



Resource and Estates Committee (Police)

Date: TUESDAY, 10 FEBRUARY 2026

Time: 11.00 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Helen Fentimen OBE JP (Chair)	Alderwoman Elizabeth Anne King, BEM JP
Tijs Broeke (Deputy Chair)	Deputy Deborah Oliver
Deputy Bethany Coombs	Deputy James Thomson CBE
Jason Groves	Jacqui Webster
Deputy Madush Gupta	Deputy Dawn Wright

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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 12 November 2025.

For Decision
(Pages 5 - 10)

4. **QUARTER 3 WORKFORCE MONITORING REPORT**

Report of the Commissioner of the City of London Police.

For Information
(Pages 11 - 44)

5. **2025/26 QUARTER 3 (APRIL-DECEMBER) REVENUE AND PROJECT PROGRAMME BUDGET MONITORING**

Report of the Commissioner of the City of London Police.

For Information
(Pages 45 - 80)

6. **REVENUE BUDGET AND PROJECT FUND FOR 2026/27**

Report of the Commissioner of the City of London Police.

For Decision
(Pages 81 - 110)

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

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

9. **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

10. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 12 November 2025.

For Decision
(Pages 111 - 116)

11. STRATEGIC WORKFORCE ASSESSMENT 2024/2025

Report of the Commissioner of the City of London Police.

For Information
(Pages 117 - 144)

12. REVENUE BUDGET AND PROJECT FUND FOR 2026/27

Non-public appendix to be read in conjunction with Item 6.

For Decision
(Pages 145 - 148)

13. CITY OF LONDON POLICE PRODUCTIVITY REPORT

Joint report of the Chief Operating Officer and Chief Finance Officer.

For Information
(Pages 149 - 162)

14. CITY OF LONDON POLICE BUSINESS PLANNING ASSESSMENT

Report of the Commissioner of the City of London Police.

For Information
(Pages 163 - 170)

15. FUTURE POLICE ESTATE INCL. SALISBURY SQUARE DEVELOPMENT PROGRAMME DASHBOARD

Report of the Commissioner of the City of London Police.

For Information
(Pages 171 - 176)

16. **EXTENSION OF THE NATIONAL UNIFORM MANAGED SERVICE (NUMS)
CONTRACT FOR THE CITY OF LONDON POLICE**

Joint report of the Commissioner of the City of London Police and the
Police Procurement Category Board.

For Information
(Pages 177 - 184)

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

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

RESOURCE AND ESTATES COMMITTEE (POLICE) Wednesday, 12 November 2025

Minutes of the meeting of the Resource and Estates Committee (Police) held on
Wednesday, 12 November 2025 at 2.00 pm

Present

Members:

Deputy Helen Fentimen OBE JP (Chair)
Deputy Madush Gupta
Alderwoman Elizabeth Anne King, BEM JP
Deputy Dawn Wright
Jacqui Webster

Observers:

Jason Groves

Officers:

Alistair Cook	- City of London Police
Paul Betts	- City of London Police
Martin O'Regan	- City of London Police
Chris Bell	- City of London Police
Alix Newbold	- City of London Police
Susan Penn	- City of London Police
Blair Stringman	- City of London Police
Kelly Glazebrook	- City of London Police
Noyon Choudhury	- City Surveyor's Department
Oliver Bolton	- Town Clerk's Department
Richard Riley	- Town Clerk's Department
Sorrel Cooper	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Tijs Broeke, Deputy James Thomson, Deputy Bethany Coombs and Deborah Oliver. Jason Groves observed online.

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

There were no declarations.

3. **MINUTES**

The Chair emphasised the need for precise timing when referring to future reports, asking officers to specify exact dates.

RESOLVED: - That the public minutes and non-public summary of the meeting held on 22nd September 2025 were approved as an accurate record.

4. **2025/26 Q2 REVENUE AND CAPITAL BUDGET MONITORING**

The Committee received a report of the Commissioner concerning monitoring of the Revenue and Capital Budget across Q2 of 2025/2026.

Revenue

Officers advised that the Q2 revenue forecast had moved to a breakeven position, compared with the overspend forecast at Q1. This improvement was primarily due to unplanned pay underspends and additional Home Office income. Within the breakeven position there were several key variances, with compensating over- and underspends.

The Committee discussed proceeds of crime act income (POCA). Officers advised that the POCA reserve was being used to fund the Asset Recovery Teams, and that this position was only sustainable for one further year. The annual cost of the teams was around £2.1m, while ongoing income was approximately £0.5m. Officers outlined the position relating to hotspot funding and confirmed that the forecast assumed full delivery.

Members asked about opportunities to increase proceeds of crime income, including activity relating to cryptoassets. Officers advised of operational challenges and recommended recirculating a previous detailed paper on asset recovery, with any updates added.

A Member sought clarification regarding media reports of a major asset seizure and whether the City of London Police had been involved. Officers advised that a report would be brought to the next Committee meeting in February 2026.

Members questioned the confidence level of the assumptions and mitigations of the report. Officers advised that risks remained, particularly regarding the pay award, but that assumptions reflected the best information available. If additional pressures emerged, compensating mitigations would be explored. Officers noted that mid-year forecasts had been reasonably accurate in recent years, although reserves existed for exceptional circumstances.

Capital Monitoring

Officers advised that the capital programme forecast showed a whole-life outturn of approximately £54m, of which £46.6m related to the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) programme. The overspend position related largely to timing changes and additional functionality within the extended programme, for which a funding solution had been identified.

Officers advised that £5m per year was budgeted from revenue to fund change programmes, including cyclical replacement and capital or revenue projects. In exceptional cases, internal loans from the Corporation had previously been sought, such as for FCCRAS, and might be required again for major projects.

RESOLVED: - that the Committee noted the Report.

5. **Q2 WORKFORCE MONITORING REPORT**

The Committee received a report of the Commissioner concerning Human Resources Monitoring Data at CoLP for Q2 2025/26.

Officers advised that the Force had reached its police officer headcount target in September. Officers highlighted progress with the Strategic Workforce Plan and confirmed that the business academy cycle had been completed. Recommendations would be reviewed, and an updated Strategic Workforce Plan would be presented to the Resources and Estates Committee in April 2026, including progress against previously identified areas and new proposed actions.

Officers advised that, in respect of REC status, the Force had not met the 90% target for police staff in established vacancies in Q2. Although police staff numbers had increased, some staff had moved into temporary roles within the organisation, and work was ongoing to address this.

A Member asked for clarification on the decrease in female representation, noting that no percentage had been provided. The Member also asked about the areas where sickness levels were higher. Officers advised that the reduction in female representation in Q2 related to the intake of student officers in September, whose diversity levels were currently lower than desired. The precise figures would be provided outside the meeting. In respect of sickness, officers advised that increases were concentrated in larger operational areas rather than in small units, with some growth in mental health-related absence.

The Chair asked officers to describe how the next stage of workforce planning would align with the Policing Plan priorities, and how the Force intended to progress work on attracting, recruiting, and retaining officers and staff in a way consistent with becoming an employer of choice.

Officers advised that national shortages in certain skills, including technology roles, remained a vulnerability across policing. Work was underway across HR and other departments to enhance organisational capability and support the employer-of-choice ambition.

A Member sought further information regarding attrition, asking why people joined and left the Force and where officers moved to. Officers advised that opportunities for development were a key attraction, including continuous professional development. Some officers left for promotion opportunities elsewhere and sometimes returned on promotion. The Force received and lost officers from the Metropolitan Police Service, reflecting normal movement between neighbouring forces.

A Member asked whether the Force had set numbers for detective roles or whether the approach was capability-based. Officers advised that the Target Operating Model defined the establishment, and recruitment was advertised by role type. Officer attrition was around 2%, slightly higher than previously but low compared with other forces, with most departures occurring within the first two years of service where individuals progressed to other forces.

A Member observed that commercial organisations typically regarded attrition rates of 5-10% as healthy and asked whether 2% offered sufficient movement. Officers advised that there remained considerable internal movement, supported through temporary roles and flexible deployment, and this was considered positive.

The Chair asked about the informal understanding with Essex Police regarding transfers. Officers advised that there was ongoing dialogue with Essex to avoid stripping specialist skillsets, such as firearms officers, at one time. This was not a formal agreement and did not prevent the appointment of the strongest candidates but allowed discussion on timing if high numbers were involved.

A Member suggested exploring opportunities with Essex Police regarding training facilities, and the Chair advised that this could be considered in non-public session.

RESOLVED: - that the Committee noted the Report.

6. **CITY OF LONDON POLICE PRODUCTIVITY ACTION PLAN - Q2**

The Committee received a report of the Commissioner concerning progress against the Q2 Productivity Action Plan.

The Chair commented that the report contained substantial descriptive narrative but lacked specific, measurable evidence of progress. The Chair emphasised that productivity must be integral to the Force's approach, particularly in the context of financial pressures and estates constraints. The Chair advised that a more detailed and outcomes-focused update would be expected for Q3.

Officers advised that further work was underway on evaluation and measurement. Officers reported that in the last quarter, projects had progressed in two areas: transferring appropriate demand to partner agencies and implementing new technology that automated manual processes for collating suspect information.

The Chair asked about the cultural understanding of productivity across the organisation. Officers advised that there was further work to do on culture and understanding, noting that staff had varying interpretations of productivity. Workshops had been undertaken with frontline teams to identify improvements, including digitising forms and moving away from manual processes. As part of business planning, departments had been required to identify productivity improvements to manage rising demand. Officers noted that the organisation was still maturing its approach.

Officers added that showcasing practical examples would support cultural change, including recent work on Right Care Right Person, which redirected demand appropriately and released significant police time. Officers noted that understanding how released time was reinvested was an important part of the evaluation process.

A Member asked how productivity was measured and embedded into accountability structures. Officers advised that a Productivity Delivery Group, comprising directors and heads of department, met regularly to monitor progress. Updates were also reported quarterly into the strategic performance framework, including progress against specific actions and emerging priorities.

A Member queried capacity for designing evaluation frameworks and whether resourcing was sufficient to support this work. Officers advised that there was no dedicated resource, but the strategy and planning team provided analytical support. Officers also noted that work was underway with action owners to establish baselines, and that the Director of Change had been developing benefits realisation tools for use across projects.

A Member asked whether the Force could draw on wider policing practice. Officers advised that national work was being undertaken by the Home Office and the College of Policing, including development of evaluation tools. The Force had volunteered to participate in this work. Officers also noted that other forces were implementing productivity initiatives, largely technology driven. The Director of Change was examining the role of artificial intelligence and intended to bring a report on AI and future roadmaps in February.

The Chair observed that while digitisation had been referenced, there had been limited discussion on AI in the report. The Chair emphasised that productivity work must develop to include cash-releasing efficiencies to support reinvestment and long-term sustainability and asked that future reporting include specific focus on this.

Officers agreed and noted that while AI presented opportunities, the Force's size meant that costs and benefits required careful assessment.

RESOLVED: - that the Committee noted the Report.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
The Chair, on behalf of a Member, raised a question concerning the new London Museum and the potential implications for policing. The Deputy Commissioner noted that this matter was not considered to fall within the remit of the Committee.

8. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other urgent public business.

9. **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.

10. **NON-PUBLIC MINUTES**
RESOLVED: - that the non-public minutes of the meeting held on 22nd September 2025 were approved as an accurate record.

11. POLICE MEDIUM-TERM FINANCIAL PLAN (MTFP) UPDATE

The Committee received a Report of the Commissioner concerning CoLP's Medium-Term Financial Plan.

RESOLVED: - that the Committee noted the Report.

12. FUTURE POLICE ESTATE INCL. SALISBURY SQUARE DEVELOPMENT PROGRAMME DASHBOARD

The Committee received a report of the Commissioner of the City of London Police concerning the Future Police Estate (including the Salisbury Square Development Programme).

RESOLVED: - that the Committee noted the Report.

13. POLICE PROPERTY STORE OPTIONS

The Committee received an update from Officers regarding work on the Police Property Store.

RESOLVED: - that the Committee noted the Report.

14. FUTURE POLICE ESTATES PROGRAMME - TACTICAL FIREARMS TRAINING FACILITY

The Committee considered a report of the Commissioner of the City of London Police concerning options for the provision of a tactical firearms training facility.

RESOLVED: - that the Committee noted the Report.

15. CITY OF LONDON POLICE ACCOMMODATION PROGRAMME - GUILDHALL YARD EAST DECANT - BASTION HOUSE DECANT PROJECT

RESOLVED: - that the Committee noted the Report.

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

There were no non-public 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 urgent non-public business.

The meeting ended at 15:59

Chairman

Contact Officer: Sorrel Cooper
Sorrel.Cooper@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Resource and Estates Committee – For Information	Dated: 10 th February 2026
Subject: Q3 Workforce Monitoring Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	1
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Commissioner of Police
Report authors:	Kelly Glazebrook HR Director and Rebecca Scrace Workforce Planning Information

Summary

The report sets out the City of London Police ('the force') Human Resources Monitoring Data for Q3 2025/26 between October – December 2025 including an update on progress against relevant Policing Plan priorities.

Recommendation(s)

Members are asked to:

- Note the report.

Corporate & Strategic Implications –

Strategic implications – None.

Financial implications - None.

Resource implications - None.

Legal implications - None.

Risk implications - None.

Equalities implications – None.

Climate implications - None.

Security implications - None.

Appendices

- Appendix 1 – People Data Pack

Kelly Glazebrook

HR Director

Rebecca Scrace

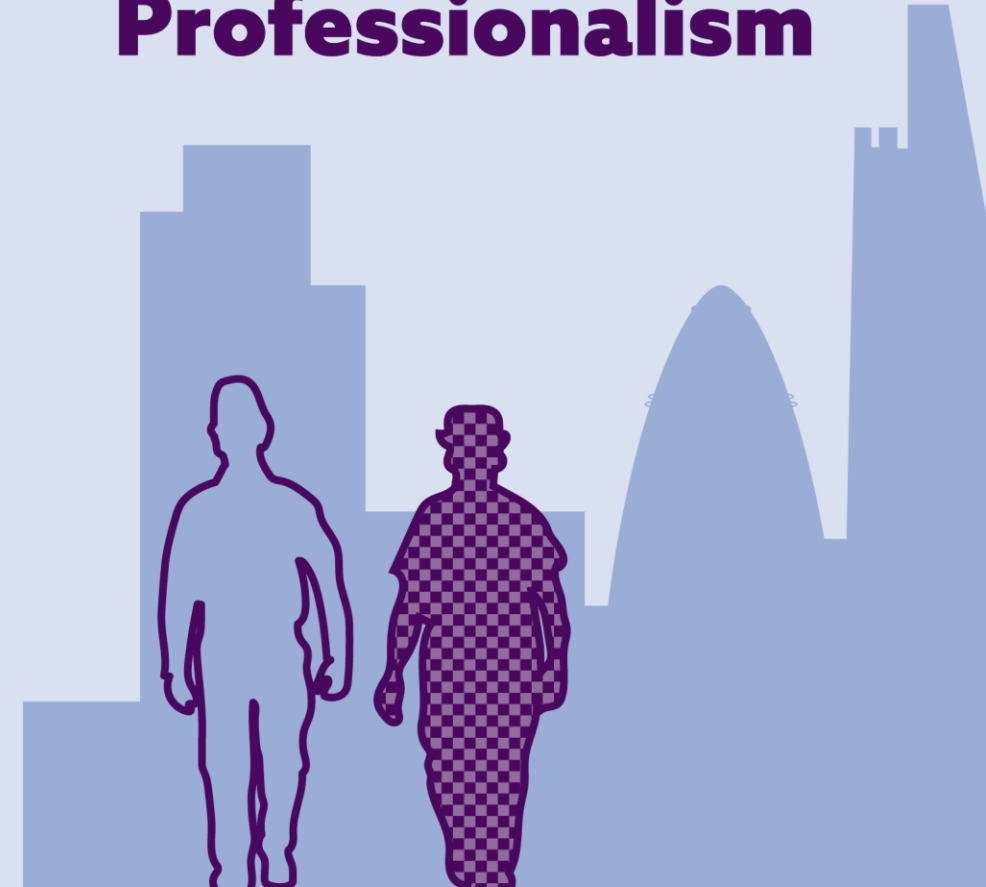
Workforce Planning Information



People Data Pack

Quarter 3 2025/26: Oct – Dec 25

**Integrity
Compassion
Professionalism**



This People Data pack sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q3 2025/26 between **1st October to 31st December 2025**. This report is provided quarterly with some information presented bi-annually or annually. This report details the actions we are taking and the progress we are making in relation to the following Policing Plan Priorities 4. Inclusive and Trusted; 5. Employer of choice and 6. Improve our productivity.

Reporting Area	Summary	RAG
Officer Workforce Strength over Establishment & headcount targets (Policing Plan Priority 5)	Officer establishment incorporates all Uplift numbers and details of our position for the current financial year. Focused recruitment activity in 2025/26 are designed to enable CoLP to meet the officer uplift requirements to continue to secure £2.6 million in ringfenced funding. In 2025/26, CoLP has also been allocated £1.5m (14 FTE) in funding related to the Neighbourhood Policing uplift. We have met the Uplift target in September 2025 and are scheduled to meet the target in March 2026.	Green
Staff Workforce Establishment at 90% filled (Policing Plan Priority 5)	Recruitment continues to priorities CoLP staff vacancies against establishment. As at 31 December, CoLP has filled 89.5% of staff establishment.	Yellow
Vetting meeting SLA (Policing Plan Priority 4)	In quarter 3, 151 applications were received and completed, with 100% completed well within their SLA's once the vetting form has been allocated to a Vetting Officer.	Green
Strategic Workforce Plan (SWP) update (Policing Plan Priority 5)	The project plan is progressing including custody prioritised within the sergeant promotions with individuals required to complete the custody course; continued professionalisation of intelligence analysis; updated Intel recruitment improved the quality of candidates and encouraged interest in specialist roles; prioritisation of recruitment has improved strength of detectives and firearms since launching the SWP.	Green
Force Representation: positive trend in % ethnic minority and female CoLP officers and staff (Policing Plan Priority 4)	CoLP ethnic minority had decreased for officers (10.3% in Q2 to 9.9% in Q3), whilst female representation has increased slightly (26.1% in Q2 to 26.3% in Q3). For staff, ethnic minority has remained similar at 24.4% and female representation has increased (60.6% in Q2 to 61.1% in Q3). Ensuring that we have a diverse workforce is still very much a force priority with People Services and Professionalism and Trust working together to look at ways to increase this.	Green
Sickness below upper tolerance threshold (10 days in 12 months) (Policing Plan Priority 5)	The average working days lost for officers was 2.42 days and 2.11 days for staff (October–December 2025). 50% (staff) and 51% (officers) of sickness days lost was related to long term cases. Since the last quarter, the average days lost for officers has increased from 2.05 days and for staff increased from 1.88 days. Sickness is high in pockets of the organisation with sickness management embedded and scrutiny of sickness taking place at local meetings.	Yellow
Occupational Health (OH) SLA being met aims (Policing Plan Priority 5)	SLAs consistent or improved on compared to the previous quarter and compared to 2024/25 (number of pre-employment checks offered within 2 working days, and number of Physician appointments offered within 14 working days). Improvement in some SLA response times required, namely number of Advisor appointments offered within 5 working days, currently at 63% response rate.	Red
Assaults aims (Policing Plan Priority 5)	CoLP H&S have the following proactive measures in place to mitigate risks from Op Hampshire assaults: training, policies/procedures, support, monitoring numbers and identifying learning. There were 33 assaults reported during Q3 2025/26, a reduction from 50 in Q3 2024/25. Exploration of factors contributing to the reduction will take place at Tactical Health and Safety Board.	Green



Establishment, recruitment and retention

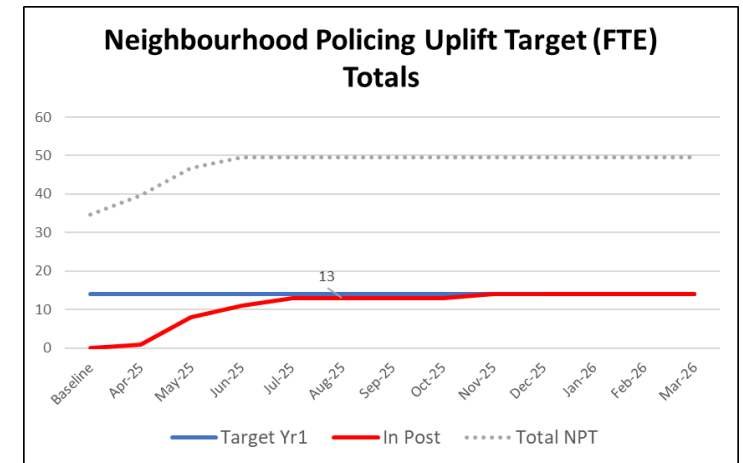
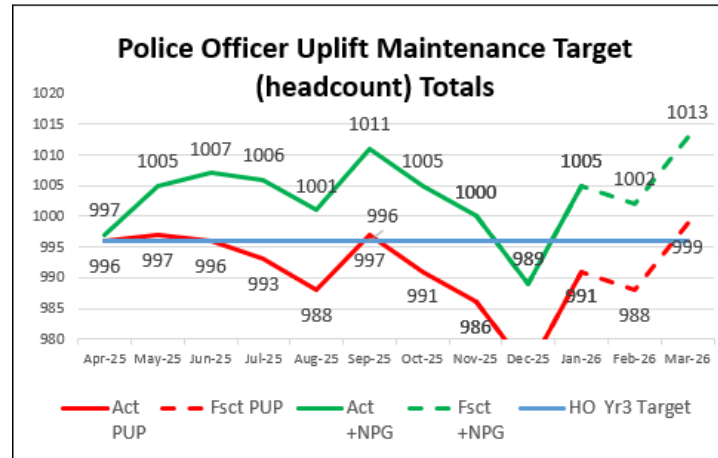
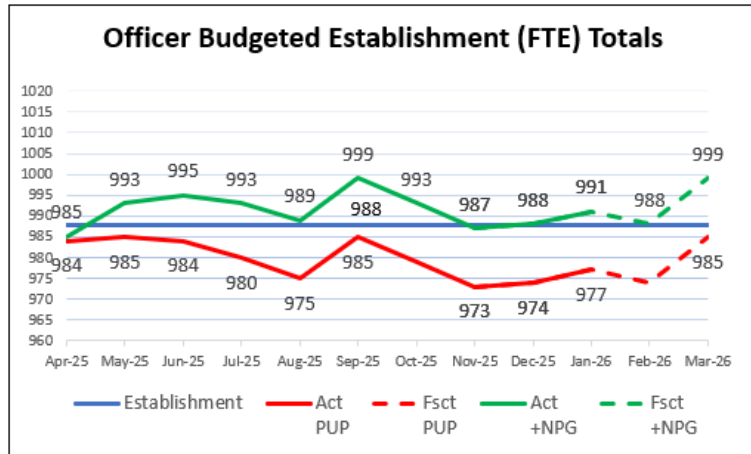


Policing Plan Priority 5: Be an employer of choice

Performance measure: Maintain our officer uplift headcount commitment (bi-annual)

The CoLP officer headcount has remained steady since 2022/23 and continues to meet the uplift maintenance target of 996 headcount for September and March each year related to the grant terms. The officer headcount was 1002 at 31 December 2025 as forecast to reduce related to budgets, this will rise again for March 2026. The officer headcount and FTE has increased to include a new Neighbourhood Policing uplift target of 14 FTE (total headcount 1010), all new Neighbourhoods posts have been filled and have been backfilled. Whilst monitored separately they are intrinsically linked as they both need to be maintained to ensure we remain at headcount.

The graphs below shows the officer targets for both the uplift maintenance and Neighbourhood Policing Uplift.



Policing Plan Priority 5: Be an employer of choice

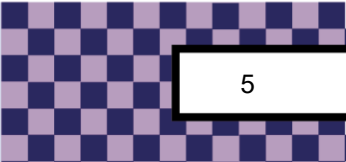
Performance measure: Achieve and maintain at least 90% of our police staff permanent establishment (quarterly)

89.5%

↑

Establishment	Police staff Headcount		
	Total posts	Filled Posts (Hdct)	
Permanent Staff	618	547	88.5%
Agency Temps		6	
Total	618	553	89.5%

- Of the 618 posts, 15 posts (2.5%) have recruitment held due to funding and will either be removed from the establishment for 2026/27 or funding will be reassigned in 2026/27 for recruitment to start.
- Of the 547 individuals in established post, 72 work part time with an FTE less than 1. 7 people are in job shares (4 roles), 65 staff are part time with an actual FTE of 48.86, therefore the target is set against headcount rather than FTE to show number of posts filled.
- Having reviewed the headcount filled per quarter, there has been a 1% decrease in established posts filled from 90.5% to 89.5%.
- Whilst recruitment is continuing many posts are being filled with internal applicants, either on promotion or lateral development. In the last 3 months, 68% of established posts filled were by internal staff moves. This is an indication of how we are developing and supporting our people. However, this impacts our ability to continuously meet the 90% target of established posts being filled. Forecast for joiners and leavers in January show a higher number of leavers than predicted. To reach 90% by the next quarter we would be required to onboard approx. 11 people per month into established roles and not exceed 4 leavers per month.
- With current trajectory we are unlikely to meet 90% filled posts by Q1 2026/27 with approximately 4-5 external joiners projected to start in established roles between February and March 2026.
- Analysis over the past three months has shown that we are attractive to external applicants, we are therefore working with Directorates to understand their recruitment priorities. Police staff vacancies will be tracked at the monthly Tactical People Board.



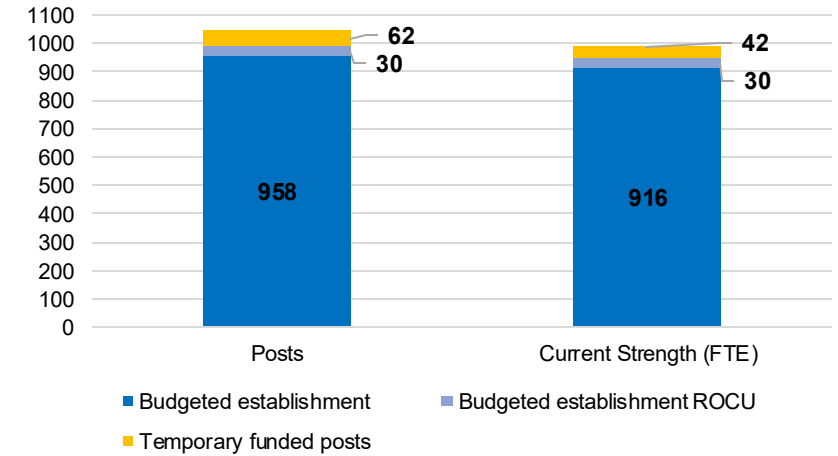
Workforce FTE establishment as at 31 December 2025

Establishment type	Police officer strength (FTE)			Police staff strength (FTE)		
	Estab	Actual		Estab	Actual	
Permanent	958	916	95.6%	618	528	85.4%
ROCUs	30	30	100%			
Agency Temps					6	
Total Establishment	988	946	95.7%	618	534	86.4%
Temporary funded	62	42	67.7%	174	112	64.9%
Agency Temps					2	
Total FTE incl. Temporary funded	1050	988	94.1%	785	648	82.5%

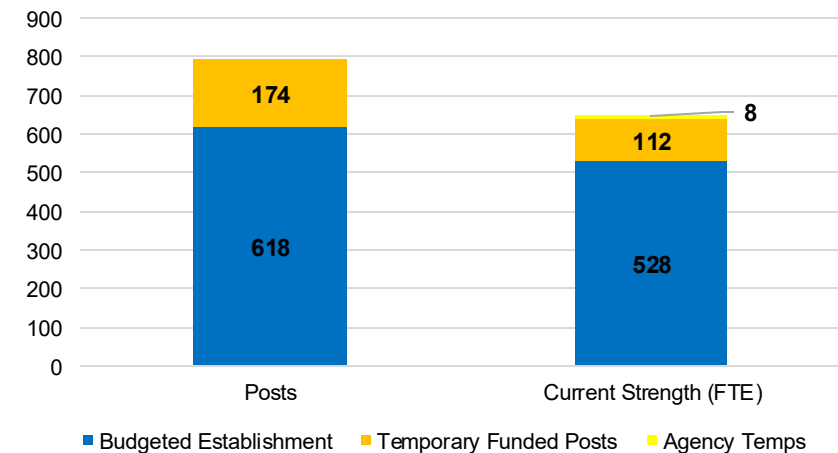
- Temporary funded roles are managed by Strategic People Board. These roles are initially added as growth above establishment due to being new or having short-term funding, this includes projects or new initiatives such as Domestic Corruption Unit. They are reviewed once a year as part of the establishment change process. Individuals in these posts are reported to the Home Office and officers are included in the uplift headcount targets.
- In Quarter 3, police officer total strength decreased by 1.1% in line with forecasts and police staff total strength decreased by 1%. Staff established strength has reduced due to movement between Temporary Funded and Established posts.
- The Force Strength Indicator for December shows gaps at the Sergeant rank, as Sergeants are posted following the promotion board, this gap should close.
- For staff, 77% of 41 Grade F established posts are filled, with some vacancies across grades C-E.

Within the appendices are more details on the breakdown of the establishment and total strength by directorate.

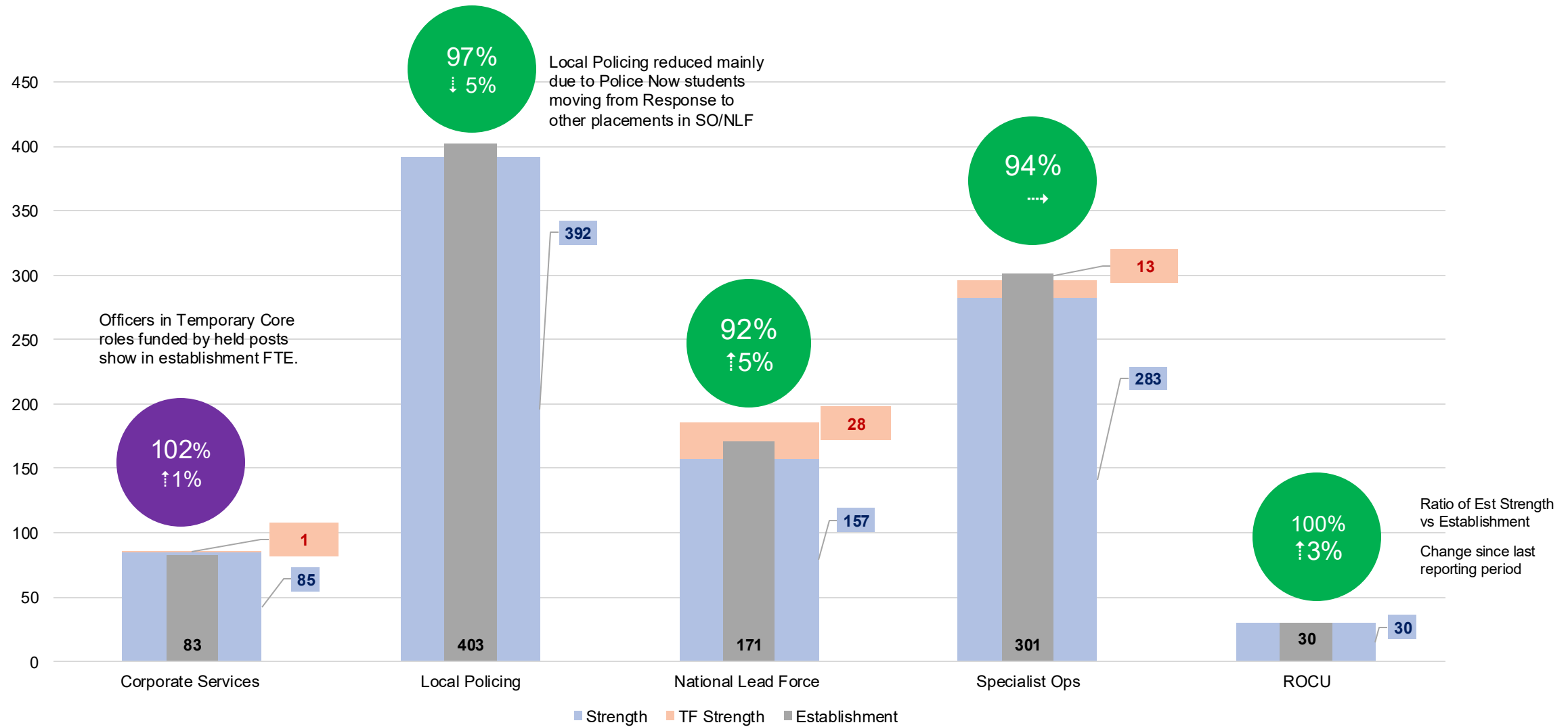
Officer Posts and Strength (FTE)



Staff Posts and Strength (FTE)

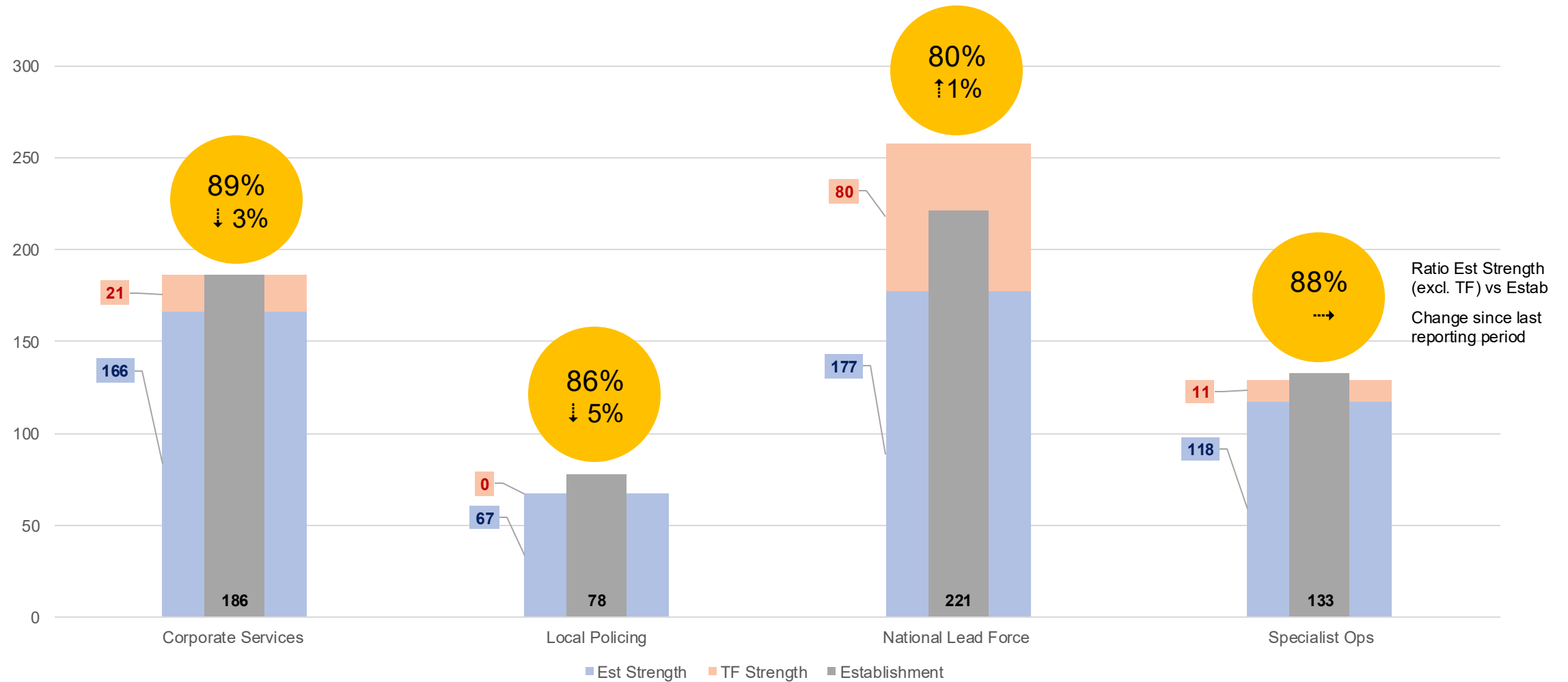


Officer Strength v Establishment FTE (rounded)



A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime

Staff Strength v Establishment FTE (rounded)



A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime

Policing Plan Priority 5: Be an employer of choice

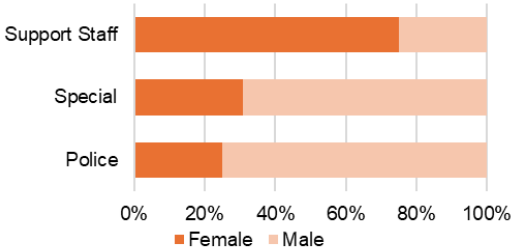
Performance measure: Action taken to attract, recruit and retain talent

Attraction & Recruitment

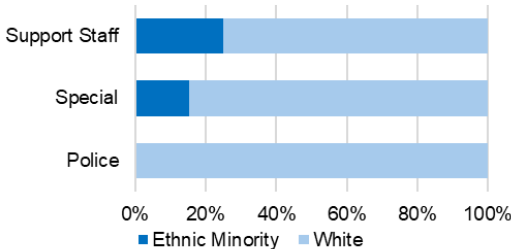
In the period October – December 2025:

- 59 campaigns were advertised externally and/or internally, 6 of which have sent conditional offers (12 offers made). Up from 48 campaigns advertised July-September 2025.
- On average, 13 applications were received per campaign (previous average of 11 applications per campaign).
- 6 campaigns received 50+ applications, 105 applications were received for a Data Scientist role in NLF and 92 for Data Analyst in IMS.
- 10 campaigns (all officer) received no applications; 8 of which were advertised internal only.
- 62 offers have been made in this period. 1 individual declined. 27 of these were external, including 10 Specials, 4 Sergeants via lateral transfer and 13 staff. 35 were offered internally (13 officers/ 22 staff).
- 89% of campaigns advertised in this period have not yet confirmed an offer, with some campaigns still open.
- CoLP's Glassdoor rating is currently 3.4 out of 5 (no change from June 2025) with 72% (no change) confirming they would recommend CoLP to a friend.

External Joiners Gender Oct - Dec 2025



External Joiners Ethnicity Oct - Dec 2025



- 23 officers and 19 staff joined the force. A change of -48% for officers (23 joiners July - Sept), and -16% change for staff (19 joiners July-Sept). Staff ethnicity has reduced but gender increased.
- There were 10 officer, and 18 staff internal moves in this 3-month period (change from 24 officers, 16 staff internal moves July-September).

Next Steps:

- Work on our Attraction Strategy is ongoing, and we continue to engage with our external partners to build a tailored offering that best meets our needs and ambitions.
- Our current Applicant Tracking System (ATS), Blue Octopus, is being discontinued and will no longer be available to us once our current contract ends in March 2026. We are actively exploring our options in this space, with a view to adopting a more modern and intuitive system that will improve functionality and provide us with more in-depth data to inform our recruitment and attraction decisions.
- We remain an attractive employer, with a high number of external applications being received. In order to harness this and ensure our Staff headcount remains high, we are exploring how we can balance internal mobility and development with ensuring we are bringing in fresh talent externally.

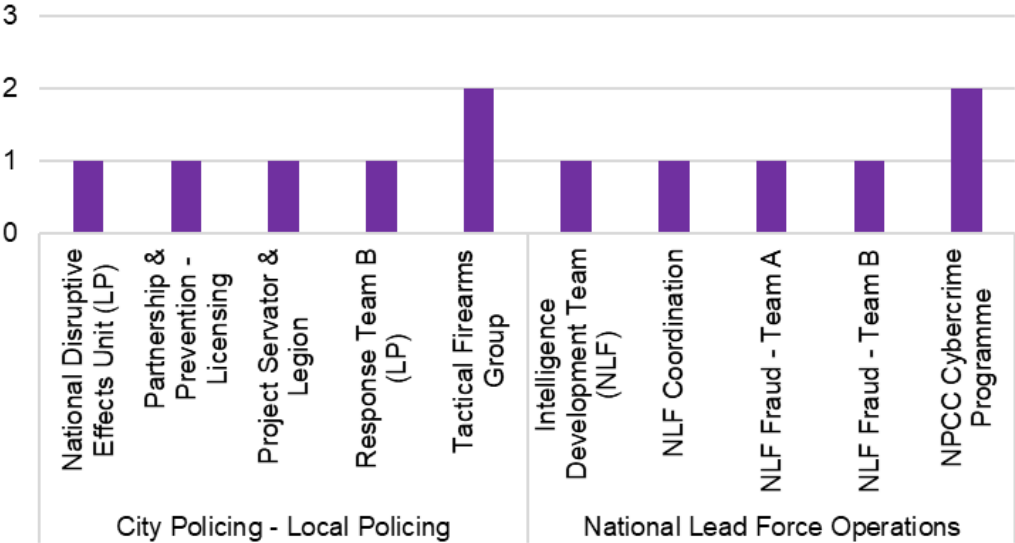


Policing Plan Priority 5: Be an employer of choice

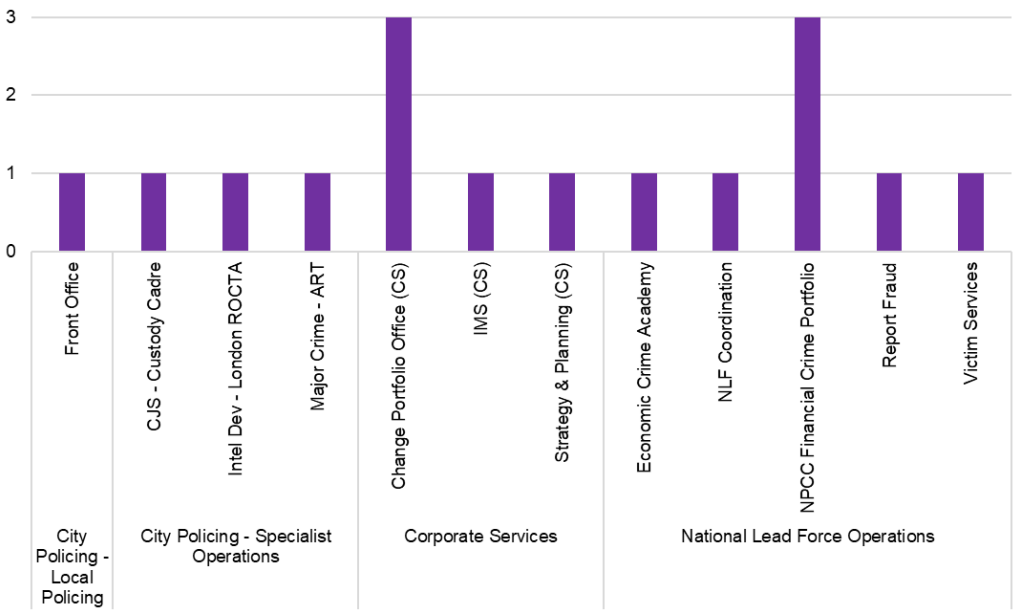
Performance measure: Action taken to attract, recruit and retain talent

- In Q3, 12 officers including 8 Inspectors, fraud and firearms and 16 staff joined the force. The below graphs show external joiners by team.
- A probationer posting panel is being scheduled for January 2026, following a Sergeant posting panel and review of vacancies, to post newly qualified student officers into vacancies across the force.

Officer External Joiners October - December 2025



Staff External Joiners October - December 2025



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Policing Plan Priority 5: Be an employer of choice

Performance measure: Action taken to attract, recruit and retain talent

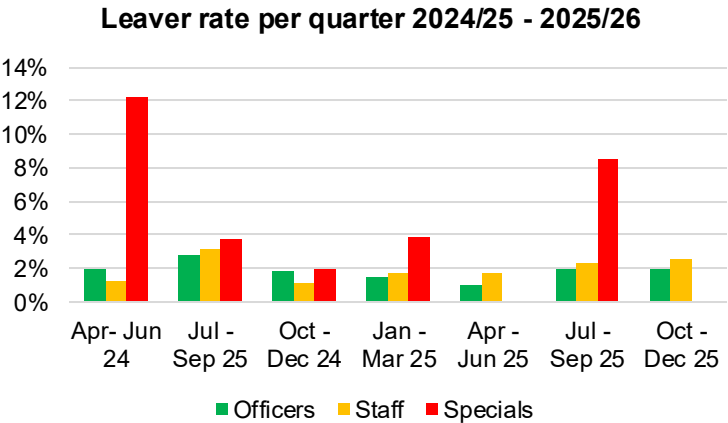
Retention rates

The officer leaver rate remains the same between July - September 2025 and October - December 2025 with a 2% leaver rate per quarter. Staff leavers has slightly increased from 2.3% to 2.5% in the same period.

The overall leaver rate for 2025/26 so far is 5% for officers and 6.5% for staff. For the same period (Apr-Dec) 2024/25, officer leaver rate was 6.6% and 5.5% for staff.

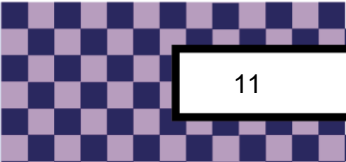
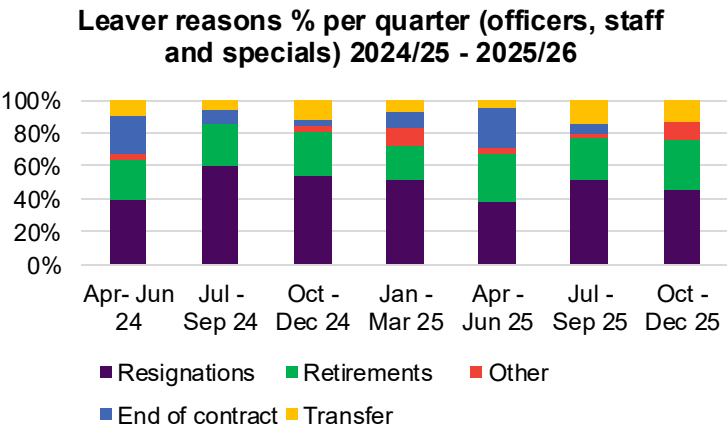
Currently, resignations makes up the largest percentage of leaver reasons overall per quarter. However, for officers retirements make up 35% of leaving reasons, followed by resignation (30%). 65% of staff leavers were due to resignation so far for 2025/26. Exit survey responses suggest the main reason for resignation was better job opportunities elsewhere, and better paid jobs elsewhere.

Nationally, officer resignations have continued to surpass retirements for 2024/25. Although CoLP data followed the same pattern in 2023/24, it has not yet continued in the same trajectory when taking all retirements including medical retirements into account. National data trends also suggested higher levels of officer resignations with 2-5 years service following Uplift. Among CoLP officer leavers that resigned between April – December, 19% had 2-5 years service.

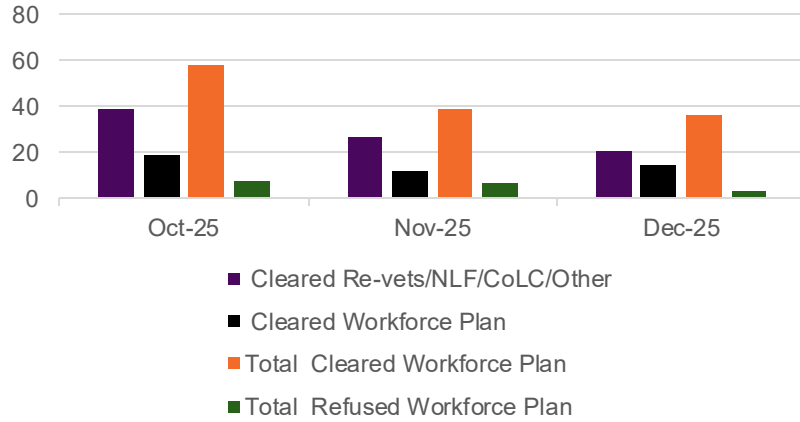


55% of staff leavers for 2025/26 so far have 0-5 years service in policing. Slightly less than in 2024/25 in which 63% of staff leavers had 0-5 years service.

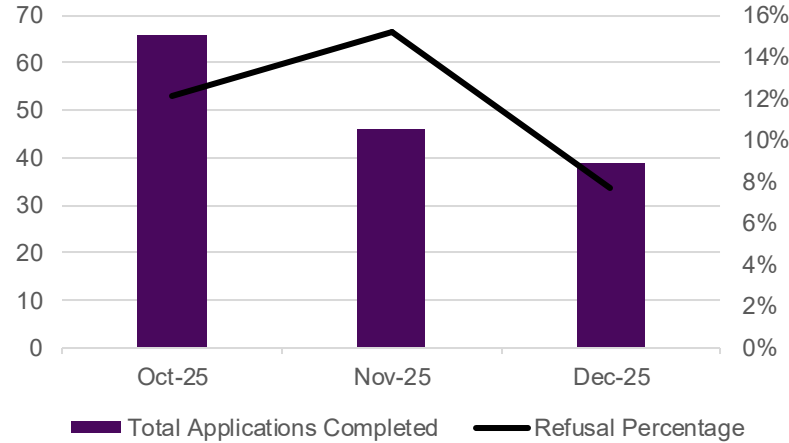
The Retention and Exiting Working Group continue to review exit survey data to understand key reasons for leaving. A review of the Stay Pathway will take place in Q4 2025/26.



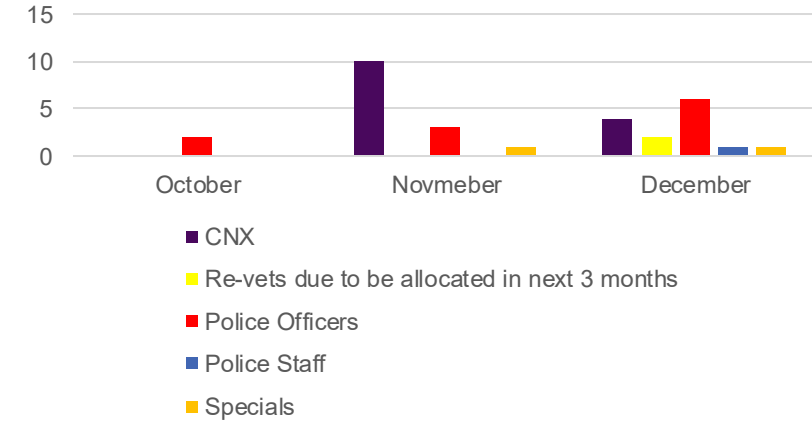
Monthly Vetting performance



Vetting Refusal Percentage



Applications Awaiting Allocation



Overall Productivity: Overall completed applications decreased in Q3 compared to Q2. In Q2, the team completed 241 applications, whereas Q3 saw 151 completions. Several factors contributed to this reduction, primarily Vetting Officer abstractions. During this period, Vetting provided significant support to CCU with business interests and notifiable associates, which abstracted 3 Vetting Officers, plus 1 Vetting Officer was abstracted to achieve 100% compliance in the Annual Integrity Review. Additionally, there has been a vacancy at Vetting Officer level this autumn due to various acting up to cover senior position as well as annual leave over the Christmas period. This quarter also saw a 221% increase in returned Change of Circumstances forms requiring checks, which increased workload significantly. Vetting has introduced vetting reviews as part of the APP, which are not currently included in the reported figures, these will be incorporated into 2026 returns.

Re-vets: At the end of December, we have 5 individuals in the Force with expired Vetting. This is for various reasons outside of the FVU control, such as individuals being off. One is at UKSV and another has been declined Vetting and is awaiting an appeal panel. We have requested ID docs up until May 2026, with the plan of being a year ahead, however due to demand and Vetting Officer abstractions this has proven to be difficult. We will continue to attempt to get ahead, to ensure in the future everyone working within CoLP has valid Vetting. In Q3, 33 re-vets required clearance before expiring, there is 1 left to clear which expired on the 31/12/25, this is due to the Special not completing their forms.

Vetting Refusals: The overall refusal rate for Q3 is 12% which is in line with the national average. Q2 was 11%, so therefore no anomalies.

Vetting Demand: Due to various reasons including abstractions, and work undertaken by the Vetting Manager and Head of Vetting to ensure we are 100% compliant with the APP, workloads have increased significantly. We have 23 applications yet to be allocated, and 26 vetting reviews required. This does not include the Sgt Promotion board individuals.



Vetting

There is no standard timeframe in which a vetting application can be completed, however, the following service level agreements are in place for all levels of vetting.

RV/CTC – 55 working days from receipt of completed application form

MV/SC – 55 working days from receipt of completed application form

MV/DV – 138 working days from receipt of completed application form

NPPV1 – 14 working days from receipt of completed application form

NPPV2 – 25 working days from receipt of completed application form

NPPV3 – 35 working days from receipt of completed application form

Where CTC/SC clearance is required for any NPPV level, an additional 25 days will be required for Cabinet Office enquiries.

Complex applications, or those where additional enquiries are necessary – whether with an applicant, or with out of force checks, the SLA may be delayed.



Strategic workforce planning (SWP)



Policing Plan Priority 5: Be an employer of choice

Objective: Attract, recruit and retain specialist capabilities in line with the Strategic Workforce Plan

<p>Improve and maintain firearms strength</p> <p>Strength over establishment has slightly decreased by 3%, officer strength over establishment is 86% at 69.75 FTE (71.75 FTE, Sept 2025). Firearms has improved since the initial snapshot for SWP was taken in Sept 2024 where firearms has 75% strength. Annualised recruitment has enabled firearms to improve their strength, and this will continue aligning with the firearms course.</p> <p>Firearms have updated career pathways information on the intranet, held an open day for prospective candidates and delivered talks about firearms to probationers. A mentorship programme is underway to help those preparing for the firearms course in May.</p>	<p>Build custody sergeant resilience</p> <p>Initiatives include creating a pool of trained custody sergeants for cover, agreed prioritisation of custody within sergeant promotions processes, and a requirement for newly promoted sergeants to undertake the custody course are in progress.</p> <p>Following the Sergeants promotion postings a custody sergeant vacancy was filled as a priority. Next steps will include creating a wider pool of trained custody officers, putting newly promoted Sergeants onto the required courses. Plus, central management of custody duties by Duty Planning, the agreement has been made in principle and will be formalised once the pool of officers is available.</p>	<p>Improve detective strength and develop investigator pipeline</p> <p>Detective recruitment has continued as a priority balanced with bringing in Inspectors this quarter. There has been a slight decrease in detectives, but they continue to be +1.3% on June 2025, and 8% up on the initial snapshot in September 2024; an additional 23.91 FTE recruited so far in 2025/26. A Police Now cohort is scheduled to join in March 2026.</p> <p>Within the reporting period, 4 individuals have passed the National Investigators Examination (NIE) and are awaiting the Professionalising Investigation Programme (PIP2) course. A proposal for professionalising the Police Staff Investigator pathway is in consultation.</p>
<p>Improve analyst strength and professionalise intelligence career pathway. Improve intelligence operations strength and succession planning</p> <p>Analysts across the force (including Intel, Business and Performance) strength has slightly increased since September 2025 with 68.51 FTE (+3%) and Intelligence Operations has decreased by 2.8% (1 FTE) to 34.6 FTE.</p> <p>A review of analyst advert wording and requirements has positively impacted on the experience level of those offered. Intelligence Operations have reviewed the success of recruitment campaigns with additional insight workshops and reduced qualification requirements. Having had success in attracting internal candidates they will continue this approach.</p> <p>A mentorship programme in Intel Dev has been set up with a review planned in early 2026, currently there are 17 mentors and 16 mentees, they are looking to formalise training in 2026. They have also set up a partnership with UCL for analytics work placements to be piloted.</p>	<p>The Intelligence Professionalisation Programme (IPP) is in progress across Specialist Operations and National Lead Force. This programme lasts 12-18 months and is a standard curriculum with a set of minimum standards of competence. The IPP has also been aligned to the Professional Development Reviews for 2025/26, and career progression discussions are taking place within these reviews as well.</p> <p>Intel Analysts will continue to embed the IPP and complete a review of the new processes in Summer 2026. Power BI Dashboard are being created to monitor IPP completion rates and identify any teams that require assistance. Intel Dev are exploring options with Learning & Development to use OneFile to host the assessment process. Intelligence is represented at an AI subgroup, currently in its infancy, and included in assessments for utilisation of AI across analytics.</p>	<p>Upskill and build resilience in specialist forensics roles</p> <p>Forensics have reviewed their team structure and embedded a level of management to reduce the supervision ratio among the Grade F's. This is working well.</p> <p>Within the business planning process, Forensics have highlighted a risk among Fingerprints and additional resource is being scoped. Training routes within Forensics, including into specialisms such as fingerprints, are promoted and well utilised, with a trainee in fingerprints on going. Next steps will be to map these career pathways further to publish on the intranet.</p>



Learning & development update

Within the reporting period there has been two Inspectors and Sergeant NPPF exams (see table below). NPPF is the National Police Promotion Framework, a four-step promotion process for officers seeking promotion to the rank of Sergeant or Inspector. A greater proportion of those that applied were male; female candidates have a slightly higher pass rate overall. A higher number of individuals from an ethnic minority background applied for the Sergeant exam. 4 individuals entered both the March and November Sergeant exams and 3 for both Inspector exams in 2025, they have been counted twice. The National Investigators Examination (NIE) is also represented in the table below, 55% of those that applied were female, all individuals from an ethnic minority background and those who required reasonable adjustments passed.

	NIE							NPPF Inspector					NPPF Sergeant				
	Total	Staff	Officer	Female	Male	Ethnic Minority	Reasonable Adjustments	Total	Female	Male	Ethnic Minority	Reasonable Adjustments	Total	Female	Male	Ethnic Minority	Reasonable Adjustments
Pass	55.6%	66.7%	50.0%	40.0%	75.0%	100.0%	100.0%	33.3%	44.4%	28.6%	0.0%	37.5%	57.1%	73.3%	51.2%	42.9%	55.6%
Total	9	3	6	5	4	2	3	30	9	21	1	8	56	15	41	14	9

- Learning & Development will be exploring Police Pass development programmes for NIE and NPPF to increase pass rates. Firearms will also need to review possible initiatives to help improve the initial firearms course pass rates, as 18% passed in 2024/25.
- Learning & Development will be establishing an endorsement process for the NIE in line with NPPF to ensure consistency across exams and to understand individual motivations for taking the exam. A review around limiting NPPF attempts in line with the NIE is being considered, this is to ensure the right people are being developed. Currently, the College of Policing stipulate that after two attempts at the NIE exam a development plan should be set for delegates, after a third failed attempt it is advised to remove the delegate from the PIP2 pathway. For NPPF, there is no internal guidance around multiple failures.
- The Training Needs Analysis (TNA) continues to make good progress and is on schedule against its delivery plan. A TNA dashboard and HR export report have been scoped and are being built to support gap analysis. Phase 3: TNA challenge panels, plus a forcewide strategic training plan based on the TNA gaps due in January 2026. Learning & Development will update the HR system to reflect training completion data across all directorates from the TNA baseline analysis. A gap analysis will be undertaken for each directorate and reviewed in directorate challenge panels. As the TNA matures, it will align with the SWP and Talent Management Strategy. As part of the TNA, Learning & Development will need to develop governance around mandatory training and Learning & Development’s management of this across the force, and review training budgets against the skills gap. This will help to develop a longer-term training plan, maximising externally funded training opportunities, and developing staff training opportunities further within the budget envelop.
- 104 people have completed the Police Leadership Programme so far this year, this is 37% of the total rank/grade Sgt/Insp and D/E invited to attend. Further courses are planned in 2025/26 and 2026/27. This leadership course will then be run alongside the Insp and Sgt promotions processes, and there are plans for 2 courses a year to cover internal moves, staff promotions, joiners and transferees.



Our People

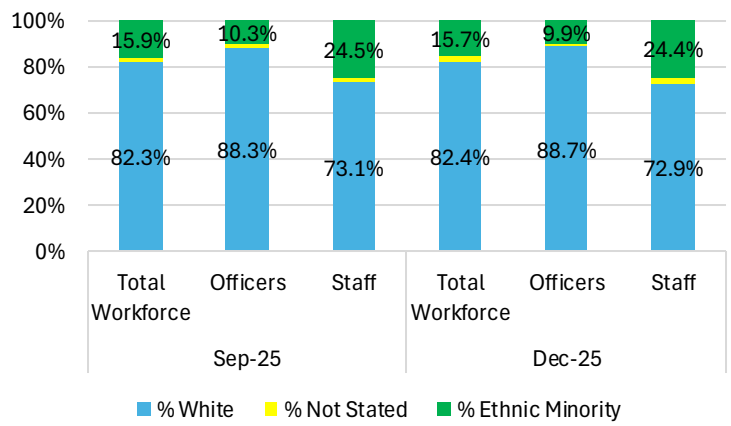


Policing Plan Priority 4: Be one of the most inclusive and trusted police services in the country

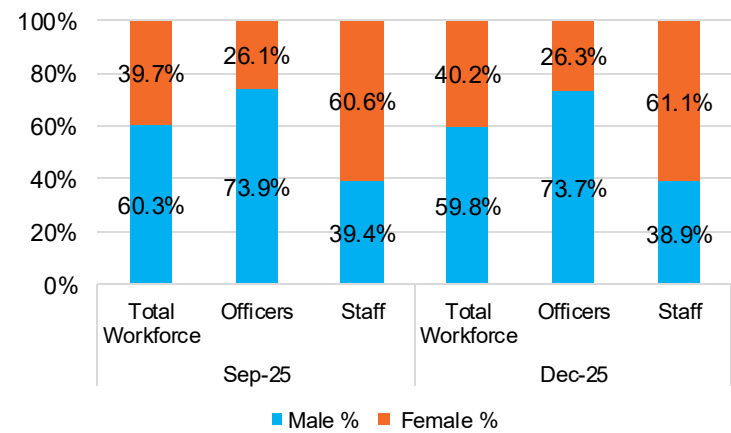
Objective: To increase the diversity of our workforce

- As at 31 December 2025, there were 268 officer, staff and specials from ethnic minority groups in CoLP, which is 15.6% of the total workforce, a -0.2% change since September 2025. The percentage of specials from ethnic minority groups has increased between September and December 2025 by +1.2%.
- The female representation for officer, staff and specials at 31 December 2025 was 39.5% (681 individuals), the percentage of female officers in force has increased since 2021/22 from 23.8% to 26.3% (December 2025) and similarly for staff from 58.8% to 61.1%.
- Disability disclosure is 5.5% officers and 7.2% staff, like 30 September 2025 where 5.5% officers and 7.1% staff disclosed a disability.
- As at 31 December 2025, 50.3% of CoLP officers were aged between 41 and 55, 39.7% aged 26 to 40 and 6.1% were 25 or under. This age range varies from the national data, where 26 to 40 (45.5%) was the majority age range and 12.6% of officers are 25 or under. (Police Workforce, England and Wales: 31 March 2025). Over 55% of Staff and Specials are aged 41 and over.
- Improvements have been made enabling easier access to reasonable adjustments in recruitment, exit survey trends are reviewed regularly, as is auditing of HR data.
- The graphs below provide a comparison between September 2025 and December 2025, for officer and staff ethnicity and gender profiles. This includes a combined graph to show the CoLP as a whole.

CoLP Ethnicity Profile September 2025 and December 2025



CoLP Gender Profile September 2025 and December 2025

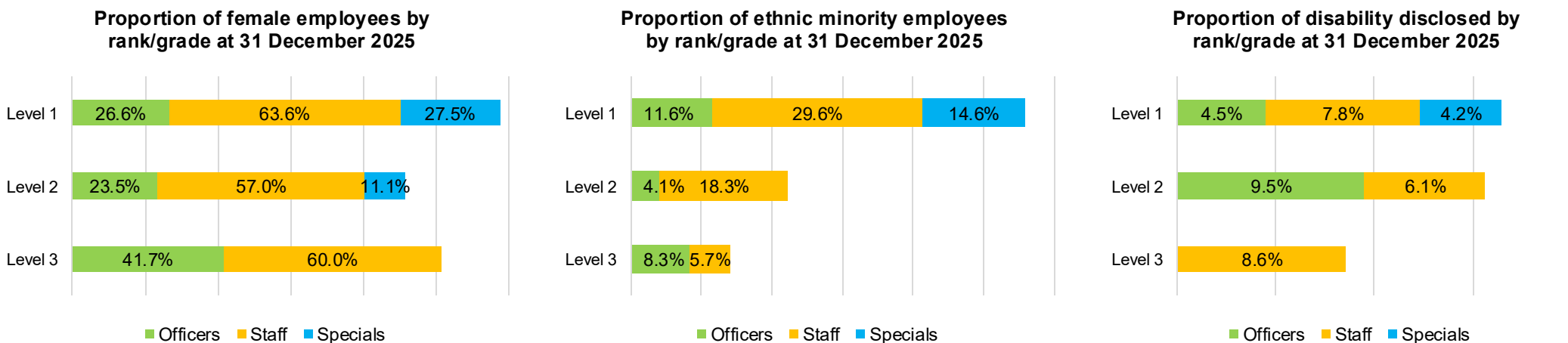


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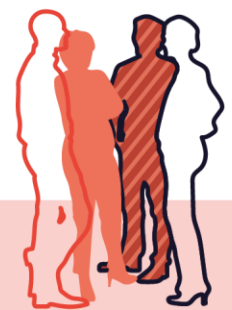
Policing Plan Priority 4: Be one of the most inclusive and trusted police services in the country

Objective: To increase the diversity of our workforce

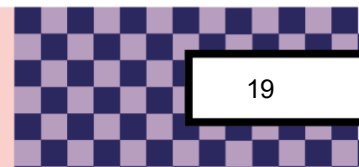
- The below graphs provide an overview of the proportion of officers, staff and specials for female, ethnic minority and a disclosed disability by grade/rank. The key provides information on what rank/grade is included in each level. There have been only incremental changes in officer and staff proportions.
- Representation of ethnic minority officers in CoLP remains higher among the ranks of Constable and Grades A-D.
- Similar to September, female representation increases with rank among officers and remains mostly consistent across staff grades. Specials female representation has increased by 0.4% since September 2025 among Level 1.
- Disability disclosures among officers are higher among the ranks of Sergeant to Chief Inspector, with no disabilities disclosed among Superintendent or above. Individuals do not have to disclose a disability to the force, this is voluntary. For staff, disabilities have been disclosed across most grades, with a slightly higher percentage of disclosures among Grade E-F related to the total number of individuals within this grade.



	Key
Level 1	Con & A-D
Level 2	Sgt - Ch Insp & E -F
Level 3	Supt + & G +



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Policing Plan Priority 5: Be an employer of choice

Objective: Support the health & wellbeing of our people

Occupational Health Service

- The City of London Occupational Health Service undertakes pre-employment medical assessments for officers and staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements.
- For the period, 1 October to 31 December 2025, OH have received 11 pre-employment requests of which 9 were responded to within their SLA of 2 working days (82% response rate), which is positive, though slightly lower than 24/25 but an improvement on Q2 with SLA at 75%. Please note that review appointments, officer transferee and student officer recruitment medicals are not included in these figures.
- Within the same period, the OH Advisors received 43 referrals of which 31 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 72%. Which is positive compared to the overall SLA 65% for the full 2025/26 period so far. OH have reviewed and revised their Q2 figures for OH Advisor and Physician requests and appointments offered, reducing the number of referrals and increasing the SLA response rate for Advisor appointments.
- In addition, there were 13 referrals to the OH Physician (OHP) of which 12 were seen within the SLA, a response rate of 92% (the SLA for OHP is to offer appointments within 14 days of receiving a referral the OHP is contracted 1 day per week for 45 weeks). This is a significant improvement in response times compared to 24/25 where 62% of physician appointments were offered within the SLA. Please note that health surveillance and case management review appointments are not included in these figures.

Quarters (Calendar Year)	2024/25	2024/25 SLA %	Q1 2025/26	Q2 2025/26	Q3 2025/26	2025/26 SLA %
No of pre-employment forms sent	89	92%	11	12	11	82%
No of pre-employment checks offered within 2 working days	82		10	9	9	
No of requests for appointments with Advisor (new referrals only)	247	59%	55	35	43	63%
No of Advisor appointments offered within 5 working days	146		24	28	31	
No of requests for appointments with Physician (new referrals only)	58	62%	16	18	13	94%
No of Physician appointments offered within 14 working days	36		15	17	12	



Policing Plan Priority 5: Be an employer of choice

Objective: Support the health & wellbeing of our people

Operation Hampshire (assaults)

There were 33 Op Hampshire assaults reported during Q3 2025/26, this is a reduction compared to the number of assaults reported during Q3 2024/25 when 50 assault reports were received. It is not clear if this reduction is due to the introduction of the new Public and Personal Safety Training (PPST) curriculum taking effect, whether there has been a change in criminal behaviour or whether this is an isolated reduction. Exploration of any factors that have contributed to the reduction and monitoring will continue to take place at the Tactical Health and Safety Board.

During Q3 25/26, most assaults were against officers in Local Policing, in particular Response Officers. Response officers provide frontline policing which often makes them the first point of contact for the public with the police increasing the likelihood of Op Hampshire assaults, their duties include responding to emergency and non-emergency calls to protect the public, managing incidents, apprehending offenders, providing first aid, managing conflicts, and maintaining public order.

From the 24/25 Assaults ADR, assaults mirrored the make-up of the workforce with a higher occurrences of assaults were committed against white males.

To help mitigate the likelihood and severity of assaults all officers undertake annual PPST, which is scenario-based training designed to equip officers with the skills and knowledge to manage complex, real-life situations safely with a focus on de-escalation. When assaults occur, notifications are sent to the PPST team to review any learning outcomes.

Risk assessments exist for activities where assaults are a hazard and detailed scrutiny of all assaults are undertaken at Op Hampshire review meetings and Practitioner Working Groups. With further scrutiny at the quarterly Tactical Health and Safety Board.

When officers are assaulted Op Hampshire protocols include support for the victim including removing the need for contact with the assailant, psychological support and any immediate care needs such as medical attention where necessary.

*NB in the table and graph (right) Not Employed includes a Health Care Professional in Custody and an officer who has subsequently left CoLP.

Directorate	2024/25 Q3	2024/25 Q4	2025/26 Q1	2025/26 Q2	2025/26 Q3
City Policing – Local Policing	42	19	28	49	31
City Policing – Specialist Operations	5	2	1	3	2
Corporate Services	2	-	-	-	-
National Lead Force Operations	-	-	1	1	-
Not Employed*	1	1	-	-	-
Total	50	22	30	53	33

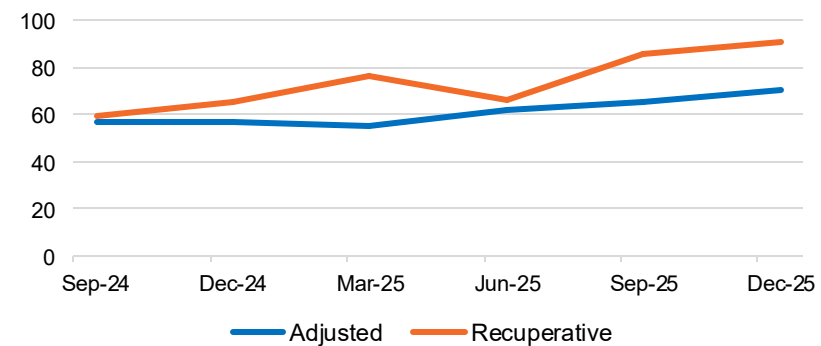


Sickness

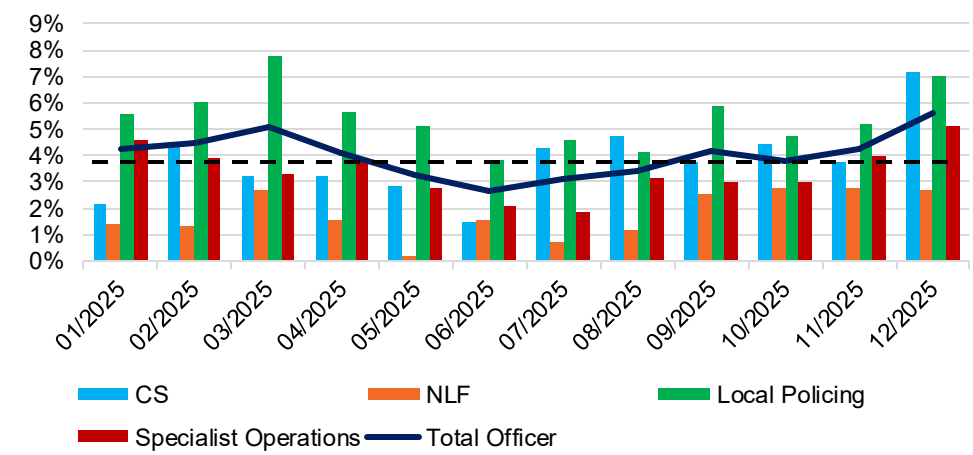
Between 1 October and 31 December 2025, 2410 days were lost to sickness for officers, which is on average 2.41 days per officer. Since the last quarter, officer sickness has increased where an average of 2.05 days per officer was reported.

- For staff, this has increased with 1396 days lost, an average of 2.11 days per staff member, compared to the previous quarter, where staff average days lost was reported as 1.88 days.
- The majority of sickness in this period was long term, representing 51% of both officer and staff sickness.
- Cold, Cough, Flu and Chest & respiratory problems, and Mental Health Related Sickness were the largest reasons for sickness for both officers and staff. Gastrointestinal problems accounted for 147 days for officers only.
- The absenteeism rate calculated by rolling month shows an increase in absenteeism rate for Local Policing and Corporate Services for officers above the upper tolerance levels but a decrease for staff since the last quarter. This sickness was mostly related to long term sickness. See graphs right.
- 70 officers are currently on adjusted duties, the majority working in Specialist Operations or National Lead Force Operations. 91 officers are on recuperative duties and work across the directorates, with a higher percentage working in National Lead Force and Specialist Operations. The below graph shows that adjusted duties has steadily increased over the year and recuperative duties has increased significantly since the last quarter.

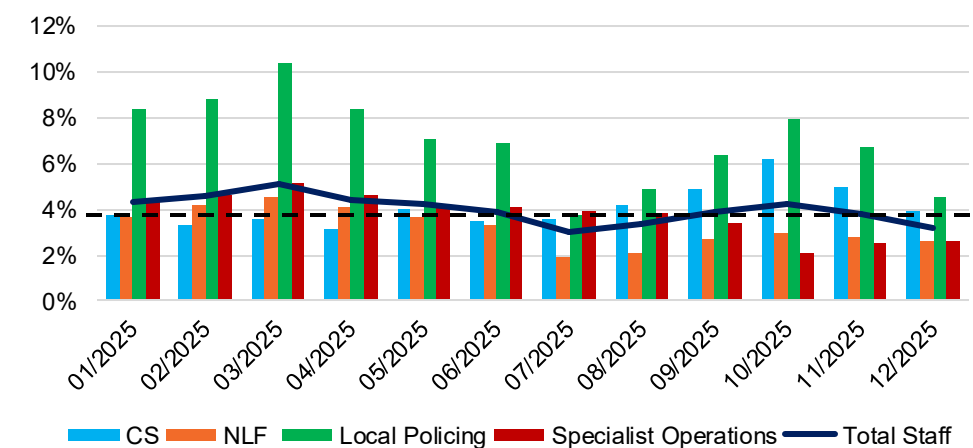
Officers Adjusted and Recuperative Duties Trends



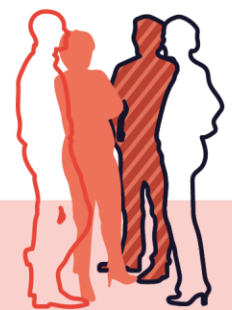
Officer Sickness Absenteeism Rate %



Staff Sickness Absenteeism Rate %



Upper Tolerance level: 10 days in 12 months in absenteeism % is 3.85, represented in graphs with a dotted line



Appendices



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)

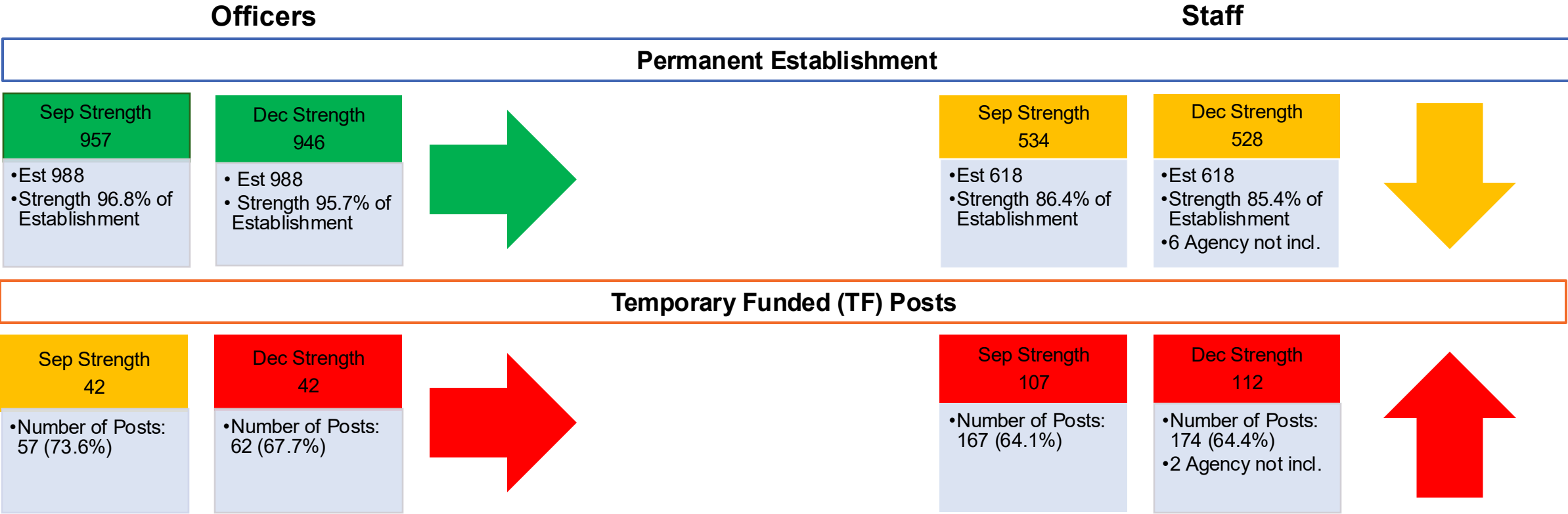
Temporary Post funded from budgeted establishment – a temporary role that is funded by money already accounted for within the budgeted establishment.

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



Appendix 2: Workforce Establishment

The graphic below shows establishment vs strength (FTE). Change in position status of roles in the system has affected Staff establishment and Temporary Funded strength.



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Appendix 3: Operating Establishment

Operating establishments in four areas as at 31 December 2025:

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



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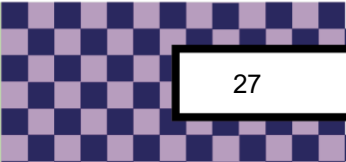
Local Policing Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Neighbourhood Policing	94	90	9	8
Response & VCU	80	105	9	8
Taskforce	208	177	14	13
Contact & SMT	21	20	46	38
Total Local Policing	403	392	78	67

- Findings:**
- Response currently overstrength due to student officers
 - Higher vacancies in Taskforce Operations, 68% filled, Project Servator and Legion, 74% filled, National Disruption Effects Unit, 78% filled with only 2 vacancies.
 - Core vacancies across Local Policing are paying for student officers



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Specialist Operations Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Intelligence Services	103	94	40	37
Investigation Services	146	155	18	21
Forensic Services	9	8	26	27
Criminal Justice System	38	38	48	42
SO SMT (Supt above)	5	4	1	1
Total Specialist Ops	301	299	133	128

Findings:

- Core vacancies across Specialist Operations officers (particularly MIR, Intel Ops, Intel Dev, and SOCT/Cyber, and a couple of vacancies across Major Crime/ART) are paying for student officers, trainees, and temporary core posts elsewhere in the business.
- Officer establishment has continued to remain steady since the previous quarter.
- Staff established vacancies are higher in ART, AOJ/CMU, MIR and Intel Dev.



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National Lead Force Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Funded Units	65	68	20	19
NLF Fraud	49	43	15	25
NLF Coordination	19	34	18	54
Report Fraud	18	18	165	154
NPCC Cybercrime	9	14	3	4
NLF SMT (NLF Ops) & Officer Secondments	11 (3 Secondments)	9 (3 Secondments)	0	1
Total National Lead Force	171	185	221	258

- Findings:**
- Officer established vacancies in NLF Fraud in which a number of posts are held to pay for Police Now students, also in Prevention Services, and NLF Coordination
 - Staff established vacancies in various teams across NLF.



Corporate Services Establishment v Current Strength (FTE)

Function	Officer Establishment	Officer Strength Established & Temporary Funded	Staff Establishment	Staff Strength Established & Temporary Funded
Chief Officer Team	5	7	3	3
Strategy and Fed	17	18	28	32
Change	0	0	20	22
Corporate Communications	0	0	13	13
Finance	0	0	16	11
People Services	0	0	24	28
Estates	0	0	18	16
IMS and IT (Incl. Business Insights)	6	5	44	40
Professionalism and Trust	55	56	20	22
Total Corporate Services	83	86	186	187

Findings:

- Corporate Services officers over-established due to multiple temporary core posts funded by holding established posts elsewhere in the force covering Strategy and PSD.
- Finance has 6 vacancies 3 of which are filled by agency temps, IT Services are at 60% filled with 2 vacancies, IMS are 82% filled, Estates are at 87% filled and Change at 88% filled.



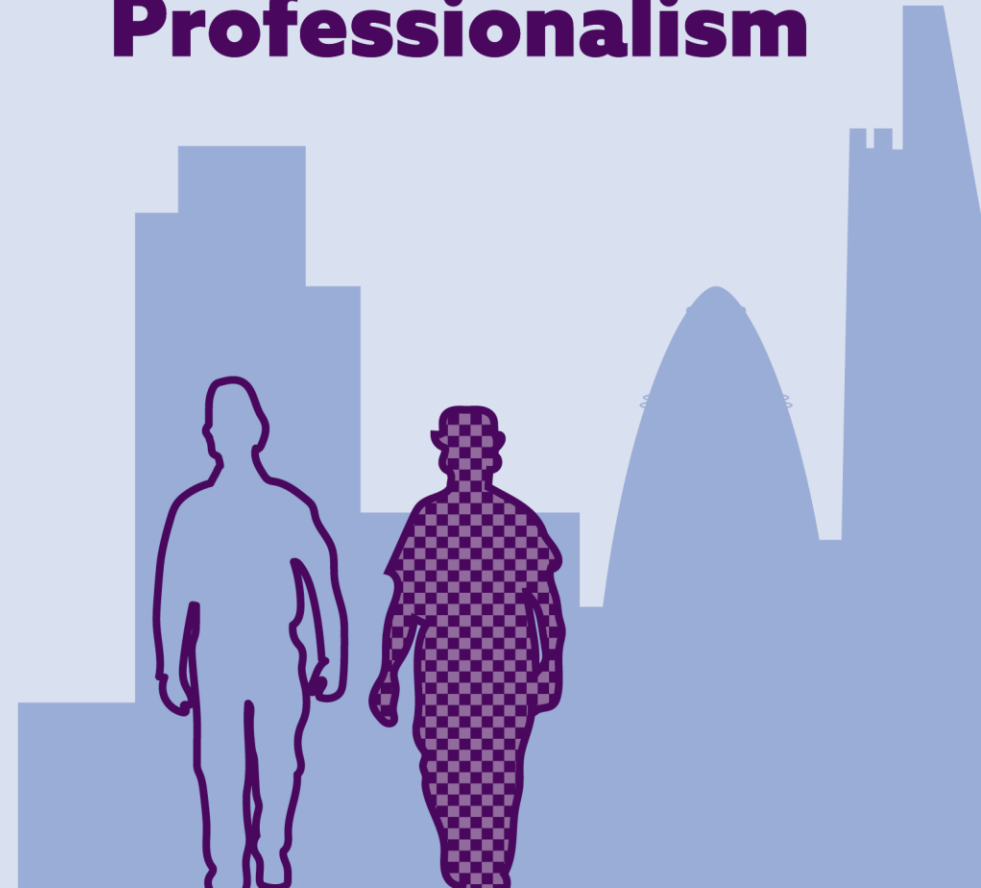
A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime

Appendix 4: Recruitment Delegation - SWP

1. **Established Police Staff Recruitment** – (approval level LRPM only) Posts that are funded through either core funding or external/national funding and within the establishment 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 Established Police Officer Recruitment** – (approval level Tactical People Board) Any request for an external advert for Police Officers must be approved by Tactical People Board, in particular uniform constable rank. If approved, officer 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 Staff and Officer Temporary Growth Posts** (funded externally / national funding / Core funded but temporary) – (approval level Strategic People Board). Police Staff and Officer growth posts can be recruited to internally and externally with Strategic People Board approval. A careful balance of developing our own staff and bringing new capacity and capability into the organisation should be considered. 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. **Any suggested conversion of posts** from Staff to Officer or Officer to Staff must come to Strategic People Board for decision.



Integrity Compassion Professionalism



Committee(s): Resources & Estates Committee (for information) Police Authority Board (for information)	Dated: 10 February 2025 25 February 2025
Subject: 2025/26 Q3 (April-December) Revenue and Project Programme Budget Monitoring	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Policing Plan 2025-28 outcomes • provides statutory duties • provides business enabling functions 	Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police	
Report author: Mark Paddon, Deputy Chief Finance Officer Alistair Cook, Chief Finance Officer	

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 project programme budgets for 2025/26 and forecast use of resources to the end of the financial year.

Revenue:

2. The net revenue outturn at Q3 (1 April – 31 December) 2025/26 is forecast to be breakeven (£122.4m) with further net pay savings, additional Home Office grant income (relating to the 2025 pay award) and other unplanned savings offsetting current cost pressures in the year. This outturn position is unchanged from Q2. Whilst it is expected that the final outturn will remain within 1% of this breakeven position, with the tightening police finances, any unexpected cost pressures in Q4 of 2025/26 will require the identification of compensating savings and/or use of specific reserves.

3. Key forecast **variances** are shown in slide 9 and **include**:

- Pay underspends for funded work of £3.9m offset in full by reduced government grants, lower external income and smaller transfers from reserve leading to **lower-than-budgeted overhead cost recovery of £0.43m**. The full extent of the under-recovery is estimated to be £0.75m, however, this has been partially mitigated through an overhead adjustment provision built into the budget to mitigate this risk.
- a **net £0.8m cost pressure linked to** the revised implementation plan for **the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS)**, considering the agreement with Home Office to a 50/50 'risk share' for current service extension costs. This is an improvement of £0.2m compared to Q2.
- **Other cost pressures** including forensic services, data storage costs, national IT services and other professional fees totalling **c£0.6m**.
- A **£0.4m income shortfall** mainly related to the Economic and Cyber Crime Academy (Q2: £0.6m) due to lower-than-expected course demand in the first half of 25/26. Corrective action is being taken including cost reduction measures and a diversification into new markets.

These cost pressures are largely **offset by**:

- **'Core' staff pay underspends** of **£1.3m** due to a combination of internal promotions and external recruitment challenges.
- **Non-pay savings** on Tactical Firearms team budgets due to a lower forecast training requirement **£0.25m**, and
- Further **government grant income** of **£1m**, largely attributable to receipt of the anticipated 2025 pay award grant.

4. In support of the final outturn position:

- **Slides 4-12** provides variance analysis to the final 25/26 budget, including a bridge analysis, workforce summary, overtime analysis and risks & opportunities impacting the Q2 forecast outturn.
- **Slide 13-14** provides an outline of financial risks and opportunities which may impact the Force's final revenue outturn and performance against a £4.4m mitigations targets for 2025/26 – which the current forecast suggests will be delivered in full.
- **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 linked to the Police Officer Uplift means the allocation is heavily towards Local Policing, with compensating vacancies in other areas. The cost pressure shown within National Lead Force £0.6m is mainly due to the revised delivery approach for the FCCRAS project, which is expected to be mitigated by wider 'core' pay and non-pay underspends. For Corporate Services, there have been several in-year cost pressures due to higher than anticipated charges for national services, events, vetting and

equipment purchases resulting in a forecast £0.6m overspend. The underspends in Central Expenditure & Income are mainly due to the receipt to pay award funding of c£0.9m and release of contingencies and provisions.

- **Slides 16-20** details the forecast outturn against the £1m Police Authority Board Team budget for 25/26 and delivery against the £1m Hotspot Response grant. The PAB Team budget is forecast to be underspent by £63.8k at the end of 2025/26. This is mainly due to receipt of temporary grant funding for administering the Serious Violence Duty. In respect of the Hotspot Response grant the outturn forecast is expected to be £0.99m against an in-year budget of £1m.

Capital:

5. The total capital/project outturn for 25/26 is forecast to be £16.875m and compares to a CoLP Capital Programme budget of £13.565m. This represents an in-year overspend of £3.310m compared to the original 25/26 capital programme budget (Q2: £3.179m overspend). This overspend is mainly due to the increased costs of FCCRAS/Report Fraud programme of £5.220m - including rephasing of £1.620m of spend from 24/25 and an in-year cost increase of £3.6m. Whilst the rephasing element will be met through restructuring planned internal borrowing, CoLP's 1/3 share of the £3.600m cost increase has been mainly offset by a reallocation of £1.1m of CoLP's annual £5m programme (DRF) funding.
6. The increase in programme costs since Q2 of £131k (£16.875m - £16.744m) is largely due to higher than originally estimated Data Improvement costs (£384k) and upgrade to the HR Origin system (£292k) pending options analysis of the new Enterprise Resource Planning (ERP) system being delivered by the City Corporation. This has been offset by underspends due to rephasing of project expenditure into the 26/27 financial year. This additional expenditure will be funded from within CoLP's existing revenue budget.
7. Accrued borrowing via an internal loan facility with the City of London Corporation, as at 1st April 2025 was £0.922m. Considering the additional FCCRAS capital programme spend, it is forecast that this will increase up to circa £7.5m (£0.9m + £6.6m) by the end of 25/26 - and potentially to circa £17.5m by 27/28 subject to final funding strategy for the new firing range.

In support of the Q3 capital monitoring position:

- **Slide 21** provides a capital programme summary
- **Slides 22-23** provide a breakdown of CoLP capital projects underway and "whole life" phasing of expenditure across all years through to their completion
- **Slides 24-26** provide notes on variations to budget
- **Slides 27-28** provides a summary of the monitoring headlines at Q3 including a funding analysis
- **Slides 29-30** provide a breakdown of the 25/26 CoLP Capital

- **Slide 31** Programme budget, compared to the latest outturn forecast at Q3 against each project; and provides details of Corporation led Projects benefitting CoLP.

Monitoring of the Project Fund

8. Project expenditure and project delivery progress will be reported each quarter to the Resources & Estates Committee and the Police Authority Board.

Recommendations

9. Members of the Resources & Estates Committee and the Police Authority Board are asked to note the revenue and project monitoring position at Q3 and forecast outturn for 25/26 as set out in this covering report and accompanying slide pack.

Appendices

25/26 Q3 revenue and project programme (capital) monitoring slide pack (of 31 slides as referred to in this covering report).

Contact

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Revenue & Capital Monitoring Report

Q3 - 2025/26

Resources and Estates Committee (REC)
10 February 2026

Police Authority Board (PAB)
25 February 2026



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

Q3 - Revenue & Project Programme Headline Summary [1 of 3]

Revenue Outturn Summary - Forecast to 31 March 2026

The **revenue outturn at Q3** (1 April – 31 December) 25/26 is **forecast** to be **breakeven** (£122.4m) with net pay savings, additional Home Office grant income (relating to the 2025 pay award) and other unplanned savings offsetting current cost pressures in the year. Whilst overall this is **consistent with the Q2** forecast, **key variances from Q2 include:**

Lower than budgeted overhead recovery of £0.25m due to increased ‘funded’ vacancies, increased capital/project programme costs of £0.33m and lower estimated savings on Local Policing non-pay budget of £0.35m due to reforecasting. These cost pressure have been offset by further ‘core’ staff and officer pay underspends of £0.5m, FCCRAS/report Fraud implementation plan cost efficiencies of £0.2m and improvements in income generated from course fees and the disposals of vehicles £0.2m.

Whilst the Q3 forecast maintains a breakeven position, any additional cost pressures in the final quarter of 25/26 will require the identification of compensating savings and/or use of reserves. Correspondingly, should any unexpected savings materialise at year end, this would provide an opportunity to reduce the £6.6m forecast internal borrowing requirement for the capital implementation costs of the FCCRAS/Report Fraud programme. Accelerating the repayment of this loan would generate downstream cashflow benefits including lower capital financing costs.

Key full year outturn forecast **variances** are shown in slide 9 and include:

- ‘Funded’ pay underspends of £3.9m offset in full by re-priorisation of funding to non-pay items, reduced government grants, lower external income and smaller transfers from reserve leading to **lower-than-budgeted overhead cost recovery of £0.43m**, this has been partially mitigated through an overhead adjustment provision which was budgeted to manage this risk and other underspends, with the gross pressure c£0.75m.
- a **net £0.8m cost pressure linked to** the revised implementation plan for the **Report Fraud**, net of an agreement with Home Office to a 50/50 ‘risk share’ for current service extension costs. The latest forecast shows a £0.2m improvement compared to Q2 which is largely due to cost efficiencies and accelerated insourcing of some services.
- **Other cost pressures** including forensic services, data storage costs, uniforms, premises costs, national IT services and other professional fees totalling c£0.6m.
- Increased requirement for **capital/project** programme funding of **£0.3m**, to progress Data Improvement work and upgrade to current HR system.

Q3 - Revenue & Project Programme Headline Summary [2 of 3]

- A **£0.4m income shortfall** mainly related to the Economic and Cyber Crime Academy (£0.5m) due to lower-than-expected course demand in the first half of 25/26. Corrective action is being taken including cost reduction measures and a diversification into new markets.

These **full year cost pressures** are largely **offset by**:

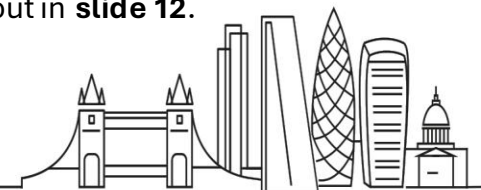
- **'Core' office & staff pay underspends of £1.3m** due to a combination of unplanned vacancies, internal promotions and other recruitment challenges (staff £0.8m, officers £0.5m).
- **Non-pay savings of £0.25m** due to lower forecast Tactical Firearms training costs, and
- Further **government grant income of £1m**, largely attributable to receipt of the anticipated 2025 pay award grant.

Overtime is expected to be **contained within** the overall **budget** envelope of **£4.1m**, although there are specific pressures in local policing and specialist operations primarily driven by the backfilling of duties due to vacancies and reactive crime demands. Currently this cost pressure of c£0.7m is being managed through use of a £0.9m overtime provision created from the higher-than-expected National and International Capital City Grant in 25/26.

CoLP's **Police Officer headcount** against the national uplift target of 996 **stood at 997** on 30th September 2025, **securing 50% of the £2.6m** ringfenced **Uplift Maintenance Grant** for 25/26. Workforce planning forecasts (slide 10) indicate that the 996 target will also be achieved at the second checkpoint on 31st March 2026.

The 25/26 budget includes £4.4m in **mitigations** to achieve a balanced position. At Q3 it is **forecast** that **£4.4m** in mitigations **will be delivered**, noting that the FCCRAS funding solution mitigation is dependent on maintaining wider revenue savings.

Other **risks and opportunities** outside of the Q2 (30 September 2025) monitoring period are set out in **slide 12**.



Q3 - Revenue & Project Programme Headline Summary [3 of 3]

Capital/Project Programme Outturn Summary

The total **capital/project outturn** for 25/26 is forecast to be £16.875m and compares to a CoLP Capital Programme budget of £13.565m. This represents an in-year **overspend of £3.310m** compared to the original 25/26 capital programme budget (Q2: £3.179m overspend). This overspend is mainly due to the increased costs of FCCRAS/Report Fraud programme of £5.220m - including rephasing of £1.62m of spend from 24/25 and an in-year cost increase of £3.6m. Whilst the rephasing element will be met through restructuring planned internal borrowing, CoLP's 1/3 share of the £3.6m cost increase has been mainly off set by a reallocation of £1.1m of CoLP's annual £5m programme (DRF) funding.

The **increase** in programme costs since Q2 of **£131k** (£16.875m - £16.744m) is largely due to higher than originally estimated Data Improvement costs (£384k) and upgrade to the HR Origin system (£292k) pending options analysis of the new Enterprise Resource Planning (ERP) system being delivered by the City Corporation. This has been offset by underspends due to rephasing of project expenditure into the 2026/27 financial year. This additional expenditure will be funded from within CoLP's existing revenue budget.

CoLP's **internal borrowing requirement** in 25/26, via a loan arrangement with the City of London Corporation (subject to final outturn), is expected to remain **unchanged at £6.6m**. Considering the FCCRAS requirement and accrued borrowing of £0.9m, as to 1st April 2025, it is expected that CoLP's internal borrowing requirement will increase to c£7.5m by the end of 25/26 - and potentially to c£17.5m by 27/28 subject to final delivery and funding strategy for the new firing range.

Police Authority Board Outturn Summary

The outturn for the Police Authority Team budget is £936k against a latest approved budget of £1,000k, an underspend of £64k (Slide 17 refers), this is predominantly due to £96k of unbudgeted Home Office grant funding for administering the Serious Violence Duty in 25/26.



Revenue – Financial Summary Q3

Table 1 2025/26 CoLP Revenue Budget	Budget	Actual	Variance	25/26	Projected	Projected	Notes
	YTD	YTD	to Date	Full Year	Outturn	Variance	
	£m	£m	(Better) / + Worse	Budget	(Better) / + Worse	(Better) / + Worse	
PAY							
Officers	66.8	63.2	(3.6)	89.0	86.9	(2.2)	(i)
Staff	35.0	31.6	(3.4)	46.7	43.3	(3.3)	(ii)
Overtime	3.1	2.7	(0.4)	4.1	4.1	0.0	
Agency	0.9	0.9	(0.0)	1.2	1.2	0.0	
Police Officer Pension	0.0	0.0	0.0	20.7	20.7	0.0	
Indirect employee costs	2.4	2.1	(0.3)	3.2	3.1	(0.2)	
TOTAL PAY	108.2	100.4	(7.8)	165.0	159.3	(5.6)	
NON-PAY							
Premises Costs	2.6	2.5	(0.1)	3.5	3.6	0.0	
Transport	1.9	0.6	(1.3)	2.5	2.7	0.2	
Supplies and Services	35.8	34.5	(1.3)	47.7	49.7	2.0	(iii)
Third Party Payments	9.5	7.2	(2.3)	12.7	12.7	(0.0)	
Unidentified Saving	(1.3)	0.0	1.3	(1.7)	0.0	1.7	(iv)
CoL Support Services	2.6	2.3	(0.2)	3.4	3.4	0.0	
Capital Charges	3.8	0.0	(3.8)	5.1	5.4	0.3	(v)
Transfer to Reserve	1.1	0.0	(1.1)	1.5	1.6	0.1	
TOTAL NON-PAY	56.1	47.2	(8.9)	74.7	79.1	4.3	
TOTAL EXPENDITURE	164.3	147.6	(16.7)	239.7	238.4	(1.4)	
INCOME							
Specific Grants	(75.5)	(26.3)	49.3	(96.7)	(96.4)	0.3	(iv)
Partnership	(11.3)	(7.0)	4.3	(15.1)	(14.8)	0.3	(v)
Fees & Charges	(2.6)	(2.1)	0.4	(3.4)	(3.1)	0.4	(vi)
Transfer from Reserves	(1.6)	(0.1)	1.5	(2.1)	(1.7)	0.4	(vii)
CoLP Core Funding	(73.2)	(73.2)	0.0	(122.4)	(122.4)	0.0	
TOTAL INCOME	(164.3)	(108.6)	55.5	(239.7)	(238.4)	1.4	
UNDERLYING DEFICIT	0.0	38.8	38.8	0.0	(0.0)	(0.0)	

Revenue Monitoring Supporting Information Q3

(i) Police Officer Pay

The forecast for Police Officer pay is an underspend of £2.173m underspend against a latest approved budget of £89.0m (-2.44%). The variance, is principally due to unplanned vacancies caused by onboarding delays, internal promotions and natural attrition, across a range of funded activities which results in a corresponding reduction in government grant, partnership income, reserves, overhead cost recovery and/or repurposing for other related spend. The outturn against the core officer budgets, is expected to be underspent by £0.5m, which is due to substantive officer vacancies, higher student numbers and officer numbers being below the budgeted headcount target at points in 25/26 (see Workforce summary slide 11). Police Office numbers are measured against two targets. This first relates to a National Uplift and the second the Neighbourhood Policing Guarantee (NPG). CoLP's National Uplift target is 996 Officers and the NPG commitment is 14. The Police Officer headcount at the end of December 2025 was 1,002 comprising 988 officers against the national uplift target of 996 and 14 Neighbourhood Officers.

£2.6m of ringfenced Home Office funding is dependent on CoLP maintaining the National Officer headcount at 996 and is measured at the end of September and March each year. Based on the September 2025 Officer headcount of 997, £1.3m of the £2.6m ringfenced funding has been secured.

£1.47m of funding has been provided to CoLP in 25/26 to increase the Neighbourhood Policing Team by 14 FTEs. The Q3 forecast assumes that both the main Officer Uplift and Neighbourhood targets will be met in March 2026 (slide 11 refers).

Neighbourhood Uplift – In 25/26 forces have been allocated a share of £200m funding to increase visibility and engagement with local communities by boosting neighbourhood policing teams with 3,000 more officers, PCSOs and special constables by 31 March 2026. CoLP has received £1.47m of this funding and has committed to deliver 14 additional neighbourhood policing officers in 25/26. Current forecasts indicate that of £1.47m available funding, CoLP will be eligible to claim £1.315m. The under-utilisation largely being due to a lag in finalising the grant proposal which did not align with the initial onboarding expectations.



Revenue Monitoring Supporting Information Q3

Officer Pay Award - The Q3 forecast includes the impact of the 4.2% Police Officer pay award announced in July 2025 which was 1.4% higher than budgeted. Most forces in England and Wales assumed a pay award of 2.8% following Government public sector pay recommendations in December 2024. Following the July 2025 announcement the Home Office have confirmed that nationally a £120m grant will be provided to forces to compensate them for the impact of the 25/26 pay award. CoLP has been allocated £0.87m, based on a formula share allocation, which is considered sufficient to offset the impact of the officer pay award.

(ii) Police Staff Pay

Police Staff pay, compared to a latest budget of £46.7m, is forecast to be underspent by £3.3m by the end of the Financial Year, - £2.3m relating to funded work and £1.0m 'core' activities. The outturn forecast includes the impact of the agreed 3.2% staff pay award. This underspend is largely driven by slower than expected staff recruitment in 24/25 carrying over into 25/26, combined with higher than anticipated internal promotions/recruitment. Whilst the trajectory of staff recruitment has increased, current workforce plans (slide 11) indicate that several unplanned vacancies will continue for the remainder of this financial year. Consequently, the staffing establishment (87.9%) will remain below CoLP's Policing Plan target to maintain the permanent staffing establishment at +90%, work is ongoing to mitigate this.

Non-Pay

Overall, non-pay costs are anticipated to be £4.3m overspent (Q2: £1.7m overspend) by the end of the Financial Year. This overspend is largely due to:

- iii. **Supplies and Services £2.0m overspend**, of this £2.2m relates to funded activities including the Online Crime Centre, Domestic Corruption Unit and Cyber Crime Portfolio. Of this overspend, £0.6m relates to funded growth after the 25/26 budget was set with the remaining variance due to spending being redirect to other related priorities with no impact on CoLP's core budget.



Revenue Monitoring Supporting Information Q3

Non-Pay (continued)

- (iv) The 25/26 budget was set with a **£1.5m unidentified savings requirement** pending a funding solution for contract extension costs associated with the revised delivery approach for the FCCRAS/Report Fraud programme. At Q3 the forecast Report Fraud outturn is an adverse variance of £0.8m compared to budget with wider underspends supporting the remaining £0.7m target savings.
- (v) **Capital Charges** are expected to be **£0.3m higher** than budgeted. This is due to an increase in capital/project programme costs, including an increase in the scope of the Data Improvement project and upgrade to the current HR Origin system. It is expected that these cost pressures will be contained within CoLP's overall resource base.

Other in year non-pay cost pressures include Forensics (£175k) digital storage and outsourced services, additional national IT charges / continuous IT improvement work (£350k), increased uniform costs (£0.1m) and lower (net) overhead recovery due to lower recruitment outcomes for funded activities. Whilst these cost pressures are offset in 25/26 by a combination of unplanned pay savings and supplies and services underspends in Local Policing, sustainable savings plans will be required to tackle these underlying cost pressures across the medium-term financial plan. This will be progressed during the 26/27 business planning cycle.

(iv) Government Grants

The forecast Government Grant outturn is an under recovery of £0.3m against a latest budget of £96.7m. This is mainly due to £0.9m of unbudgeted government grant income relating to the officer 2025 pay award, offset by a £1.2m reduction in Home Office funding, mainly for National Lead Force activities due to delayed recruitment/onboarding to new growth teams, recruitment decisions to ensure affordability within available funding envelopes and natural attrition throughout the year.



Revenue Monitoring Supporting Information Q3

v) Partnership Income

Partnership income is forecast a shortfall of £0.3m compared to a latest budget of £15.1m. This is principally due to a reduction in employee costs recharged to capital projects due to a combination of vacancies and programme delays.

(vi) Fees & Charges

Fees and charges is forecasting a deficit of £0.4m against an original budget of £3.4m. This is mainly due to a shortfall in income from the Economic and Cybercrime Academy (ECCA) of £471k based on a lower-than-expected number of bookings to Q3, noting that the 25/26 income target for the ECCA has been set to achieve full cost recovery. Of the ECCA shortfall £471k, £93k has been mitigated through a combination of vacancies and saving against temporary staff (agency) budgets.

(vii) Transfer from Reserves

The transfer from reserves is forecast to be £1.7m a decrease of £0.4m compared an original budget of £2.1m. This is due to £0.6m lower than anticipated use of the POCA reserve to fund the Asset Recovery- and Civil Recovery- Teams as alternative, one-off grant funding was identified in 25/26. This reduction in reserves funding has been partially offset by other unbudgeted transfers from reserve including £0.2m from the repairs, maintenance & improvements reserve. This latter reserve was set up to smooth the revenue impact of essential works to New Street and Bishopsgate which slipped from 24/25.

Mitigations

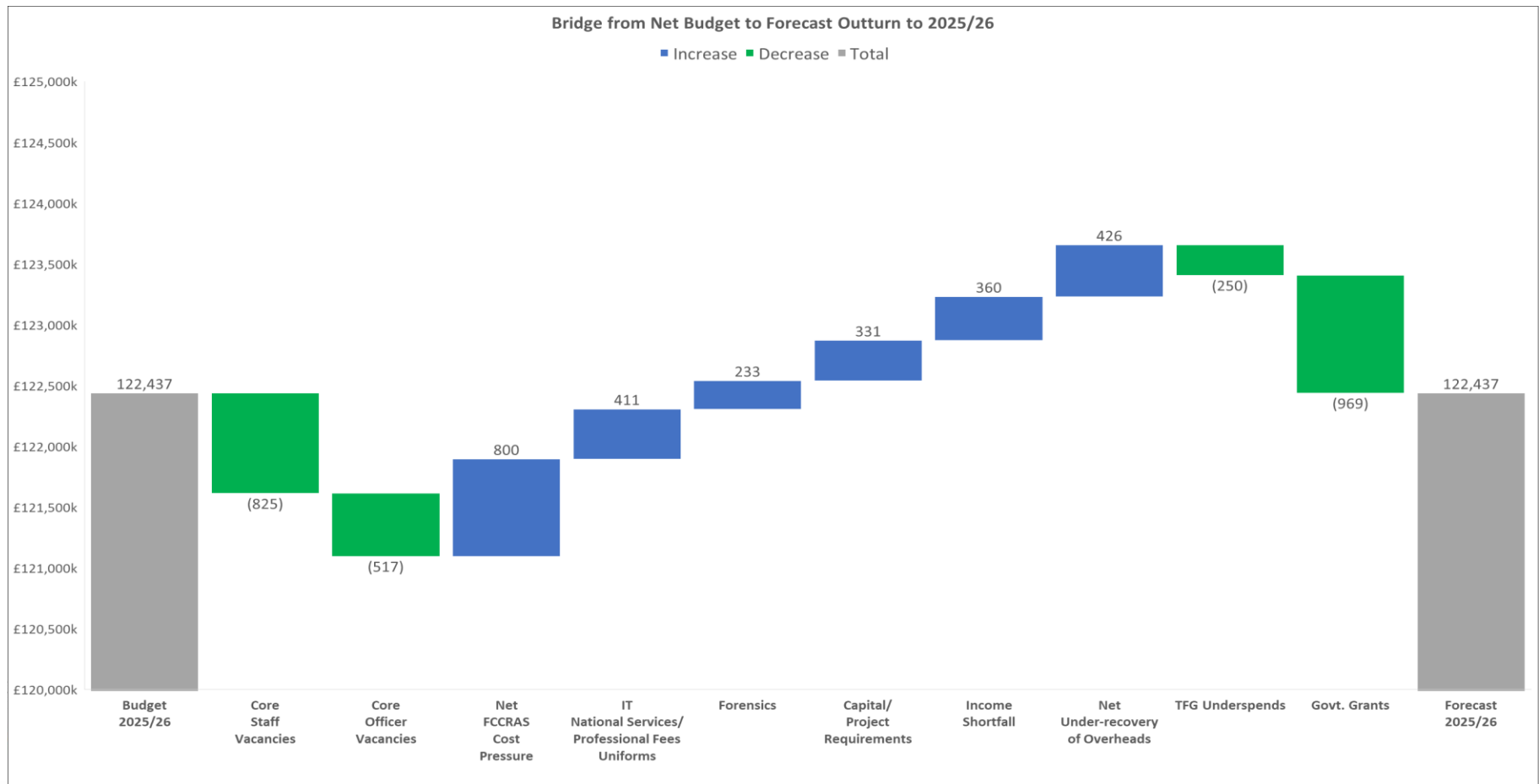
In 25/26 CoLP was required to deliver £4.4m of mitigations to deliver a balanced budget. Of this some £4.5m is expected to be delivered, noting the £1.5m FCCRAS funding solution is dependent on sustaining the current level of revenue underspends. This will be reported in full at outturn.



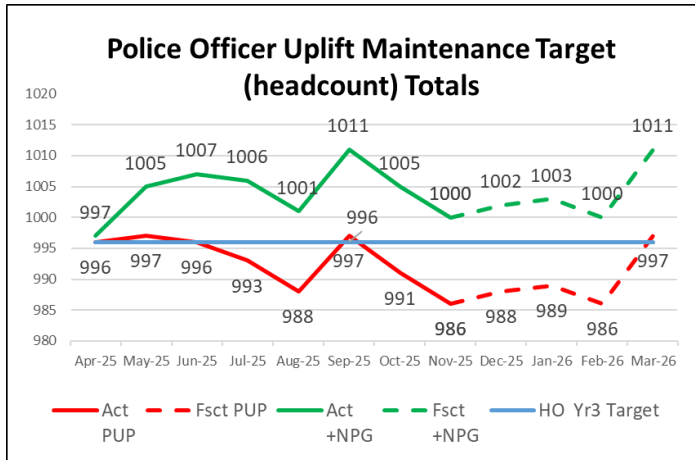
Bridge Analysis Q3

Breakeven position forecast outturn for CoLP by 31st March 2026 (Q2: Breakeven)

Key variances are shown below:

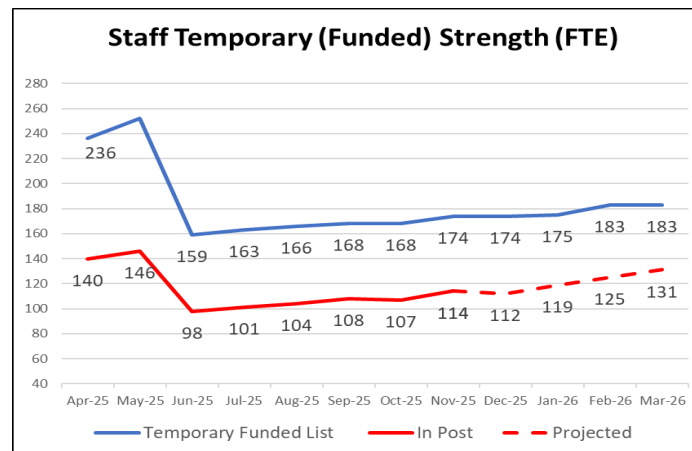
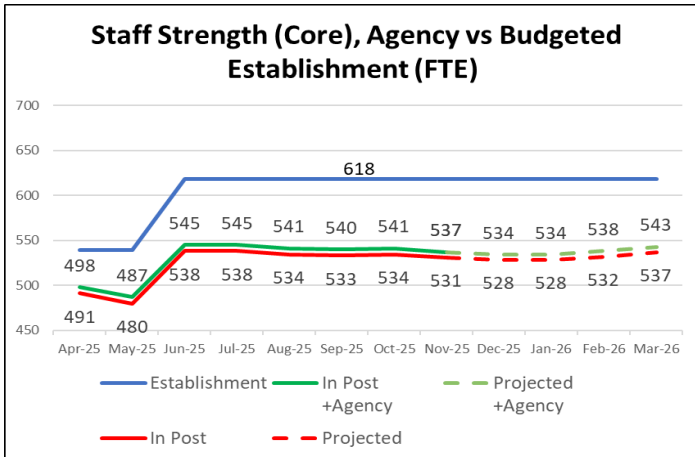


Workforce Summary Q3



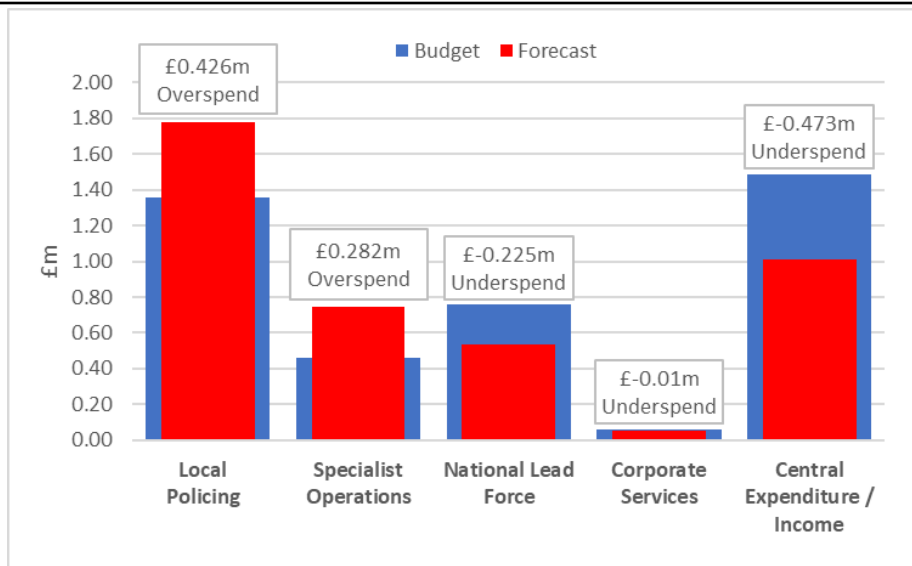
Police Officers - the Police officer workforce forecast assumes the Uplift Maintenance headcount target of 996 officers will be met in both September 2025 and March 2026 securing £2.6m of ringfenced Uplift funding.

In 25/26 CoLP also agreed a neighbourhood policing uplift of 14FTE officers to assist with the achievement of the Government's Neighbourhood Policing Commitment to increase officer numbers by 3,000 in 25/26. Up to £1.47m of Home Office grant funding has been made available to CoLP to achieve this uplift. As at 30th June 2025, 11 officers were in post with recruitment to full Neighbourhoods establishment expected by August 2025.



Staff – The staff workforce forecast assumes that both the core and temporary funded strength will be lower than budgeted due to slower than anticipated external recruitment. The change to the staff establishment temporary totals is due to a reclassification of FCCRAS roles to formalise the new structure.

Police Officer & Staff - Overtime Q3



The graph shows the largest projected over and underspends relating to officer and staff overtime..

The forecast is based on current demands extrapolated to the end of the financial year and the eventual outturn will be influenced by the incidence of unplanned events/demands during the remainder of 25/26.

Overtime will continue to be reported monthly to the Force's Strategic Finance Board and is expected to be contained within the £4.12m overall budget for 25/06



Local Policing £426k overspend – (Q2: £449k overspend) . Material overtime variances forecast at Q3 include Student Officer (£58k), Support Operations Group (£183k) and Firearms backfilling duties to maintain officer numbers (£170k), which are offset against underspend in Ops and Duty Planning (-£156k).

Specialist Operations £282k overspend (Q2: £238k overspend) - principally due to operation related work, reactive crime demands and the backfilling of duties due to vacancies. Majority of forecasted budget pressure exists in Volume Crime Unit and Sensitive Intelligence unit and Custody where rotational duties where overtime is claimed to close resilience gaps.

National Lead Force £225k underspend (Q2 £260k underspend) - largely due to additional scrutiny within Funded Units to reduce spend and aligning overtime costs to the correct units. Also, a quieter period within Fraud Ops due to the lifecycle of cases. Spend is expected to increase in the coming months with the near finalisation of several big cases.

Central Expenditure & Income £473k underspend (Q2: £428k underspend) - this relates to the release of an overtime provision created in 25/26 from the increase in the National and International City Grant. This sum has been released to mitigate the residual overtime cost pressure at Q2 not met from additional income/funding.



Risks and Opportunities Q3

There are several financial risks and opportunities outside of the Q3 monitoring period (1 April – 30 December) which may impact the Force's final revenue outturn. These include:

Risks:

- Reduction in government grant funding for national functions resulting from the reprioritisation of Home Office resources towards inflation, defence, immigration and delivery of neighbourhood policing commitments.
- Wider operational and demand pressures including data storage costs, national Police ICT service charges, Administration of Justice demands, events and protest activities which could lead to an increase in overtime and other costs.
- FCCRAS implementation and future run cost pressures.
- Other downstream revenue consequence of the project programme.
- Risk of failure to deliver / sustain mitigations.

Opportunities:

- Unplanned staff vacancies due to a lower-than-expected staff recruitment outcomes.
- Further improvements in overhead recovery from funded activities.
- Productivity improvements enabling demand pressures to be absorbed - along with potentially cashable savings.
- Identification of efficiencies, cost savings and reprioritisations from the 2025 business planning outcomes.



Mitigations Q3

The 2025/26 revenue estimate included £14.9m of cost pressures which required mitigation to deliver a balanced budget. Of this some £10.5m was met from increases in central (Core grant £6.6m) and local (Business Rates Premium (BRP) £2.5m) funding and £1.4m through budget reprioritisation leaving £4.4m of target mitigations as set out below:

Table 4 Mitigations Plan	Target £m	Forecast £m	Variance (Better)/ Worse £m	Sustained £m	R A G	Notes
Higher proportion of more junior PCs	0.2	0.4	(0.2)	0.0		(i)
Increased recharging of costs to funded activities and change	1.5	1.1	0.4	1.5		(ii)
Non-pay savings: professional fees, release of inflationary provision & other	0.7	0.9	(0.2)	0.7		(iii)
Adjustment for phasing of staff recruitment to full establishment	0.5	0.5	0.0	0.0		(iv)
Funding solution for revised FCCRAS delivery approach	1.5	1.5	0.0	0.0		(v)
Total	4.4	4.4	(0.0)	2.2		

Notes:

- I. **More Junior PCs** – The Office Uplift Programme resulted in a higher number of more junior PCs than in the Force's operational model. Whilst this provides a third year of savings in 25/26 with incremental progression and a higher proportion of attrition replaced by transferees this saving is expected to be eliminated in 26/27.
- II. **Increased Recharging to Funded Activities** – additional overhead cost recovery from Home Office and other funded activities.
- III. **Non-pay saving** – excluding FCCRAS - removed from 25/26 budgets.
- IV. **Trajectory of staff recruitment** – whilst the mitigation is forecast to be achieved in 25/26 by 26/27 it is expected that this cost savings will no longer be possible as staff recruitment reaches full capacity.
- V. **Funding solution for revised FCCRAS delivery approach** – expected to be delivered through £0.7m of programme savings and of wider unplanned revenue underspends. If necessary, further cover is available via the use of a specific £0.5m Action Fraud Reserve.

Business Area Summaries Q3 [1 of 3]

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

Table 3: Department Revenue Summaries	2025/26 Budget (YTD)	2025/26 Actual (YTD)	Variance to Date +Deficit / (Surplus)	2025/26 Latest Budget	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
Local Policing	26.2	26.9	0.7	34.9	36.5	1.6	(i)
Specialist Operations	23.5	25.8	2.3	31.3	30.6	(0.7)	(ii)
National Lead Force	9.2	50.5	41.3	12.2	12.7	0.5	(iii)
Corporate Services	25.2	28.7	3.5	33.5	34.1	0.6	(iv)
Central Income & Expenditure	(10.7)	(19.9)	(9.2)	10.5	8.6	(1.9)	(v)
Total	73.4	112.0	38.6	122.4	122.4	0.0	

Local Policing Q3 £1.7m overspend (Q2: £1.7m overspend). Police Pay forecast to overspend by £1.3m, driven by over-establishment, temporary Officer posts and difference in pay award of 1.2% from September 2025 (of which student officers - £2.5m) £1.2m offset through force wide vacancies. Some additional cost pressures from pay awards confirmed post budget setting £160k and temporary/acting promotions funded through held substantive posts (£350k representative full year impact). Overtime overspend is forecast to land at £450k, this is due to mainly the increased protects activities in the City. Hotspot funding of £950k is forecast to be cost neutral. Other Employee Related Expenses underspend forecast - significant underspend against TFG local training budget -£250k.



Business Area Summaries Q2 [2 of 3]

(ii) Specialist Operations (SO): £0.8m underspend (Q2: £0.8m underspend). As of Q3, Specialist Operations is forecasting an outturn position of £30.55m against a net budget of £31.33m (circa £0.78m underspend). Whilst there was significant levels of Officer/Staff vacancies in the previous quarter (x51), x19 posts have been onboarded in Q3. Pay forecast has been profiled to reflect this assumption with a caveat for attrition. Combined Officer/Staff & Overtime pay costs are forecasted to underspend by £1.6m which includes supernumerary post for Police NOW students and expected overspend in overtime to provide resilience for backfilling and operations. Pay assumptions also factor a pay award of an agreed 4.2% for Officers and Staff 3.2% including London Weighting. Overtime remains a significant risk within SO and the forecast will be developed through each quarter in parallel with governance reviews within SO SLT. New special segments will assist in analysing pressures at department level. £50k overspend is forecasted in S&S due to additional communication expenditure in SIU. However, significant risks need to be reviewed for proceeding financial years for anticipated non-pay expenditure in SIU & existing pressures in Forensic Services for data storage costs and outsourced forensic services, due to inflation & demand. Additional income within Government grants of £250k has been secured for PUP PECT, Civil Recovery & Custody Detainee offset against a £240k reduction in recovery for other funded roles due to vacancies.

(iii) National Lead Force (NLF): £0.5m overspend (Q2: £0.7m overspend). As at Q3 NLF is forecasting an overspend of £487k against a full year budget of £12.2m. This is mainly due to £0.8m of costs relating to the revised implementation of the FCCRAS/Report Fraud programme. This is an improved position from Q2 where an overspend of £1m was expected and compares favourably to a target (FCCRAS) saving requirement of £1.5m when the 25/26 budget was set. This improved position is largely due to staff savings and contractual efficiencies. Funded units are forecasting a net overspend of £334k which is largely due to a forecast overspend of £401k in ECCA. Of this, £231k relates to one off costs in setting up the Every Officer training project which was expected to be funded from prior year carry forwards, which did not materialise due to insufficient operating income being generated. Separately, this has been compounded by a reduced uptake of training courses by delegates in 25/26. This cost pressure has in part been offset by underspends on core pay and overtime of £369k within NLF Fraud and Co-ordination, due to two posts being held vacant, and general attrition throughout the year, along with an underutilisation of supplies & services and other revenue budgets of £131k. Part of this budget is for the cost of judicial reviews which can be unpredictable in terms of amount and timing of when costs are due, depending on court schedules. The Lead Force Operations Room budget is also forecast to underspend by £83k which is due to general attrition throughout the year.

Business Area Summaries Q2 [3 of 3]

(iv) Corporate Services (CSD): £0.6m overspend (Q2: £0.3m underspend). As at the end of Q3, CSD is forecast to overspend by £562k. Net Pay and agency staff costs are £0.3m favourable due to unplanned vacancies and attrition in the year. However, this has been off set by c£186k of additional premises costs, for unbudgeted and backdated Rates costs. So far £175k of cyclical works, to extend the life of the Bishopsgate and New Street premises ahead of a move to the New Police estate have been carried out in 25/26. These costs will be met from a reserve created in 24/25 and will have no impact on the current year revenue budget. There has been an additional pressure for replacement costs for body worn vests of c£100k, lower sponsorship income being received for both the National Black Police Officer Awards and Internal Force Awards of c£80k, increased Information Management Services (IMS) charges of c£205k mainly due to an increase in Police Digital Services of £77k and 3 years of Digital Interview Recording System costs (DIRS) have not been paid or accrued for which amount to £128k. Programme Delivery costs are expected be £77k higher partly due to unbudgeted training costs of £30k. Complaints & Conduct net £129k cost pressure, due to additional vetting staff moved into the dept to support the backlog.

(v) Central Expenditure & Income (CE&I): £2.0m underspend (Q2: £2.0m underspend). At Q3 25/26, the Central E&I budget is forecasting an outturn position of £8.6m against a net budget of £10.5m (£1.9m underspend). This is largely due to the release of several provisions, including a pay award contingency for officer and staff pay (£0.8m) and release of £0.5m from an overtime provision created from the increase in the National and International Capital City grant in 25/26. The Q3 forecast also includes £985k of unbudgeted Government grant income, of which £870k relates to the 2025 Officer Pay award. The release of these provisions is offset by a £750k shortfall in overhead recovery due to vacancies in funded activities. Of the £750k shortfall, £320k is partially mitigated through use of an overhead adjustment provision created from growth in overhead recovery.



Police Authority Team Revenue Budget Q3

Table 4 sets out the **Police Authority Team budget** and forecast outturn for Q3 25/26. The total Police Authority Team budget is a net expenditure position of £1.0m as shown below. The outturn for 25/26 is expected to be £936.2k, which is an underspend of £63.8k compared to budget. This variance is mainly due to the receipt of temporary unbudgeted Home Office grant funding for administering the Serious Violence Duty in 25/26 of £96k. Year to date (YTD) Government Grants includes receipt of Hotspot funding which will be transferred to CoLP in Q4.

Table 4: Police Authority Team Budget	Budget YTD £'000	Actual / Committed YTD £'000	Variance to Date (Better) / + Worse £'000	25/26 Full Year Budget £'000	Projected Outturn +Deficit / (Surplus) £'000	Projected Variance +Deficit / (Surplus) £'000
Staff	550.5	521.1	(29.4)	734.0	724.2	(9.8)
Indirect employee costs	11.3	0.6	(10.7)	15.0	15.0	0.0
Total Pay	561.8	521.7	(40.1)	749.0	739.2	(9.8)
Transport	1.5	1.0	(0.5)	2.0	2.0	0.0
Supplies and Services	132.7	262.8	130.1	177.0	219.0	42.0
Third Party Payments	0.0	73.2	73.2	0.0	0.0	0.0
CoLC Recharges	54.0	54.0	0.0	72.0	72.0	0.0
Non-Pay	188.2	391.0	202.8	251.0	293.0	42.0
Total Expenditure	750.0	912.7	162.7	1,000.0	1,032.2	32.2
Government Grants	0.0	(219.2)	(219.2)	0.0	(96.0)	(96.0)
Total Income	0.0	(219.2)	(219.2)	0.0	(96.0)	(96.0)
Net Expenditure	750.0	693.5	(56.5)	1,000.0	936.2	(63.8)



Hotspot Funding [Slide 1 of 3]

Hotspot Progress Update

In 25/26 the City has been allocated a £1.0m Home Office grant funding for visible hotspot policing initiatives tackling serious violence and ASB (the 'GRIP' programme). This is a continuation of the 24/25 Hotspot programme. The outturn forecast is currently expected to be £0.99m against a £1m budget. In the period April to December 25, CoLP has delivered 8,485 hours of visible patrol across 7 zones and is on track to deliver a minimum of 9,000 hours under the programme, with Problem Solving Training and additional CCTV equipment in delivery. Table 5 sets out the current Hotspot Initiatives, further details including a breakdown of patrol activity outcomes are contained on slides 19-20.

Table 5 Q3 2025/26 Hot Spot Funding Initiatives	Budget YTD	Actual YTD	Variance to Date (Under) / + Over	25/26 Full Year Budget	Projected Outturn	Projected Variance (Under) / + Over	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	
Analytical Staff - ASB and Hotspot Response	48.8	44.2	(4.6)	65.0	62.6	(2.4)	(i)
Problem Solving Training	78.8	81.7	3.0	105.0	102.0	(3.0)	(ii)
Data Visualisation	38.3	51.4	13.2	51.0	51.4	0.4	(iii)
Op Zennor	300.8	281.0	(19.8)	401.0	398.9	(2.1)	(iv)
Q1 Operation Vigilant	19.5	26.3	6.8	26.0	26.3	0.3	(v)
Q1 Taxi and Compliance Checks	3.0	4.7	1.7	4.0	4.3	0.3	(vi)
CCTV monitoring staff	39.8	41.8	2.1	53.0	52.8	(0.2)	(vii)
Q1 PACT foot patrols	0.0	0.4	0.4	0.0	0.2	0.2	(viii)
Q1 Cycle Team increased deployment	3.0	4.0	1.0	4.0	4.0	0.0	(ix)
Q1 Dedicated Ward Officer Patrols	11.3	15.3	4.1	15.0	15.3	0.3	(x)
Q2-Q4 Hotspot Rough Sleeping	53.3	40.5	(12.8)	71.0	71.4	0.4	(xi)
Q2-Q4 Hotspot Personal Robbery	21.0	18.7	(2.3)	28.0	32.5	4.5	(xii)
Q2-Q4 Hotspot Retail Related Crime	19.5	9.2	(10.3)	26.0	26.0	0.0	(xiii)
Q2-Q4 Hotspot Violence in the Night Time Economy	113.3	108.9	(4.3)	151.0	140.8	(10.2)	(xiv)
Total	750.0	728.1	(21.9)	1,000.0	988.5	(11.5)	

Hotspot Funding [Slide 2 of 3]

Patrol Activity Summary:

Hours	Visible	% Visible	Stop Search	Arrests	ASB Powers	Intel	Vulnerability	Engagements
10,959	8,485	77%	82	99	154	510	722	5898

Notes to Patrol Activity Summary: the hours are a combination of both Hot Spot funding and business as usual work, including both Police and some partner activities. The % visible takes account of when officers are abstracted from visible patrols.

Notes to Table 5:

- i. **Analytical Staff** - this is to provide analytical staff to gather more and improved data on serious violence and ASB in the City alongside tracking the impact of the other Hotspot initiatives.
- ii. **Problem Solving Training** –to embed problem-orientated and Hotspots policing to maximise outcomes.
- iii. **Data Visualisation and Geospatial Mapping** to enhance operational decision making.
- iv. **Op Zennor** – this includes delivery of a multi-borough initiative tackling crime on and around inner London bridges, other management, co-ordination and administrative expenditure.
- v. **Operation Vigilant** – training officers to prevent sexual violence in the night-time economy (NTE) and significantly increasing police patrols in NTE hotspots.
- vi. **Taxi and Compliance checks** – funding periodic deployment of officers to tackle taxi touts and check taxis and private hire vehicles in the City.
- vii. **CCTV monitoring staff** – significantly increasing the number of staff monitoring CCTV feeds during peak hours, improving the real-time detection and prevention of crime.
- viii. **PACT Foot Patrols** – Q1 funding to enable more foot patrols to prevent business and personal robberies and thefts.



Hotspot Funding [Slide 3 of 3]

Notes to Table 5 continued:

- xi. **Cycle Team** – funding for the increased deployment of the Cycle Team to tackle robbery, theft, and ASB.
- xii. **Dedicated Ward Officers (DWO)** funding to increase patrols in the City's residential estates.
- xiii. **Rough Sleeping** – Funding to provide patrols and problem solving to reduce the impact of the high impact rough sleeping sites within the city, working together with Corporation, Outreach, Businesses, schools and local residents to reduce crime and ASB relating to Rough sleeping, whilst continuing the joint welfare/safeguarding approach to those sleeping on the streets.
- xiv. **Personal Robbery** – Increased patrols at hot spot areas to reduce robbery of personal property, (mainly phone snatch) engaging local businesses, commuters security to raise awareness and provide a presence to deter/disrupt offenders in the locality.
- xv. **Retail Related Crime** – Funding for increased patrols at hot spot locations, alongside dedicated problem solving with businesses to prevent and reduce crime longer term.
- xvi. **Violence in the Night Time Economy** – increased patrols and partnership work to provide visible police presence in the hot spot area's, combining licensing enforcement and education alongside problem solving to make environmental changes to prevent and reduce crime, ASB and harm.



Project Programme Monitoring (at Q3 to 31st December 2025)

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.
- Slides 22 to 26 set out the Whole Life Capital costs by project, which shows an indicative c£8.2m total increase on whole life budgets for current projects up to and including 2025/26 allocations (with future years' estimates subject to governance and affordability assessments), this is mainly due to estimated increased costs of the FCCRAS project (£9.6m) based on the development of a new programme plan, offset by other project expenditure reprofiled for delivery into 2026/27 and beyond.
- Slides 29 to 31 set out the in-year 25/26 forecasts for projects.
- Slide 32 captures several capital projects which are City of London Corporation led and outside of the Force's capital programme but have direct benefits to CoLP. These include the Future Police Estate, Secure City and the new Enterprise Resource Planning system.



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

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 £40.975m, which compares to a forecast outturn cost of £50.582m, representing an overspend of £9.607m (24%). This is largely due to estimated increased costs of the FCCRAS project (£9.6m) based on the development of a new programme plan offset with slippage from other projects.

Table 6 - Summary of CoLP projects	Whole Life Budget £'000	Prior Year Actuals 21/22 - 24/25 £'000	Forecast Spend 25/26 £'000	Forecast Outturn 21/22 - 25/26 £'000	Variance (Better) / Worse £'000	Estimate 26/27 £'000	Estimate 27/28 £'000	Total Forecast 21/22 - 27/28 £'000	Notes (slides 25-27)
Projects proposed for 2026/27									
Emergency Service Network (ESN)	16	-	6	6	(10)	50	700	756	(t)
Door Access Control	-	-	-	-	0	20	-	20	
Sub-total future projects	16	-	6	6	- 10	70	700	776	
Current projects									
FCCRAS	31,038	27,918	12,720	40,638	9,600	-	-	40,638	(a)
Contract Assessment (CCM)	100	-	174	174	74	100	100	374	(x)
Data Analytics (includes DIP and Power BI)	928	404	434	838	(90)	84	-	922	(g)
Forensic Case & Quality Management System	500	366	12	378	(122)	466	-	844	(m)
Out of Court Resolution	163	20	8	28	(135)	120	-	148	(k)
E-Discovery	951	35	11	46	(905)	905	-	951	(i)
Digital Evidence / Asset Management	60	9	35	44	(16)	445	12	501	(l)
Electronic Display Screen Equipment Management System	-	23	15	38	38	30	-	68	(r)
Command and Control	707	103	105	208	(499)	518	-	726	(f)
Multi-Agency Public Protection System (MAPPS)	148	11	5	16	(132)	127	-	143	(j)
Local Policing Review	-	-	80	80	80	150	-	230	(o)
Joint ERP - HR & Finance and Expenses	72	-	303	303	231	173	-	476	(p)
NLEDs - includes Role Based Access	77	-	73	73	(4)	58	-	131	(s)
Body Worn Video	309	239	2	241	(68)	-	-	241	
Sub-total current projects (continued next slide)	35,053	29,128	13,977	43,105	8,052	3,176	112	46,393	



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

Table 6 - Summary of all CoLP projects	Whole Life Budget £'000	Prior Year Actuals 21/22 - 24/25 £'000	Forecast Spend 25/26 £'000	Forecast Outturn 21/22 - 25/26 £'000	Variance (Better) / Worse £'000	Estimate 26/27 £'000	Estimate 27/28 £'000	Total Forecast 21/22 - 27/28 £'000	Notes (slides 25-27)
Sub-total Projects (continued from previous slide)	35,053	29,128	13,977	43,105	8,052	3,176	112	46,393	
ICAV	248	212	18	230	(18)	-	-	230	
Auto Redaction	-	71	8	79	79	-	-	79	(q)
IRIS (formally Forensic Image Management System)	59	40	25	65	6	-	-	65	
Dynamic Decision and Case Management System	-	-	11	11	11	-	-	11	
Travel System - Agito	-	25	-	25	25	-	-	25	
Sub-total current projects	35,360	29,476	14,039	43,515	8,155	3,176	112	46,803	
Cyclical replacement									
Cyclical Replacement - Fleet	1,453	1,092	459	1,551	98	550	350	2,451	(b)
Cyclical Replacement - Horsebox	400	306	2	308	(92)	-	-	308	(c)
Cyclical Replacement - IT Refresh	1,600	1,620	393	2,013	413	-	-	2,013	(d)
Cyclical Replacement - Firearms	400	126	222	348	(52)	-	-	348	(e)
Cyclical Replacement - Other	1,225	1,225	-	1,225	0	-	50	1,275	
Sub-total cyclical replacement	5,078	4,369	1,076	5,445	367	550	400	6,395	
Closed projects									
Covert Camera System	106	70	-	70	(36)	-	-	70	
Covert Surveillance Equipment	247	160	-	160	(87)	-	-	160	
TFG Armoury	161	161	-	161	0	-	-	161	
Action Fraud	2,041	2,041	-	2,041	0	-	-	2,041	
Other Prior Year Projects	308	135	-	135	(173)	-	-	135	
Sub-total closed projects	2,863	2,567	-	2,567	- 296	-	-	2,567	
Funding uncommitted	838	-	-	0	(838)	-	1,588	1,588	(u)
Standing Item - FPEP Tech Repayment	1,100	-	1,100	1,100	0	1,100	1,100	3,300	(v)
Standing Item - Continuous improvement & Feasibility	2,748	2,094	654	2,748	0	500	1,100	4,348	(w)
TOTAL COST	48,003	38,506	16,875	55,381	7,378	5,396	5,000	65,777	



CoLP Project Programme [notes, slide 1 of 3]

Notes to tables 6 and 9:

- a) **FCCRAS:** Based on the development of a new programme plan, the total project cost is estimated to increase by £9.6m to £40.6m. This estimate has been confirmed at the latest FCCRAS board. The £9.6m cost increase, will be funded jointly by the Home Office and CoLP on a two-thirds, one-third basis. Programme costs have increased by a further £3.6m from Q1 with CoLP 1/3 share (£1.2m) being met from forecast net underspends against the 25/26 capital programme. These underspends are mainly due to delays in national projects with the rephasing of spend into future years being managed through a combination of reprioritisation from within the annual £5m direct revenue financing provision and use of the Projects Reserve.
- b) **Fleet replacement:** A business case for eight critical vehicle replacements, at a cost of £459k, was agreed in November 2025, orders will be placed in 25/26 with delivery expected to continue into 26/27.
- c) **Horsebox:** In 24/25 there was a delay in purchasing the horsebox due to limited supplier selection nationally, however the horse box is now delivered under budget.
- d) **IT device (laptops) refresh:** Approval has been given and the rollout commenced to replace laptops over two years at a cost of £1.703m (£1.2m in 24/25 and £0.5m in 25/26), partly offset by anticipated income of £0.072m from the return of existing devices, resulting in a net total cost of £1.631m. In 24/25 £1.302 was spent and the net forecast for the current financial year is £393k.
- e) **Firearms:** In 24/25 there was a partial delivery of the carbines, the balance of £222k will be completed in 25/26.
- f) **Command and Control:** Compared to a total programme budget of £707k, latest forecast spend is £105k. This is due to a programme reset by the MPS. The whole life project costs are still to be confirmed and remain indicative until additional work has been completed on potential options selection.



CoLP Project Programme [notes, slide 2 of 3]

Notes to tables 6 and 9:

- g) **Data Analytics (formerly Power BI):** Phase 1 was completed in 22/23 at a cost of £98k. The Programme will have re-commenced in November 2025 in conjunction with the new Data Improvement Project.
- h) **Data Improvement Programme:** This is a project to implement a force wide data platform infrastructure to enable the production of standardised dashboards with dynamic real time reporting, to improve data and business analysis to inform demand modelling, strategic and operational decision-making. This project is now combined with the Data Analytics Platform.
- i) **E-discovery:** This project is currently on pause and is most likely to restart in 26/27.
- j) **Multi Agency Public Protection System:** a delayed national project which is currently on hold.
- k) **Out of Court Resolutions:** National Strategy, delivery pending development of full business case.
- l) **Digital Evidence Management System:** previously called Digital Asset Management. Due to resourcing pressures and reprioritisation, anticipated to start at the earliest January 2026, and will continue into 26/27.
- m) **Forensic Case and Quality Management System:** Paper being prepared with a variety of options. The value of the total project may change substantially depending on the agreed outcome. The project is delayed and now expected to deliver in 2026/27.
- n) **Role Based Access:** a delayed national project which has been subsumed under NLEDS (note s)).
- o) **Local Policing Review:** Efficiency review across Local Policing. Current forecast is £80k during 2025/26 with extended resource costs into 206/27 during delivery phase.
- p) **ERP – HR / Finance and expenses:** Introduction of the new SAP system across CoLP – estimated delivery Q1 26/27. Latest whole life forecast increased to £476k across both workstreams to include an upgrade to the existing HR Origin to maintain system availability and support ahead of ERP options appraisal for a future HR system.

CoLP Project Programme [notes, slide 3 of 3]

Notes to table 6 and 9:

- q) Auto Redaction:** a pilot project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand. Project whole life cost **£79k**. Currently at contract stage for permanent roll-out, permanent revenue costs jointly funded across all CoLP Directorates.
- r) Electronic Display Screen Equipment Management System:** approved for delivery, expected to continue into 2026/27
- s) NLEDS** - Delivery of national system – likely to continue into 26/27.
- t) Emergency Services Network (ESN):** This project is linked to the roll out of a new (national) emergency services network to replace the existing “Airwaves” system and relates to the implementation costs which will be met by CoLP. Whilst forecast spend for 25/26 is de-minimis (£6k), it is expected that the full implementation and on-going run costs will be significant. A cost model, developed by the NPCC, is being worked through to assess the likely financial impact on CoLP and an update provided at Q4.
- s) Funds Remaining for future projects:** As at the end of Q3 all funds have been allocated across multiple projects.
- t) FPEP Tech Replacement:** A transfer of £1,100k will be made at year end to reserves.
- w) Continuous Improvement 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. As projects have been identified funds set aside for unidentified funds have reduced and the allocated for feasibility work The forecast spend this year is currently £654k.
- x) Contract Assessment:** full business case in development, expected submission date in January 2026.

Project Monitoring 2025/26 (Q3 to 31 December 2025)

Headlines [1 of 2]

The total **CoLP Capital (Project) Programme** opening budget for 25/26 amounts to £13.565m as shown in table 7 below. The forecast outturn for the year totals £16.875m which represents a net **overspend of £3.310m** (Q2 £3.179m). This overspend is mainly due to the increased costs of FCCRAS programme (£5.220m - rephasing £1.62m and an in-year cost increase of £3.6m) and has been partially offset by underspends due to national projects being rephased into future years (£0.259m) and reallocation of £1.1m of programme (DRF) funding to help mitigate CoLP's 1/3 share of the £3.6m increase under a 1/3, 2/3 arrangement with the Home Office.

The **net increase** in programme costs since Q2 of **£131k** (£16.875m - £16.744m) is largely due to higher than originally estimated Data Improvement costs (£384k) and upgrade to the HR Origin system (£292k) pending options analysis of the new Enterprise Resource Planning (ERP) system being delivered by the City Corporation. This has been offset by underspends due to rephasing of project expenditure into the 2026/27 financial year. This additional expenditure will be funded from within CoLP's existing revenue budget with further explanation of the projects and variations to budget is provided in the notes on slides 25 to 27.

Table 7 - CoLP Project (Capital) Programme 2025/26	2025/26 Opening Budget £'000	2025/26 Forecast Outturn £'000	2025/26 Budget vs Forecast £'000
Total CoLP Programme 2025/26	13,565	16,875	3,310

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



Project Monitoring 2025/26 (Q3 to 31 December 2025)

Headlines [2 of 2]

Table 8 – Funding of the CoLP Project (Capital) Programme 2025/26	Forecast £'000	City Loan (FCCRAS) £'000	Reserve Transfer £'000	Home Office £'000	CoLP Direct Revenue £'000	POCA £'000
Total Funding Breakdown	16,875	6,620	131	4,900	5,000	224

CoLP's MTFP now provides £5m pa for direct revenue financing (DRF) of the capital/project programme plus £1m pa for loan repayment. While the expectation is that CoLP's project programme 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. Accrued borrowing as at 1 April 2025 was £0.922m and is forecast to increase of up to circa £6.6m - and potentially to circa £17.5m by 27/28 subject to final delivery and funding strategy for the new firing range.

The 2025/26 capital programme (summarised in table 7 on slide 28), is broken down across individual projects in table 9 on slides 30 and 31.

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



CoLP Project Programme 2025/26 [Slide 1 of 2]

The CoLP Capital Programme budget for 25/26 amounts to £13.565m as shown in table 9 below. The forecast outturn for the year is £16.875m and represents an overspend of £3.310m (Q2 £3.179m) This is mainly due to additional FCCRAS implementation costs of £5.220m, (which is funded jointly by the Home Office and CoLP on a two-thirds, one-third basis) net of £0.259m of spend against national projects rephased into future years and reallocation of £1.1m of programme (DRF) funding, largely set aside for feasibility and supplementary revenue projects to mitigate CoLPs 1/3 share of the £3.6m increase.

Table 9 below shows variances across non-FCCRAS projects which are cumulatively forecast to exceed the approved capital programme funding for 25/26 by £131k, but within the current reserve balance availability to mitigate if still required at outturn. Further explanation of the projects and variations to budget is provided in the notes on slides 26 to 28.

Table 9 - CoLP Project (Capital) Programme 2025/26 Summary	2025/26 Opening Budget £'000	2025/26 Q3 Actuals £'000	2025/26 Forecast Spend £'000	2025/26 Variance (under)/ over £'000	Notes (slides 25-27)
FCCRAS	7,500	8,631	12,720	5,220	(a)
Cyclical Replacement - Fleet	459	154	459	0	(b)
Cyclical Replacement - Horsebox	0	2	2	2	(c)
Cyclical Replacement - IT refresh	431	393	393	(38)	(d)
Cyclical Replacement - Firearms	0	0	222	222	(e)
Cyclical Replacement - Other	0	0	0	0	
Command and Control	623	86	105	(518)	(f)
Data Analytics (includes DIP and Power BI)	50	383	434	384	(g) & (h)
ICAV	50	18	18	(32)	
E-Discovery	916	11	11	(905)	(i)
Body Worn Video	0	2	2	2	
Multi Agency Public Protection System	133	4	5	(128)	(j)
Out of Court Resolutions (OoCR)	0	6	8	8	(k)
Sub-total (continued next slide)	10,162	9,691	14,379	4,217	



CoLP Project Programme 2025/26 [Slide 2 of 2]

Table 9 - CoLP Project (Capital) Programme 2025/26 Summary	2025/26 Opening Budget £'000	2025/26 Q3 Actuals £'000	2025/26 Forecast Spend £'000	2025/26 Variance (under)/ over £'000	Notes (slides 25-27)
Sub-total (continued from previous slide)	10,162	9,691	14,379	4,217	
Digital Evidence / Asset Management	56	23	35	(21)	(l)
Forensic Case & Quality Management System	478	9	12	(466)	(m)
IRIS (formally Forensic Image Management System)	3	20	25	22	
Local Policing Review	0	68	80	80	(o)
ERP - HR System	11	106	220	209	(p)
ERP - Finance and Expenses	0	16	83	83	(p)
Auto Redaction	0	6	8	8	(q)
Dynamic Decision and Case Management System	0	11	11	11	
Electronic Display Screen Equipment Management System	0	12	15	15	(r)
NLEDS (includes Role Based Access)	75	42	73	(2)	(s) & (n)
Vetting RPA	0	1	0	0	
Emergency Service Network (ESN)	0	6	6	6	(t)
Supplementary Revenue Projects	280	0	0	(280)	
Other Projects	52	0	0	(52)	
Funds remaining for other projects	838	0	0	(838)	(u)
FPEP Tech Repayment	1,000	1,100	1,100	100	(v)
Continuous improvement & Feasibility	510	433	654	144	(w)
Contract assessment	100	101	174	74	(x)
TOTAL COST OF PROJECTS	13,565	11,645	16,875	3,310	

Corporation-led Projects benefiting CoLP

In addition to the CoLP-specific projects shown on the slides 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 Development** - £632m (of which the Police building is c.£247m).
- **Future Police Estate** - £118m for ancillary elements of the estate (primarily operational assets plus IT, fit out and other costs).
- **Secure City programme** - £18m.
- **Enterprise Resource Planning (ERP) System implementation.**
- **Future Network Strategy.**



Committee(s): Resources & Estates Committee (for decision via delegated authority) Police Authority Board	Dated: 10 February 2025 25 February 2025
Subject: Revenue Budget and Project Fund for 2026/27	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Policing Plan 2025-28 outcomes • provides statutory duties • provides business enabling functions 	Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police	
Report author: Mark Paddon, Deputy Chief Finance Officer Alistair Cook, Chief Finance Officer	

Summary

1. The purpose of this report is to provide Members of the Resources and Estates Committee and Police Authority Board with the proposed police fund revenue and capital budgets for 2026/27. This paper including details of the Provisional Police Settlement, local funding allocation from the Business Rates Premium (BRP), the impact of the Settlement on the Force's Medium Term Financial plan (MTFP) and ability to set a balanced budget (as required under Section 32 of the Local Government Act 1992), considering the 2025/26 business planning process and 2025/28 Policing Plan outcome. Information is also provided on required savings/mitigations plans, income & funding and the projected position on the Force's general and earmarked reserves.
2. On 18th December 2025 the 2026/27 Provisional Police Grant Settlement was announced along with a further update on 16th January 2026 which clarified the scope of the Neighbourhood Guarantee and the extent of NPG grant ringfencing for 2026/27 and elimination of the Uplift Maintenance Target, which should give forces more flexibility moving forwards. Unusually the information received at this stage only comprises a single aggregate figure for the City's Police core grant funding of £96.7m including a ringfenced Neighbourhood Policing Uplift amount of £2.695m. Historically, the Home

Office have provided a full breakdown of the individual grant elements when issuing the provisional settlement as this eases budget planning by removing uncertainties. Given the current lack of information, for example, there is a potential risk of further ringfencing and associated delivery costs until the final settlement is confirmed. There are also uncertainties around the scale of non-core grant funding for the City of London Police's (CoLP) National work on Fraud, Economic and Cyber Crime, which are subject to separate confirmations by the Home Office - officers continue to make the case for multi-year settlements to minimise delivery challenges caused by late notifications and annualised funding agreements. Further details and confirmation of the final core Settlement is not expected until the end of January 2026, along with the Government's White Paper on Police Reform. A verbal update will be provided of any changes impacting the proposed 2026/27 budget.

3. Although CoLP's financial position has been significantly strengthened over the last few years by a combination of savings and mitigation plans (cumulatively £20m), significant improvements in full cost recovery for its funded work, increases in the National & International Capital City (NICC) and Precept Grants plus incrementing of Business Rate Premium (BRP) funding up to the national average % for local funding across forces. CoLP continues to experience a range of major new pressures including higher inflation, pay awards and increasing operational demands all of which present a risk to Police Finances – these are estimated to be £10.5m in 2026/27 rising to £24.8m in 29/30. Beyond 2026/27 with central funding allocations being limited by Spending Review outcomes and CoLP's local funding (BRP) having reached the national average % of local precept funding, balancing the MTFP will require a strong drive on productivity and the realisation of cashable efficiencies from 2027/28 along with sustaining significant past mitigations. An extract of cost, pressures, savings and funding changes as set out in the November 2025 MTFP update to this Committee is included in the non-public Appendix 4 to this report.
4. Having implemented a full cost recovery model and sought opportunities for appropriate increases since 2019, the budget now assumes £11.0m pa of overhead cost recovery from non-core activities - £3.5m of which contributed to the risk share for Action Fraud extension costs (along with a £1.5m increase in budgetary provision and cost management) through 2024/25 and 2025/26. From 2026/27, £4m of this has been released to mitigate wider pay and non-pay cost pressures. Whilst the significant improvements in full cost recovery have helped sustain vital police services, there is an increased MTFP-reliance risk on sustaining non-core funding which will require careful management.
5. The November 2025 MTFP, which was presented to Members, ahead of the provisional Settlement, assumed that Home Office funding would increase by £2.9m from £91.2m to £94.1m. Following the Settlement and subsequent communication in January 2026, Home Office core grant funding is now expected to be £96.7m. Whilst this is an increase of £5.5m compared to 2025/26, £2.7m of this funding is ringfenced for the delivery of CoLP's share of the Neighbourhood Policing Uplift which will be fully matched by additional expenditure aligned to enhancing the provision of 'Neighbourhood Policing' (2025/26: £1.47m). Therefore, the budget increase available as new funding to meet

2026/27 cost pressures is £2.8m, which is £0.1m lower than forecast in the MTFP. Whilst it will be possible to contain this shortfall within the 2026/27 budget, the MTFP expectations of government grant growth were prepared conservatively, reflecting the potential for a more favourable outcome noting the expectation that the multi-year Comprehensive Spending Review (CSR), which provided nationally some £2bn or 11% of funding for forces over a three-year period from 26/27 to 2028/29, would be front-loaded and any funding growth could be reserved for lower funding growth in years two and three. Based on the current settlement this will now not be the case, which may increase the risk to balancing budgets in 27/28 and 28/29.

6. Table 1 provides a summary of the gross revenue budget for 2026/27 including £34.3m of Business Rates Premium and other local funding (Cyber Griffin, Contact Centre) and £2.5m of savings/mitigations required to deliver a balanced budget.

Table 1 – Revenue Budget Summary

Summary Revenue Budget 25/26 and 26/27	25/26 Latest Budget £m	26/27 Proposed Budget £m	Change + / (-) Budget £m
Pay	164.9	175.2	10.3
Non-Pay*	75.8	73.1	(2.7)
Gross Expenditure	240.7	248.3	8.6
Less: Specific Grants, Income, Use of Reserves	(117.3)	(120.0)	(2.7)
Net Expenditure	123.4	128.3	5.9
Funded by:			
Core Funding (Home Office & BRP)	123.4	128.3	4.9
Less: Capital financing charges (loan repayment)	(1.0)	(2.3)	(1.3)
Net Resource Base for 2026/27	122.4	126.0	3.6
(Surplus)/Deficit	-	-	-

*This is being presented in line with the Chief Officer resource base as shown in the City Fund budget book which treats loan repayment charges as negative funding.

** Following sector guidance, the Neighbourhood Policing Guarantee Grant is treated as a specific grant rather than “core” funding due to stipulations determining receipt and it is assumed that a similar condition will apply in 2026/27. If this grant was re-categorised as Core Funding, the “Core Funding (Home Office & BRP)” line would increase to £124.9m in 2025/26, £131m in 2026/27 with a corresponding reduction in specific grant & income.

7. Overall, the 2026/27 budget provides £248.3m of resources for CoLP’s territorial and National Lead Functions. This includes funding for a core establishment of 980 full time equivalent (FTE) Police Officers (plus 30 Regional Organised Crime Unit posts), 620.5 (FTE) Police Staff and 218.3FTE temporary funded roles, equating to £175.2m of budgeted pay costs along with £73.1m of non-pay expenditure. Further details are set out in paragraphs **12** to **36** of this report.
8. A summary of the mitigations/savings included in the 2026/27 revenue budget is provided below. A “natural” vacancy factor has been maintained in the budget to recognise savings due to the time lag between leavers and joiners and is based on an average of 15 FTEs per annum (2.5%). These savings/mitigations will be tracked during 2026/27 and progress on achievement reported to Members of this Committee.

9. In 2026/27 budgetary mitigations also include a £4m cash releasing saving from ending Action Fraud exceptional extension costs and increase recovery in overhead costs from funded activities of £1.6m. This has helped CoLP to mitigate other budgetary pressures (by getting existing Corporate Services costs on a more appropriately funded basis) coupled with an element of growth to reflect higher demands on Corporate Services.

Table 2 – 2025/26 Budget Mitigations (Updated for Provisional Settlement)

2026/27 Budget Savings/Mitigations	2026/27 £000
Funding solution: Report Fraud new delivery approach (para 17)	587
Natural Vacancy Factor (Civilian Staff) (para 19)	982
Increased recovery of overhead from 'Funded work' (para 3)	1,588
Action Fraud – exceptional cost release (para 17)	4,000
Total	7,157

Project Fund 2026/27

10. A summary of forecast project expenditure and funding for 2026/27 is shown in table 3 below. This shows a proposed project programme for 2026/27 of £5.4m, comprising, £3.176 on projects which commenced in prior years and £0.07m for new prioritised projects commencing in 2026/27. All new projects will be subject to business case approvals, supported by assessments on deliverability and affordability. The 2026/27 capital programme also provides £0.55m for cyclical replacement, £1.100m for Future Police Estates Programme (FPEP) technological replacement, and £0.5m for improvement and feasibility work. The proposed capital programme is broken down and further explained in paragraphs 43 to 66 of this report.

Table 3 – CoLP Project Fund

CoLP Project (Capital) Programme	21/22 Actual £000	22/23 Actual £000	23/24 Actual £000	24/25 Actual £000	25/26 Forecast £000	26/27 Estimate £000	27/28 Estimate £000	Total All Years £000
Projects:								
FCCRAS	3,970	5,392	12,396	6,160	12,720	0	0	40,638
Other ongoing projects	0	454	400	704	1,319	3,176	112	6,165
Proposed new projects	0	0	0	0	6	70	700	776
Projects closed in prior years	2,060	146	262	99	0	0	0	2,567
Uncommitted funds	0	0	0	0	0	0	1,588	1,588
Standing Items:								
Cyclical replacement	1,000	545	872	1,952	1,076	550	400	6,395
FPEP tech repayment	0	0	0	0	1,100	1,100	1,100	3,300
Continuous Improvement & Feasibility	900	594	46	554	654	500	1,100	4,348
TOTAL EXPENDITURE	7,930	7,131	13,976	9,469	16,875	5,396	5,000	65,777

Funding:								
City Fund loan (FCCRAS)	0	0	0	0	6,620	0	0	6,620
City Fund loan (other)*	2,941	1,401	-137	0	0	0	0	4,205
Home Office (FCCRAS)	3,970	3,000	11,200	2,804	4,900	0	0	25,874
City Fund	0	110	174	0	0	0	0	284
City ULEZ loan **	1,000	0	0	0	0	0	0	1,000
POCA	19	38	7	881	224	0	0	1,169
Transfer from Reserve	0	0	0	0	131	396	0	527
Direct Revenue Financing	0	2,582	2,732	5,784	5,000	5,000	5,000	26,098
TOTAL FUNDING	7,930	7,131	13,976	9,469	16,875	5,396	5,000	65,777

* The balance outstanding on the City Fund loan other is £0.922m

**The ULEZ loan has been re-paid in full.

11. The table also shows a forecast outturn for 2025/26 of £16.875m which is explained in a third quarter (Q3) budget monitoring report on this agenda.

Reserves/Borrowing

12. Total reserves as at 31 March 2025 were £12.8m and are predicted to be £13.8m at 31 March 2026. This includes a General Reserve balance of £6.6m and 6.2m of earmarked reserves which are held to manage CoLP's strategic and medium-term financial risks. CoLP's General Reserve balance is maintained at 5% of Net Revenue Expenditure in line with Home Office expectations.

13. Accrued borrowing as at 1 April 2025 was £0.9m and is expected to increase to c£7.5m by the end of 2025/26, following a planned £6.6m drawdown from an internal loan facility with the City Corporation. While the expectation is that CoLP's project programme 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.

Recommendations

REC are asked to approve, under delegated authority from the Police Authority Board:

- the 2026/27 City of London Police (CoLP) and Police Authority Board Revenue Budget; and
- the 2026/27 CoLP Project funding allocation.

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 2026/27 budget is focused on the Policing Plan, building on the 2025/26 business planning process and to ensure that funding is allocated on a prioritised basis. A summary of the 2025/26 Business Planning outcomes is included at
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 26/27 budget income of £11.0m is forecast through the recharging of indirect overhead costs to activities including their growth. This is an increase of £2.0m compared to 2025/26 and is driven by improved recovery across Enhanced Cyber Reporting Services/Cyber Protect £474k following agreement with the Home Office and budgeted growth in both AMLAR £305k, Report Fraud £170k, Neighbourhood Policing £300k plus increases to take account of broader inflation in the cost base. The increase in overhead recovery in funded activities has been part of an approach to improve CoLP's financial sustainability. This builds on work in 2024/25, where the Home Office agreed to increase funding for overheads by £3.5m in relation to several National Lead Force grants which had been historically cash flat. 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, noting that this increases the MTFP-reliance risk of sustaining National Functions funding. Work will continue in 2026/27 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

Police Funding Settlement

4. The Home Office issued a provisional settlement for 2026/27 on 18th December 2025 which confirmed an increase in total police funding of £798m from 2025/26. This followed the June 2025 Comprehensive Spending Review (CSR) which set out a multi-year settlement for Policing and provided nationally some £2bn or 11% of funding for forces over a three-year period from 26/27 to 2028/29. Despite the multi-year CSR, the 2026/27 Police Settlement is for a single year and pending publication of a White Paper on Police Reform (expected January 2026), is limited to providing the following:

- an aggregate high-level funding allocation for each force rather than the usual grant breakdown, and
 - policing bodies with the flexibility to raise the police precept to £15 for a Band D property. Post settlement it was also announced that policing bodies could apply for limited additional precept flexibility on a case-by-case basis.
5. On 16th January 2026 the Home Office provided an update to the provisional settlement announcing a further £50m of National funding to support the Neighbourhood Policing Guarantee (NPG). From this CoLP has been allocated a further £0.4m of funding. The update also confirmed CoLP's ringfence NPG Uplift for 2026/27 of £2.695m, this is an increase of £1.2m compared to 2025/26 with a provisional uplift in the recruitment target from 14 to 27 neighbourhood officers (2025/26: £1.474m with a recruitment target of 14). Forces will only be eligible to receive the NPG increase if the number of officers and PCSOs assigned to neighbourhood policing increases by March 2027 in line with the revised target. Receipt of the grant in 2025/26 was also dependent on onboarding personnel and pro-rated accordingly. The letter also confirmed the removal of the overall Police Uplift Target of 996. The implications of this announcement are currently being assessed and it is unclear at this stage whether there will be any further changes to the allocation basis of the other core funding elements.
6. The provisional 2026/27 settlement provides £96.7m of funding for CoLP and is an uplift of £4.0m (4.3%) compared to 2025/26 (£92.7m). As there is limited information available for 2026/27, for comparison purposes Table 4 shows the range of grant elements from the 2025/26 settlement.

Table 4 Police Funding Settlement 2025/26 & 2026/27

Police Settlement Grant Elements	2025/26 £m	2026/27 £m	Increase £m
Core grant	68.8		
National Insurance Impact grant	1.5		
Uplift Additional Recruitment Top Up	0.5		
Council Tax Freeze Grant*	0.1		
NICC Grant	6.5		
Precept Grant	8.5		
Pensions Grant	2.8		
Ringfenced Uplift Funding	2.6		
Sub-total	91.2	94.0	2.8
Neighbourhood Policing Grant **	1.5	2.7	1.2
Total Police Settlement Funding	92.7	96.7	4.0

*£200k of the £281k C/tax freeze grant accrues to City Fund balances outside of CoLP.

** £1.475m Neighbourhood Policing Guarantee Grant is treated for accounting purposes, as income rather than funding for the purposes of the Commissioner's overall resource base.

7. In recent years, where the Government has provided increased Precept flexibility elsewhere (£15 in 2026/27) and in lieu of the City's ability to precept Council Tax, the Precept Grant received by City has increased (in 2025/26 the Precept Grant increased by £1.1m based on £14 precept flexibility). Whilst it wouldn't be unreasonable to expect that c£1.2m of the 2026/27 uplift applies to this element, confirmation of this and the specific grant allocation will be subject to further announcements by the Home Office expected at the end of January 2026 in line with the White Paper. A verbal update will be provided of any confirmed changes impacting the proposed 26/27 budget.

Local Funding – Business Rates Premium

8. In March 2025 the Court of Common Council approved an increase in the Business Rates Premium by £0.4p (in the £) of which a further £1m pa was allocated to CoLP to address pay pressures and to maintain parity in local funding allocations compared to the national average, including the rent-free benefit provided by the Corporation and Home Office Precept Grant. Based on the agreed 2025/26 BRP profile the 2026/27 Police budget, assumes a BRP/local funding allocation of £34.3m excluding £1m of BRP funding which has been allocated for the Police Authority Board. This is an increase of £2.1m compared to 2025/26.
9. National and Local funding jointly provide a funding package of £131.0m which is an increase of £6.1m compared to 2025/26. This is comprised of an increase of 4.3% in Government Grant funding and 6.5% in Local funding which is an overall increase in funding of 4.9%.

Table 5 National & Local Funding Summary

Core Funding Source	Settlement	BRP/Local	Total
	£m	£m	£m
2025/26 (Final)	92.7	32.2	124.9
2026/27 (Provisional)	96.7	34.3	131.0
Increase/(Decrease)	4.0	2.1	6.1
%	4.3%	6.5%	4.9%

10. The pattern of increasing policing costs falling on local taxpayers is repeated nationally with the Association of Chief Constables estimating that between 2010/11 and 2026/27 local precept income has increased by 88% from £3.2bn to £6bn, whereas core grant funding has increased by 22% from £9.4bn to £11.5bn respectively.

Other National Funding - Specific Grants

11. In addition to the core settlement and local funding, the 2026/27 budget includes £99.9m of specific grants (see Table 6,7 & non-public Appendix 3), which includes funding for CoLP's role as lead force for Fraud, Economic and Cyber Crime, counter terrorism policing and an annual Police Pensions fund cost. Whilst the provisional settlement noted funding for counter terrorism funding will increase nationally by at least £52m, of which CoLP should expect to receive additional funding, confirmation of the force level allocation is awaited. In respect of CoLP's non-core grant funding for National work on Fraud, Economic and Cyber Crime, these are subject to separate annual confirmations by the Home Office. Based on the 2025/26 position, plus assumed incremental increase for the impact of pay and other inflation, the 2026/27 budget anticipates £64.3m of grant funding for NLF activities delivered by CoLP. However, although at the time of budget setting only £37.5m of these had been formally confirmed. Should the remaining grant funding remain at 2025/26 levels then there is an estimated c£1.2m inflationary risk which will need to be met from savings within the relevant grant programmes. The annualised nature of these agreement and timelines for formal confirmation have historically impacted delivery and in particular recruitment outcomes. Officers continue to make the case to the Home Office for multi-year settlements to address these delivery challenges. A full break down is set out in the non-public section of this report.

Revenue Budget 2026/27

12. Taking these specific funding additions into account, revenue funding and income for 2026/27 is summarised in Table 7 below. Further details are provided in Appendix 1 and details of support services and Capital Charges are shown in Appendix 2.

Table 6 Revenue Funding Analysis

Revenue Funding Analysis 2026/27	2025/26 £m	2026/27 £m	Change £m	%
Core grant	92.7	96.7	4.0	
Less: Neighbourhood Policing Guarantee Grant	(1.5)	(2.7)	(1.2)	
Sub-Total Police Core Settlement Funding	91.2	94.0	2.8	38%
Business Rates Premium	30.5	32.6	2.1	
Corporation - Contact Centre	0.7	0.7	-	
Secure City	1.0	1.0	-	
Sub-Total Business Rates Premium/CoL funding	32.2	34.3	2.1	14%
Cash Limited Budget (before capital financing charges)	123.4	128.3	4.9	52%
Specific Grants (incl. NPG 25/26 £1.5m, 26/27 £2.7m)*	96.6	99.9	3.3	40%
Partnership Funding	15.1	14.8	(0.3)	6%
Fees and Charges	3.5	3.4	(0.1)	1%
Use of Reserves	2.1	1.9	(0.2)	1%
Total Income and Use of Reserves	117.3	120.0	2.7	48%
Gross Funding & Income	240.7	248.3	7.6	
Less Capital Financing Charges (Loan Repayment)	(1.0)	(2.3)	(1.3)	
Net Funding & Income	239.7	246.0	6.3	

* This exclude £38.0m of National Lead Force grants which are transferred to other forces to support their fraud cybercrime and anti-money laundering activities.

13. The grants awarded as part of the police funding settlement and local funding 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 provides an in-year budget of £128.3m, before loan repayment charges of £2.3m relating to the FCCRAS programme. This provides a net resource base in 2026/27 of £126.0m, which is an increase of 3.6m compared to 2025/26 (2025/26 £122.4m). While total funding has increased by £7.6m in 2026/27, the lower net increase in the resource base of £6.3m is due to higher planned capital financing charges resulting from a realignment of the loan repayment profile to asset life.
14. For 2026/27 there is an overall funding envelope for CoLP of £246m after loan repayment charges. Table 7 below summarises the 2025/26 net revenue budget, projected year end outturn and variances and the proposed 2026/27 budget. The significant movements, budgetary assumptions, risks and opportunities are explained below. Underspends / positive variances are shown in brackets.

Table 7 Proposed Revenue Budget for CoLP 2026/27

CoLP Revenue Budget 2025/26 and 2026/27	25/26 Latest Budget £'000	25/26 Actuals Q3 £'000	25/26 Projected Outturn Q3 £'000	25/26 Variance vs Budget (Better) / Worse £'000	26/27 Proposed Budget £'000	26/27 vs 25/26 Budget (Better) / Worse £'000	Notes
Police Officer Pay	89,037	63,207	86,864	(2,173)	95,673	6,636	
Police Staff Pay	46,678	31,576	43,329	(3,349)	48,811	2,133	
Police Officer Overtime	3,805	2,433	3,743	(62)	3,555	(250)	
Police Staff Overtime	315	220	377	62	248	(67)	
Temp/Agency	1,192	851	1,196	4	557	(635)	
Other Employee Related Expenditure	3,232	2,109	3,105	(127)	3,084	(148)	
Pension Deficit	20,700	0	20,700	0	23,315	2,615	
Sub -total Pay	164,959	100,396	159,314	(5,645)	175,243	10,284	(i)
Premises	3,390	2,534	3,502	112	3,805	415	(ii)
Transport	2,530	553	2,707	177	582	(1,948)	(iii)
Supplies and Services	47,720	34,516	49,699	1,979	39,459	(8,261)	(iv)
Third Party Payments	12,728	7,241	12,682	(46)	14,866	2,138	(v)
Unidentified Savings	(1,671)	0	0	1,671	(347)	1,324	(vi)
CoLC Support Services	3,514	2,325	3,522	8	3,839	325	(vii)
Capital Charges	5,065	0	5,397	332	5,097	32	
Transfer to Reserve	1,500	0	1,609	109	3,450	1,950	(viii)
Sub-total Non-Pay	74,776	47,169	79,118	4,342	70,751	(4,025)	
Total Expenditure	239,735	147,565	238,432	(1,303)	245,994	6,259	
Specific Grants*	(96,659)	(26,273)	(96,436)	223	(99,899)	(3,240)	(ix)
Partnerships (inc capital projects)	(15,100)	(6,996)	(14,791)	309	(14,837)	263	(x)
Fees & Charges	(3,453)	(2,136)	(3,063)	390	(3,387)	66	
Recharges within Committee	0	0	0	0	0	0	
Use of Reserves	(2,086)	(89)	(1,705)	381	(1,895)	191	(xi)
Total Income	(117,298)	(35,494)	(115,995)	1,303	(120,018)	(2,720)	
TOTAL Net Expenditure/(Income)	122,437	112,071	122,437	(0)	125,976	3,539	
Total Core Funding	(122,437)	(73,250)	(122,437)	0	(125,976)	(3,539)	
(Suprtus/Deficit	0	38,821	0	0	0	0	

Revenue Budget for 2025/26 and Projected Outturn

15. The 2025/26 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 £238.4m, with net pay savings, additional Home Office grant income (relating to the 2025 pay award) and other unplanned savings offsetting cost pressures in the year.

Proposed Revenue Budget for 2026/27

16. CoLP priorities for policing for the next financial year will be met from the funding received for 2026/27. After loan repayment due to the City Corporation of £2.3m, the budget requirement for 2026/27 is £246m. Whilst this is a net increase of £6.3m compared to 2025/26, this is lower than the range of significant major new pressures which CoLP is experiencing. These were reported in the November MTFP as £10.5m in 26/27 rising to £24.8m in 29/30 and are principally due to higher inflation/pay awards, higher future accommodation costs, maintaining service improvements and adjustments to loan repayment provisions. In 2026/27 these additional cost pressures, over the available new funding, have largely been absorbed by the release of £5m of funding provision which provided for CoLP's contribution to a 50/50 risk share agreement with the Home Office for Action Fraud extension costs in 2025/26.

Report Fraud

17. The 2025/26 budget included a £5m provision for Action Fraud extension costs on a 50/50 risk share basis with the Home Office, with an expectation that the removal of these time-limited costs would provide an opportunity to absorb other budget pressures from 2026/27. However, the revised FCCRAS Full Business Case, which was approved by the Home Office's Finance and Investment Committee in June 2025 identified a funding gap of c£5m pa above the approved funding (£171.7m whole life cost, comprising £37m Capital, £134.7m Revenue spend). In addressing the underlying £5m pa funding shortfall, Home Office Ministers have approved a £3-4m pa increase in the Home Office funding allocation to partially offset the funding gap. Linked to this is an expectation that the City will also increase its contribution from £1.5m to c£2.5m pa. In 2026/27 taking these specific funding additions into account, there remains a residual gap of £587k, which has been included at this stage as an unidentified saving in the 2026/27 budget (see Table 2). It is expected that opportunities for higher contributions for partner agencies and scope of recharging will also help bridge this gap and/or provide headroom for future investment/balancing 'core' finances.

Pay and Workforce Variance Analysis 2026/27 Budget to 2025/26

18. The pay budget for 2026/27 is £175.2m, this is an increase of £10.3m from 2025/26. The main factors for the increase include:

Note (i)

- the impact of pay inflation being higher than anticipated in 2025/26 being baked into subsequent year's pay. For Officers this was an additional increase of 1.4% above the budgetary assumption of 2.8% and for staff 0.4%. This has baked in additional pay costs of £1.2 and £0.2m respectively.
- The 2026/27 budget assumes a 3.0% pay award increase for officers and staff in accordance with industry guidance, adding £2.7m per annum to Officer and £1.4m to staff pay. Critically, the staff pay assumption does not include a provision for the impact of the organisational pay and grading review known as Ambition 25. A funding solution will be required for any additional future staff pay costs once quantified.
- The impact of incremental pay progression and allowances increasing pay by £1.1m for officers and £0.5m for staff.
- a £1.5m increase in officer pay costs due to growth in Fraud, Cyber and Business Crime policing activities and assumed growth in Neighbourhoods Policing. This growth is matched by an increase in Specific Government Grant Funding.
- The cost of employer contributions to the Police Office Pension scheme are also forecast to increase by £2.6m. 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.
- Temporary staff and agency costs are forecast to reduce by (£0.6m) as permanent recruitment into vacant posts diminishes the requirement for temporary staff to backfill roles.
- The decrease in police officer overtime, police staff overtime and other employee related expenditure of (£0.5m) is largely due to "Hot Spot" budgets being removed from the 2026/27 budget due to uncertainty regarding continued funding. In 2024/24 and 2025/26 the Police Authority received £1.0m of funding to tackle anti-social behaviour in Hot Spot areas. Should funding be confirmed for 2026/27 it is expected that a new range of programmes will need to be developed along with the associated new budget allocations.

19. 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 £1.0m "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.

20. The 2026/27 pay budget is based upon the following full time equivalent (FTE) numbers as set out in Table 8 below.

Table 8 – Workforce Establishment

21. The budget assumes resourcing levels for 2026/27 will be an establishment of 1,630.5FTEs, comprising 1,010 FTE Officer and 620.5FTE staff roles, plus 218.3FTE temporary funded roles. Changes to the budgeted establishment from 2025/26 are shown in Table 8 below.

	Officer	Staff	Total
	FTE	FTE	FTE
2025/26 Baseline	985.0	539.0	1,524.0
Neighbourhood Uplift Year 1	14.0	-	14.0
Neighbourhood Uplift Year 2 (provisional)	13.0	-	13.0
Report Fraud Uplift	-	78.5	78.5
Other Funded Growth and Adjustments	(2.0)	3.0	3.0
Total Budgeted Establishment	1,010	620.5	1,630.5
Temporary Funded Roles	74.0	178.5	252.5
Natural Vacancy Factor on Funded Posts	(17.2)	(17.0)	(34.2)
TOTAL Budgeted Workforce	1,066.8	782.0	1,848.8

22. Based on the successful achievement of officer maintenance levels in prior years, it is expected that an officer FTE of 1010 should provide for a head count of 1,023 - comprising an Uplift Maintenance target of 996 and Neighbourhood Uplift target of 27 officers, due to several part-time posts which are counted as 1 for measurement purposes. While the Uplift Maintenance Target has been removed from 2026/27, the Home Office still expect that forces will prioritise maintaining overall operational capacity, therefore the budget has been prepared on this basis.

23. Pay inflation assumptions remain one of the largest areas of risk. Based on the latest advice from the National Police Chief's Council a provision of 3.0% has been provided for both officers and based on advice from the City Corporation of 3.0% for staff. 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, indications from the Home Office are that no additional pay award grant funding will be made available outside of the settlement allocation. For officer pay this creates a risk of £0.5m for every 1% increase above current budgetary assumptions for 2026/27. For staff an equivalent 1% increase would create a pay pressure of £0.3m.

Non-Pay Variance Analysis 2026/27 Budget to 2025/26

24. **Note (ii)** The premises budget for 2026/27 is £3.8m, which is an increase of £0.4m compared to 2025/26. This is mainly due to additional cleaning, servicing and utility charges for the New Eastern Base.

25. **Note (iii)** The Transport budget for 2026/27 is £0.5m, a decrease of £2.0m compared to 2025/26. 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.

26. **Note (iv)** The Supplies and Service budget for 2026/27 is £39.5m, a decrease of £8.2m compared to 2025/26. A breakdown of the budget is shown in Appendix 2. The decrease of £8.2m is mainly due the removal of FCCRAS extension costs of £8.9m net of increased provisions for National IT and other co-ordinated services of 0.3m, digital/ forensic storage costs and licences of £0.3m plus other expected inflation of £0.1m.
27. **Note (v)** The third-party payments budget for 2026/27 is £14.9m an increase of £2.1m from 2025/26. This is mainly due to the transfer of £2.0m Rail Delivery Group charges from “Transport” budgets (para 22, 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 of £6.3m as well as the annual Occupation Health Service subscription of £0.4m, Forensic Services contract costs and payments to other forces for seconded officers £3.4m. A breakdown of third-party funding is show in Annex 2.
28. **Note (vi)** Included within non-pay is £0.3m of unidentified savings/additional funding requirement, this relates to the residual costs pressure resulting from the updated FCCRAS Business Case. It is expected that opportunities for higher contributions for partner agencies and scope of recharging help bridge this gap (paragraph 17 refers).
29. **Note (vii)** The budget for support services provided by the Corporation of London has increased from £3.5m to £3.8m in 2026/27. A breakdown of support service charges can be found at Appendix 1 to this report. The main factors contributing to the increase are unavoidable insurance costs of £142k and additional Central Support, City Procurement and Surveyors Recharges of £181k.
30. **Note (viii)** The 2026/27 budget provides for £3.45m of transfers to Reserve, which is an increase of £1.95m compared to 25/26. This is part of a wider plan to build up a range of earmarked reserves to provide for the longer-term upkeep of the Future Police Estate, to manage cyclical replacement (fleet, EV transition) and to smooth the revenue impact of the Change programme.

Income

31. The Force has a diverse set of income stream which are set out in the non-public Appendix 3 to this report. Total income for 2026/27 is expected to be £120m, which is an increase of £2.7m compared to 2025/26. The main changes from 2025/26 to 2026/27 are summarised below:
32. **Note (ix)** Government Grants are expected to increase by £3.2m from £96.7m in 2025/26 to £99.9m in 2026/27. This is mainly due to:

- planned growth in Fraud and Economic Crime funded programmes of £1.9m including Domestic Corruption, the Organised Crime Centre, AMLAR, Cyber and Fraud Legacy grants;
- an increase in Neighbourhood Policing Uplift grant of £1.2m
- a £2.6m increase in forecast Police Pension Grant which is matched by a corresponding increase in employer contributions; and
- £1.2m of pay inflation and other inflation.

Offset by:

- A £2.7m reduction in Government funding for FCCRAS/Report Fraud programme due to time limited funding toward Action Fraud extension costs in 2025/26 and aligned to funding envelope agreed with the Home Office for the period 2026/27 to 2029/30.
- The removal of £1m of Hotspot funding, due to uncertainty over continuation of the programme in 2026/27.

33. **Note (x)** Partnership income is forecast to be £14.8m, which is a decrease of £0.3m compared to 2025/26. This is mainly due to a £1m reduction in the forecast of staff time being recharged to capital projects because of a greater emphasis on feasibility and continuous improvement initiatives in 2026/27, rather than capital investment. The cost of Change initiatives, including feasibility and continuous improvement work costs will be met from within the annual £5m project programme provision. This reduction in partnership income has been offset by an increase in income from CoLP's three funded units (Dedicated Card and Payment Unit, Police Intellectual Property Unit and the Insurance Fraud Enforcement Department) of £0.8m, this is mainly due to an uplift in charges to meet inflationary cost pressures and transition to full cost recovery.

34. **Note (xi)** Annually the net operating cost of the Asset and Civil Recovery Teams is met through the use of the Proceeds of Crime Act Reserve. This budgetary mitigation was implemented in 2023/24 due to wider budgetary pressures and with the expectation that through industrialising asset recoveries the teams would become self-funding. The balance in the POCA reserve at the end of 2025/26 is forecast to be £3.1m (see paragraph 71). The net drawdown on the POCA Reserve in 2026/27 is expected to be reduced by £0.2m as a result of one-off funding being agreed in year.

Business Unit Control Totals 2026/27

35. Taking together workforce numbers and the proposed 2026/27 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

26/27 Budget by Business Area	TOTAL	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Inc & Exp
Budgeted FTE						
Officer	992.8	416.0	300.0	194.0	82.8	0.0
Staff	603.5	78.0	131.0	207.0	187.5	0.0
Total Establishment	1,596.3	494.0	431.0	401.0	270.3	0.0
Officer	74.0	2.0	16.0	53.0	3.0	0.0
Staff	178.5	0.0	40.0	110.5	28.0	0.0
Total Temporary	252.5	2.0	56.0	163.5	31.0	0.0
Total Budgeted FTE	1,848.8	496.0	487.0	564.5	301.3	0.0
Budgeted £m						
Pay Costs	175.2	43.1	38.1	42.5	24.5	27.0
Non Pay Costs	70.8	4.5	3.8	39.1	15.1	8.3
Total Expenditure	246.0	47.6	41.9	81.6	39.6	35.3
Total Income	(120.0)	(10.4)	(8.5)	(73.1)	(3.8)	(24.2)
Net Budget	126.0	37.2	33.4	8.5	35.8	11.1
Functions Including:		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

36. As shown in Table 9 above, territorial policing (Local Policing and Specialist Operations) accounts for 53% of the total budgeted full time equivalent (FTE) staffing numbers and 56% of the net budget. Corporate Services and Central Income and Expenditure account for 16% of the workforce and 37% of the net budget. This is because several cross cutting operational expenditure budgets are managed from within these business areas. The remaining 31% of the workforce are employed in National Lead Force (NLF) but 7% of the net budget due to the funded nature of its activities which means that proportionally it is allocated less core funding as £73.1m of its activities are financed outside of the core Home Office and local BRP funding.

Risks and Opportunities

37. There are several financial risks and opportunities which may impact the 2026/27 budget.

Risks include:

- The outcome of the Government's planned White Paper on Police Reform.
- 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 the resolution of funding for Ambition 25 costs.
- 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. With full cost recovery providing an important budgetary mitigation, any under-recovery could negatively impact CoLP's ability to maintain a balanced budget.
- Embedding FCCRAS/Report Fraud risk that the operational delivery of the new service may incur higher-than-anticipated run costs or failure to achieve planned income and efficiencies.
- 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 Project Fund Programme.

Opportunities:

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

Police Authority Board Budget 2026/27

38. The Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. Under Section 56 of the Act, the Common Council delegated to the Police Authority Board all of its police authority functions (with the exception of the appointment of the Commissioner). The Board's role is to make sure the City of London Police runs an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities considering the views of the community.
39. Table 10 below summarises the 2025/26 net revenue budget, projected year end outturn and variances and the proposed 2026/27 budget. Underspends / positive variances are shown in brackets.

Table 10 Proposed Revenue Budget for the Police Authority Board 2026/27

Police Authority Board Revenue Budget 2025/26 and 2026/27	25/26 Latest Budget £'000	25/26 Actuals Q3 £'000	25/26 Projected Outturn Q3 £'000	25/26 Variance vs Budget (Better) / Worse £'000	26/27 Proposed Budget £'000	26/27 vs 25/26 Budget (Better) / Worse £'000
EXPENDITURE						
Pay	749	522	739	(10)	760	11
Transport	2	1	2	0	2	0
Supplies and Services	177	263	219	42	145	(32)
Third Party Payments	0	73	0	0	0	0
CoLC Support Services	72	54	72	0	93	21
Total Expenditure	1,000	913	1,032	32	1,000	0
INCOME						
Specific Grants	0	(219)	(96)	(96)	0	0
Total Income	0	(219)	(96)	(96)	0	0
TOTAL Net Expenditure/(Income)	1,000	694	936	(64)	1,000	0

Revenue Budget for 2025/26 and Projected Outturn

40. While the 2025/26 PAB budget remains unchanged at a net £1m, several key grant streams were announced during 2025/26 which are being managed through the outturn forecast. This includes £1m of Hotspot Funding allocated to Police and Crime Commissioner's to tackle serious violence and anti-social behaviour. This grant agreement will result in offsetting income and expenditure and will not impact the overall net budget position. It is not expected, however, that this grant will continue into 2026/27 and has been omitted from the 2026/27 budget.

Proposed Revenue Budget for 2026/27

41. The proposed PAB revenue budget for 2026/27 is £1m and remains within the Business Rates Premium funding envelope agreed for this Committee in 2022/23. Further detail of how this budget has been allocated are shown in Table 10 above. Members will note several variations within budget headings between 2025/26 and 2026/27 that are summarised as follows:

- £11k increase in employee costs due to an agreement to fund 50% of the Victim Services Manager posts in CoLP (£34k). This is offset against vacancy savings and budget reprofiling for other employee expenses (-£23k) and net of the full year impact for the 3.2% pay award and 2026/27 pay award assumption of 3%.
- (£32k) reduction in supplies and services budget due to reprioritisation of above employee resourcing. There is also a reallocation of this budget to formally recognise central support and recharges which have increased by £21k.

42. An analysis of the movement in staff related costs are also shown in Table 11 below:

Table 11 - Staffing Statement	Original budget 2025/26		Latest Budget 2025/26		Original Budget 2026/27	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Police Authority Board Team	8.5	749	8.5	749	8.5*	760

* 0.5 FTE Victim Services Manager in CoLP

Project Fund 2026/27

43. The CoLP Project Fund comprises projects and cyclical replacement programmes 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 repayments.

44. The proposed Project Fund for 2026/27 is shown in table 12 below and amounts to £5.4m. This comprises an estimated £3.2m on ongoing projects which commenced in prior years (broken down into £1.3m for planned project delivery and £1.9m representing re-profiling from 2025/26 to 2026/27) and £0.1m for new prioritised projects commencing in 2026/27. There are currently no uncommitted funds in the planned programme for additional projects in 2026/27, although priorities may be required to adapt in-year in response to monitoring delivery progress and unforeseen demands. All projects will be subject to business case approvals, supported by assessments on deliverability and affordability.

The 2026/27 programme also provides £0.6m for cyclical replacement, £1.1m for Future Police Estates Portfolio (FPEP technological replacement) and £0.5m for continuous improvement and feasibility work. The total 2026/27 programme is expected to be £5.4m which will be funded from the annual £5m project programme fund and £0.4m from a Project Reserve which was created to manage re-phasing of programme delivery.

The table shows a forecast outturn for 2025/26 of £16.9m which is explained in a third quarter (Q3) budget monitoring report.

45. 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.

46. In order to show the full cost of the FCCRAS project, table 12 also shows all years back to 2021/22 when this project commenced. Based on the development of a new programme plan, capital cost forecast increased by £9.6m to £40.6m,

incurred in 2025/26 and funded jointly by CoLP and the Home Office on a 1/3, 2/3 basis.

Table 12 - Proposed Project Fund 2026/27

CoLP Project (Capital) Programme	21/22	22/23	23/24	24/25	25/26	26/27	27/28	Total
	Actual	Actual	Actual	Actual	Forecast	Estimate	Estimate	All Years
	£000	£000	£000	£000	£000	£000	£000	£000
CoLP PROJECTS:								
Proposed new projects 2026/27								
Emergency Services Network (ESN)	0	0	0	0	6	50	700	756
Door Access Control	0	0	0	0	0	20	0	20
Sub-total: Proposed new projects 2026/27	0	0	0	0	6	70	700	776
Approved projects 2025/26								
FCCRAS	3,970	5,392	12,396	6,160	12,720	0	0	40,638
Contract Assessment (CCM)	0	0	0	0	174	100	100	374
Data Analytics Platform (includes DIP & Power BI)	0	98	0	306	434	84	0	922
Forensic Case & Quality Management System	0	175	169	22	12	466	0	844
Out of Court Resolution	0	0	0	20	8	120	0	148
E-Discovery	0	0	0	35	11	905	0	951
Digital Evidence / Asset Management	0	0	0	9	35	445	12	501
Electronic Display Screen Equipment Management System	0	0	0	23	15	30	0	68
Command and Control	0	0	0	103	105	518	0	726
Multi-Agency Public Protection System	0	0	0	11	5	127	0	143
Local Policing Review	0	0	0	0	80	150	0	230
Joint ERP - HR & Finance and Expenses	0	0	0	0	303	173	0	476
NLEDS (includes Role Based Access)	0	0	0	0	73	58	0	131
Body Worn Video	0	181	36	22	2	0	0	241
ICAV	0	0	195	17	18	0	0	230
Auto Redaction	0	0	0	71	8	0	0	79
IRIS (formerly Forensic Image Management System)	0	0	0	40	25	0	0	65
Dynamic Decision & Case Management System	0	0	0	0	11	0	0	11
Travel System – Agito	0	0	0	25	0	0	0	25
Sub-Total: Approved projects 2025/26	3,970	5,846	12,796	6,864	14,039	3,176	112	46,803
Projects closed prior years								
Covert Camera System	0	23	23	24	0	0	0	70
Covert Surveillance Equipment	0	89	64	7	0	0	0	160
TFG Armoury	0	20	141	0	0	0	0	161
Action Fraud	2,041	0	0	0	0	0	0	2,041
Other Prior Year Projects	19	14	34	68	0	0	0	135
Sub-Total: Projects closed prior years	2,060	146	262	99	0	0	0	2,567

Funding uncommitted	0	0	0	0	0	0	1,588	1,588
TOTAL CoLP PROJECTS	6,030	5,992	13,058	6,963	14,045	3,246	2,400	51,734
CoLP STANDING ITEMS:								
Cyclical replacement								
Cyclical Replacement - Fleet	0	545	329	218	459	550	350	2,451
Cyclical Replacement - Horsebox	0	0	0	306	2	0	0	308
Cyclical Replacement - IT Refresh	0	0	318	1,302	393	0	0	2,013
Cyclical Replacement - Firearms	0	0	0	126	222	0	0	348
Cyclical Replacement - Other	1,000	0	225	0	0	0	50	1,275
Sub-Total: Cyclical replacement	1,000	545	872	1,952	1,076	550	400	6,395
FPEP Tech Repayment	0	0	0	0	1,100	1,100	1,100	3,300
Continuous Improvement & Feasibility	900	594	46	554	654	500	1,100	4,348
TOTAL CoLP STANDING ITEMS	1,900	1,139	918	2,506	2,830	2,150	2,600	14,043
TOTAL PROJECT (CAPITAL) EXPENDITURE	7,930	7,131	13,976	9,469	16,875	5,396	5,000	65,777
FUNDING:								
City Fund loan (FCCRAS)	0	0	0	0	6,620	0	0	6,620
City Fund loan (other projects)	2,941	1,401	-137	0	0	0	0	4,205
Home Office (FCCRAS)*	3,970	3,000	11,200	2,804	4,900	0	0	25,874
City Fund	0	110	174	0	0	0	0	284
City ULEZ loan	1,000	0	0	0	0	0	0	1,000
POCA	19	38	7	881	224	0	0	1,169
Transfer from Reserve	0	0	0	0	131	396	0	527
Direct Revenue Financing (DRF)	0	2,582	2,732	5,784	5,000	5,000	5,000	26,098
TOTAL FUNDING	7,930	7,131	13,976	9,469	16,875	5,396	5,000	65,777

Proposed New Projects 2026/27

47. **Emergency Services Network (ESN):** The Home Office is leading a national programme to deliver the new Emergency Services Network critical communications system, to replace the current Airwave service. The programme has committed to delivery by 2029, and local Force indicative implementation costs have been calculated following nationally provided guidance and assumptions.
48. **Door Access Control:** Aligned with the Future Police Estates Programme, a supporting project relating to replacement of end-of-life Sateon access control systems with a new solution for CoLP and potentially other City of London Corporation entities.

Projects Continuing into 2026/27

49. **Contract Assessment:** Following internal review, a CoLP Commercial & Contract Management (CCM) function proposal is in development, aiming to deliver an effective and compliant contract management approach with a commitment to realise contract savings potential and ensure value for money through negotiation and streamlining processes.
50. **Data Analytics Platform:** A large-scale redevelopment of data usage across the Force, to inform decision making across all levels and seeking to provide a solid evidence-base for performance management. This project is entering a new development phase from

January 2026 and has been combined with the Data Improvement Programme and Power BI development projects.

- 51. **Forensic Case and Quality Management System:** A national programme deferred from 2025/26, full business case to be developed.
- 52. **Out of Court Resolution:** A national strategy aiming to provide a reformed framework for effective alternatives to court proceedings for low-level offenses, full business case to be developed.
- 53. **e-Discovery:** Delivery has been paused in 2025/26, and full business case review is expected prior to recommencement in 2026/27.
- 54. **Digital Evidence Management:** Previously Digital Asset Management, full business case development will continue into 2026/27.
- 55. **Electronic Display Screen Equipment Management System:** Approved for delivery, expected to continue into 2026/27.
- 56. **Command and Control:** In response to a programme reset by the Metropolitan Police Service, delivery has been reprofiled from 2025/26, and business cases are in development. Whole life costs remain indicative until options have been fully explored, with several projects relating to the overarching programme expected in practice.
- 57. **Multi-Agency Public Protection System (MAPPS):** A delayed national project which is currently on hold and prudently provided for re-commencement in 2026/27.
- 58. **Local Policing Review:** Efficiency review across Local Policing, developing service delivery recommendations for roll-out during 2026/27.
- 59. **Joint ERP – HR & Finance & Expenses:** Introduction of the new SAP system across CoLP. Expected roll-out to commence during Q1 2026/27.
- 60. **National Law Enforcement Data Programme (LEDS):** National Project to replace the existing Police National Computer, including Role Based Access. Expected to continue into 2026/27.

Standing Items: Cyclical Replacement

- 61. **Fleet (cars):** a provision is made for the critical replacement of cars during 2026/27. A new Fleet Strategy is in development which will provide an evidenced based plan for future fleet purchases.
- 62. **IT Refresh / Other:** there is no additional provision for new cyclical replacements in 2026/27 currently.

Standing Items: Other

63. **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 £3.3m to be prioritised within cyclical replacement budgets over 3 years, commencing in 2025/26. 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).
64. **Continuous improvement and feasibility work:** Funds have been set aside in 2026/27 to support continuous business improvement and ongoing project feasibility work.

Project Fund 2027/28

65. Table 12 above also shows an estimated position for the following year 2027/28 based on the annual £5m Direct Revenue Financing (DRF) allowance from the revenue budget to fund projects.

This comprises an estimated £0.8m on ongoing projects and provision of £1.6m for new projects identified through business planning and prioritisation.

66. The 2027/28 programme also provides £0.4m for cyclical replacement, £1.1m for FPEP technology replacement and £1.1m for ongoing continuous improvement and feasibility work.

Borrowing

67. Accrued borrowing as at 1 April 2025 was £0.9m and is expected to increase to c£7.5m at the end of 2025/26, following a planned £6.6m drawdown from an internal loan facility with the City Corporation. This is to fund CoLP's 1/3 share of the final FCCRAS/Report Fraud capital implementation costs. While the expectation is that CoLP's project programme 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. Such circumstances may include funding for the new firing range, if a capital partnership does not materialise. Should this prove to be the case, total borrowing could potentially increase up to circa £17.5m in 2026/27.

Reserves

68. Total reserves as at 31 March 2025 were £12.8m and are predicted to be £13.8m at 31 March 2026.

Table 13 – CoLP Reserves

Police Reserves	Closing Balances 31 March 2025 £m	2025/26 Planned Use of Reserves £m	Forecast Balances 31 March 2026 £m	2026/27 Planned Use of Reserves £m	Forecast Balances 31 March 2027 £m
General Reserve	(6.6)	0.0	(6.6)	0.0	(6.6)
Proceeds of Crime Act	(3.9)	0.8	(3.1)	1.4	(1.7)
Action Fraud Reserve	(0.5)	0.0	(0.5)	0.0	(0.5)
Emergency Services Mobile Techn	(0.3)	0.0	(0.3)	0.0	(0.3)
Repairs, Maintenance & Improvem'ts	(0.7)	(0.3)	(1.0)	(1.0)	(2.0)
CoLP Secure City	(0.2)	0.0	(0.2)	0.0	(0.2)
Revenue Smoothing	0.0	(0.5)	(0.5)	(1.5)	(2.0)
Projects Reserve	(0.6)	0.1	(0.5)	0.4	(0.1)
Capital Financing Reserve (FPEP IT)	0.0	(1.1)	(1.1)	(1.1)	(2.2)
Total Earmarked Reserves	(6.2)	(1.0)	(7.2)	(1.8)	(9.0)
Total Police Reserves	(12.8)	(1.0)	(13.8)	(1.8)	(15.6)

69. These figures include a General Reserve balance of £6.6m. The proposed 2026/27 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 5.12% of NRE.

70. Over the medium term CoLP's reserve strategy aims to maintain a general reserve and earmarked reserves 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 including higher anticipated running cost for the new Police Estate and 4) to balance cashflow fluctuations without calling upon additional local grant and/or loan funding.

71. CoLP's 2026/27 budget includes a £1.895m release from the Proceeds of Crime Reserve to fund the net operating costs of the Asset Recovery and Civil Recovery Teams.

- 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**

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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 2025/26 £'000	Draft Budget 2026/27 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	88	107	
Insurance	395	537	
IT Recharges – Chamberlain	2	1	
Capital Charges	2,594	6,807	
Capital Contras	(2,594)	(6,807)	
Admin Buildings	1,487	1,505	(i)
Support Services	1,436	1,601	(ii)
Total	3,408	3,751	
Recharges Within Fund			
Car Park Recharge P&T	42	42	
Licence fees – Port Health & Environmental Services Committee	36	18	
Total	78	60	
Recharges Across Funds			
Remembrancer's Recharge - Policy & Resources - City's Cash	28	28	
Total	28	28	
Sub-total Police CoLC Support Services	3,514	3,839	
Notional capital charges	65	97	
TOTAL POLICE	3,579	3,936	

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	25/26 Latest Budget £'000	25/26 Actuals Q3 £'000	25/26 Projected Outturn Q3 £'000	25/26 Variance vs.Budget £'000	26/27 Projected Budget £'000	26/27 vs 25/26 Budget £'000
Action Fraud/FCCRAS	28,396	18,761	28,383	(14)	19,445	(8,951)
Advertising	25	4	26	1	20	(5)
Animals & Livestock	156	118	182	26	161	5
Books	1	2	2	1	0	(1)
Computer	4,383	3,215	5,474	1,091	4,776	393
Conferences	44	10	105	61	89	45
Contract expenses	80	54	83	3	90	10
Contributions to Funds	1,030	2	650	(380)	1,279	249
Equipment	2,984	1,367	2,610	(374)	2,744	(240)
Fees	7,161	5,954	8,617	1,456	7,441	280
Furniture	10	30	9	(1)	3	(7)
Gen Office Expenses	1	2	3	2	2	1
Grants & Subscriptions	964	2,554	1,213	249	1,297	333
Hospitality	316	104	167	(149)	89	(227)
Laundry & Dry Cleaning	0	1	1	1	0	0
Materials	6	21	21	15	6	0
Other Charges	0	0	0	0	0	0
Postage	57	9	9	(48)	56	(1)
Printing	97	44	96	(1)	112	15
Provisions	1	69	55	54	20	19
Other	47	46	7	(40)	0	(47)
Radio	1	2	5	4	1	0
Services	617	728	630	13	617	0
Stationery	16	23	14	(2)	15	(1)
Subsistence	430	257	396	(34)	454	24
Telephone	210	450	119	(92)	35	(175)
Uniforms	687	689	825	138	707	20
	47,720	34,516	49,699	1,979	39,459	(8,261)

Appendix 2

Third Party Payments analysis

Categories	25/26 Latest Budget £'000	25/26 Actuals Q3 £'000	25/26 Projected Outturn Q3 £'000	25/26 Variance vs.Budget £'000	26/27 Projected Budget £'000	26/27 vs 25/26 Budget £'000
IT SLA	6,183	3,985	6,183	0	6,274	91
Officer Secondments	3,432	0	3,432	0	3,432	0
Officer Travel RDG	91	1,402	4	(87)	2,025	1,934
DCPCU Collaboration	1,390	928	1,410	20	1,520	130
London PECT	400	0	450	50	450	50
Forensic Services	291	231	366	75	380	89
Occupational Health	297	146	297	0	325	28
Accommodation & Subsistence	188	178	157	(31)	232	44
Secondments	75	126	82	7	126	51
Community Engagement	60	3	60	0	102	42
Subscriptions to National Svs	155	106	43	(112)	0	(155)
Safety Patrols (Hotspot)	166	96	166	0	0	(166)
Business Improvement Levy	0	18	10	10	0	0
Mutual Aid/Other		22	22	22	0	0
Disclosure Barring Service	0	0	0	0	0	0
	12,728	7,241	12,682	(46)	14,866	2,138

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