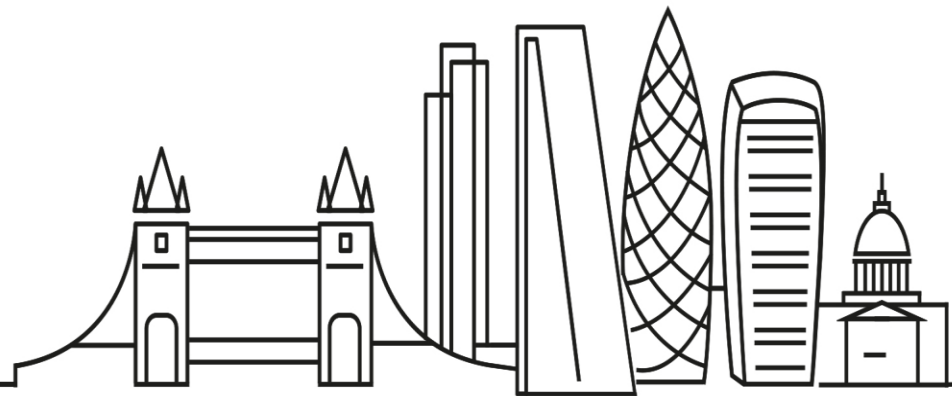


Resources, Risks and Estates Committee (RREC)
Police Authority Board (PAB)

Revenue & Capital Monitoring 2024/25 Q3 (April – December)

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



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

Revenue & Capital Summary

CoLP Revenue Outturn Summary

Whilst a balanced outturn forecast has been maintained at Q3, critically this has only been achieved through the release of budgetary provisions, use of an earmarked reserve, a significant increase in overhead cost recovery from funded activities and unplanned pay savings. Consequently, the 2024/25 revenue budget is now at its limit for absorbing any additional cost pressures. The overall gross expenditure outturn variance for 24/25 is expected to be a significant overspend of £10.6m (Q2: £9.7m), which is mainly due to the revised implementation plan for the launch of the Future Cyber Crime Reporting and Analysis Service (FCCRAS). This has necessitated extensions to existing Action Fraud service contracts of c£15.3m and is reflected in the additional supplies and services expenditure shown in Table 1. The residual FCCRAS cost pressure on CoLP's budgets, after considering a 50:50 risk share arrangement with the Home Office and the application of additional overhead recovery, remains at £1.2m with the further extension cost pressures forecast at Q3 absorbed by vacancy savings due to the revised trajectory of staff recruitment into the FCCRAS programme. At this stage it is expected that this residual £1.2m cost pressure will be mitigated using a specific earmarked Action Fraud reserve (£0.8m) and core savings (£0.4m) without recourse to use of the General Reserve, however, this position will be kept under review should further pressures arise from programme replanning.

Key variances at Q3 are explained in slides 3-8 with an accompanying "bridge" analysis of key variances on slide 9. Emerging risks and opportunities identified at Q3 (30 December 2024) are set out in slide 11.

Capital Outturn Summary

Capital reporting has been developed to lead on the whole life capital cost position for projects, which is showing an indicative £6.2m total increase on budgets, largely linked to an estimated increase of £6m for the FCCRAS programme, two thirds of which will be funded by Home Office. For 2024/25 capital is forecast to be £12.3m (Q2:£13.4m), compared with the total budget of £10.3m, representing a net overspend of £2m. This is mainly due to rephasing of FCCRAS milestone payments between 2023/24 and 2024/25, partly offset by underspends across other projects net of some spend being brought forward on other change priorities. Now that capital is largely funded by the £5m pa revenue budget contribution rather than the loan facility, an earmarked reserve will be used to smooth timing differences in spend between years.

Police Authority Board Outturn Summary

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



Revenue Summary

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

Revenue Monitoring Supporting Information

(i) Police Officer Pay

The forecast for Police Officer pay is an underspend of £2.2m underspend (Q1: £0.7m underspend) against a latest approved budget of £80m. The variance, however, includes c£2.8m of savings due to vacancies across a range of funded activities which results in a corresponding reduction in government grant and partnership income. The outturn against the core officer budgets is therefore a £0.7m overspend, which is mainly due to the officer pay award exceeding the 3% budget assumption and the recruitment trajectory for officers shown in slide 10. As Members will recall In July 2024, the Government announced a 4.75% pay award for Police Officers and has provided, nationally £175m, to compensate forces for a pay award settlement above 2.45%; 2.5% being the mode pay award assumptions for forces across England and Wales. Of the £175m, it is understood that £7.7m has been ringfenced by the Home Office to provide additional funding for non-core funded activities. The remaining £167.3m has been allocated in line with the core funding formula, of which CoLP has received £1.2m which will offset the core office pay overspend and provide a contribution to the 4% staff pay award.

Home Office Uplift Grant Progress - As at, 30 September 2024, the officer headcount totalled 999 and this has secured £1.55m (or 50%) of the ringfenced Police Uplift Funding (PUP) for 2024/25. There is a further Home Office headcount checkpoint on 31 March 2025, and it is forecast that CoLP will continue to exceed its budgeted headcount on this date to secure the remaining PUP funding. Careful monitoring of the workforce plan will continue through 24/25 via the Force's Strategic People Board.

Separately, the Government has also announced a £1,250 increase the maximum rate for the London Allowance, however, this is not subject to additional Home Office funding. Instead, the rate paid is determined by the Commissioner as supported by the Police Authority Board. The 24/25 forecast assumes there will be no in-year impact from this change.



Revenue Monitoring Supporting Information

(ii) Police Staff Pay

Police Staff pay, compared to a budget of £42.2m, is forecast to be underspent by £5.3m by the end of the Financial Year. This underspend is largely driven by slower than expected staff recruitment including vetting delays with CoLP's staff strength as at 31 March 2024, being 463 FTEs compared to a budgeted permanent establishment of 539, see slide 9. Whilst the trajectory of staff recruitment has increased, current workforce plans (slide 10) indicate that the number of unplanned vacancies will continue for the remainder of this financial year. Of the £5.3m forecast underspend, c£3.4m relates to funded work where there are compensating reductions in income. The net core staff underspend is, therefore, c£1.9m. The 24/25 staff pay award has been agreed at 4%, compared to the 3% budgetary assumption. Whilst it is considered at this stage that, with savings due to the recruitment intake of staff running behind plan, this can be contained within existing 24/25 budgets, the full year impact of a 1% increase is c£420k which affect downstream affordability.

(iii) Overtime

Officer overtime is forecast to be £1.0m overspent (£0.4m overspend in Q2) against the original budget of £2.9m. The increase from Q1 is largely due to policing on special one-off events/protest activities such as Op Navette, Op Mayfield, Extinction Rebellion, the backfilling of vacancies in specialist commands such as the Tactical Firearms Team and the resourcing of Hotspot activities (Slide 22) through overtime. Of the £1.1m overspend it is expected that c£800k will be recovered through additional government grant income, mutual aid and/or funded work. Overtime is subject to local controls and review at the Force's Strategic Finance Board.

(iv) Agency

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



Revenue Monitoring Supporting Information

(v & x) Pension Deficit Grant

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

(vii) Indirect Employee Costs

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

Non-Pay:

Overall non-pay costs are anticipated to be £15.7m overspent by the end of the Financial Year, however, this embeds several cost pressures which are mitigated by unplanned underspends and budget reprioritisation. including:

- A net £0.2m overspend on premises budget due to increased energy and utility costs, however, there is a risk that this overspend may increase by £0.4m following a review and re-forecast of the cost of repair and maintenance works across the estate **(vii)**.
- A £0.1m underspend is forecast on Transport costs which is mainly due to £0.4m lower than estimated Concessionary Travel scheme costs resulting from higher than estimated officer contributions net of a £0.25m increase in vehicle purchase, hire and running costs.
- A £15.7m overspend is forecast on Supplies and Services budgets **(viii)** which is mainly due to:
 - extending existing service contracts by rephasing FCCRAS “go-live”, £15.3m,
 - additional Command and Control costs arising from a re-pricing exercise by the MPS, £0.3m
 - an increase in data storage cost (£135k), outsourced forensic services (£85k) and radio equipment £58k because of both inflation and demand.

While it is anticipated that the additional FCCRAS cost pressures will be mitigated through additional Home Office Grant funding and use of internal core resources including drawdown from reserves the Q3 forecast recognises the programme is in replanning stage and any cost increases above this forecast will require a separate funding strategy.



Revenue Monitoring Supporting Information

(ix) Specific Government Grants

The forecast Government Grant outturn is an over achievement of £11.2m against the original budget of £72.6m (£103.2m less £30.6m of Cyber Grant payments to other forces). This is due to £11.7m of additional anticipated funding for the FCCRAS programme, a £1.2m Home Office pay award grant, £0.9m of pension deficit funding and additional £0.2m of secondment income. This total additional income of £14.0m is netted down by a £2.6m shortfall in recovery against grants for funded activities due to reductions in programme funding and recruitment delays. These include funding for Fraud Reform (£0.9m), Fraud Legacy (£0.7m), Proactive Economic Crime Grant (£0.3m) and Anti-Money Laundering Act Regulations (£0.7m) funding. This reduction in government grant income is matched by reductions in expenditure across pay and non-pay headings.

(x) Partnership Income

Partnership income is forecast to under-recover by £0.4m against an original budget of £14.3m. This is mainly due to an over-estimation of partnership income relating to the work of the Funded Units. This is matched by a corresponding reduction in expenditure across pay and non-pay budgets.

(xi) Fees and Charges

The year end outturn against fees and charges budgets is expected to be a shortfall of £0.7m. This is principally due to lower than anticipated receipts from the Economic Crime Academy and lower than budgeted salary recharges to capital projects. This reduction in income is matched by a corresponding decrease in operating costs and will be fully updated for 25/26.



Revenue Monitoring Supporting Information

(xii) Use of Reserves

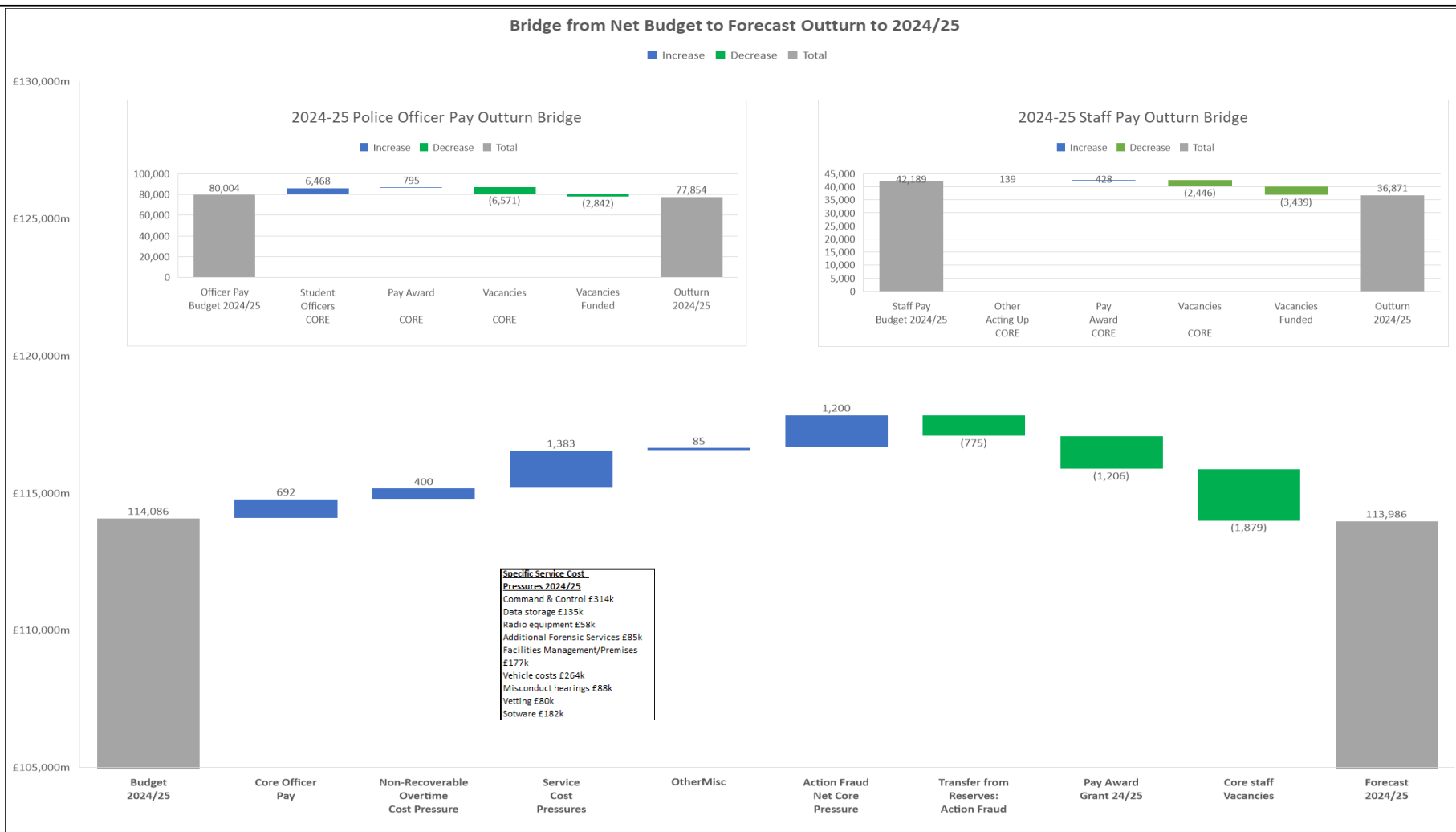
The use of Reserves is forecast to increase by £0.7m from £2.0 to £2.6m This is mainly due to a £0.775m drawdown from a specific Action Fraud Reserve which was created in 23/24 to help mitigate contract extension cost pressures. It is expected that the use of this Reserve, in conjunction with additional Home Office funding and forecast savings within the Police budget will absorb the wider Action Fraud extension costs pressures in 24/25 ahead of the FCCRAS go live. Included within the £2.6m drawdown from the POCA reserves (Table 5) is a £881k contribution towards the cost of the 2024/25 capital programme.

2024/25 Mitigations

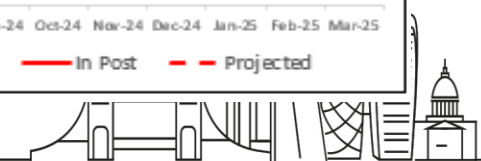
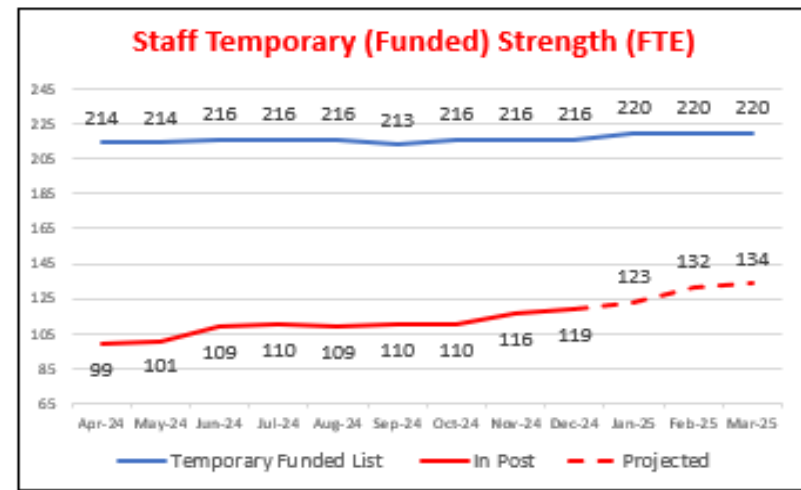
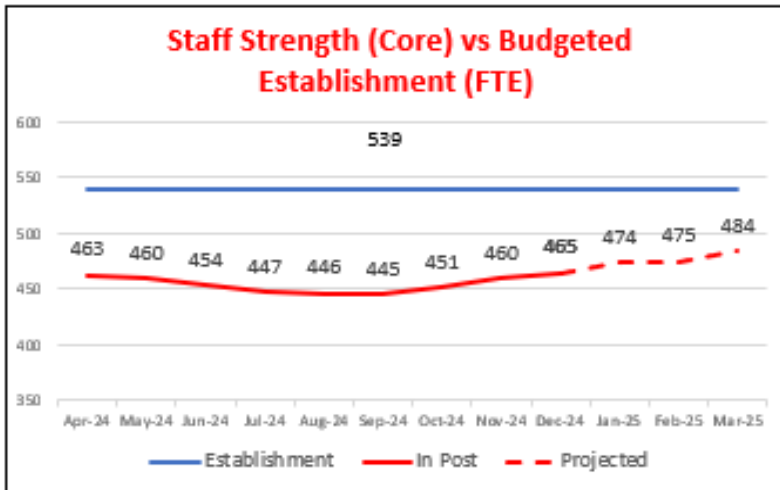
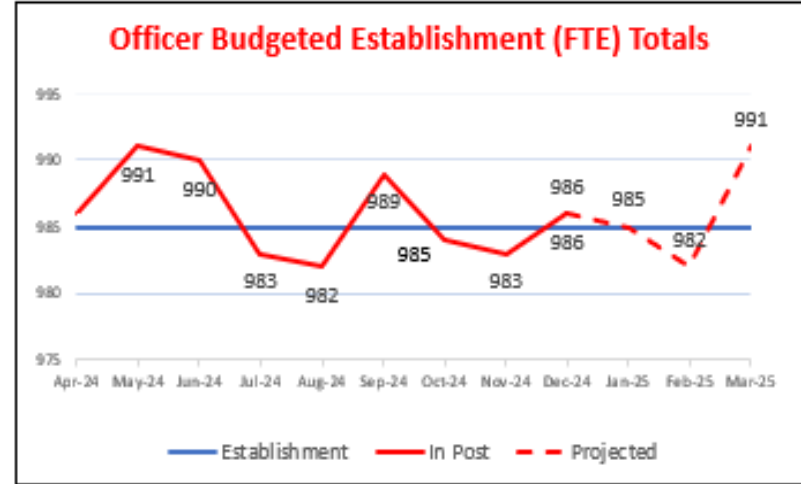
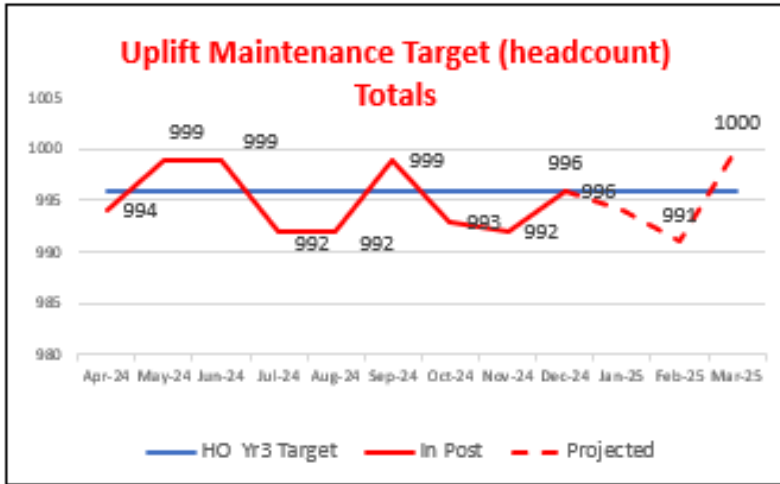
In 24/25 CoLP was required to deliver £15.5m of mitigations to deliver a balanced budget. Of this some £8.5m related to increases in national (core grant £5.9m) and local (Business Rates Premium (BRP) £2.6m) funding which were realised. Of the remaining £7m, current forecasts suggest an over-achievement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



Revenue Monitoring Bridge Analysis



Workforce Dashboard



Risks and Opportunities

There are several financial risks and opportunities outside of the Q3 monitoring period (1 April – 31 December 2024) which may impact the Force's final revenue outturn. These include:

Risks:

- FCCRAS implementation and further implications arising from the updated detailed delivery plan.
- Staff intake for the remainder of 2024/25 exceeding workforce planning assumptions impacting the unplanned vacancy factor off-setting wider cost pressures.
- Other downstream revenue consequence of the capital programme.
- Further unidentified operational pressures which could lead to an increase in overtime and other costs.
- Further premises cost pressures arising from a re-forecasting of repairs and maintenance costs.
- Risk of failure to deliver / sustain mitigations

Opportunities:

- Unplanned staff vacancies due to a lower-than-expected staff recruitment outcomes.
- The 24/25 pay estimate for officers assumed a 3% increase in pay. With the Home Office funding 2.3% of the 4.75% increase there is a potential 0.55% cost benefit of c£200k.
- Further improvements in overhead recovery from funded activities.
- Early work on productivity review may identify early opportunities to at least better absorb operational and other demand pressures.



Mitigations

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

Table 2 2024/25 Mitigations Plan	Target £m	Forecast £m	Variance Better/ (Worse) £m	Sustained £m	R A G	Notes
Reduction in Action Fraud exceptional costs	0.5	0.0	(0.5)	0.0		(i)
Higher proportion of more junior PCs	0.8	0.4	(0.4)	0.0		(ii)
Increased recharging of costs to funded activities and change	3.1	6.6	3.5	3.1		(iii)
Non-pay savings: professional fees, release of inflationary provision & other	1.8	1.8	0.0	1.8		(iv)
Adjustment for phasing of staff recruitment to full establishment	0.8	0.8	0.0	0.0		(v)
Total	7.0	9.6	2.6	4.9		

Notes

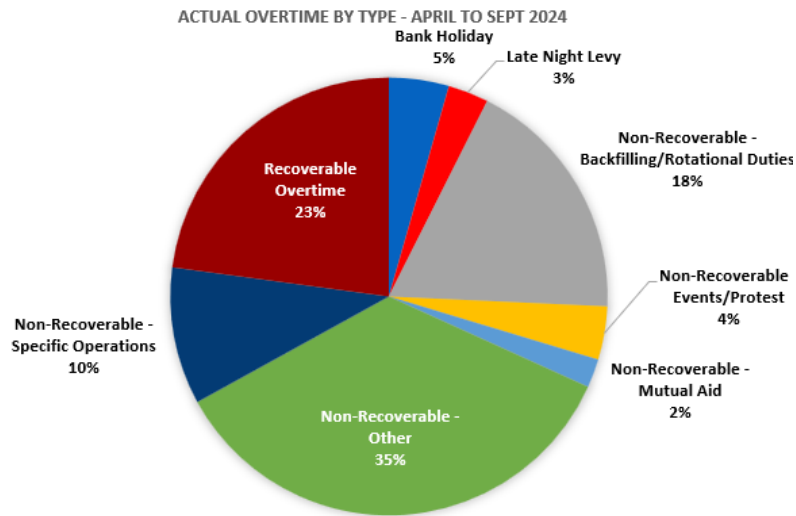
- (i) **Action Fraud** – unrealised saving due to revised delivery implantation plan for the FCCRAS programme.
- (ii) **More Junior PCs** – The Officer Uplift Programme resulted in a higher number of more junior PCs than in the Force’s operational model. Whist this provides a second year of savings in 24/25 with incremental progression and a higher proportion of attrition mitigated by transferees this saving is expected to be eliminated in 25/26.
- (iii) **Increased Recharging to Funded Activities** – includes £3.3m of additional overhead cost recovery from Home Office and £0.2m TfL funded work. NB. the mitigation includes the recovery of direct costs in addition to overheads where there has been an overachievement against plan.
- (iv) **Non-pay saving** – excluding FCCRAS - removed from 24/25 budgets.
- (v) **Trajectory of staff recruitment** – the mitigation is expected to be achieved and in 24/25 exceeded by £2m due to slower than planned staff recruitment (not included as an additional mitigation as neither planned nor sustainable).

Overtime Analysis

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

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

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



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

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



Business Area Summaries [1 of 3]

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

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

Local Policing: £3.9m overspend (Q2 £4.7m overspend). This is mainly due to a high number of Student Officers (126) being attached to Local Policing to gain neighbourhood policing experience during their two-year training programme. The cost of the student cohort in 24/25 is estimated to be £6.3m of which £3.7m will offset by police officer vacancies within Local Policing and the remainder through officer vacancies in other business areas. The 2024/25 police officer pay award of 4.75% was 1.75% higher than budgeted assumptions and has increased officer pay costs by £0.3m, leaving a residual net pay pressure of £2.8m; although £0.3m of this will be off-set by a Home Office Pay Award Grant. Overtime is predicted to be overspent by £0.6m an increase of £0.2m from Q2. This is due to the learning curve of student officers, backfilling specialist roles, the policing events and Hotspot activities. The Q2 forecast also includes a provision for an increase in Command & Control and radio equipment operating costs of £0.4m. In relation to overtime, due to the policing requirements in a national and international capital city there remains a risk that the expected overtime variance could increase significantly should an unexpected event occur. As in 23/24 pre-emptive measures have been put in place by the senior leadership team to contain overtime and this will be monitored closely through the local management team and via the Force's

Strategic Finance Board.



Business Area Summaries [2 of 3]

(ii) Specialist Operations (SO): £0.8m underspend (Q2: £0.8m underspend). Combined Officer, Staff and Overtime pay costs are forecast to be underspent by £1.5m at the end of the financial year. This is mainly due to substantive vacancies in both officer and staff roles. The former being a consequence of maintaining officer numbers within the budgeted officer headcount of 996; considering the high number of student officers in Local Policing. Included within the Q3 forecast for SO is an overtime cost pressure of £0.7m, which is mainly due to operation related work and reactive crime. Overtime remains a significant risk and is developed each quarter in parallel with the senior leadership team. Savings are forecast to be achieved in supplies and services budgets mainly due to lower delays in Cyber Griffin growth (£178k) and underspend against a Drug Testing on Arrest (DToA) budgets due to a reduction in funding of £90k. These savings of £268k are largely offset by an increase of £65k in forensic services costs due to increased investigatory work, unbudgeted digital forensic storage costs £135k and unforeseen equipment repair costs of £40k. Third party payments are also forecast to be overspent by £55k, due to increased demands for forensic analysis services. An under recovery of £555k in Government Grants, is also expected due to a delay in recruitment to vacant funded roles. Other income is forecast to be overachieved by £221k due to Op Safeguard, TfL Special Services funding and mutual aid recoveries from other police forces, net of a £66k shortfall against forecast customer client receipts, mainly due to the loss of DToA funding. The drawdown of funding from the Proceeds of Crime Act (POCA) to meet the cost of the Asset / Civil Recovery Teams has been reduced by £278k mainly due to vacancies.

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



Business Area Summaries [3 of 3]

(iv) Corporate Services: £0.5m overspend (Q2: £0.8m underspend). Police Officer Pay is forecast to be underspent by £1.0m due to vacancies equivalent to 13 PC FTE, this is linked to the high number of student officers attached to Local Policing and the requirement to remain within a budgeted headcount of 996 officers. Staff Pay is also forecast to be underspent by £1.4m at the end of the financial year due to recruitment outcomes being lower than anticipated, due in part to vetting delays. A Gold Group has been established to assess the implications and impact of the vetting delays and to make recommendations to increase throughput. Other Employee Related Expenditure is forecast to be underspent by £0.2m due to lower-than-expected training costs due to on-going vacancies. These pay savings of £2.6m are partially offset by additional agency worker costs of £0.6m to backfill vacancies. An overspend against premises budgets of £0.2m due to increased energy and utility costs of £0.8m net of a potential £0.6m underspend against repairs and maintenance budgets. The repairs and maintenance underspend is being investigated and may result in a further cost pressure at outturn. Supplies and services and other non-pay budgets are forecast to be overspent by £0.8m. Of this £0.45m relates to a NPCC programme and will be recovered through further Government grant income, with the remaining £0.35m due to further cost pressures arising from legals associated with misconduct hearings, additional vetting charges and other professional fees. Income from government grants, other contributions, fees and charges and recharges to capital projects are expected to be under recovered against budget by £1.5m all of which are due to vacancies and lower than expected employee costs.

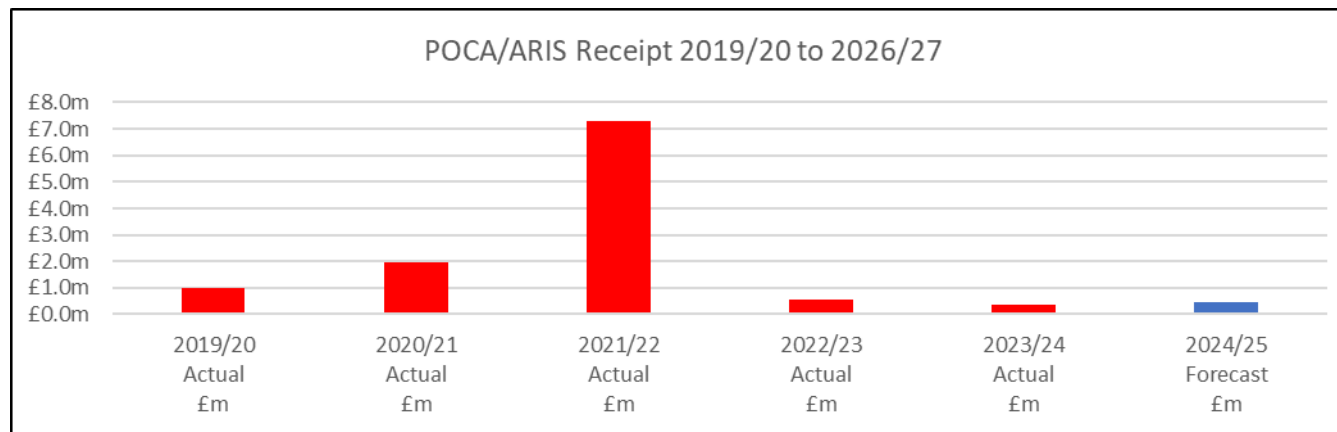
(v) Central Expenditure & Income (CE&I): £7.5m underspend (Q1: £4.7m underspend). This division of service is used to manage indirect income and expenditure items which relate to all business areas. In 2024/25 the CE&I budget included several provisions to manage a staff pay award up to 3% and an officer adjustment factor to manage the Uplift risk of over recruitment against the 996 Officer target. Both provisions, totalling £1.4m have been released. In addition, a central contingency for agency pay costs of £0.2m has been made available to offset the higher than budgeted agency costs in Corporate Services. A further £0.4m underspend is expected on Transport costs due to lower net Concessionary Travel scheme expenditure resulting from higher than budgeted officer contributions. A £0.8m transfer from Reserves is shown in this business area to partially mitigate the Action Fraud contract extension costs, along with £1.2m of Government grant income relating to the national police pay award and £3.5m of additional overhead cost recovery from funded work.



Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS)

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

Currently, there are c£20m of victim focused assets under investigation with the Asset Recovery Team and a further £9.7m with the Civil Recovery Team. Any ARIS recoveries and receipts into the Force, however, are subject to final confiscation orders, future valuation and a 50% Home Office top slice. As demonstrated by the bar chart below, the actualisation of ARIS receipts varies significantly from year to year. While the current 2024/25 forecast is based on average receipts from 2022/23 and 2023/24. An assessment of pipeline activity by the Asset Recovery Team is subject to a separate report to this Committee in the non-public part of the agenda .



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



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

Table 4 below provides a summary of those revenue workstreams which are expected to be funded from the Proceeds of Crime Act (POCA) Reserve. In 2024/25 £1.8m of revenue and £0.9m of capital expenditure is expected to be funded from the POCA Reserve. The impact of this on the reserve position is shown in slide 20.

An explanatory note follows on slide 19.

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

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

Notes to table 4:

- i. Contribution to Safer City Partnership from annual ARIS receipts.
- ii. Funding to support an outreach project delivered in partnership with the London Cyber Resilience Centre.
- iii. Funding to support a Fraud Forum event to raise fraud awareness.
- iv. Funding of Asset Recovery Team was agreed for an initial period of three years 2022/23 to 2024/25 of £1.3m per annum. Forecast overspend due to pay inflation.
- v. Total funding of £300k pa was agreed from 23/24 to drive civil recovery activities across a period of three years.
- vi. Initiative, designed to disrupt and prevent websites from providing unauthorised access to copyright content.
- vii. Funding to support a communications support to business crime reduction, £175k has been approved, now phased over 5 years .
- viii. Overtime/Tasking budget to support covert operations.
- ix. Funding to engage a temporary communications resource (18 months) to support CoLP's national economic and cybercrime capabilities. A total budget of £144k was agreed in 24/25, however, due to recruitment delays the majority of this spend will take place in FY 25-26 & FY 26-27.
- x. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK. This has now been funded via other national grant streams.
- xi. Project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand.
- xii. Out of Court Resolutions - Project to identify and implement a data platform solution to increase the speed of justice delivery, achieve correct and proportionate outcomes in line with meet new legislative requirements.
- xiii. Data Analytics is a project to improve business intelligence through data visualisation and integration (see Capital section).

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



Reserves

Police Reserves are set out in Table 5 below:

Based on the Q3 position, it is expected that Reserves will reduce by £2.9m from an opening balance of £13.6m to £10.7m. This is due to ARIS/POCA funded activities referred to in slide 17-19 and use of a specific Action Fraud Reserve which was created in 2023/24 to help mitigate the financial risk of the FCCRAS project.

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

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



Police Authority Team Revenue Budget

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

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

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

Hotspot Funding [Slide 1 of 3]

Hotspot Progress Update

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

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

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

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

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



Hotspot Funding [Slide 2 of 3]

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

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



Hotspot Funding [Slide 3 of 3]

Notes to Table 7:

- i. **Analytical Staff** - this initiative totals £104k and was submitted to increase the number of analytical staff to gather more and better data on serious violence and ASB in the City alongside tracking the impact of the other Hotspot initiatives. Expenditure to date is lower than anticipated due to initial recruitment delays which have now been resolved.
- ii. **Dedicated Ward Officers (DWO)** £36,000 of funding was proposed to more DWO patrols in the City's residential estates. Patrols are on-going with the expectation that activity will continue in Q4
- iii. **Acquisitive Crime teams** – £139,000 of funding to enable more foot patrols to prevent business and personal robberies and thefts. Patrols are on-going with the expectation that activity will continue in Q4.
- iv. **Cycle Team** – £112,000 of funding for the increased deployment of the Cycle Team to tackle robbery, theft, and ASB. The current forecast under delivery against planned deployments (£65k) has been due to officer abstractions of officers from the Cycle Team to meet other policing priorities.
- v. **'Bridge Crime'** initiative - £180,000 has been allocated to the delivery of a multi-borough initiative tackling crime on and around inner London bridges. This makes up the funding cut to a separate Home Office grant (Safer Streets Fund). Expenditure to date is on track.
- vi. £246,000 for **Operation Vigilant** – training officers to prevent sexual violence in the night-time economy (NTE) and significantly increasing police patrols in NTE hotspots. This project has been delayed due to abstractions linked to the national public disorder which meant that training, to maximise efficiency of the operation had to be delayed. Training for a cohort of officers took place October 2024, which has enabled Vigilant deployments in November and December.
- vii. £31,000 for **Taxi and Compliance checks** – funding periodic deployment of officers to tackle taxi touts and check taxis and private hire vehicles in the City. Deployment is on-going.
- viii. £152,000 for more **CCTV monitoring staff** – significantly increasing the number of staff monitoring CCTV feeds during peak hours, improving the real-time detection and prevention of crime. Vacancies in the Force Control Room (FCR) in Q1-Q3 has restricted activity against this initiative.
- ix. NEW £134,400 for **Training** – funding to embed problem-orientated and Hotspots policing to maximise outcomes.
- x. NEW £51,300 for **Data Visualisation and Geospatial Mapping** to enhance operational decision making.
- xi. NEW £58,600 for **Mobile CCTV Cameras (provisional)**. Progression of this bid is subject to further consideration by CoLP.



Capital Monitoring (at Q3 to 31 December 2024)

Change Portfolio Summary

- The City of London Police are currently in a significant period of change as a result of national and local responsibilities in addition to local, regional and national need for change. Positively, the change programme itself and intended deliverables are designed to meet legislative requirements, increase productivity and improve effectiveness in all areas of policing.
- Due to the very nature of policing, the management of projects and service improvements requires agility and, on occasion, reprioritisation of the planned programme. New legislative requirements, as well as changes in political direction and risk levels can all be factors driving the necessity for that agility, but other driving factors include changes to national programmes which are out of our control.
- The capital plan for 2024/25 includes several of these projects and programmes and has seen delay in timescales resulting in impacts to intended spends. However, due to a robust prioritisation process, and an extensive list of pending projects, designed to optimise the service to be its very best, a proposal to utilise the spend already agreed for the existing plan for additional projects is made. This work acknowledges the need for delayed projects to move into future years but a comprehensive and cohesive approach to planning between the Change Portfolio and Finance colleagues is in place to assure future projections and formalise the capital plan over coming years.
- Slides 26 to 30 set out the Whole Life Capital costs by project, which shows an indicative £6.2m total increase on budgets (subject to governance and affordability assessments), this is mainly due to estimated increased costs of the FCCRAS project (£6.0m) based on the development of a new programme plan.
- Slides 31 to 34 set out the in-year 24/25 forecasts for approved projects.
- Slide 35 captures several capital projects which are City of London Corporation led and outside of the Force's capital programme but have direct benefits to CoLP. These include the Future Police Estate, Secure City and the new Enterprise Resource Planning



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

Prior to presenting the 2024/25 forecast position for projects, it is important to put them in their whole life capital spend context. The total budget for each project is shown, across all phased years of its implementation, and is compared to its forecast outturn spend. The total budget for all CoLP projects underway totals £39.735m, which compares to a forecast outturn cost of £45.900m, representing an overspend of £6.165m (15.5%). This is largely due to estimated increased costs of the FCCRAS project (£5.5m) based on the development of a new programme plan, the Command and Control project (£481k) and E-discovery project (574k).

Table 8 - Summary of all CoLP capital projects underway and their phasing	Budgeted Project Cost £'000	Prior Year Actuals £'000	2024/25 Forecast Outturn £'000	2025/26 Forecast Spend £'000	2026/27 Forecast Spend £'000	2027/28 Forecast Spend £'000	Forecast Project Outturn £'000	Variance (Better) / Worse £'000	Notes (on slides 28-30)
FCCRAS	31,038	21,758	7,780	7,500	-	-	37,038	6,000	(a)
Cyclical replacement - IT laptop devices – refresh	1,600	-	1,200	431	-	-	1,631	31	(b)
- Firearms	400	-	400	-	-	-	400	-	(c)
- Horsebox	400	-	400	-	-	-	400	-	(d)
- Fleet replacement	817	-	358	459	-	-	817	-	(e)
Command and Control	707	-	113	623	329	123	1,188	481	(f)
Data Analytics (formerly Power BI)	748	98	634	50	-	-	782	34	(g)
ICAV	248	195	15	50	-	-	260	12	
Prioritisation and feasibility funding	776	173	227	-	-	-	400	(376)	(h)
E-discovery	500	-	158	916	-	-	1,074	574	(i)
Body Worn Video	309	217	7	-	-	-	224	(85)	
Covert Camera System	106	46	65	-	-	-	111	5	
Covert Surveillance Equipment	247	152	91	-	-	-	243	(4)	
Multi Agency Public Protection System	148	-	15	133	-	-	148	-	(k)
Sub-total (continued next slide)	38,044	22,639	11,463	10,162	329	123	44,216	6,172	



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

Table 8 - Summary of all CoLP capital projects underway and their phasing	Budgeted Project Cost £'000	Prior Year Actuals £'000	2024/25 Forecast Outturn £'000	2025/26 Forecast Spend £'000	2026/27 Forecast Spend £'000	2027/28 Forecast Spend £'000	Forecast Project Outturn £'000	Variance (Better) / Worse £'000	Notes (on slides 28-30)
Sub-total (continued from previous slide)	38,044	22,639	11,463	10,162	329	123	44,216	6,172	
Out of Court Resolutions (OoCR)	163	-	148	-	-	-	148	(15)	
Digital Asset Management System	60	-	4	56	-	-	60	-	(m)
Forensic Case & Quality Management System	500	-	22	478	-	-	500	-	(j)
Role-based Access	77	-	2	75	21	-	98	21	(l)
Forensic Image Management System (FIMS)	59	-	59	3	-	-	62	3	(p)
Auto-Redaction (POCA) (PILOT)	99	-	99	-	-	-	99	-	(q)
Supplementary Revenue Projects	119	-	109	63	72	82	326	207	(o)
Revenue funding from £5m DRF	223	-	-	-	-	-	-	(223)	(r)
Uncommitted	391	-	391	-	-	-	391	-	(n)
TOTAL COST OF PROJECTS UNDERWAY	39,735	22,639	12,297	10,837	422	205	45,900	6,165	



CoLP Capital Programme [notes, slide 1 of 3]

Notes to tables 8 and 11:

- a) **FCCRAS:** Based on the development of a new programme plan, the total project cost is estimated to increase by £6.0m to £37.0m, with the increase expected to be incurred in 2025/26 and funded jointly by Home Office (£3.667m) and CoLP (£1.833m). The forecast overspend against budget in the current year 2024/25 of £3.017m is due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of the delayed go live, coupled with additional rephasing of £1.5m retention payments into 2025/26. While there may be further rephasing into 2025/26, there is no risk to existing Home Office capital funding which has been fully drawn down in 2024/25.
- b) **IT device (laptops) refresh:** Approval has been given and the rollout commenced to replace laptops over two years at a cost of £1.703m (£1.200m in 2024/25 and £0.503m in 2025/26), partly offset by anticipated income of £0.072m from the return of existing devices, resulting in a net total cost of £1.631m. This compares to a budget in the 2024/25 capital programme of £1.200m, with a further provision of £0.400m in 2025/26, amounting to a total budget of £1.600m across the two years which represents a shortfall of £0.031m.
- c) **Firearms:** A procurement options report was submitted to the Police and Emergency Planning Category Board on 6th August. A report will be submitted to Strategic Finance Board in due course with the outcome of this evaluation work and a final cost estimate for approval. During February testing will be carried on the new equipment will full delivery expect either at the end of March or early April
- d) **Horsebox:** There was a delay purchasing the horsebox due to limited supplier selection nationally, but the horsebox is now in the country and due for delivery later this year. It is anticipated that the full £400k budget will be spent in 2024/25.
- e) **Fleet replacement:** an order was placed in August 2024 for 2 Volvo XC90 Armed response Vehicles (ARVs) costing £122k. This reduces the remaining budget in 2024/25 to £236k, which is available for other vehicles which maybe prioritised ahead of establishment of an approved fleet strategy, which will inform the fleet funding requirement across future capital programmes. It is anticipated that the full budget will be committed by the end of March25
- f) **Command and Control:** Compared to a budget in 2024/25 of £707k, latest forecast spend is £113k due to the delay in the MPS reset . The whole life project costs are still to be confirmed and remain indicative until additional work has been completed on potential options selection.

CoLP Capital Programme [notes, slide 2 of 3]

Notes to tables 8 and 11:

- g) **Data Analytics (formerly Power BI):** Phase 1 was completed in 2022/23 at a cost of £98k. It is now anticipated that remaining and final spend of £684k will take place in 2024/25 and 2025/26, which would be £34k ahead of the remaining budget provision.
- h) **Prioritisation and feasibility funding:** a budget provision to progress the overarching management of change for CoLP, alongside the quick-time progression of some pipeline projects prior to their gateway 2 attainment. Mainly due to delays in the identification of suitable candidates and their vetting, £227k is forecast to be spent in the 2024/25.
- i) **E-discovery:** based on current estimates there is a risk of project overspend of £0.574m. However, this will be reviewed subject to procurement options and solutions being identified.
- j) **Forensic Case and Quality Management System:** early scoping is taking place in 2024/25, with most spend now likely in 2025/26.
- k) **Multi Agency Public Protection System:** a delayed national project with most spend expected in 2025/26.
- l) **Role Based Access:** a delayed national project – now anticipated to start late 2024/25, with the majority of spend in 2025/26.
- m) **Digital Asset Management System:** due to resourcing pressures and reprioritisation, anticipated to start later in 2024/25, with most spend slipping to 2025/26.
- n) **Underspends:** the 24/25 forecast outturn net overspend of £1.952m comprises the FCCRAS overspend of £3.017m, a net underspend against other projects of £1.703m in 2024/25, of which £0.638m of that net underspend is forecast to be utilised on projects originally prioritised for future years. Currently 5 proposed projects are included in Table 10 (see project notes o, p and q, which lists 3 new supplementary revenue projects overleaf), with £0.391m remaining available for further new projects, including continuous improvement in process efficiencies in business areas such as vetting, HR and Duty Planning.



CoLP Capital Programme [notes, slide 3 of 3]

Notes to table 8 and 11:

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

Existing Supplementary Revenue projects include:

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

Total budget £68k

New Supplementary Revenue projects include:

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

Total budget £51k

p) Forensic Image Management System (FIMS) – this project aims to introduce an automated, auditable system which allows images of unidentified suspects to be easily circulated. Implementation is expected in 2024/25.

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

r) CoLP Direct Revenue Financing – The CoLP revenue budget includes a £5m capital financing provision. At Q2 £223k had been reprioritised to help mitigate in year revenue cost pressure, however at Q3 it is forecast that this is no longer required.

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

Headlines [1 of 2]

The total CoLP Capital Programme budget for 2024/25 amounts to £10.345m as shown in table 9 below. The forecast outturn for the year totals £12.297m, which represents a net overspend of £1.952m. This is mainly due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of programme rephasing, with further profiling of retention payments of £1.500m into 2025/26. Therefore, the net overspend on FCCRAS in 2024/25 amounts to £3.017m. This has been partly offset by net underspends across other projects in 2024/25 of £1.703m, less £0.638m of those underspends which are forecast to be utilised in 2024/25 by bringing forward projects programmed for future years, subject to approvals.

Table 9 - CoLP Capital Programme 2024/25	2024/25 Budget £'000	2024/25 Forecast Outturn £'000	2024/25 Variance: Budget vs Forecast Outturn £'000
Total CoLP Capital Programme 2024/25	10,345	12,297	1,952

The CoLP Capital Programme comprises projects developed and managed by the Force, which are either funded directly from the Force's own resources, from Home Office funding or via a Corporation loan facility as summarised in Table 10 below.

Table 10 – Funding of the CoLP Capital Programme 2024/25	Forecast Outturn 2024/25 £'000	City Loan £'000	Home Office £'000	CoLP Direct Revenue Financing £'000	CoLP POCA £'000
Total Funding Breakdown	12,297	3,612	2,804	5,000	881

CoLP's MTFP now provides £5m pa for direct revenue financing (DRF) of capital plus £1m pa for loan repayment. While the expectation is that CoLP's capital priorities will normally be managed within the £5m DRF envelope, there may be exceptional circumstances where recourse to the internal loan facility may be necessary and appropriate. This includes the City's estimated £12m contribution to FCCRAS capital spend. Accrued borrowing as at 1 April 2024 was £1.9m and is forecast to increase to between £3.5m and £4.5m by 31 March 2025 depending on the timing of the Home Office contribution to increased FCCRAS capital.



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

Headlines [2 of 2]

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

Slide 35 captures several capital projects which are City of London Corporation led and outside of the Force's capital programme but have direct benefits to CoLP. These include the Future Police Estate, Secure City and the new Enterprise Resource Planning system.



CoLP Capital Programme 2024/25 [Slide 1 of 2]

The CoLP Capital Programme budget for 2024/25 amounts to £10.345m as shown in table 11 below. The forecast outturn for the year is £12.297m, which represents an overspend of £1.952m. This is mainly due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of programme rephasing, with further profiling of retention payments of £1.500m into 2025/26. Therefore, the net overspend on FCCRAS in 2024/25 amounts to £3.017m. This has been partly offset by net underspends across other projects in 2024/25 of £1.703m, less £0.638m of those underspends which are forecast to be utilised in 2024/25 by bringing forward projects programmed for future years, subject to approvals.

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

Table 11 - CoLP Capital Programme 2024/25	2024/25 Budget	2024/25 Forecast Outturn	2024/25 Variance: Bud. v Forecast Outturn £'000	Notes on slides 28 to 30
	£'000	£'000		
FCCRAS	4,763	7,780	3,017	(a)
Cyclical replacement – IT Devices	1,200	1,200	0	(b)
- Firearms	400	400	0	(c)
- Horsebox	400	400	0	(d)
- Fleet	358	358	0	(e)
Command and Control	707	113	(594)	(f)
Data Analytics Platform (formerly Power BI)	645	634	(11)	(g)
Prioritisation and feasibility funding	605	227	(378)	(h)
E-Discovery	292	158	(134)	(i)
Forensic Case & Quality Management System	216	22	(194)	(j)
Out of Court Resolutions	163	148	(15)	
Sub-total (continued next slide)	9,749	11,440	1,691	

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

Table 11 - CoLP Capital Programme 2024/25	2024/25 Budget	2024/25 Forecast Outturn	2024/25 Variance: Bud. v Forecast Outturn	Notes on slides 28 to 30
	£'000	£'000	£'000	
Sub-total (continued from previous slide)	9,749	11,440	1,691	
Multi Agency Public Protection System	148	15	(133)	(k)
Court Surveillance Equipment	91	91	0	
Body Worn Video	79	7	(72)	
Role Based Access	77	2	(75)	(l)
Covert Camera System	63	65	2	
Digital Asset Management System	60	4	(56)	(m)
ICAV	10	15	5	
Other Supplementary Revenue Projects	68	20	(48)	(o)
Sub-total (prior to new proposals)	10,345	11,659	1,314	
New proposals to utilise slippage:				(n)
1. Forensic Image Management System (FIMS)	0	59	59	(p)
2. Auto Redaction (Pilot)	0	99	99	(q)
Other New Supplementary Revenue Projects	0	89	89	(o)
Contribution to revenue funding shortfall from £5m DRF	0	0	0	(r)
Uncommitted	0	391	391	(n)
Sub-total (new proposals)	0	638	638	(n)
Total CoLP Capital Programme 2024/25	10,345	12,297	1,952	



Corporation-led Projects benefiting CoLP

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

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

