

Revenue & Capital Monitoring Report

Q2 - 2025/26

Resources and Estates Committee (REC)
12 November 2025

Police Authority Board (PAB)
10 December 2025



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

Q2 - Revenue & Capital Summary - Headlines

Revenue Outturn Summary - Forecast to 31 March 2026

The **revenue outturn at Q2** (1 April – 30 September) 2025/26 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. This is an **improved position compared to Q1** where the outturn forecast was expected to be a £0.9m overspend. Whilst it is expected that the final outturn will remain within 1% of this breakeven position, with the tightening police finances, any additional cost pressures in Q3-Q4 of 2025/26 will require the identification of compensating savings, use of specific reserves and/or recourse to additional loan financing.

Key forecast variances are shown in slide 12 and include:

- ‘Funded’ pay underspends of £2.6m offset in full by reduced government grants, lower external income and smaller transfers from reserve leading to **lower-than-budgeted overhead cost recovery of £0.2m**. The full extent of the under-recovery is estimated to be £0.6m, however, this has been partially mitigated through an overhead adjustment provision which was budgeted to manage this risk.
- a **net £1m 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.
- **Other cost pressures** including forensic services, data storage costs, national IT services and other professional fees totalling **c£0.6m**.
- A **£0.6m 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 cost pressures are largely **offset by**:

- **‘Core’ staff pay underspends** of **£0.8m** 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 **£0.6m**, 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.

Q2 - Revenue & Capital Summary - Headlines

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. As at Q2 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 11**.

Capital Outturn Summary

The total **capital outturn** for 25/26 is forecast to be £16.744m and compares to a CoLP Capital Programme budget of £13.565m. This represents an in-year **overspend of £3.179m** compared to the original 25/26 capital programme budget. This is mainly due to additional FCCRAS implementation costs of £5.220m compared to expected spend of £7.5m in 25/26 (which is funded jointly by the Home Office and CoLP on a two-thirds, one-third basis) net of other capital programme slippage totalling £2.041m across several a national and local programmes. Whilst the cost of the FCCRAS implementation plan has increased by £3.6m from Q1 25/26, it is expected that CoLP's 1/3 share (£1.2) will be mitigated through the rephasing of other capital programme spend in 25/26. The FCCRAS capital implementation cost is forecast to be £40.6m as reported to the FCCRAS Procurement Committee in October 2025.

CoLP's **internal borrowing requirement** in 25/26, via a loan arrangement with the City of London Corporation, 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 funding strategy for the new firing range, which is subject to a separate paper on today's agenda.

Police Authority Board Outturn Summary

The outturn for the Police Authority Team budget is £0.92k against a latest approved budget of £1.0m, an underspend of £0.08k(Slide 20 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 Q2

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	44.5	40.8	(3.7)	88.9	87.7	(1.3)	(i)
Staff	23.4	20.4	(2.9)	46.8	44.7	(2.1)	(ii)
Overtime	2.1	1.6	(0.4)	4.1	4.1	(0.0)	
Agency	0.6	0.6	(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	1.6	1.3	(0.3)	3.2	3.2	(0.1)	
TOTAL PAY	72.1	64.8	(7.4)	165.0	161.5	(3.4)	
NON-PAY							
Premises Costs	1.7	1.8	0.0	3.5	3.7	0.1	
Transport	1.3	0.2	(1.0)	2.5	2.5	0.0	
Supplies and Services	23.9	23.7	(0.2)	47.7	47.6	(0.1)	
Third Party Payments	6.4	3.8	(2.5)	12.7	12.6	(0.2)	
Unidentified Saving	(0.8)	0.0	0.8	(1.7)	0.0	1.7	(iii)
CoL Support Services	1.7	1.6	(0.1)	3.4	3.4	0.0	
Capital Charges	3.8	0.0	(3.8)	7.6	7.6	0.0	
Transfer to Reserve	0.8	0.0	(0.8)	1.5	1.6	0.1	
TOTAL NON-PAY	38.6	31.1	(7.5)	77.3	79.1	1.7	
TOTAL EXPENDITURE	110.8	95.9	(14.9)	242.2	240.6	(1.7)	
INCOME							
Specific Grants	(56.6)	(22.4)	34.2	(96.7)	(95.9)	0.8	(iv)
Partnership	(7.6)	(3.4)	4.1	(15.1)	(14.9)	0.2	(v)
Fees & Charges	(1.7)	(1.1)	0.6	(3.4)	(2.9)	0.6	(vi)
Transfer from Reserves	(1.0)	(0.2)	0.9	(2.1)	(1.9)	0.2	(vii)
CoLP Core Funding	(42.6)	(42.6)	0.0	(122.4)	(122.4)	0.0	
Capital Financing	(1.3)	0.0	1.3	(2.5)	(2.5)	0.0	
TOTAL INCOME	(110.8)	(69.6)	41.1	(242.2)	(240.7)	1.7	
UNDERLYING DEFICIT	0.0	26.2	26.2	0.0	(0.0)	(0.0)	

Revenue Monitoring Supporting Information Q2

(i) Police Officer Pay

The forecast for Police Officer pay is an underspend of £1.3m underspend against a latest approved budget of £88.8m (-1.4%). The variance, is principally due to vacancies across a range of funded activities which results in a corresponding reduction in government grant, partnership income, reserves and overhead cost recovery. The outturn against the core officer budgets, is expected to be breakeven (£97k overspend). The Police Officer headcount at the end of September 2025 was 1,011 comprising 997 officers against the national uplift target and a 14 Neighbourhood Officers. In 25/26 £2.6m of ringfenced Home Office funding is dependent on CoLP maintaining an Officer headcount of 996 officers which is measured at the end of September and March each year. Based on the September 2025 Officer headcount £1.3m of the £2.6m ringfenced funding has been secured.

Additionally, £1.47m of funding has been provided to CoLP in 25/26 to increase the Neighbourhood Policing Team by 14 FTEs. The Q2 forecast assumes that both the main Officer Uplift and Neighbourhood targets will be met in March 2026 (slide 10 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 Q2

Officer Pay Award - The Q2 forecast includes the impact of the 4.2% Police Officer pay award announced in July 2025 which was 1.4% higher than budgeted. Most force 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. Assuming this is allocated in line with the core grant funding formula, it is expected that CoLP's share (0.7% c. £870k) should be sufficient to offset the impact of the 25/26 core officer pay award. Confirmation of funding for non-core funded activities is still awaited.

(ii) Police Staff Pay

Police Staff pay, compared to a latest budget of £46.8m, is forecast to be underspent by £2.1m by the end of the Financial Year, - £1.3m relating to funded work and £0.8m 'core' activities. This underspend is largely driven by slower than expected staff recruitment in 24/25 which has impacted staffing numbers in 25/26. Whilst the trajectory of staff recruitment has increased, current workforce plans (slide 10) indicate that several unplanned vacancies will continue for the remainder of this financial year, to the extent that it relates to 'core' funded role, has offset other cost pressures in Q2. As staff recruitment increases, however, alternative and sustainable mitigations will need to be identified. The current forecast assumes a 3.2% pay award, compared to the 2.8% budgetary provision, but this is unconfirmed, and the forecast will be updated as further information become available. The part year impact of a 1% increase in the staff pay award is estimated to create an additional £260k 'core' cost pressure, rising to a £360k full year impact.



Revenue Monitoring Supporting Information Q2

(iii) Non-Pay

Overall non-pay costs are anticipated to be £1.7m overspent by the end of the Financial Year. This overspend is largely due to a £1m cost pressure relating to the revised implementation plan for the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS), net of an agreement with Home Office to a 50/50 'risk share' for current service extension costs. The 25/26 estimates included a FCCRAS unidentified savings requirement of £1.5m. Whilst at the time of budget setting Members of the Police Authority Board were advised that this time limited pressure, combined with CoLP's funding of 1/3 of the FCCRAS capital implementation costs, may require recourse to an internal loan facility, current forecasts indicate that this will be mitigated in year by savings. Close monitoring of these forecast outturn assumptions will be maintained throughout the remainder of 25/26

Other in year non-pay cost pressures include Forensics (£233k) digital storage and outsourced services, additional national IT charges / continuous IT improvement work (£319k) and a net under-recovery of corporate overheads (£210k) 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 £0.8m against a latest budget of £96.7m. This is mainly due to £0.9m of unbudgeted government grant income relating to the expected 2025 pay award, offset by a £1.7m reduction in Home Office funding 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 Q2

v) Partnership Income

Partnership income is forecast a shortfall of £0.2m 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 £0.6m against an original budget of £3.4m. This is mainly due to a shortfall in income from the Economic and Cybercrime Academy (ECCA) of £511k based on a lower-than-expected number of bookings to Q2, noting that the 25/26 income target for the ECCA has been set to achieve full cost recovery. Of the ECCA shortfall £562k, £129k has been mitigated through a combination of vacancies and saving against temporary staff (agency) budgets. The forecast also assumes a reduction in speed awareness income of £80k resulting from a reduction in camera enforcement activity.

(vii) Transfer from Reserves

The transfer from reserves is forecast to decrease by £0.2m compared an original budget of £2.1m. This is due to £0.5m lower than anticipated use of the POCA reserve to fund the Asset Recovery- and Civil Recovery- Teams (slide 17 refers) 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 in 25/26 (slide 19 refers).

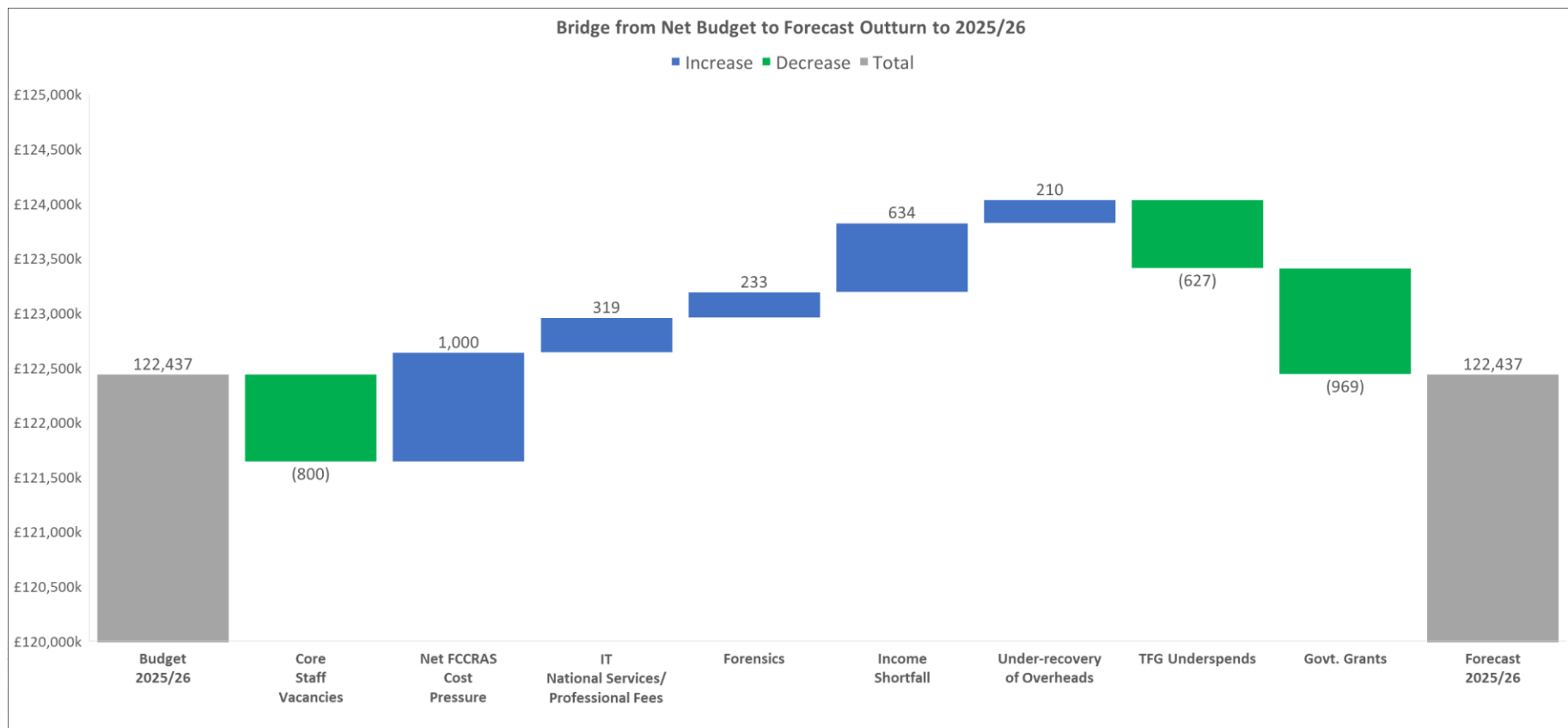
Mitigations

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 reviewed at Q3.

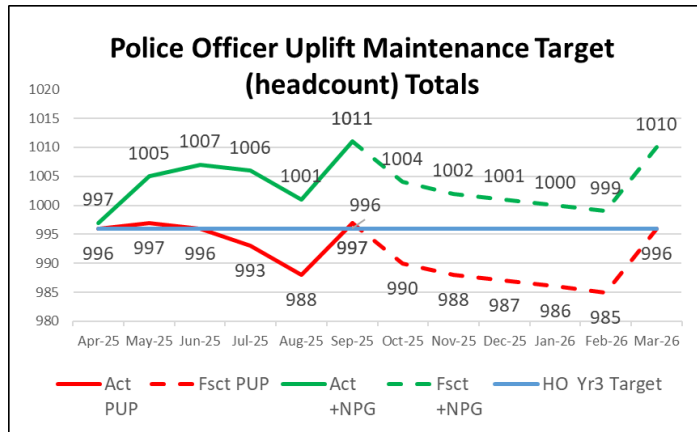


Bridge Analysis Q2

Breakeven position forecast outturn for CoLP by 31st March 2026 (Q1: £0.9m overspend)
Key variances are shown below:

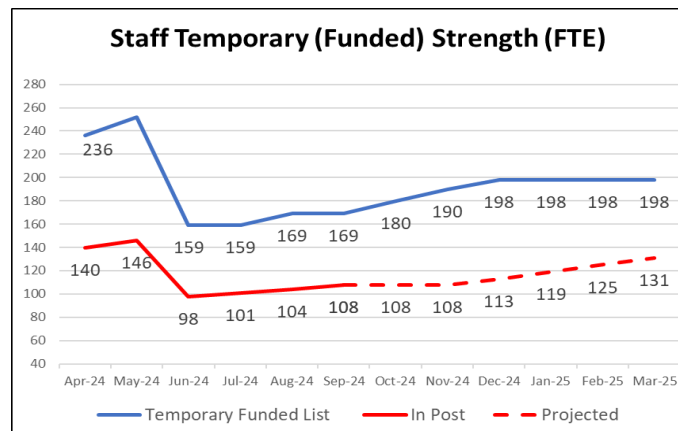
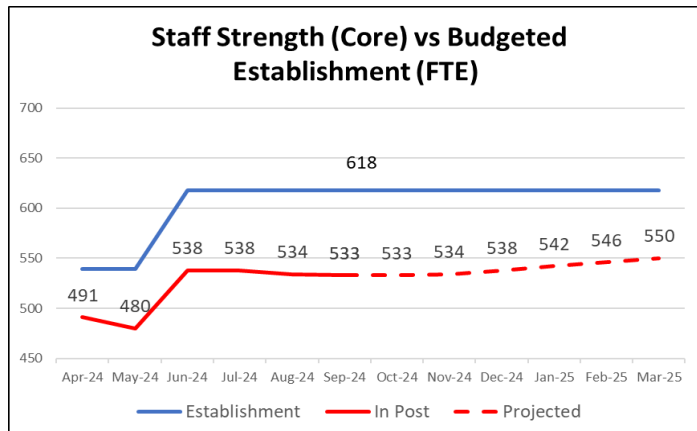


Workforce Summary Q2



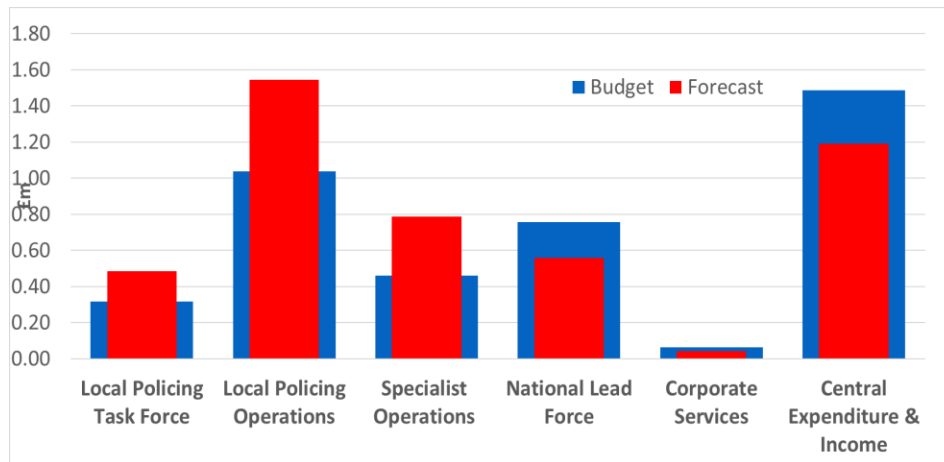
Police Officers - the Police officer workforce forecast assumes the Uplift Maintenance headcount target of 996 officers will be met in both September 2025 and March 2026 securing £2.6m of ringfenced Uplift funding.

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 September 2025 13 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.

Overtime Q2



The graph shows the largest projected over and underspends relating to officer and staff overtime. The blue column denotes Hotspot funding which is expected to offset £0.95m of the forecast overspend.

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.



Local Policing £449k overspend – (Q1: £1.4m overspend) . Material overtime variances forecast at Q2 include Student Officer (£104k), Support Operations Group (£189k) and Firearms backfilling duties to maintain officer numbers (£190k), which are offset against underspend in Ops and Duty Planning (-£188k). At Q1 the forecast included £950k of overtime relating to the Hotspot Grant. This was an interim forecast pending confirmation of programme delivery, with the budget and forecast now aligned to planned spend.

Specialist Operations £238k overspend (Q1: £185k 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 £260k underspend (Q1: £303k 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 £428k underspend (Q1: £295k 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 Q2

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

Risks:

- Final confirmation of the distribution methodology for the £120m additional Home Office funding to help meet the cost of the 4.2% Police Officer pay increase in 2025.
- The unconfirmed staff pay award, with every 1% increase above the 2.8% budgeted assumption representing a £260k 'core' cost pressure in 2025/26, £360k full year;
- 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 capital 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 2025 business planning outcomes.



Mitigations Q2

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 6 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	1.3	0.2	1.5		(ii)
Non-pay savings: professional fees, release of inflationary provision & other	0.7	0.7	0.0	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 £0.5m 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 Q2 [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	17.4	18.1	0.6	34.9	36.6	1.7	(i)
Specialist Operations	15.7	17.0	1.3	31.3	30.5	(0.8)	(ii)
National Lead Force	6.1	33.6	27.5	12.2	12.9	0.7	(iii)
Corporate Services	16.8	19.6	2.8	33.5	33.8	0.3	(iv)
Central Income & Expenditure	(13.3)	(19.4)	(6.0)	10.5	8.6	(2.0)	(v)
Total	42.6	68.9	26.2	122.4	122.4	0.0	

Local Policing: £1.7m overspend (£1.7m overspend) - Pay forecast to overspend by £1.7m, driven by over-established and temporary Officer posts (of which student officers - £3.7m) and difference in officer pay award of 1.2% from September 2025. Of the £5.4m officer pay overspend, £5.2m is offset through force wide 'core substantive' vacancies. Some additional cost pressures from temporary/acting promotions have been funded through held substantive posts (£350k representative full year impact). Staff vacancy underspend forecast 100k net, noting potential over established posts pressure should all vacancies be filled in-year. The overtime outturn is estimated to be a net overspend of £450k based on the annualised rate of current spend. Other Employee Expenses underspend has been forecast with significant underspend against Tactical Firearms Group (TFG) local training budget -£273k, and Supplies and Services underspends particularly against TFG Equipment and Licences budgets -£354k.



Business Area Summaries Q2 [2 of 3]

(ii) Specialist Operations (SO): £0.8m underspend (Q1: £0.7m underspend). As of Q2, Specialist Operations is forecasting an outturn position of £30.48m against a net budget of £31.33m (circa £0.85m underspend). Whilst there remains significant levels of Officer/Staff vacancies from previous quarter (x51), x12 posts are awaiting start dates or (onboarded in September) due to vetting with the remaining at various stages of recruitment planning. 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 £1.5m 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% which is based on the internal communication provided by CoL Pay and remuneration team (TBC). Overtime remains a significant risk within SO and the forecast will be developed through each quarter in parallel with governance reviews within SO SLT. Savings are forecasted to be achieved in supplies and services mainly due to Cyber Griffin ringfenced funding, however, there are cost pressures in Forensic Services for data storage costs and outsourced forensic services, due to inflation & demand. Additional income within Government grants of £80k has been secured for PUP PECT, Civil Recovery & Custody Detainee offset against a £240k reduction in recovery for other funded roles due to vacancies and we await further updates from funders through Q3 on proposed uplifts to close budgetary gaps to specific funded roles due to favourable pay award increases.

(iii) National Lead Force: £0.7m overspend (Q1: £0.7m overspend). As at Q2 NLF is forecasting an overspend of £749k against a full year budget of £12.2m. Key cost pressures include 1) £1m of exceptional expenses arising from the revised implementation plan for the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) and 2) a shortfall of £382k in the Economic Cyber Crime Academy (ECCA), due to £231k one off costs for setting up the “Every Officer” training project (which was an unfunded commitment brought forward from 2024/24) combined with a decrease in demand for ECCA courses in the first part of the year. Efforts are currently underway to explore new opportunities to expand the reach and revenue potential of the training academy. These overspends have been partially offset by underspend on core Officer pay of £387k within NLF Fraud and Co-ordination, due to vacancies, and general attrition throughout the year, along with an underutilisation of supplies and services budgets (c£150k) within NLF core budgets.



Business Area Summaries Q2 [3 of 3]

(iv) Corporate Services: £0.3m overspend (Q1: £0.2m underspend). As at the end of Q2, CSD is overspent by £283k. Core staff pay is forecast to be underspent by £384k due to slower recruitment outcomes than anticipated. This saving is offset by higher than budgeted temporary staff costs of £266k due to backfilling of vacancies, increased training costs (£113k) to enhance workforce capabilities, higher than budgeted supplies and services spend including: increased Police Digital Services charges £44k, NPBA conference spend of £60k as well as £50k to support productivity programmes, along with lower than anticipated secondment income (£147k). Other cost pressures such as backdated rates costs of (£186k) have been contained within existing premises budgets, such as utilities and servicing. To date £175k of cyclical maintenance works have been carried out at Bishopsgate and New Street. These were originally planned for 24/25 and will be funded from by repairs reserve which was created in 24/25 from the re-phasing of working into 25/26.

(v) Central Expenditure & Income (CE&I): £1.9m underspend (Q1: £0.4m underspend). At Q2 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 (0.5m) and release of £0.7m from an overtime provision created from the increase in the National and International Capital City grant in 25/26. The Q2 forecast also includes £970k of unbudgeted Government grant income, of which £870k relates to the 2025 Officer Pay award. Whilst the allocation of the £120m national pay award grant has not been confirmed it is expected that the distribution will be on a formula share basis, of which CoLP should expect to receive 0.7%. The release of these provisions is offset by a forecast £0.2m unbudgeted pay cost pressure relating ill health retirements, other workforce transition costs and a £620k shortfall in overhead recovery due to vacancies in funded activities. Of the £620k shortfall, £410k is partially mitigated through use of an overhead adjustment provision created from growth in overhead recovery.

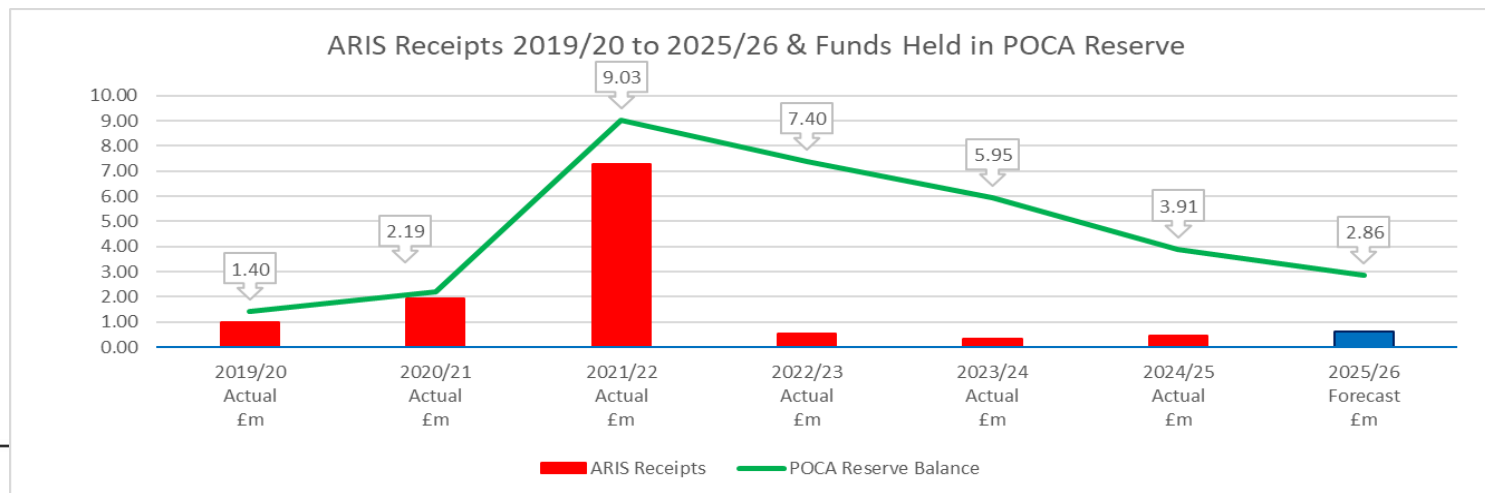


Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS) Q2 [1 of 2]

The Proceeds of Crime Act 2002 (POCA) gives power to the police and other public bodies to confiscate assets and cash from individuals who are convicted of offences or who, on the balance of probability, have benefited from their illegal activities. The Asset Recovery Incentivisation Scheme (ARIS) was set up in 2006. ARIS is a mechanism for returning to law enforcement agencies a proportion of the assets they recover 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.

The forecasting of ARIS receipts is challenging and subject to several uncertainties including the timetable of court proceeding, final confiscation orders being issued and the future valuation of the assets. ARIS receipts and a 50% top slice to fund national asset recovery work.

As can be seen from the chart below, ARIS receipt can vary significantly year on year, however, over the last three years, receipt into CoLP have averaged c £0.5m per annum. Over the same period some £5m of ARIS receipts have been used to drive crime reduction and asset recovery through funding the Asset Recovery and Civil Recovery Teams. Critically, while this has been made possible by a significant ARIS receipt in 21/22, based on current and forecast ARIS receipts into CoLP it will not be possible to sustain funding for the Asset Recovery and Civil Recovery Teams from the POCA Reserve beyond 2027/28 when alternative funding or cost reduction measures will be necessary.



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



Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS) Q2 [2 of 2]

Considering the current balance in the POCA account (£3.91m) and the current cost of the Asset and Civil Recovery Teams (£2.1m), the use of the Reserve will be limited to the following activities in 25/26:

Table 4: POCA Funded Expenditure	2025/26 Approved Budget £'000	Forecast Outturn 2025/26 £'000	Projected Variance (Better) / + Worse £'000	Notes
Asset Recovery Team	1,686.0	1,000.0	(686.0)	(i)
Civil Recovery Team	400.0	574.0	174.0	(ii)
Total Asset Recovery	2,086.0	1,574.0	(512.0)	
Economic and Cyber Police HQ Communications Support	0.0	95.0	95.0	(iii)
Total Crime Reduction	0.0	95.0	95.0	
Grand Total	2,086.0	1,669.0	(417.0)	

All bids to use the POCA Reserve are subject to affordability and a cost/benefits assessment.



Use of Reserves

Police Reserves are set out in Table 5 below:

Whilst Reserves are forecast to reduce by £221k at Q2, it is expected that the use of specific earmarked reserves, such as the Repair, Maintenance and Improvement Reserve, will increase as the financial year progresses. This is due to works being carried out to extend the operational lifespan of the Bishopsgate and New Street buildings, ahead of the move to the new Police Estate. Separately, if the current breakeven revenue outturn forecast is not maintained, a drawdown from the Action Fraud Reserve will also be required (to the extent the reserve allows) to offset any residual cost pressure arising from the revised FCCRAS implementation plan.

From 25/26 an annual revenue provision of £0.5m will be made to provide a contingency for future premises repairs, maintenance and replacement works along with a £0.5m transfer to reserve to support the implementation of future corporate priorities. This is to ensure that revenue contributions are smoothed to reduce the impact of peaked expenditure in any one single financial year.

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				
Use of Reserves	Opening Balance 2025/26 £'000	Forecast Transfers To Reserve £'000	Forecast Transfers From Reserve £'000	Forecast Closing Balance 2025/26 £'000
General Reserve	6,595.0	0.0	0.0	6,595.0
Specific Reserves:				
Proceeds of Crime Act	3,908.0	609.0	1,659.0	2,858.0
Action Fraud Reserve	498.0	0.0	0.0	498.0
Emergency Services Mobile Technology	294.0	0.0	0.0	294.0
Repairs, Maintenance & Improvements	723.3	500.0	171.0	1,052.3
Projects Reserve	584.0	0.0	0.0	584.0
Corporate Priorities	0.0	500.0	0.0	500.0
CoLP Secure City	241.7	0.0	0.0	241.7
Total Specific Reserves	6,248.9	1,609.0	1,830.0	6,027.9
Total	12,843.9	1,609.0	1,830.0	12,622.9



compassion

Police Authority Team Revenue Budget Q2

Table 6 sets out the **Police Authority Team budget** and forecast outturn for Q2 25/26. The total Police Authority Team budget is a net expenditure position of £1.0m as shown in table 6 below. The outturn for 25/26 is expected to be £921k, which is an underspend of £79.1k 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 Q3.

Table 6: Police Authority Team Budget	Budget YTD £'000	Actual YTD £'000	Variance to Date (Better) / + Worse £'000	25/26 Full Year Budget £'000	Projected Outturn +Deficit / (Surplus) £'000	Projected Variance +Deficit / (Surplus) £'000
Pay						
Staff	367.0	333.9	(33.1)	734.0	750.9	16.9
Indirect employee costs	7.5	0.0	(7.5)	15.0	15.0	0.0
Total Pay	374.5	333.9	(40.6)	749.0	765.9	16.9
Non-Pay						
Transport	1.0	0.0	(1.0)	2.0	2.0	0.0
Supplies and Services	88.5	133.3	44.8	177.0	177.0	0.0
Third Party Payments	0.0	15.2	15.2	0.0	0.0	0.0
CoLC Recharges	36.0	36.0	0.0	72.0	72.0	0.0
Non-Pay	125.5	184.5	59.0	251.0	251.0	0.0
Total Expenditure	500.0	518.4	18.4	1,000.0	1,016.9	16.9
Government Grants	0.0	(226.0)	(226.0)	0.0	(96.0)	(96.0)
Total Income	0.0	(226.0)	(226.0)	0.0	(96.0)	(96.0)
Net Expenditure	500.0	292.4	(207.6)	1,000.0	920.9	(79.1)



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 £0.995m against a £1m budget. In the period April and September 25, CoLP has delivered 5,403 hours of visible patrol across 7 zones and is on track to deliver a minimum of 9,000 hours under the programme, with additional activities planned for the second half of 25/26. Table 7 set out the current Hotspot Initiatives with further details contained on slides 21-22.

Table 7 Q2 2025/26 Hot Spot Funding Initiatives	Budget YTD	Actual YTD	Variance to Date (Under) / + Over	25/26 Full Year Budget	Projected Outturn (Under) / + Over	Projected Variance (Under) / + Over	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	
Analytical Staff - ASB and Hotspot Response	32.5	31.8	(0.7)	65.0	64.5	(0.5)	(i)
Problem Solving Training	52.5	0.6	(51.9)	105.0	104.5	(0.5)	(ii)
Data Visualisation	25.5	51.4	25.9	51.0	51.4	0.4	(iii)
Op Zennor	200.5	145.1	(55.4)	401.0	400.6	(0.4)	(iv)
Q1 Operation Vigilant	13.0	26.3	13.3	26.0	26.3	0.3	(v)
Q1 Taxi and Compliance Checks	2.0	4.3	2.3	4.0	4.3	0.3	(vi)
CCTV monitoring staff	26.5	15.8	(10.7)	53.0	52.8	(0.2)	(vii)
Q1 PACT foot patrols	0.0	0.2	0.2	0.0	0.2	0.2	(viii)
Q1 Cycle Team increased deployment	2.0	4.0	2.0	4.0	4.0	0.0	(ix)
Q1 Dedicated Ward Officer Patrols	7.5	15.3	7.8	15.0	15.3	0.3	(x)
Q2-Q4 Hotspot Rough Sleeping	35.5	36.5	1.0	71.0	71.4	0.4	(xi)
Q2-Q4 Hotspot Personal Robbery	14.0	12.0	(2.0)	28.0	32.5	4.5	(xii)
Q2-Q4 Hotspot Retail Related Crime	13.0	6.1	(6.9)	26.0	26.0	0.0	(xiii)
Q2-Q4 Hotspot Violence in the Night Time Economy	75.5	27.3	(48.2)	151.0	140.8	(10.2)	(xiv)
Total	500.0	376.7	(123.3)	1,000.0	994.6	(5.4)	



Hotspot Funding [Slide 2 of 3]

Notes to Table 7:

- 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.
- ix. **Cycle Team** – funding for the increased deployment of the Cycle Team to tackle robbery, theft, and ASB.
- x. **Dedicated Ward Officers (DWO)** funding to increase patrols in the City's residential estates.



Hotspot Funding [Slide 3 of 3]

Notes to Table 7 continued:

- xi. **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.
- xii. **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.
- xiii. **Retail Related Crime** – Funding for increased patrols at hot spot locations, alongside dedicated problem solving with businesses to prevent and reduce crime longer term.
- xiv. **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.



Capital Monitoring (at Q2 to 30 September 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 24 to 29 set out the Whole Life Capital costs by project, which shows an indicative c£8.5m total increase on budgets (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 and offset by £1.1m of re-prioritisation
- Slides 30 to 33 set out the in-year 25/26 forecasts for projects.
- Slide 34 captures several capital projects which are City of London Corporation led and outside of the Force's capital programme but have direct benefits to CoLP. These include the Future Police Estate, Secure City and the new Enterprise Resource Planning system.



Whole Life Capital 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 £41.328m, which compares to a forecast outturn cost of £50.425m, representing an overspend of £9.097m (22%). 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 8 - Summary of all CoLP capital projects underway and their phasing	Budgeted Project Cost	Prior Year Actuals	2025/26 Forecast Spend	2026/27 Forecast Spend	2027/28 Forecast Spend	Forecast Project Outturn	Variance (Better) / Worse	Notes (on slides 28-30)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
FCCRAS	31,038	27,918	12,720	-	-	40,638	9,600	(a)
Cyclical Replacement - Fleet Replacement	994	1,092	459	-	-	1,551	557	(b)
-Horsebox	400	306	9	-	-	315	(85)	(c)
-IT laptop devices – refresh	1,600	1,302	329	-	-	1,631	31	(d)
-Firearms	400	126	274	-	-	400	0	(e)
Command and Control	707	103	105	-	-	208	(499)	(f)
Data Analytics (formerly Power BI)	748	404	216	84	-	704	(44)	(g)
Data Improvement Programme	180	-	140	-	-	140	(40)	
ICAV	248	212	15	-	-	227	(21)	
E-discovery	500	35	32	1,000	-	1,067	567	(h)
Body Worn Video	309	239	2	-	-	241	(68)	
Covert Camera System	106	70	-	-	-	70	(36)	
Covert Surveillance Equipment	247	160	-	-	-	160	(87)	
Sub-total (continued next slide)	37,477	31,967	14,301	1,084		47,352	9,875	



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	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)	37,477	31,967	14,301	1,084	0	47,352	9,875	
Multi Agency Public Protection System	148	11	5	127	-	143	(5)	(i)
Out of Court Resolutions (OoCR)	163	20	8	120	-	148	(15)	
Digital Evidence Management System	60	9	35	124	12	180	120	(j)
Force-wide Case & Quality Management System	500	22	212	-	-	234	(266)	(k)
Role-based Access	77	-	30	46	-	76	(1)	(l)
IRIS (formally known as FIMS)	59	40	18	-	-	58	(1)	(m)
ERP - HR system	72	-	60	13	-	73	1	
Emergency Service Network	16	-	6	23	63	92	76	
Supplementary Revenue Projects	308	-	172	-	-	172	(136)	(n)
Funds remaining for other projects	838	-	206	-	-	206	(632)	(o)
FPEP Tech Repayment	1,000	-	1,100	-	-	1,100	100	(p)
Continuous improvement/Feasibility	510	-	491	-	-	491	(19)	(q)
Contract assessment	100	-	100	-	-	100	0	
TOTAL COST OF PROJECTS	41,328	32,069	16,744	1,537	75	50,425	9,097	



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 £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:** YTD £154k has been spent, leaving a balance of £305k for the remaining of 25/26.
- 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 £329k. Current year “actuals” are showing an over-spent of £64k as income from the sale of the returned devices has not yet been credited to the project.
- e) **Firearms:** In 24/25 there was a partial delivery of the carbines, the balance of £274k 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 Capital Programme [notes, slide 2 of 3]

Notes to tables 8 and 11:

- g) **Data Analytics (formerly Power BI):** Phase 1 was completed in 22/23 at a cost of £98k. The Programme will likely re-commence in November 2025 in conjunction with the new Data Improvement Project.
- h) **E-discovery:** This project is currently on pause and is most likely to restart in 26/27.
- i) **Multi Agency Public Protection System:** a delayed national project and the project is currently on hold.
- j) **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
- k) **Force-wide 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 due to be completed in 25/26.
- l) **Role Based Access:** a delayed national project and is likely to restart in December 2025 with no spend to date.
- m) **IRIS (Formally known as FIMS):** this project aims to introduce an automated, auditable system which allows images of unidentified suspects to be easily circulated. Implementation is expected in 25/26 with an expected in-year spend of £18k
- n) **Supplementary Revenue Projects (projects under the £50k Capital de minimis)**
 - **Auto Redaction:** a project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand. Projects costs of **£8k**. Currently at contract stage.
 - **Electronic Display Screen Equipment Management System (EDSEMS) (local):** Legislative compliance – budget £34k 25/26, forecast project outturn **£15k**, will continue into 25/27
 - **CCTV:** Optimisation to the use of CCTV across CoLP (linked to secure City Programme). Latest forecast £23k
 - **ERP- Finance and expenses:** Introduction of the new SAP system across CoLP – estimated delivery Q1 26/27. Latest forecast £83k
 - **NLEDS** - Delivery of national system – go live Q1 26/27 Budget **£43k**. Project likely to continue into 26/27.

CoLP Capital Programme [notes, slide 3 of 3]

Notes to table 8 and 11:

o) Funds Remaining For future projects: Currently there is £206k set aside for new projects in the current financial year. The allocation of any underspends will be subject to overall affordability of the 25/26 capital programme.

p) FPEP Tech Replacement: Transfer will be made at year end to reserves

q) 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 £473k. Below are some of the key projects:

- **Local Police Review** – Efficiency review across the whole of LP. Current forecast is **£36k**, this will increase as project develops
- **Process Evolution Demand Profiling Tool £60k** – New tool to analyse optimal staff. Ongoing revenue costs to be determined.
- **One CTP** – Counter Terrorism collaboration work with the MPS **£40k** forecast 25/26
- **Benefits delivery** – temporary resource to support reviewing benefits for projects- **£93k**
- **Service Improvement** - Consultancy spend to review recommendations post IT review **£44k**



Capital Monitoring 2025/26 (Q2 to 30th September 2025)

Headlines [1 of 2]

The total CoLP Capital Programme budget for 25/26 amounts to £13.565m as shown in table 9 below. The forecast outturn for the year totals £16.744m, which represents a net overspend of £3.179m. This is due to increased costs relating to the FCCRAS project (£5.220m) net of £1.796m of spend against national projects rephased into future years. Table 11 also highlights other smaller variations across non-FCCRAS projects, with net (additional) slippage of £0.245m identified. This is mainly due to the reprioritisation of project management officers to the FCCRAS programme. Further explanation of the projects and variations to budget is provided in the notes on slides 26 to 28.

Table 9 - CoLP Capital Programme 2025/26	2025/26 Budget £'000	2025/26 Forecast Outturn £'000	2025/26 Variance: Budget vs Forecast Outturn £'000
Total CoLP Capital Programme 2025/26	13,565	16,744	3,179

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 2025/26	Forecast Outturn 2025/26 £'000	City Loan (FCCRAS) £'000	City Loan (Other Projects)	Home Office £'000	CoLP Direct Revenue Financing £'000	POCA £'000
Total Funding Breakdown	16,744	6,620		4,900	5,000	224

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. 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 funding strategy for the new firing range.



Capital Monitoring 2025/26 (Q2 to 30 September 2025)

Headlines [2 of 2]

The 2025/26 capital programme (summarised in table 9 on slide 29), is broken down across individual projects in table 11 on slides 32 and 33.

Slide 34 captures several capital projects which are City of London Corporation led and outside of the Force's capital programme but have direct benefits to CoLP. These include the Future Police Estate, Secure City and the new Enterprise Resource Planning system.



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

The CoLP Capital Programme budget for 25/26 amounts to £13.565m as shown in table 11 below. The forecast outturn for the year is £16.744m and represents an overspend of £3.179. This is mainly due to additional FCCRAS implementation spend of £5.220m, (which is funded jointly by the Home Office and CoLP on a two-thirds, one-third basis) net of other capital programme slippage totalling £2.041m) across several a national and local programmes.

Table 11 below shows several other smaller variations across non-FCCRAS projects which are expected to be contained within the approved capital programme funding for 25/26. Further explanation of the projects and variations to budget is provided in the notes on slides 27 to 29.

Table 11 - CoLP Capital Programme 2025/26	2025/26 Budget £'000	2025/26 Actuals YTD £'001	2025/26 Forecast Outturn £'000	2025/26 Variance (Better) / Worse £'000	Notes on slides 26 to 28
FCCRAS	7,500	5,105	12,720	5,220	(a)
Cyclical replacement - Fleet	459	154	459	0	(b)
- Horsebox	-	2	9	9	(c)
-IT laptop devices-refresh	431	393	329	(102)	(d)
- Firearms	-	-	274	274	(e)
Command and Control	623	45	105	(518)	(f)
Data Analytics Platform (formerly Power BI)	50	82	216	166	(g)
Data Improvement Programme	80	13	140	60	
ICAV	50	13	15	(35)	
E-Discovery	916	11	32	(884)	(h)
Body Worn Video	-	2	2	2	
Covert Camera System	-	1	-	-	
Court Surveillance Equipment	-		-	-	
Sub-total (continued next slide)	10,109	5,822	14,301	4,192	



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

Table 11 - CoLP Capital Programme 2025/26	2025/26 Budget £'000	2025/26 Actuals YTD £'001	2025/26 Forecast Outturn £'000	2025/26 Variance (Better) / Worse £'000	Notes on slides 26 to 28
Sub-total (continued from previous slide)	10,109	5,822	14,301	4,192	
Multi Agency Public Protection System	133	4	5	(128)	(i)
Out of Court Resolutions	-	6	8	8	
Digital Evidence Management System	56	23	35	(21)	(j)
Forcewide Case & Quality Management System	478	9	212	(266)	(k)
Role Based Access	75	-	30	(45)	(l)
IRIS (formally known as FIMS)	3	17	18	15	(m)
ERP - HR system	72	42	60	(12)	
Emergency Service Network	-	3	6	6	
Supplementary Revenue Projects	191	31	172	(19)	(n)
Funds remaining for other projects	838	-	206	(632)	(o)
FPEP Tech Replacement	1,000	-	1,100	100	(p)
Continuous improvement and feasibility funding	510	136	491	(19)	(q)
Contract assessment	100	-	100	-	
Total CoLP Capital Programme 2025/26	13,565	6,094	16,744	3,179	



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.**

