

**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE CITY  
OF LONDON POLICE AUTHORITY BOARD  
Friday, 16 October 2020**

Minutes of the meeting of the Performance and Resource Management Committee  
of the City of London Police Authority Board held at Microsoft Teams on Friday, 16  
October 2020 at 11.00 am

**Present**

**Members:**

Douglas Barrow (Chairman)  
Tijs Broeke  
Helen Fentimen  
Alderman Timothy Hailes  
Jamie Ingham-Clark  
Andrew Lentin  
Deborah Oliver  
Graham Packham  
Deputy James Thomson

**City of London Police Authority:**

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Alistair MacLellan	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Alistair Cook	- Head of Police Authority Finance
Matt Lock	- Head of Audit and Risk Management
Aqib Hussein	- Chamberlain's Department

**City of London Police Force:**

Alistair Sutherland	- Assistant Commissioner
Cecilie Booth	- Chief Operating and Chief Financial Officer
Paul Adams	- Head of Governance and Assurance
Stuart Phoenix	- Head of Strategic Development
Oliver Shaw	- Detective Superintendent
Hayley Williams	- City of London Police

**1. APOLOGIES**

Apologies were received from Deputy Keith Bottomley and Caroline Mawhood. The Town Clerk noted that Alderman Hailes and Andrew Lentin would be leaving the meeting at midday.

The Chairman welcomed Members to the second meeting of the Committee that year, noting that during the height of the pandemic oversight of Committee matters had been undertaken by the City of London Police Authority Board.

The Chairman welcomed Jamie Ingham-Clark, Helen Fentimen, Graham Packham and Alderman Tim Hailes to their first meeting and welcomed the appointment of Dan Worsley.

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

There were no declarations.

3. **TERMS OF REFERENCE**

Members considered the Committee's terms of reference, noting that the future iteration should make clear the frequency of meetings and the fact that the co-opted Finance Committee Member should be the Finance Committee's Chairman, or their nominee.

A Member commented that the terms of reference were split between Policing Plan and performance, and finance, asset management and change. The reasoning behind this split was to reflect these were significant areas of work in terms of scrutiny.

**RESOLVED**, that the terms of reference be received.

4. **MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 7 February 2020 be approved.

5. **REFERENCES**

Members considered a joint report of the Town Clerk and Commissioner regarding references and the following points were made.

**25/2019/P – Recruitment Projections to be embedded in Medium-Term Financial Plan & 1/2020/P Non-Pay Elements in Medium Term Financial Plan & 4/2020/P Medium Term Financial Plan to include workforce assumptions**

- The Assistant Commissioner noted that the MTFP report was due in November 2020 and all the necessary data to support MTFP forecasting was in place. The Force was in a good position with regards to its projections, with monthly recruitment monitoring reports that were within 5% accuracy. The Force was forecasting a younger mix of staff including a greater number of probationers, which would in turn affect Force financials.

**6/2020/P – Deep Dive on Community Policing**

- Members noted that the new Sector Policing Model would be adopted from 19 October 2020 which would make a deep dive on Community Policing redundant. Instead Members requested a 8-9-month update report on Sector Policing in mid-2021.

## **7/2020/P – Staff Survey to be benchmarked against 2017 Staff Survey**

- The Assistant Commissioner noted that the current survey had gone live and that a report on its outcome would be available from February 2021.

**RESOLVED**, that the report be received.

### **6. Q1 BUDGET MONITORING 2020/21**

Members considered a report of the Commissioner regarding Q1 Budget Monitoring 2020/21 and the following points were made.

- The Chief Financial and Chief Operating Officer (COFO) noted that the report had already been submitted to the City of London Police Authority Board. The headline of the report was that the Force was showing a £4m underspend at the end of Q1. Work to finalise Q2 figures was ongoing, and it was likely that the underspend would rise to £5m. This was due to the Force receiving more Home Office funding than had been anticipated for recruitment, and as well as the Force generating more income than had been forecast. At present, the figures within the report were the COFO's best assessment and it was anticipated there would not be much more movement by year-end.
- The COFO continued, noting that the Force had significantly reduced overtime spend and was on track to be within the overtime budget at the end Q2. The report provided a directorate breakdown of financial position, with more forecasting detail being provided in future quarterly reports and the Medium Term Financial Plan.
- The COFO noted that there were at present no variances within the capital programme at end Q1, but that this was likely due to it being so early in the financial year. The capital programme would be looked at in greater detail at Q2 but it was likely that a clearer picture would only be available from Q3.
- The COFO noted that there had been a significant improvement in transactional finance, largely due to a staff appointment that had been effective in dealing with a legacy transactional finance position.
- The COFO concluded by noting that an appendix set out a savings tracker for the Force, with savings being monitored monthly in-Force which gave the COFO a high degree of confidence that the £5.7m savings target would be met, although perhaps not on a line-by-line basis as some savings would be achieved in other areas, such as the delay in the National Enabling Programme roll-out.
- In response to a comment, the Assistant Commissioner noted that the Police Accommodation Programme had a number of delays built into it which had meant some savings had yet to be realised e.g. the delay in moving out of Wood Street Police Station. The Force was reviewing

savings across its estate but ultimately was reliant on the Accommodation Programme being delivered.

- A Member raised a number of queries, noting that staff numbers had been provided up until June 2020 but not thereafter, presumably due to lead-in times around between vetting and appointment. He was concerned regarding the human as well as financial impact of the scale of accrued leave. Finally, noting that the workforce plan was on the non-public side of the agenda, the Member queried whether pay varied across ranks and trained skills-sets and noted that he would welcome more robust linking between people, pay and budget.
- The Assistant Commissioner was heard in reply, noting that the figures were true as at end Q1. The Assistant Commissioner received weekly recruitment updates and moreover the issue of recruitment was reviewed at strategic workforce planning meetings. Currently the Force had 829 officers and 477.5 staff on strength. On the question of accrued rest days, the Assistant Commissioner emphasised these were rostered rest days rather than annual leave, and the total accrual had stood at nearly 7000 days, which could be correlated with the Force's overtime spend. The accruals were in areas where the Force struggled to recruit to, including Firearms and Public Order. There were little variations in pay on trained skills-sets but rather on service bandwidths e.g. probationers who were currently on lower pay bands.
- The Assistant Commissioner concluded by noting that the Committee would likely see the workforce plan earlier in future as the Force was conducting a further Strategic Threat and Risk Assessment (STRA) to ensure it was meeting Corporate Plan ambitions. The STRA would also likely be influenced by COVID and result in strengthened capability in different areas than at present e.g. Economic Crime Directorate. The report on the new STRA would be available within six months.
- In response to Member concerns around the human impact of accrued rest days, the Assistant Commissioner replied that there was a newly appointed welfare lead who held Chief Superintendent rank, whose brief was to oversee the delivery of a rolling programme of support. Individuals with a disproportionate entitlement to accrued rest days were being supported, and the issue was expected to decline in line with the financial uplift that was allowing the Force to recruit and upskill staff. The Chairman noted that he had attended a meeting with the Force that week that had demonstrated the Force was engaged with relevant national welfare programmes.
- A Member commented on the presentation of data within the report as there was varying use of red text and brackets. Moreover there was a lack of narrative to explain variances within a given table, and it was difficult to gain a read-across between tables e.g. how actual and forecast workforce numbers at table 5 tallied with figures at table 2.

- A Member supported these comments noting that it would be useful to have definitions of what RAG ratings in quarterly reporting equated to. Moreover it would be useful to have an aggregate of RAG savings.
- The COFO replied, noting that generally red text in brackets equated to credit. That said, quarterly reporting was reliant on the import of data from spreadsheets which sometimes resulted in errors. In terms of narrative, the COFO noted that the report was already lengthy and she was concerned that further narrative would obscure the core purpose of the report. Definitions of RAG ratings would be provided in future quarterly reporting and for the time being, Green represented savings that had been achieved, Amber where there was a high level of confidence they would be achieved, and Red where it was known that they would not be achieved e.g. the delayed National Enabling Programme. An aggregation of savings could be provided in future reporting.
- On the issue of difficulty reading across data between tables within the report, the Member clarified her query, asking whether the projected numbers of FTE by year end in table 5 were reflected in table 2 i.e. were all posts funded and what impact did that have on projected savings within the Medium-Term Financial Plan. The COFO replied, noting that it was difficult to predict staffing numbers given, as a crude example, 20 persons appointed on the same date could take up their appointments on widely different dates within the forthcoming year due to factors such as vetting, medical etc. The COFO had tried to give an idea of forecasted numbers within the report alongside this caveat, and so would revisit this issue at Q2. Members were asked to note that there were no vacancies in Uniformed Policing as there were a number of probationers who had yet to take up establishment posts.
- A Member queried whether international training that had been paused due to COVID could be delivered via alternative means i.e. virtually. Secondly, he voiced caution over the fact that the City was obligated to collect the Late Night Levy from city venues despite their widespread closure/reduced operation due to COVID. This could be a reputational issue for the Force. The COFO noted that virtual training had been adopted and some training could be delivered in person in COVID secure settings in London.
- The COFO highlighted the Force's range of memorabilia which was selling well online. The Town Clerk agreed to provide Members with the link.
- A Member commented that he had requested greater focus on non-pay items and would therefore welcome more narrative in the Q2 report around table 2 and the narrative provided at 1.5. He would welcome greater liaison between Force and Authority, in particular in the area of Human Resources, to ensure Force headcount was accurately reflected in the Medium Term Financial Plan. Moreover it was important that the

costs of the Next Generation Service Action Know Fraud procurement were not lost sight of.

- In closing, the Member requested numbers and commentary around risk and opportunity e.g. more around section 12.1 in the report and separate columns or risk and opportunity in the existing table, alongside commentary on how they would be managed. As an example, it would be useful to have a couple of lines around how deferred leave was being mitigated, recognising that it would be difficult to provide this level of detail in areas such as Events Policing. Consideration could be given to using red and green text to aid presentation. Lastly, national policing was being asked to make submissions to the Home Office around loss of income and he was keen that the whole Force engaged in this exercise, not just the Economic Crime Directorate. The COFO agreed to incorporate the comments made into the Q2 report, although any figures submitted to the Home Office would be reported at Q3.

**RESOLVED**, that the report be received.

**7. POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURES FOR END Q1 FOR THE YEAR 2020-21**

Members considered a report of the Commissioner regarding Policing Plan 2020-23 – Performance against measures for end Q1 for the year 2020/21 and the following points were made.

- The Assistant Commissioner noted that Counter Terrorism Measure 3 (increased number of hostile reconnaissance reports) was listed as requiring action. This measure stated that a high number of reports undergoing investigation was positive, which had been impacted by the fact the footfall in the City had significantly reduced since the outset of COVID. Overall the measure was out of the Force's control given the Force was reliant on intelligence from trained security staff in City premises. The Force was keeping the measure under review, and continued to investigate a number of reports.
- The Assistant Commissioner noted that Neighbourhood Policing Measure 3 (public order positive outcomes following arrest) was listed as requiring action as the number of arrests associated with the Night Time Economy and demonstrations had declined again owing to the impact of the Lockdown in Q1.
- The Assistant Commissioner concluded by noting that the Force was number one in the country in terms of detecting crime. Under the Transform Programme the Force now had a new Silver role to co-ordinate Force response in real time. This had resulted in the last week of the arrest of a repeat offender within a minute of them committing a crime, leading to the detection of both that crime and 17 other crimes associated with that offender. The Force was also taking the opportunity presented by COVID to seek and arrest wanted persons who were more likely to be found in at a fixed address due to lockdown.

- In response to a question, the Assistant Commissioner replied that at the outset of lockdown he had anticipated that the Force would have been able to deal with legacy issues but in reality the Force had embarked on more arrests and charges alongside increased demand in COVID enforcement. As a result there had been little opportunity to focus on legacy issues. Indeed, a minor outbreak of COVID amongst a specialist function within the Force had significantly reduced capability in that area.
- In response to a question, the Commissioner noted that the community survey had been carried out by an external company using the electoral register and social media. There had been increased engagement that year and a report on the outcome of the survey was expected in mid-November 2020.
- A Member noted that crime trends in the City had undergone an unwelcome uplift over the past two years, admittedly from a low base. Nevertheless it was concerning particularly given the increases were in areas such as violent and acquisitive crime. The Member was keen to promote a measurable performance-led approach to crime reduction and saw a clear link with Transform. Notwithstanding constraints it should be acknowledged that the Force was relatively well resourced for policing a square mile and he was therefore keen to target the increased areas of crime swiftly.
- The Assistant Commissioner replied, noting that the Force had been carrying a large vacancy factor for the past few years which contributed to the uplift in crime. At one point, the Force had been 80 officers short of its 720 establishment. Moreover the City was a honeypot for criminals from across the whole of the Metropolitan area, and there had been a significant increase in the number of licensed premises in the City in the last four years – from 720 to 945. Added to this, in response to the more rigorous in depth inspections by HMICFRS that commenced in 2016, the Force had significantly improved the way in which it identified and recorded crime, which led to increased reporting.
- The Assistant Commissioner continued, noting that going forward under the Sector Policing model the City would be divided into East and West sectors, each under a Chief Inspector. The new model allowed senior officers to drill down and review individual officer performance. Finally, the Assistant Commissioner assured Members that the Force was not complacent regarding crime figures and that he would be personally embarrassed if figures increased to their former levels.
- In response to comment from a Member regarding the level of disruption carried out against fraud and serious organised crime, the Assistant Commissioner noted that the two areas were linked as disruption activity directed at fraud impacted serious organised crime groups' ability to conduct their illegal activity. In Q1, the Force's ability to disrupt fraud was impacted by the banking sector's move towards home working during

lockdown, which came at a time when fraud reporting increased by 70% in April 2020. The situation around access had since improved and therefore there should be an improvement in disruption during Q2 and Q3.

- Members noted that they would welcome a workshop on Policing Plan measures to enable them to better understand the governance and compliance assessments underpinning the reporting made to Committee.
- The Chairman and Assistant Commissioner encouraged Members of the Committee to approach and engage officers on the beat to gain grass-roots perspectives of policing in the City.

**RESOLVED**, that the report be received.

**8. HER MAJESTY'S INSPECTOR OF CONSTABULARY, FIRE AND RESCUE SERVICES (HMICFRS) INSPECTION UPDATE**

Members considered an update report of the Commissioner regarding Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFRS) Inspection reports and the following points were made.

- In response to a question from a Member raised earlier in the meeting, the Chairman replied that HMICFRS did not take into account cost implications for the Force when making recommendations. Moreover the Force was not obliged to adopt HMICFRS recommendations, but in the event of not doing so, the Force's reasons for not doing so should be robust and reasonable. A regular dialogue with HMICFRS was maintained.
- A Member welcome the progress made towards the recommendation regarding child protection.
- A Member commented that, compared to the plentiful number of red recommendations the Force faced a number of years ago, he was pleased to see that in spite of COVID there was a strong focus in the Force on dealing with HMICFRS recommendations and so credit was due to the Assistant Commissioner and his team.
- In response to a question regarding recommendation 5 (child protections - management of sex offenders and violent offenders) the Assistant Commissioner noted that the Force had focused on meeting the recommendation and would review the structures and processes involved once they were working in practice. He highlighted the wider work the Force was undertaking on child protection, including joint working with the British Transport Police to monitor activity around stations and hotels.
- The Assistant Commissioner noted that the update reporting was necessarily concise given it was designed to give Members a summary



oversight, and assured Members that the Force took the recommendations seriously and indeed perhaps held them as red for longer than external observers, including HMICFRS, would deem necessary.

**RESOLVED**, that the report be received.

**9. INTERNAL AUDIT UPDATE REPORT**

Members considered an Internal Audit update report of the Head of Audit and Risk Management and the following points were made.

- The Head of Audit and Risk Management (ARM) noted that in addition to the update provided within the report three other items of internal audit work were underway which he planned to update Members on in more detail at a future meeting. With regards to reference 5/2020/P (Internal Audit to be benchmarked against peer Forces/Authorities) the Head of ARM noted that a peer network existed for this purpose and baselining would take place as part of the pre-planning process for next year's internal audit programme. Pre-planning would commence in November 2020.
- In response to a question regarding the skills-set of the Internal Audit Team, the Head of ARM noted that the City has a small in-house team covering the City of London Corporation's local authority functions, one of whom had been with the team for over 20 years. That particular member of staff was retiring in March 2021 so work was ongoing to conduct knowledge transfer. In addition, the Internal Audit Team worked with Mazars to provide extra audit capability. To date this had not benefited the internal audit of the Force but Mazars could offer Force audit expertise going forward. The Head of ARM was confident his team could offer value on strategic issues but he would look to Mazars for support on specialist areas of work.
- In response to a question regarding how engagement was sought from the Force on internal audit matters, the Head of ARM noted that internal audit followed an iterative planning process that commenced with the Assistant Commissioner and the Force's senior leadership team, where engagement was positive. Engagement could become more challenging at the fieldwork stage, where internal audit activity risked clashing with delivery of business as usual activity. The Head of ARM had been encouraging his team to make more timely escalations when agreed timescales risked being delivered properly.
- The Assistant Commissioner noted that the Force's Strategic Development function was engaged with the Internal Audit Team and was able to facilitate contacts, and monitor implications of holiday and work commitments within the Force.
- A Member commented that he was very supportive of internal audit and in his experience so was the Force, acknowledging that the Force was

subject to scrutiny and audit by a number of bodies. As per the internal audit work programme summary within the report, the intention was to audit items that were of strategic importance to the Force at the present time, and to look forward rather than adopt a retrospective outlook. The Member considered internal audit as a key element of driving improvement in key risk areas facing the Force.

**RESOLVED**, that the report be received.

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

There were no questions.

**11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT  
Reporting Request – City of London Police IT Programme & Discrete Funding**

The Chairman requested regular reporting on the City of London Police IT Programme, and discrete accounts to understand City of London Corporation funding aside from its core funding.

**Thanks to outgoing Clerk**

The Chairman thanked the Committee Clerk for his work supporting the Committee prior to his leaving the City of London Corporation.

**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 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 7 February 2020 be approved.

**14. NON-PUBLIC REFERENCES**

Members considered a joint report of the Town Clerk and Commissioner regarding non-public references.

**15. WORKFORCE PLAN 2018-2023 - REFRESH**

Members considered a report of the Commissioner regarding the Workforce Plan 2018-2023 – Refresh.

**16. TRANSFORM PROGRAMME: UPDATE ON IMPLEMENTATION AND EFFICIENCIES**

Members considered a report of the Commissioner regarding the Transform Programme: Update on Implementation and Efficiencies.

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

There was one non-public question.

**18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT  
AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED  
WHILST THE PUBLIC ARE EXCLUDED**

There was no other business in non-public session.

**The meeting ended at 1.00 pm**

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Chairman

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