



## Resource, Risk & Estates (Police) Committee

**Date:** TUESDAY, 19 NOVEMBER 2024  
**Time:** 12.30 pm  
**Venue:** COMMITTEE ROOMS, GUILDHALL

**Members:**

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

**Enquiries:** Kezia Barrass  
Kezia.Barrass@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 18 September 2024.

**For Decision**  
(Pages 5 - 8)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 9 - 10)

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

Joint report of the Commissioner of Police & Police Authority Treasurer

**For Information**  
(Pages 11 - 12)

6. **REVENUE AND CAPITAL MONITORING UPDATE - Q2 2024/25**

Report of the Commissioner.

**For Information**  
(Pages 13 - 50)

7. **Q2 WORKFORCE MONITORING REPORT- 2024-25**

Report of the Commissioner.

**For Information**  
(Pages 51 - 82)

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

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

10. **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**

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 18 September 2024.

**For Decision**  
(Pages 83 - 84)

12. **CITY OF LONDON POLICE MEDIUM TERM FINANCIAL PLAN UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 85 - 108)

13. **FUTURE POLICE ESTATES**

a) Future Police Estate Development Programme (Pages 109 - 112)

Report of the Commissioner.

b) Future Police Estate incl. Salisbury Square Development Programme Dashboard (Pages 113 - 116)

Report of the City Surveyor.

c) Guildhall Yard East (Pages 117 - 144)

Joint report of the City Surveyor and the Commissioner.

14. **MOUNTED BRANCH**

Report of the Commissioner.

**For Information**  
(Pages 145 - 150)

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

Report of the Commissioner.

**For Information**  
(Pages 151 - 208)

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  
17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## RESOURCE, RISK & ESTATES (POLICE) COMMITTEE

Wednesday, 18 September 2024

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at Committee Rooms, Guildhall on Wednesday, 18 September 2024 at 11.00 am

### Present

#### Members:

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

#### Officers:

Richard Riley CBE - Town Clerks Department  
Kezia Barrass - Town Clerk's Department  
Matt Lock - Chamberlain's Department

#### City of London Police

Paul Betts - City of London Police  
Ally Cooke - City of London Police  
Alix Newbold - City of London Police  
Mark Paddon - City of London Police  
Kate Lloyd - City of London Police  
Steven Reynolds - City of London Police  
Kelly Glazebrook - City of London Police  
Chris Bell - City of London Police  
Susan Penn - City of London Police  
Martin O'Regan - City of London Police  
Emma Cunnington - City of London Police

#### 1. APOLOGIES

Apologies were received from Andrew Lentin.

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

There were no declarations.

#### 3. MINUTES

**RESOLVED**, - that the public minutes and non-public summary of the meeting held 20 May 2024 were approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**  
Members received a report of the Town Clerk which outlined the public outstanding references.  
**RESOLVED** – that the rep
5. **REVENUE AND CAPITAL MONITORING UPDATE Q1 2024/25**  
Members received a report of the Commissioner which provided an update on Q1 capital and revenue monitoring 2024–2025.  
Revenue  
Members noted that the budget should not be balanced through employee vacancies, and noted consideration was required for how to build contingency into the budget once a fuller headcount had been achieved.  
Capital  
Members questioned the confidence levels of officers that the reprioritisation of projects would provide leeway required within the budget.  
**RESOLVED**, - that the report be noted.
6. **CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE**  
Members received a joint report of the Commissioner and the Chamberlain, which provided an update from the Chief financial officer and Chief Operating Officer.  
Members noted that the pensions administration team had been unable to meet the statutory deadline to provide pension statements to City of London Police officers by 31 August 2024. It was noted that multiple police forces had experienced the same issue. Officers agreed to report on the impact of the breach of the statutory deadline at the next committee.  
**RESOLVED**, - that Members noted the report
7. **Q1 WORKFORCE MONITORING REPORT- 2024-25**  
Members received a report of the Commissioner which provided an update on the workforce monitoring of Q1 2024-2025.  
Members queried the increase in health and safety related reported incidents and were assured by officers that these incidents were monitored through numerous structures overseen by the Health and Safety Board.  
Members noted that prolonged vacancies could impose risk to performance. Members queried the attrition rate of new probationers, officers agreed to report this data to the Committee.  
**RESOLVED**, - that the report be noted.
8. **INTERNAL AUDIT UPDATE REPORT**  
Members received a report of the Chamberlain which provided an update of Internal Audits.  
**RESOLVED**, - that the report be noted.
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
A Member raised a question relating to the removal of decommissioned telephone boxes sited outside the former Museum of London site, and now the City of London School for Girls sixth form site. Officers agreed to discuss this outside of committee.
10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

**11. EXCLUSION OF THE PUBLIC**

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

**12. NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 21 May 2024 were approved as an accurate record.

**QUARTERLY RISK REGISTER UPDATE**

Members received a report of the Commissioner which provided a quarterly update on the Risk Register.

**14A. FUTURE POLICE ESTATE UPDATE**

Members received a report of the Commissioner which provided an update on Future Police Estates. Members considered this item in conjunction with item 14b.

**14B. FUTURE POLICE ESTATE INCLUDING SALISBURY SQUARE DEVELOPMENT PROGRAMME DASHBOARD**

This item was considered in conjunction with item 14a.

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

Members received a report of the Commissioner which provided an update on City of London Police full cost recovery.

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

Members received a joint report of the Commissioner and the Chamberlain which provided an overview of the NPCC/APPC budget survey and COLP medium term financial plan considerations.

**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.**

The Chair raised one item of business which related to a late report request on Operation Addington.

**19. INDEPENDENT REVIEW OF OPERATION ADDINGTON – OUTCOME REPORT**

This report was withdrawn.

**The meeting ended at 13:00**

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Chairman

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



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

	<p><b>18 September 2024 Item 6 – Pensions statement, statutory deadline breach</b></p>	<p>The Chair requested further information about the impacts of the breach of the statutory deadline of the pensions statement at the next committee.</p>	<p>Commissioner</p>	<p><b>Complete</b> - <i>The Corporation Pensions Office has received acknowledgement from the Pensions Regulator of their reports but have received no further communication at this stage. This was also discussed at the Police Pensions Board on 5 November 2024.</i></p>
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<b>Committee:</b> Resources, Risk & Estates Committee (RREC)	<b>Dated:</b> 19 November 2024
<b>Subject:</b> Chief Finance Officer (CFO) and Chief Operating Officer (COO) update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police & Police Authority (PA) Treasurer	<b>For Information</b>
<b>Report author:</b> 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

### Finances

1. There are separate items on this agenda to update on the half-year (Q2) forecast and the Police Medium-Term Financial Plan. While balanced finances continue to be projected, replanning of the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme, along with a growing range of smaller pressures, are taking CoLP finances close to the limit of affordability. The financial pressures have been discussed at the Chief Officer Meeting, to build awareness and commission action to ensure CoLP will successfully manage finances within budget.
2. The key areas of strategic focus in last quarter have majored on:
  - Supporting FCCRAS replanning with expert financial analysis and modelling work.
  - Working with Chamberlain's and City Surveyors on the financial implications of the Future Police Estates Programme, including maturing the analysis of the end-user / tenant related spend which should be borne by the Police budget.

- Engaging closely with Home Office to advance the baselining of National Lead Force (NLF) funding for 25/26 (Spending Review phase 1) along with 'topslicing' of the pay award grant for the NLF workforce.
- Engaging closely with the MOPAC CFO on the Met's Spending Review submission (to reinforce key areas of commonality, in particular National & International Capital City grant), plus London Allowance and TfL matters.

### **Business planning and productivity**

3. Business planning continues with analysis of how demand will change over the next four years to enable planning for future capabilities. Police officer and police staff recruitment over the next 3 years has been profiled taking into account projected growth and attrition, as well capacity across the HR, vetting and onboarding teams.
4. An experienced member of police staff who played a key role in the Policing Productivity Review has been seconded from NPCC for 6 months to lead on development of a productivity strategy and implementation plan. A productivity steering group has been established and is reviewing productivity opportunities or barriers identified through the business planning process, change pipeline and Policing Productivity Review recommendations to set priority areas of focus.

### **Pensions**

5. Work to implement the McCloud Remedy continues. Pension savings statements were issued by the Corporation Pensions Office by the 6 October deadline. A Home Office funded compensation scheme is available for police officers who have incurred additional costs due to the McCloud Remedy and local processes have been put in place to manage this and assess the evidence. Further information can be found in the [National Police Chiefs' Council's \(NPCC\) compensation guidance](#).

#### **Alistair Cook**

Chief Financial Officer

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#### **Alix Newbold**

Chief Operating Officer

[alix.newbold@cityoflondon.police.uk](mailto:alix.newbold@cityoflondon.police.uk)

<b>Committee(s):</b> Resources, Risks and Estates Committee (RREC) Police Authority Board (PAB)	<b>Dates:</b> 19/11/2024 04/12/2024
<b>Subject:</b> Revenue and Capital Monitoring Update – Q2 2024/25	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Commissioner of the City of London Police	<b>Information</b>
<b>Report author:</b> Chief Finance Officer & Deputy CFOs	

## Summary

1. This covering report and accompanying slide pack provides information and analysis at Quarter 2 (Q2) (April to September) 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.

### Revenue:

2. Whilst the forecast outturn at Q2 2024/25 is shown as a breakeven position, this masks a number of significant cost pressures and compensating mitigations which takes CoLP’s 2024/25 revenue budget to the limits of affordability. These cost pressures include the revised implementation plan for the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) which has necessitated an extension of the existing Action Fraud/Know Fraud services at a cost of some £13.1m, a budget correction of £0.7m to core funded activities and other operational demand pressures estimated to be £1.6m. These latter operational pressures include increases the cost of the Command & Control agreement with the Metropolitan Police Service for emergency call handling, additional forensics/data storage costs, facilities management, vehicles and Administration of Justice, and overtime related to non-recoverable protests/event activities.
3. Although these cost pressures have been largely mitigated by £3.3m of net pay savings, the application of a specific Action Fraud reserve £0.8m, release of non-pay core underspends £0.5m and additional net Home Office grant funding of £10.6m; mainly for National Lead Force (NLF) activities in respect of a cost share arrangement for the Action Fraud/Know Fraud extension, including a separate £1.2m pay award grant, the 2024/25 revenue budget is now at its limit for absorbing any additional cost pressures.

4. It should also be noted that any further requirement to extend the Action Fraud contract will not be affordable in year without obtaining additional funding, such as by increasing the loan facility or drawing from the General Reserve. The forecast also assumes that the trajectory of staff recruitment continues to provide for an unplanned level of vacancies for the remainder of the current financial year (recognising that, as vacancies reduce, so will the headroom for absorbing new pressures).
5. Embedded within the Q2 forecast projected achievement of £10m of mitigations against a target of £7m, which will be critical to maintaining balanced finances. The positive variance of £3m being due to increased overhead cost recovery from funded activities. The £10m does not include the additional and unsustainable savings this year from the higher, unplanned level of staff vacancy.
6. In further support of the Q2 revenue monitoring position:
  - **Slide 13** provides a breakdown of overtime in Q2 by category, highlighting an indicative overspend of some £0.4m. However, it is expected that with recent policing events outside of the Q2 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 14-16** 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 17-19** give an overview of historic receipts from the Asset Recovery Incentivisation Scheme (ARIS), a forecast for 2024/25 to 2027/29 is being developed by the Asset Recovery Team and the Q3 forecast will be updated taking account of this work. The slides also provide details of £3.1m 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 provided at a future meeting of this Committee.
  - **Slide 20** provides an update on the Force's reserves position which shows a forecast reduction in earmarked reserves of £3.9m by the end of the current financial year. This comprises a drawdown from the Proceeds of Crime Act (POCA) reserve of £3.1m as noted above and use of a £0.8m specific reserve to partially offset the extension of the Action Fraud service ahead of the launch of FCCRAS.
  - **Slide 21-23** details the forecast outturn against the £1m Police Authority Board Team budget for 2024/25. Overall the Q2 outturn forecast is expected to an underspend of £70k, 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. This is mainly due to an ongoing vacancy in the team. Slides 22-23 provide an overview of spend against a series of initiatives funded through a £1m Home Office grant to enhance policing of antisocial behaviours in "hotspot" areas. Against the £1m budget, expenditure to the end of Q2 is £243k and while it

is expected that hotspot activities will increase in the second half of the financial year, there is a risk of under-utilisation. A further update will be provided at Q3.

### **CoLP Capital Programme:**

7. Following discussion at the last RREC meeting, the Capital slides now lead with the Whole Life Capital spend by project analysis, which show an indicative £1.1m of overspend across the project set (subject to governance and affordability assessment).
8. The total CoLP Capital Programme budget for 2024/25 totals £10.345m. The forecast outturn for the year totals £13.362m, which represents a net overspend of £3.017m. The overspend is due to the rephasing of FCCRAS milestone payments from 2023/24 into 2024/25. While some of the FCCRAS milestones may be further reprofiled into 25/26, full drawdown will be achieved against the Home Office capital grant this year. Noting that potential increases in whole life FCCRAS capital requirements, which would likely impact on 25/26, would require further discussions on funding.
9. Additionally, delays to the start of several national programmes, such as the Command and Control project, has resulted in capital underspends of £0.825m in 2024/25. It is intended for there to be a degree of reprioritisation of this underspend subject to project prioritisation and approvals, with the medium-term financial implications on affordability resulting from any substitution and re-prioritisation continuing to be assessed.

### **Capital Programme Funding**

10. 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. 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.
11. In support of the Q2 capital monitoring position:
  - **Slide 24** provides a capital programme summary
  - **Slides 25-26** provide a breakdown of CoLP capital projects underway and "whole life" phasing of expenditure across all years through to their completion;
  - **Slides 27-29** provide notes on variations to budget;
  - **Slides 30-31** provides a summary of the monitoring headlines at Q2 including a funding analysis
  - **Slides 32-33** provide a breakdown of the 2024/25 CoLP Capital

- **Slide 34** Programme budget, compared to the latest outturn forecast at Q2 against each project; and provides details of Corporation led Projects benefitting CoLP.

### **Monitoring of the Capital Programme**

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

### **Recommendations**

13. Members of the Resources, Risks & Estates Committee and the Police Authority Board are asked to note the revenue and capital monitoring position at Q2 and forecast outturn for 2024-25 as set out in this covering report and accompanying slide pack.

### **Appendices**

2024/25 Q2 revenue and capital monitoring slide pack (of 34 slides as referred to in this covering report).

### **Contact**

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Chief Financial Officer  
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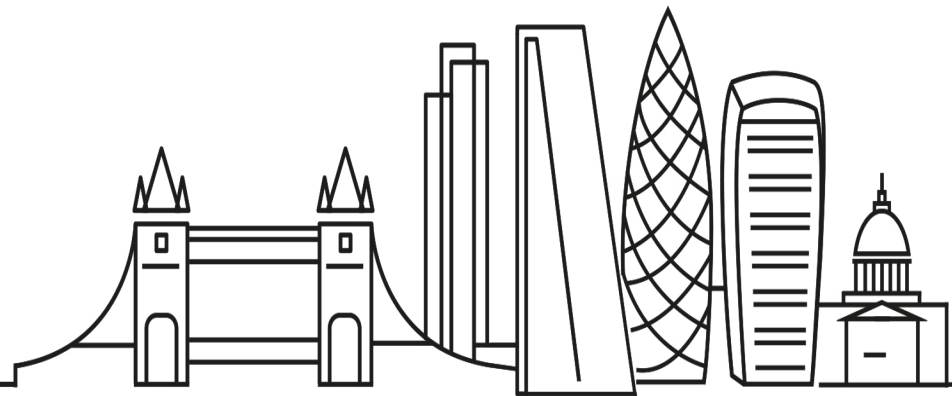


Resources, Risks and Estates Committee (RREC)  
Police Authority Board (PAB)

## **Revenue & Capital Monitoring 2024/25**

### **Q2 (April – September)**

Dates: 19<sup>th</sup> November 2024 (RREC)  
4<sup>th</sup> December 2024 (PAB)



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

# 2024/25 Q2 - Revenue & Capital Summary

## CoLP Revenue Outturn Summary

Whilst a balanced outturn forecast has been maintained at Q2, critically this has only been achieved through the release of budgetary provisions, use of an earmarked reserve, a significant increase in overhead cost recovery from funded activities and unplanned pay savings. Consequently, the 2024/25 revenue budget is now at its limit for absorbing any additional cost pressures. The overall gross expenditure outturn variance for 24/25 is expected to be a significant overspend of £9.7m (Q1: £10.1m), which is mainly due to the revised 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£13.1m and is reflected in the additional supplies and services expenditure shown in Table 1. Although this cost pressure at Q2 has been mitigated through a 50:50 risk share arrangement with the Home Office, the application of additional overhead recovery and use of a specific earmarked Action Fraud reserve, further pressure arising from programme replanning will not be absorbable in so far as it relates to 24/25, without additional funding.

**Key variances at Q2 are explained in slides 3-8 with an accompanying “bridge” analysis of key variances on slide 9. Emerging risks and opportunities identified at Q2 (30 September 2024) are set out in slide 11.**

## Capital Outturn Summary

Capital reporting has been developed to lead on the whole life capital cost position for projects, which is showing an indicative £1.1m total increase on budgets (subject to governance and affordability assessment). For 2024/25 capital is forecast to be £13.362m (Q1:£14.862m), compared with total budget of £10.345m. The overspend of £3.017m is due to rephasing of FCCRAS milestone payments from 2023/24 to 2024/25 (with Home Office capital contribution being fully utilised), with further profiling of £1.5m of retention payments into 25/26. Additionally, delays to several national programmes have created underspends in 2024/25 of £0.825m, against which some utilisation is proposed to bring forward other change and continuous improvement priorities (while managing risk of overcommitting and creating downstream affordability challenges from such substitution). As at Q2 £0.391m remains uncommitted.

## Police Authority Board Outturn Summary

The outturn for the Police Authority Team budget is £930k (Q1: £928k) against a latest approved budget of £1m, an underspend of £70k (Table 6 below refers), which is mainly due to an on-going vacancy in the PAB Team. Utilisation of the £1m 2024/25 Hotspot grant is also shown in Table 7, with current expenditure at the mid-year point totalling £242.6k. Whilst patrols/activity is expected to increase in the second half of the financial, there is a risk of under-utilisation which is being reviewed.

# 2024/25 Q2 - Revenue Summary

Table 1	Budget Q2 YTD	Actual Q2 YTD	Variance to Date (Better) / + Worse	24/25 Full Year Budget	Projected Outturn (Better) / + Worse	Projected Variance (Better) / + Worse	Notes
2024/25 CoLP Revenue Budget	£m	£m	£m	£m	£m	£m	
<b>PAY</b>							
Officers	39.9	38.3	(1.6)	79.9	79.1	(0.8)	(i)
Staff	21.2	17.1	(4.1)	42.3	39.0	(3.3)	(ii)
Overtime	1.4	1.8	0.3	2.9	3.3	0.4	(iii)
Agency	0.6	0.8	0.2	1.1	1.1	(0.0)	
Police Officer Pension	9.3	0.0	0.0	18.6	19.5	0.9	(iv)
Indirect employee costs	1.5	1.0	(0.4)	2.9	2.8	(0.1)	(v)
<b>TOTAL PAY</b>	<b>73.9</b>	<b>59.0</b>	<b>(5.5)</b>	<b>147.7</b>	<b>144.8</b>	<b>(2.8)</b>	
<b>NON-PAY</b>							
Premises Costs	2.1	1.5	(0.6)	4.3	4.4	0.1	
Transport	1.4	0.3	(1.1)	2.8	2.7	(0.1)	(vi)
Supplies and Services	17.5	27.8	10.3	35.0	48.3	13.3	(vii)
Third Party Payments	4.8	4.8	(0.0)	9.3	9.3	(0.0)	
Unidentified Saving	0.0	0.0	0.0	0.0	0.0	0.0	
CoL Support Services	1.5	0.1	(1.4)	3.4	3.4	(0.0)	
Capital Charges	3.8	0.0	(3.8)	7.5	7.3	(0.2)	(viii)
Transfer to Reserve	0.3	0.0	(0.3)	0.5	0.5	0.0	
<b>TOTAL NON-PAY</b>	<b>31.4</b>	<b>34.5</b>	<b>3.1</b>	<b>62.8</b>	<b>75.9</b>	<b>13.0</b>	
<b>TOTAL EXPENDITURE</b>	<b>105.3</b>	<b>93.6</b>	<b>(2.4)</b>	<b>210.5</b>	<b>220.7</b>	<b>10.2</b>	
<b>INCOME</b>							
Specific Grants	(51.6)	(17.7)	33.9	(72.6)	(83.2)	(10.6)	(ix)
Partnership	(8.1)	(4.7)	3.4	(16.2)	(15.4)	0.8	(x)
Fees & Charges	(1.6)	(0.4)	1.2	(3.2)	(2.5)	0.5	(xi)
Transfer from Reserves	(1.0)	(0.0)	1.0	(2.0)	(3.0)	(1.0)	(xii)
CoLP Core Funding	(41.7)	(41.7)	0.0	(114.1)	(114.1)	0.0	
Capital Financing	(1.2)	0.0	1.2	(2.5)	(2.5)	0.0	
<b>TOTAL INCOME</b>	<b>(105.3)</b>	<b>(64.5)</b>	<b>40.8</b>	<b>(210.6)</b>	<b>(220.7)</b>	<b>(10.2)</b>	
<b>UNDERLYING DEFICIT</b>	<b>0.0</b>	<b>29.0</b>	<b>38.3</b>	<b>(0.1)</b>	<b>0.0</b>	<b>0.0</b>	

# 2024/25 Q2 - Revenue Monitoring Supporting Information

## (i) Police Officer Pay

The forecast for Police Officer pay is an underspend of £0.7m underspend (Q1: £354k overspend) against a latest approved budget of £79.9m (0.9%). The change in variance from Q1 is largely due to the release of contingency to manage the Uplift over-recruitment risk (£0.5m) noting wider budgetary pressures and workforce plans (slide 9) which show police officer numbers being below budgeted assumptions in, July and August and the continuation of this trend for the period October through to February 2025. This is coupled with a more accurate costing of recruitment plans for funded activities where outcomes are lower than budgeted and there are compensating reductions in income.

Home Office Uplift Grant Progress - As at, 30 September 2024, the officer headcount totalled 999 and this has secured £1.55m (or 50%) of the ringfenced Police Uplift Funding (PUP) for 2024/25. There is a further Home Office headcount checkpoint on 31 March 2025, and it is forecast that CoLP will continue to exceed its budgeted headcount on this date to secure the remaining PUP funding. 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 has provided, nationally £175m, to compensate forces for a pay award settlement above 2.45%; 2.5% being the mode pay award assumptions for forces across England and Wales. Of the £175m, it is understood that £7.7m has been ringfenced by the Home Office to provide additional funding for non-core funded activities. The remaining £167.3m has been allocated in line with the core funding formula, of which CoLP has received £1.2m. Based on a 3% budgeted pay award for Officers and Staff, the funding above a 2.45%, provides £0.2m of additional funding, which at Q2 has offset the cost of staff contribution pay (for those at top of scale).

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. No decision has been made to increase the rate of London Allowance payable to officers, although due to a payroll error an erroneous payment was made to officers in September 2024. A decision by the Commissioner, having informed the Police Authority Chair, not to clawback this overpayment has added a £104k pressure to the 2024/25 budget, which has been absorbed within this forecast.



# 2024/25 Q2 - Revenue Monitoring Supporting Information

## **(ii) Police Staff Pay**

Police Staff pay, compared to a budget of £42.3m, is forecast to be underspent by £3.5m 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. Whilst the trajectory of staff recruitment has increased, current workforce plans (slide 9) indicate that the number of unplanned vacancies will continue for the remainder of this financial year. It is important to note that in so far as this relates to funded work, there are compensating reductions in income. 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. Included within the 2024/25 staff pay offer was the re-introduction of a 2% contribution pay element for staff who are at the top of their grade from October 2024. It is estimated that the cost of implementing this pay award measure in 2024/25 is £149k. 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) Overtime**

Officer overtime is forecast to be £0.4m overspent (£0.1m overspend in Q1) against the original budget of £2.9m. The increase from Q1 is largely due to policing on special one-off events/protest activities such as Op Navette, Op Mayfield and Extinction Rebellion, as well as the backfilling of vacancies in specialist commands such as the Tactical Firearms Team. Overtime is subject to local controls and review at the Force's Strategic Finance Board. The forecast will continue to be developed in Q3, see slide 13.

## **(iv & ix) 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.



# 2024/25 Q2 - Revenue Monitoring Supporting Information

## (v) Indirect Employee Costs

Indirect employee costs are forecast to be underspent by £0.2m (Q1: £0.4m). This is mainly due to lower than anticipated expenditure on employee related training costs due to on-going vacancies.

## Non-Pay:

Overall non-pay costs are anticipated to be £13.0m overspent by the end of the Financial Year, however, this embeds several cost pressures which are mitigated by unplanned underspends and budget reprioritisation. including:

- A £0.1m underspend is forecast on Transport costs which is mainly due to £0.4m lower than estimated Concessionary Travel scheme costs resulting from higher than estimated officer contributions net of a £0.25m increase in vehicle purchase, hire and running costs (**note vi**).
- A £13.3m overspend is forecast on Supplies and Services budgets (**vi**) which is mainly due to:
  - extending existing service contracts by rephasing FCCRAS “go-live”, £13.1m,
  - additional Command and Control costs arising from a re-pricing exercise by the MPS, £0.3m
  - an increase in data storage cost (£135k), outsourced forensic services (£85k) and radio equipment £58k because of both inflation and demand.
  - The overspend also includes £0.4m of additional unbudgeted crime reduction expenditure which is matched by a corresponding drawdown from an earmarked POCA reserve (**Table 4**).
  - These are partially off-set by a £0.5m reduction in forecast supplies and service “core” expenditure across a range of services. This represents c4% of total “core” (c£13.1m) supplies and service budgets.

While it is anticipated that the additional FCCRAS cost pressures will be mitigated through additional Home Office Grant funding and use of internal core resources including drawdown from reserves (**see notes xi & xii**), the Q2 forecast recognises the programme is in replanning. Any cost increases above the Q2 forecast would require an alternative funding strategy.



# 2024/25 Q2 - Revenue Monitoring Supporting Information

## 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 Q2 outturn forecast.

## (ix) Specific Government Grants

The forecast Government Grant outturn is an over achievement of £10.6m against the original budget of £72.6m (£103.2m less £30.6m of Cyber Grant payments to other forces). This is due to £10.9m of additional forecast Home Office funding for National Lead Force activities (FCCRAS), a £1.2m Home Office pay award grant and £0.9m of pension deficit funding net of a £2.4m reduction in grants for funded activities due to reductions in programmed funding and recruitment delays. These include funding for the Fraud Reform, Fraud Legacy, Proactive Economic Crime Grant and Anti-Money Laundering Act Regulations (AMLAR) funding. This reduction in government grant income is matched by reductions in expenditure across pay and non-pay headings.

## (x) Partnership Income

Partnership income is forecast to under-recover by £0.8m against an original budget of £16.2m. This is mainly due to an over-estimation of partnership income relating to the work of the Funded Units. This is matched by a corresponding reduction in expenditure across pay and non-pay budgets.

## (xi) Fees and Charges

The year end outturn against fees and charges budgets is expected to be a shortfall of £0.5m. This is principally due to lower than anticipated receipts from the Economic Crime Academy, which is aligned to the 2023/24 final outturn. This reduction in income is matched by a corresponding decrease in operating costs for the training school and the budget will be fully revised for 2025/26.



# 2024/25 Q2 - Revenue Monitoring Supporting Information

## (xii) Use of Reserves

The use of Reserves is forecast to increase by £1.0m from £2.0 to £3.0m This is due to the increased use of the POCA reserve (£0.2m) to fund eligible expenditure identified at Q1 (slides 17-20 refer) and a £0.775m 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. Included within the £3.9m drawdown from the POCA reserves (Table 5) is a £981k contribution towards the cost of the 2024/25 capital programme.

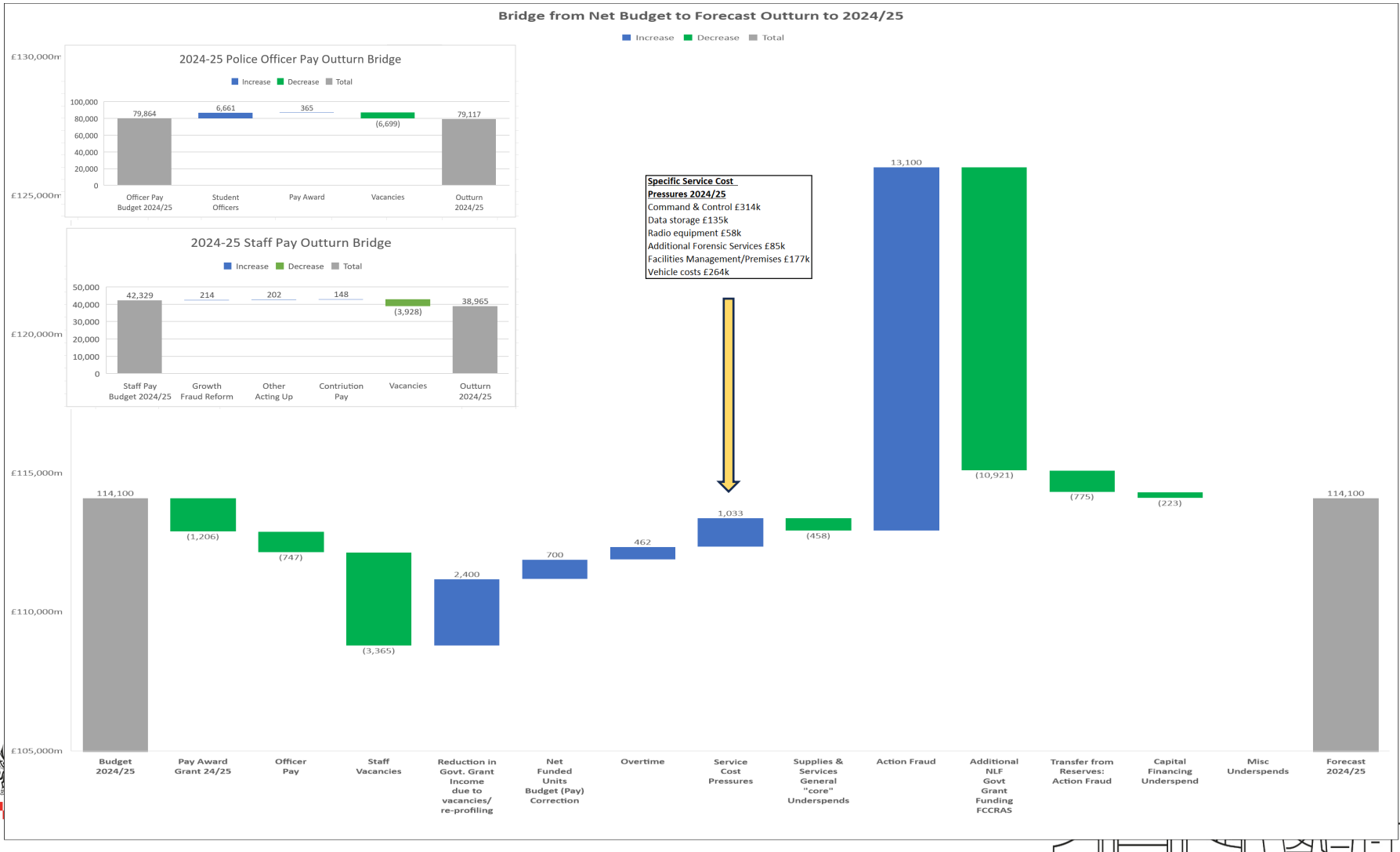
## 2024/25 Mitigations

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. This position remains unchanged from Q1.

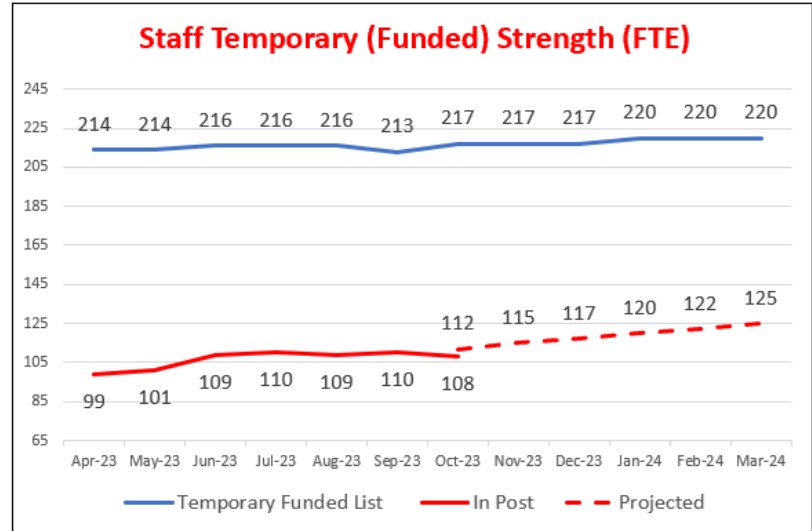
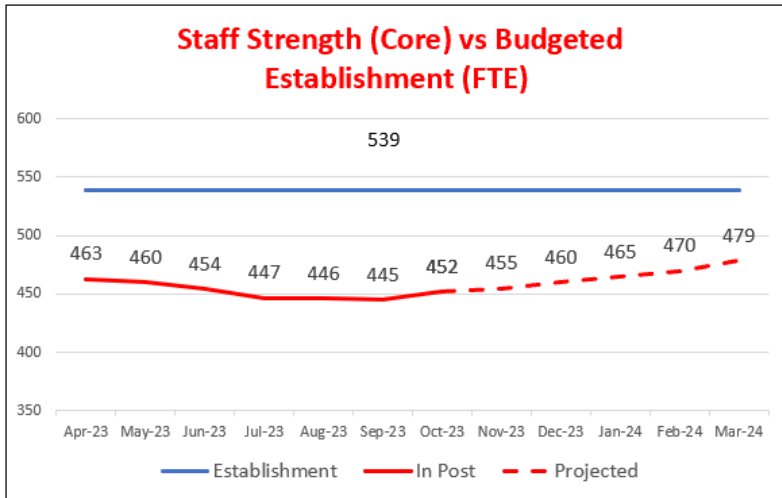
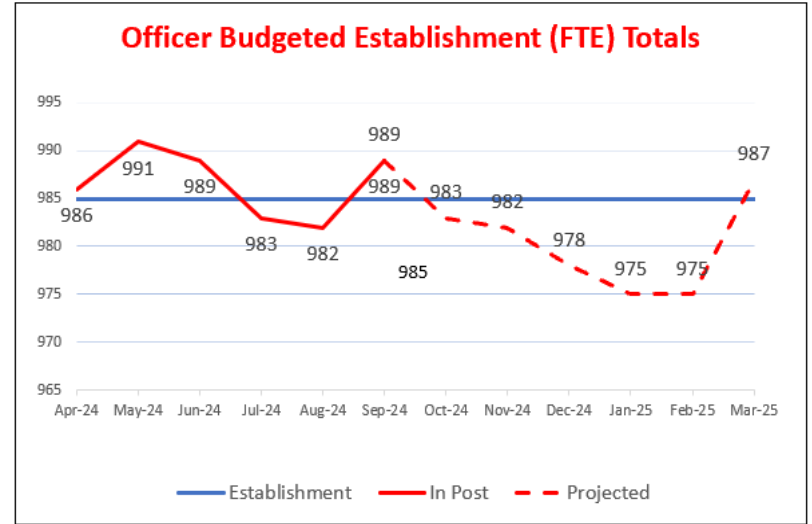
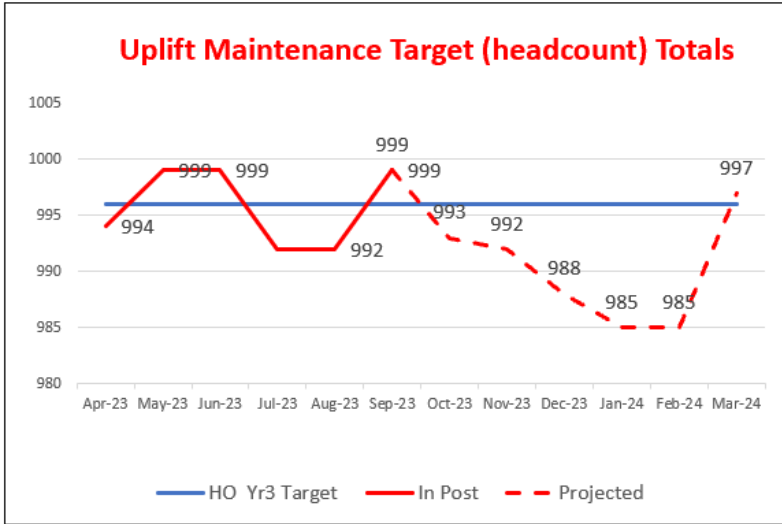




# 2024/25 Q2 - Revenue Monitoring Bridge Analysis



# 2024/25 Q2 – Workforce Dashboard



# 2024/25 Q2 - Risks and Opportunities

There are several financial risks and opportunities outside of the Q2 monitoring period (1 April – 30 September 2024) which may impact the Force's final revenue outturn. These include:

## Risks:

- FCCRAS implementation and further implications arising from the updated detailed delivery plan.
- 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;
- Staff intake for the remainder of 2024/25 exceeding workforce planning assumptions impacting the unplanned vacancy factor off-setting wider cost pressures.
- Other downstream revenue consequence of the capital programme.
- Further unidentified operational pressures which could lead to an increase in overtime and other costs.
- 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£200k.
- 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 Q2 - 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 and remains unchanged from Q1:

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)
<b>Total</b>	<b>7.0</b>	<b>10.0</b>	<b>3.0</b>	<b>6.9</b>		

## Notes

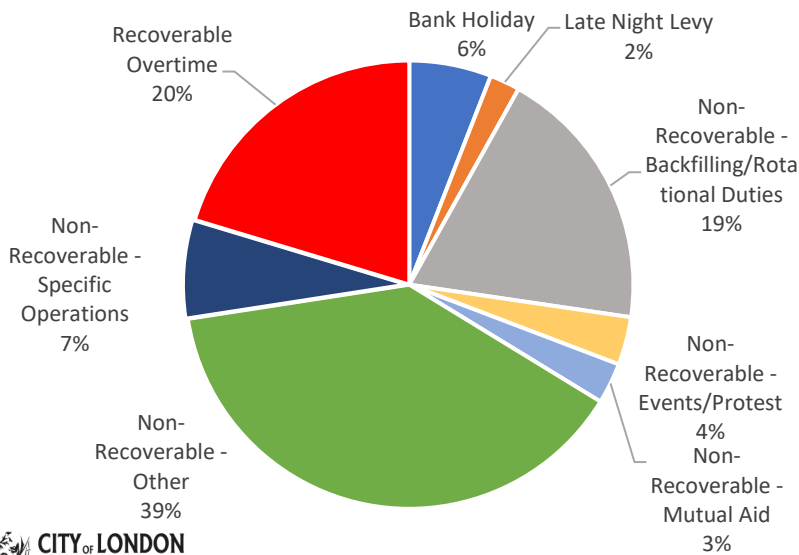
- (i) **Action Fraud** – unrealised saving due to revised delivery implantation plan for the FCCRAS programme. The sustained saving includes the release of a £1.5m Action Fraud risk mitigation included in the 2024/25 budget .
- (ii) **More Junior PCs** – The Officer Uplift Programme resulted in a higher 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 as neither planned nor sustainable).

# 2024/25 Q2 – Overtime Analysis

Police Officer and Staff overtime outturn forecast is estimated to be £3.4m against a budget of £2.9m resulting in an overspend of £0.4m (Q1: £0.1m overspend). Of the £1.8m expenditure to date, £358k relates to recoverable activities such as the Funded Units for which CoLP expects to be fully reimbursed. There is, however, growing pressure in Taskforce (backfilling), intelligence, Investigation (major crime operation and re-active response) and Custody which is driving increased non-recoverable overtime. A summary of overtime incurred by category is shown below.

The overtime forecast will be further developed in Q3 taking account of recent national events and the impact of the police officer pay award which was above budgeted pay assumptions.

**OVERTIME BY TYPE – APRIL TO SEPTEMBER 2024**



Overtime Category	£'000
Bank Holiday	104
Late Night Levy	38
Non-Recoverable - Backfilling/Rotational Duties	338
Non-Recoverable - Events/Protest	61
Non-Recoverable - Mutual Aid	52
Non-Recoverable - Other	683
Non-Recoverable - Specific Operations	125
Recoverable Overtime	358
<b>Total Overtime Q2 (April to Sept 2024)</b>	<b>1,758</b>

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 Q2 - Business Area Summaries

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

<b>Table 3: Q2 2024/25 Department Revenue Summaries</b>	<b>2024/25 Budget (Q2 YTD)</b>	<b>2024/25 Actual (Q2 YTD)</b>	<b>Variance to Date +Deficit / (Surplus)</b>	<b>2024/25 Latest Budget</b>	<b>Projected Outturn +Deficit / (Surplus)</b>	<b>Projected Variance +Deficit / (Surplus)</b>	<b>Notes</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
Local Policing	15.9	17.8	1.9	31.7	36.4	4.7	(i)
Specialist Operations	14.6	15.9	1.2	29.2	28.4	(0.8)	(ii)
National Lead Force	3.9	32.1	28.3	7.7	9.5	1.7	(iii)
Corporate Services	16.3	17.8	1.5	32.6	31.7	(0.8)	(iv)
Central Income & Expenditure	6.4	(12.8)	(19.2)	12.9	8.1	(4.7)	(v)
<b>Total</b>	<b>57.0</b>	<b>70.8</b>	<b>13.7</b>	<b>114.1</b>	<b>114.1</b>	<b>(0.0)</b>	

**Local Policing: £4.7m overspend (Q1 £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 £3.3m will offset by police officer vacancies within Local Policing and the remainder through officer vacancies in other business areas. The 2024/25 police officer pay award (4.75%), has increased officer pay costs by £0.4m, although organisationally this will be off-set by a Home Office Pay Award Grant. Overtime is predicted to be overspent by £0.5m an increase of £0.4m from Q1 due to the learning curve of student officers, the backfilling specialist roles and policing protest events. The Q2 forecast also includes a provision for an increase in Command & Control and radio equipment operating costs of £0.4m. In relation to overtime there remains a risk that 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 Q2 - Business Area Summaries continued

**(ii) Specialist Operations (SO): £0.8m underspend (Q1: £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. Overtime remains a significant risk and the forecast will be developed each quarter in parallel with the senior leadership team. Savings are forecasted to be achieved in supplies and services budgets mainly due lower delays in Cyber Griffin growth (£280k). which will be offset by an increase of £85k in forensic services costs due to increased investigatory work and unbudgeted digital forensic storage costs £135k. An under recovery of £589k in Government Grants, is also expected due to a delay in recruitment and vacant funded roles. Other income is forecast to be overachieved by £152k due to Op Safeguard and TfL Special Services funding. The drawdown of funding from the Proceeds of Crime Act (POCA) to meet the cost of the Asset / Civil Recovery Teams has been reduced by £345k mainly due to vacancies.

**(iii) National Lead Force: £1.7m overspend (Q1: £1.9m overspend).** The forecast outturn for National Lead Force activities in 24/25 is £9.5m compared to a latest budget of £7.7m resulting in an overspend of £1.7m. 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 the Force's funded units of have combined to create a £1.7m cost pressure. At this stage it is considered that this can be contained within wider savings – principally from staff underspends. However, the forecast assume that the FCCRAS project will be delivered within the timescales of the revised delivery implementation plan which was agreed at the beginning of 2024. Any further implications arising from the updated detailed delivery plan are outside of this Q2 forecast and will require a separate funding solution.



## 2024/25 Q2 Business Area Summaries continued

**(iv) Corporate Services: £0.8m underspend (Q1: £0.9m underspend).** Police Officer Pay is forecast to be underspent by £1.4m 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 £0.9m 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 £0.2m due to lower-than-expected training costs due to on-going vacancies. These pay savings of £2.5m are partially offset by additional agency worker costs of £0.5m to backfill vacancies, additional facilities maintenance costs £0.2m, increased forecast licence costs £0.2m, 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): £4.7m underspend (Q1: £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 £1.4m have been released (Q1 £0.9m). 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 £0.4m 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). Since Q1 a credit of £1.2m relating to the national police pay award has also been recognised in this business area.

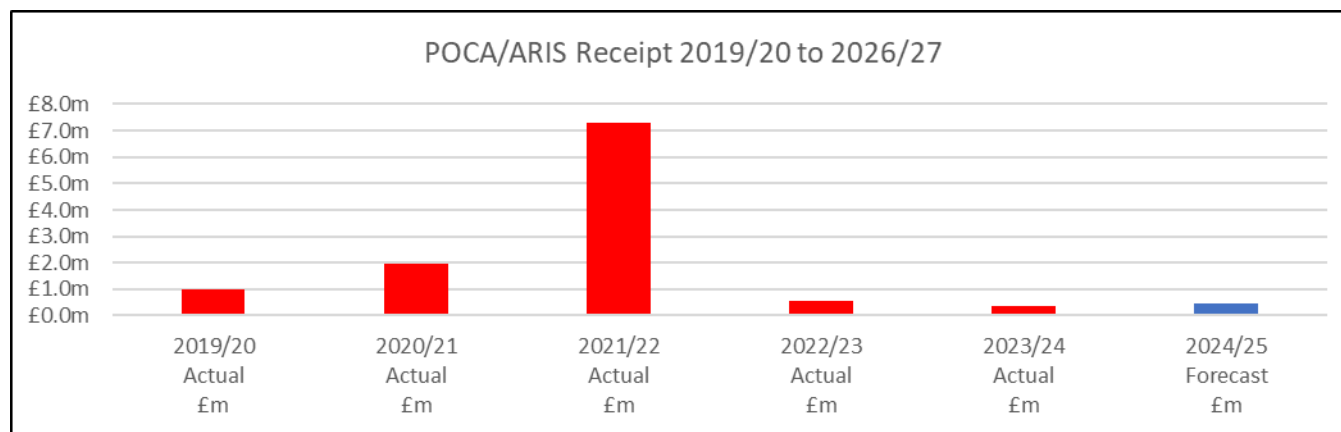




# 2024/25 Q2 - Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS)

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 c£20m of victim focused assets under investigation with the Asset Recovery Team and a further £9.7m with the Civil Recovery Team. 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 the bar chart below, 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 in Q3 considering an assessment of pipeline activity being undertaken by the Asset Recovery Team.



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



## 2024/25 Q2 - 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 20.

An explanatory note follows on slide 19.

Table 4: Q2 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)
<b>Total Community Projects</b>	<b>60</b>	<b>75</b>	<b>15</b>	
Asset Recovery Team	1,300	1,300	0	(iv)
Civil Recovery Team	300	400	100	(v)
<b>Total Asset Recovery</b>	<b>1,600</b>	<b>1,700</b>	<b>100</b>	
Operation Creative	200	138	(62)	(vi)
NBCC Communications & Marketing	10	0	(10)	(vii)
Covert Tasking Budget	60	5	(55)	(viii)
Economic and Cyber Police HQ Communications Support (New)	0	144	144	(ix)
<b>Total Crime Reduction</b>	<b>270</b>	<b>287</b>	<b>17</b>	
NLF: People Strategy	93	93	0	(x)
<b>Total Miscellaneous</b>	<b>93</b>	<b>93</b>	<b>0</b>	
<b>Total Revenue Funding</b>	<b>2,023</b>	<b>2,155</b>	<b>132</b>	
Auto-Redation (New)	0	99	99	(xi)
Out of Court Resolutions (New)	0	148	148	(xii)
Data Analytics (formerly Power BI):	645	734	89	(xiii)
<b>Total Capital Funding</b>	<b>645</b>	<b>981</b>	<b>336</b>	
<b>Grand Total</b>	<b>2,668</b>	<b>3,136</b>	<b>468</b>	

# 2024/25 Q2 - 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. Data Analytics (formerly 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 Q2 - Reserves

Police Reserves are set out in Table 5 below:

Based on the Q1 position, it is expected that Reserves will reduce by £3.5m from an opening balance of £13.6m to £10.1m. This is due to ARIS/POCA funded activities referred to in slide 17-19 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.

<b>Table 5 2024/25 Use of Reserves</b>	<b>Opening Balance 2024/25</b>	<b>Forecast Transfers To Reserve</b>	<b>Forecast Transfer from Reserves</b>	<b>Closing Balance 2024/25</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>General Reserve</b>	<b>6,595</b>	<b>0</b>	<b>0</b>	<b>6,595</b>
<b>Specific Reserves:</b>				
Proceeds of Crime Act	5,946	440	(3,136)	3,250
Action Fraud Reserve	775	0	(775)	0
Emergency Services Mobile Technology	294	0	0	294
<b>Total Specific Reserves</b>	<b>7,015</b>	<b>440</b>	<b>(3,911)</b>	<b>3,544</b>
<b>Total</b>	<b>13,610</b>	<b>440</b>	<b>(3,911)</b>	<b>10,139</b>



# 2024/25 Q2 - Police Authority Team Revenue Budget

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

<b>Table 6: Police Authority Team Budget 2024/25</b>	<b>Budget Q2 YTD</b>	<b>Actual Q2 YTD</b>	<b>Variance to Date (Better) / + Worse</b>	<b>24/25 Full Year Budget</b>	<b>Projected Outturn +Deficit / (Surplus)</b>	<b>Projected Variance +Deficit / (Surplus)</b>	<b>Notes</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
<b>Pay</b>							
Staff	128.7	328.5	199.8	772.0	702.1	(69.9)	(i)
Indirect employee costs	2.5	3.0	0.5	15.0	15.0	0.0	
<b>Total Pay</b>	<b>131.2</b>	<b>331.5</b>	<b>200.3</b>	<b>787.0</b>	<b>717.1</b>	<b>(69.9)</b>	
<b>Non-Pay</b>							
Transport	0.3	0.0	(0.3)	2.0	2.0	0.0	
Supplies and Services	51.8	76.3	24.4	311.0	261.0	(50.0)	
Third Party Payments	0.0	253.0	253.0	0.0	253.0	253.0	(ii)
CoLC Recharges	0.0	0.0	0.0	0.0	50.0	50.0	
<b>Non-Pay</b>	<b>52.2</b>	<b>329.2</b>	<b>277.1</b>	<b>313.0</b>	<b>566.0</b>	<b>253.0</b>	
<b>Total Expenditure</b>	<b>183.3</b>	<b>660.7</b>	<b>477.4</b>	<b>1,100.0</b>	<b>1,283.1</b>	<b>183.1</b>	
Government Grants	(50.0)	(344.5)	(294.5)	(100.0)	(353.0)	(253.0)	(iii)
<b>Total Income</b>	<b>(50.0)</b>	<b>(344.5)</b>	<b>(294.5)</b>	<b>(100.0)</b>	<b>(353.0)</b>	<b>(253.0)</b>	
<b>Net Expenditure</b>	<b>133.3</b>	<b>316.2</b>	<b>182.9</b>	<b>1,000.0</b>	<b>930.1</b>	<b>(69.9)</b>	

- (i) The forecast outturn for the Police Authority Team budget as at Q1 2024/25 is an underspend of £69.9k which is mainly due to a staff vacancy.
- (ii) The variance in third party payment and Government grants relates to a payment to the London Borough of Lambeth in respect of the Safer Streets Fund.



## 2024/25 Q2 – Hotspot Funding

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 eight initiatives. As show in in Table 7 below total expenditure to the end of Q2 is £242.6k, although it is expected that hotspot activities will increase in the second half of the financial year, as at this point the outturn forecast remains to budget, however, there is a risk of under-utilisation of this grant funding. A further update will be provided at Q3.

Table 7 Hot Spot Funding Initiatives 2024/25	Budget Q2 YTD	Actual Q2 YTD	Variance to Date (Under) / + Over	24/25 Full Year Budget	Projected Outturn (Under) / + Over	Projected Variance (Under) / + Over	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	
(i) Analytical Staff	52.0	29.7	(22.3)	104.0	104.0	0.0	(i)
(ii) Dedicated Ward Officers	18.0	7.7	(10.3)	36.0	36.0	0.0	(ii)
(iii) Acquisitive Crime Teams	69.5	71.4	1.9	139.0	139.0	0.0	(iii)
(iv) Cycle Teams	56.0	24.4	(31.6)	112.0	112.0	0.0	(iv)
(v) Bridge Crime	90.0	95.0	5.0	180.0	180.0	0.0	(v)
(vi) Operation Vigilant	123.0	8.1	(114.9)	246.0	246.0	0.0	(vi)
(vii) Taxi & Compliance Checks	15.5	6.3	(9.2)	31.0	31.0	0.0	(vii)
(viii) CCTV Monitoring Staff	76.0	0.0	(76.0)	152.0	152.0	0.0	(viii)
<b>Total</b>	<b>500.0</b>	<b>242.6</b>	<b>(257.4)</b>	<b>1,000.0</b>	<b>1,000.0</b>	<b>0.0</b>	



# 2024/25 Q2 - Police Authority Team – Hotspot Funding

## Notes to Table 7:

- i. **Analytical Staff** - this initiative totals £104k and was submitted to increase the number of analytical staff to gather more and better data on serious violence and ASB in the City alongside tracking the impact of the other Hotspot initiatives. Expenditure to date is lower than anticipated due to initial recruitment delays which have now been resolved.
- ii. **Dedicated Ward Officers (DWO)** £36,000 of funding was proposed to more DWO patrols in the City's residential estates. Patrols are on-going with the expectation that activity will increase in Q3 & Q4 and in particular during the Christmas and New Year period.
- iii. **Acquisitive Crime teams** – £138,000 of funding to enable more foot patrols to prevent business and personal robberies and thefts. Patrols are on-going with the expectation that activity will increase in Q3 & Q4 and in particular the Christmas and New Year period.
- iv. **Cycle Team** – £112,000 of funding for the increased deployment of the Cycle Team to tackle robbery, theft, and ASB. Patrols are on-going with the expectation that activity will increase in Q3 & Q4 and in during the Christmas and New Year period.
- v. **'Bridge Crime'** initiative - £180,000 has been allocated to the delivery of a multi-borough initiative tackling crime on and around inner London bridges. This makes up the funding cut to a separate Home Office grant (Safer Streets Fund). Expenditure to date is on track.
- vi. £246,000 for **Operation Vigilant** – training officers to prevent sexual violence in the night-time economy and significantly increasing police patrols in NTE hotspots. This project has been delayed due to abstractions linked to the national public disorder which meant that training, to maximise efficiency of the operation had to be delayed. A new course has been scheduled for the end of October 2024, which will see an increase in the number of officers who will be able to take part in Vigilant deployments. Correspondingly it is expected that there will be increase in activity in Q2 & Q3.
- vii. £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. Deployment is on-going with the expectation that activity will increase in Q3 & Q4 and in particular the Christmas and New Year period.
- viii. £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. Vacancies in the Force Control Room (FCR) in Q1 & Q2 it restricted activity against this initiative, With improved staffing level in the FCR it is anticipated that activity will commence in Q3.



# Capital Monitoring

## 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 delay 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 delayed 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.
- Slides 25 to 29 set out the Whole Life Capital costs by project, which shows an indicative £1.1m total increase on budgets (subject to governance and affordability assessments).
- Slides 30 to 33 set out the in-year 24/25 forecasts for approved projects.

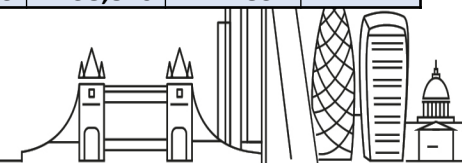




# Whole Life Capital Spend by Project [Slide 1 of 2]

Prior to presenting the 24/25 forecast position for projects, it is important to put them in their whole life capital spend context. 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 £39.735m, which compares to a forecast outturn cost of £40.845m, representing an overspend of £1.110m (2.8%). This is largely due to increased cost of the Command and Control project (£432k) and E-discovery project (466k).

<b>Table 8 - Summary of all CoLP capital projects underway and their phasing</b>	<b>Budgeted Project Cost £'000</b>	<b>Prior Year Actuals £'000</b>	<b>2024/25 Forecast Outturn £'000</b>	<b>2025/26 Forecast Spend £'000</b>	<b>2026/27 Forecast Spend £'000</b>	<b>2027/28 Forecast Spend £'000</b>	<b>Forecast Project Outturn £'000</b>	<b>Variance (Better / Worse) £'000</b>	<b>Notes (on slides 27-29)</b>
FCCRAS	31,038	21,758	7,780	1,500	-	-	31,038	-	(a)
Cyclical replacement									
- IT laptop devices – refresh	1,600	-	1,200	431	-	-	1,631	31	(b)
- Firearms	400	-	400	-	-	-	400	-	(c)
- Horsebox	400	-	400	-	-	-	400	-	(d)
- Fleet replacement	817	-	358	459	-	-	817	-	(e)
Command and Control	707	-	64	623	329	123	1,139	432	(f)
Data Analytics (formerly Power BI)	748	98	734	20	-	-	852	104	(g)
ICAV	248	195	60	5	-	-	260	12	
Prioritisation and feasibility funding	776	173	476	-	-	-	649	(127)	(h)
E-discovery	500	-	541	-	-	-	966	466	(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)
<b>Sub-total (continued next slide)</b>	<b>38,044</b>	<b>22,639</b>	<b>12,212</b>	<b>3,573</b>	<b>329</b>	<b>123</b>	<b>38,876</b>	<b>832</b>	



# Whole Life Capital Spend by Project [Slide 2 of 2]

<b>Table 8 - Summary of all CoLP capital projects underway and their phasing</b>	<b>Budgeted Project Cost £'000</b>	<b>Prior Year Actuals £'000</b>	<b>2024/25 Forecast Outturn £'000</b>	<b>2025/26 Forecast Spend £'000</b>	<b>2026/27 Forecast Spend £'000</b>	<b>2027/28 Forecast Spend £'000</b>	<b>Forecast Project Outturn £'000</b>	<b>Variance (Better) / Worse £'000</b>	<b>Notes (on slides 27-29)</b>
<b>Sub-total (continued from previous slide)</b>	<b>38,044</b>	<b>22,639</b>	<b>12,212</b>	<b>3,573</b>	<b>329</b>	<b>123</b>	<b>38,876</b>	<b>832</b>	
Out of Court Resolutions (OoCR)	163	-	148	5	-	-	153	(10)	
Digital Asset Management System	60	-	22	130	24	17	193	133	(m)
Forensic Case & Quality Management System	500	-	122	378	-	-	500	-	(j)
Role-based Access	77	-	22	55	21	-	98	21	(l)
Forensic Image Management System (FIMS)	59	-	59	3	-	-	62	3	(p)
Auto-Redaction (POCA) (PILOT)	99	-	99	5	20	-	104	5	(q)
Supplementary Revenue Projects	119	-	64	27	72	82	245	126	(o)
Revenue funding from £5m DRF	223	-	223	-	-	-	223	-	(r)
Uncommitted	391	-	391	-	-	-	391	-	(n)
<b>TOTAL COST OF PROJECTS UNDERWAY</b>	<b>39,735</b>	<b>22,639</b>	<b>13,362</b>	<b>4,176</b>	<b>446</b>	<b>222</b>	<b>40,845</b>	<b>1,110</b>	



# CoLP Capital Programme [notes, slide 1 of 3]

## Notes to tables 8 and 11:

- a) **FCCRAS:** The forecast overspend in 2024/25 of £3.017m is due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of the delayed go live from March 2024 to December 2024, coupled with additional rephasing of £1.5m retention payments into 2025/26. While there may be further rephasing into 2025/26, there is no risk to existing Home Office capital funding which has been fully drawn down this year. Noting that potential increases in whole life FCCRAS capital requirements would require further discussions on funding.
- b) **IT device (laptops) refresh:** Approval has been given to replace laptops over two years at a cost of £1.703m (£1.200m in 2024/25 and £0.503m in 2025/26), partly offset by anticipated income of £0.072m from the return of existing devices, resulting in a net total cost of £1.631m. This compares to a budget in the 2024/25 capital programme of £1.200m, with a further provision of £0.400m in 2025/26, amounting to a total budget of £1.600m across the two years which represents a shortfall of £0.031m.
- c) **Firearms:** A procurement options report was submitted to the Police and Emergency Planning Category Board on 6<sup>th</sup> 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 £64k due to the delay in the MPS reset which is now anticipated to start towards the end of the year. However, the latest estimate of outturn project spend has risen to £1.139m, which would represent an overspend of £0.432m compared to the original budget of £0.707m.



# CoLP Capital Programme [notes, slide 2 of 3]

## Notes to tables 8 and 11:

- 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, £476k is committed in the 2024/25, leaving £129k remaining available.
- i) **E-discovery:** based on current estimates there is a risk of project overspend of £0.466m. However, this 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) **Underspends:** due to several projects being delayed, largely due to the timing of national programmes, it is proposed to make some use of the resulting £0.825m underspend (excluding FCCRAS) to bring forward change and continuous priorities. Currently 5 proposed projects are included in Table 10 (see project notes o, p and q, which lists 3 new supplementary revenue projects overleaf), with £0.391m remaining available for further new projects.



# CoLP Capital Programme [notes, slide 3 of 3]

## Notes to table 8 and 11:

### o) Revenue Projects under the £50k Capital de minimis

#### 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

**p) 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.

**q) Auto-redaction:** a project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand.

**r) 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 Q3.



# Capital Monitoring 2024/25 (Q2 to 30 September 2024)

## Headlines [1 of 2]

The total CoLP Capital Programme budget for 2024/25 amounts to £10.345m as shown in table 9 below. The forecast outturn for the year totals £13.362m, which represents a net overspend of £3.017m. This is due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of programme rephasing, with further profiling of retention payments of £1.5m into 2025/26. While there may be increased reprofiling into 2025/26, full drawdown will be achieved against the Home Office capital grant this year. Noting that potential increases in whole life FCCRAS capital requirements, which would likely impact on 2025/26, would require further discussions on funding.

<b>Table 9 - CoLP Capital Programme 2024/25</b>	<b>2024/25 Budget</b>	<b>2024/25 Forecast Outturn</b>	<b>2024/25 Variance: Budget vs Forecast Outturn</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Total CoLP Capital Programme 2024/25</b>	<b>10,345</b>	<b>13,362</b>	<b>3,017</b>

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 10 below.

<b>Table 10 – Funding of the CoLP Capital Programme 2024/25</b>	<b>Forecast Outturn 2024/25</b>	<b>City Loan</b>	<b>Home Office</b>	<b>CoLP Direct Revenue Financing</b>	<b>CoLP POCA</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Total Funding Breakdown</b>	<b>13,362</b>	<b>4,577</b>	<b>2,804</b>	<b>5,000</b>	<b>981</b>

CoLP's MTFP now provides £5m pa for direct revenue financing (DRF) of capital plus £1m pa for 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. Accrued borrowing as at 1 April 2024 was £1.9m and is forecast to increase to £5.5m by 31 March 2025.



# Capital Monitoring 2024/25 (Q2 to 30 September 2024)

## Headlines [2 of 2]

The 2024/25 capital programme (summarised in table 9 on slide 30), is broken down across individual projects in table 11 on slides 32 and 33.

In addition to the re-phasing of FCCRAS milestone payments into 2024/25 and 2025/26, delays to the start to several national programmes has resulted in net capital underspends amounting to £0.825m (excluding FCCRAS) in 2024/25. It is intended for there to be reprioritisation of this net underspend subject to project prioritisation and approvals, with the medium-term financial implications on affordability resulting from any substitution and re-prioritisation continuing to be assessed. As it is intended to reprioritise the net underspends of £0.825m, they do not form part of the overall variance to budget of £3.017m in 2024/25, which is entirely due to the FCCRAS reprogramming.

Slide 34 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 2]

The CoLP Capital Programme budget for 2024/25 amounts to £10.345m as shown in table 11 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.

<b>Table 11 - CoLP Capital Programme 2024/25</b>	<b>2024/25 Budget</b>	<b>2024/25 Forecast Outturn</b>	<b>2024/25 Variance: Bud. v Forecast Outturn</b>	<b>Notes on slides 27 to 29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
FCCRAS	4,763	7,780	3,017	(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	64	(643)	(f)
Data Analytics Platform (formerly Power BI)	645	734	89	(g)
Prioritisation and feasibility funding	605	476	(129)	(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	
<b>Sub-total (continued next slide)</b>	<b>10,207</b>	<b>12,444</b>	<b>2,237</b>	



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

<b>Table 11 - CoLP Capital Programme 2024/25</b>	<b>2024/25 Budget</b>	<b>2024/25 Forecast Outturn</b>	<b>2024/25 Variance: Bud. v Forecast Outturn</b>	<b>Notes on slides 27 to 29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
<b>Sub-total (continued from previous slide)</b>	<b>10,207</b>	<b>12,444</b>	<b>2,237</b>	
Digital Asset Management System	60	22	(38)	(m)
ICAV	10	60	50	
Other Supplementary Revenue Projects	68	11	(57)	(o)
<b>Sub-total (prior to new proposals)</b>	<b>10,345</b>	<b>12,537</b>	<b>2,192</b>	
New proposals to utilise slippage:				(n)
1. Forensic Image Management System (FIMS)	0	59	59	(p)
2. Auto Redaction (Pilot)	0	99	99	(q)
Other New Supplementary Revenue Projects	0	53	53	(o)
Contribution to revenue funding shortfall from £5m DRF	0	223	223	(r)
Uncommitted	0	391	391	(n)
<b>Sub-total (new proposals)</b>	<b>0</b>	<b>825</b>	<b>825</b>	<b>(n)</b>
<b>Total CoLP Capital Programme 2024/25</b>	<b>10,345</b>	<b>13,362</b>	<b>3,017</b>	



## 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 7

<b>Committee(s):</b> Resource Risk and Estates Committee- For information	<b>Dated:</b> 19 <sup>th</sup> November 2024
<b>Subject:</b> Q2 Workforce Monitoring Report- 2024-25	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police	<b>For Information</b>
<b>Report author:</b> 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 Q2 2024/25 between 1<sup>st</sup> July – 30 September 2024.

## Recommendation(s)

Members are asked to note the report

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# HR Monitoring Report

Q2 – July 2024 to September 2024



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

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# Summary

- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q2 2024/25 between **1<sup>st</sup> July to 30<sup>th</sup> September 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 2024-28 has been written, breaking down staff recruitment into established and temporary funded. The plans reflect how we will monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment; we continue to recruit to priority roles including: detective and firearms officers and it has been developed further to include the vetting demand profile to ensure we are not profiling higher than is achievable with the other supporting services.
  3. **Leavers:** During the reporting period, 25 Police Officers and 18 Police Staff left the force, this equates to a 2.5% and 3.1% leaver rate respectively. 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 including transfers, 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 4.29 days and for Staff was 3.91 days (April 2024 – September 2024). 3.32% of officers and 3.09% of 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%, the Force 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).
- 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, slide 18.

## OPERATING MODEL:



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# Workforce Establishment

- As at 30 September 2024, the Force has an overall strength of 990 (FTE) Police Officers, against our agreed budgeted establishment of 985 (Force Strength Indicator, FSI, April 2024). 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 451 (FTE), with staff in Temporary Funded posts as well our total staff strength is 559 (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.
- There is a robust framework monitoring the number of agency staff roles and this 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 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)

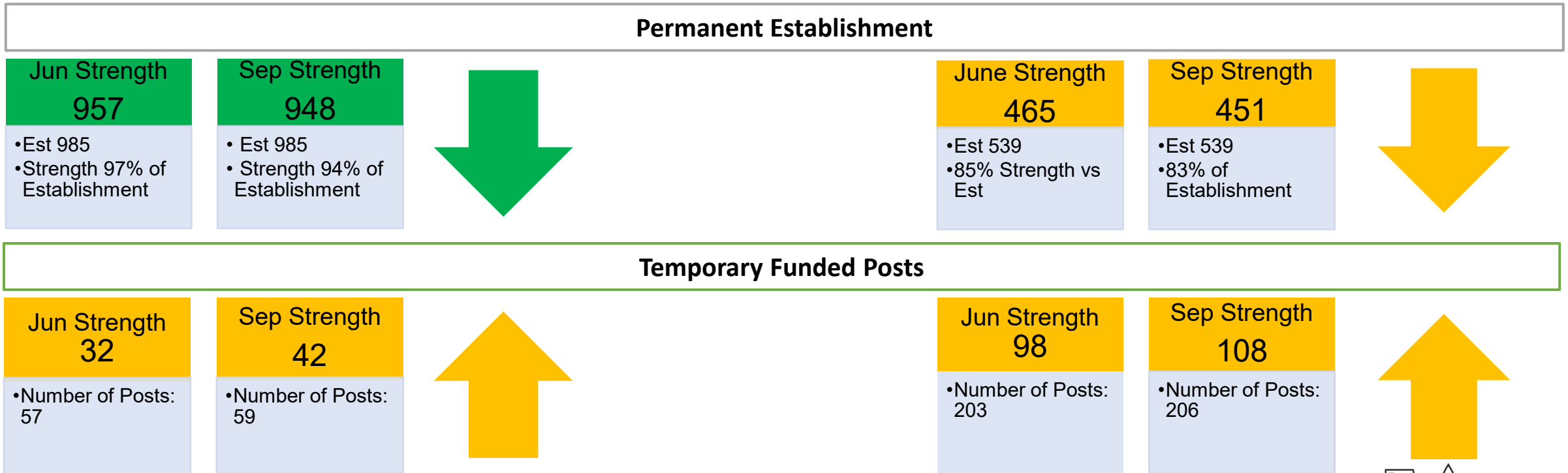


# Workforce Establishment

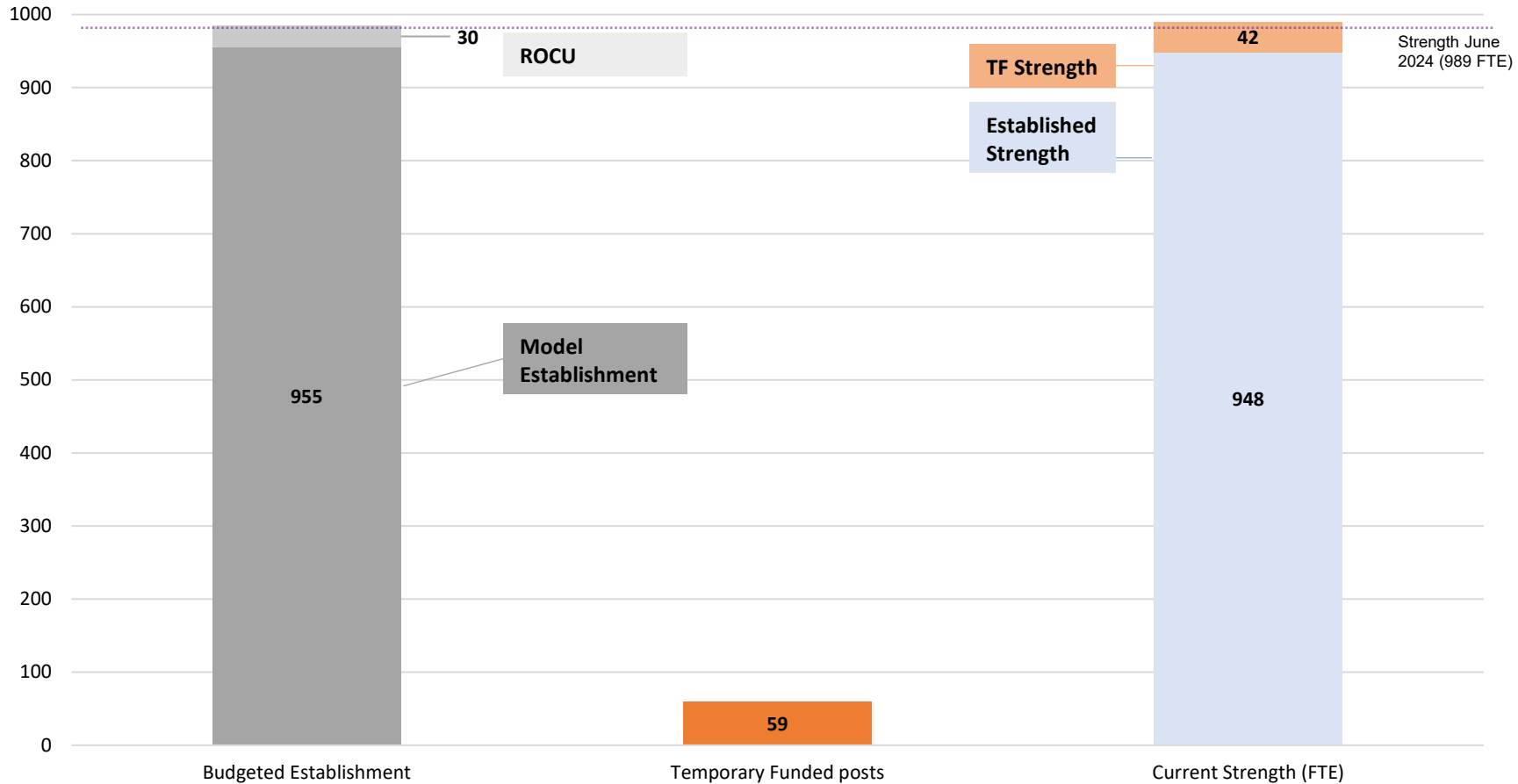
The graphic below shows establishment vs strength (FTE) for the workforce between June 2024 and September 2024. The Force hit the target the 996 officer target with a headcount of 999. Staff total strength has changed by -0.7%, staff strength is separated between permanent establishment strength and TF strength (see Appendix 1). TF posts funded by held established posts are moved to established strength to prevent double counting in TF posts/strength.

## Officers

## Staff



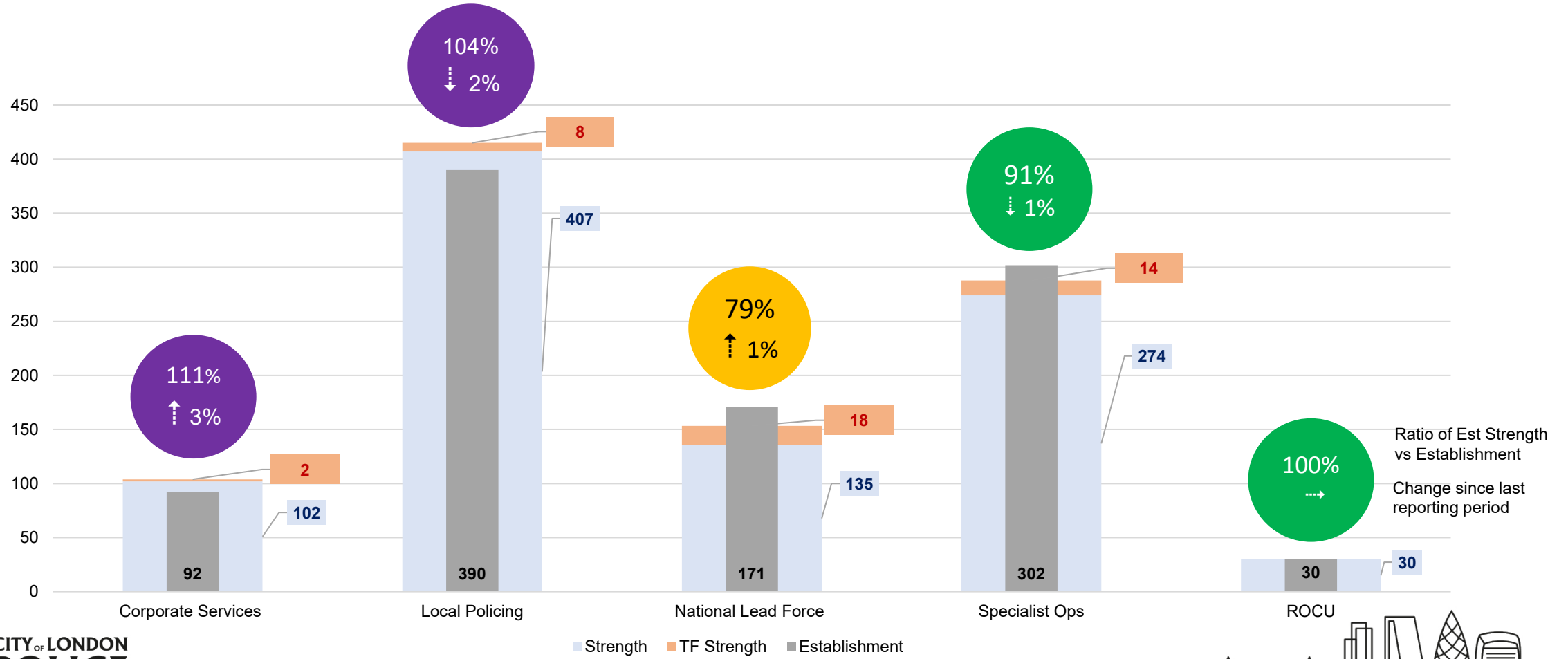
# Officer Operational Model Establishment FTE



- **Budgeted Establishment: 985 FTE**
- **Budgeted Establishment made up of:** Model Establishment (955) and ROCU allocation (30)
- **Temporary Funded (TF) posts: 59**
  - TF posts externally funded e.g., NLF related posts. [46 TF posts funded by holding a post elsewhere have been removed to prevent double counting.]
- **Officer Total Strength: 990 FTE = 948 FTE Established Strength & 42 FTE TF Strength**
- **Current overall established strength against budget: 94.5%**



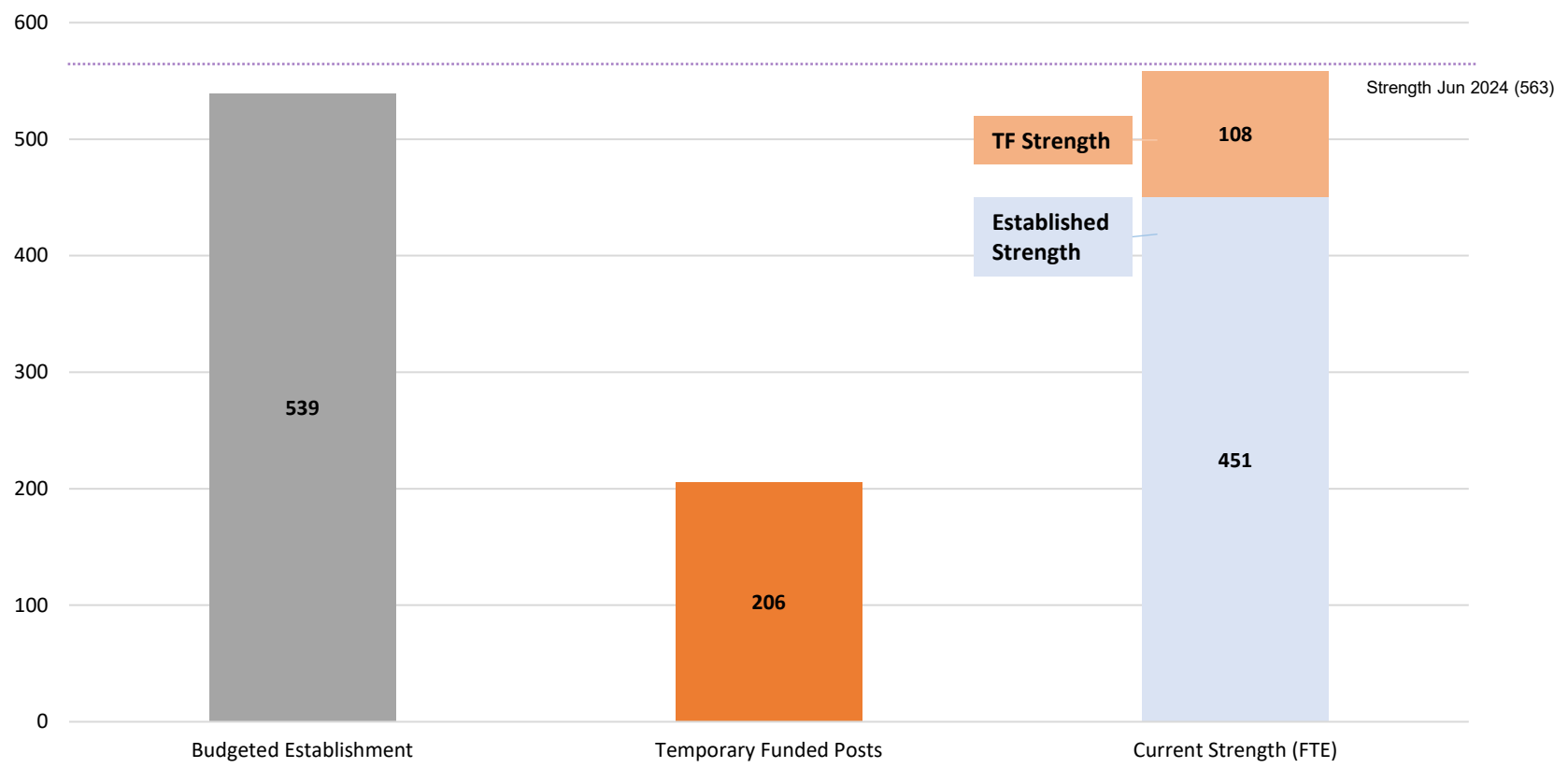
# Officer Strength vs Establishment FTE (rounded)



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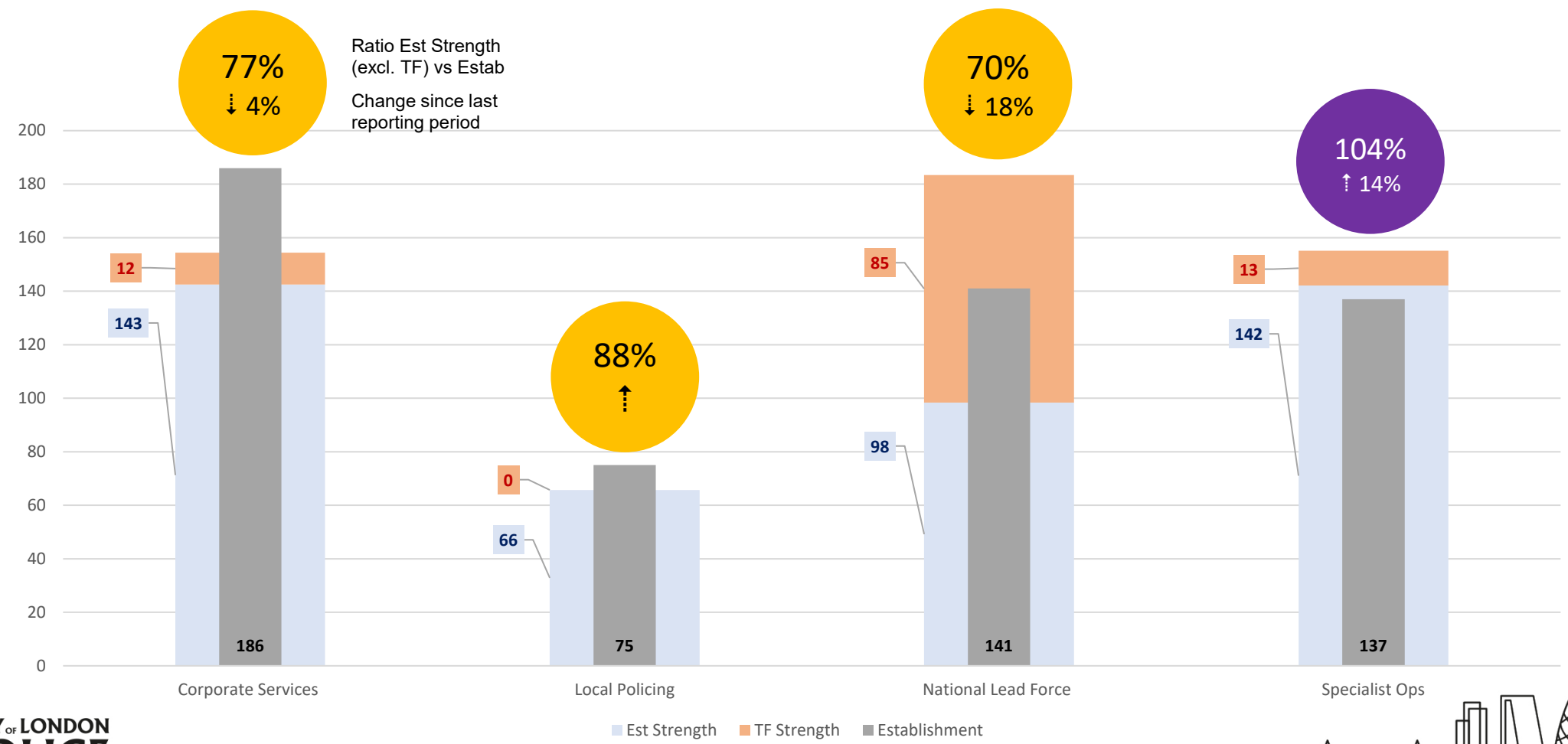
# Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 539
- **Current Established Strength:** 451 FTE
- **Current vacancies of Established posts:** 88 FTE
- **TF posts:** 206 (not all these roles are filled, most relate to NLF funded roles)
- **Current TF Strength:** 108 FTE
- **Total Staff Strength:** 559 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
<b>Budgeted (Established) FTE</b>						
Officers	985	392	308	194	90	1
Staff	539	75	170	109	185	0
<b>Total</b>	<b>1524</b>	<b>467</b>	<b>478</b>	<b>303</b>	<b>275</b>	<b>1</b>
<b>Budgeted £m</b>						
Pay Costs	147.7	35.6	33.5	33.9	22.4	22.3
Non Pay Costs	59.5	3.6	3.4	28.1	17.0	7.5
<b>Total Expenditure</b>	<b>207.2</b>	<b>39.1</b>	<b>36.9</b>	<b>62.0</b>	<b>39.4</b>	<b>29.8</b>
Income	(93.1)	(7.4)	(7.7)	(54.3)	(6.9)	(16.9)
<b>Net Budget</b>	<b>114.1</b>	<b>31.7</b>	<b>29.2</b>	<b>7.7</b>	<b>32.6</b>	<b>12.9</b>
<b>Functions incl.</b>		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 15 FTE, 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.
5. Non-Pay costs excludes the redistribution of £30.9m of Home Office Cyber grants to other forces.



# Recruitment

We have continued to recruit against our workforce strategy and maintained our Police Officer headcount in September, including welcoming our newest cohort of 10 uniformed student officers, on the newly created Police Constable Entry Programme (PCEP) course from the College of Policing. This replaces 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 run two promotion processes within the reporting period appointing a new Commissioner, and new Chief Superintendent for Local Policing who is due to start in post in November.

## 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 14 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

- A full review of the vetting capacity has been carried out and the recruitment profile has been updated to reflect the vetting capacity.

### 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.





# Recruitment

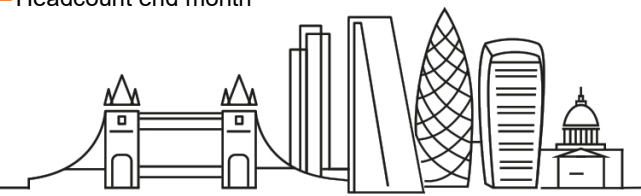
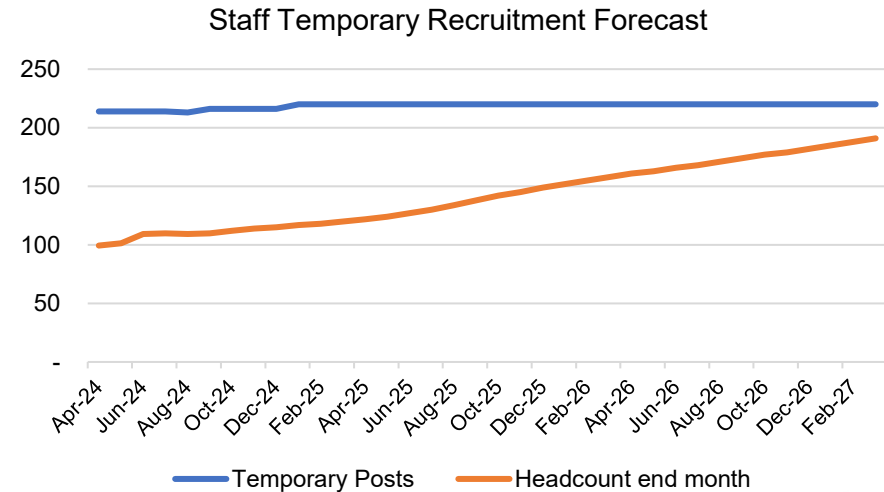
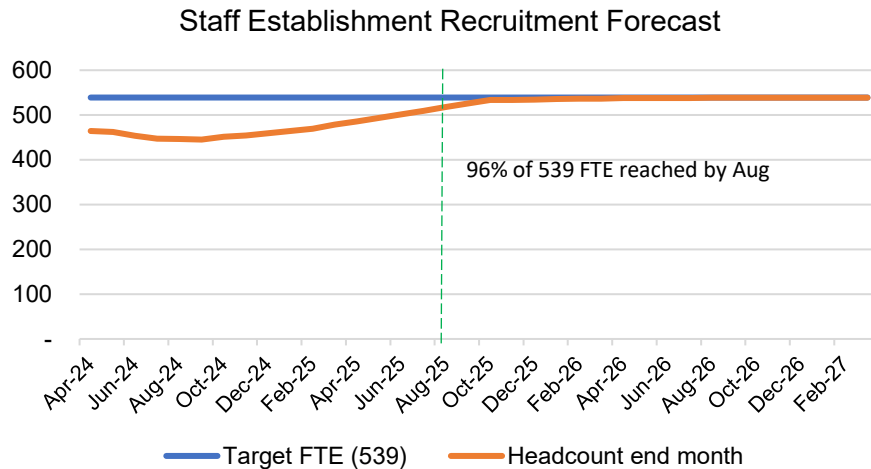
This is the current workforce plan for the financial year 2024/25, which show our recruitment plans for officers, staff and specials in more detail. It has been updated to reflect vetting capacity and is updated monthly with our actual attrition and recruitment figures to ensure we make any necessary 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
<b>Headcount Start Month</b>	1,001	995	1,000	999	992	992	999	994	992	988	985	985	<b>1,001</b>
<b>Target Headcount (996)</b>	996	996	996	996	996	996	996	996	996	996	996	996	996
<b>Increase / (Decrease) in FTE</b>													
Retirement	(5.0)	-	(1.0)	(2.0)	(2.0)	(7.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	<b>(35)</b>
Medicals	-	-	(1.0)	(1.0)	-	-	-	-	-	-	-	-	<b>(2)</b>
Transfer Out	(2.0)	-	(1.0)	-	-	(3.0)	(1.0)	(2.0)	(3.0)	(2.0)	(2.0)	(1.0)	<b>(17)</b>
Resignations incl Probationers	(2.0)	-	(1.0)	(5.0)	-	(4.0)	(2.0)	(2.0)	(3.0)	(3.0)	(2.0)	(2.0)	<b>(26)</b>
Secondment out not paid by COLP	-	-	-	-	-	-	(1.0)	-	(1.0)	(1.0)	-	(2.0)	<b>(5)</b>
End of Contracts/Dismissed	(3.0)	-	(3.0)	-	(1.0)	-	-	(1.0)	-	-	-	(1.0)	<b>(9)</b>
New Probationers	-	-	-	-	-	10	-	-	-	-	-	14	<b>24</b>
ROCU	4	-	3	-	1	-	-	-	-	-	-	-	<b>8</b>
Transfers In / Other (returners/rejoiners)	2	5	3	1	2	11	2	6	6	6	7	7	<b>58</b>
Ch Insp Promotions													-
Supt promotions													-
Sgt Promotions (excluding Internals approx. )													-
Insp Promotions (excluding Internals approx. )													-
<b>Total Increase / (Decrease)</b>	<b>(6)</b>	<b>5</b>	<b>(1)</b>	<b>(7)</b>	<b>-</b>	<b>7</b>	<b>(5)</b>	<b>(2)</b>	<b>(4)</b>	<b>(3)</b>	<b>-</b>	<b>12</b>	<b>(4)</b>
<b>Headcount End Month</b>	<b>995</b>	<b>1,000</b>	<b>999</b>	<b>992</b>	<b>992</b>	<b>999</b>	<b>994</b>	<b>992</b>	<b>988</b>	<b>985</b>	<b>985</b>	<b>997</b>	<b>997</b>
<b>FTE End Month</b>	985	990	988	980	981	987	982	982	978	975	975	987	987
<b>FTE Establishment (983)</b>	985	985	985	985	985	985	985	985	985	985	985	985	985
<b>Staff Leavers (Established posts)</b>	-	(3)	(3)	(4)	(5)	(2)	(3)	(4)	(3)	(4)	(3)	(4)	<b>(38)</b>
<b>Staff Recruitment (Established posts)</b>	8	3	3	2	5	3	7	7	8	9	8	13	<b>76</b>
<b>Staff Leavers (Temporary posts)</b>	-	-	-	(2)	(4)	(1)	(1)	(1)	(2)	(1)	(2)	(1)	<b>(15)</b>
<b>Staff Recruitment (Temporary posts)</b>	1	2	1	-	2	-	3	3	3	3	3	3	<b>24</b>
<b>Total Staff FTE (End month)</b>	562	563	563	557	555	555	564	569	575	582	588	599	<b>599</b>
<b>Specials Recruitment</b>		1	7	1	3								12

# Recruitment: Staff Plan

The force has an overall police staff establishment of 539 posts. The recruitment plan to increase staff established FTE has been formulated to include a 4% natural vacancy factor and the plan aims to achieve 96% of 539 FTE by August 2025. In addition, the force has 206 Temporary Funded Staff posts (plus 11 temporary posts funded by holding established 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 and this ambition has now moved into the next financial year. As per the review recommendations, additional support has been introduced into the vetting department, including posting 1 Chief Inspector, 1 Inspector, 1 Sergeant, and 2 Constables. A reprofile of the Police Staff Uplift ambition is detailed below. Further opportunities for a short-term staffing uplift are also being explored which could increase the speed of achieving strength ambition. As previously mentioned, we are currently reviewing the impact of the recruitment profile on other supporting services across the force to ensure each stage of the onboarding process has the correct resource allocation to meet the demand. We are also looking for areas of continuous improvement focusing on the technology and systems we use.



# Recruitment: Risks and Priorities

Recruitment activity is being managed in relation to all officer and staff posts across the force. Whilst police officer recruitment is embedded as a standardised process and continues to deliver the maintenance of the officer uplift target in September and March, the focus has moved to our police staff numbers. As mentioned, a full review of the vetting service has taken place and staff onboarding has been reprofiled. This is a working document and any changes to resources will be reflected. Work is ongoing to accurately profile additional growth through our current and upcoming grant agreements across the next 3 financial years, recognising the impact that this will have on recruitment and the wider supporting services.

## Risks to achieving and maintaining target

Attrition higher than projected levels	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. So far, 10 stay pathway conversations have taken place (5 officers, 5 staff) and currently all 10 are still employed within the force.
Volume of vetting	A 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	We have recruited a new recruitment manager who starts in October, one of the main focuses of this role is to design an attraction strategy for the force. Ambition 25 roll out, which was due this autumn, has been delayed, with further updates expected in early November.



# Recruitment continued

- The force will publish its promotions calendar for 2025 in November including processes for Superintendent, Inspector and Sergeant ranks.
- The first of the officers who participated in the promotions pilot are submitting their evidence against the Performance Assessment Report and we anticipate we will be able to confirm them at their new ranks and start their work-based assessment following their professional conversations with the directorate heads. 9 Sergeants and 5 Inspectors were selected having results that were within 10% of the pass mark. Of whom, 36% are female and 14% are from an ethnic minority background.

## JOINERS

- A total of 24 police officers transferred into the force during the reporting period, including our first PCEP student intake with 10 student officers.
- A total of 12 police staff joined the force in substantive and fixed-term roles during the reporting period.



# Leavers: Officers

During the period (July-September 2024), 25 Police Officers left the force, this equates to a 2.5% leaver rate. Across April-September 2024, 44 officers left the force, a 4.4% leaver rate. Compared to Q1-2 of 2023/24, where 55 Officers left the force (5.5% leaver rate), the number of leavers has reduced in 2024/25 and is likely to be a lower leaver rate overall than 2023/24. Reasons for leaving are provided in the table below, the main reason for leaving in Q1-2 2024/25 was retirement.

Of the 44 Police Officers that left the force, the majority left from Local Policing (14) and National Lead Force (13 - half of which are related to change in regional ROCU personnel). 2 officer left during their probation; the majority left from within the constable rank. Excluding ROCUs, the average length of service for officer leavers was 17 years.

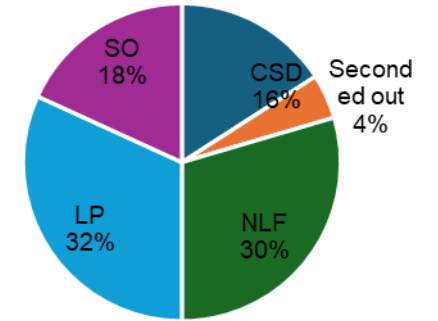
**Police Officers – Reasons for Leaving (per Financial Year)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-2
<b>Other</b>	0	0	0	1	0	1	1	0
<b>Dismissed</b>	1	1	0	0	0	1	1	1
<b>End of Contract/ Secondment</b>	1	0	0	4	1	11	8	6
<b>Medical Retirement</b>	2	0	2	1	0	2	1	2
<b>Retirement</b>	35	37	31	29	42	43	31	16
<b>Transfer</b>	9	17	22	14	26	20	24	6
<b>Resignation</b>	26	7	22	21	27	34	41	13
<b>Total</b>	<b>74</b>	<b>62</b>	<b>77</b>	<b>70</b>	<b>96</b>	<b>112</b>	<b>107</b>	<b>44</b>

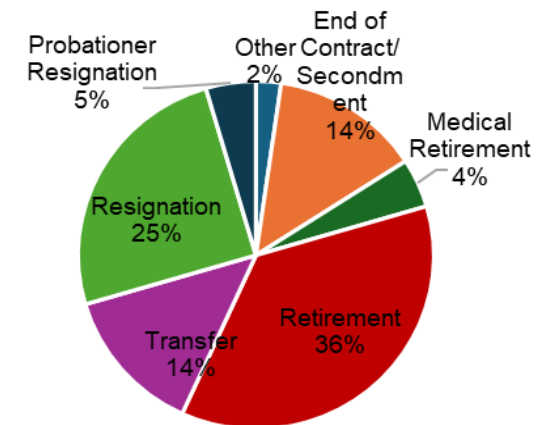
The Retention and Exiting Working Group continues to review the exiting data to better understand why people are leaving to develop retention strategies. In April 2024, the exit survey was updated to use questions from a national leaver's framework. From the exit surveys for both Officers and Staff (April 2024 – September 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 Q1-2 2024/25**



**Officer Reasons for Leaving Q1-2 2024/25**



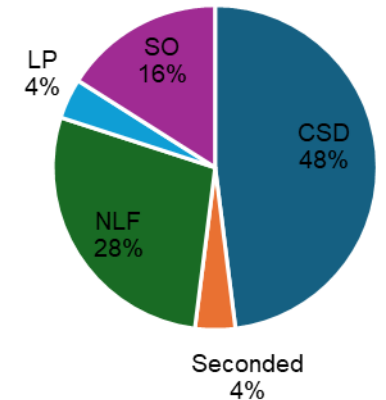
# Leavers: Staff

During the reporting period (July-September 2024), 18 Police Staff left the force, this equates to 3.1% leaver rate. Across April-September 2024, 25 staff left the force, a 4.3% leaver rate. Compared to quarter 1-2 of 2023/24 where 24 staff left the force (4.6% leaver rate), the number of leavers remains similar in 2024/25. The main reason for leaving was resignation, the majority of leavers were from Grade E. 64% of leavers had less than 5 years' service.

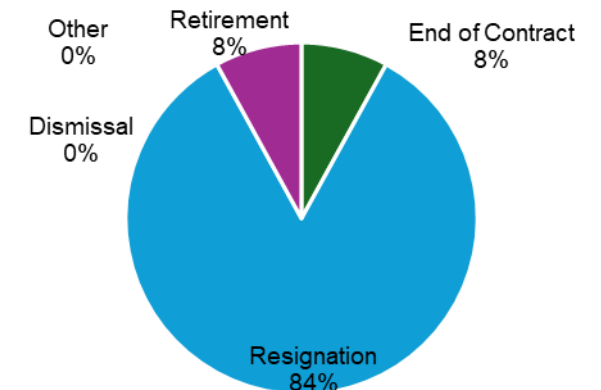
**Police Staff – Reasons for Leaving (per Financial Year)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-2
Other	1	1	0	1	0	0	2	0
Dismissed	2	1	1	2	0	3	3	0
Medical Retirement	0	0	0	0	0	0	0	0
End of Secondment/ Contract	0	1	0	0	1	1	1	2
Redundancy	1	1	0	0	0	0	0	0
Resignation (incl. FTC)	42	49	44	25	52	61	28	21
Resignation joined Police	7	2	0	0	2	2	1	0
Retirement	5	10	6	7	8	11	6	2
Transfer	2	0	0	0	0	0	0	0
<b>Total</b>	<b>60</b>	<b>65</b>	<b>51</b>	<b>35</b>	<b>63</b>	<b>78</b>	<b>41</b>	<b>25</b>

**Staff Leavers by Directorate Q1-2 2024/25**



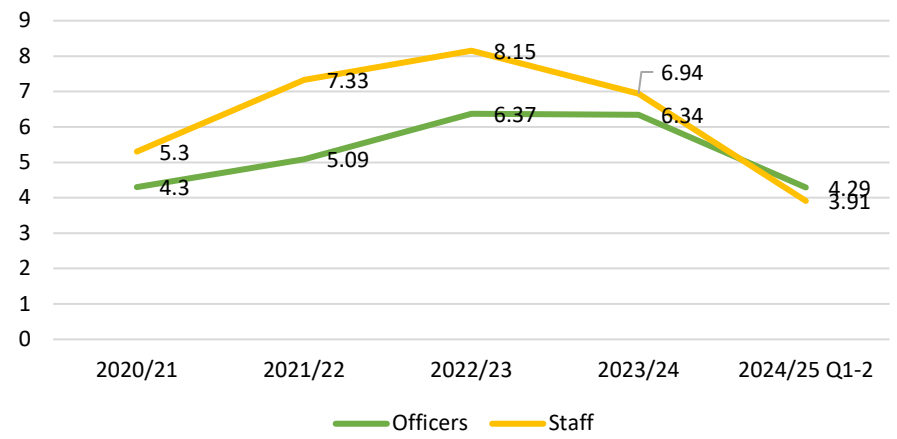
**Staff Reasons for Leaving Q1-2 2024/25**



# Sickness

- The Home Office (HO) & His Majesty’s Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against ‘percentage of contracted hours’. During April – September 2024, the force’s sickness absence rate was 3.32% for Officers, and 3.09% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 4.29 days and for Police Staff was 3.91 days during this period. In comparison to Q1-2 2023/24, average days lost is higher for Officers and Staff in 2024/25 (Q1-2 2023/24 reported: Officers – 2.94, Staff – 3.16 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 a greater link up between management boards.

**FY Comparison of Average Days Lost by Employee Type Headcount**



# Occupational Health (OH) Referrals

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

For the period 1 April to 30 September 2024, OH have received 50 pre-employment requests of which 49 were responded to within their SLA of 2 working days (98% response rate). Please note that review appointments, officer transferee and student officer recruitment medicals are not included in these figures.

Within the same period, the OH Advisors received 118 referrals of which 72 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 61%. In addition, there were 30 referrals to the OH Physician (OHP) all of which 24 were seen within the SLA, a response rate of 80% (the SLA for OHP is to offer appointments within 14 days of receiving a referral; the OHP is contracted 1 day per week for 45 weeks). Please note that health surveillance and case management review appointments are not included in these figures.

The Service Level Agreement between OH and the Force is currently under review.



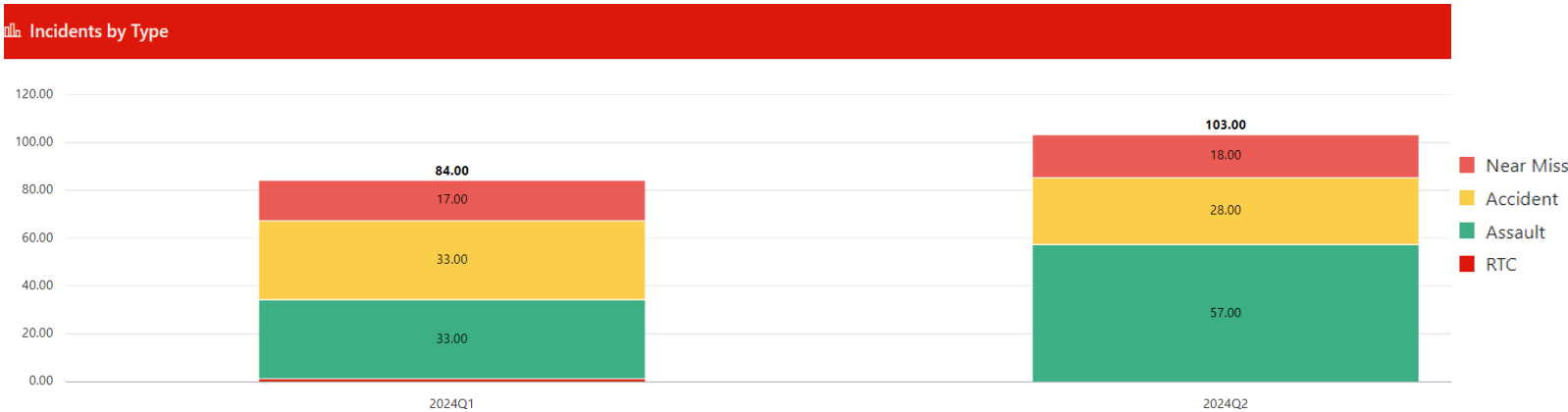


# Health & Safety

During Q2 2024/25 the trend showing notable increases in the number of health and safety incident reports continues, in comparison to Q2 2023/24 where a total of 60 health and safety incident reports were received, in Q2 2024/25 103 reports were received. The majority of reports received during Q2 2024/25 were due to assaults on police officers. Continued national focus related to assaults on police staff and officers, and local processes continue to promote the importance of assault reporting. Assaults data is reported to the Home Office on an annual basis.

During the reporting period there were 28 accidents, 16 were sustained during Public and Personal Safety Training. The new College of Policing curriculum was introduced on 1 April 2024 it is scenario-based conflict management training. The intended focus of the course was to improve officer safety skills to help keep police officers and members of the public safe. There were 3 HSE RIDDOR reportable incidents during the reporting period all of which were over 7-day injuries, 2 were sustained during Public and Personal Safety Training, and one where an officer was injured while restraining a violent detainee in the custody suite.

As we have reached the 6-month point since the introduction of the new curriculum an internal review of incidents is underway and will compare the findings against the College of Policing’s findings following the trial of the training before it was introduced.



# Wellbeing

During the reporting period, work has been undertaken by the Directorate Heads, Directorate SLTs and their wellbeing leads to identify the top 3 priorities for each directorate. These priorities were presented to the Strategic Wellbeing Board, and work is now underway in the directorates to create improvement plans for each priority with a 12-month roadmap with intended benefits.

The trauma risk incident management (TRiM) process was reviewed over the past quarter, it has been simplified with the introduction of a new referral process and intranet page. There has been an increase to the number of staff and officers trained as TRiM practitioners and an annual review process has been introduced to ensure the practitioners remain suitable to undertake TRiM interventions and that they are in dates with their CPD.

Several wellbeing initiatives continue at City of London Police including the introduction of 70 biostraps, which are wearable monitors for businesses looking at specific key monitoring data for different industry sectors. For CoLP as a first responder, key indicators are sleep issues, stress and fatigue, and monitoring of heart rates, variability and sleep. This data once available will provide valuable insights and help form actions linked to CoLP's strategic wellbeing priorities: mental health, sleep and fatigue recovery, and prevent and proactive.

Health and Safety initiatives in statutory wellbeing align to the wellbeing priorities include the publication of a new Management of Work-related Stress Policy and an updated Individual Stress Risk Assessment process supported by a suite of supporting documents, such as a guide for managers and a guide for individuals. A work-related stress page has been created on the intranet which contains further information and interactive guides and training. A trial is currently underway using the HSE's Stress Indicator Tool. The Stress Indicator Tool is an online survey designed to gather data anonymously, which can be used in the risk assessment element of HSE's Management Standards approach. Obtaining and understanding this information helps identify areas to improve, prevent and manage work-related stress. Results for the trial will be used to analyse the effectiveness of the Stress Indicator Tool, and feed into recommendations on the roll-out of the Stress Indicator Tool across CoLP.



# Appendix 1: Key Terms

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

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

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

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

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

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



# Appendix 2: Operating Establishment

Operating establishments in four areas at 30 September 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	90	6	5
Response & VCU	76	153	9	7
Taskforce	183	154	14	13
Contact & SMT	27	18	46	40
<b>Total Local Policing</b>	<b>390</b>	<b>415</b>	<b>75</b>	<b>65</b>



# Specialist Operations Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	100	90	40	61
Investigation Services	158	158	26	26
Forensic Services	11	8	25	27
Criminal Justice System	27	30	45	40
SO SMT (Supt above)	6	4	1	1
<b>Total Specialist Ops</b>	<b>302</b>	<b>290</b>	<b>137</b>	<b>155</b>



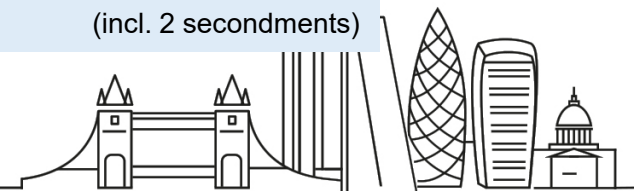
# National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	60	17	11
NLF Fraud	49	37	15	25
NLF Coordination	13	21	18	27
NFIB	18	22	64	78
Action Fraud	0	0	24	36
NPCC Cybercrime	9	9	3	6
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	5 (1 Secondments)	0	0
<b>Total National Lead Force</b>	<b>165</b>	<b>153</b>	<b>141</b>	<b>183</b>



# Corporate Services Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Chief Officer Team	5	5	3	4
Strategy and Fed	27	28	30	18
Change	0	1	19	13
Corporate Communications	0	0	13	13
Finance	0	0	16	9
People Services	0	0	23	23
Estates	0	0	18	16
IMS and IT (Incl. Business Insights)	6	3	43	34
Professionalism and Trust	54	65	21	22
<b>Total Corporate Services</b>	<b>92</b>	<b>102</b> (incl. 2 secondments)	<b>186</b>	<b>154</b> (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.



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