

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

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

Present

Members:

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

Observers:

Jason Groves

Officers:

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

1. APOLOGIES

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

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

There were no declarations.

3. MINUTES

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

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

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

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

Revenue

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

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

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

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

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

Capital Monitoring

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

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

RESOLVED: - that the Committee noted the Report.

5. **Q2 WORKFORCE MONITORING REPORT**

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

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

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

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

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

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

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

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

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

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

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

RESOLVED: - that the Committee noted the Report.

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

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

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

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

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

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

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

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

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

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

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

RESOLVED: - that the Committee noted the Report.

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

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

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

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

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

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

RESOLVED: - that the Committee noted the Report.

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

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

RESOLVED: - that the Committee noted the Report.

13. POLICE PROPERTY STORE OPTIONS

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

RESOLVED: - that the Committee noted the Report.

14. FUTURE POLICE ESTATES PROGRAMME - TACTICAL FIREARMS TRAINING FACILITY

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

RESOLVED: - that the Committee noted the Report.

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

RESOLVED: - that the Committee noted the Report.

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

There were no non-public questions.

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

There was no other urgent non-public business.

The meeting ended at 15:59

Chairman

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