



## Resource, Risk & Estates (Police) Committee

**Date:** MONDAY, 10 FEBRUARY 2025

**Time:** 2.00 pm

**Venue:** COMMITTEE ROOMS, 2<sup>ND</sup> FLOOR, WEST WING, GUILDHALL

**Members:**

Alderman Timothy Hailes JP (Chair)	Deputy Dawn Wright
Tijs Broeke (Deputy Chairman)	Michael Landau (External Member)
Deputy James Thomson CBE (Ex-Officio Member)	Ruby Sayed, Co-Opted from Audit & Risk
Helen Fentimen OBE JP	Deputy Randall Anderson, Co-Opted from Finance Committee
Andrew Lentin	Jacqui Webster, Court of Common Council
Deborah Oliver	

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

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

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 19 November 2024.

**For Decision**  
(Pages 7 - 10)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

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

5. **CFO/COO UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 13 - 16)

6. **REVENUE AND CAPITAL BUDGET 2025/26**

Report of the Commissioner.

**For Information**  
(Pages 17 - 46)

7. **REVENUE AND CAPITAL MONITORING UPDATE – Q3 2024/25**

Report of the Commissioner.

**For Information**  
(Pages 47 - 86)

8. **24.12.20 HR MONITORING REPORT - OCT-DEC 24 V1**

Report of the Commissioner.

**For Information**

9. **FREEDOM OF INFORMATION ACT 2000 (SECTION 52) ENFORCEMENT NOTICE TO CITY OF LONDON POLICE**

Report of the Commissioner.

**For Information**  
(Pages 117 - 136)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 19 November 2024.

**For Decision**  
(Pages 137 - 138)

14. **STRATEGIC WORKFORCE PLAN 2025 - 28**

Report of the Commissioner.

**For Information**  
(Pages 139 - 174)

15. **TRANSPORT FOR LONDON (TFL) FUNDING**

Report of the Commissioner.

**For Information**  
(Pages 175 - 180)

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

Report of the Commissioner.

**For Information**  
(Pages 181 - 192)

17. **FUTURE POLICE ESTATE INCL. SALISBURY SQUARE DEVELOPMENT  
PROGRAMME DASHBOARD**

Report of the Commissioner.

**For Information**  
(Pages 193 - 198)

18. **CITY OF LONDON POLICE PROPERTY STORE**

Joint report of the City Surveyor and the Commissioner.

**For Information**  
(Pages 199 - 200)

19. **EASTERN BASE PROGRESS REPORT**

Report of the City Surveyor and Commissioner of Police

**For Information**  
(Pages 201 - 216)

20. **COLP TACTICAL FIREARM TRAINING FACILITY**

Report of the City Surveyor and Commissioner, City of London Police

**For Information**  
(Pages 217 - 240)

21. **ASSET RECOVERY INCENTIVISATION SCHEME AND FORECASTING**

Report of the Commissioner.

**For Information**  
(Pages 241 - 248)

22. **FREEDOM OF INFORMATION ACT 2000 (SECTION 52) ENFORCEMENT NOTICE  
TO CITY OF LONDON POLICE - NON-PUBLIC APPENDIX**

Report of the Commissioner. To be read in conjunction with item 9.

**For Information**  
(Pages 249 - 262)

23. **REVENUE AND CAPITAL BUDGET 2025/26 NON-PUBLIC APPENDICES**

Report of the Commissioner. To be read in conjunction with item 6.

**For Information**

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

**Part 3 - Confidential Agenda**

26. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the meeting held on 19 November 2024.

**For Decision**

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## RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Tuesday, 19 November 2024

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at  
Committee Rooms, Guildhall on Tuesday, 19 November 2024 at 12.30 pm

### Present

#### Members:

Deputy James Thomson  
Helen Fentimen OBE JP  
Deborah Oliver  
Jacqui Webster  
Randall Anderson

#### Officers:

Richard Riley CBE	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Zakki Ghauri	- Chamberlain's
Ola Obadara	- City Surveyor's

#### City of London Police

Assistant Commissioner Paul Betts	- City of London Police
Ally Cook	- City of London Police
Alix Newbold	- City of London Police
Chris Bell	- City of London Police
Mark Paddon	- City of London Police
Steven Reynolds	- City of London Police
Kelly Glazebrook	- City of London Police
Martin O'Regan	- City of London Police
Gary Brailsford-Hart	- City of London Police
Susan Penn	- City of London Police
Emma Cunningham	- City of London Police

#### 1. APOLOGIES

Apologies were received from Alderman Tim Hailes, Tijs Broeke, Deputy Dawn Wright, Michael Landau, Ruby Sayed.

#### 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 on 18 September 2024 were approved as an accurate record.

#### 4. PUBLIC OUTSTANDING REFERENCES

Members received a joint report of the Town Clerk and the Commissioner which outlined the public outstanding references.

**RESOLVED**, - that the report be noted.

5. **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 Finance Officer and the Chief Operating Officer. Members requested further information be provided on the Productivity Review, and that all acronyms and operation names be explained in reports to ensure wider understanding.

**RESOLVED**, - that the report be noted.

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

Members received a report of the Commissioner which provided an update on revenue and capital monitoring of Q2 2024/25.

Members sought assurances from officers about the year on year impact and planning to avoid future reliance on reserves. Officers agreed to consider how best to communicate more frequently with Members on this topic.

Members noted that an Asset Recovery Incentivisation Scheme (ARIS) forecasting report would be submitted to this Committee as soon as possible.

The Police Authority Director agreed to provide an analysis of hot spot funding.

**RESOLVED**, - that the report be noted.

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

Members received a report of the Commissioner which provided an overview of workforce monitoring in Q2 2024/25.

Officers agreed to submit the Strategic Workforce Plan to the next Committee to provide a further outline of the existing gaps and the associated risks.

Members sought assurances about the “de-civilianisation” of roles, Officers outlined that this was not a reality at present but could be a future consideration.

Members queried the Attraction Strategy; Officers agreed to provide more detailed information on this strategy at the next Committee meeting.

Members noted the increased statistics relating to assaults on officers and queried the cause and impacts of this; officers agreed to share further information on this with Members at the next Committee.

**RESOLVED**, - that the report be noted.

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

There were no questions.

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

There was no other business.

10. **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.

11. **NON-PUBLIC MINUTES**

**RESOLVED**, - that the non-public minutes of the meeting held on the 18 September 2024 be approved as an accurate record.



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

Members received a report of the Commissioner which provided an update on the City of London Police Medium Term Financial Plan.

**13a. FUTURE POLICE ESTATE DEVELOPMENT PROGRAMME**

Members received a report of the City Surveyor which provided an update of the future police estates programme. This item was considered in conjunction with item 13b and 13c.

**13b. FUTURE POLICE ESTATE INCL. SALISBURY SQUARE DEVELOPMENT PROGRAMME DASHBOARD**

Members received a joint report of the Commissioner and the City Surveyor which provided the future police estates development programme dashboard. This item was considered in conjunction with 13a and 13c.

**13c. GUILDHALL YARD EAST**

Members received a joint report of the Commissioner and the City Surveyor which provided an overview of Guildhall Yard East. This item was considered in conjunction with 13a and 13b.

**14. MOUNTED BRANCH**

Members received a report of the Commissioner which outlined the City Police's view on the operational value of having a mounted branch in the force.

*At 14:30 the meeting was extended under Standing Order 40.*

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

Members received a report of the Commissioner which provided an update on the City of London Police Risk Register.

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

There were no questions.

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

There was no other business.

**18. OPERATION ADDINGTON**

Members received a confidential report of the Commissioner which outlined the Operation Addington review and its recommendations.

**The meeting ended at 14:48**

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Chairman

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

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

<p><b>19 November 2024 Item 6 – Revenue and Capital monitoring</b></p>	<p>The Director of Police Authority committed to reporting on hotspot funding and the value for money on this income stream</p>	<p>Police Authority Director</p>	<p><b>COMPLETE</b> – An update is included in the Q3 revenue and capital monitoring report. An overall assessment of spend against this grant will be made at the end of the financial year.</p>
<p><b>19 November 2024 Item 7 - HR monitoring</b></p>	<p>Members requested that the Strategic Workplan would be shared at next RREC committee and would include further information on the gaps and the risks associated.</p>	<p>Commissioner</p>	<p><b>Complete</b> – The strategic workplan has been included on the February 2025 RREC agenda.</p>

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<b>Committee:</b> Resources, Risk & Estates Committee (RREC)	<b>Dated:</b> 10 February 2025
<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. Separate papers have been submitted to this meeting on the Q3 forecast and 25/26 budget for revenue and capital.
2. Since the last RREC meeting, the Provisional Settlement was received on 17 December. While this provided a welcome increase in funding of £6.6m, including increases for the Precept Grant and National & International Capital City (NICC) Grant, much of the increased funding was to cover additional spend on the 2024 and assumed 2025 pay awards, the National Insurance increase and an additional officer uplift to enhance Neighbourhood Policing capacity. Overtime budgets have overspent in recent years in relation to growth in policing demands (including for events and protests), so the NICC grant will support a more appropriate level of budgetary provision for such purposes.
3. Overall, the settlement has enabled CoLP to absorb more of its pressures and reduce (though not eliminate) its call for growth in local funding through the Business Rate Premium (to remain in line with the policing national average local funding proportion). Additionally pressures arising from reprogramming of Fraud & Cyber Crime Reporting and Analysis Service (FCCRAS) are likely to require further recourse to the internal loan facility. A potential decision to

increase Business Rate Premium allocation specifically to fast track loan repayment would be very helpful in de-risking police finances.

4. Other key areas of strategic focus in last quarter have majored on:
  - a. Continuing to support FCCRAS replanning with expert financial analysis and modelling work.
  - b. Working with Chamberlain's and City Surveyors on the financial implications of – and funding solutions for - the Future Police Estates Programme.
  - c. Engaging closely with Home Office to advance the baselining of National Lead Force (NLF) funding for 25/26 (Spending Review phase 1).
  - d. Engaging closely with the Mayor's Office for Policing and Crime (MOPAC) CFO on the Metropolitan Police Service'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**

2. The business planning process to review demand, capacity and capability information, and to identify the future opportunities and challenges for the City of London Police has been completed for the coming year and continues to mature.
3. Workshops with business areas were completed in October and November to consider any changes to resources, equipment, processes or management of demand that should be considered for prioritisation by the Chief Officer Team to ensure we maintain/improve our service level in coming years.
4. Key findings included:
  - a. Demand is generally increasing. There have been no business areas that have identified decreasing demand. Some of this demand increase is due to a drive to improve the way CoLP responds to and manages its business, and expansion of national capabilities, creating increasing demand on operational and corporate support functions.
  - b. COLP continues to maintain excellent investigations even in the face of rising crime figures both locally and nationally from fraud. This is positive, however, it creates additional demand in supporting/enabling areas of business.
  - c. CoLP has a strong level of basic demand understanding across most areas of business with some corporate services areas still developing.
  - d. The requirement to improve how productively we respond to demand to 'do more with the same' is increasing the need for change projects to embed new processes, systems and technology, and increasing demands in our corporate service functions.

- e. As highlighted in 2024, one of the greatest areas of increasing demand is a result of the increasing complexity. From the complexity of specific incidents e.g. mental health and public order, to the complexity of requirements from external bodies. This increasing complexity is challenging to quantify in terms of changing demand.
5. The analysis was used to inform priorities for workforce planning, process efficiency improvements and other change, alongside a range of funded growth priorities linked to national economic and cyber crime responsibilities.

## **Productivity**

6. Work on the Productivity Action Plan continues. The work is led by a secondee from NPCC (who was Lead Writer to the national Policing Productivity Review) and overseen by a Steering Group comprising members of the Police Authority Team, CoLP's Chief Operating Officer, Chief Financial Officer and Chief Superintendents (and staff equivalent) representing all parts of the City police. We have engaged with other forces starting to progress the productivity agenda, to ensure we learn from their practice.
7. Initially, fifteen strands of work have been identified by the Steering Group as having the potential to improve CoLP's productivity – or create the right foundation to support data-informed productivity decisions.
8. The gains expected across each strand may differ. Technological innovation and process streamlining can deliver officer and staff time savings; knowledge of what works can help officers and staff prioritise their activity better. Productive prevention on repeat offences or improved case files will decrease the number of times an officer will work on the same case. Simpler processes can save staff and officer time etc. The table below summarises what might be expected from the various strands.
9. Between now and March, we are working with team leaders across directorates to:
  - a. confirm the potential of the identified strands
  - b. capture the actions we already have in train (for example through our change programmes) that support productivity
  - c. define what other short and longer-term actions need to happen to maximise productivity gains across CoLP
  - d. strengthen the measures that will allow us to quantify the gains (such as officer time freed-up that can be reallocated to other priorities)

## **Change Portfolio**

10. The Change Portfolio Office has commenced the roll out a new portfolio management software (Cora), which is also being rolled out across the wider Corporation. The software enables a clear overview of milestones and risks across the portfolio reducing the need for double keying of updates for governance boards. It will also be used for resource planning and management.

At a project level, it will provide senior responsible officers with live time access to project updates.

## Data

11. A new internal data strategy has been published which sets out how CoLP will achieve its ambition of being a data-driven police force over the next five years. The strategy has four objectives:
  - a. provide safe and secure data infrastructure (our platforms);
  - b. produce high quality and accessible data (our processes);
  - c. improve data culture and skills (our people); and
  - d. prepare to harness emerging data and data-driven technology (our potential).
  
12. It sets out three simple asks of staff, namely:
  - a. input accurate data, to ensure data quality;
  - b. use the data available to inform day to day working and decision-making
  - c. use the data to evidence the difference being achieved for the communities we serve
  
13. The associated Data Improvement Programme, established to support delivery of the data strategy, has already started delivering improvements. This includes a range of new dashboards to make data more accessible. To date over 500 staff have attended workshops to learn about how these dashboards can support strategic and tactical decision making.

### **Alistair Cook**

Chief Financial Officer

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### **Alix Newbold**

Chief Operating Officer

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# Agenda Item 6

<b>Committee(s):</b> Resources, Risks & Estates Committee Police Authority Board	<b>Dated:</b> 10 February 2025 12 February 2025
<b>Subject:</b> Revenue and Capital Budget 2025/26	<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>RREC – For Information  PAB - For Decision</b>
<b>Report author:</b> Mark Paddon, Deputy Chief Finance Officer Steven Reynolds, Deputy Chief Finance Officer Alistair Cook, Chief Finance Officer	

## Summary

1. This report presents the revenue and capital budget for 25/26 following the Provisional Government Settlement being announced on 17 December 2024. Confirmation of the final Police Settlement is not expected until the end of January 2025 and a verbal update will be provided of any changes impacting the proposed 25/26 budget.
2. The following paper provides details of the provisional police settlement, local funding via the Business Rates Premium (BRP), mitigations to achieve a balanced budget, income and funding, capital requirements and use of reserves.
3. Overall, the budget provides for a core establishment of 954 full time equivalent (FTE) Police Officers (plus 30 Regional Organised Crime Unit posts), 539 (FTE) Police Staff and 261.5 temporary funded roles (£163.3m) and non-pay (£69m) budgets totalling £232.3 These resources are provided to deliver Policing Plan priorities for both territorial policing and national lead functions, in areas such as fraud and cybercrime, with strong support for victim care.

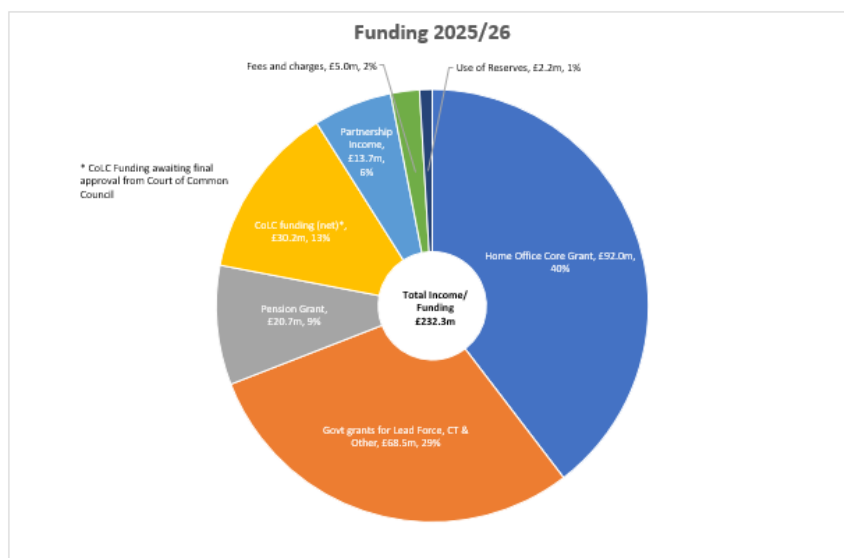
Table 1 provides a summary of the 24/25 and the proposed revenue budget for 25/26.

**Table 1 – Budget Summary**

<b>Table 1 Summary Revenue Budget 24/25 and 25/26</b>	<b>24/25 Latest Budget £m</b>	<b>25/26 Projected Budget £m</b>	<b>24/25 vs 25/26 Budget £m</b>
Expenditure	208.5	232.3	23.8
Income	(94.4)	(110.1)	(15.7)
Core Funding (Chief Officer cash limited budget)	(114.1)	(122.2)	(8.1)
Income & Core Funding (net of capital charges)	(208.5)	(232.3)	(23.8)
(Surplus)/Deficit	-	-	-

4. The 25/26 budget shows an increase of £23.8m compared to 24/25 which is mainly due to an increase in funding and growth attributable to National Lead Force activities (£15.5m) and additional core Government Grant income of £8.1m, including a net increase in Business Rates Premium (BRP) allocation (agreed in 23/24) of £1.5m, of which £1m is ringfenced for Secure City run costs. A full breakdown of funding is shown in figure 1 below.

**Figure 1: 2025/26 Funding Breakdown**



5. Whilst the 25/26 budget is shown as balanced, the latest Medium Term Financial (MTFP), as presented to members of the Resource, Risks and Estates Committee in November 2024 and Police Authority Board (PAB) in December 2024, identified £7.6m of additional inflationary and other pressures impacting the 24/25 budget, which were fully mitigated. Since this time there have been a number of new pressures impacting the 25/26 budget including changes to National Insurance thresholds and employer contribution rate, a 1% higher than anticipated 24/25 staff pay award, implementation of a London Allowance increase for officers and 0.8% increase in 25/26 pay award assumptions due to assumed forward funding of the 25/26 pay award within the

provisional settlement adding £5.8m of further pressures to the 25/26 budget. In addition, the proposed budget includes best estimates for the reprogramming of the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) implementation, which has identified an initial budget gap of £1.5m which is likely to require further recourse to internal loan funding. These pressures are summarised in Table 2 below.

**Table 2 – Budget Pressures**

<b>25/26 Budget Pressures (Revenue)</b>	<b>2025/26 £000</b>
Officer Pay Inflation	3,000
Staff Pay Inflation	1,500
Loss of TfL Funding for Roads Policing	1,400
Non-Pay inflation	1,200
Other	500
<b>Sub-Total Budget Pressures from December MTFP (Appendix 4)</b>	<b>7,600</b>
National Insurance Increase	2,000
1% Higher staff pay award from 24/25	400
London Allowance Increase	1,500
Forward funding of 25/26 pay award 2.8% compared to 2%	400
Neighbourhood Policing Uplift	700
Overtime for events and protest work demands (NICC related)	800
Estimated Net FCCRAS budget shortfall	1,500
<b>Sub-Total New Budget Pressures</b>	<b>7,300</b>
<b>Total Pressures</b>	<b>14,900</b>

6. The MTFP, which was presented to Members prior to the 24/25 Police Settlement being communicated assumed that Home Office funding would increase by £2.1m the subsequent Home Office announcement has provided for £4.5m more funding than expected (para 11), While the 25/26 provisional settlement has provided £6.5m additional funding over 24/25, much of this was to cover the increased costs of the 24/25 pay award, employers National Insurance contributions and an uplift in Neighbourhood police officers, which has left a residual gap of £1.3m per annum in the Police budget. Of this £0.3m has been mitigated through a budget reprioritisation, but £1m remains unmitigated and an unidentified saving line has been included in the 25/26 budget. To eliminate this cost pressure extra mitigations will be required, with options including a further increase to the Business Rate Premium, subject to Court of Common Council approval, and/or the identification of other core savings, although options for savings are very limited. Separate to this, the budget also includes a £1.5m unidentified savings line in respect of net estimated FCCRAS revenue cost pressures (para 18 refers). This is due to the revised delivery approach and will likely require recourse to additional internal loan funding subject to any programme savings being identified during 25/26.

7. In balancing its finances over the last two years, CoLP has delivered major savings, with cumulative, budgeted savings over the last five years of £19.9m (16.9% of the 2024/25 Net Revenue Budget) - including pay and overtime reductions, non-pay savings and increased charges for funded work. The options for CoLP to make further savings and achieve a balanced budget in 25/26 are, therefore, limited by the continued requirement to maintain officer numbers at national head count levels, contractual obligations and the level of savings delivered in recent years, without impacting operational policing. Table 3 below summaries the mitigations which have been included in the proposed 25/26 budget, including use of a £1.4m Fraud and Cyber Crime Reporting and Analysis (FCCRAS) provision established in 23/24, a £0.3m increase in the contribution from funded work towards inflation and overheads, growth in funded activities of £1.2m to mitigate partnership funding loss, further pay and non-pay savings of £0.7m and a £1.5m allocation from the 23/24 Business Rates Premium (BRP) increase.

**Table 3 – 2025/26 Budget Mitigations (Updated for Provisional Settlement)**

2025/26 Budget Mitigations	2025/26 £000
Increase in Home Office Core Funding	6,600
Increase in the Business Rate Premium (2024 allocation)	1,500
Use of residual FCCRAS provision	1,400
Higher proportion of more junior PCs	200
Growth in 'Funded work' mitigating loss of partnership funding	1,200
Increased recovery of overhead from 'Funded work'	300
Further Non pay savings	700
Adjustment for phasing of staff recruitment to full establishment	500
Unidentified Core Saving	1,000
Unidentified Savings/funding solution for revised FCCRAS delivery approach	1,500
<b>Total</b>	<b>14,900</b>

### Capital Programme 2025/26

8. A summary of forecast capital expenditure and funding for 2021/22 to 2026/27 is shown in table 4 below. This shows a proposed capital programme for 2025/26 of £13.065m, comprising £7.000m on FCCRAS, £2.447m on projects which commenced in prior years, £0.280m for new prioritised projects commencing in 2025/26 and £0.838m remaining uncommitted/available for other new projects. All new projects will be subject to business case approvals, supported by assessments on deliverability and affordability. The 2025/26 capital programme also provides £0.890m for cyclical replacement, £1.000m for Future Police Estates Programme (FPEP) technological replacement, and £0.610m for contract assessment, continuous improvement and feasibility work. The proposed capital programme is broken down and further explained in paragraphs 39 to 61 of this report.

**Table 4 – CoLP Capital Programme**

CoLP Capital Programme	21/22 £000	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000	Total £000
<b>Projects:</b>							
FCCRAS	3,970	5,392	12,396	7,780	7,500	-	37,038
Other ongoing projects	2,960	1,194	708	1,768	2,447	422	9,499
Proposed new projects 2025/26	-	-	-	-	280	238	518
Remaining uncommitted funds	-	-	-	391	838	1,290	2,519
<b>Standing Items:</b>							
Cyclical Replacement	1,000	545	872	2,358	890	750	6,415
FPEP tech repayment	-	-	-	-	1,000	1,100	2,000
Contract assessment	-	-	-	-	100	100	200
Continuous improvement	-	-	-	-	310	1,000	1,310
Feasibility	-	-	-	-	200	200	400
<b>TOTAL EXPENDITURE</b>	<b>7,930</b>	<b>7,131</b>	<b>13,976</b>	<b>12,297</b>	<b>13,565</b>	<b>5,000</b>	<b>59,899</b>
<b>Funding:</b>							
City Fund loan (FCCRAS)	-	-	-	3,017	3,500	-	6,517
City Fund loan (other projects)	2,941	1,401	(137)	595	1,065	-	5,865
Home Office (FCCRAS)	3,970	3,000	11,200	2,804	4,000	-	24,974
City Fund	-	110	174	-	-	-	284
City ULEZ loan	1,000	-	-	-	-	-	1,000
POCA	19	38	7	881	-	-	945
Direct revenue financing	-	2,582	2,732	5,000	5,000	5,000	20,314
<b>TOTAL FUNDING</b>	<b>7,930</b>	<b>7,131</b>	<b>13,976</b>	<b>12,297</b>	<b>13,565</b>	<b>5,000</b>	<b>59,899</b>

9. The table also shows a forecast outturn for 2024/25 of £12.297m which is explained in a third quarter (Q3) budget monitoring report on this agenda.

### Recommendations

Members of RREC are asked to:

Note the report and:

- the 2025/26 City of London Police (CoLP) Revenue Budget; and
- the 2025/26 CoLP Capital Programme

Members of the Police Authority Board are asked to approve:

- the 2025/26 CoLP Revenue Budget; and
- the 2025/26 CoLP Capital Programme

## **Main Report**

### **Relevance to the Policing Plan**

1. The primary purpose of the development of the budget and Medium-Term Financial Plan (MTFP) is to direct resources to deliver the objectives set out in the Force's Policing Plan:
  - To keep those who live, work and visit the City safe and feeling safe
  - To protect the UK from the threat of economic and cybercrime
  - To put the victim at the heart of everything that we do
2. The development of the 2025/26 budget is focused on the Policing Plan, building on the 2024/25 business planning process, to ensure that finite resources are allocated to enable delivery of the above key objectives.
3. The Force's Income Strategy, introduced in 2019 and refreshed in 2023/24, was designed to assist in the delivery of a sustainable budget going forward through seeking full cost recovery from funded units and commercial / non-core / change activity wherever possible. In the 25/26 budget additional income of £4.45m through recharging of costs has been included as part of a package of measures to close the budget gap, noting the historically cash flat nature of several National Lead Force grants and agreement by the Home Office to increase funding for overheads by £3.5m for 'funded' work in 2024/25. The affordability and sustained resourcing of funded/non-core activities will be dependent on securing this uplift in funding which is a key risk to the delivery of the Policing Plan. Work will continue in 2025/26 to drive income recovery from funded work through engagement with funders to ensure deliverables are commensurate with the financial resources being made available.

### **National Context, Police Funding Settlement and Core Funding**

4. The Force continues to operate in an environment of considerable uncertainty and financial challenge. While the 24/25 budget was balanced by a combination of increased local funding from a reset of the Business Rates Premium allocation and additional City of London Police (CoLP) mitigations. Since then, CoLP has experienced or forecast a range of new pressures which will impact 25/26 budget setting, which includes:
  - Pay and non-pay inflation in 24/25 being significantly above assumptions – creating £7.6m of pressure for 25/26 and future years.
  - a £1.5m increase in pay costs due to an increase in the London Allowance for officers with effect from 1 April 2025.
  - The 24/25 pay award for staff exceeding budget expectations by 1% leading to a downstream cost pressure of £0.4m per annum.
  - Increasing pressure from national events, protest activities linked to the City, as a National and International Capital City impacting overtime costs £0.8m.
  - An increase in employer National Insurance Contributions, creating a cost pressure of £2m.

## Police Funding Settlement

5. On 17th December 2024 the Home Office announced the provisional police funding settlement. Table 6 provides a line by line breakdown of the provisional settlement compared to 24/25. The key points are :

- Police Uplift Programme (PUP) ringfence – a £0.5m reduction in the Police Uplift funding subject to ringfencing which puts £2.6m funding at risk (vs £3.1m in 24/25).
- Additional recruitment top up grant – City’s officer uplift target was increased in 24/25 by 10 (from 986 to 996 headcount), with £0.5m additional funding being provided (which will be fully offset by additional costs). As in 2024/25 a key concern remains that the Home Office settlement continues to level risk to police finances through the ringfencing of core funding which is subject to maintaining officer uplift targets. The Home Office have confirmed that performance against the 996 target will be measured on 31 September and 31 March. Any shortfall against the maintenance level of 996 will be subject to £40,000 per officer being withheld from the Uplift grant, up to a maximum tolerance of 30 officers; this means that if CoLP were to miss the uplift target by 30 at both checkpoints, the entire £2.5m grant would be lost.
- Pay award grant – CoLP received extra funding during 24/25 of £1.2m for part-year effect of the 2023 officer pay award (4.75%). It is assumed that the £2.1m full year effect has been rolled into core grant for 24/25, but it is not clear what has been included in the 25/26 Provisional Settlement in relation to the 2025 pay award. The allocation of this grant is based on funding formula shares and so it does not provide for the increased costs of National or funded resourcing. With the latter provided for via a Home Office top slice to national pay award funding and subject to separate grant claim arrangements.
- National Insurance grant – CoLP has received a £1.5m National Insurance impact grant to compensate the Force for the additional employer contribution costs from 1 April 2025. This is to recognise an increase to the employer contribution rate from 13.8% to 15% and lowering of the threshold. The impact of the NI increase across CoLP’s core and funded work is estimated to be £2m, which may result in a cost pressure if the funded element cannot be recovered through specific grant agreements.
- Precept grant (in lieu of City’s inability to precept) - has increased by £1.1m which, as in previous years, is linked to Government providing increased Precept flexibility elsewhere (£14 in 25/26).
- Pensions grant – In 24/25 the Home Office provided an additional £2.4m of funding to CoLP following a decision to increase employer pension contributions for officers from 31% to 35.3% from April 2024, with total annual pension grant funding totalling £3.2m. This has reduced in 25/26 by £0.4m to £2.8m and is due to a top slice for Counter Terrorism activities which are subject to separate grant claim arrangements.
- National & International Capital City (NICC) grant (provided to City and Met Police) - has increased by £1.7m to £6.5m, having remained cash flat at £4.8m since April 2019. The NICC grant was awarded to recognise the cost of additional policing activity arising from events and demonstrations

related to the City's historic location and national and international status, excluding the costs of counter terrorism activity which is subject to a separate specific grant.

- Neighbourhood Policing Uplift In 25/26 the Home Office have committed to provide £100m of additional funding to increase Neighbourhood Policing of which CoLP has been allocated £0.7m. At the time of writing, however, the Home Office have not yet provided clarification on their expectation of officer uplift numbers from this funding.

#### Local Funding – Business Rates Premium

6. In March 2024 the Court of Common Council approved an increase in the Business Rates Premium by £0.4p (in the £) to move to parity in local funding allocations compared to the national average, including the rent-free benefit provided by the Corporation and Home Office Precept Grant. The 24/25 BRP allocation provided for a £1.5m increase in funding for the Police budget in 25/26, from £28m to £29.5m per annum. This excludes:
  - £0.7m Contact Centre funding,
  - £1m of BRP funding for the Police Authority Board; and
  - £1m of BRP funding for the Security City Programme (SCP).
7. However, from a balanced position at April 2024, significant further pressures and risks have arisen, in particular from the Fraud and Cyber Crime Reporting and Analysis Programme, termination of £1.4m per annum TfL funding, higher pay award, allowances and increased operational demands and pressures (Command and Control, data storage, energy and utilities) a residual gap of £1m per annum in the Police budget has emerged.
8. With cumulative savings plans over the last five years of £19.9m (16.9% of Net Revenue Expenditure) the opportunity for further savings without significant operational impacts are limited. It should be noted that precept flexibility for other forces has been set at higher than expected £14 and although the City has moved towards parity in local funding with the national average it remains well below the local funding % for other South East forces (excluding the MPS). Without additional local funding, it is likely that the £1m gap in the Force budget, mainly relating to an unfunded London Allowance cost, the 2024 staff pay award exceeding budgeted expectations and future year pay awards will remain unmitigated without service impacts.
9. Should the Court of Common Council resolve to approve an increase in the BRP for 25/26, any increase in the allocation to the Force above the £1m revenue deficit would enable an acceleration in loan repayment relating to the legacy capital programme and other exceptional borrowing requirements, where recourse to loan funding is necessary and appropriate. However, it is expected that CoLP capital priorities will normally be managed within a £5m per annum for direct revenue financing (DRF) envelope combined with £1m per annum of loan repayment.
10. The estimated annual operating cost of the Secure City Programme (SCP) is expected to be c.£2m which will be funded through a combination of £0.4m existing police resources (through decommissioning the current Information management



system (IMS) and disaster recovery system (DRS), £1m of BRP funding, up to £0.5m of funding from the City's on-street parking reservice and a potential future contribution from City Bridge Foundation (subject to evidencing positive impact on policing the bridges). Following implementation delays it is now expected that the SCP will move to a fully operational phase during 25/26 with responsibility for managing the service transferred to CoLP. All service income and expenditure will be ringfenced in CoLP's revenue budget.

11. The grants awarded as part of the police funding settlement and from the City of London Corporation constitute "core" funding and is held by the Police Authority until the end of the financial year. Historically this has been referred to as the "Chief Officer's Cash Limited Budget" for local authority accounting purposes and provide an in-year Net Budget of £123.2m, an increase of £8.1m from 2024/25, after adjusting for internal loan repayment of £1.0m which is shown as negative financing for Local Authority budgeting. Of the £8.1m increase, £6.6m relates to an increase in Home Office core funding and a £1.5m increase in the baseline BRP funding agreed as part of the 2024 BRP increase.

12. Funding for the Force also includes £110.1m of specific government grants, partnership income, fees and charges and the use of reserves (2024/25: £94.4m). This excludes £29.9m of funding distributed by CoLP to Forces and ROCUs (2024/25 £30.6m) The increase of £15.7m compared to 24/25 is mainly due to:

Government Grant income (note xii) - £16.2m increase mainly due to:

- Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) £9.9m linked to the revised delivery plan.
- Anti-money Laundering Act (AMLAR) funding for the Domestic Corruption Unit, Fraud Reform programmes and Co-ordination - £4.8m increase.
- An increase in Police Pension deficit funding of £2.1m.
- Less: £0.8m of Hotspot Funding which was part of the £1m provided to Police and Crime Commissioners in 2024/25 to tackle anti-social behaviour.

Partnership Funding (note xiii) – £1.0m decrease, mainly due to:

- The cessation of TfL funding for Roads Policing £1.2m net of a £0.5m increase in contributions from the Force's three funded units: the Insurance Fraud Enforcement Department (IFED), the Dedicated Card and Payment Crime Unit (DCPCU) and the Police Intellectual Property Office (PIPCU) in line with increasing service costs. If this increase in partnership income is not realised it will necessitate a corresponding reduction in Funded Unit pay and non-pay costs.

Fees and Charges (note xiv) - £0.3m increase

- Mainly due to a £0.3m increase in recharging of staff costs to capital (change) projects. This is in accordance with the 2023 Corporate Services Review design principles with roles being aligned to demand drivers and funded workstreams.

13. Subject to the final settlement Table 6 sets out the overall revenue funding envelope which will be available to resource policing services in support of the Policing Plan.

**Table 6 – Funding and Income**

CoLP Funding 2024-25 & 2025-26	2024/25 £m	2025/26 £m	Change £m (Better)/ Worse
Core grant	(66.3)	(68.8)	(2.5)
National Insurance Impact grant	0.0	(1.5)	(1.5)
Council Tax Freeze Grant	(0.3)	(0.3)	0.0
NICC Grant	(4.8)	(6.5)	(1.7)
Precept Grant	(7.4)	(8.5)	(1.1)
Pensions Grant	(3.2)	(2.8)	0.4
Ringfenced Uplift Funding	(3.1)	(2.6)	0.5
Neighbourhood Policing Uplift	0.0	(0.7)	(0.7)
Uplift Additional Recruitment Top Up	(0.5)	(0.5)	(0.0)
Less £0.2m Council Tax Freeze Grant to City Fund	0.2	0.2	0.0
<b>Sub-Total police grant funding</b>	<b>(85.4)</b>	<b>(92.0)</b>	<b>(6.6)</b>
Business Rates Premium	(28.0)	(29.5)	(1.5)
Corporation - Contact Centre	(0.7)	(0.7)	(0.0)
Secure City	(1.0)	(1.0)	0.0
<b>Sub-Total Business Rates Premium/CoL funding</b>	<b>(29.7)</b>	<b>(31.2)</b>	<b>(1.5)</b>
<b>Total Core Funding</b>	<b>(115.1)</b>	<b>(123.2)</b>	<b>(8.1)</b>
Specific Grants*	(73.0)	(89.2)	(16.2)
Partnership Funding	(14.7)	(13.7)	1.0
Fees and Charges	(4.7)	(5.0)	(0.3)
Use of Reserves	(2.0)	(2.2)	(0.2)
<b>Sub-Total Income and use of Reserves</b>	<b>(94.4)</b>	<b>(110.1)</b>	<b>(15.7)</b>
<b>Gross Funding &amp; Income</b>	<b>(209.5)</b>	<b>(233.3)</b>	<b>(23.8)</b>
<b>Less Capital Financing Charges</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>Net Funding &amp; Income</b>	<b>(208.5)</b>	<b>(232.3)</b>	<b>(23.8)</b>

\* Excludes £29.9m of National Lead Force grants which are transferred to other forces to support their fraud, cybercrime and anti-money laundering activities.

## Revenue Budget for 2024/25, Projected Outturn and 2025/26 Budget

### Table 7 – Revenue Budgets 2024/25 & 2025/26

CoLP Revenue Budgets	24/25	24/25	24/25	24/25	25/26	25/26 vs 24/25 Budget	Notes
2024/25 and 2025/26	Latest Budget	Actuals	Projected Outturn	Variance vs Budget (Better) / Worse	Projected Budget	(Better) / Worse	
	£'000	Q3 £'000	Q3 £'000	£'000	£'000	£'000	
Police Officer Pay	80,004	58,202	77,854	(2,150)	87,641	7,637	(i)
Police Staff Pay	42,189	25,948	36,871	(5,318)	47,360	5,171	(ii)
Police Officer Overtime	2,655	2,700	3,625	970	3,454	799	(iii)
Police Staff Overtime	231	255	325	94	232	1	
Temp/Agency	1,113	1,217	1,271	158	949	(164)	(iv)
Other Employee Related Expenditure	2,930	1,543	2,675	(255)	3,039	109	
Pension Deficit	18,600	0	19,500	900	20,700	2,100	(v)
<b>Total Pay</b>	<b>147,722</b>	<b>89,865</b>	<b>142,121</b>	<b>(5,601)</b>	<b>163,375</b>	<b>15,653</b>	
Premises	4,197	2,275	4,463	266	3,321	(876)	(vi)
Transport	2,807	646	2,692	(115)	506	(2,301)	(vii)
Supplies and Services	35,089	36,571	50,826	15,737	46,933	11,844	(viii)
Third Party Payments	9,622	7,487	9,917	295	10,641	1,019	(ix)
Unidentified Savings/cost pressures	0	0	0	0	(2,536)	(2,536)	(x)
Support Services	3,365	116	3,408	43	3,404	39	
Capital Charges	5,065	0	5,065	0	5,065	0	
Recharges across Funds	28	0	28	0	28	0	
Recharges within Fund	67	0	67	0	60	(7)	
Transfer to Reserve	500	0	500	0	1,500	1,000	(xi)
<b>Total Non-Pay</b>	<b>60,740</b>	<b>47,095</b>	<b>76,965</b>	<b>16,225</b>	<b>68,922</b>	<b>8,182</b>	
<b>Total Expenditure</b>	<b>208,462</b>	<b>136,960</b>	<b>219,086</b>	<b>10,624</b>	<b>232,297</b>	<b>23,835</b>	
Specific Grants	(72,926)	(28,689)	(84,054)	(11,128)	(89,213)	(16,287)	(xii)
Partnerships	(14,691)	(8,713)	(14,335)	356	(13,699)	992	(xiii)
Fees & Charges (inc capital projects)	(4,710)	(1,044)	(4,017)	693	(5,001)	(291)	(xiv)
Transfer from Reserves	(2,049)	0	(2,593)	(544)	(2,186)	(137)	
<b>Income</b>	<b>(94,376)</b>	<b>(38,446)</b>	<b>(105,000)</b>	<b>(10,624)</b>	<b>(110,100)</b>	<b>(15,723)</b>	
<b>Core Funding</b>	<b>(114,086)</b>	<b>(98,514)</b>	<b>(114,086)</b>	<b>(0)</b>	<b>(122,197)</b>	<b>(8,112)</b>	
<b>Total Income &amp; Funding</b>	<b>(208,462)</b>	<b>(136,960)</b>	<b>(219,086)</b>	<b>(10,624)</b>	<b>(232,297)</b>	<b>(23,835)</b>	
<b>Net (Under)/Overspend</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

14. The proposed 2025/26 budget has been prepared within the resources set out above. Table 7 above summarises the 2024/25 net revenue budget, projected year end outturn and variances and the 2025/26 budget. Underspends / positive variances are shown in brackets.

## **Revenue Budget for 2024/25 and Projected Outturn**

15. The 2024/25 Quarter 3 revenue outturn is presented as a separate paper on today's agenda. This shows a breakeven outturn position, with both expenditure and income expected to be £219.1m. This compares to original expenditure and income budget of £208.5m. The variance of £10.6m 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£15.3m and is reflected in the additional supplies and services expenditure shown in Table 1. The residual FCCRAS cost pressure on CoLP's budgets, after considering a 50:50 risk share arrangement with the Home Office and the application of additional overhead recovery, remains at £1.2m with the further extension cost pressures forecast at Q3 absorbed by vacancy savings due to the revised trajectory of staff recruitment into the FCCRAS programme. At this stage it is expected that this residual £1.2m cost pressure will be mitigated using a specific earmarked Action Fraud reserve (£0.8m) and core savings (£0.4m) without recourse to use of the General Reserve, however, this position will be kept under review should further pressures arise from programme replanning.
16. Whilst a balanced outturn forecast has been maintained at Q3 24/25, 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 24/25 revenue budget is now at its limit for absorbing any additional cost pressures.

## **Proposed Revenue Budget for 2025/26**

17. The proposed 2025/26 budget has been prepared within the resources set out in Table 6 above. Overall there is an increase of £23.8m between the 2024/25 latest approved budget and the 2025/26 original budget. Further details of support services and capital charges are shown in Appendix 1. The significant movements, budgetary assumptions, risks and opportunities are explained below.

## **Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS)**

18. Recognising that, at this point of budget setting, FCCRAS is in the process of reprogramming, best estimates have been included within this budget. Current service extension costs estimated at £12m have been built in, to be funded by way of a 50/50 "risk share" with Home Office. Also increased capital costs have been estimated at £6m, to be funded two thirds Home Office and one third CoLP. It is likely that CoLP will require recourse to additional internal loan funding of up to £5m for its share of increased capital costs plus funding gap on its share of extension costs, particularly if the whole 12 month extension agreement is required. CoLP's loan balance, should the full £5m, be required would be around £11m at 31/03/26. This remains close to the expected £10m loan position, so there should be minimal extra exposure on CoLP finances or risk to the City, which will be reinforced if additional Business Rate Premium is allocated specifically to fast-track loan repayment.

## **Risks and Opportunities**

19. There are several financial risks and opportunities which may impact the 2025/26 budget.

Risks include:

- Ringfencing of Government Grants, with dependency on maintaining officer uplift levels.
- Pay awards and non-pay inflation being higher than estimated.
- Unfunded pay awards, including London Allowance and the unknown impact of Ambition 25.
- Higher rank / grade mix as employees progress through pay scales
- Loss of income sources.
- Sustaining cost recovery from funded work particularly in relation to National Lead Force funding which provides an element of the City's officer uplift target.
- FCCRAS implementation and any implications arising from the updated detailed delivery plan.
- The levels of recruitment needed to deliver against both the financial and operational Policing Plan, in particular achieving the staff recruitment trajectory as a risk to realising available National Lead Force funding.
- The ability to deliver the mitigations included within the budget within the timeframes set and also the level needed whilst delivering the required levels of service.
- The ability of the Force to deliver the Capital Programme.

Opportunities:

- Further progress on cost recovery for 'funded' work.
- Increased efficiencies from Projectivity Review and implementation of Business Planning outcomes.

## **Pay and Workforce Planning**

20. The pay budget for 2025/26 is £163.3m, this is an increase of £15.6m from 2024/25. The main factors for the increase include:

### **Notes (i) & (ii)**

- the impact of pay inflation being higher than anticipated in 2024/25 being baked into subsequent year's pay. Officers 1.75% and staff 1% above budgetary assumptions with corresponding full year impact of £1.4m & £0.4m respectively.
- For 2025/26 the budget assumes a 2.8% pay award increase for officers and staff in accordance with the National Police Chief's Council and The Police and Crime Commissioners Treasurers' Society (PACCTS), adding £1.3m per annum to Officer and £0.9m to staff pay.
- The increase in employer National Insurance contributions from 13.8% to 15% from 1 April 2025 is expected to increase officer pay by £1.2m and staff pay by £0.8m
- The impact of incremental pay progression increasing pay by £1.2m for officers and £0.5m for staff

- An increase in officer pay by £1.5m per annum following an increase in the London Allowance of £1,250 payable to officers from 1 April 2025.
- Police Officer pay also includes a £0.7m provision relating to the Home Office's Neighbourhood Policing Guarantee and is matched by additional core funding.
- The 2025/26 pay budgets also include a £0.7m core budget correction in respect of the Insurance Fraud Enforcement Department (IFED), with officer pay and staff pay increasing by £0.45m and £0.25m respectively.
- a £2.3m increase in staff costs relating to planned growth in funded work including the Anti-Money Laundering Act Regulations (AMLAR), Enhanced Cyber Reporting (ECRS), and Fraud Reform. This growth is matched by an increase in Specific Government Grant Funding.
- The officer pay budget continues to include an officer adjustment provision of £0.5m to manage the headcount impact of the additional 10 Uplift posts and the risk of overshooting against the 996 target. No allowance is made of officer vacancies due to the requirement to maintain the workforce at Uplift Maintenance levels.
- For staff pay, however, a £0.65m "natural" vacancy factor has been maintained in the budget to recognise savings due to the time lag between leavers and joiners, based on an average of 15FTEs per annum. In addition, the staff pay budget includes a £0.5m mitigation to recognise the current trajectory of "core" staff recruitment which is not expected to reach full establishment until October 2025. This budgetary mitigation is expected to diminish as the intake of staff increases to full establishment.
- **Note (iii)** an increase in police officer overtime budgets of £0.8m, to recognise the challenges of policing in a National and International Capital City as potential focal point for events and protest activities. This increase in overtime budgets will be held centrally and allocated based on irrecoverable overtime demands. Overtime will continue to be monitored through the Force's internal Strategic Finance Board.
- **Note (iv)** a £2.1m increase in the pension deficit provision. This is to align the budget with the current 6-year pension forecast and is offset by a corresponding reduction in Home Office grant income.
- **Note (v)** Agency budgets are assumed to decrease by £0.3m as permanent recruitment into vacancy posts diminishes the requirement for temporary staff to backfill roles.

21. The 2025/26 pay budget is based upon the following full time equivalent (FTE) numbers:

**Table 8 – Workforce Establishment**

	<b>Officer FTE</b>	<b>Staff FTE</b>	<b>Total FTE</b>
2024/25 Baseline	946	536.2	1,482.2
SOC Uplift (Regional Organised Crime Units)	30.0	0	30.0
NPCC Cybercrime	9.0	2.8	11.8
<b>Changes</b>	<b>(1.0)</b>	<b>-</b>	<b>(1.0)</b>
<b>Establishment at 1st April 2024</b>	<b>984.0</b>	<b>539.0</b>	<b>1,523.0</b>
<b>Temporary Funded Roles</b>	<b>56.9</b>	<b>205.6</b>	<b>262.5</b>
<b>TOTAL Budgeted Workforce</b>	<b>1,040.9</b>	<b>744.6</b>	<b>1,785.5</b>

22. The NPCC Cyber Portfolio (11.8FTE) and 30 FTE Police Uplift SOC posts are shown in the overall establishment in Table 8 and are included in the Home Officer Uplift headcount target of 996. The Cyber Portfolio team and the Police Uplift SOC posts are funded from specific grants and claimed in arrears from Home Office. Of the 30 SOC posts, 2 will be employed directly by CoLP and the remaining 28 are based in the Regional Organised Crime Units (ROCU). The majority of the Cyber Portfolio will be recruited via seconded officers and agency staff. The budget also assumes a further 262.5 temporary funded roles mainly related to delivery of NLF lead force activities.

23. The budget assumes resourcing levels for 25/26 will be an establishment of 1,523 FTEs, comprising 984 FTE Officer and 539 staff roles, plus 262.5 temporary funded roles. The reduction by 1 in the officer FTE relates to a secondment which was included in the budgeted establishment but has been removed as the funding for the post has ended. Based on the experience of 23/24 and 24/25 an officer FTE of 984 should provide for a head count of 996. This is because there are several part time officer posts which count as 1 when measuring achievement against the Uplift Maintenance target of 996. The number of part time posts and interaction with the achievement of the Uplift Maintenance target will be kept under review. In addition to the budgeted headcount above it is expected that there will be a further increase in officer roles because of the Neighbourhood Policing Guarantee included in the Provisional Settlement. The Home Office have not yet communicated the officer expectations based on the £0.7m allocation to CoLP but it's not inconceivable that this expectation could equate to 8-10 additional PCs.

24. Pay inflation assumptions remain one of the largest areas of risk. Based on the latest advice from the National Police Chief's Council and The Police and Crime Commissioners Treasurers' Society (PACCTS), a provision of 2.8% has been provided for both officers and 3 staff. While an assumption of 2% had been included in the November 2024 MTFP, it is not clear whether the Provisional Settlement includes forward funding of the 25/26 pay award, which the Government currently recommends as 2.8%. In prior years, the Home Office has provided a separate pay award grant to compensate forces for the recommendations agreed following the annual recommendations from the Police Remuneration Review Body (PRRB), however, it is not certain whether this will be the case for 25/26. For prudence,

therefore, a higher rate of pay inflation has been included in the Police budget of 2.8% compared to the 2% MTFP assumption. For funded work it is assumed that any inflationary consequences because of the 25/26 PRRB recommendations will be provided for through a top slice to the overall Police funding envelope for national policing priorities. If this doesn't prove to be the case, then programme deliverables and resourcing will need to be reviewed to ensure that each programme operates within the available funding.

## Non-Pay

25. **Note (vi)** The premises budget for 25/26 is £3.3m, a reduction of £0.9m compared to 24/25. This is mainly due to the removal of a one off £1.3m increase in the premises budget in 24/25 to allow for cyclical maintenance works at Bishopsgate and New Street to prolong the operational viability of these site ahead of delivery of the Future Police Estates programme. This £1.3m reduction in breakdown budgets net of £0.5m increase in provisions for energy, utilities and cleaning costs.

26. **Note (vii)** The Transport budget for 25/26 is £0.5m, a decrease of £2.3m compared to 24/25. This is principally due to the virement of the budget for the Rail Delivery Group (ATOC) discounted travel scheme from a "Transport" to Third Party Payments to better align the budget to the reporting requirements of CIPFA's Police Objective Analysis.

27. **Note (viii)** The Supplies and Service budget for 25/26 is £46.9m, an increase of £11.8m compared to 24/25. A breakdown of the budget is shown in Appendix 2. The increase of £11.8m is mainly due estimated FCCRAS extension costs of £12m referred to in paragraph 18.

Several other non-pay pressures have also been managed through budget re-prioritisation within the overall funding envelope, including: -

- A £0.3m increase in Local Policing Information Technology budgets to provide an expected increase in the cost of the Command-and-Control service provided by the Metropolitan Police Service for emergency call handling. This proposed increase, with effect from 24/25 has been noted in the quarterly monitoring reports to this committee.
- An increase in software licencing, data storage costs, security and external services, of £0.4m due to inflation and increased demand.

28. **Note (ix)** The third-party payments budget for 2024/25 is £10.6m an increase of £1.0m from 2024/25. This is mainly due to the transfer of £2m Rail Delivery Group charges from "Transport" budgets (para 26), net of a £1m reduction for funded activities. Third party payments include the cost of annual IT Service Level Agreement (SLA) with the City Corporation (£6.2m) as well as the annual Occupation Health Service subscription, Forensic Services contract costs and payments to other forces for seconded officers. A breakdown of third-party funding is show in Annex 2.



29. **Note (x)** Included within non-pay is £2.5m of unidentified savings/additional funding requirements. This has been necessary to balance the 25/26 budget noting the £1m residual core deficit for additional pay pressures and an estimated £1.5m FCCRAS budgetary shortfall, both of which were outside of the November 2025 MTFP (para 6-12 ref).
30. **Note (xi)** The 25/26 budget assumed an increase in provisions and contingencies to create a specific reserve to smooth the revenue impact of estates, cyclical maintenance and other running cost risks ahead of the move to the new police estate. Included within the £1m increase in the transfers to reserve is also a risk provision for the budgetary impact of the City's Ambition 25 programme, which is a review of staff reward and recognition. These provisions are considered as necessary and appropriate to help manage emerging estates and staff pay liabilities.

## Income

31. **Note (xii)** The force receives income and funding from a range of sources, with total budgeted income amounting to £232.2m in 2025/26 as detailed in the non-public Appendix 3, to this report. Due to the sensitive nature of the various funding streams, this is presented as a non-public appendix. CoLP funding primarily comes from its Home Office core grant, amounting to £92m for 2025/26 (39.6% of all income) Other specific Government grants total £89.2m (34.4% of all income), which includes funding for CoLP's National Lead Force for Fraud & Cyber roles and a grant to cover CoLP's contribution to the Officer Pension Scheme deficit. Total Government grants amount to £181.2m in 2025/26, 78% of all funding.
32. Unlike other Police and Crime Commissioners (PCCs) The City Corporation does not have the ability to raise funding through a Precept on Council Tax. It is however able to levy a Premium on Business Rates to provide local funding for the Police (as well as wider security purposes). The allocation to CoLP is expected to be £29.5m for 2025/26 (12.7%). In 2025/26 the City Corporation will also provide £0.7m of funding towards the contact centre (0.3%) and £1m BRP funding for the Secure City Programme (0.4%).
33. **Note (xiii)** Partnership income totals £13.7m in 2025/26 (5.9% of all income), comprising funding from third parties in support of the fight against fraud and economic crime. In prior year this also included specific funding from TfL in connection with transport policing and safety camera enforcement (24/25 £1.4m) under a Special Services Agreement (SSA). The SSA provides for an establishment of 13.2 FTEs (10 Officers and 3.2 staff). On 30<sup>th</sup> September 2024, however, TfL served the Force with a termination notice effective from 1<sup>st</sup> April 2025 citing significant financial pressures facing TfL and the low level of risk and harm on the road and bus network in the City compared to other areas of London. The challenge for CoLP is that with £2.6m of Uplift maintenance funding dependent on maintaining officers at a headcount levels, it is not possible to reduce officer numbers commensurate with the loss of funding. The 25/26 budget assumes that the officer establishment of 996 will remain affordable through growth in funded activities. The

impact of this on transport policing delivered by CoLP in the City is considered in the non-public section of this agenda.

34. **Note (xiv)** Income from fees and charges is estimated to be £5.0m in 2025/26 (2.2% of all income) and is largely derived from training delivered through the Economic Crime Academy, salaries recharged to capital and change projects.

35. As set out in the 2023 Income Strategy Report, charging for service is a complex area and as a minimum any charge must recover all direct costs. Wherever possible, however, CoLP will seek to recover full cost using a Full Economic Cost Recovery Model. Applying this model remains critical in 2025/26 to delivering £8.5m of additional income to meet mitigation targets, this is an increase of £4m on 24/25.

### Business Unit Control Totals 2025/26

36. Taking together workforce numbers and the proposed 2025/26 revenue estimate, Table 9 below provides a breakdown of budgeted staffing numbers, business unit control totals for 2025/26 and a summary of the functions included within each unit.

**Table 9 – Business Unit Control Totals 2025/26**

25/26 Budget by Business Area	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Inc & Exp
<b>Budgeted FTE</b>						
Officer	984	390	302	200	92	0.0
Staff	539	75	137	141	186	0.0
<b>Total Establishment</b>	<b>1,523</b>	<b>465</b>	<b>439</b>	<b>341</b>	<b>278</b>	<b>0.0</b>
Officer	55.9	0.0	12.8	27.1	16.0	0.0
Staff	205.6	0.0	7.0	165.8	32.8	0.0
<b>Total Temporary</b>	<b>261.5</b>	<b>0.0</b>	<b>19.8</b>	<b>192.9</b>	<b>48.8</b>	<b>0.0</b>
<b>Total Budgeted FTE</b>	<b>1,784.5</b>	<b>465.0</b>	<b>458.8</b>	<b>533.9</b>	<b>326.8</b>	<b>0.0</b>
<b>Budgeted £m</b>						
Pay Costs	163.4	37.2	36.0	39.3	25.1	25.7
Non Pay Costs	68.9	3.2	2.8	42.0	14.4	6.4
<b>Total Expenditure</b>	<b>232.3</b>	<b>40.4</b>	<b>38.8</b>	<b>81.3</b>	<b>39.6</b>	<b>32.1</b>
Income	(110.1)	(5.7)	(7.6)	(69.4)	(5.8)	(21.5)
<b>Net Budget</b>	<b>122.2</b>	<b>34.7</b>	<b>31.3</b>	<b>12.0</b>	<b>33.7</b>	<b>10.6</b>
<b>Functions Including</b>		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units FCCRAS/ NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Deficit POCA Recharges Unalloc Roles (NBH)

37. As shown in Table 9 above, territorial policing (Local Policing and Specialist Operations) accounts for 52% of the core funded full time equivalent (FTE) staffing numbers and 54% of the net budget. Corporate Services and Central Income and Expenditure consists of 18% of the workforce and 36% of the net budget. The remaining 30% of the workforce are employed in National Lead Force (NLF) the funded nature of its activities means that proportionally it is allocated less core budget as £69.3m of its activities are financed outside of the core Home Office and local BRP funding.

### Core / Funded Analysis 2025/26

38. The scope of funding for the Force's activities, the range of income streams, set out in the non-public Appendix 3 to this report, and organisational structures create a complex network of resource allocation with key funding streams typically spanning more than one business area. Table 10 below, provides a high-level analysis of workforce and budget allocations across five main workstream within CoLP, allocating both people and money to core and funded activities. While this analysis needs to be further matured, it shows the extent to which CoLP's core budget supports 'funded' work including FCCRAS, Funded Units and Change. While CoLP seeks to recover full cost - where appropriate using an Economic Cost Recovery Model- to fully understand the degree of core support/subsidisation an internal recharging methodology would need to be developed to allocate overheads on best value/activity basis across all CoLP's services. Assessment of the resource implications and cost/benefits of progressing this analysis will commence in 25/26.

**Table 10 - Core / Funded Analysis**

	Core	Funded	Total	Breakdown of Funded Work					
				NLF Fraud	NLF Cyber	NLF FCCRAS	Funded Units	Other P'ships	Other ART / Projects
				Note 1	Note 2		Note 3		
Officers (FTE)	786.8	253.1	1,039.9	97.5	15.0	20.6	75.0	5.0	40.0
Staff (FTE)	359.0	385.6	744.6	102.9	44.5	136.1	32.6	0.0	69.5
<b>Total Workforce (FTE)</b>	<b>1,145.8</b>	<b>638.7</b>	<b>1,784.5</b>	<b>200.4</b>	<b>59.5</b>	<b>156.7</b>	<b>107.6</b>	<b>5.0</b>	<b>109.5</b>
Pay Costs (£m)	115.3	46.5	161.7	16.4	6.3	9.8	9.6	0.4	4.0
Non-Pay Costs (£m)	38.6	44.0	82.6	4.7	3.9	30.5	4.8	0.0	0.0
<b>Total Costs (£m)</b>	<b>153.9</b>	<b>90.4</b>	<b>244.3</b>	<b>21.1</b>	<b>10.2</b>	<b>40.3</b>	<b>14.4</b>	<b>0.4</b>	<b>4.1</b>
<b>Income (£m)</b>	<b>(35.6)</b>	<b>(86.6)</b>	<b>(122.2)</b>	<b>(21.1)</b>	<b>(10.2)</b>	<b>(37.3)</b>	<b>(13.9)</b>	<b>(0.4)</b>	<b>(3.7)</b>
<b>Net (£m)</b>	<b>118.3</b>	<b>3.9</b>	<b>122.2</b>	<b>0.0</b>	<b>0.0</b>	<b>3.0</b>	<b>0.5</b>	<b>0.0</b>	<b>0.4</b>

## Notes to Table 10

- The core budget also supports an element of the NLF Fraud team for Fraud Cases in the City (£3.9m / 50FTEs)
- On going core contribution to FCCRAS is £1.5m per annum. Additional £1.5m provision is linked to programme implementation and is time limited.
- Core contribution to funded units is linked to the assessment of work the City would need to do in absence of the units.
- Overheads are included in the cost lines in the table and overhead recovery in the income lines.

## Capital Programme 2025/26

39. The CoLP Capital Programme comprises projects developed and managed by the Force, which are either funded directly from the Force's own resources or via a City Corporation loan facility. The revenue budget makes provision for principal and interest repayment. In addition, substantial capital funding is received from the Home Office towards FCCRAS.

40. The proposed Capital Programme for 2025/26 is shown in table 10 below and amounts to £13.565m. This comprises an estimated £7.500m on FCCRAS, £2.447m on projects which commenced in prior years, £0.280m for new prioritised projects commencing in 2025/26 and £0.838m remaining uncommitted/available for other new projects in 2025/26. Seven of the projects proposed to commence in 2025/26 are not expected to conclude until 2026/27 with additional spend of £0.238m forecast in that year. All new projects will be subject to business case approvals, supported by assessments on deliverability and affordability.

The 2025/26 capital programme also provides £0.890m for cyclical replacement, £1.000m for Future Police Estates Portfolio (FPEP technological replacement, and £0.610m for contract assessment, continuous improvement and feasibility work. The table also shows a forecast outturn for 2024/25 of £12.297m which is explained in a third quarter (Q3) budget monitoring report on the agenda.

41. In addition to the CoLP funded projects, the City of London Corporation funds some strategic CoLP projects, mainly comprising the Accommodation and Secure City Programmes.

42. In order to show the full cost of the FCCRAS project, table 11 also shows all years back to 2021/22 when this project commenced. Based on the development of a new programme plan, capital costs are estimated to increase by £6.0m to £37.0m, with the increase expected to be incurred in 2025/26 and funded jointly by Home Office (£4.0m) and CoLP (£2.0m).

**Table 11– Proposed Capital Programme 2025/26**

<b>CoLP Capital Programme</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>CoLP PROJECTS:</b>							
<b>2025/26 projects and projects started in prior years</b>							
FCCRAS (para 42)	3,970	5,392	12,396	7,780	7,500	-	37,038
Command and Control	-	-	-	93	623	329	1,045
Multi-Agency Police Peer Support (MAPPS)	-	-	-	15	133	-	148
Action Fraud	2,041	-	-	-	-	-	2,041
Data Analytics-Power BI	-	98	-	634	50	-	782
BWV	-	181	36	7	-	-	224
Forensic Case & Quality Mgmt	-	175	169	22	478	-	844
CAID	19	14	7	-	-	-	40
TFG Armoury	-	20	141	-	-	-	161
ICAV	-	-	195	15	50	-	260
Covert Camera System	-	23	23	65	-	-	111
Covert Surveillance Equipment	-	89	64	91	-	-	244
Barbican Airwave Coverage	-	-	27	-	-	-	27
Out of Court Resolution	-	-	-	148	-	-	148
Tackling Organised Exploitation	-	-	-	-	7	-	7
E-discovery	-	-	-	50	491	-	541
Digital Asset/Evidence Mgmt	-	-	-	4	56	-	60
Joint ERP solution	-	-	-	4	11	20	35
Digital Case File	-	-	-	-	10	19	29
HO Biometrics Case File	-	-	-	-	5	19	24
Rape Response Review	-	-	-	16	-	-	16
Role Based Access	-	-	-	2	75	21	98
Auto redaction	-	-	-	99	-	-	99
Electronic Display Screen	-	-	-	-	47	-	47
Equipment Mgmt System	-	-	-	-	-	-	-
Operation Soteria (Vawg)	-	-	-	17	30	-	47
Travel System – Agito	-	-	-	25	-	-	25
Forensic Image Mgmt System	-	-	-	59	3	-	62
Prioritisation, feasibility & other projects	900	594	46	355	-	-	1,895
<b>Sub-total: 2025/26 projects &amp; projects started in prior years</b>	<b>6,930</b>	<b>6,586</b>	<b>13,104</b>	<b>9,548</b>	<b>9,947</b>	<b>422</b>	<b>46,537</b>
<b>Proposed New Projects 2025/26</b>							
DDaCs (para 43)	-	-	-	-	17	-	17
CCTV (para 44)	-	-	-	-	23	-	23
Data improvem't prog. (para 45)	-	-	-	-	80	100	180
ESN (para 46)	-	-	-	-	6	23	29
NLEDS (para 47)	-	-	-	-	43	12	55
Vetting RPA (para 48)	-	-	-	-	34	-	34
HR recruitment system (para 49)	-	-	-	-	72	13	85
Virtual reality Engagment(para 50)	-	-	-	-	-	27	27
Process review (para 51)	-	-	-	-	5	-	5
Bodyworn live stream (para 52)	-	-	-	-	-	22	22
<b>Sub-total: Proposed New Projects 2025/26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>280</b>	<b>197</b>	<b>477</b>
<b>Funding for other new projects</b>				<b>391</b>	<b>838</b>	<b>1,331</b>	<b>2,560</b>
<b>TOTAL CoLP PROJECTS</b>	<b>6,930</b>	<b>6,586</b>	<b>13,104</b>	<b>9,939</b>	<b>11,065</b>	<b>1,950</b>	<b>49,074</b>

CoLP Capital Programme	21/22 £000	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000	Total £000
<b>Continued</b>							
<b>TOTAL CoLP PROJECTS (c/fwd)</b>	<b>6,930</b>	<b>6,586</b>	<b>13,104</b>	<b>9,939</b>	<b>11,065</b>	<b>1,950</b>	<b>49,574</b>
<b>Cyclical replacement</b>							
Fleet (cars) (para 53)	-	340	329	358	459	350	1,836
Fleet (horsebox) (para 54)	-	-	-	400	-	-	400
Fleet (motorbikes)	-	205	-	-	-	-	205
IT (para 55)	-	-	318	1,200	431	400	2,439
Firearms (para 56)	-	-	-	400	-	-	400
Other	1,000	-	225	-	-	-	1,225
<b>Sub-total: Cyclical replacement</b>	<b>1,000</b>	<b>545</b>	<b>872</b>	<b>2,358</b>	<b>890</b>	<b>750</b>	<b>6,415</b>
FPEP tech repayment (para 57)	-	-	-	-	1,000	1,000	2,000
Contract assessment (para 58)	-	-	-	-	100	100	200
Continuous improvem't (para 58)	-	-	-	-	310	1,000	1,310
Feasibility work (para 58)	-	-	-	-	200	200	400
<b>TOTAL STANDING ITEMS</b>	<b>1,000</b>	<b>545</b>	<b>872</b>	<b>2,358</b>	<b>2,500</b>	<b>3,050</b>	<b>10,325</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>7,930</b>	<b>7,131</b>	<b>13,976</b>	<b>12,297</b>	<b>13,565</b>	<b>5,000</b>	<b>59,899</b>
<b>Funding</b>							
City Fund loan (FCCRAS)*	-	-	-	3,017	3,500	-	6,517
City Fund loan (other projects)	2,941	1,401	(137)	595	1,065	-	5,865
Home Office (FCCRAS)*	3,970	3,000	11,200	2,804	4,000	-	24,974
City Fund	-	110	174	-	-	-	284
City ULEZ loan	1,000	-	-	-	-	-	1,000
POCA	19	38	7	881	-	-	945
Direct Revenue Financing (DRF)	-	2,582	2,732	5,000	5,000	5,000	20,314
<b>TOTAL FUNDING</b>	<b>7,930</b>	<b>7,131</b>	<b>13,976</b>	<b>12,297</b>	<b>13,565</b>	<b>5,000</b>	<b>59,899</b>

\*The phasing of Home Office and City Contributions between 24/25 & 25/26 may vary from this position.

### Proposed New Projects 2025/26

43. **Dynamic Decision and Case Management (DDaCs):** For policing operations, which have both cross boundary and threat to life characteristics, there is a significant challenge with the inconsistent and incomplete usage of the case management, decision logging and decision support systems. This represents a risk that is being carried by all forces and ultimately, considering the national aspect to complex operations, by the national leads charged with cohering capability. DDaCS is a national programme to introduce one cohesive solution for case management and operational decision-making.
44. **Closed Circuit Television (CCTV):** Following the introduction of the Secure City Programme and upgrades in CCTV capability, this is a project to operationalise those devices, to optimise its outputs and align force structures and resources to make best use of its' availability.
45. **Data Improvement Programme:** A large-scale redevelopment of data usage across the Force, making best use to inform decision making across all levels and seeking to provide a solid evidence-base for performance management.

46. **Emergency Services Network (ESN):** The Home Office is leading a cross-government programme to deliver the new Emergency Services Network (ESN) critical communications system. This will replace the current Airwave service used by the emergency services.
47. **National Law Enforcement Data Programme (NLEDS):** National Project to replace the existing Police National Computer.
48. **Vetting Robotic Process Automation (RPA):** Continuous improvement of vetting processes using technological advancement in generative AI and other approaches.
49. **HR Recruitment System:** Reviewing the existing recruitment system, and ongoing ERP capabilities to ensure these are fit for purpose of policing requirements, specifically Officer recruitment.
50. **Virtual Reality Engagement Programme:** Continuous improvement using technological advancement in generative AI and other approaches.
51. **Process review:** - Mapping of all processes to identify areas that duplicate effort; are unnecessary; could be automated or streamlined to release staff time, both for the team managing the tasks and for the end users required to input information for those tasks to be completed
52. **BodyWorn Live Streaming:** Continued development of the BodyWorn Video system, allowing real-time streaming into control room or to operational commanders for evidence gathering and improved sight / decision-making.

### **Standing Items: Cyclical Replacement**

53. **Fleet (cars):** a provision is made for the critical replacement of cars during 2025/26. A new Fleet Strategy is anticipated in 2025 which will provide an evidenced based plan for future fleet purchases.
54. **Horsebox:** There was a delay purchasing the horsebox due to the limited supplier selection nationally. However, delivery is expected in 2024/25, and it is anticipated that the full project budget of £400k will be spent.
55. **IT replacement:** Current Surface Pros and Laptops are coming to their end of life and require replacing. A provision of £1.2m has been included in the 2024/25 budget to replace up to 1,168 devices and their rollout has commenced, with a further £400k provision included in 2025/26 to replace a further 386 devices which will reach end of life in that year.
56. **Firearms replacement:** A provisional sum of £400k has been provided for the replacement of the current fleet of carbines and their sighting systems due to them approaching their end of useful and economic life. During February testing will be carried on the new equipment will full delivery expect either at the end of March or early April

## **Standing Items: Other**

57. **Future Police Estates Programme (FPEP) Technology replacement:** Future Police Estates Programme (FPEP) tenant-related spend is estimated to total £7.7m, financed from £3m application of the 2024 BRP increase indicatively allocated to fast-track loan repayment, £1.7m residual BRP and £3.0m to be prioritised within cyclical replacement budgets over 3 years. The £7.7m includes 'Category C' furniture, fittings and equipment (FF&E) of £4.4m and end user business as usual IT equipment (£3.3m).
58. **Contract assessment, continuous improvement and feasibility work:** Funds have been set aside from 2025/26 for contract assessment, to assess continued business need and ensure timely renewal, and for continuous business improvement and ongoing project feasibility work.

## **Capital Programme 2026/27**

59. Table 11 above also shows an indicative position for the following year 2026/27 based on the annual £5m Direct Revenue Financing (DRF) allowance from the revenue budget to fund projects.
60. The table shows £0.238m for the conclusion of the projects proposed to commence in 2025/26, £0.422m on projects which commenced in prior years and the balance of the £5m DRF is shown as funding available for new projects in 2026/27 (£1.190m).
61. The 2026/27 capital programme also provides £0.750m for cyclical replacement, £1.100m for FPEP technology replacement, £1.000m continuous improvement and £0.300m for contract assessment and feasibility work.



## Reserves

62. The forecast Force reserves position for 2025/26 is summarised in Table 12 below.

**Table 12 – CoLP Reserves**

CoLP Reserves	Opening Balance	Q3 Forecast Additions	Forecast Spend	Forecast Closing Balance	Forecast Additions	Forecast Spend	Forecast Closing Balance
	01-Apr-24 £'000	2024/25 £'000	2024/25 £'000	31-Mar-25 £'000	2025/26 £'000	2025/26 £'000	31-Mar-26 £'000
<b>General reserve</b>	6,595	-	-	6,595	-	-	6,595
Earmarked reserves:							
POCA	5,946	500	(2,600)	3,846	500	(2,212)	2,134
Emerg Services Mobile Tech	294	-	-	294	-	-	294
Action Fraud Reserve	775	-	(775)	-	-	-	-
Asset Replacement	-	-	-	-	750	-	750
Corporate Priorities	-	-	-	-	250	-	250
<b>Sub-total - Earmarked reserves</b>	<b>7,015</b>	<b>500</b>	<b>(3,375)</b>	<b>4,140</b>	<b>1,000</b>	<b>(2,212)</b>	<b>3,428</b>
<b>TOTAL RESERVES</b>	<b>13,610</b>	<b>500</b>	<b>(3,375)</b>	<b>10,735</b>	<b>1,500</b>	<b>(2,212)</b>	<b>10,023</b>

63. Over the medium term CoLP's reserve strategy aims to maintain a general reserve that supports management of CoLP's strategic and medium-term financial risks to: 1) cope with unforeseen events and emergencies, 2) as a contingency to respond to uncertainty in the economic climate, 3) to provide flexibility in managing future years budget pressures and 4) to balance cashflow fluctuations without calling upon additional local grant and/or loan funding. The proposed 2025/26 budget does not anticipate use of the general reserve, however, this is subject to inflation and other pressures not increasing above current budgetary assumptions. The Force's reserves policy, in line with Home Office expectations, is to maintain a General Reserve of 5% of net revenue expenditure (NRE). In 2025/26 the balance held in the Force's General Reserve is 5.31% of NRE.

64. POCA relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. It is expected that the funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:

- Asset Recovery Work
- Crime Reduction projects
- Community Projects
- Miscellaneous

65. The opening balance at the start of 24/25 was £5.9m and includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron. Given the significance of the reserve and requirement for sound governance it was determined that through the budget setting process the Police Authority will approve planned level of commitment and annual spend against POCA funds.
66. The use of POCA is subject to full business case development, project prioritisation and assessment of affordability. Updates on expenditure have been reported quarterly to this Committee and this stage the POCA reserve is forecast to fund £2.2m of revenue and capital expenditure in 2025/26 comprising £2.1m in relation to asset recovery / civil recovery activities and £0.1m for other relevant expenditure as set out below.

**Table 13 – Proceeds of Crime Act Reserve (POCA)**

<b>POCA Bids</b>	<b>Asset Recovery £'000</b>	<b>Crime Reduction £'000</b>	<b>Community Projects £'000</b>	<b>Misc £'000</b>	<b>Total £'000</b>
Asset Recovery Team (Revenue)	1,459	-	-	-	1,459
Civil Recovery Team (Revenue)	617	-	-	-	617
Covert Tasking	-	10	-	-	10
ECPHQ Communications Support	-	100	-	-	100
<b>Sub-total Revenue Funding</b>	<b>2,076</b>	<b>110</b>	<b>-</b>	<b>-</b>	<b>2,186</b>
Data Analytics	-	-	-	11	11
Out of Court Resolutions	-	-	-	15	15
<b>Sub-total Capital Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26</b>	<b>26</b>
<b>Grand Total</b>	<b>2,076</b>	<b>110</b>	<b>-</b>	<b>26</b>	<b>2,212</b>

- 1 Support Services and Capital Charges
2. Supplies and Services and Third-Party Expenditure Analysis
3. Income & Funding Streams – **Non-Public**
4. MTFP Pressures, Mitigations and Funding Streams – **Non-Public**

**Alistair Cook**

Chief Finance Officer

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## Support Services and Capital Charges

Support Services & Capital Charges from/to the City of London Police	Original Budget 2024/25 £'000	Draft Budget 2025/26 £'000	Note Ref
<b>Support Services and Capital Charges</b>			
City Surveyor's Employee Recharge	91	88	
Insurance	454	391	
IT Recharges – Chamberlain	6	2	
Capital Charges	2,541	2,594	
Capital Contras	(2,541)	(2,594)	
Notional capital charges	65	65	
Admin Buildings	1,276	1,487	(i)
Support Services	1,538	1,436	(ii)
<b>Total</b>	<b>3,430</b>	<b>3,469</b>	
<b>Recharges Within Fund</b>			
Car Park Recharge P&T	49	42	
Licence fees – Port Health & Environmental Services Committee	18	18	
<b>Total</b>	<b>67</b>	<b>60</b>	
<b>Recharges Across Funds</b>			
Remembrancer's Recharge - Policy & Resources - City's Cash	28	28	
<b>Total</b>	<b>28</b>	<b>28</b>	
<b>TOTAL POLICE</b>	<b>3,525</b>	<b>3,557</b>	

## Notes:

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

## Appendix 2

### Supplies and Services analysis

Category	24/25 Latest Budget	224/25 Actuals	24/25 Projected Outturn Q3	24/25 Variance vs. Budget	25/26 Projected Budget	25/26 vs 24/25 Budget
	£'000	Q3 £'000	£'000	£'000	£'000	£'000
Action Fraud/FCCRAS	16,371.0	23,580.0	31,677.0	15,306.0	29,911.0	11,540
Advertising	24.0	19.1	23.7	(0.3)	25.0	1.0
Animals & Livestock	153.0	87.0	142.0	(11.0)	156.0	3.0
Books	7.0	(0.2)	0.0	(7.0)	0.0	(7.0)
Computer	3,930.0	3,295.6	4,516.0	586.0	5,442.0	1,512.0
Conferences	59.0	322.5	338.7	279.7	95.0	36.0
Contract expenses	78.0	78.1	26.7	(51.3)	78.0	0.0
Contributions to Funds & Provisions	205.0	8.9	155.0	(50.0)	210.0	5.0
Equipment	2,620.0	1,221.4	2,105.5	(514.5)	2,580.0	(40.0)
Fees	8,732.0	5,271.6	8,933.1	201.1	7,184.0	(1,548.0)
Furniture	2.0	24.4	24.3	22.3	2.0	0.0
General Office Expenses	0.0	0.9	1.2	1.2	1.0	1.0
Grants & Subscriptions	951.0	810.4	1,636.2	685.2	964.0	13.0
Hospitality	8.0	48.3	45.4	37.4	159.0	151.0
Laundry & Dry Cleaning	8.0	(3.3)	0.0	(8.0)	0.0	(8.0)
Materials	35.0	13.9	12.8	(22.2)	6.0	(29.0)
Mayoralty And Civic Expenses	0.0	5.4	7.2	7.2	0.0	0.0
Other Charges	0.0	(4.0)	(4.0)	(4.0)	0.0	0.0
Postage	59.0	13.7	10.6	(48.4)	55.0	(4.0)
Printing	76.0	38.1	65.6	(10.4)	69.0	(7.0)
Provisions	21.0	33.8	21.5	0.5	11.0	(10.0)
Purchase of Vehicles	12.0	28.7	35.3	23.3	0.0	(12.0)
Radio	1.0	(0.4)	0.0	(1.0)	1.0	0.0
Services	458.0	428.2	29.9	(428.1)	617.0	159.0
Stationery	17.0	16.9	10.3	(6.7)	16.0	(1.0)
Subsistence	344.0	251.2	344.8	0.8	425.0	81.0
Telephone	270.0	374.8	129.8	(140.2)	240.0	(30.0)
Uniforms	648.0	606.1	537.6	(110.4)	686.0	38.0
	<b>35,089.0</b>	<b>36,571.0</b>	<b>50,826.0</b>	<b>15,737.0</b>	<b>46,933.0</b>	<b>11,844.0</b>

## Appendix 2

### Third Party Payments analysis

Third Party Categories	24/25 Latest Budget	24/25 Actuals Q3	24/25 Projected Outturn Q3	24/25 Variance vs.Budget	25/26 Projected Budget	25/26 vs 24/25 Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Rail Delivery Group - Officer Travel	0	0	0	0	2,074	2,074
Accommodation	146	239	166	20	191	45
Forensic Services	295	328	310	15	280	(15)
IT SLA	6,200	4,026	6,200	0	6,200	0
Occupational Health	297	133	297	0	297	0
NPCC/Other Subscriptions	140	139	144	4	155	15
National Lead Force	2,393	1,136	2,290	(103)	1,237	(1,156)
Seconded Officers	146	62	75	(71)	146	0
Miscellaneous	5	1,529	20	15	61	56
	<b>9,622</b>	<b>7,593</b>	<b>9,502</b>	<b>(120)</b>	<b>10,641</b>	<b>1,019</b>



<b>Committee(s):</b> Resources, Risks and Estates Committee (RREC) Police Authority Board (PAB)	<b>Dates:</b> 10/02/2025 12/01/2025
<b>Subject:</b> Revenue and Capital Monitoring Update – Q3 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 3 (Q3) (April to December) 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. As in the previous quarterly reporting, the forecast outturn at Q3 2024/25 remains a breakeven position, however, this hides several significant cost pressures and compensating mitigations which takes CoLP’s 2024/25 revenue budget to the limits of affordability.
3. 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 resulting in a residual net cost pressure £1.2m having taken into account the 50/50 “risk share” with the Home Office, rephasing of the programme and additional overhead cost recovery from funded work agreed with the Home Office during the year. Other cost pressures include a core budget correction of £0.7m to in relation to funded activities and other operational cost pressures of £1.9m. 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.
4. The outturn forecast assumes that this revenue cost pressure of £3.8m will be mitigated through the continuation of pay savings due to unplanned staff vacancies (£1.9m), additional revenue funding via a drawdown from a specific Action Fraud

reserve (£0.8m) and receipt of £1.2m from the Home Office in respect of the 24/25 officer pay award (**Slides 2-10**)

5. It should also be noted that any further changes to the delivery approach for the FCCRAS 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). Risks and opportunities at Q3 are detailed out in **slide 11** of the accompanying slide deck.
6. The Q3 forecast continues to assume 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.
7. In further support of the Q3 revenue monitoring position:
  - **Slide 13** provides a breakdown of overtime incurred to the end of Q3 by category, and highlights an indicative overspend of some £1m. However, it is expected that £0.6m of this will be recoverable from funded work and through Hotspot policing activities which is subject to additional Home Office funding in 24/25 (see slide 23-24). Overtime continues to be monitored at 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. The significant underspend reported in the Central Expenditure and Income business area is mainly due to the recognition of additional overhead recovery from funded work £3.5m, a Home Office pay award grant £1.2m and use of the Action Fraud Reserve £0.8m. As well as the release of provisions to manage officer and staff pay cost pressures.
  - **Slides 17-19** give an overview of historic receipts from the Asset Recovery Incentivisation Scheme (ARIS). A separate paper on ARIS funding is also on the agenda for this Committee. The slides also provide details of £2.7m of approved revenue / capital projects funded via the Proceeds of Crime Act (POCA) reserve in 2024/25.
  - **Slide 20** provides an update on the Force's reserves position which shows a forecast reduction in earmarked reserves of £3.5m by the end of the current financial year. This comprises a drawdown from the Proceeds of Crime Act (POCA) reserve of £2.7m 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 21-24** details the forecast outturn against the £1m Police Authority Board Team budget for 2024/25. Overall the Q3 outturn forecast is expected to an underspend of £190k. This is mainly due to an ongoing vacancy in the team and receipt of one off Home Office grant funding of £0.1m for administering the Serious Violence Duty. Slides 22-24 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, the forecast outturn is expected to be £0.87m, with the addition of three new initiatives: problem solving training, data visualisation/geo-spatial mapping and mobile CCTV cameras with the latter scheme is pending Home Office approval.

### **CoLP Capital Programme:**

8. Capital reporting has been developed to lead on the whole life costing for projects, which is showing an indicative £6.2m total increase on budgets (subject to governance and affordability assessment), which is mainly due to the increased costs of the FCCRAS project (£6m), two thirds of which will be funded by the Home Office.
9. For 2024/25 capital is forecast to be £12.297m (Q2: £13.362m), compared with total budget of £10.345m. which represents a net overspend of £1.952m. This is mainly due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of programme rephasing (with Home Office capital contribution being fully utilised), partly offset by further reprofiling of retention payments of £1.500m into 2025/26. Therefore, the net overspend on FCCRAS in 2024/25 amounts to £3.017m. This has been partly offset by net underspends across other projects in 2024/25 of £1.703m including several national programmes, such as the Command and Control project, net of £0.638m spend being brought forward on other change priorities. Now that capital is largely funded by the £5m per annum revenue budget contribution, rather than the loan facility, an earmarked reserve will be used to smooth timing differences in spend between years.

### **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 estimated £12m contribution to FCCRAS capital spend following changes to the delivery approach.
11. In support of the Q3 capital monitoring position:
  - **Slide 25** provides a capital programme summary

- **Slides 26-27** provide a breakdown of CoLP capital projects underway and “whole life” phasing of expenditure across all years through to their completion;
- **Slides 28-30** provide notes on variations to budget;
- **Slides 31-32** provides a summary of the monitoring headlines at Q3 including a funding analysis
- **Slides 33-34** provide a breakdown of the 2024/25 CoLP Capital Programme budget, compared to the latest outturn forecast at Q3 against each project; and
- **Slide 35** 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 Q3 and forecast outturn for 2024-25 as set out in this covering report and accompanying slide pack.

### **Appendices**

2024/25 Q3 revenue and capital monitoring slide pack (of 35 slides as referred to in this covering report).

### **Contact**

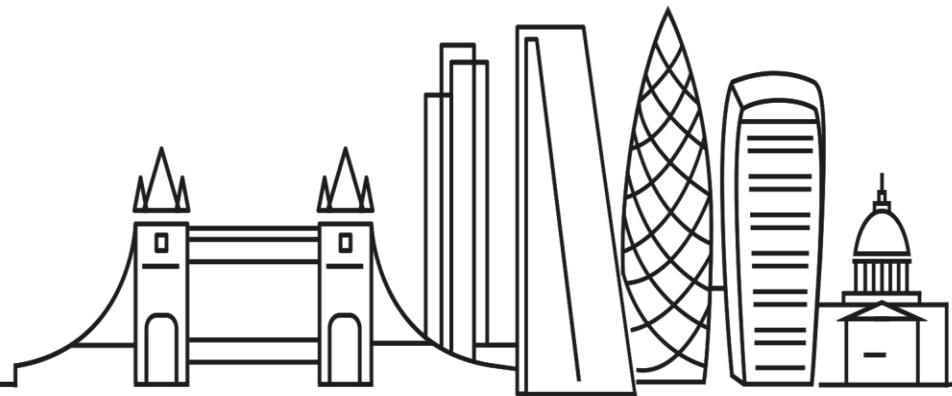
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Resources, Risks and Estates Committee (RREC)  
Police Authority Board (PAB)

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

### **Q3 (April – December)**

Dates: 10th February 2025 (RREC)  
12th February 2025 (PAB)



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

# Revenue & Capital Summary

## CoLP Revenue Outturn Summary

Whilst a balanced outturn forecast has been maintained at Q3, 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 £10.6m (Q2: £9.7m), 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£15.3m and is reflected in the additional supplies and services expenditure shown in Table 1. The residual FCCRAS cost pressure on CoLP's budgets, after considering a 50:50 risk share arrangement with the Home Office and the application of additional overhead recovery, remains at £1.2m with the further extension cost pressures forecast at Q3 absorbed by vacancy savings due to the revised trajectory of staff recruitment into the FCCRAS programme. At this stage it is expected that this residual £1.2m cost pressure will be mitigated using a specific earmarked Action Fraud reserve (£0.8m) and core savings (£0.4m) without recourse to use of the General Reserve, however, this position will be kept under review should further pressures arise from programme replanning.

**Key variances at Q3 are explained in slides 3-8 with an accompanying "bridge" analysis of key variances on slide 9. Emerging risks and opportunities identified at Q3 (30 December 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 £6.2m total increase on budgets, largely linked to an estimated increase of £6m for the FCCRAS programme, two thirds of which will be funded by Home Office. For 2024/25 capital is forecast to be £12.3m (Q2:£13.4m), compared with the total budget of £10.3m, representing a net overspend of £2m. This is mainly due to rephasing of FCCRAS milestone payments between 2023/24 and 2024/25, partly offset by underspends across other projects net of some spend being brought forward on other change priorities. Now that capital is largely funded by the £5m pa revenue budget contribution rather than the loan facility, an earmarked reserve will be used to smooth timing differences in spend between years.

## Police Authority Board Outturn Summary

The outturn for the Police Authority Team budget is £811k (Q1: £930k) against a latest approved budget of £1m, an underspend of £189k (Table 6 below refers), which is mainly due to an on-going vacancy in the PAB Team, unbudgeted government grant income and underspends on supplies and services budgets. Utilisation of the £1m 2024/25 Hotspot grant is also shown in Table 7, with current expenditure at the mid-year point totalling £402k. A re-forecast of expenditure has been submitted to the Home Office at the end of Q3 which includes three additional initiative to further amplify Hotspot activities and maximise utilisation of the available funding of up to £870k.



# Revenue Summary

Table 1	Budget YTD	Actual YTD	Variance to Date (Better) / + Worse	24/25 Full Year Budget	Projected Outturn	Projected Variance (Better) / + Worse	Notes
2024/25 CoLP Revenue Budget	£m	£m	£m	£m	£m	£m	
<b>PAY</b>							
Officers	60.0	58.2	(1.8)	80.0	77.9	(2.2)	(i)
Staff	31.6	25.9	(5.7)	42.2	36.9	(5.3)	(ii)
Overtime	2.2	3.0	0.8	2.9	3.9	1.0	(iii)
Agency	0.8	1.2	0.4	1.1	1.3	0.2	(iv)
Police Officer Pension	0.0	0.0	0.0	18.6	19.5	0.9	(v)
Indirect employee costs	2.2	1.5	(0.7)	2.9	2.7	(0.2)	(vi)
<b>TOTAL PAY</b>	<b>96.8</b>	<b>89.9</b>	<b>(7.0)</b>	<b>147.7</b>	<b>142.1</b>	<b>(5.6)</b>	
<b>NON-PAY</b>							
Premises Costs	3.2	2.3	(0.9)	4.2	4.5	0.2	(vii)
Transport	2.1	0.6	(1.5)	2.8	2.7	(0.1)	
Supplies and Services	26.3	36.6	10.3	35.1	50.8	15.7	(viii)
Third Party Payments	7.2	7.5	0.3	9.6	9.9	0.3	
Unidentified Saving	0.0	0.0	0.0	0.0	0.0	0.0	
CoL Support Services	2.3	0.1	(2.2)	3.4	3.4	0.0	
Capital Charges	5.7	0.0	(5.7)	5.0	5.1	0.1	
Transfer to Reserve	0.4	0.0	(0.4)	0.5	0.5	0.0	
<b>TOTAL NON-PAY</b>	<b>47.2</b>	<b>47.1</b>	<b>(0.1)</b>	<b>60.7</b>	<b>77.0</b>	<b>16.2</b>	
<b>TOTAL EXPENDITURE</b>	<b>144.0</b>	<b>137.0</b>	<b>(7.0)</b>	<b>208.5</b>	<b>219.1</b>	<b>10.6</b>	
<b>INCOME</b>							
Specific Grants	(54.5)	(28.7)	25.8	(72.9)	(84.1)	(11.2)	(ix)
Partnership	(12.1)	(8.7)	3.4	(14.7)	(14.3)	0.4	(x)
Fees & Charges	(2.4)	(1.0)	1.3	(4.7)	(4.0)	0.7	(xi)
Transfer from Reserves	(1.5)	(0.0)	1.5	(2.1)	(2.6)	(0.5)	(xii)
CoLP Core Funding	(73.5)	(73.5)	0.0	(114.1)	(114.1)	0.0	
<b>TOTAL INCOME</b>	<b>(144.0)</b>	<b>(112.0)</b>	<b>32.1</b>	<b>(208.5)</b>	<b>(219.1)</b>	<b>(10.6)</b>	
<b>UNDERLYING DEFICIT</b>	<b>(0.0)</b>	<b>25.0</b>	<b>25.0</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	

# Revenue Monitoring Supporting Information

## (i) Police Officer Pay

The forecast for Police Officer pay is an underspend of £2.2m underspend (Q1: £0.7m underspend) against a latest approved budget of £80m. The variance, however, includes c£2.8m of savings due to vacancies across a range of funded activities which results in a corresponding reduction in government grant and partnership income. The outturn against the core officer budgets is therefore a £0.7m overspend, which is mainly due to the officer pay award exceeding the 3% budget assumption and the recruitment trajectory for officers shown in slide 10. As Members will recall 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 which will offset the core office pay overspend and provide a contribution to the 4% staff pay award.

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.

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 as supported by the Police Authority Board. The 24/25 forecast assumes there will be no in-year impact from this change.



# Revenue Monitoring Supporting Information

## (ii) Police Staff Pay

Police Staff pay, compared to a budget of £42.2m, is forecast to be underspent by £5.3m 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 10) indicate that the number of unplanned vacancies will continue for the remainder of this financial year. Of the £5.3m forecast underspend, c£3.4m relates to funded work where there are compensating reductions in income. The net core staff underspend is, therefore, c£1.9m. The 24/25 staff pay award has been agreed at 4%, compared to the 3% budgetary assumption. Whilst it is considered at this stage that, with savings due to the recruitment intake of staff running behind plan, this can be contained within existing 24/25 budgets, the full year impact of a 1% increase is c£420k which affect downstream affordability.

## (iii) Overtime

Officer overtime is forecast to be £1.0m overspent (£0.4m overspend in Q2) 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, Extinction Rebellion, the backfilling of vacancies in specialist commands such as the Tactical Firearms Team and the resourcing of Hotspot activities (Slide 22) through overtime. Of the £1.1m overspend it is expected that c£800k will be recovered through additional government grant income, mutual aid and/or funded work. Overtime is subject to local controls and review at the Force's Strategic Finance Board.

## (iv) Agency

Agency costs are forecast to be £0.2m over budget, however, it is expected to that this overspend will be recovered through funded work.



# Revenue Monitoring Supporting Information

## (v & x) Pension Deficit Grant

Employer contributions into the Police Officer Pension Scheme increased by 4.3%, rising from 31% to 35.3% on 1 April 2024. 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.

## (vii) 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 £15.7m 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 net £0.2m overspend on premises budget due to increased energy and utility costs, however, there is a risk that this overspend may increase by £0.4m following a review and re-forecast of the cost of repair and maintenance works across the estate (vii).
- 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.
- A £15.7m overspend is forecast on Supplies and Services budgets (viii) which is mainly due to:
  - extending existing service contracts by rephasing FCCRAS “go-live”, £15.3m,
  - 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.

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 the Q3 forecast recognises the programme is in replanning stage and any cost increases above this forecast will require a separate funding strategy.





# Revenue Monitoring Supporting Information

## **(ix) Specific Government Grants**

The forecast Government Grant outturn is an over achievement of £11.2m against the original budget of £72.6m (£103.2m less £30.6m of Cyber Grant payments to other forces). This is due to £11.7m of additional anticipated funding for the FCCRAS programme, a £1.2m Home Office pay award grant, £0.9m of pension deficit funding and additional £0.2m of secondment income. This total additional income of £14.0m is netted down by a £2.6m shortfall in recovery against grants for funded activities due to reductions in programme funding and recruitment delays. These include funding for Fraud Reform (£0.9m), Fraud Legacy (£0.7m), Proactive Economic Crime Grant (£0.3m) and Anti-Money Laundering Act Regulations (£0.7m) 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 £0.4m against an original budget of £14.3m. 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 £0.7m. This is principally due to lower than anticipated receipts from the Economic Crime Academy and lower than budgeted salary recharges to capital projects. This reduction in income is matched by a corresponding decrease in operating costs and will be fully updated for 25/26.



# Revenue Monitoring Supporting Information

## (xii) Use of Reserves

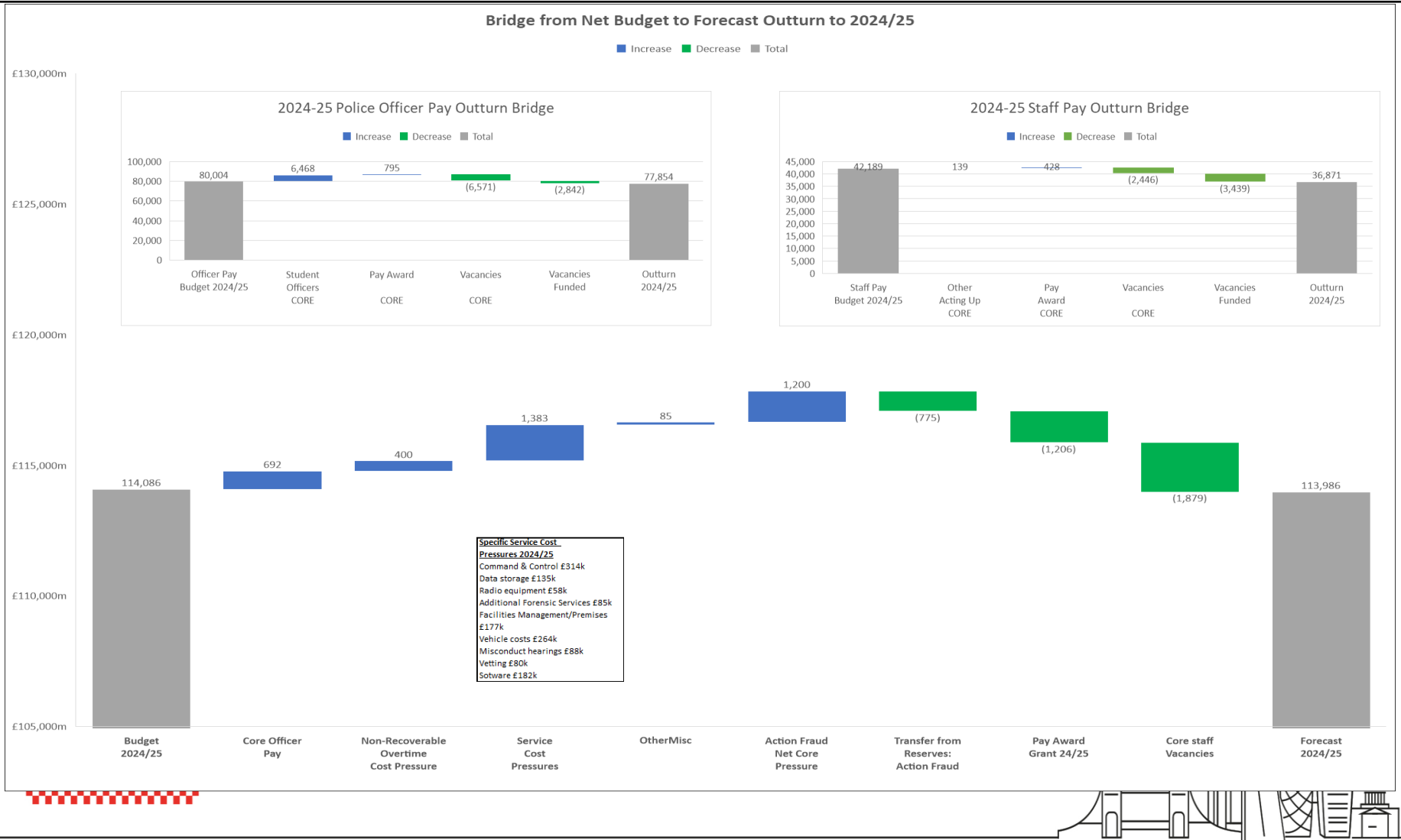
The use of Reserves is forecast to increase by £0.7m from £2.0 to £2.6m This is mainly due to a £0.775m drawdown from a specific Action Fraud Reserve which was created in 23/24 to help mitigate contract extension cost pressures. It is expected that the use of this Reserve, in conjunction with additional 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 £2.6m drawdown from the POCA reserves (Table 5) is a £881k contribution towards the cost of the 2024/25 capital programme.

## 2024/25 Mitigations

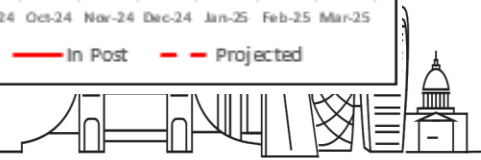
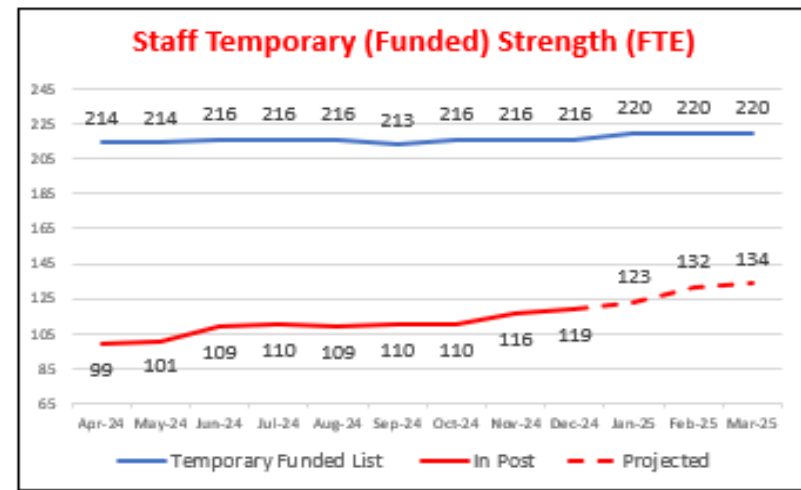
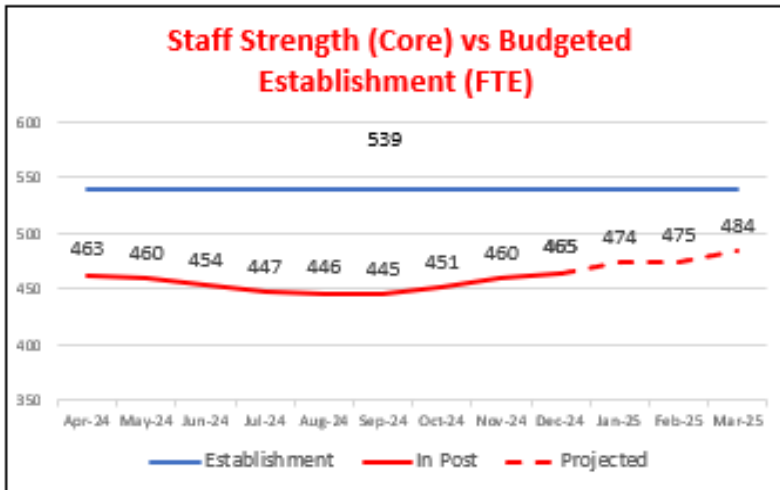
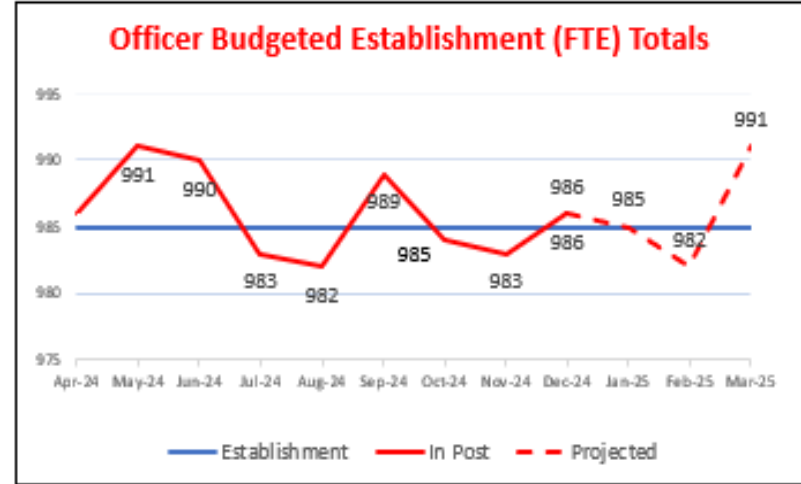
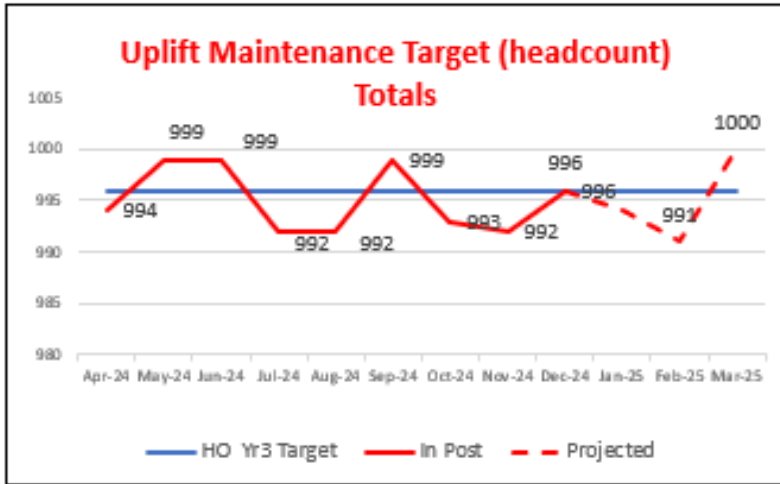
In 24/25 CoLP was required to deliver £15.5m of mitigations to deliver a balanced budget. Of this some £8.5m related to increases in national (core grant £5.9m) and local (Business Rates Premium (BRP) £2.6m) funding which were realised. Of the remaining £7m, current forecasts suggest an over-achievement of £3.0m which is mainly due to better overhead recovery from funded work than anticipated in the 24/25 budget. This position remains unchanged from Q2.



# Revenue Monitoring Bridge Analysis



# Workforce Dashboard



# Risks and Opportunities

There are several financial risks and opportunities outside of the Q3 monitoring period (1 April – 31 December 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.
- 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.
- Further premises cost pressures arising from a re-forecasting of repairs and maintenance 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.



# Mitigations

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

Table 2 2024/25 Mitigations Plan	Target £m	Forecast £m	Variance Better/ (Worse) £m	Sustained £m	R A G	Notes
Reduction in Action Fraud exceptional costs	0.5	0.0	(0.5)	0.0		(i)
Higher proportion of more junior PCs	0.8	0.4	(0.4)	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>9.6</b>	<b>2.6</b>	<b>4.9</b>		

## Notes

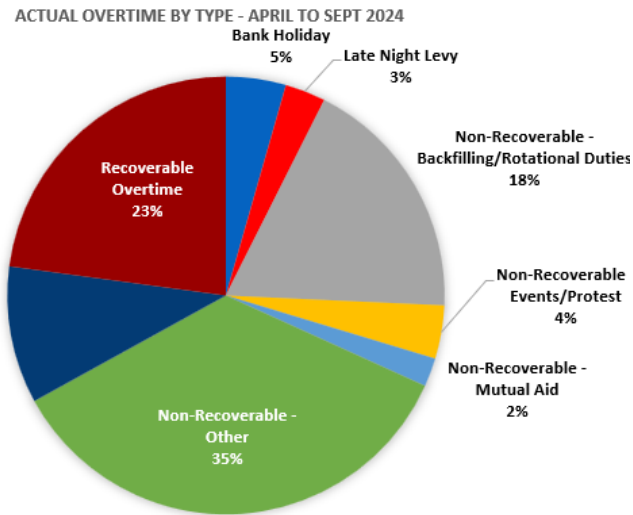
- (i) **Action Fraud** – unrealised saving due to revised delivery implantation plan for the FCCRAS programme.
- (ii) **More Junior PCs** – The Officer Uplift Programme resulted in a higher number of more junior PCs than in the Force’s operational model. Whist this provides a second year of savings in 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 be 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).

# Overtime Analysis

Police Officer and Staff overtime outturn forecast is estimated to be £3.9m against a budget of £2.9m resulting in an overspend of £1.0m (Q2: £0.4m overspend). Of the £2.9m expenditure to date, £671k relates to recoverable activities such as the Funded Units, mutual aid and Hotspot activities for which CoLP expects to be fully reimbursed. There is, however, remain pressures in Taskforce (backfilling), intelligence, Investigation (major crime operation and re-active response) and Custody which is driving increased non-recoverable overtime. The outturn forecast is also impacted by the officer and staff pay award which have increased overtime rates.

A summary of overtime to the end of Q3 incurred by category is shown below.

Overtime Category	£'000
Bank Holiday	130
Late Night Levy	88
Non-Recoverable - Backfilling	537
Non-Recoverable - Events/Protest	116
Non-Recoverable - Mutual Aid	62
Non-Recoverable - Other	1,033
Non-Recoverable - Specific Operations	298
Recoverable Overtime	671
<b>Total Overtime Q3 (April to December 2024)</b>	<b>2,934</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.



# Business Area Summaries [1 of 3]

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

<b>Table 3 Business Area Summaries</b>	<b>Budget YTD</b>	<b>Actuals YTD</b>	<b>Variance YTD (Better)/ +Worse</b>	<b>Full Year Budget</b>	<b>Projected Full Year Outturn</b>	<b>Variance (Under)/ +Over</b>	<b>Notes (on slides 15 to 16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Local Policing	23,785	25,813	2,209	31,713	35,621	3,908	(i)
Specialist Operations	21,914	23,677	1,763	29,218	24,416	(802)	(ii)
National Lead Force	5,804	35,314	29,510	7,738	11,617	3,879	(iii)
Corporate Services	24,422	26,858	2,435	32,563	33,104	541	(iv)
Central Expenditure & Income	(4,310)	(13,147)	(8,838)	12,854	5,329	(7,525)	(v)
<b>Net Expenditure</b>	<b>71,615</b>	<b>98,515</b>	<b>26,900</b>	<b>114,086</b>	<b>114,086</b>	<b>-</b>	

**Local Policing: £3.9m overspend (Q2 £4.7m overspend).** This is mainly due to a high number of Student Officers (126) 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 £6.3m of which £3.7m 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 of 4.75% was 1.75% higher than budgeted assumptions and has increased officer pay costs by £0.3m, leaving a residual net pay pressure of £2.8m; although £0.3m of this will be off-set by a Home Office Pay Award Grant. Overtime is predicted to be overspent by £0.6m an increase of £0.2m from Q2. This is due to the learning curve of student officers, backfilling specialist roles, the policing events and Hotspot activities. 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, due to the policing requirements in a national and international capital city there remains a risk that the expected overtime variance could increase significantly should an unexpected event occur. As in 23/24 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.



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



## Business Area Summaries [2 of 3]

**(ii) Specialist Operations (SO): £0.8m underspend (Q2: £0.8m underspend).** Combined Officer, Staff and Overtime pay costs are forecast to be underspent 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. Included within the Q3 forecast for SO is an overtime cost pressure of £0.7m, which is mainly due to operation related work and reactive crime. Overtime remains a significant risk and is developed each quarter in parallel with the senior leadership team. Savings are forecast to be achieved in supplies and services budgets mainly due to lower delays in Cyber Griffin growth (£178k) and underspend against a Drug Testing on Arrest (DToA) budgets due to a reduction in funding of £90k. These savings of £268k are largely offset by an increase of £65k in forensic services costs due to increased investigatory work, unbudgeted digital forensic storage costs £135k and unforeseen equipment repair costs of £40k. Third party payments are also forecast to be overspent by £55k, due to increased demands for forensic analysis services. An under recovery of £555k in Government Grants, is also expected due to a delay in recruitment to vacant funded roles. Other income is forecast to be overachieved by £221k due to Op Safeguard, TfL Special Services funding and mutual aid recoveries from other police forces, net of a £66k shortfall against forecast customer client receipts, mainly due to the loss of DToA 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 £278k mainly due to vacancies.

**(iii) National Lead Force: £3.9m overspend (Q2: £1.7m overspend).** The forecast outturn for National Lead Force activities in 24/25 is £11.6m compared to a latest budget of £7.7m resulting in a net overspend of £3.9m. This is mainly due to additional Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) of £4.6m consequent of the revised delivery plan and a £0.6m budgetary under provision in respect of CoLP's core contribution to the Insurance Fraud Enforcement Department (IFED) which has been corrected through the forecast. These cost pressures have been offset by £1.2m of core savings, including £1.0m pay savings due to recruitment delays and £0.25m of additional unplanned income. Of the £4.6m FCCRAS cost pressure, £3.5m will be off set from additional overhead cost recovery which has been agreed with the Home Office. The additional overhead recovery recognises the inflationary impact of historic cash flat national funding agreements and the impact of national activities on CoLP's headquarter operating costs. This additional income is reflected in the outturn for the Central Expenditure and Income Business Area (see slide 16). This leaves a residual FCCRAS cost pressure of £1.2m which will be funded via use of an earmarked Action Fraud reserve (£0.8m) and through wider core savings and/or a call on the Force's General Reserve.



## Business Area Summaries [3 of 3]

**(iv) Corporate Services: £0.5m overspend (Q2: £0.8m underspend).** Police Officer Pay is forecast to be underspent by £1.0m 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 £1.4m 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 £2.6m are partially offset by additional agency worker costs of £0.6m to backfill vacancies. An overspend against premises budgets of £0.2m due to increased energy and utility costs of £0.8m net of a potential £0.6m underspend against repairs and maintenance budgets. The repairs and maintenance underspend is being investigated and may result in a further cost pressure at outturn. Supplies and services and other non-pay budgets are forecast to be overspent by £0.8m. Of this £0.45m relates to a NPCC programme and will be recovered through further Government grant income, with the remaining £0.35m due to further cost pressures arising from legals associated with misconduct hearings, additional vetting charges and other professional fees. Income from government grants, other contributions, fees and charges and recharges to capital projects are expected to be under recovered against budget by £1.5m all of which are due to vacancies and lower than expected employee costs.

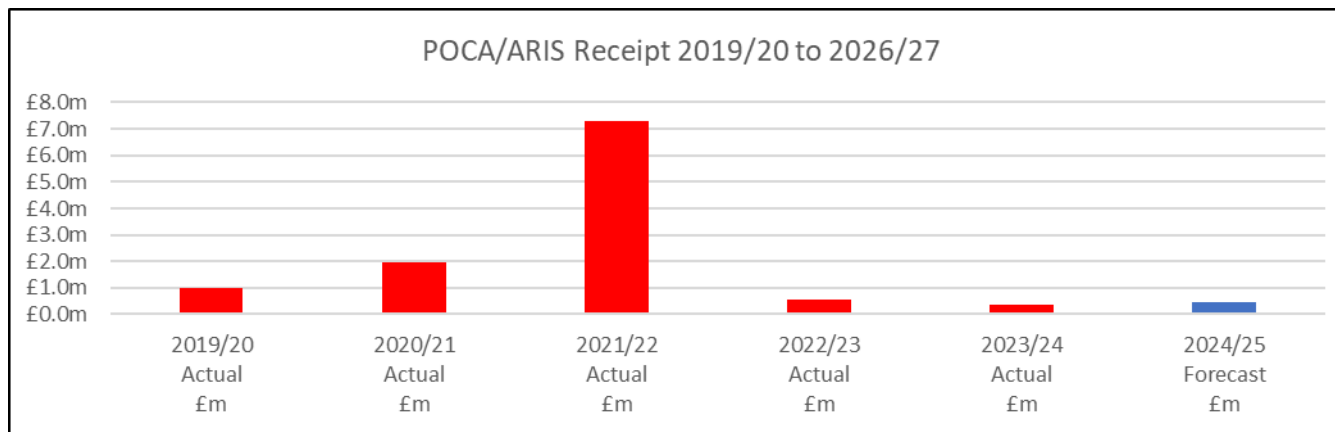
**(v) Central Expenditure & Income (CE&I): £7.5m underspend (Q1: £4.7m underspend).** This division of service is used to manage indirect income and expenditure items which relate to all business areas. In 2024/25 the CE&I budget included several provisions to manage a staff pay award up to 3% and an officer adjustment factor to manage the Uplift risk of over recruitment against the 996 Officer target. Both provisions, totalling £1.4m have been released. 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. A £0.8m transfer from Reserves is shown in this business area to partially mitigate the Action Fraud contract extension costs, along with £1.2m of Government grant income relating to the national police pay award and £3.5m of additional overhead cost recovery from funded work.



# 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. An assessment of pipeline activity by the Asset Recovery Team is subject to a separate report to this Committee in the non-public part of the agenda .



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



# Proceeds of Crime Act Funded Expenditure [Slide 1 of 2]

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 £1.8m of revenue and £0.9m 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.

<b>Table 4 POCA Funded Expenditure</b>	<b>Full Year Budget £'000</b>	<b>Projected Full Year Outturn £'000</b>	<b>Variance (Under)/ +Over £'000</b>	<b>Notes (on slide 19)</b>
Safer City Partnership	50.0	50.0	-	(i)
Cyber Resilience Outreach Project (New)	10.0	10.0	-	(ii)
Fraud Forum Event (New)	0.0	15.0	15.0	(iii)
<b>Total Community Projects</b>	<b>60.0</b>	<b>75.0</b>	<b>15.0</b>	
Asset Recovery Team	1,300.0	1,300.0	-	(iv)
Civil Recovery Team	300.0	300.0	-	(v)
<b>Total Asset Recovery</b>	<b>1,600.0</b>	<b>1,600.0</b>	<b>-</b>	
Operation Creative	35.0	35.0	-	
NBCC Communications & Marketing	10.0	0.0	(10.0)	(vi)
Covert Tasking	60.0	5.0	(55.0)	(vii)
Economic & Cyber Police HQ Communications Support (New)	144.0	4.0	(140.0)	(viii)
<b>Total Crime Reduction</b>	<b>105.0</b>	<b>44.0</b>	<b>(205.0)</b>	
NLF People Strategy	93.0	0.0	(93.0)	(ix)
<b>Total Miscellaneous</b>	<b>93.0</b>	<b>0.0</b>	<b>(93.0)</b>	
<b>TOTAL REVENUE FUNDING</b>	<b>2,002</b>	<b>1,719.0</b>	<b>(283)</b>	
Auto-Redaction (New)	-	99.0	99.0	(x)
Out of Court Resolutions (New)	-	148.0	148.0	(xii)
Data Analytics	645.0	634.0	(11.0)	(xiii)
<b>TOTAL CAPITAL FUNDING</b>	<b>645.0</b>	<b>881.0</b>	<b>236.0</b>	
<b>GRAND TOTAL</b>	<b>2,647.0</b>	<b>2,600.0</b>	<b>(47.0)</b>	

# Proceeds of Crime Act Funded Expenditure [Slide 2 of 2]

## 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, £175k has been approved, now phased over 5 years .
- 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. A total budget of £144k was agreed in 24/25, however, due to recruitment delays the majority of this spend will take place in FY 25-26 & FY 26-27.
- x. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK. This has now been funded via other national grant streams.
- xi. Project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand.
- xii. Out of Court Resolutions - Project to identify and implement a data platform solution to increase the speed of justice delivery, achieve correct and proportionate outcomes in line with meet new legislative requirements.
- xiii. Data Analytics 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.



# Reserves

Police Reserves are set out in Table 5 below:

Based on the Q3 position, it is expected that Reserves will reduce by £2.9m from an opening balance of £13.6m to £10.7m. 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.

Table 5 Reserves	Opening Balance 2024/25	Forecast Transfers to Reserve	Forecast Transfer from Reserves	Closing Balance 2024/25
	£'000	£'000	£'000	£'000
<b>General Reserve</b>	<b>6,595</b>	-	-	<b>6,595</b>
<b>Specific Reserves:</b>				
Proceeds of Crime Act	5,946	500	(2,600)	3,846
Action Fraud Reserve	775	-	(775)	-
Emergency Services Mobile Technology	294	-	-	294
<b>Total Specific Reserves</b>	<b>7,015</b>	<b>500</b>	<b>(3,375)</b>	<b>4,140</b>
<b>Total</b>	<b>13,610</b>	<b>500</b>	<b>(3,375)</b>	<b>10,735</b>



# Police Authority Team Revenue Budget

The total Police Authority Team budget for 2024/25 is a net expenditure position of £1m as shown in table 6 below. The outturn for 24/25 is expected to be £810.5k, which is an underspend of £189.5k compared to budget. This variance is mainly due to a staff vacancy (£40.3k) and the receipt of temporary Home Office grant funding for administering the Serious Violence Duty. The variance in supplies and services expenditure (note ii) is mainly due to a reallocation of the budget in the forecast to provide for CoL support services costs (note iv), along with an anticipated underspend against the 24/25 provision for misconduct hearing expenses.

The variance in third party payment and Government grants (notes iii & v) mainly relates to a) the timing of payments to and from the PAB budget in respect of the Home Office Safer Streets Fund Initiative under which the City is partly a conduit for grant funding for other London Boroughs, which will be equalised by year end, and b) a projected underspend of £131.5k against the £1m and Hotspot funding which was allocated to Police and Crime Commissioners in 24/25 to tackle serious violence and anti-social behaviour (see slide 22).

<b>Table 6 Police Authority Team Budget</b>	<b>Budget YTD</b>	<b>Actuals YTD</b>	<b>Variance YTD (Better)/ +Worse</b>	<b>Full Year Budget</b>	<b>Projected Full Year Outturn</b>	<b>Variance Full Year (Better)/ +Worse £'000</b>	<b>Notes</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Direct Employee Costs	523.5	483.3	(40.2)	698.0	657.7	(40.3)	(i)
Indirect Employee Costs	11.3	3.1	(8.2)	15.0	7.0	(8.0)	
<b>Total Pay</b>	<b>534.8</b>	<b>486.4</b>	<b>(48.4)</b>	<b>713.0</b>	<b>664.7</b>	<b>(48.3)</b>	
Transport	1.5	-	(1.5)	2.0	1.4	(0.6)	
Supplies and Services	213.8	118.3	(95.5)	285.0	141.0	(114.0)	(ii)
Third Party Payments	750.0	499.0	499.0	1,000	1,326.5	326.5	(iii)
Support Services Recharge (CoL)	-	-	-	-	72.0	72.0	(iv)
<b>Total Non-Pay</b>	<b>215.3</b>	<b>617.3</b>	<b>402.1</b>	<b>287.0</b>	<b>1,540.9</b>	<b>1,253.9</b>	
<b>TOTAL EXPENDITURE</b>	<b>750.0</b>	<b>1,103.7</b>	<b>353.7</b>	<b>1,000.0</b>	<b>2,205.6</b>	<b>1,205.6</b>	
Government Grants	(750.0)	(753.4)	(735.4)	(1,000.0)	(1,395.1)	(395.1)	(v)
<b>TOTAL INCOME</b>	<b>-</b>	<b>(753.4)</b>	<b>(735.4)</b>	<b>-</b>	<b>(1,395.1)</b>	<b>(395.1)</b>	
<b>TOTAL NET EXPENDITURE</b>	<b>750.0</b>	<b>350.3</b>	<b>(399.7)</b>	<b>1,000.0</b>	<b>810.5</b>	<b>(189.5)</b>	

# Hotspot Funding [Slide 1 of 3]

## Hotspot Progress Update

This financial year the City has been allocated £1m Home Office grant funding for visible hotspot policing initiatives tackling serious violence and ASB (the 'GRIP' programme). Members of RREC at the November 2024 meeting requested assurance that the use of this funding is being maximised. Table 7 on page 23 provides a programme summary of expenditure to the end of Q3 and forecast outturn.

When considering the expenditure to date and forecast outturn there are three important points to note.

First, most police force areas received a flat £1m allocation irrespective of size – for the City, this is a large allocation and it was always going to be challenging to increase officer overtime (the main spend component) to expend the full £1m in one year with very limited lead-in times. Home Office have confirmed that we are not an outlier in this respect and some other (larger) forces have spent less of their allocation.

Second, there have been unanticipated constraints – officer abstraction to public order and protest duties over spring and summer delayed the large (£250k) Op Vigilant initiative, and officer uptake of overtime has in areas (notably DWOs) been less than anticipated, including due to precedence of Christmas campaign overtime. Op Vigilant (now re-cast as 'Servator VAWG') is now up-and-running and additional efforts are underway to maximise overtime for the remainder of the financial year. It should be noted that, despite the above, total patrol hours are significantly above Home Office targets.

Third, we have agreed the repurposing of £186k underspend to new initiatives (problem-solving training and new geo-spatial mapping tools) and are awaiting Home Office confirmation of a further £59k re-purposing to provide additional temporary CCTV cameras. As such, we are making effective use of underspends, for initiatives that will deliver permanent benefits beyond this financial year.





## Hotspot Funding [Slide 2 of 3]

Considering the initial eight Hotspot initiative and proposed new proposals set out in slide 22, Table 7 below, sets out total expenditure to the end of Q3 2024/25 and outturn forecast. Expenditure to date totals £403.5k, with an expected outturn forecast of £870.3k, representing an under spend of £129.7k (13%).

<b>Table 7 Hotspot Funded Initiative</b>	<b>Budget YTD</b>	<b>Actuals YTD</b>	<b>Variance YTD (Better)/ +Worse</b>	<b>Full Year Budget</b>	<b>Projected Full Year Outturn</b>	<b>Variance (Under)/ +Over</b>	<b>Notes (on slides 23- 24)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Analytical Staff	78.0	51.6	(26.4)	104.0	104.0	-	(i)
Dedicated Ward Officers	27.0	9.5	(17.5)	36.0	38.3	2.3	(ii)
Acquisitive Crime Teams	104.3	121.4	17.2	139.0	161.7	22.7	(iii)
Cycle Teams	84.0	35.3	(48.7)	112.0	47.0	(65.0)	(iv)
Bridge Crime	135.0	144.8	9.8	180.0	180.0	-	(v)
Operation Vigilant	184.5	28.6	(155.9)	246.0	58.6	(187.4)	(vi)
Taxi & Compliance Checks	23.3	8.2	(15.1)	31.0	14.2	(16.8)	(vii)
CCTV Monitoring	114.0	4.1	(109.9)	152.0	22.0	(130.0)	(viii)
Problem Solving Training ( <b>New</b> )	-	-	-	-	134.5	134.4	(ix)
Data Visualisation & Geo-spatial Mapping ( <b>New</b> )	-	-	-	-	51.4	51.4	(x)
Mobile CCTV Cameras ( <b>New provisional</b> )	-	-	-	-	58.6	58.6	(xi)
	<b>750.0</b>	<b>403.5</b>	<b>(346.5)</b>	<b>1,000.0</b>	<b>870.3</b>	<b>(129.7)</b>	



# Hotspot Funding [Slide 3 of 3]

## 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 continue in Q4
- iii. **Acquisitive Crime teams** – £139,000 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 continue in Q4.
- iv. **Cycle Team** – £112,000 of funding for the increased deployment of the Cycle Team to tackle robbery, theft, and ASB. The current forecast under delivery against planned deployments (£65k) has been due to officer abstractions of officers from the Cycle Team to meet other policing priorities.
- 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 (NTE) 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. Training for a cohort of officers took place October 2024, which has enabled Vigilant deployments in November and December.
- 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.
- 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-Q3 has restricted activity against this initiative.
- ix. NEW £134,400 for **Training** – funding to embed problem-orientated and Hotspots policing to maximise outcomes.
- x. NEW £51,300 for **Data Visualisation and Geospatial Mapping** to enhance operational decision making.
- xi. NEW £58,600 for **Mobile CCTV Cameras (provisional)**. Progression of this bid is subject to further consideration by CoLP.



# Capital Monitoring (at Q3 to 31 December 2024)

## Change Portfolio Summary

- The City of London Police are currently in a significant period of change as a result of national and local responsibilities in addition to local, regional and national need for change. Positively, the change programme itself and intended deliverables are designed to meet legislative requirements, increase productivity and improve effectiveness in all areas of policing.
- Due to the very nature of policing, the management of projects and service improvements requires agility and, on occasion, reprioritisation of the planned programme. New legislative requirements, as well as changes in political direction and risk levels can all be factors driving the necessity for that agility, but other driving factors include changes to national programmes which are out of our control.
- The capital plan for 2024/25 includes several of these projects and programmes and has seen 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 26 to 30 set out the Whole Life Capital costs by project, which shows an indicative £6.2m total increase on budgets (subject to governance and affordability assessments), this is mainly due to estimated increased costs of the FCCRAS project (£6.0m) based on the development of a new programme plan.
- Slides 31 to 34 set out the in-year 24/25 forecasts for approved projects.
- Slide 35 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



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

Prior to presenting the 2024/25 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 £45.900m, representing an overspend of £6.165m (15.5%). This is largely due to estimated increased costs of the FCCRAS project (£5.5m) based on the development of a new programme plan, the Command and Control project (£481k) and E-discovery project (574k).

<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 28-30)</b>
FCCRAS	31,038	21,758	7,780	7,500	-	-	37,038	6,000	(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	-	113	623	329	123	1,188	481	(f)
Data Analytics (formerly Power BI)	748	98	634	50	-	-	782	34	(g)
ICAV	248	195	15	50	-	-	260	12	
Prioritisation and feasibility funding	776	173	227	-	-	-	400	(376)	(h)
E-discovery	500	-	158	916	-	-	1,074	574	(i)
Body Worn Video	309	217	7	-	-	-	224	(85)	
Covert Camera System	106	46	65	-	-	-	111	5	
Covert Surveillance Equipment	247	152	91	-	-	-	243	(4)	
Multi Agency Public Protection System	148	-	15	133	-	-	148	-	(k)
<b>Sub-total (continued next slide)</b>	<b>38,044</b>	<b>22,639</b>	<b>11,463</b>	<b>10,162</b>	<b>329</b>	<b>123</b>	<b>44,216</b>	<b>6,172</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 28-30)</b>
<b>Sub-total (continued from previous slide)</b>	<b>38,044</b>	<b>22,639</b>	<b>11,463</b>	<b>10,162</b>	<b>329</b>	<b>123</b>	<b>44,216</b>	<b>6,172</b>	
Out of Court Resolutions (OoCR)	163	-	148	-	-	-	148	(15)	
Digital Asset Management System	60	-	4	56	-	-	60	-	(m)
Forensic Case & Quality Management System	500	-	22	478	-	-	500	-	(j)
Role-based Access	77	-	2	75	21	-	98	21	(l)
Forensic Image Management System (FIMS)	59	-	59	3	-	-	62	3	(p)
Auto-Redaction (POCA) (PILOT)	99	-	99	-	-	-	99	-	(q)
Supplementary Revenue Projects	119	-	109	63	72	82	326	207	(o)
Revenue funding from £5m DRF	223	-	-	-	-	-	-	(223)	(r)
Uncommitted	391	-	391	-	-	-	391	-	(n)
<b>TOTAL COST OF PROJECTS UNDERWAY</b>	<b>39,735</b>	<b>22,639</b>	<b>12,297</b>	<b>10,837</b>	<b>422</b>	<b>205</b>	<b>45,900</b>	<b>6,165</b>	



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

## Notes to tables 8 and 11:

- a) **FCCRAS:** Based on the development of a new programme plan, the total project cost is estimated to increase by £6.0m to £37.0m, with the increase expected to be incurred in 2025/26 and funded jointly by Home Office (£3.667m) and CoLP (£1.833m). The forecast overspend against budget in the current year 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, 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 in 2024/25.
- b) **IT device (laptops) refresh:** Approval has been given and the rollout commenced 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. During February testing will be carried on the new equipment will full delivery expect either at the end of March or early April
- 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. 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. It is anticipated that the full budget will be committed by the end of March25
- f) **Command and Control:** Compared to a budget in 2024/25 of £707k, latest forecast spend is £113k due to the delay in the MPS reset . The whole life project costs are still to be confirmed and remain indicative until additional work has been completed on potential options selection.

# 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 £684k will take place in 2024/25 and 2025/26, which would be £34k 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, £227k is forecast to be spent in the 2024/25.
- i) **E-discovery:** based on current estimates there is a risk of project overspend of £0.574m. However, this will be reviewed subject to procurement options and solutions being identified.
- j) **Forensic Case and Quality Management System:** early scoping is taking place in 2024/25, with most spend now likely in 2025/26.
- k) **Multi Agency Public Protection System:** a delayed national project 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:** due to resourcing pressures and reprioritisation, anticipated to start later in 2024/25, with most spend slipping to 2025/26.
- n) **Underspends:** the 24/25 forecast outturn net overspend of £1.952m comprises the FCCRAS overspend of £3.017m, a net underspend against other projects of £1.703m in 2024/25, of which £0.638m of that net underspend is forecast to be utilised on projects originally prioritised for future years. 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, including continuous improvement in process efficiencies in business areas such as vetting, HR and Duty Planning.



# 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) – budget **£24k** reprogrammed from 24/25 to 25/26 and 26/27.
- Digital Investigation and Intelligence (national) - budget **£14k** reprogrammed from 24/25 into 26/27 and 27/28
- Digital Case File (national) - budget **£12k** reprogrammed from 24/25 to 26/27 with total cost expected to increase to circa £57k. However, these costs are indicative estimates at this stage with the project being a national one.
- Joint ERP System (local) – budget **£10k** now expected to complete in 26/27 with a forecast total cost of £35k, the increase due to now having a better understanding of the additional CoLP resource requirements from the Corporations' Programme Team
- Tackling Organised Exploitation Programme (TOEX) (National) – budget **£7k** delayed in 24/25, moved into 25/26
- Rape Response Review (national) – budget **£1k** 24/25, cost expected to increase to £16k to cover license costs.

Total budget £68k

#### New Supplementary Revenue projects include:

- Electronic Display Screen Equipment Management System (EDSEMS) (local) – Legislative compliance – budget **£34k** 24/25, forecast project outturn £47k
- Travel System (AGITO) (local) – value for money, improved financial monitoring – budget **£9k** 24/25, forecast total cost £25k.
- Operation Soteria (national) – national response to violence against women and girls – budget **£8k** 24/25 and forecast for 24/25 of £37k .

Total budget £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. At Q2 £223k had been reprioritised to help mitigate in year revenue cost pressure, however at Q3 it is forecast that this is no longer required.



# Capital Monitoring 2024/25 (Q3 to 31 December 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 £12.297m, which represents a net overspend of £1.952m. This is mainly 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 £1.500m into 2025/26. Therefore, the net overspend on FCCRAS in 2024/25 amounts to £3.017m. This has been partly offset by net underspends across other projects in 2024/25 of £1.703m, less £0.638m of those underspends which are forecast to be utilised in 2024/25 by bringing forward projects programmed for future years, subject to approvals.

<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>12,297</b>	<b>1,952</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>12,297</b>	<b>3,612</b>	<b>2,804</b>	<b>5,000</b>	<b>881</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 estimated £12m contribution to FCCRAS capital spend. Accrued borrowing as at 1 April 2024 was £1.9m and is forecast to increase to between £3.5m and £4.5m by 31 March 2025 depending on the timing of the Home Office contribution to increased FCCRAS capital.



# Capital Monitoring 2024/25 (Q3 to 31 December 2024)

## Headlines [2 of 2]

The 2024/25 capital programme (summarised in table 9 on slide 31), is broken down across individual projects in table 11 on slides 33 and 34.

Slide 35 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 £12.297m, which represents an overspend of £1.952m. This is mainly 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 £1.500m into 2025/26. Therefore, the net overspend on FCCRAS in 2024/25 amounts to £3.017m. This has been partly offset by net underspends across other projects in 2024/25 of £1.703m, less £0.638m of those underspends which are forecast to be utilised in 2024/25 by bringing forward projects programmed for future years, subject to approvals.

The 2024/25 net underspend across projects (excluding FCCRAS) of £1.703m is mainly due to the delay in the Command and Control project (£0.594m), the provision for prioritisation and feasibility work not being fully required £0.378m) and reprogramming of the Forensic Case and Quality Management System (£0.194m), the E-Discovery project (£0.134m) and the Multi Agency Public Protection System (£0.133m) to 2025/26. Further explanation of the projects and variations to budget is provided in the notes on slides 28 to 30.

<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 £'000</b>	<b>Notes on slides 28 to 30</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	113	(594)	(f)
Data Analytics Platform (formerly Power BI)	645	634	(11)	(g)
Prioritisation and feasibility funding	605	227	(378)	(h)
E-Discovery	292	158	(134)	(i)
Forensic Case & Quality Management System	216	22	(194)	(j)
Out of Court Resolutions	163	148	(15)	
<b>Sub-total (continued next slide)</b>	<b>9,749</b>	<b>11,440</b>	<b>1,691</b>	

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

Table 11 - CoLP Capital Programme 2024/25	2024/25 Budget	2024/25 Forecast Outturn	2024/25 Variance: Bud. v Forecast Outturn	Notes on slides 28 to 30
	£'000	£'000	£'000	
<b>Sub-total (continued from previous slide)</b>	<b>9,749</b>	<b>11,440</b>	<b>1,691</b>	
Multi Agency Public Protection System	148	15	(133)	(k)
Court Surveillance Equipment	91	91	0	
Body Worn Video	79	7	(72)	
Role Based Access	77	2	(75)	(l)
Covert Camera System	63	65	2	
Digital Asset Management System	60	4	(56)	(m)
ICAV	10	15	5	
Other Supplementary Revenue Projects	68	20	(48)	(o)
<b>Sub-total (prior to new proposals)</b>	<b>10,345</b>	<b>11,659</b>	<b>1,314</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	89	89	(o)
Contribution to revenue funding shortfall from £5m DRF	0	0	0	(r)
Uncommitted	0	391	391	(n)
<b>Sub-total (new proposals)</b>	<b>0</b>	<b>638</b>	<b>638</b>	<b>(n)</b>
<b>Total CoLP Capital Programme 2024/25</b>	<b>10,345</b>	<b>12,297</b>	<b>1,952</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**



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# Agenda Item 8

<b>Committee(s):</b> Resource Risk and Estates Committee- For information	<b>Dated:</b> 10 February 2025
<b>Subject:</b> Q3 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 Q3 2024/25 between 1<sup>st</sup> October – 31 December 2024.

## Recommendation(s)

Members are asked to note the report

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# HR Monitoring Report

## Q3 – October 2024 to December 2024



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

# Contents

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1. Summary
2. Workforce Establishment
3. Recruitment
4. Leavers
5. Sickness
6. Health & Safety
7. Appendix 1 - Key Terms
8. Appendix 2 – Operating Establishment
9. Appendix 3 – Recruitment Rules



# Summary

- This report sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q3 2024/25 between **1<sup>st</sup> October to 31<sup>st</sup> December 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 £3.1 million in ringfenced funding.
  2. **Recruitment:** The Strategic Workforce Plan for 2025-28 has been written, analysing our current capabilities, forecasted future needs, identified gaps, and developed strategies for recruitment, retention, and development. A project plan sits behind this strategy reflecting the timeline for delivery and the responsible areas across the force. The strategy reflects the work we already deliver on the recruitment plan; we continue to monitor our workforce numbers each month ensuring we achieve our uplift headcount commitment. We continue to recruit to priority roles including detectives and firearms officers and we measure the vetting demand to ensure we are not profiling higher than is achievable with the other supporting services.
  3. **Leavers:** During the reporting period, 18 Police Officers and 7 Police Staff left the force, this equates to a 1.8% and 1.1% 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, attributed to retirements and probationer resignations, which had been predicted looking at previous trends.
  4. **Sickness:** The average working days lost for Officers was 6.62 days and for Staff was 5.68 days (April 2024 – December 2024). 3.42% of officers and 2.99% of staff contracted days were lost to sickness. National sickness data (via iQuanta) showed the national percentage of contracted hours lost to sickness in 2023/24 for officers was 4.6% and staff was 4%, the Force contracted hours lost was below the national average, at 3.1% for officers and 4% for staff.
- 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 temporary 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 14.

## OPERATING MODEL:



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# Workforce Establishment

- At 31 December 2024, the Force has an overall strength of 986 (FTE) Police Officers, against our agreed budgeted establishment of 985 (Force Strength Indicator, FSI 2024/25). The Establishment is based on the agreed force structure models.
- Our Staff budgeted permanent establishment is 539 (FTE). The established strength of Police Staff is currently 467 (FTE), with staff in Temporary Funded posts as well our total staff strength is 584 (FTE).
- The Strategic People Board, which is chaired by the Deputy Commissioner Local, 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 September 2024 and December 2024. Officer total strength has changed by -0.4%. Staff total strength has changed by 4.5%. 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 and removed from Temporary Posts number to prevent double counting in TF posts/strength.

## Officers

## Staff

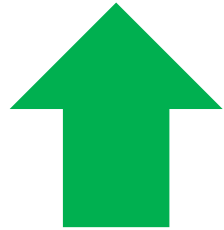
### Permanent Establishment

**Sep Strength**  
**948**

- Est 985
- Strength 94% of Establishment

**Dec Strength**  
**950**

- Est 985
- Strength 96% of Establishment

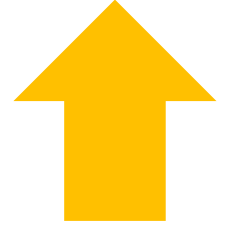


**Sep Strength**  
**451**

- Est 539
- 83% Strength vs Est

**Dec Strength**  
**467**

- Est 539
- 86% of Establishment



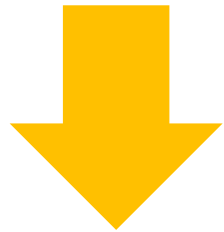
### Temporary Funded (TF) Posts

**Sep Strength**  
**42**

- Number of Posts: 59

**Dec Strength**  
**36**

- Number of Posts: 52

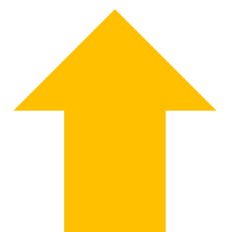


**Sep Strength**  
**108**

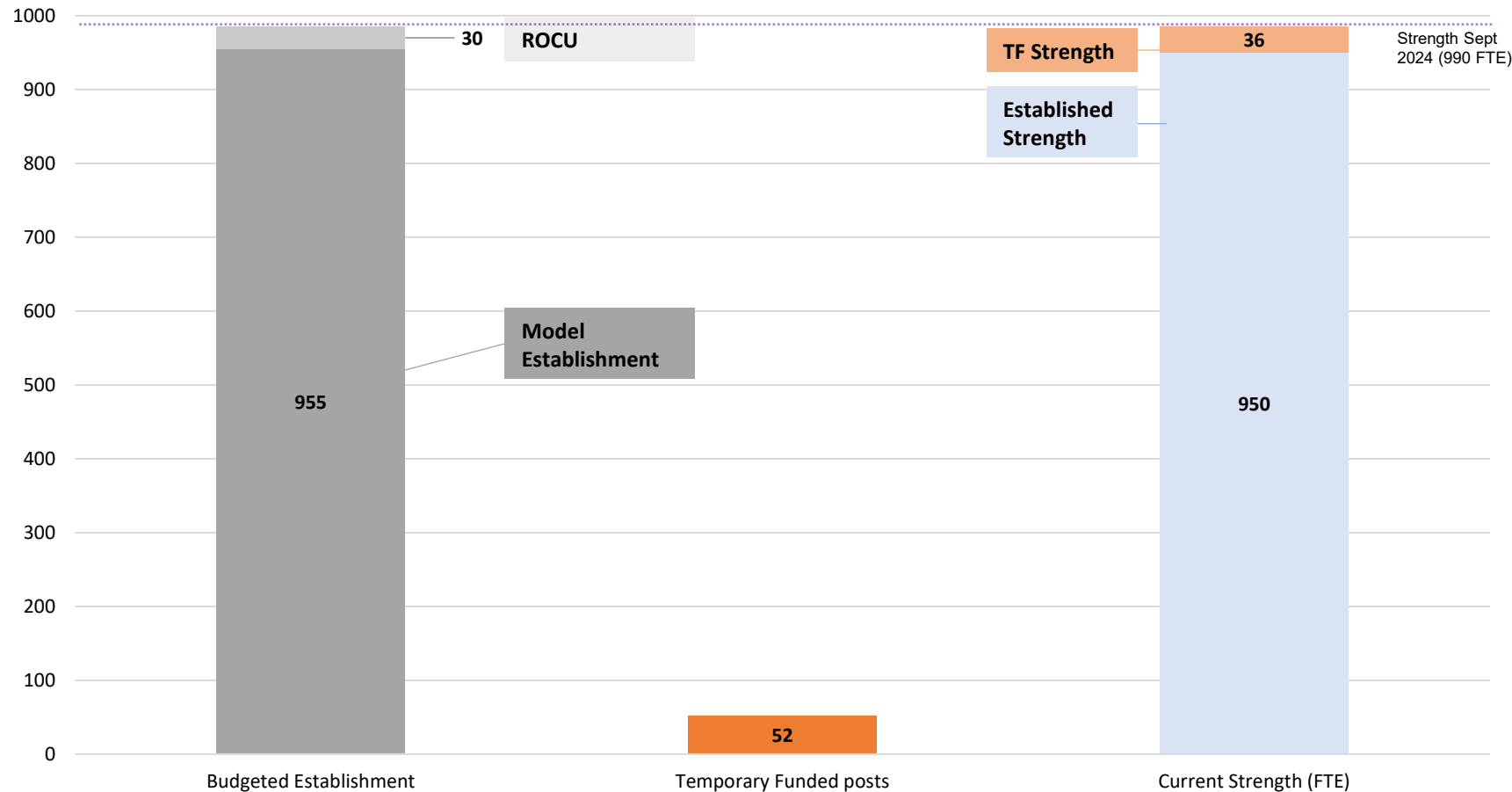
- Number of Posts: 206

**Dec Strength**  
**117**

- Number of Posts: 210



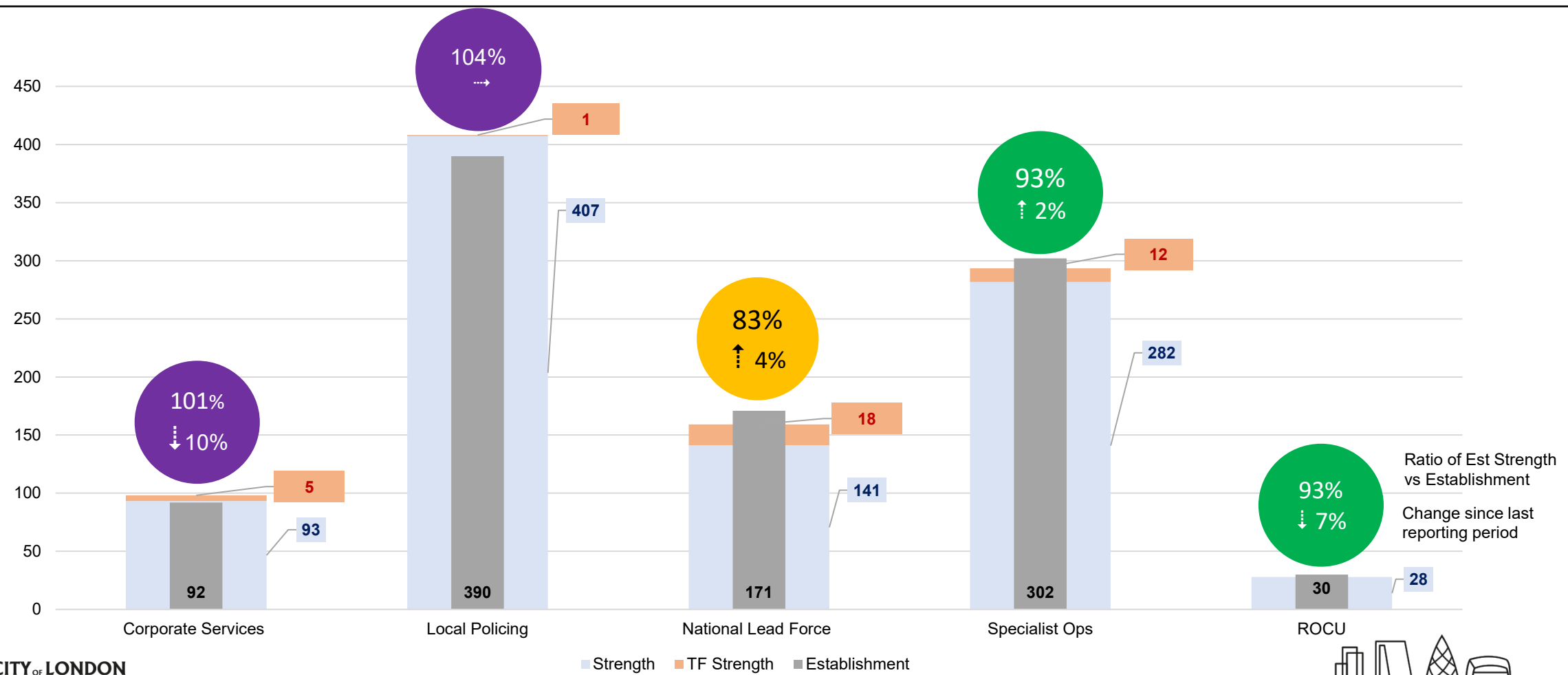
# Officer Operational Model Establishment FTE



- **Budgeted Establishment: 985 FTE**
- Budgeted Establishment made up of Model Establishment (955) and ROCU allocation (30)
- **Temporary Funded (TF) posts: 52**
- TF posts externally funded e.g., NLF related posts.
- 62 TF posts funded by holding a post elsewhere have been removed to prevent double counting.
- **Officer Total Strength: 986 FTE = 950 FTE Established Strength & 36 FTE TF Strength**
- Current overall established strength against budget: 96.4%



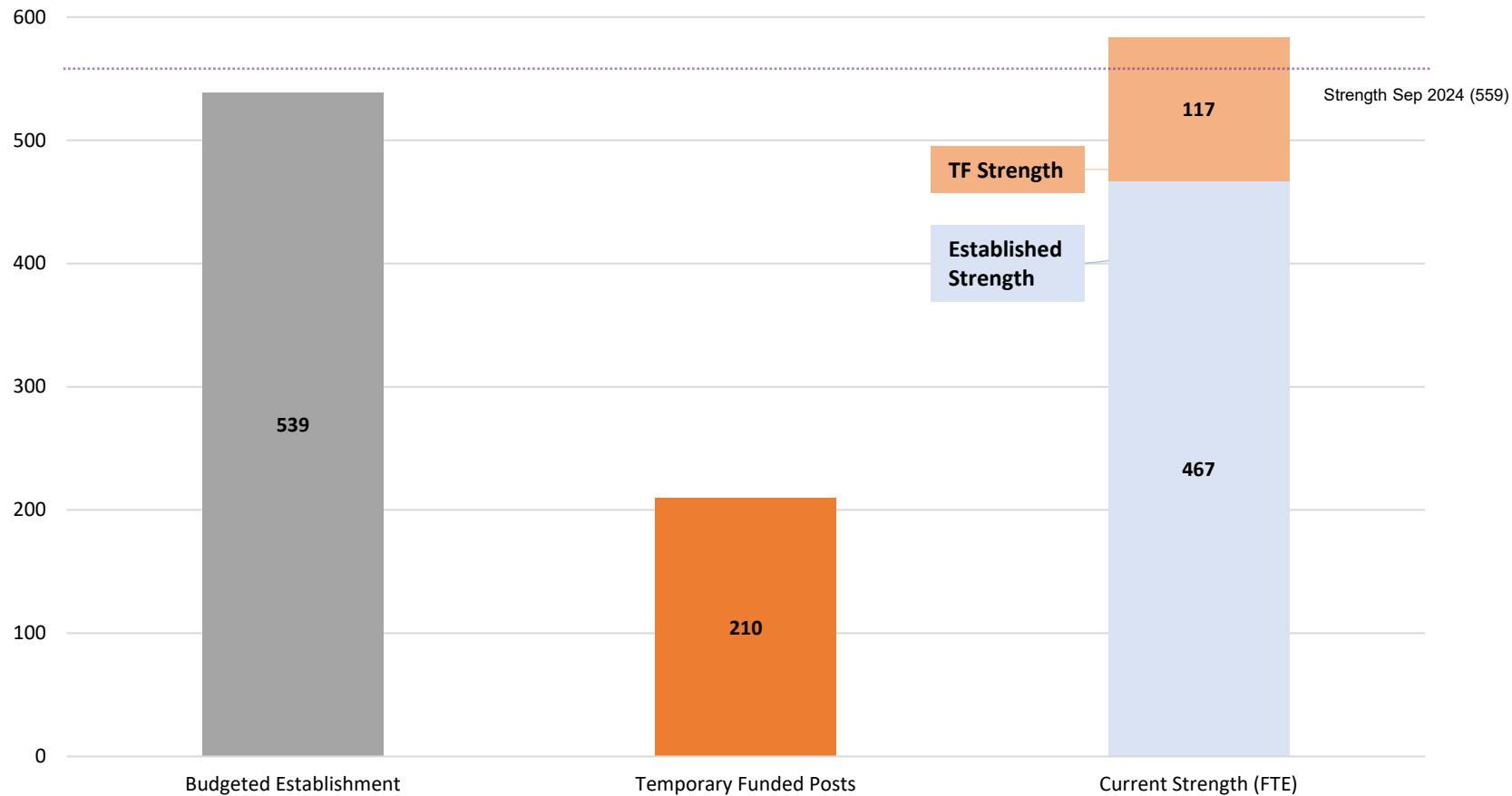
# Officer Strength vs Establishment FTE (rounded)



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



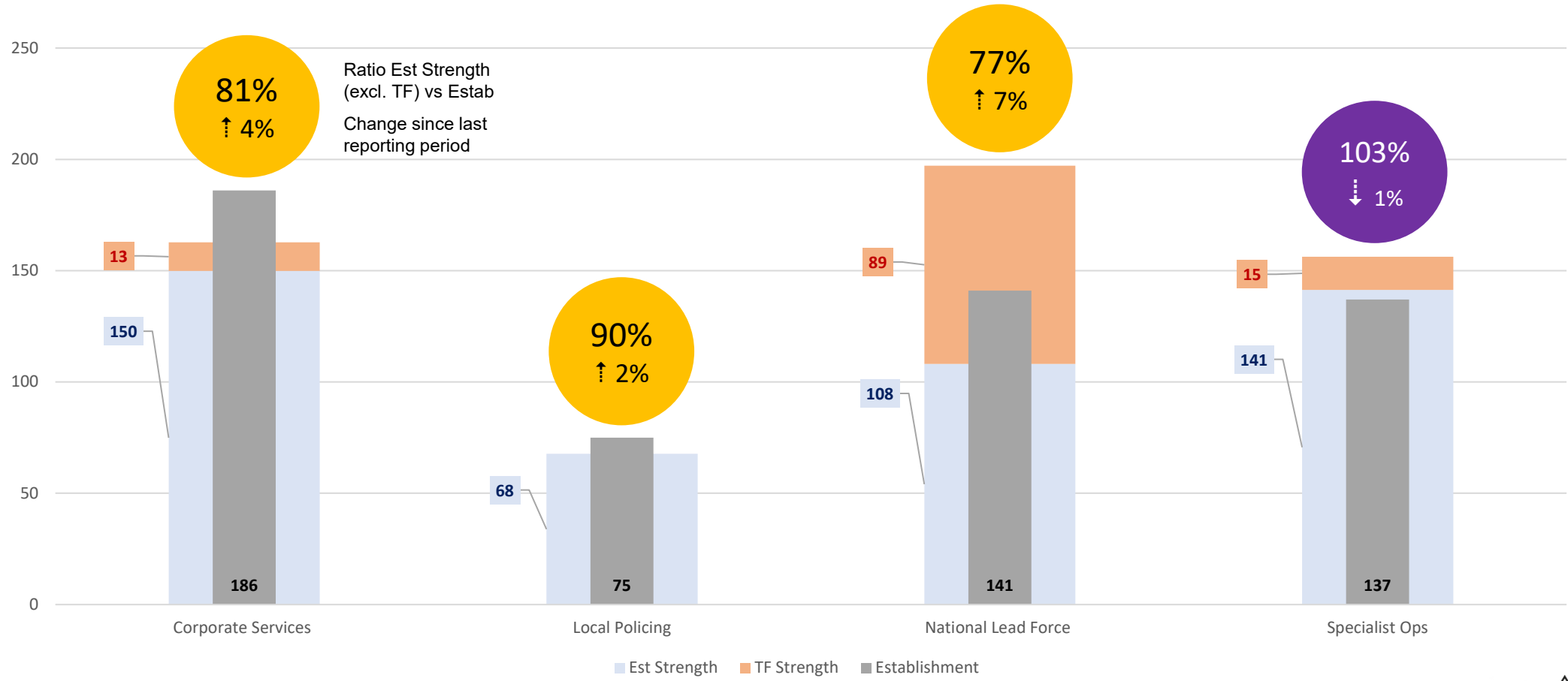
# Staff Operational Model Establishment FTE



- **Budgeted Establishment:** 539
- **Current Established Strength:** 467 FTE
- **Current vacancies of Established posts:** 73 FTE
- **TF posts:** 210 (not all these roles are filled, most relate to NLF funded roles and form part of the phased recruitment plan formulated with vetting capacity included)
- **Current TF Strength:** 117 FTE
- **Total Staff Strength:** 584 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

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 the flow of transferees each month, selected against the force's priority posts such as detectives and firearms. We have run three promotion processes conclude within the reporting period appointing a new Commissioner, Deputy Commissioner and new Chief Superintendent for Local Policing. We are currently running a further two promotions processes for Commander and Superintendents. The Superintendent's process has attracted a high volume of applications, the board will start in late January.

## Recruitment Strategy Initiatives

Entry Routes	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Increasing Diversity, Capacity and Customer Experience	<ul style="list-style-type: none"> <li>• Research carried out asked female police staff about 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.</li> <li>• 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.</li> <li>• A training delivery plan has been drafted outlining the support for officers applying to all federated ranks including external training from our partners at Pertemps supporting those who are taking part in a professional conversation, webinars from the panel chairs, mock boards and Communicating with Impact training focusing on developing presentation skills, effective communication and how to plan and structure your responses to interview questions.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• A full review of the vetting capacity has been carried out and the recruitment profile has been updated to reflect the vetting capacity. This remains under monthly review.</li> </ul>
Attraction Strategy introduced	<ul style="list-style-type: none"> <li>• Our social medial content is continuing to provide excellent candidate engagement</li> <li>• We are engaging with a wide variety of advertising platforms</li> <li>• Use of external advertising via Indeed and Crooton.</li> <li>• Promoting many more roles on a part time basis to try to attract more underrepresented groups into the force.</li> </ul>



# Recruitment

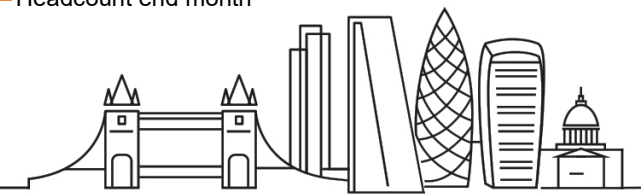
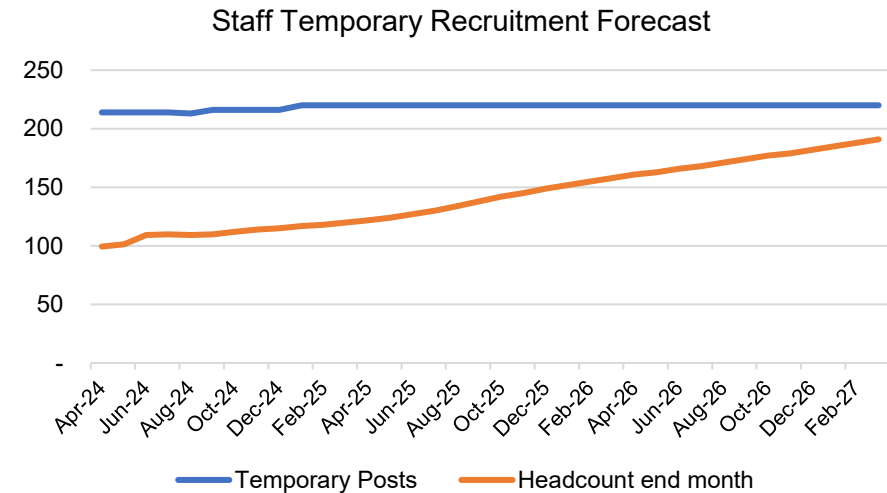
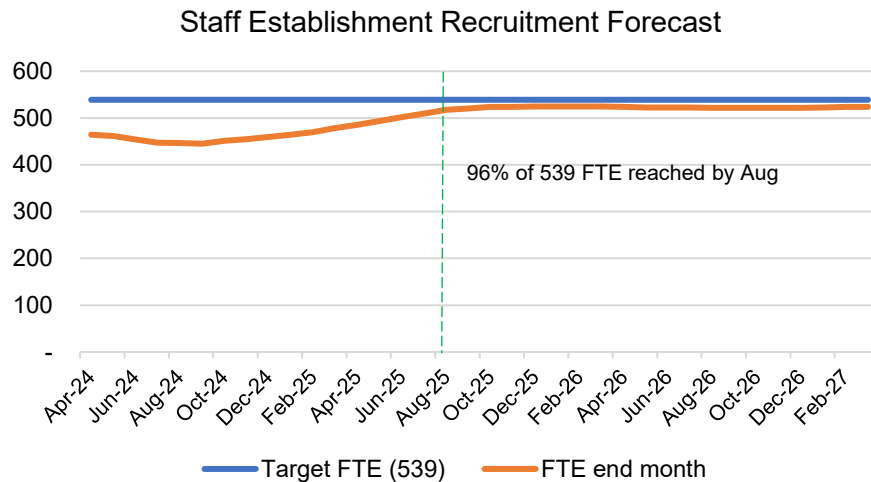
This is the current workforce plan for the financial year 2024/25, which show our recruitment plans for officers, staff and specials in more detail. It has been updated to reflect vetting capacity and is updated monthly with our actual attrition and recruitment figures to ensure we make any necessary 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	994	999	997	990	991	996	991	991	996	995	992	<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)	(1.0)	(7.0)	(3.0)	(1.0)		(2.0)	(1.0)	(1.0)	(24)
Medicals			(1.0)	(1.0)			(1.0)			-	-		(3)
Transfer Out	(2.0)		(1.0)			(3.0)		(3.0)			(1.0)	(1.0)	(11)
Resignations incl Probationers	(1.0)		(1.0)	(5.0)	(2.0)	(4.0)	(4.0)	(4.0)	(1.0)		(1.0)	(1.0)	(24)
Secondment out not paid by COLP										-	-	(1.0)	(1)
End of Contracts/Dismissed	(4.0)		(4.0)	(1.0)		(2.0)		(1.0)		-	-	(1.0)	(13)
New Probationers	-	-		-	-	10		-	-	-		14	24
ROCU	4		3	1				2					10
Transfers In / Other (rejoiners)		5	3	1	2	11	3	7	6	1	-	-	39
Returners	1				2								3
Ch Insp Promotions													-
Supt promotions													-
Sgt Promotions (excluding Internals approx. )													-
Insp Promotions (excluding Internals approx. )													-
<b>Total Increase / (Decrease)</b>	<b>(7)</b>	<b>5</b>	<b>(2)</b>	<b>(7)</b>	<b>1</b>	<b>5</b>	<b>(5)</b>	<b>-</b>	<b>5</b>	<b>(1)</b>	<b>(3)</b>	<b>9</b>	<b>-</b>
<b>Headcount End Month</b>	<b>994</b>	<b>999</b>	<b>997</b>	<b>990</b>	<b>991</b>	<b>996</b>	<b>991</b>	<b>991</b>	<b>996</b>	<b>995</b>	<b>992</b>	<b>1,001</b>	<b>1,001</b>
<b>FTE End Month</b>	984	989	986	978	980	984	979	982	986	985	982	991	991
<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)	(4)	(4)	(5)	(2)	(3)	(1)	(2)	(4)	(3)	(4)	(34)
<b>Staff Recruitment (Established posts)</b>	8	3	3	2	5	3	7	10	7	9	8	13	78
<b>Staff Leavers (Temporary posts)</b>	-	-	-	(2)	(4)	(1)	(1)	-	-	(1)	(2)	(1)	(12)
<b>Staff Recruitment (Temporary posts)</b>	1	2	1	-	2		2	9	1	7	9	3	37
<b>Total Staff FTE (End month)</b>	<b>562</b>	<b>563</b>	<b>562</b>	<b>556</b>	<b>554</b>	<b>554</b>	<b>560</b>	<b>579</b>	<b>584</b>	<b>595</b>	<b>607</b>	<b>618</b>	<b>618</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 210 Temporary Funded Staff posts (excluding 10 temporary posts funded by holding established posts); separate fixed term resources have been allocated to recruit to vacancies within this model.

An in-depth review of vetting 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 impacted our ability to achieve the ambition of 96% strength by November 2024, the ambition has been 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 the 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 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 March and September. The force is currently experiencing very low attrition numbers which is impacting the number of transferees we are able to onboard. These numbers are closely monitored to ensure we remain within the budgeted strength this financial year. This has resulted in fewer transferees being onboarded in December and January and these numbers will likely remain low for the remainder of this financial year as we have the contracted Police Now Fraud and Cyber Student Officers scheduled to start in March who will take us just above the headcount target of 996 officers.

## Risks to achieving and maintaining target

Attrition higher than projected levels

As noted above attrition in December and January is currently only 16% of the profiled number for these months resulting in fewer onboarded transferees in December and likely for the next quarter. We have been able to increase our number of police staff onboarded this quarter to 36 vs 12 in the previous quarter.

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 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 has been delayed with further updates expected in 2025.



# Recruitment continued

## JOINERS

- A total of 18 police officers transferred into the force during the reporting period.
- A total of 37 police staff joined the force in substantive and fixed-term roles during the reporting period.





# Leavers: Officers

During the period (October-December 2024), 18 Police Officers left the force, this equates to a 1.8% leaver rate. Across April-December 2024, 66 officers left the force, a 6.6% leaver rate. Compared to Q1-3 of 2023/24, where 79 Officers left the force (8% leaver rate), the number of leavers has significantly 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 reasons for leaving in Q1-3 2024/25 were retirement and resignation.

Of the 66 Police Officers that left the force, the majority left from Local Policing (20), Specialist Operations (15) and National Lead Force (19 - 11 of which are related to end of secondments within ROCUs). 4 officer left during their probation; the majority of officer leavers left from within the constable rank. Excluding ROCUs, the average length of service for officer leavers was 17 years.

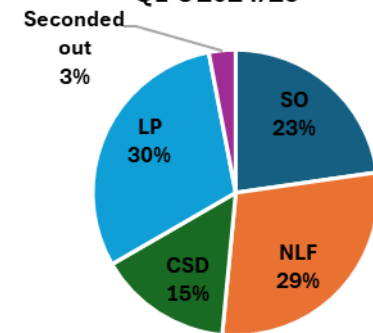
**Police Officers – Reasons for Leaving (per Financial Year)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-3
Other	0	0	0	1	0	1	1	0
Dismissed	1	1	0	0	0	1	1	1
End of Contract/ Secondment	1	0	0	4	1	11	8	11
Medical Retirement	2	0	2	1	0	2	1	3
Retirement	35	37	31	29	42	43	31	21
Transfer	9	17	22	14	26	20	24	9
Resignation	26	7	22	21	27	34	41	21
<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>66</b>

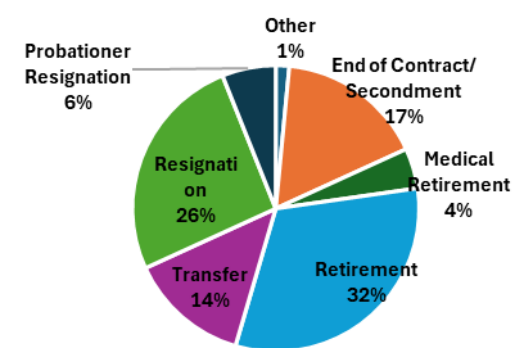
The Retention and Exiting Working Group continues to review the exiting data to better understand why people are leaving to develop retention strategies. In April 2024, the exit survey was updated to use questions from a national leaver's framework. From the exit surveys for both Officers and Staff (April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



**Officer Leavers by Directorate Q1-3 2024/25**



**Officer Leavers by Reason Q1-3 2024/25**



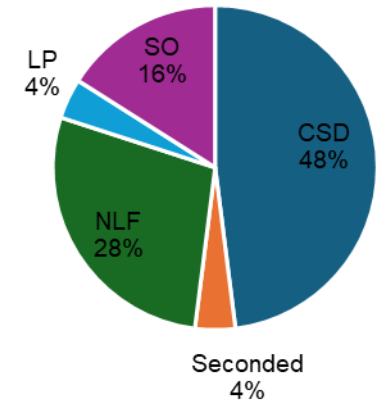
# Leavers: Staff

During the reporting period (October-December 2024), 7 Police Staff left the force, this equates to 1.1% leaver rate. Across April-December 2024, 32 staff left the force, a 5.5% leaver rate. Compared to quarter 1-3 of 2023/24 where 31 staff left the force (5.8% 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. 60% of leavers had less than 5 years' service.

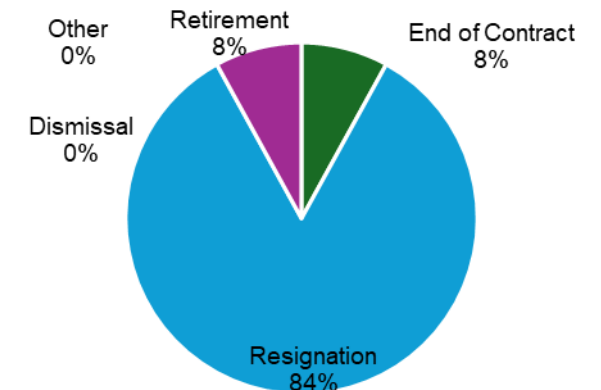
**Police Staff – Reasons for Leaving (per Financial Year)**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-3
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	1
Resignation (incl. FTC)	42	49	44	25	52	61	28	26
Resignation joined Police	7	2	0	0	2	2	1	0
Retirement	5	10	6	7	8	11	6	3
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>32</b>

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



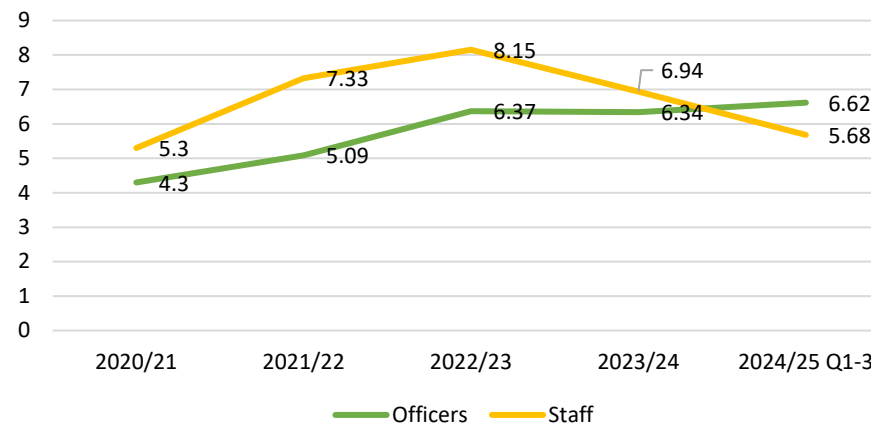
**Staff Reasons for Leaving Q1-2 2024/25**



# 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 – December 2024, the force's sickness absence rate was 3.42% for Officers, and 2.99% for Police Staff (calculation converted to days: working days lost / contracted days available).
- The average working days lost over headcount for Police Officers was 6.62 days and for Police Staff was 5.68 days during this period. In comparison to Q1-3 2023/24, average days lost is higher for Officers and Staff in 2024/25 (Q1-3 2023/24 reported: Officers – 6.37, Staff – 5.18 average days lost). The graph below shows the total average days lost by financial year since 2020/21.
- The force internal sickness band of tolerance is '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**



# Health & Safety

During Q3 2024/25 the trend showing an increase in the number of health and safety incident reports in comparison to 2023/24 continues, although across 2024/25 Q1 and Q3 are comparable, and the highest number of reports concern assaults on police officers.

Continued national focus related to assaults on police staff and officers, and local processes promote the importance of assault reporting. Assaults data is reported to the Home Office on an annual basis.

There were 2 HSE reportable injuries during the reporting period a police officer sustained a fracture to his foot during personal safety training and the second report was an over 7-day reportable injury as a result of a ligament injury sustained during public order training at an MPS training facility.



# Appendix 1: Key Terms

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

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

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

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

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

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



# Appendix 2: Operating Establishment

Operating establishments in four areas at 31 December 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	89	6	4
Response & VCU	76	144	9	7
Taskforce	183	150	14	15
Contact & SMT	27	25	46	42
<b>Total Local Policing</b>	<b>390</b>	<b>408</b>	<b>75</b>	<b>68</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	87	40	59
Investigation Services	158	166	26	29
Forensic Services	11	8	25	27
Criminal Justice System	27	29	45	41
SO SMT (Supt above)	6	5	1	0
<b>Total Specialist Ops</b>	<b>302</b>	<b>295</b>	<b>137</b>	<b>156</b>





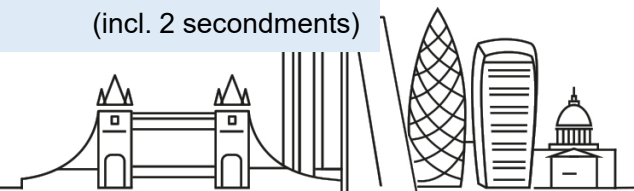
# National Lead Force Establishment vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	60	17	12
NLF Fraud	49	37	15	26
NLF Coordination	19	25	18	30
NFIB	18	21	64	87
Action Fraud	0	0	24	36
NPCC Cybercrime	9	10	3	6
NLF SMT (NLF Ops) & Officer Secondments	11 (4 Secondments)	7 (2 Secondments)	0	0
<b>Total National Lead Force</b>	<b>171</b>	<b>159</b>	<b>141</b>	<b>197</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	5
Strategy and Fed	27	21	30	21
Change	0	0	19	17
Corporate Communications	0	0	13	14
Finance	0	0	16	11
People Services	0	0	23	23
Estates	0	0	18	15
IMS and IT (Incl. Business Insights)	6	5	43	36
Professionalism and Trust	54	67	21	21
<b>Total Corporate Services</b>	<b>92</b>	<b>98</b> (incl. 1 secondments)	<b>186</b>	<b>163</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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## City of London Corporation Committee Report

<b>Committee(s):</b> Resource, Risk and Estates Committee	<b>Dated:</b> 10 February 2025
<b>Subject:</b> Freedom of Information Act 2000 (Section 52) Enforcement Notice to City of London Police	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>provides statutory duties.</li> </ul>	Statutory Duties under the Freedom of Information Act 2000
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<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 Pete O'Doherty
<b>Report authors:</b>	Chris Bell Gary Brailsford-Hart

### Summary

The City of London Police received an Enforcement Notice from the ICO on the 20<sup>th</sup> of November 2024 pertaining to an ongoing non-compliance of its response rates to FOI requests over a sustained period during 2024. The Enforcement Notice was accepted by the force, and it has responded with an Action Plan to reduce the backlog of historic cases and mitigate the issues in managing the increased demand in FOI requests seen in the last 12 months.

The Action Plan has a period of 6 months to complete the return to expected compliance levels and is being closely monitored by the force's DDAT Board as well as through regular updates and dialogue with the ICO directly. The main report sets out the background to the Enforcement Notice and the Action Plan.

### Recommendation(s)

Members are asked to:

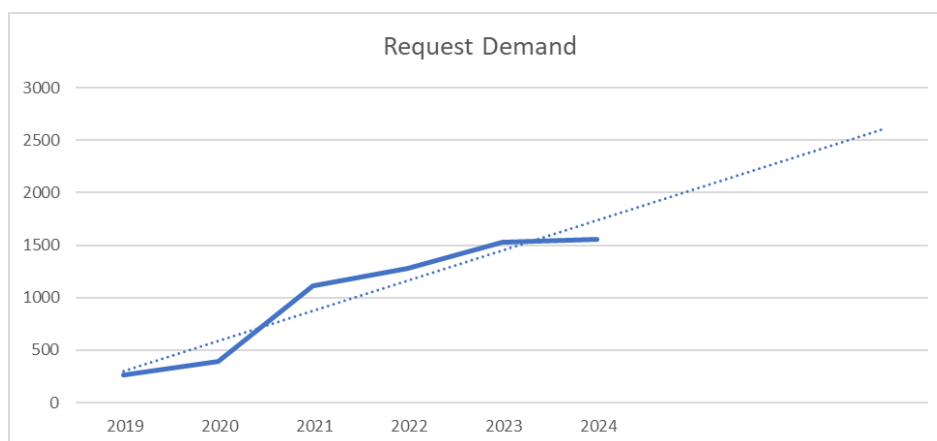
- Note the report.

# Main Report

## Background

1. The City of London Police were issued with an Enforcement Notice (Section 52) from the Information Commissioner (ICO) on the 20<sup>th</sup> of November 2024 (see *Appendix A for full enforcement notice*). The notice relates to CoLP's average compliance rate in the financial year 2023/24 for responding to requests within 20 working days of receipt, being 68%, which the Commissioner considers to be low.
2. CoLP providing equivalent data for quarters 1 and 2 of 2024/25. Its compliance rates had further reduced to 62% and 54%, respectively. Also of concern is CoLP's compliance rate for responding to internal review requests within recommended timescales. For the first two quarters of 2023/24, its rate was 33% and 50%. By the first two quarters of 2024/25, its rate remained low, at 40% and 66%, respectively.
3. The statistics provided to the Commissioner also revealed that CoLP has a backlog of older requests that it has yet to respond to. The backlog by the end of 2023/24 was 366 requests, and it has risen further, to 469, in the six months to the end of September 2024. As of the end of September 2024, CoLP said it had 309 requests that were over six months old (from the date of receipt) and five over twelve months old. It said the oldest open request was 467 days old.
4. Finally, June 2023 to date, the Commissioner dealt with twelve complaints about CoLP which involved timeliness issues. Some complaints were resolved informally, but seven decision notices were issued, and in five cases it was necessary to tell CoLP to provide a substantive response to the requests.
5. In its correspondence with the Commissioner about the reasons for these timeliness issues, CoLP explained that it has faced significant staffing challenges, at the same time as experiencing an increase in the number and complexity of Freedom of Information requests. It said additional resources have now been made available to support its handling of information access matters, but this has taken time, and it remains an ongoing challenge to recruit and train suitable staff. The increase in demand for information is illustrated in figure A and a sample of a complex request provided within appendix C.

**Figure A – Request volumes from 2019 - 2024**



6. It set the following targets for CoLP in relation to the ongoing issues:
  - a. **By 20 May 2025, CoLP shall:**
    - (i) in respect of each information request where the response is outside of 20 working days as at the date of this Notice, and where a permitted extension has not been applied, comply with section 1(1)(a) of FOIA and, if information of the description specified in the request is held, either:
      - (ii) communicate that information pursuant to section 1(1)(b) FOIA; or issue a valid refusal notice under section 17 FOIA, unless section 17(6) FOIA applies.
  - b. **Within thirty calendar days of this Notice, CoLP shall:**
    - (iii) Devise and publish an action plan formalising the measures it will take to ensure it complies with its legal duties under Part 1 of FOIA to respond information requests in a timely manner, whilst also clearing its backlog of overdue requests within six months as required by this Notice.

### **Formal Response from CoLP to the Enforcement Notice**

7. In response to the Enforcement Notice, CoLP issued the following public media statement: A City of London Police spokesperson said: *“We accept the ICO notice and are doubling our efforts to manage the volume of FOI requests we now receive, as well as increasing our resource to ensure we return to meeting our FOIA and EIR obligations as quickly as possible.”*
8. In response to the Enforcement Notice, CoLP had 30 days to submit a formal strategic action plan on how it would remove the backlog of casework and mitigate issues to return it to a position of complying with the legislative requirements and performance standards set out in the Act.
9. The CoLP Action Plan was submitted formally to the ICO on 12<sup>th</sup> December 2024 and the full plan can be found at *Appendix B*. In summary it outlines CoLP’s actions under the following areas of intervention:
  - a. **Establishment of an Enforcement Task and Finish Group.**
  - b. **An improved case management system to be introduced.**
  - c. **Recruitment of additional officers to work on caseload, including using overtime and restricted duty officers.**
  - d. **Prioritisation of older casework.**
  - e. **Introduction of Internal Monthly Performance Audits**

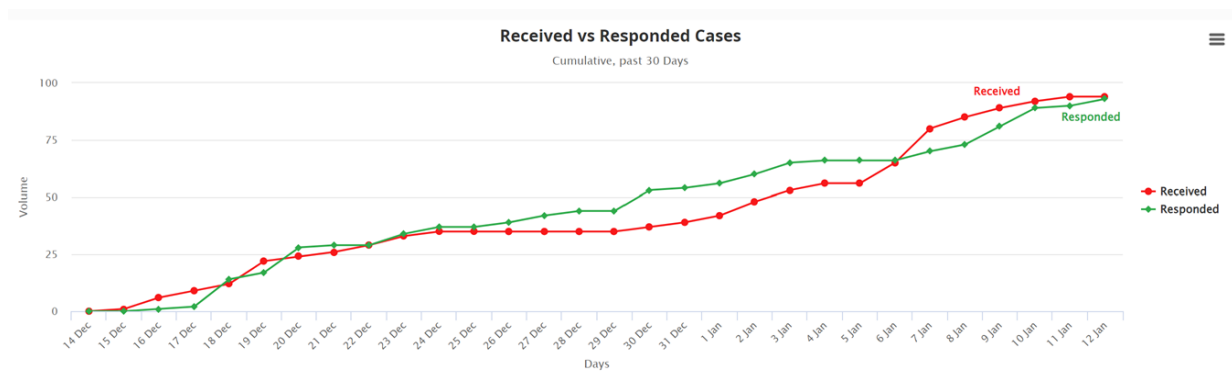
### **Current Position**

10. As of the 13<sup>th</sup> of January 2025, we can confirm actions A, B, D and E to have been established and in operation to oversee the work to deliver the action plan and removal of the backlog of FOI cases. We have also onboarded ten additional officers who have been fully trained to assist with the caseload, who will work using

overtime to assist with the work. There are a further sixty members of staff who have applied to assist additionally. It should be noted there are no restricted duty officers currently available to be allocated to this work.

11. We have also been in communication with the ICO about sending written communications to all requests currently over 6 months old to try and reduce the backlog further and ensure our focus is only on those requests verified as still wanted.
12. Since the 20<sup>th</sup> of November 2024 we have moved significantly from the original 533 overdue cases reducing these to 377 cases overall.
13. It should be noted received new requests remain significant, and this provides challenges to maintaining delivery of demand as well as the work to reduce and remove the historic backlog of cases. This is illustrated below at Figure B, highlighting the newly received cases, versus cases responded to in the last 30 days.

**Figure B – FOI Received Versus Responded in last 30 days.**



14. With further onboarding of additional staff, permanent recruitment of vacant posts and the return of medium/long term sickness absence personnel, we are aiming to have the backlog and demand under control in line with a six-month recovery period set out by the ICO. We will continue to monitor performance and risk, and report this at our force DDAT Board, as well as RREC Committee.

**Conclusion**

15. The City of London Police received an Enforcement Notice from the ICO on the 20<sup>th</sup> of November 2024 pertaining to an ongoing non-compliance of its response rates to FOI requests over a sustained period during 2024. The Enforcement Notice was accepted by the force, and it has responded with an Action Plan to reduce the backlog of historic cases and mitigate the issues in managing the increased demand in FOI requests seen in the last 12 months. The Action Plan has a period of 6 months to complete the return to compliance and is being closely monitored by the force’s DDAT Board as well as through regular updates and dialogue with the ICO directly.



## **Appendices**

**Appendix A** – ICO Enforcement Notice (Section 52) 20<sup>th</sup> November 2024

**Appendix B** – NON-PUBLIC - CoLP Action and Mitigation Plan 12<sup>th</sup> December 2024

**Appendix C** – Sample complex request

### **Chris Bell**

Service Delivery Director, City of London Police

### **Gary Brailsford-Hart**

Director of Information (CISO & DPO), City of London Police

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**FREEDOM OF INFORMATION ACT 2000 (SECTION 52)  
ENFORCEMENT POWERS OF THE INFORMATION COMMISSIONER  
ENFORCEMENT NOTICE**

**DATED: 20 November 2024**

**To: Commissioner of the City of London Police**

**Of: Police Headquarters  
Guildhall Yard  
East London  
EC2V 5AE**

1. The City of London Police ("CoLP") is a "public authority" listed in Schedule 1 and defined by section 3(1)(a)(i) of the Freedom of Information Act 2000 ("FOIA"). FOIA provides public access to information held by public authorities.
2. CoLP's obligations as a public authority under FOIA include –
  - a. Being obliged to publish certain information about its activities;
  - b. Responding to requests for information from members of the public.
3. The Information Commissioner (the "Commissioner") hereby issues CoLP with an Enforcement Notice (the "Notice") under section 52 FOIA. The Notice is in relation to CoLP's
  - a. Continuing non-compliance with section 1(1) FOIA;
  - b. Continuing breach of section 10(1) FOIA.

4. This Notice explains the Commissioner's decision to take enforcement action. The specific steps that CoLP is required to take are set out in Annex 1.
5. The Commissioner expects CoLP to ensure that it continues to meet its obligations to comply with subject access requests under the UK GDPR whilst actioning the steps in Annex 1.

### **Legal Framework for this Notice**

6. A person requesting information from a public authority has a right, subject to exemptions, to be informed by the public authority in writing whether it holds the information, and to have that communicated to him, if the public authority holds it. This is set out in section 1(1) FOIA–

“(1) Any person making a request for information to a public authority is entitled –

- (a) to be informed in writing by the public authority whether it holds information of the description specified in the request, and
- (b) if that is the case, to have that information communicated to him.”

7. Section 10(1) FOIA specifies that public authorities must respond to requests within 20 working days:

“... a public authority must comply with section 1(1) promptly and in any event not later than the twentieth working day following receipt.”

8. There is provision under FOIA for a public authority to claim a

reasonable extension to this limit in certain circumstances but in all cases, the public authority must give the requestor a written response within the standard time limit for compliance.

9. The Commissioner has various powers under FOIA. One of these is the issuing of an Enforcement Notice. Section 52(1) of FOIA states –

“If the Commissioner is satisfied that a public authority has failed to comply with any of the requirements of Part I, the Commissioner may serve the authority with a notice (in this Act referred to as an “enforcement notice”) requiring the authority to take within such time as may be specified in the notice, such steps as may be so specified for complying with those requirements.”

10. Section 52 FOIA has effect subject to section 53 FOIA, which provides details of the exceptions from the duty to comply with a decision notice or Enforcement Notice.

## **Background**

11. The Commissioner regularly reviews the National Police Freedom of Information and Data Protection Unit (“NPFDU”) FOI and SAR Performance and Monitoring Report (the “Report”) which is published on the National Police Chiefs’ Council (“NPCC”) website<sup>1</sup>. In April 2024, the Commissioner noticed that recent FOIA compliance statistics for CoLP were absent from the Report.

12. The Commissioner wrote to CoLP on 1 May 2024 to ask for detailed statistics on its FOIA compliance, for the financial year 2023/24. After

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<sup>1</sup> <https://www.npcc.police.uk/About-Us/governance-and-accountability/foi-and-subject-access-request/>

a significant delay, the data CoLP supplied revealed that its average compliance rate in the financial year 2023/24 for responding to requests within 20 working days of receipt, was 68%, which the Commissioner considers to be low.

13. Communications between the Commissioner and CoLP continued, with CoLP providing equivalent data for quarters 1 and 2 of 2024/25. Its compliance rates had further reduced, to 62% and 54%, respectively.

14. Also of concern is CoLP's compliance rate for responding to internal review requests within recommended timescales. For the first two quarters of 2023/24, its rate was 33% and 50%. By the first two quarters of 2024/25, its rate remained low, at 40% and 66% respectively.

15. The statistics provided to the Commissioner also revealed that CoLP has a backlog of older requests that it has yet to respond to. The backlog by the end of 2023/24 was 366 requests, and it has risen further, to 469, in the six months to the end of September 2024.

16. As of the end of September 2024, CoLP said it had 309 requests that were over six months old (from the date of receipt) and five over 12 months old. It said the oldest open request was 467 days old.

17. From June 2023 to date, the Commissioner dealt with 12 complaints about CoLP which involved timeliness issues. Some complaints were resolved informally, but seven decision notices were issued, and in 5 cases it was necessary to tell CoLP to provide a substantive response to the requests.

18. In its correspondence with the Commissioner about the reasons for

these timeliness issues, CoLP explained that it has faced significant staffing challenges, at the same time as experiencing an increase in the number and complexity of Freedom of Information requests. It said additional resources have now been made available to support its handling of information access matters, but this has taken time and it remains an ongoing challenge to recruit and train suitable staff.

### **The Contravention and Reasons for this Notice**

19. FOIA requires a public authority to inform people whether it holds information they have requested and to communicate it to them within 20 working days of receipt of their request.
20. The Commissioner first approached CoLP for information about its compliance with response timescales on 1 May 2024. In the intervening six months, CoLP has explained that its work to address its timeliness issues remains ongoing. It has acknowledged that these measures will take some time to put in place and to take effect.
21. The Commissioner acknowledges the work CoLP has done to address its resourcing issues and to identify other areas where its processes might be improved. However, he considers that CoLP's compliance rate over the period for which he has been provided statistics, is unacceptable.
22. Taking into account the significant volume of unanswered requests, their age profile, and the need for significant and sustained improvement in providing timely response to requests, the Commissioner considers it a proportionate regulatory step to issue an Enforcement Notice to CoLP.
23. Imposing a deadline makes clear the priority that the Commissioner considers this task should be given. He has taken into account the

scale of the backlog and the ongoing resource pressures faced by CoLP when setting the timeframe by which he expects compliance.

24. This Notice requires CoLP to comply with section 1(1) of FOIA in respect of each FOIA request, where the response is outside of 20 working days at the date of this Notice, and where a permitted extension of a maximum of a further 20 working days has not been applied. It is essential that the improvements described in Annex 1 are implemented, which compliance with this Notice will support.

25. The Commissioner also considers it a proportionate regulatory step to require CoLP to devise and publish an action plan, which formalises measures to mitigate delays. This action plan should be supported by a 'lessons learned' exercise, which examines the root cause of delays to responding to information requests, from allocation through to clearance and issuing, with mitigations for any recurring problems addressed specifically in the plan.

### **Other Matters - Internal Review**

26. The Commissioner cannot consider the amount of time it took a public authority to complete an internal review in an Enforcement Notice because such matters are not a formal requirement of FOIA. Rather they are matters of good practice which are addressed in the Code of Practice issued under section 45 of FOIA.

27. Sections 5.4 and 5.5 of the Code set out that a reasonable time for the completion of an internal review is 20 working days following the receipt of the request for review, or, in exceptional circumstances, no more than 40 working days.

28. As set out in paragraph 14, the Commissioner is satisfied that CoLP



failed to conform with the Code and recommended best practice in relation to the requests it received across 2023/24, and for the first two quarters of 2024/25.

29. He recommends that CoLP should ensure that internal review requests are responded to in a timely manner. He is therefore also recommending, in line with his powers under section 48(1) of FOIA, that the action plan he has required under this Notice also captures the activity CoLP will take to bring its handling of internal reviews in line with the section 45 Code of Practice. He recommends the root cause analysis of first instance requests that is required as part of the Notice is extended to also cover the internal review cases currently delayed.

30. The Commissioner considers that CoLP may benefit from using his [self-assessment toolkit](#) which is designed to help public authorities assess their current FOI performance and provide indicators of where efforts should be focused in order to improve. Topic 1 is particularly relevant as it deals with timeliness.

### **Terms of this Notice**

31. The Commissioner therefore exercises his powers under section 52 of FOIA to serve an Enforcement Notice requiring CoLP to take specified steps to comply with FOIA. The specified steps are set out in Annex 1 of this Notice.

32. The consequence of failing to comply with an Enforcement Notice is that the Commissioner may make written certification of this fact to the High Court pursuant to section 54 of FOIA. Upon consideration and inquiry by the High Court, CoLP may be dealt with as if it had committed a contempt of court.

## **Right of Appeal**

33. By virtue of section 57 of FOIA there is a right of appeal against this Notice to the First-tier Tribunal (Information Rights). If an appeal is brought against this Notice, it need not be complied with pending determination or withdrawal of that appeal.

34. Information about the appeals process may be obtained from:

First-tier Tribunal (Information Rights)  
GRC & GRP Tribunals,  
PO Box 9300,  
LEICESTER,  
LE1 8DJ

Tel: 0203 9368963

Email: [GRC@justice.gov.uk](mailto:GRC@justice.gov.uk)

Website: [www.justice.gov.uk/tribunals/general-regulatory-chamber](http://www.justice.gov.uk/tribunals/general-regulatory-chamber)

35. Any Notice of Appeal should be served on the Tribunal within 28 (calendar) days of the date on which this Enforcement Notice is sent.

**Phillip Angell**  
**Head of FOI Casework**  
**Information Commissioner's Office**  
**Wycliffe House**  
**Water Lane**  
**Wilmslow**  
**Cheshire**  
**SK9 5AF**

## **Annex 1**

### **TERMS OF THE ENFORCEMENT NOTICE**

**THIS NOTICE REQUIRES CoLP TO TAKE THE FOLLOWING STEPS BY NO LATER THAN THE DATES SPECIFIED BELOW:**

**By 20 May 2025**, CoLP shall:

- (i) in respect of each information request where the response is outside of 20 working days as at the date of this Notice, and where a permitted extension has not been applied, comply with section 1(1)(a) of FOIA and, if information of the description specified in the request is held, either:
- (ii) communicate that information pursuant to section 1(1)(b) FOIA; or issue a valid refusal notice under section 17 FOIA, unless section 17(6) FOIA applies.

**Within 30 calendar days of this Notice**, CoLP shall:

- (iii) Devise and publish an action plan formalising the measures it will take to ensure it complies with its legal duties under Part 1 of FOIA to respond information requests in a timely manner, whilst also clearing its backlog of overdue requests within six months as required by this Notice.

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# Example of Complex FOI request

Received 10<sup>th</sup> December 2024 / Deadline Monday 13<sup>th</sup> January 2025

17 principle questions with five supplementary questions with branching breakdowns where an officer death has occurred.

This represents just 1 case in our statistics.

## REF: FOI2024/01631

Dear FOI Officer,

I am writing to request information under the Freedom of Information Act 2000. I am conducting research into the welfare and mental health of police officers and am seeking data related to officer deaths and preventative measures. Please provide responses to the following questions.

### Basic Data on Deaths

1. How many police officers were employed by your Constabulary each year between 2014 and 2025? Please show results on an annual basis (e.g., 2014 = 10,000, 2015 = 9,000).
2. How many police officers have died whilst in service in your Constabulary each year between 2014 and 2025? Please show results on an annual basis.
3. How many police officers in service in your Constabulary have died by suicide each year between 2014 and 2025? Please show results on an annual basis.

### Demographics of Officers

For each case of death whilst in service between 2014 and 2025:

4. Please provide anonymised demographic details: age, gender, rank, and length of service at the time of death.
5. Specify whether the officer was in active service or on leave at the time of their death.
6. Was the officer under investigation for misconduct or criminal offences at the time of their death? If so, please specify the nature of the investigation (e.g., misconduct, criminal, internal review).
7. For cases where the officer was under investigation for misconduct or criminal offences:
  - a. Was the investigation carried out by another agency? If so, which organisation?
  - b. How long was the officer under investigation for?
  - c. Was the officer suspended from their duties? If so, for how long?

- d. Was there any record of suicidal thoughts, ideations, or attempts held by your Constabulary? If so, when was this recorded?
- e. Were there any records indicating the officer reported work-related stress, PTSD, or other mental health challenges prior to their death?

### **Preventative Measures**

- 8. What policies, practices, or programs does your force have in place to monitor and support the mental health of officers?
- 9. Have there been any reviews or evaluations of these measures since 2014? If so, please provide details or summaries.
- 10. What policies, practices, or programs does your force have in place to respond to a death in service?
- 11. Have there been any reviews or evaluations of these measures since 2014? If so, please provide details or summaries.
- 12. What is your Constabulary's current policy regarding updating police officers under investigation for criminal offences (e.g., frequency of contact, bail updates, charging decisions)?
- 13. What safeguarding measures does your organisation put in place for officers being charged with a criminal offence?

### **Training and Awareness**

- 14. Do officers receive training on recognising and responding to mental health challenges in themselves and among peers?
- 15. If so, what does the training entail?
- 16. Have there been any reviews or evaluations of these measures since 2014? If so, please provide details or summaries.

### **Impact of External Factors**

- 17. Are there any records of external factors (e.g., financial stress, family issues) contributing to the suicide cases reported?

I understand that responding to this request may require significant effort, but I would be grateful if the requested data could be provided in a structured format (e.g., Excel spreadsheet or Word document) to facilitate analysis.

If any part of this request exceeds the cost limit under the FOI Act, I kindly ask that you provide as much information as possible within the constraints and advise how the request could be refined.

Thank you for your time and assistance.

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