

**PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE**  
**Wednesday, 6 February 2019**

Minutes of the meeting of the Performance and Resource Management Sub (Police)  
Committee held at Committee Room 4 - 2nd Floor West Wing, Guildhall on  
Wednesday, 6 February 2019 at 11.00 am

**Present**

**Members:**

Deputy James Thomson (Chairman)  
Douglas Barrow (Ex-Officio Member)  
Deputy Keith Bottomley  
Andrew Lentin (External Member)  
Kenneth Ludlam (External Member)  
Caroline Mawhood (External Member)

**City of London Police Authority:**

|                     |                                                |
|---------------------|------------------------------------------------|
| Caroline Al-Beyerty | - Deputy Treasurer / Deputy Chamberlain        |
| Alistair Cook       | - City of London Police Authority Finance Team |
| Jeremy Mullins      | - Head of Audit and Risk Management            |
| Pat Stothard        | - Chamberlain's Department                     |
| Alex Orme           | - Head of Police Authority Team                |
| Alistair MacLellan  | - Town Clerk's Department                      |

**City of London Police Force:**

|                     |                               |
|---------------------|-------------------------------|
| Alistair Sutherland | - Assistant Commissioner      |
| Cecilie Booth       | - Interim Director of Finance |
| David Drane         | - City of London Police       |
| Hayley Williams     | - City of London Police       |
| Stuart Phoenix      | - City of London Police       |
| Luke Baldock        | - City of London Police       |
| Oliver Shaw         | - City of London Police       |
| Paul Adams          | - City of London Police       |

**1. APOLOGIES**

Apologies were received from Nick Bensted-Smith and Tijs Broeke.

**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 23 November 2018 be approved as a correct record.

4. **PUBLIC OUTSTANDING REFERENCES**

Members considered a report of the Town Clerk regarding public outstanding references from previous meetings and the following points were made.

**14/2018/P – Police Telephony**

- Members noted that this reference had been completed and could be closed.

**15/2018/P – FOI Requests**

- Members noted that the outstanding backlog of cases now stood at 16, and that the reference would remain open until all cases had been closed.

**16/2018/P – Inspection – Initial Police Response to Hate Crime**

- Members noted that this reference had been completed and could be closed.

**17/2018/P – Stop and Search Data**

- Members noted that this reference had been completed and could be closed. The Assistant Commissioner noted at Q3 data would be published mid-February 2019.

**18/2018/P – Stop and Search Training**

- The Assistant Commissioner noted that 26 officers and staff remained to be trained, and that the delay was due to operational pressures. The remaining officers and staff would be trained by April 2019.

**20/2018/P – Staff Survey**

- The Assistant Commissioner agreed to circulate the action plan and headline messaging arising from the staff survey.

**22/2018/P – Police Bank Accounts**

- The Assistant Commissioner noted that, contrary to the written update, this reference remained open.

Members noted that the remaining references were complete and could therefore be closed.

- 24/2018/P (Detection Rates)
- 25/2018/P (Measure 5 – Countering Fraud)
- 26/2018/P (Briefing Note regarding steps to reduce crime).

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

**5. REVENUE BUDGET MONITORING REPORT TO DECEMBER 2018**

*Members agreed to vary the order of items on the agenda so that Item 8 (Revenue Budget Monitoring to December 2018) was considered next.*

Members considered a report of the Commissioner of Police regarding Revenue Budget Monitoring to December 2018 and the following points were made.

- The Interim Director of Finance noted that the revenue budget monitoring process had been challenging given the errors made in the original budget process. The reporting format had now been changed to reflect a pay/non-pay format. Members were reminded of the bottom-line overspend in the revised budget, with additional budget pressures such as the Force's Rail Travel Scheme. Members were also reminded that the Force's capital budgets remained to be reviewed.
- In response to a request, the Interim Director of Finance agreed to circulate the additional budget mitigations schedule to Members outside of the meeting **(1/2019/P)**.
- The Interim Director of Finance noted that of the £750k of planned income through the Force's Corporate Plan, £500k had been achieved. There had been some shortfall in reaching income targets where the Force had experienced capacity issues.
- The Deputy Treasurer noted that the Authority had concerns regarding the Force's spend on overtime as set out within appendix 2 – at December 2018, the Force had already reached 88% of forecast spend. The Deputy Treasurer noted that the Authority would welcome, as mitigation, assurance from the Force that this item of spend was being actively monitored **(2/2019/P)**.
- The Deputy Treasurer concluded by noting that, from the Authority's perspective, key risks going forward included securing Home Office funding as part of the Medium-Term Financial Plan and leave/time off in lieu.
- The Chairman noted that he shared the concerns expressed by the Deputy Treasurer and would welcome any assurances that could be provided from the Force regarding how these risks were being mitigated. It was of paramount importance that the Force, in this context, set a strong budget for 2019/20.
- In response to a request from a Member, the Interim Director of Finance agreed to provide a granular breakdown of the detailed forecast provided at appendix 2 **(3/2019/P)**.

- The Chairman requested that the Interim Director of Finance review how any Home Office monies and other income lines received could be effectively accounted for when reported to Members **(4/2019/P)**.
- In response to a question, the Interim Director of Finance replied that the Force would have a clearer idea of the figure of monies received from the Home Office in March 2019.
- A Member noted that the new reporting format was useful in providing visibility of the numbers within the revenue budget. What he would now welcome in reporting going forward would be an element of analysis around the security of income **(5/2019/P)**.
- In response to a question, the Interim Director of Finance replied that she was reasonably confident that the Force's savings targets could be met and agreed to provide an updated forecast at the next meeting **(6/2019/P)**.
- In response to a question, the Interim Director of Finance confirmed that she had enough staff resource currently.
- The Interim Director of Finance concluded by noting she would provide Members with detailed schedules and risks in future reporting **(4/2019/P)**.

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

**6. CITY OF LONDON POLICE BUDGET 2019/20**

Members considered a report of the Commissioner of Police regarding Revenue and Capital Budgets for 2019/20 and the following points were made.

- The Interim Director of Finance noted that the Force would be mindful of planned Transform savings.
- The Deputy Treasurer noted the planned Business Rate Premium increase from £8.8m in 2018/19 to £13m in 2019/20. She noted that, as it stood, the 2019/20 budgets did not factor in any planned risk, and therefore any further requests for funding from the Force to the Authority would be subject to a great deal of scrutiny – the Authority would want to be clear what additionality any further funding would provide the Force.
- The Chairman noted that it was imperative that the Force provided the Authority with a detailed Demand report that could be scrutinised.
- A Member noted that any further request for funding should be scrutinised alongside the Force's forecast spend.
- The Deputy Treasurer noted that the transfer from Reserves provided in 2018/19 was intended to bridge an identified funding gap. It was

important, from the Force's perspective, that any increase in the Business Rate Premium, if agreed by the Court of Common Council, be linked to Force additionality.

- Members requested that future revenue and capital budget reporting include relevant sections on budget monitoring and a summary of risks as aforementioned in the Budget Monitoring item.

**RESOLVED**, that Members

- Note the latest projected outturn position for the 2018/19 revenue budget;
- Note the provisional 2019/20 revenue budget;
- Note that a business case for additional resources will be submitted to a future meeting of the Police Committee **(7/2019/P)**.

**7. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) INSPECTION UPDATE**

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

- The Commissioner of Police noted there were 15 outstanding recommendations, down from 24 at the time Members considered the last update report. There were 12 new 'Green' recommendations to report to the Sub-Committee. The Force had been notified for three forthcoming inspections around Counter-Terrorism (Prevent), Cyber, and Crime Data Integrity.
- The Chairman of the Police Committee noted that he would raise the pace of forthcoming inspections at the next Her Majesty's Inspectorate of Constabulary (HMIC) meeting **(8/2019/P)**.
- The Chairman noted that he would welcome additional detail within future report summary on whether recommendations were open, closed or progressed since the last reporting period, and that clarity be sought on deadlines for delivery on recommendations where these had not been explicitly provided by HMICFRS **(9/2019/P)**.
- In response to a question, the Assistant Commissioner of Police noted that the Force was considered a national lead on mental health due to the on-street triage approach.

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

8. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2018-21**

Members considered a report of the Commissioner of Police regarding Third Quarter (Q3) performance against measures set out in the Policing Plan 2018-21 and the following points were made.

- The Assistant Commissioner noted that the number of offences recorded overall equated to 3.6 per day. The Force was paying attention to the increase in Violent Crime (Measure 6) and Acquisitive Crime (Measure 9).
- The Assistant Commissioner continued, noting that the Force had improved the way in which it improved its response to, and recording of, crime and as a result he was confident existing processes would be graded Good by any forthcoming inspections.
- The Assistant Commissioner noted that the increase in crime outlined within the report should be considered in the context of a 250k increase in crimes nationally – in this context, the Force's performance was arguably satisfactory and compared favourably with its closest relevant peer.
- Nevertheless, daily briefings of Non-Commissioner Officers (NCOs) were designed to set expectations around appropriate management of crime. For example, whilst a crime such as shoplifting featured as a low priority on the overall threat, harm and risk matrix, the Force was mindful of the degree of confidence City residents and business would have in the Force would be depend on the Force's response to such crimes.
- In response to a question, the Assistant Commissioner confirmed that the Force had ambitions to utilise Artificial Intelligence to inform its response to crime in the future, but owing to the small geographic area, it may not be as effective as in a large county or metropolitan force for example.
- In response to a question, the Assistant Commissioner noted that the increase in public disorder was largely due to issues around alcohol and the Night Time Economy (NTE) and the fact that the Force was being more proactive in addressing those issues.
- In response to a comment from a Member regarding the Force's capacity to address recent increases in crime across some Measures, the Assistant Commissioner noted that he would circulate some more detailed figures to Members outside of the meeting **(10/2019/P)** and assured Members that steps were being taken to be more efficient in assessing the likelihood of the requirement for arrest in areas such as crime associated with the NTE.
- In response to a question, the Assistant Commissioner noted that the planned recruitment freeze would reduce Force headcount slightly.

- In response to a question regarding what approaches were being taken to mitigate the issues identified within the report, the Assistant Commissioner noted that a report would be brought back to Members outlining how Force performance measures could be assessed within the Authority's corporate strategy envelope of the four Ps – Pride, Pace, Passion and Professionalism **(11/2019/P)**.
- The Chairman noted that he would welcome an assessment on the impact of the transfer of staff from the Economic Crime Directorate to other roles in a future report to the Sub-Committee **(12/2019/P)**.
- In response to a question, the Assistant Commissioner confirmed that patrolling had been increased on Thursday and Friday nights for the time being.

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

**9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

**10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was one item of other business.

**10.1 Internal Audit Update Report**

Members considered an update report of the Head of Audit and Risk Management regarding the internal audit work conducted with the Force and the following points were made.

- The Head of Audit and Risk Management noted that an action plan had been provided by the Force to mitigate the identified recommendations arising from the Authority's Internal Audit team. Four recommendations were currently graded Red, and 49 Amber.
- In response to a query from a Member, the Head of Audit and Risk Management noted that a range of performance indicators had been agreed in consultation with the Commissioner and, as a result, it was felt sensible to defer 35 days of planned internal audit work.
- The Assistant Commissioner and the Head of Audit and Risk Management confirmed they were content with the identified internal audit priorities.
- In response to a question, the Assistant Commissioner confirmed work was being undertaken to address those recommendations where scheduled deadlines for completion had been missed.

- In response to a question, the Head of Audit and Risk Management confirmed that Action and Know Fraud would be subject to an internal audit.
- The Deputy Treasurer noted that the Internal Audit team should also review any mitigating actions being undertaken by the Force (13/2019/P).

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

**11. EXCLUSION OF THE PUBLIC**

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

**12. NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 23 November 2018 be approved as a correct record.

**13. NON-PUBLIC OUTSTANDING REFERENCES**

Members considered a report of the Town Clerk regarding non-public outstanding references.

**14. UPDATE - CITY OF LONDON POLICE ANNUAL EFFICIENCY SAVINGS / TRANSFORM PROGRAMME**

Members considered an update report of the Commissioner regarding the City of London Police's Annual Efficiency Savings / Transform Programme.

*At this point of the meeting, two hours having elapsed, Members agreed to continue the meeting until all items of business had been considered in line with Standing Order 40 of the Court of Common Council.*

**15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no non-public questions.

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

There was one item of non-public urgent business.

**16.1 Action and Know Fraud Project**

Members considered a report of the Commissioner of Police regarding the Action and Know Fraud Project.

**The meeting ended at 1.14 pm**

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Chairman

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