

**RESOURCE, RISK & ESTATES (POLICE) COMMITTEE**  
**Friday, 27 May 2022**

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at  
Committee Room 1 - 2nd Floor West Wing, Guildhall on Friday, 27 May 2022 at  
10.00 am

**Present**

**Members:**

Alderman Timothy Hailes (Chair)  
Tijs Broeke (Deputy Chair)  
Deputy James Thomson  
Alderman Professor Emma Edhem  
Adrian Hanstock (External Member)  
Helen Fentimen

**In attendance virtually:**

Andrew Lentin

**Officers:**

Richard Holt	- Town Clerk's Department
Sean Green	- Chamberlain's Department
Matthew Lock	- Chamberlain's Department
Paul Betts	- Assistant Commissioner, City of London Police
Alix Newbold	- Interim Director, Police Authority Team
Alistair Cook	- Head, Police Authority Finance
Gary Brailsford-Hart	- City of London Police
Jonathan Chapman	- City of London Police
Kelly Harris	- City of London Police
Oliver Shaw	- City of London Police
Hayley Williams	- City of London Police
Paul Adams	- City of London

**1. APOLOGIES**

Apologies were received from Michael Landau. The Chair welcomed Helen Fentimen to her first meeting of the Committee as a Member of the Board and noted that Martha Grekos has been co-opted to the Committee by the Police Authority Board on the 25<sup>th</sup> of May.

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

There were no declarations.

**3. TERMS OF REFERENCE**

The Committee received its Terms of Reference as approved by the Police Authority Board.

The Chair noted his thanks to Jamie Ingham-Clark for his contributions to the Committee in his previous position of Chairman of the Finance Committee and informed that the new Chairman Henry Colthurst would be joining the Committee accordingly.

**RESOLVED-** That the Terms of Reference be noted.

4. **MINUTES**

The Committee considered the draft public minutes and non-public summary of the Resource, Risk and Estates Committee meeting held on the 4<sup>th</sup> of February.

It was noted that there was a typographic error in the name of Michael Landau which would be corrected.

**RESOLVED-** That the public minutes of the Resource, Risk and Estates Committee meeting held on the 4<sup>th</sup> of February be approved as an accurate record.

5. **PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and the Commissioner of Police on the actions outstanding from the previous meeting.

It was noted that one of the actions had been included in the Medium-Term Financial Plan (MFTP) and the second would be addressed in the Committee's agenda.

**RESOLVED-** That the report be noted.

6. **INTERNAL AUDIT UPDATE**

The Committee considered a report of the Head of Internal Audit regarding the Internal Audit Update.

The Chair requested further information on future funding of the City of London Police noting particularly the impact of increased inflation. Responding to this it was confirmed that the impact of inflation was being assessed across the City of London Corporation as a corporate risk and would be addressed in the MTFP risks.

Responding to the Chair's question regarding the IT Review, it was confirmed the Operating Level Agreement (OLA) was due to be presented for Chief Officer approval imminently.

The Chair of the Police Authority Board observed that with reference to the audit on Police Authority Governance, the findings were broadly in line with expectations and an update on this would be brought to the Committee.

The Committee discussed the position regarding the funding and savings risks for the City of London Police. Officers noted that there was a significantly

improved financial risk for the City of London Police however more work would be required with regard to providing assurance on savings plans, workforce affordability and the impact of inflation which would be reflected in the next report for Committee. The Chair of the Police Authority Board observed that the measures required to give the Committee assurance on this would need to be appropriately addressed in the MTFP and that clear policy on the use of reserve would need to be agreed. It was explained that the proposal was to combine a number of earmarked reserves into central reserves to provide better control and oversight from the Police Authority Board.

The Committee agreed it was not comfortable with savings being achieved by holding posts open against approved operational budgets as it was not an effective long term strategic approach.

The Head of Internal Audit confirmed that he considered it fair and balanced for City of London Police Governance Arrangements to be rated as Green.

The Chair of the Police Authority Board commented that there needed to be an appropriate reporting plan, with reference to the correct establishment for the Workforce Plan.

Replying to a comments from the Committee on the Forward Programme of Work for 22-23, it was clarified that specific separate reviews on each the concerns raised would be completed rather than increasing the scope of existing reviews to include these risks.

**RESOLVED-** That the outcomes of completed Internal Audit work and the forward programme of Internal Audit work be noted.

7. **\*CITY OF LONDON POLICE WORKFORCE UPDATE AND POLICE UPLIFT PROGRAMME**

The Committee received a presentation from the Commissioner of Police regarding the Workforce Update and the Year 3 Police Uplift Plan.

The Chair commented that he was content that the new leadership team have a grip on this, and that the Committee now had a strong oversight of the workforce concerns. In addition, it was observed that the final position needed to be that there is an effective establishment which is within budget. Responding to this it was confirmed that the City of London Police Chief Officers would be taking forward the work for the Corporate Services Review which was the only area outstanding from the Transform re-structure programme and was the reason the Force was still needing to hold vacancies to balance the budget.

A Member commented that it was felt that there was still work to do to link the workforce information back to the Policing Plan priorities. The Force responded to say that the granular detail is there behind the strategic piece and offered to take the Member through the detail outside of Committee. The Committee requested that future workforce reports include information which would allow a better understanding of the skills assessment and assurance around this and

how the force manages fluctuations and flexibility in demand and risks associated with that.

The Chair of the Police Authority Board commented that progress needed to be made on the increasing diversity in the workforce. It was confirmed that this had been raised as a risk in the Year 3 programme but noted it would be a challenge to address as the Metropolitan Police were also recruiting from the same pool for the uplift programme .

Responding to the presentation on the Police Uplift Programme the Chair commented that the City of London Police should highlight their unique offering.

A Committee Member noted the success of eight-week enablers campaign had been and were the enabling functions able to continue this level of support. Replying to this it was confirmed that in going into year three a dedicated team was established to address this and that each of the enabling functions required for the uplift had been funded on a fixed term basis.

Replying to a Member's question it was confirmed that the nine hundred and ninety five FTE, as demonstrated on page fifty-three of the agenda, was a complete refectation of the required uplift at the end of the 3 year period.

**RESOLVED-** That the report be noted.

8. **\*COLP WORKFORCE MONITORING REPORT 1 OCT 2021- 31 MARCH 2022**

The Committee received a report of the Commissioner of Police on the City of London Police Workforce Monitoring report 1 October 2021-March 2022.

The Chair highlighted the relationship between the Workforce Plan and the Monitoring Report noting that progress was being made on data however there needed to be greater focus on this relationship between the reports, ensuring that the required core key skills areas were covered within the workforce. The Chair added that comparative data needed to be included for the Committee to have a better understanding of the relative position for the City of London Police. Responding to this it was explained that the Home Office released the comparative data for each Police Force only annually in July, and that the move to an online recruitment system would assist with collecting this comparative data which would be provided in future reports regarding workforce monitoring. However it was noted that this would not be able to be provided quarterly. The Chair of PAB suggested the Force consider using intra departmental comparisons which could pick up trends for attrition for example.

The Chair of the Police Authority Board noted that there needed to be a single combined and connected report on all Human Resources matters relating to the Force at the next and future Committees with appropriate dashboards and metrics included to give a better understanding of these issues. Officers agreed

to provide this information to the Committee to reassure Members on these details.

**RESOVLED**-That the report be noted.

9. **\*CHIEF FINANCE OFFICER UPDATE**

The Committee received a joint report of the Commissioner of Police and the Police Authority Treasurer on the Chief Finance Officer's update.

The Police Authority Treasurer observed that there had been a steadying of financial position over the recent years however he was keen to drive this agenda forward. The Chair commented that balancing the budget was an absolute political priority.

**RESOLVED**- That the report be noted.

10. **\*COLP PROVISIONAL CAPITAL AND REVENUE OUTTURN 2021-22**

The Committee received a report of the Commissioner of Police on the provisional City of London Police Capital and Revenue Outturn 2021-2022.

The Committee were informed of the reasons for revenue underspend of £2M noting that this provided the opportunity to increase reserves with the proposal to pay into the general reserve and combine earmarked reserves to bring the general reserve to £4.3M.

The Chair noted he had concerns over the ability of the Force to adequately plan and execute capital spending budget exercises.

Following a discussion by the Committee on the suitability of combining reserves and how these would be managed, the Chair of PAB requested that Officers prepare a report for Committee consideration on the proposals for the reserves policy. However, it was noted that this would be covered in the final presentation of the Budget Outturn 21-22 to the Police Authority Board.

In response to a Member question it was confirmed that key decisions on the realignment of capital priorities would be taken by the City of London Police Chief Officer group.

**RESOLVED**- That: -

- I. the report be noted; and
- II. That Members noted that PAB will be asked to approve the proposed allocation of the £2m underspend to the General Reserve, along with the consolidation of other earmarked reserves into General Reserve as highlighted, when the final outturn is presented to June PAB.

11. **\*CITY OF LONDON POLICE RISK REGISTER UPDATE**

The Committee received a report of the Commissioner of Police on the City of London Police Risk Register Update. It was noted that the key objective of this update was to bring the City of London Police risk reporting process in line with the City of London Corporation's risk reporting process with the report focussing on systems and processes rather substantive analysis of each risk.

The Chair requested that an update on the risk register be prepared for the Committee on a quarterly basis rather than biannually.

The Chair of the Police Authority Board requested that a report be brought to the Committee on the City of London Police's vulnerability to cyber-attack.

Responding to a Committee Member's concerns on the likelihood and level of specific risks in the Risk Register it was confirmed that further details regarding these risks would be included in the quarterly report to the Committee.

**RESOLVED-** That the report be noted.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

**14. EXCLUSION OF THE PUBLIC**

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

Item No.

15-20

Paragraph No.

3

**15. NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the Resource Risk and Estates Committee meeting held on the 4<sup>th</sup> of February.

**RESOLVED-** That the non-public minutes of the Resource Risk and Estates Committee be approved as an accurate record.

**16. NON-PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and Commissioner of Police.

**RESOLVED-** That the report be noted

**17. \*MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE**

18. **\*POLICE IT VALUE FOR MONEY REVIEW**

The Committee received a joint report of the Chief Operating Officer and the Commissioner of Police regarding the Police IT Value for Money Review.

**RESOLVED-** That the report be noted.

19. **\*GW1-5 COLP FLEET REPLACEMENT**

The Committee received a report of the Commissioner of Police on the City of London Police Vehicle Fleet Replacement Programme 2022/23.

**RESOLVED-** That the report be noted.

20. **\*FUTURE POLICE ESTATE PORTFOLIO UPDATE**

The Committee received a joint report of the Commissioner of Police and City Surveyor on the Future Police Estate Portfolio Update.

**RESOLVED-** That the report be noted.

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

There were no questions received in the non-public session.

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

There was no urgent business considered in the non-public session.

**The meeting ended at 12.12 pm**

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Chair

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