

**RESOURCE, RISK & ESTATES (POLICE) COMMITTEE**  
**Monday, 19 May 2025**

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at  
on Monday, 19 May 2025 at 3.00 pm

**Present**

Deputy Helen Fentimen OBE JP (Chair)  
Deputy Madush Gupta  
Andrew Lentin  
Jacqui Webster  
Alderwoman Elizabeth Anne King, BEM JP  
Deputy Bethany Coombs

**Officers:**

|               |                           |
|---------------|---------------------------|
| Richard Riley | - Town Clerk's Department |
| Raquel Pinto  | - Town Clerk's Department |

**Officers:**

|                      |                         |
|----------------------|-------------------------|
| Paul Betts           | - City of London Police |
| Alistair Cook        | - City of London Police |
| Chris Bell           | - City of London Police |
| Alix Newbold         | - City of London Police |
| Luca Filippi         | - City of London Police |
| Kelly Glazebrook     | - City of London Police |
| Mark Paddon          | - City of London Police |
| Steve Reynolds       | - City of London Police |
| Neil Jenkins         | - City of London Police |
| Gary Brailsford-Hart | - City of London Police |
| Gillian Le Beau      | - City of London Police |
| Pierre Coinde        | - City of London Police |

**1. APOLOGIES**

Apologies were received from Tijs Broeke, Jason Groves, Alderman Tim Hailes, Deputy James Thomson, Deputy Dawn Wright and Michael Landau. Members noted that Deputy James Thomson and Deputy Dawn Wright were observing online.

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

There were no declarations.

**3. MINUTES**

**RESOLVED**, - that the public minutes and non-public summary of the meeting held on 10 February 2025 were approved as an accurate record.

**4. ELECTION OF DEPUTY CHAIR**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order 26(6).

**RESOLVED**, - That, Tijs Broeke, being the only Member having indicated their willingness to serve, was duly elected Deputy Chair for the ensuing year.

5. **PUBLIC OUTSTANDING REFERENCES**

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

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

6. **CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE**

Members received a joint report of the Commissioner and the Chamberlain which provided an update from the Chief Finance Officer and the Chief Operating Officer.

Members noted that the current year's budget was stable, though future risks were anticipated due to the upcoming Spending Review, with updates expected in the coming weeks. Members would receive a further update in September.

Members noted a breach involving missed deadlines for issuing remedial service statements under the McCloud remedy, which was reported to the Pensions Regulator. Despite this, 97% of statements were completed—an achievement praised as outperforming other forces and others in the public sector. Some delays were due to external data and system issues. The Committee acknowledged the Pensions Office's efforts.

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

7. **2024/25 PROVISIONAL REVENUE AND CAPITAL BUDGET OUTTURN**

The Committee received a report of the Commissioner detailing the City of London Police's provisional revenue and capital outturn for 2024/25.

The capital programme underspent by £0.8 million, with no loan drawdowns required—marking a positive shift away from previous reliance on internal loans. Members noted improved project management and strong interdepartmental collaboration, with the force now seen as best practice by others.

On staffing, it was confirmed vacancies were not held to balance budgets. Members raised concerns about ill-health retirements and overtime, with calls for stronger wellbeing support and better cross-referencing between reports to identify recurring savings.

Members discussed the command-and-control system shared with the MET. While operationally beneficial, members stressed the need for ongoing performance monitoring and financial scrutiny, keeping the option of an in-house system under review.

Members also welcomed the idea of a police finance session for new and existing members.

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

8. **Q4 WORKFORCE MONITORING REPORT- 2024-25**

The Committee received a report of the Commissioner which detailed the City of London Police Human Resources Monitoring Data for Q4 2024/25 between 1 January 2025 – 31 March 2025

Members asked whether exit interviews provided enough insight into why staff leave and if they follow a national framework. It was noted that uptake was low, but serious issues raised were followed up, and a “stay interview” model from Greater Manchester Police had been adopted to retain staff. While attrition was currently low, the stay pathway was being re-promoted.

Members also requested clearer reporting on staffing figures, particularly the difference between established, actual strength in response and BCU units. It was explained that response was an area which was currently over strength due to the uplift programme and the influx of probationary officers. A significant number who have passed their probation period were now being posted into other roles, with more to follow.

Members asked for future reports to include clearer narrative alongside tables to better understand staffing allocations and ensure resources were being used effectively. Overall, the Committee acknowledged the strong progress in workforce planning and requested more detailed updates in future meetings.

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

9. **CITY OF LONDON POLICE PRODUCTIVITY ACTION PLAN**

The Committee received a report of the Commissioner which looked at the City of London Police Productivity Action Plan. This supported the delivery of the new Policing Plan, which was looking to deliver productivity gains across its strategic priorities to maximise impact.

Members raised concerns about the effectiveness of newsletters and the importance of a clear communications strategy. Officers confirmed a force-wide comms strategy was in place and emphasised the need to connect it with other plans.

On innovation, Members enquired how the force could leverage its small size to pilot new technologies. There was ongoing work with an AI working group, developing a tech roadmap, and engagement with the College of Policing and Home Office. While general AI training was not yet feasible due to training constraints, tools like auto-redaction were being adopted.

Members welcomed the plan but stressed the importance of measurable outcomes.

Other concerns were raised about tracking and evidencing savings. It was confirmed that a benefits management strategy and framework were being implemented to ensure consistent baselining and reporting across projects.

A question was raised on how rising demand was factored into resource planning and whether any activities could be scaled back, whilst flagging that a potential risk in crime-per-officer ratios, could affect future funding. Officers explained that business planning considers current and future capacity, though resource reallocation remains challenging.

Members agreed the plan was strong and should be reported quarterly to this Committee and not duplicated elsewhere. Officers confirmed governance reforms were underway to streamline reporting and ensure alignment with strategic priorities.

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

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**  
There was no urgent business.

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

13. **NON-PUBLIC MINUTES**  
**RESOLVED**, - that the non-public minutes of the meeting held on 10 February 2025 were approved as an accurate record.

14. **CITY OF LONDON POLICE RISK REGISTER UPDATE**  
The Committee received a report of the Commissioner which provided an overview of the current strategic risk position of the City of London Police.

15. **FUTURE POLICE ESTATE INCL. SALISBURY SQUARE DEVELOPMENT PROGRAMME DASHBOARD**  
The Committee received a report of the Commissioner on the monthly status of the Future Police Estate Portfolio (incl. Salisbury Square Development Programme) Dashboard.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no urgent business.

**The meeting ended at 16:45.**

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Chairman

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