the capital plan over coming years.



Capital Monitoring 2024/25 (Q1 to 30 June 2024)

Headlines [1 of 2]

The total CoLP Capital Programme budget for 2024/25 amounts to £10.345m as shown in table 7 below. The forecast outturn for the year totals £14.862m, which represents an overspend of £4.517m. The overspend is due to rephasing of FCCRAS milestones payments from 2023/24 to 2024/25 because of the delayed go live, from March 2024 to December 2024. Total FCCRAS project spend is forecast to be in line with the total budget of £31.0m.

Table 7 - CoLP Capital Programme 2024/25	2024/25 Budget	2024/25 Forecast Outturn	2024/25 Variance: Budget vs Forecast Outturn
	£'000	£'000	£'000
Total CoLP Capital Programme 2024/25	10,345	14,862	4,517

The CoLP Capital Programme comprises projects developed and managed by the Force, which are either funded directly from the Force's own resources, from Home Office funding or via a Corporation loan facility as summarised in Table 8 below.

Table 8 – Funding of the CoLP Capital Programme 2024/25	Forecast Outturn 2024/25 £'000	City Loan £'000	Home Office £'000	CoLP Direct Revenue Financing £'000	CoLP POCA £'000
Total Funding Breakdown	14,862	6,448	2,804	4,777	833

CoLP's MTFP now provides £5m pa for direct revenue financing (DRF) of capital plus £1m pa for loan repayment, with the latter being slightly boosted as part of the 2024 BRP settlement, to support faster tracking of loan repayment. While the expectation is that CoLP's capital priorities will normally be managed within the £5m DRF envelope, there may be exceptional circumstances where recourse to the internal loan facility may be necessary and appropriate. This includes the City's £10m contribution to FCCRAS capital spend (much of which has been reprofiled from being loan-funded in 23/24 into 24/25) and potentially, in the medium-longer term, Future Police Estates costs (eg end-user / equipment costs) plus Emergency Service Network implementation costs. Accrued borrowing as at 1 April 2024 was £2.7m and is forecast to increase to £9.2m by 31 March 2025, which is within expected tolerance of c.£10m from last update of the MTFP.

Capital Monitoring 2024/25 (Q1 to 30 June 2024)

Headlines [2 of 2]

A breakdown of the 2024/25 capital programme is shown in table 9 on slides 25 to 29.

In addition to the re-phasing of FCCRAS milestone payments into 2024/25, a delayed start to several national programmes, has also resulted in net slippage in 2024/25 on other projects amounting to £0.933m (excluding FCCRAS). It is proposed that this slippage is used to fund in year revenue cost pressures and other new projects subject to prioritisation and approval through Strategic Change Board. Due to inclusion of this sum for new projects in the tables which follow, the slippage of £0.933m does not form part of the overall variance to budget of £4.517m shown below, which is entirely due to the FCCRAS delay.

Whilst tables 8 and 10 focus on the 2024/25 CoLP capital programme, many projects are phased over more than just the one year. Slides 30 and 31, therefore, provide a summary of all CoLP capital projects underway and their phasing. The total budget for each project is shown, across all phased years of its implementation, and is compared to its forecast outturn spend. The total budget for all projects, subject to a £223k revenue funding requirement from the £5m direct revenue financing provision in 2024/25 is £39.386m, which compares to a forecast outturn cost of £39.167m, representing an underspend of £0.219m.

Slide 32 captures several capital projects which are City of London Corporation led and outside of the Force's capital programme but have direct benefits to CoLP. These include the Future Police Estate, Secure City and the new Enterprise Resource Planning system.



CoLP Capital Programme 2024/25 [Slide 1 of 5]

The CoLP Capital Programme budget for 2024/25 amounts to £10.345m as shown in table 9 below. The forecast outturn for the year is £14.862m, which represents an overspend of £4.517m. The overspend is due to rephasing of FCCRAS milestones payments from 2023/24 to 2024/25 because of the delayed go live, from March 2024 to December 2024. Actual expenditure to date will be added into the Q2 based on full recharge information, noting that at the time of reporting (July 2024) some £3.9m has been accrued for FCCRAS milestones.

Table 9 - CoLP Capital Programme 2024/25	2024/25 Budget	2024/25 Forecast Outturn	2024/25 Variance: Bud. v Forecast Outturn	Notes
	£'000	£'000	£'000	
FCCRAS	4,763	9,280	4,517	(a)
Cyclical replacement – IT Devices	1,200	1,200	0	(b)
- Firearms	400	400	0	(c)
- Horsebox	400	400	0	(d)
- Fleet	358	358	0	(e)
Command and Control	707	84	(623)	(f)
Data Analytics Platform (formerly Power BI)	645	734	89	(g)
Prioritisation and feasibility funding	605	343	(262)	(h)
E-Discovery	292	541	249	(i)
Forensic Case & Quality Management System	216	122	(94)	(j)
Out of Court Resolutions	163	148	(15)	
Multi Agency Public Protection System	148	38	(110)	(k)
Court Surveillance Equipment	91	91	0	
Body Worn Video	79	7	(72)	
Role Based Access	77	22	(55)	(l)
Covert Camera System	63	63	0	
Sub-total (continued next slide)	10,144	13,768	3,624	

CoLP Capital Programme 2024/25 [Slide 2 of 5]

Table 9 - CoLP Capital Programme 2024/25	2024/25 Budget	2024/25 Forecast Outturn	2024/25 Variance: Bud. v Forecast Outturn	Notes
	£'000	£'000	£'000	
Sub-total (continued from previous slide)	10,207	13,831	3,624	
Digital Asset Management System	60	22	(38)	(m)
ICAV	10	65	55	
Other Supplementary Revenue Projects	68	11	(57)	(n)
Sub-total (prior to new proposals)	10,345	13,929	3,584	
New proposals to utilise slippage:				
1. Forensic Image Management System (FIMS)	0	59	59	(o)
2. Auto Redaction (Pilot)	0	99	99	(p)
Other New Supplementary Revenue Projects	0	51	51	(n)
Contribution to revenue funding shortfall from £5m DRF	0	223	223	(q)
Uncommitted	0	501	501	
Sub-total (new proposals)	0	933	933	
Total CoLP Capital Programme 2024/25	10,345	14,862	4,517	



CoLP Capital Programme 2024/25 [Slide 3 of 5]

Notes to table 9:

- a) **FCCRAS:** The forecast overspend in 2024/25 of £4.517m is due to rephasing of FCCRAS milestones payments from 2023/24 to 2024/25 because of the delayed go live, from March 2024 to December 2024. Total FCCRAS project spend is forecast to be in line with the total budget of £31.0m.
- b) **IT device (laptops) refresh:** A draft business case was submitted to the Digital Data and Technology Board on 20 August 2024 which considered options, including a preferred option with a total cost estimate of £1.8m. The total budget in the 2024/25 capital programme is £1.2m, with a further provision of £0.4m in 2025/26. This amounts to a total budget of £1.6m across the two years, representing a shortfall of £0.2m against the latest cost estimate of £1.8m. A full business case will be submitted to the next Strategic Finance Board for consideration.
- c) **Firearms:** A procurement options report was submitted to the Police and Emergency Planning Category Board on 6th August. A report will be submitted to Strategic Finance Board in due course with the outcome of this evaluation work and a final cost estimate for approval.
- d) **Horsebox:** There was a delay purchasing the horsebox due to limited supplier selection nationally, but the horsebox is now in the country and due for delivery later this year. There is a commitment to spend £285k in 2024/25, and with further costs to be incurred as the build progresses, it is anticipated that the full £400k budget will be spent in 2024/25.
- e) **Fleet replacement:** an order was placed in August 2024 for 2 Volvo XC90 Armed response Vehicles (ARVs) costing £122k. This reduces the remaining budget in 2024/25 to £236k, which is available for other vehicles which maybe prioritised ahead of establishment of an approved fleet strategy, which will inform the fleet funding requirement across future capital programmes.
- f) **Command and Control:** Forecast spend in 2024/25 reduced to £84k due to the delay in the MPS reset which is now anticipated to start towards the end of the year, with most of the budget to be spent in the following year.



CoLP Capital Programme 2024/25 [Slide 4 of 5]

Notes to table 9:

- g) **Data Analytics (formerly Power BI):** Phase 1 was completed in 2022/23 at a cost of £98k. It is now anticipated that remaining and final spend of £734k will take place in 2024/25, which would be £84k ahead of the remaining budget provision.
- h) **Prioritisation and feasibility funding:** a budget provision to progress the overarching management of change for CoLP, alongside the quick-time progression of some pipeline projects prior to their gateway 2 attainment. Mainly due to delays in the identification of suitable candidates and their vetting, only £343k is committed in the 2024/25, leaving £262k remaining available in 2025/26.
- i) **E-discovery:** based on current estimates there is a risk of overspend, however, these will be reviewed subject to procurement options and solutions being identified.
- j) **Forensic Case and Quality Management System:** early scoping to take place in 2024/25, with most spend now likely in 2025/26.
- k) **Multi Agency Public Protection System:** a delayed national project – currently in test phase but due for delivery Dec 2024, with most spend expected in 2025/26.
- l) **Role Based Access:** a delayed national project – now anticipated to start late 2024/25, with the majority of spend in 2025/26.
- m) **Digital Asset Management System:** not yet commenced due to resourcing pressures and reprioritisation, anticipated to start later in 2024/25, with most spend slipping to 2025/26.
- n) **Supplementary Revenue Projects under the £50k Capital de minimis:** due to several projects being delayed, largely due to the timing of national programmes, net slippage in year amounts to £0.933m (excluding FCCRAS) which it is proposed be used for other new projects subject to Strategic Change Board prioritisation and business case approval. Currently 3 proposed projects are included as 'other' in Table 10, with £0.501m remaining available for further new projects.



CoLP Capital Programme 2024/25 [Slide 5 of 5]

Notes to table 9:

n) Continued

Existing Supplementary Revenue projects include:

- Home Office Biometrics (national) – **£24k** 24/25 slipped, moved into 25/26
- Digital Investigation and Intelligence (national) - **£14k** 24/25 slipped, moved into 25/26
- Digital Case File (national) - **£12k** slipped, moved into 25/26
- Joint ERP System (local) – **£10k** 24/25
- Tackling Organised Exploitation Programme (TOEX) (National) – **£7k** 24/25 slipped, moved into 25/26
- Rape Response Review (national) – **£1k** 24/25

Total £68k

New Supplementary Revenue projects include:

- Electronic Display Screen Equipment Management System (EDSEMS) (local) – Legislative compliance - **£34k** 24/25
- Travel System (AGITO) (local) – value for money, improved financial monitoring - **£9k** 24/25
- Operation Soteria (national) – national response to violence against women and girls - **£8k** 24/25

Total £51k

- o) Forensic Image Management System (FIMS)** – this project aims to introduce an automated, auditable system which allows images of unidentified suspects to be easily circulated. Implementation is expected in 2024/25.
- p) Auto-redaction:** a project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand.
- q) CoLP Direct Revenue Financing** – The CoLP revenue budget includes a £5m capital financing provision. To help mitigate in year revenue cost pressure and considering the slippage within the capital programme, £223k of the direct revenue financing budget has been re-prioritised. The requirement for this will be reviewed at Q2.



Summary of CoLP Capital Projects Underway & Their Phasing

[Slide 1 of 2]

Previous slides show the capital budget for 2024/25 only, however, many projects are phased over more than just the one year and table 10 below provides a **summary of all CoLP capital projects underway and their phasing**. The total budget for each project is shown, across all phased years of its implementation, and is compared to its forecast outturn spend. The total budget for all CoLP projects underway totals £39.386m, which compares to a forecast outturn cost of £39.167m, representing an underspend of £0.219m (0.6%).

Table 10 - Summary of all CoLP capital projects underway and their phasing	Budgeted Project Cost £'000	Prior Year Actuals £'000	2024/25 Forecast Outturn £'000	2025/26 Forecast Spend £'000	2026/27 Forecast Spend £'000	Forecast Project Outturn £'000	Variance (Better) / Worse £'000	Notes (on slides 5 to 7)
FCCRAS	31,038	21,758	9,280	-	-	31,038	-	(a)
Cyclical replacement								
- IT laptop devices – refresh	1,600	-	1,200	400	-	1,600	-	(b)
- Firearms	400	-	400	-	-	400	-	(c)
- Horsebox	400	-	400	-	-	400	-	(d)
- Fleet replacement	358	-	358	-	-	358	-	(e)
Command and Control	707	-	84	623	-	707	-	(f)
Data Analytics (formerly Power BI)	748	98	734	-	-	832	84	(g)
ICAV	248	195	65	-	-	260	12	
Prioritisation and feasibility funding	776	173	343	-	-	516	(260)	(h)
E-discovery	500	-	541	-	-	541	41	(i)
Body Worn Video	309	217	7	-	-	224	(85)	
Covert Camera System	106	46	63	-	-	109	3	
Covert Surveillance Equipment	247	152	91	-	-	243	(4)	
Multi Agency Public Protection System	148	-	38	110	-	148	-	(k)
Sub-total (continued next slide)	37,585	22,639	13,604	1,133	-	37,376	(209)	



Summary of CoLP Capital Projects Underway & Their Phasing

[Slide 2 of 2]

Table 10 - Summary of all CoLP capital projects underway and their phasing	Budgeted Project Cost £'000	Prior Year Actuals £'000	2024/25 Forecast Outturn £'000	2025/26 Forecast Spend £'000	2026/27 Forecast Spend £'000	Forecast Project Outturn £'000	Variance (Better) / Worse £'000	Notes (on slides 5 to 9)
Sub-total (continued from previous slide)	37,585	22,639	13,604	1,133	-	37,376	(209)	
Out of Court Resolutions (OoCR)	163	-	148	-	-	148	(15)	
Digital Asset Management System	60	-	22	38	-	60	-	(m)
Forensic Case & Quality Management System	500	-	122	378	-	500	-	(j)
Role-based Access	77	-	22	55	-	77	-	(l)
Forensic Image Management System (FIMS)	59	-	59	-	-	59	-	(o)
Auto-Redaction (POCA) (PILOT)	99	-	99	-	-	99	-	(p)
Other Supplementary Projects	119	-	62	22	40	124	5	(n)
Revenue funding from £5m DRF	223	-	223			223	-	(q)
Uncommitted	501	-	501	-	-	501	-	
TOTAL COST OF PROJECTS UNDERWAY	39,386	22,639	14,862	1,626	40	39,167	(219)	



Corporation-led Projects benefiting CoLP

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

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



Agenda Item 6

Committee: Resources, Risk & Estates Committee (RREC)	Dated: 18 September 2024
Subject: Chief Finance Officer (CFO) and Chief Operating Officer (COO) update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	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	For Information
Report author: Chief Finance Officer & Chief Operating Officer	

Summary

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

Recommendations

Members are asked to note the report.

Main Report

Current Year Finances

1. Significant cost pressures and risks have arisen from the:
 - revised implementation plan for the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme and consequent requirement to extend the existing service
 - reduction in funding from the Economic Crime Levy
 - pay awards and increase to the maximum London Allowance (currently awaiting confirmation of CoLP's additional funding allocation for core and national officers)
 - operational demand pressures (including for protests, events, Administration of Justice, CCTV and increasing accreditation and quality management requirements)
 - impacts of change (including potential increases in Command & Control run costs)

2. The Q1 report to this meeting shows the known pressures built into the forecast (the significant ones of which are time limited rather than continuous) being offset by continuing high levels of police staff vacancy (unplanned), increased overhead recovery arising from the £7m increase in National Lead Force funding and application of budgetary provisions and earmarked reserves. This enables a balanced outturn position to be forecast.
3. While the majority of capital spend relates to the FCCRAS programme, other change priorities are now being matured, with project delivery being taken forward on a number of them. Where they relate to national policing programmes, some of which have slipped, other priorities have been brought forward as proposed replacements.

Medium-Term Financial Plan

4. The MTFP is currently balanced, taking account of profiling of the 2024 Business Rate Premium increase to close off the residual deficits over the medium-term. The Budget Survey paper on this Committee's agenda shows how CoLP's finances compare with the forecast, declining police finances nationally, while also identifying a range of significant risks (as well as potential opportunities) to medium-term finances. These will be further assessed prior to an updated MTFP being submitted to the November RREC meeting.

Spending Review (SR)

5. CoLP's understanding is that an initial one-year SR process is being run for 25/26, with the outcome to be announced in the Budget on 30 October. As part of this HM Treasury are fast tracking the submission of indicative growth bids, on which CoLP's National Lead Force is engaging with Home Office counterparts. A multi-year SR process for 2026/27 and beyond will then be run in the Spring. Engagement is in train with MOPAC with a view to City supporting its case on increases to the National & International Capital City (NICC) grant.

Force Finance Team

6. While the Finance team has continued to develop and improve the impact and value it is bringing, it remains a small team and there have been two departures in recent weeks (both career development related) which have reduced capacity to about 50% for both business partnering and transactional functions. Priorities and expectations are being carefully managed, while recruitment takes place, for which two new starters are expected imminently.

Force Financial Culture

7. In the last quarter the Strategic Finance Board has majored on overseeing the strengthening of ownership of budgetary management and forecasting. This has included all senior budget holders reporting on their 2024/25 budgets, underpinning workforce and other assumptions, the work priorities it does and does not deliver and the key risks and opportunities involved. This has set improved baselines against which budget holders can report on their quarterly

monitoring and forecasting outcomes. Building on this, the implementation of the new Corporation Enterprise Resource Planning system, though still some way off, is expected to provide improved, user-friendly, self-service access to budget holders for information, analysis and reporting purposes.

Productivity

8. Productivity will be a key focus to manage rising demand within a financial constrained environment. Productivity involves delivering the same, or improved public outcomes, while saving officer and staff time through more efficient processes and use of technology.
9. A number of change projects are aimed at achieving these types of productivity gains. This includes a review of joiners, leavers and movers processes, vetting and control room processes. A pilot of auto redaction technology is being rolled out to improve investigator productivity which has saved 118 hours of operational officer time in the first 6 weeks.
10. We are engaging with the Policing Productivity Review team and seeking good practice from forces to mature our approach and productivity plans, working in partnership with the police authority team.

Business planning

11. The annual business planning cycle has commenced. The process is used to assess future demand and capabilities and inform decision making about organisational priorities and risk, potential for productivity gains, and allocation of resources to maintain service levels in each business area. The process also supports the production of the Force Management Statement (an HMICFRS requirement) which has seen significant improvements in the last 2 years.

Data improvement programme

12. A data improvement programme has been established to improve the way data is used. New dashboards are being rolled out to make data more accessible to officers and staff and the programme of work includes cultural change, upskilling and technology workstreams and includes the data platform project currently underway.

Pensions

13. Work to implement the McCloud remedy continues in partnership with the Corporation Pensions Administration team. Communications and guidance has been provided to officers. A new pensions portal has been rolled out so officers can access their remedial service statements and annual benefits statements. New processes are being designed for contribution adjustments, contingent decisions and compensation payments in line with NPCC advice.

Future Police Estates Programme

14. Internal audit are undertaking an audit of the FPEP programme to provide assurance that, at a programme/portfolio level, solutions are appropriately and fully incorporated to meet identified operational requirements.
15. We are supporting City Surveyor's department to identify suitable locations for mounted branch and a community interface counter in the east of the City.
16. We continue to engage with our potential partner for the firearms training facility while the feasibility study is concluded. The appetite for collaboration remains strong from both parties.

Alistair Cook

Chief Financial Officer

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Chief Operating Officer

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Agenda Item 7

Committee(s): Resource Risk and Estates Committee- For information	Dated: 18 September 2024
Subject: Q1 Workforce Monitoring Report- 2024-25	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	For Information
Report author: Paul Betts, Assistant Commissioner; Kelly Glazebrook, HR Director; Rebecca Scrace, Workforce Planning Information	

Summary

The report sets out the City of London Police ('the Force') Human Resources Monitoring Data for Q1 2024/25 between 1st April – 30 June 2024.

Recommendation(s)

Members are asked to note the report

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HR Monitoring Report

Q1 – April 2024 to June 2024



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Contents

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



Summary

- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q1 2024/25 between **1st April to 30th June 2024** for the Resource Risk and Estates Committee (RREC). The report covers:
 1. **Workforce:** Our Establishment for officers and staff incorporates all the Uplift numbers and details our future position. Focused recruitment activity throughout 2023/24 enabled us to meet our officer uplift requirements, and this continues to be the focus in 2024/25 to ensure we continue to secure £3 million in ringfenced funding.
 2. **Recruitment:** The recruitment strategy for 2024-25 has been written to include Staff and Specials (Slide 17 and 18). The plans reflect how we will monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment, but also recruit to priority roles including: detectives and firearms officers.
 3. **Leavers:** During the reporting period, 17 Police Officers and 6 Police Staff left the force, this equates to a 1.7% and 1% leaver rate, respectively. The national data for 2023/24 showed Officer leaver rate for England and Wales was 6.2% excluding transfers (7% including transfers), the force had a leaver rate of 10% in 2023/24, higher than the national average. This can be attributed to retirements and probationer resignations, which had been predicted looking at previous trends.
 4. **Sickness:** The average working days lost for Officers was 1.87 days and for Staff was 1.85 days (April 2024 – June 2024). 2.90% for officers and 2.87% for staff contracted days were lost to sickness. National sickness data (via iQuanta) showed the national percentage of contracted hours lost to sickness in 2022/23 for officers was 4.6% and staff was 5%, CoLP contracted hours lost was below the national average, at 3% for officers and 4% for staff. Currently awaiting publication of sickness data for 2023/24.
- This report will be provided quarterly with some information presented bi-annually (Wellbeing and Occupational Health (OH) Q1 and Q2 data to the November Committee and Q3 and Q4 data to the May Committee).
- Detailed force diversity data is now being presented to the Professional Standards and Integrity Committee as part of the quarterly Equality and Inclusion Updates.



Workforce Establishment Headlines

- The Force has a clear understanding of its budgeted core establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted core establishment
- Our Police Staff model establishment numbers are within our budgeted core establishment.
- HR and Finance continue to work on a Resource Model that shows permanent core establishment and temporary funded posts across the organisation. This model provides a clearer understanding of our workforce, funding streams, recruitment activity and reporting of vacancies.
- A recruitment plan has been developed which aims to have police staff permanent established posts filled up to 517, slide 18.

OPERATING MODEL:



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Workforce Establishment

- As of 30 June 2024, the Force has an overall strength of 989 (FTE) Police Officers, against our agreed budgeted establishment of 985 (Force Strength Indicator, FSI, December 2023). The Establishment is based on the agreed force structure models.
- Our Staff budgeted permanent establishment is 539 (FTE) [517 FTE before increased capacity within Corporate Services Review]. The strength of Police Staff is currently 458 (FTE), but with staff in Temporary Funded posts as well our total staff strength is 563 (FTE),
- The Strategic 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.
- The Tactical People Board, chaired by the Director of People Services, reports into Strategic People Board, reviewing bids and postings and provides an operational review of workforce planning activity.
- A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the People Board.
- Any establishment changes or Temporary Funded recruitment is scrutinised at the People Board before it can be signed off, any additions to establishments will be added with a new budget in April of each year.
- Our data at the People Board has been developed further and now uses a RAG rating to reflect operational risks around the force and within each team. The RAG rating is as follows:



Over 100%
(close monitoring)



90% and above
(no action required)



Between 70-90%
(close monitoring)



Below 70%
(further understanding
needed - action
required)



Workforce Establishment

The graphic below shows establishment vs strength (FTE) for the workforce between March 2024 and June 2024. Officer strength has decreased slightly as planned related to budget pressures before increasing to meet the 996-headcount target in September. Staff strength has increased by 7% for temporary funded (TF) roles. Strength has been separated between permanent establishment strength and TF strength (see Appendix 1). TF posts funded by held established posts have been removed from TF posts/strength to prevent double counting.

Officers

Staff

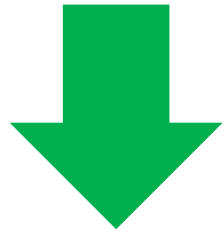
Permanent Establishment

Mar Strength
968

- Est 978
- Strength 99% of Establishment

Jun Strength
957

- Est 985
- Strength 97% of Establishment

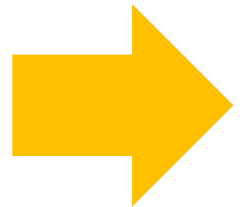


Mar Strength
458

- Est 517
- 88% Strength vs Est

Jun Strength
458

- Est 539
- 85% of Establishment



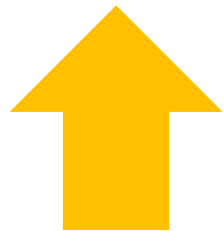
Temporary Funded Posts

Mar Strength
24

- Number of Posts: 44

Jun Strength
32

- Number of Posts: 57

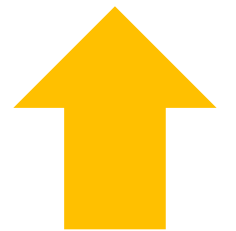


Mar Strength
98

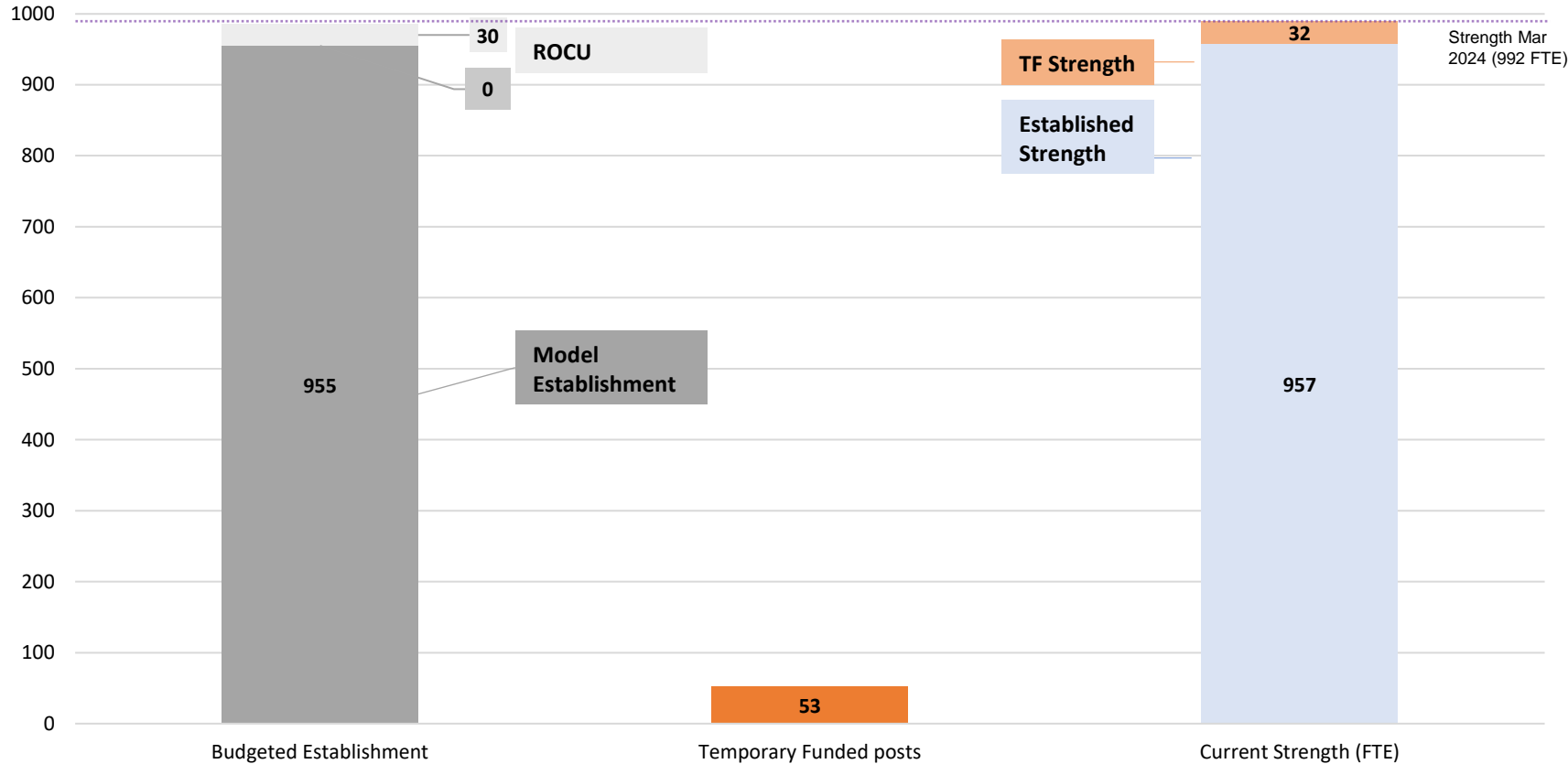
- Number of Posts: 205

Mar Strength
105

- Number of Posts: 202



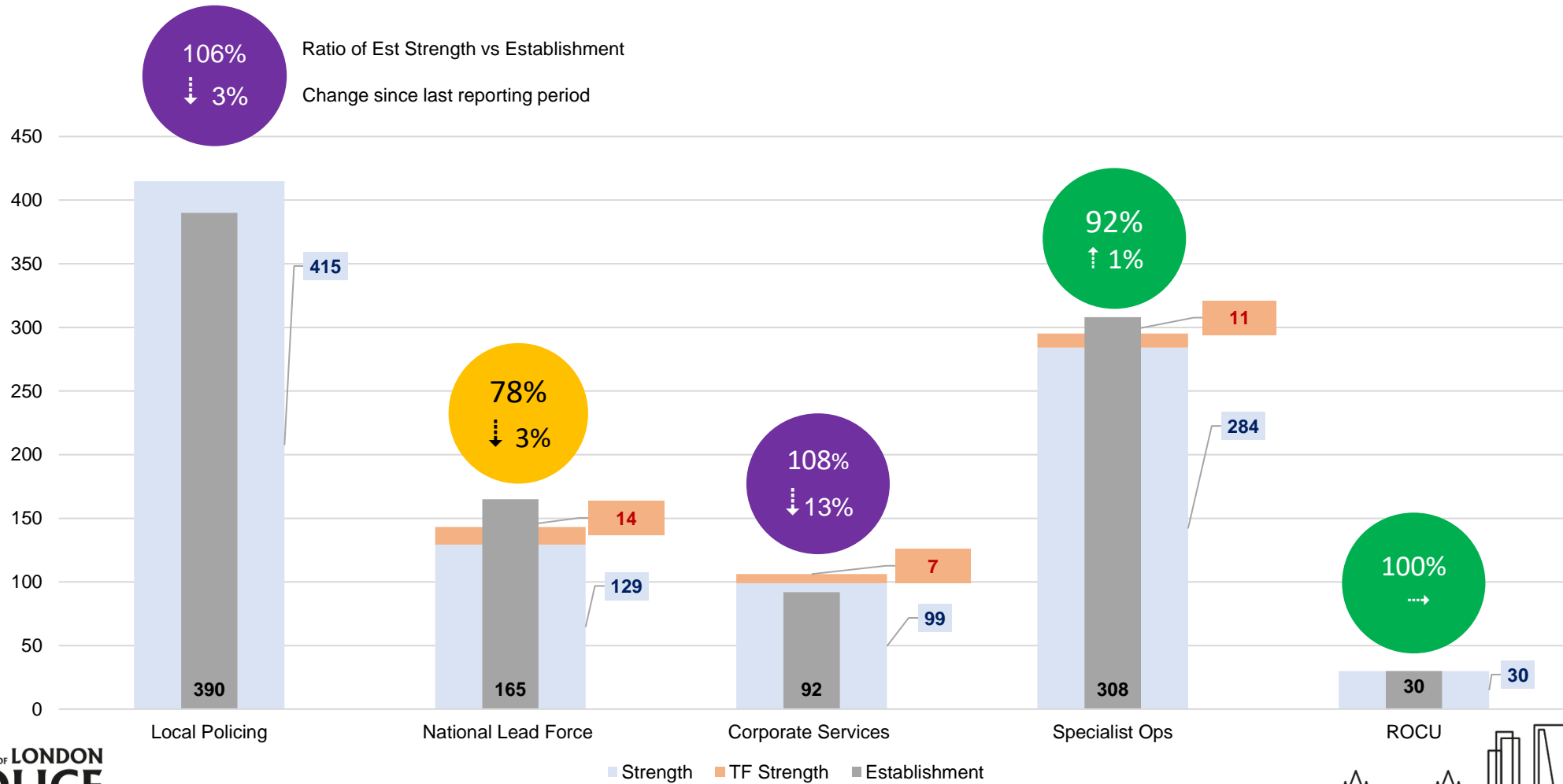
Officer Operational Model Establishment FTE



- **Budgeted Establishment: 985 FTE**
- **Budgeted Establishment made up of:** Model Establishment (955) and ROCU allocation (30)
- **Temporary Funded (TF) posts: 53**
 - TF posts externally funded e.g., NLF and NPCC Cyber Crime related posts. [50 TF posts funded by holding a post elsewhere [majority Student Officer Trainers in L&OD and Response] have been removed to prevent double counting.]
- **Officer Total Strength: 989 FTE = 957 FTE Established Strength & 32 FTE TF Strength**
- Current overall established strength against budget: 95%

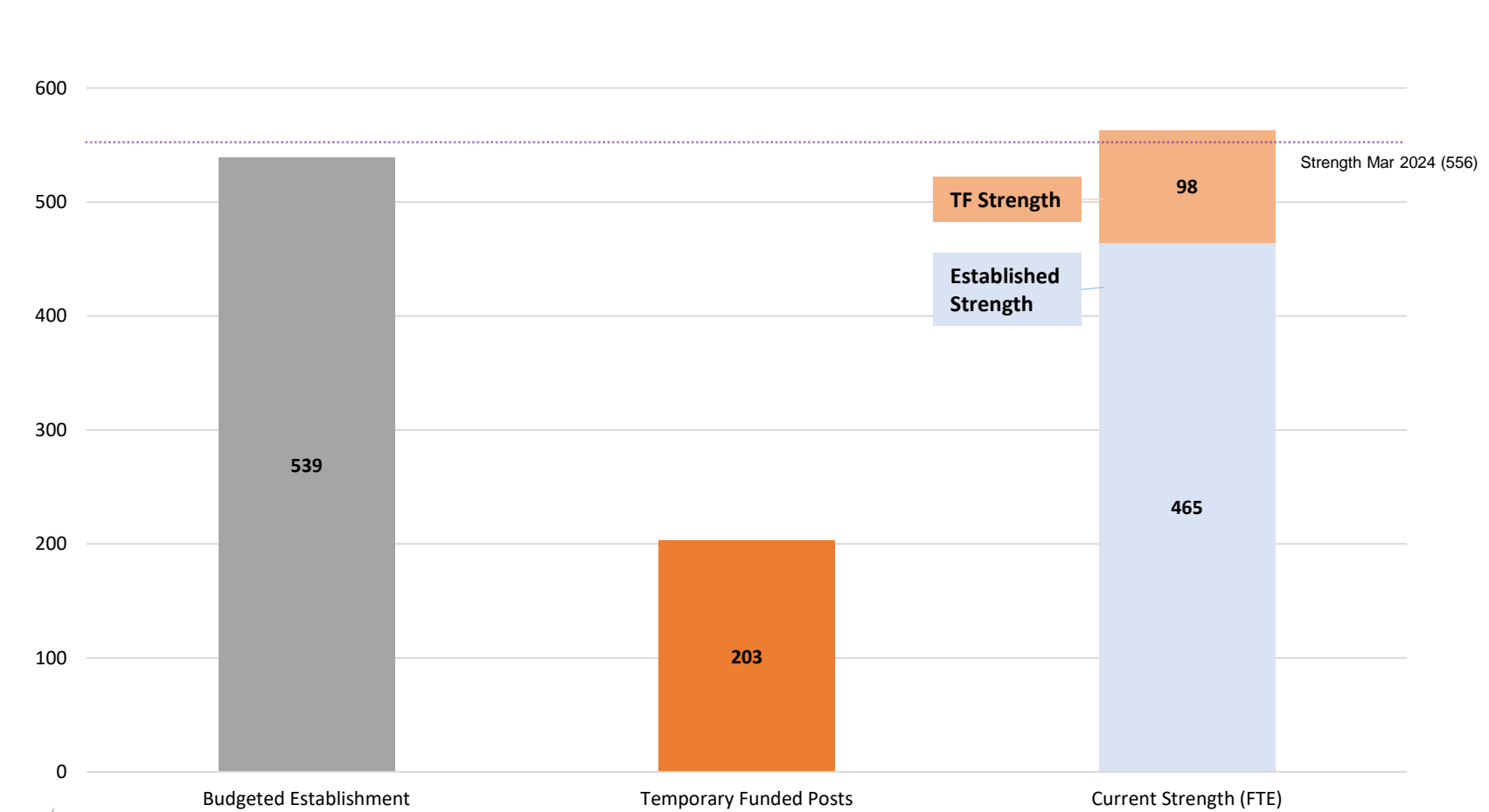


Officer Strength vs Establishment FTE (rounded)



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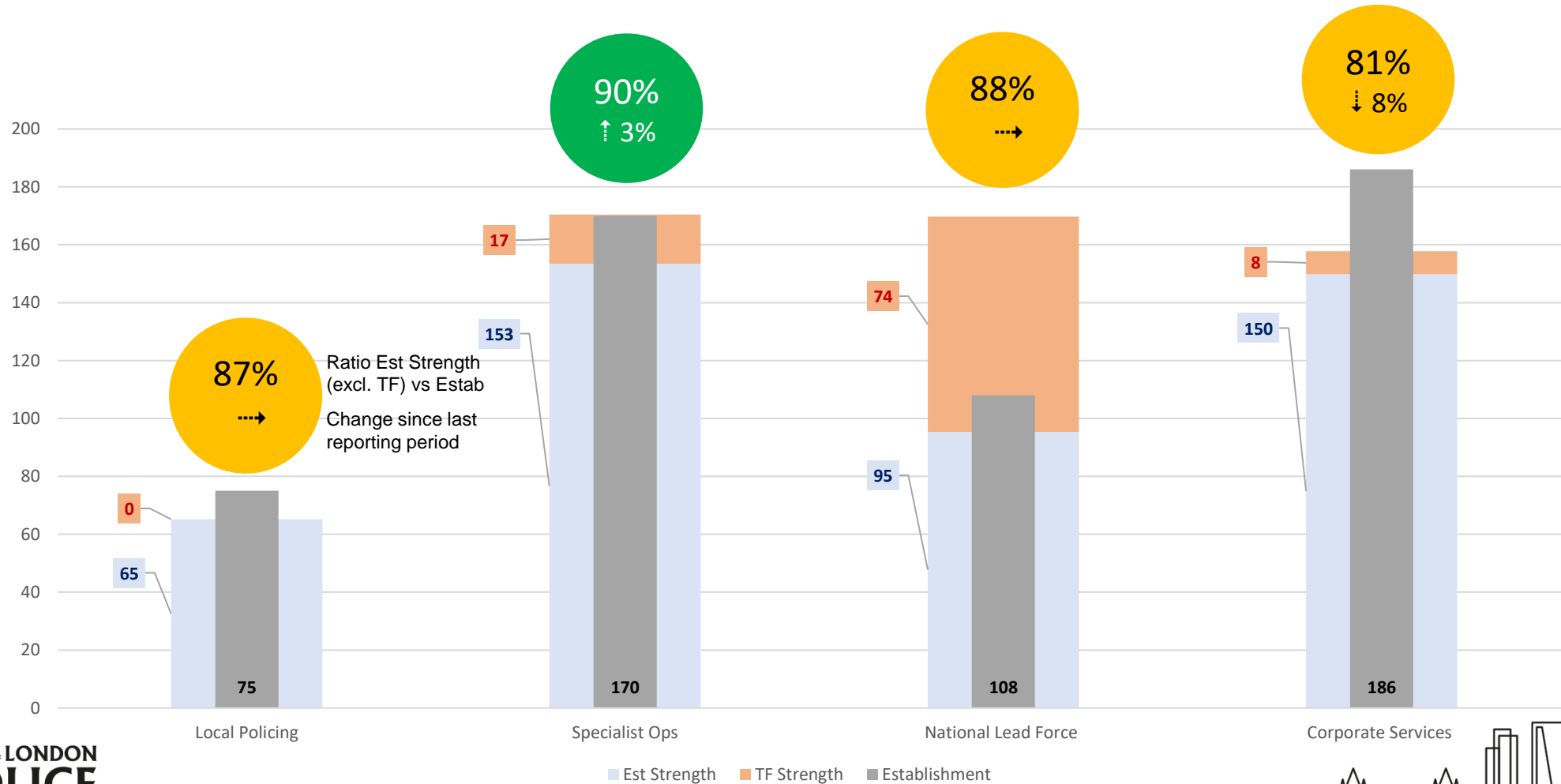
Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 539
- **Current Established Strength:** 465 FTE
- **Current vacancies of Established posts:** 74 FTE
- **TF posts:** 203 (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength:** 98 FTE
- **Total Staff Strength:** 563 FTE



Staff Strength vs Establishment FTE (rounded)



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24/25 Budget & Workforce Alignment

	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
Budgeted (Established) FTE						
Officers	985	392	308	194	90	1
Staff	539	75	170	109	185	0
Total	1524	467	478	303	275	1
Budgeted £m						
Pay Costs	147.7	35.6	35.9	31.5	22.4	22.3
Non Pay Costs	92.9	3.6	3.4	59.0	17.0	9.9
Total Expenditure	240.6	39.1	39.3	90.5	39.4	32.3
Income	(126.5)	(7.4)	(9.0)	(83.9)	(6.9)	(19.4)
Net Budget	114.1	31.7	30.4	6.6	32.6	12.9
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 Pay award Provision

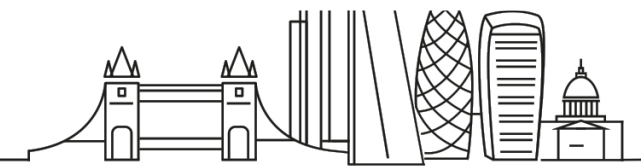
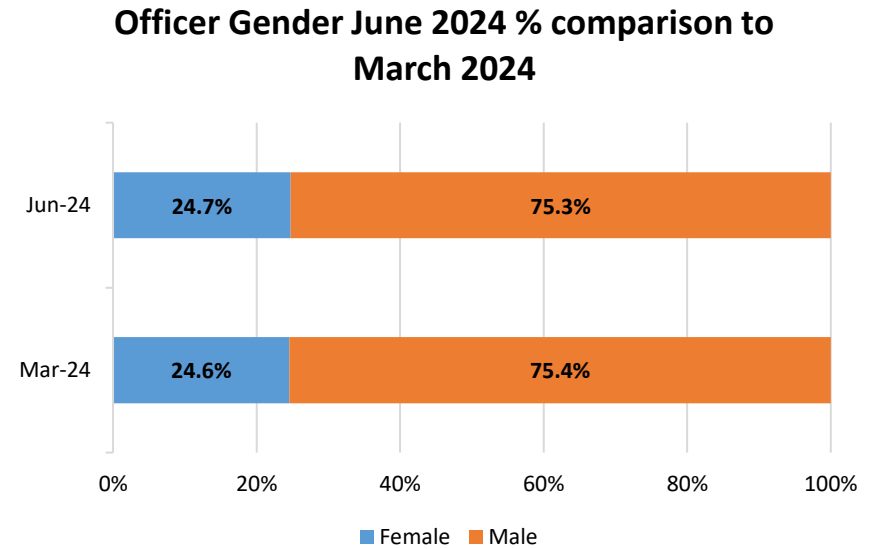
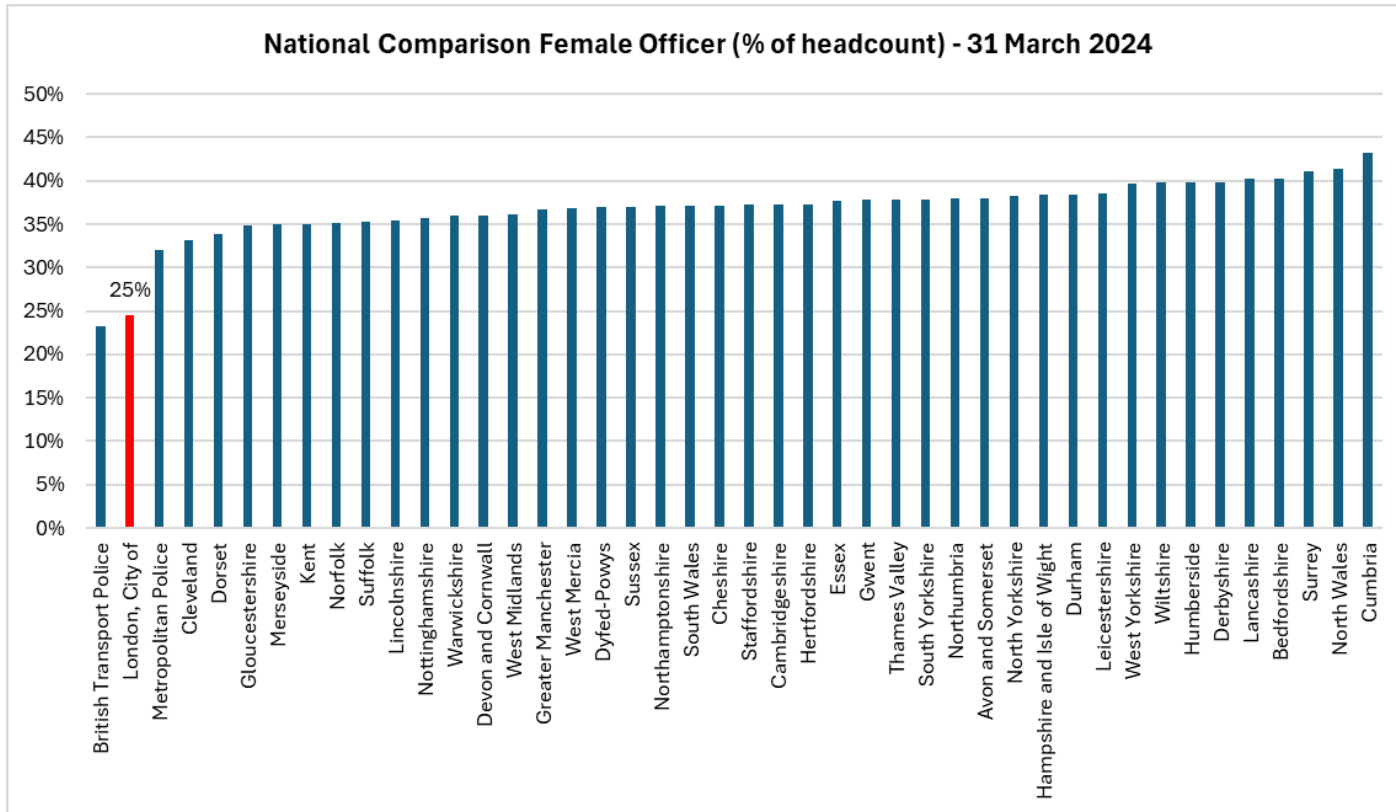
1. Officer affordability dependent on rank - and probationer vs transferee – mix
2. No vacancy factor assumed for officers due to ringfenced nature of Home Office uplift funding
3. A natural vacancy factor of 15FTE, equivalent to £0.8m has been included the staff cost budget.
4. In addition to the officer and staff establishment, the budget above includes off setting expenditure and income associated to c185 temporary funded roles.



Diversity: Officer Gender

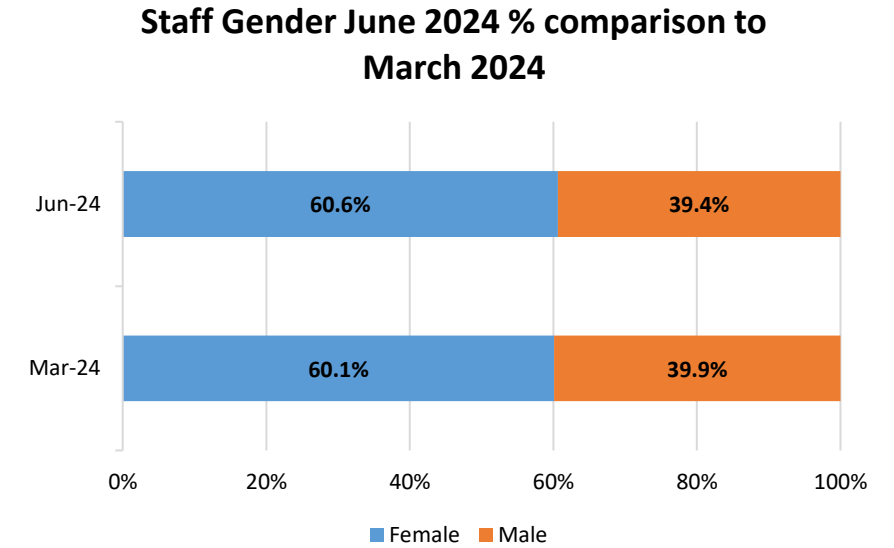
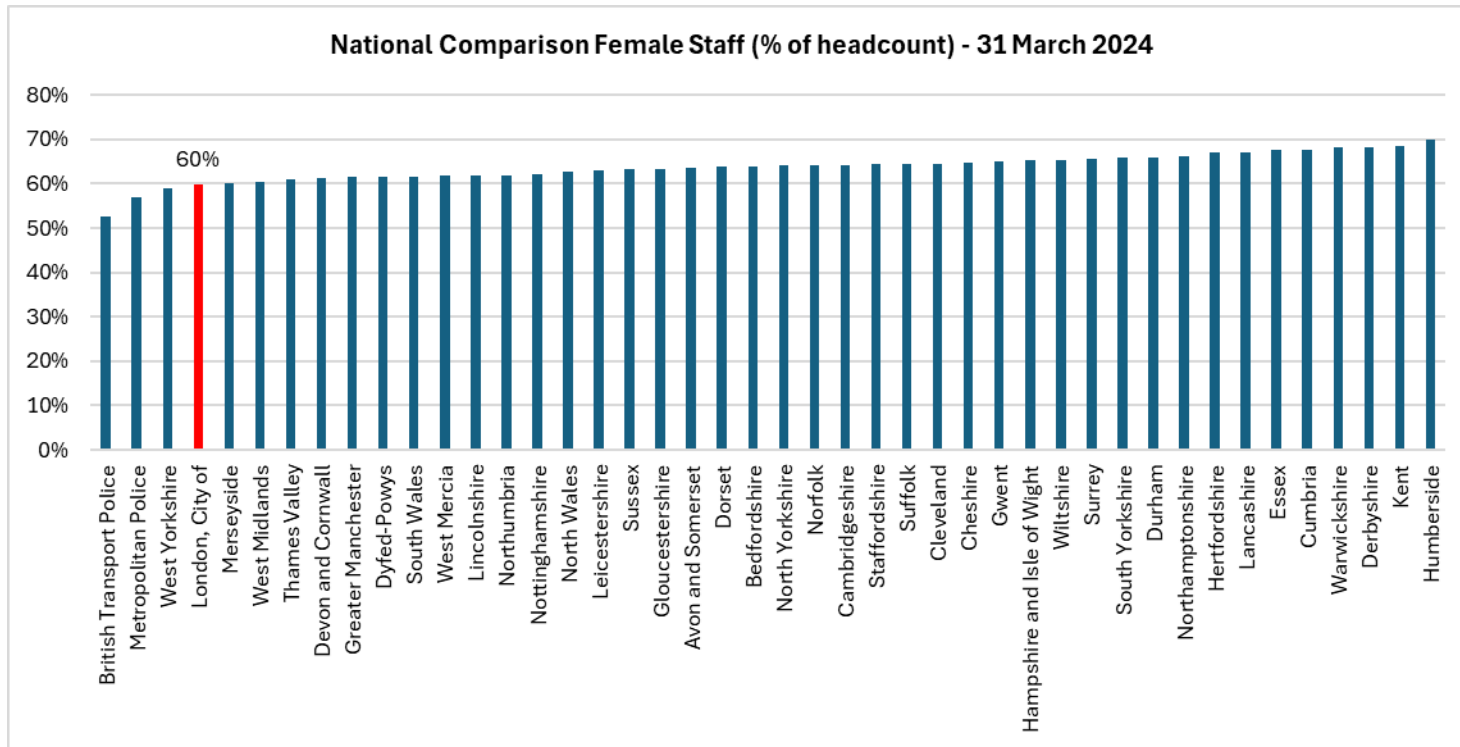
Officer female profile slightly increased by 0.1% with 24.7% female of 999 total officer headcount, compared to 24.6% of 1001 headcount in March 2024. 27% of all officer joiners (15 officers) between April 2024 and June 2024 were female. CoLP female officers continues to be low when compared nationally (average 36%).

A recent survey in force, asked female staff to tell us if they would consider a career as an officer, and if there was anything preventing them from doing so. There were 44 responses, in which the majority said they had consider becoming an officer and would be most interested in a Detective pathway. However, the salary, work/life balance, shift patterns and impromptu extraction, age and fitness were key themes for barriers to them. To combat this, the CoLP has looked advertising officer roles as full time or part time and continues to have a Detective pathway available each year.



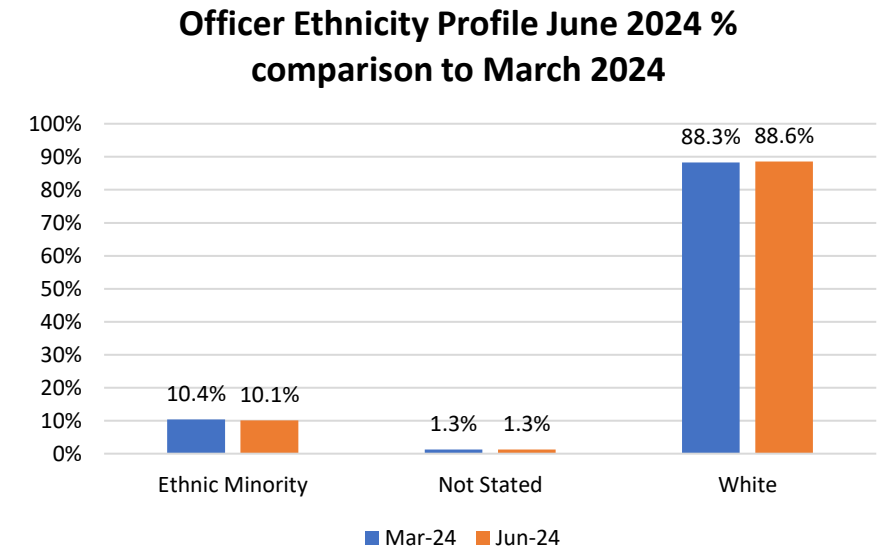
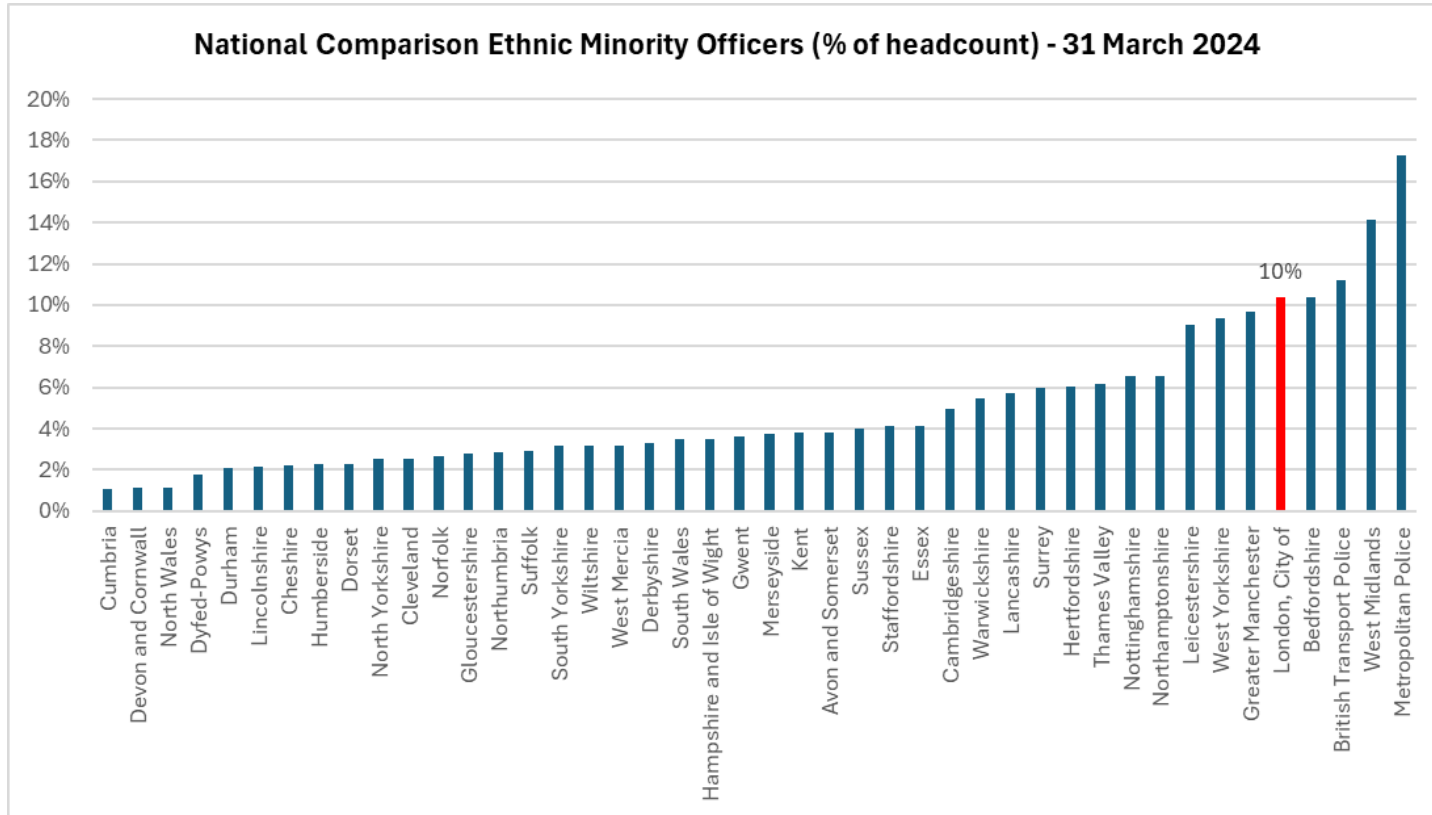
Diversity: Staff Gender

Staff female profile has slightly increased by 0.5% since the last reporting period, the female profile at the end of June was 60.6% of 579 total Staff headcount (increased from 569 headcount).



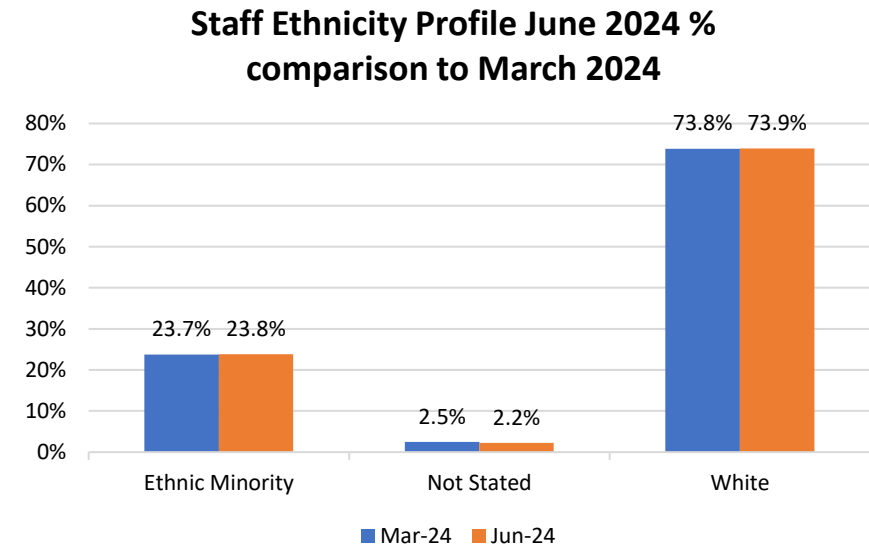
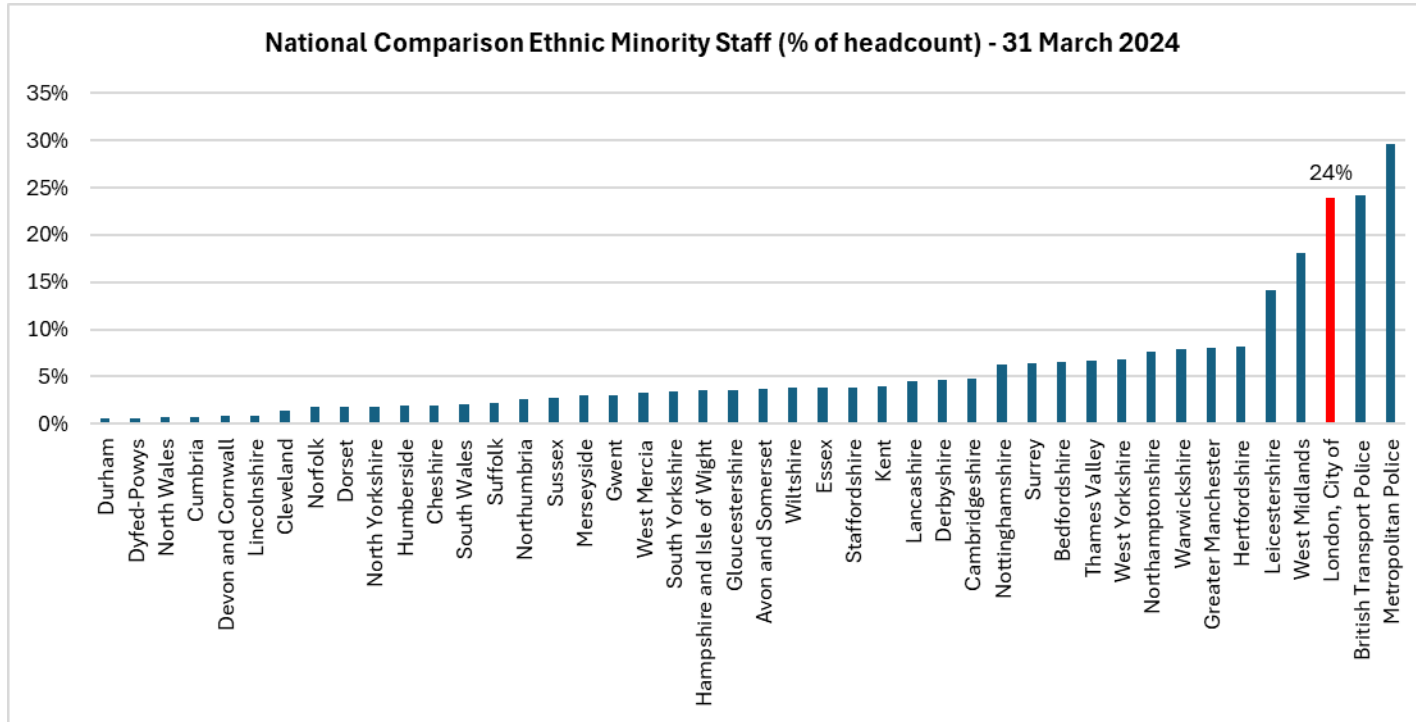
Diversity: Officer Ethnicity

There has been a slight decrease from 10.4% in March 2024 to 10.1% of a total 999 Officers identifying as from an ethnic minority background. No officers joined from an ethnic minority background in the reporting period. Of the total ethnic minority officers, 29% are female and 71% male. CoLP ethnic diversity is higher than the national average for forces in England and Wales but is low compared to the City of London population.



Diversity: Staff Ethnicity

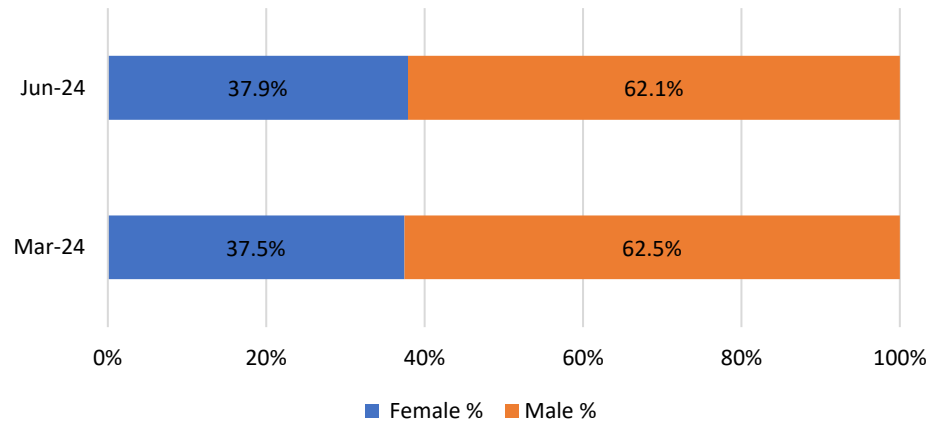
The number of ethnic minority staff has increased by 0.1% since the last reporting period to 23.8%. Total headcount was 579 (previously, 23.7% of 569 headcount). Of the total ethnic minority staff, 64% are female and 36% male.



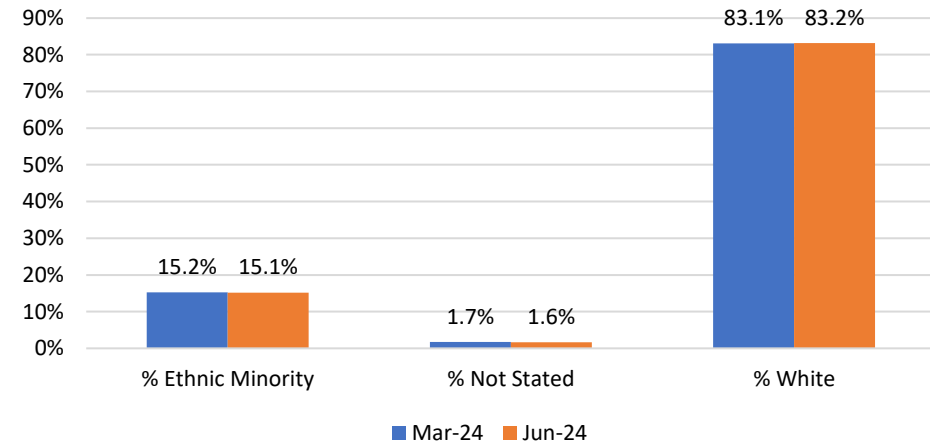
Diversity: Total Workforce

Our total workforce (Officers and Staff), has a headcount of 1578. 37.9% are female and 15.1% identify as from an ethnic minority background.

Total Workforce (Officers & Staff) Gender June 2024 % comparison to March 2024



Total Workforce (Officers & Staff) Ethnicity June 2024 % comparison to March 2024



Recruitment

We have continued to recruit against our workforce strategy and maintained our Police Officer headcount in March and are tracking to achieve it again in September. Our next student officer intake is in September 24, when the force will welcome 10 uniform constables on the newly created Police Constable Entry Programme (PCEP) course from the College of Policing, replacing the previous popular Initial Police Learning and Development Programme (IPLDP) route. The force has enrolled on a new pilot with Police Now for Fraud and Cyber detectives, with the first cohort of 14 starting in March. We continue to attract experienced talent into the force and have maintained a steady flow of transferees each month, selected against the force's priority posts such as detectives and firearms. We have recruited 8 Special Constables within the reporting period.

Recruitment Strategy Initiatives

Entry Routes

- Strategy currently includes a mixture of Uniform PCEP and we have confirmed the pilot of a specific Fraud and Cyber detective programme through Police Now, with the first intake of 12 officers due to start in March 2025.

Increasing Diversity, Capacity and Customer Experience

- Research has been carried out asking female police staff on the barriers to becoming officers, their responses have helped shape additional supportive measures such as additional support for the fitness test and work is underway looking at shift patterns and direct entry leadership roles.
- A new reasonable adjustments process was trialled during the promotion boards for Sergeants and Inspectors. Due to the positive feedback received, this will now be utilised across all recruitment, improving the experience for candidates requiring any reasonable adjustments.
- Vocal coach training has been delivered to assist officers or staff who are planning to apply for promotion within the next 12 months. The training focused on developing presentation skills, effective communication and how to manage your speech in pressured environments. The training received a 100% positive response from all participants who attended, further sessions are being planned.

Resources

- Additional recruitment resources have been recruited to support the volume of recruitment over the next 3 financial years.
- Extra resources have been created for vetting, recruitment is challenging, vetting standards have increased and there is an ongoing work to improve processes and technology
- Additional resources have been hired to support the project across Learning & Organisational Development (L&OD), OH and Corporate Communications.

Attraction Strategy introduced



- Our social medial content is continuing to provide excellent candidate engagement
- We are engaging with a wide variety of advertising platforms
- Use of external advertising via Indeed and Crooton.
- Promoting many more roles on a part time basis to try to attract more underrepresented groups into the force.



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

Recruitment

This is the current workforce plan for the financial year 2024/25, which show our recruitment plans for officers, staff and specials in more detail. This is updated monthly with our actual attrition and recruitment figures to ensure we make any necessary profile changes to keep within our headcount targets and affordability model.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	24/25
Headcount Start Month	1,001	996	1,001	1,001	995	993	1,001	996	993	989	986	985	1,001
Target Headcount (996)	996	996	996	996	996	996	996	996	996	996	996	996	996
Increase / (Decrease) in FTE													
Retirement	(4.0)	-	(1.0)	(2.0)	(2.0)	(7.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(34)
Medicals	-	-	(1.0)	-	-	-	-	-	-	-	-	-	(1)
Transfer Out	(2.0)	-	(1.0)	-	-	(1.0)	(1.0)	(2.0)	(3.0)	(2.0)	(2.0)	(1.0)	(15)
Resignations incl Probationers	(2.0)	-	(1.0)	(5.0)	(2.0)	(5.0)	(2.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	(29)
Secondment out not paid by COLP	-	-	-	-	-	-	(1.0)	-	(1.0)	(1.0)	-	(2.0)	(5)
End of Contracts/Dismissed	(3.0)	-	(2.0)	-	(1.0)	-	-	(1.0)	-	-	-	(1.0)	(8)
New Probationers	-	-	-	-	-	10	-	-	-	-	-	14	24
ROCU	4	-	3	-	1	-	-	-	-	-	-	-	8
Transfers In / Other (returners/rejoiners)	2	5	3	1	2	11	2	5	6	6	6	5	54
Ch Insp Promotions													-
Supt promotions													-
Sgt Promotions (excluding Internals approx.)													-
Insp Promotions (excluding Internals approx.)													-
Total Increase / (Decrease)	(5)	5	-	(6)	(2)	8	(5)	(3)	(4)	(3)	(1)	10	(6)
Headcount End Month	996	1,001	1,001	995	993	1,001	996	993	989	986	985	995	995
FTE End Month	986	993	992	985	984	993	988	985	981	978	977	987	987
FTE Establishment (983)	985	985	985	985	985	985	985	985	985	985	985	985	985
Staff Leavers (Established posts)	-	(3)	(3)	(4)	(4)	(4)	(4)	(4)	(3)	(4)	(3)	(7)	(43)
Staff Recruitment (Established posts)	8	3	3	2	5	3	13	14	5	5	7	7	75
Staff Leavers (Temporary posts)	-	-	-	(2)	(4)	(1)	(1)	(1)	(2)	(1)	(2)	(1)	(15)
Staff Recruitment (Temporary posts)	1	2	1	-	2	-	4	4	4	4	4	4	30
Total Staff FTE (End month)	562	563	563	557	557	559	571	584	588	592	598	601	601



Recruitment: Staff Plan

The force has an overall police staff establishment of 539 posts, previously 517. The recruitment plan to increase staff headcount was formulated against the 517 establishment, minus 14 posts held to fund temporary posts. Therefore, our recruitment strategy aims to recruit to the 503 active posts within the current establishment. In addition, the force has 203 Temporary Funded Staff posts, separate fixed term resources have been allocated to recruit to vacancies within this model.

A recent in-depth review of vetting has highlighted the additional demand the service has been managing including a significant surge in re-vetting, FCCRAS, Corporation Vetting, increased misconduct-based vetting, historical data wash, NLF Growth and contractors. This has impacted our ability to achieve the ambition of 96% strength by November 2024. We are putting additional resources into vetting and reprofiling the police staff recruitment.



Recruitment: Risks and Priorities

Recruitment activity is being managed in relation to all officer and staff posts across the force. The completion of the Corporate Services Review has led to prioritisation of staff roles to ensure key vacancies are filled whilst managing the demand into vetting and HR. HR and vetting have recruited additional resources to support the recruitment for roles within the FCCRAS and Fraud Reform projects, also to support the uplift in headcount for police staff against the BAU establishment. Separate governance has been set up with the forces Service Delivery Director to oversee FCCRAS recruitment, BAU is monitored via People Board.

Risks identified by Uplift Programme to maintain target

Attrition higher than projected levels	This impact of the updated workplace attendance policy has been identified via the staff survey with the increased risk of attrition in September when the changes are implemented. The stay pathway programme launched in July with 9 volunteer coaches from all ranks and grades supporting those officers and staff who are considering leaving the force, discussing any options which may enable them to stay.
Volume of vetting	The full review of the total demand picture into vetting including contractors, established and funded recruitment, as well as re-vets, has been completed by a Business Analyst, recommendations are being adopted and monitored via a new Professionalism & Trust performance meeting and Strategic People Board.
Tutoring constables	L&D created a Tutoring Plan: a force wide approach to tutoring larger cohorts
Attraction for Police Staff	Work continues to progress with Ambition 25 with the results and implementation due to be rolled out in the autumn. We have recruited a new Recruitment Manager who will lead on the attraction strategy. We continue to utilise recruitment platforms such as LinkedIn, Indeed and Guardian jobs.



Recruitment continued

- The force launched its promotions pilot scheme to assist in the development of our officers at a variety of different ranks who participated in the promotions boards but fell just short of the pass mark. 9 Sergeants and 5 Inspectors were selected as those whose results were within 10% of the pass mark. Of whom, 36% are female and 14% are from an ethnic minority background. Each candidate must complete a Performance Assessment Review (PAR) which provides the vehicle for Directorate Heads sign off for promotion to Temporary Sergeant/Inspector at the end of the Promotion Pilot. The PAR is used to monitor progress, to ensure officers are not only supported in their development but are also reaching the required standards to be promoted to Temporary Sergeant/Inspector.
- We are exploring and implementing a range of measures to improve vetting productivity including short term surge in capacity, staff development, process improvements and, in the longer term, improvements to technology and use of automation. This will greatly reduce the time to hire for candidates and ensure we are able to retain post offer the talent we have selected.

JOINERS

- A total of 15 police officers transferred into the force during the reporting period.
- A total of 17 police staff joined the force in substantive and fixed-term roles during the reporting period.



Leavers: Officers

During the period (April to June 2024), 17 Police Officers left the force, this equates to a 1.7% leaver rate. Compared to 2023/24 where 34 Officers left the force (3.4%) during Q1, the number of leavers has reduced for Q1 2024/25. Reasons for leaving are provided in the table below, the main reason for leaving in Q1 2024/25 was retirement.

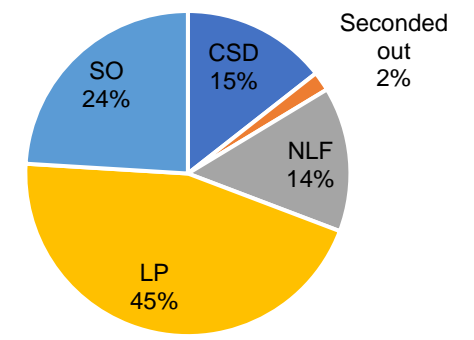
Of the 17 Police Officers that left the force, the majority left from National Lead Force (8), half of which are related to change in regional ROCU personnel. 1 officer left during their probation. The number of leavers varies per month, from 11 in April to none in May, and the majority left from constable rank. Excluding ROCUs, the average length of service for officer leavers was 21 years.

Police Officers – Reasons for Leaving (per Financial Year)

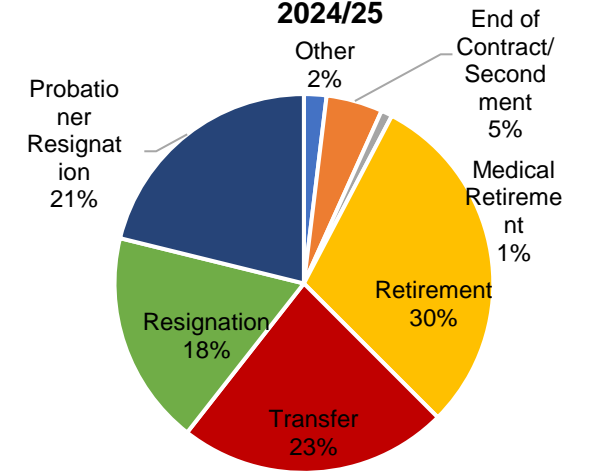
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1
Other	0	0	0	1	0	1	1	0
Dismissed	1	1	0	0	0	1	1	1
End of Contract/ Secondment	1	0	0	4	1	11	5	4
Medical Retirement	2	0	2	1	0	2	1	1
Retirement	35	37	31	29	42	43	31	6
Transfer	9	17	22	14	26	20	24	3
Resignation	26	7	22	21	27	34	41	2
Total	74	62	77	70	96	112	104	17

The Retention and Exiting Working Group continues to review the exiting data to better understand why people are leaving to develop retention strategies. In April 2024, the exit survey was updated to use questions from a national leaver's framework. From the exit surveys for both Officers and Staff (April 2024 – June 2024), personal and professional development and training was the main contributing factor for people leaving. There were positive scores for enthusiasm for the job, satisfaction with pay and benefits, and being treated fairly. Areas to work on included wellbeing, work-life balance, workload, and training and development.

Officer Leavers by Directorate Q1 2024/25



Officer Reasons for Leaving Q1 2024/25



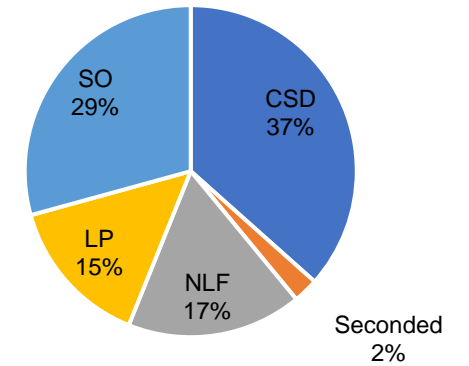
Leavers: Staff

During the reporting period, 6 Police Staff left the force, this equates to 1% leaver rate. This is a low number of leavers in comparison to Q1 2023/24 where 14 staff left. The main reason for leaving was resignation, the majority of leavers were from Grade E. 50% of leavers had less than 4 years' service.

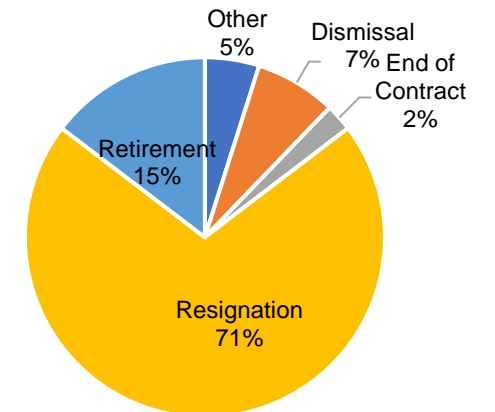
Police Staff – Reasons for Leaving (per Financial Year)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Other	1	1	0	1	0	0	2	0
Dismissed	2	1	1	2	0	3	3	0
Medical	0	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0	0
End of Secondment/ Contract	0	1	0	0	1	1	1	1
Redundancy	1	1	0	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	28	4
Resignation joined Police	7	2	0	0	2	2	1	0
Retirement	5	10	6	7	8	11	6	1
Transfer	2	0	0	0	0	0	0	0
Total	60	65	51	35	63	78	41	6

Staff Leavers by Directorate 2023/24



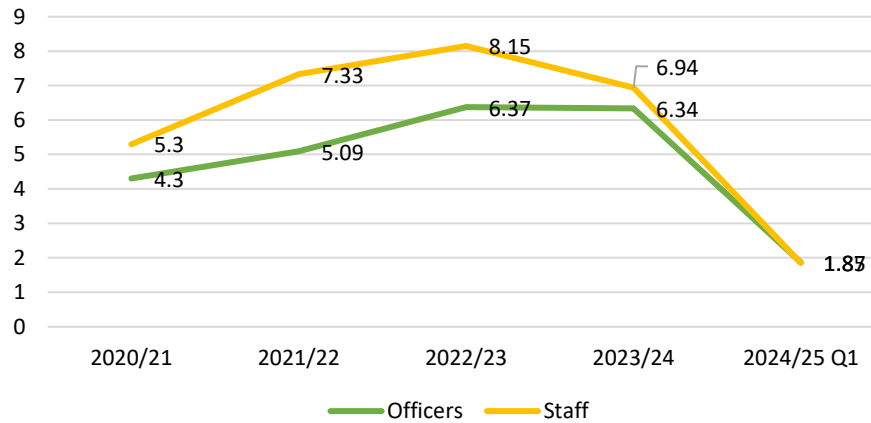
Staff Reasons for Leaving 2023/24



Sickness

- The Home Office (HO) & His Majesty’s Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against ‘percentage of contracted hours’. During April – June 2024, the force’s sickness absence rate was 2.90% for Officers, and 2.87% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 1.87 days and for Police Staff was 1.85 days during this period. In comparison to Q1 2023/24, average days lost is higher for Officers and lower for Staff in 2024/25 (Q1 2023/24 reported: Officers – 1.78, Staff – 2.28 average days lost). The graph below shows the total average days lost by financial year since 2020/21.
- The force has reviewed its internal sickness target and agreed a target of ‘less than 10 days sickness in a 12-month period’ for officers and staff, this links to the sickness triggers already in place and allows for greater link up between management boards.

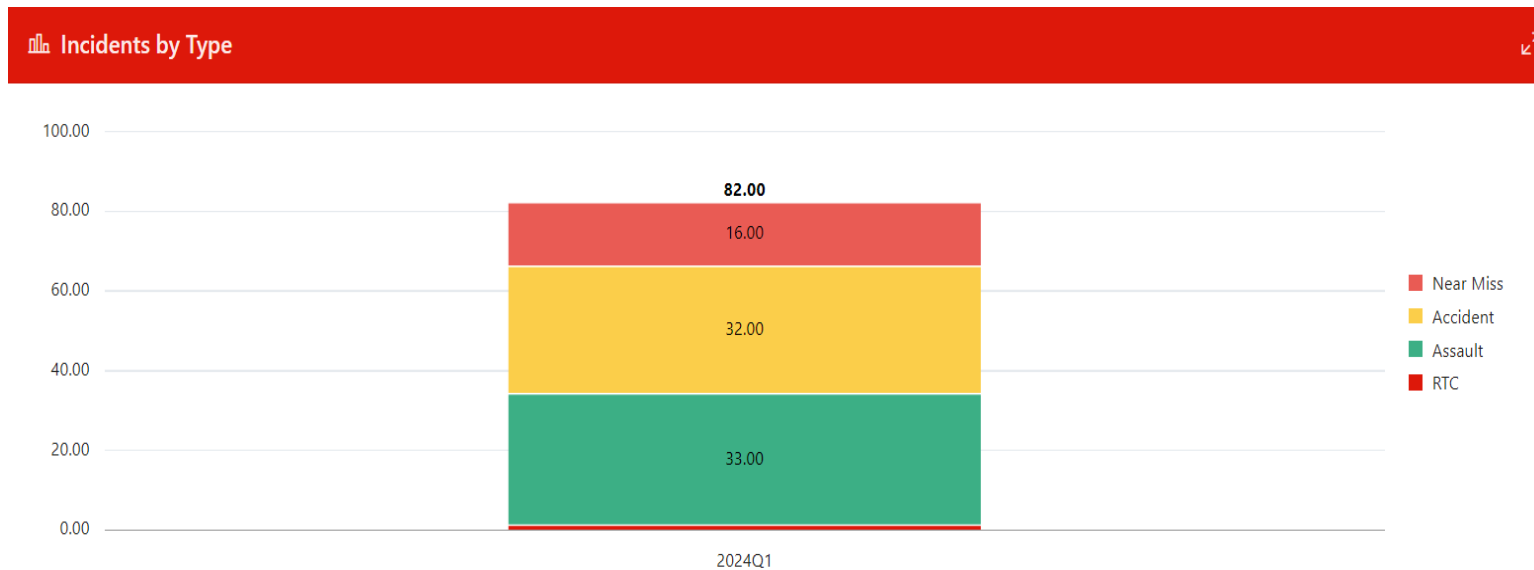
FY Comparison of Average Days Lost by Employee Type Headcount



Health & Safety

During Q1 24/25 there has been a notable increase in the number of health and safety incident reports in comparison to Q1 23/24 when a total of 53 health and safety incident reports were received. The number of assaults was comparable across both periods with 31 reported in Q1 23/24 and 33 in Q1 24/25. The increase in overall reports in Q1 24/25 were due to an increase in accident reports, just over half were minor injuries sustained during public and personal safety training (PPST). This coincides with full implementation of the College of Policing’s new PPST syllabus in April 2024, which is more robust than previous training; the aim of which is to reduce the number of injuries, particularly serious injuries, sustained during operational scenarios. This is along with changes to the PPST training team who have taken a thorough approach to health and safety reporting and have introduced improvements in local processes for review and monitoring of the incidents and any learning is applied accordingly.

During the reporting period there were 3 incidents reportable to the HSE one where an off-duty officer was assaulted after intervening in a fight sustaining fractured ribs and a broken nose. The remaining reports were over 7-day injuries where the individuals concerned were either on sickness absence or unable to perform their full-range of duties immediately following the incident. The injuries sustained were a deep laceration by a police officer on secondment to the MPS public order training team and the other was where a police officer injured his hand whilst using the force gym.



Appendix 1: Key Terms

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

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

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

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

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

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



Appendix 2: Operating Establishment

Operating establishments in four areas at 30 June 2024:

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



Local Policing Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Neighbourhood Policing	104	85	6	6
Response & VCU	76	153	9	7
Taskforce	183	154	14	13
Contact & SMT	27	23	46	39
Total Local Policing	390	415	75	65



Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	106	95	73	80
Investigation Services	158	160	26	24
Forensic Services	11	8	25	27
Criminal Justice System	27	29	45	39
SO SMT (Supt above)	6	6	1	0
Total Specialist Ops	308	298	170	170



National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	60	10	11
NLF Fraud	49	38	15	26
NLF Coordination	13	10	7	10
NFIB	18	21	49	76
Action Fraud	0	0	24	40
NPCC Cybercrime	9	8	3	5
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	6 (2 Secondments)	0	1
Total National Lead Force	165	143	108	169



Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Chief Officer Team	5	6	3	3
Strategy and Fed	27	25	30	20
Change	0	2	19	15
Support Services (HR, Finance, Communications, Estates)	0	2	70	63
IMS and IT (Incl. Business Insights)	6	3	43	32
Professionalism and Trust	54	66	21	23
Total Corporate Services	92	106 (incl. 2 secondments)	186	158 (incl. 2 secondments)



Appendix 3: Recruitment Delegation – Strategic Workforce Planning

- 1. Internal Police Officer Recruitment** – (approval level LRPM only) Posts that are funded through either core funding or external/national funding can and should be recruited to with LRPM approval only. Due to the Force being at or over establishment of officers every effort should be made to develop and recruit internally, including specialist skills such as Detective and Firearms.
- 2. External Police Officer Recruitment** – (approval level People Board) Any request for an external advert for Police Officers must be approved by People Board and if approved the post(s) would need to be accounted for in our transferee numbers across the next 12 months which are limited and will only be considered after point 1 above has been exhausted.
- 3. Police Officer posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 4. Police Staff posts other than Corporate Services** (funded externally / national funding / Core funded i.e. in establishment) – (approval level LRPM only). Police Staff vacancies other than Corporate Services Posts can be recruited to internally and externally with LRPM approval. A careful balance of developing our own staff and bringing new capacity and capability into the organisation should be considered.
- 5. Police Staff posts in Corporate Services** during the review (approval level People Board), these need to be carefully considered as we go through change to mitigate any risk of redundancies.
- 6. Police Staff posts that are temporary** – (approval level People Board) These are not in the established model and **should be exceptional** and approved by Commander level/Police Staff Equivalent before coming to People Board.
- 7. Any suggested conversion of posts** from Staff to Officer or Officer to Staff must come to People Board for decision.



Agenda Item 8

Committee(s)	Dated:
Resource Risk and Estates (Police) Committee	18/09/2024
Subject: Internal Audit Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Head of Internal Audit	For Information
Report author: Matt Lock	

Summary

This report provides an update on Internal Audit activity since the May meeting of this Committee. Fieldwork is in progress and nearing completion in relation to three Audit reviews, there is work completed to report at this stage.

The only open Internal Audit recommendations relate to the review of Income – Cost Recovery and Income Collection completed earlier this year, these are not yet due for implementation.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

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

Work in Progress

2. There are 3 Internal Audit reviews nearing completion of the fieldwork stage, it is anticipated that reports will be issued in all 3 cases by the end of September, findings will be reported in the next update to this Committee. Those Audit reviews in progress are:
 - Police Employees
 - Police Accommodation Programme (oversight, delivery and completeness)
 - Information and Data Handling
3. The second (and final) phase of the Income – Cost Recovery and Income Collection Audit will be initiated in September, scheduled for completion in October.

Internal Audit Recommendations Status

4. There are currently only 4 open Internal Audit Recommendations for the City of London Police (3 Amber priority and 1 Green), these relate to the Income Audit completed earlier this year and are not due to have been implemented until October 2024.

Forward Programme of Work

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

Corporate & Strategic Implications

6. 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

7. Members should note the report.

Appendices

Appendix 1 – Internal Audit Cumulative Dashboard: City of London Police

Matt Lock

Head of Internal Audit, Chamberlain's Department

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Internal Audit Cumulative Dashboard: City of London Police

April 2024 – August 2024

Internal Audit Reviews completed in 2024/25:

Final Audit Reports Issued				
Audit	Assurance Rating	Recommendations		
		RED	AMBER	GREEN
Income – Cost Recovery and Income Collection	Moderate	0	3	1

Audit Reviews in Progress:

- Employees (focus on permanent and temporary adjustments to pay) – **Fieldwork in Progress**
- Information and Data Handling – Security focus, correct handling, mitigating breaches – **Fieldwork in Progress**
- Police Accommodation Programme – Oversight, delivery and completeness of scope – **Fieldwork in Progress**
- Income – Cost Recovery and Income Collection (part 2) – **Fieldwork Planned for September/October**

Follow-up outcomes since last update:

Total Recommendations Reviewed: none since last update	
0 Implemented	0 Outstanding

All Open Recommendations: 4

0 Red	3 Amber	1 Green
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Note that these recommendations are not yet due for follow-up

Forward Programme of Audit Work for 24/25:

- Risk Management
- Workforce Planning

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