

**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE CITY  
OF LONDON POLICE AUTHORITY BOARD**  
**Wednesday, 11 November 2020**

Minutes of the meeting of the Performance and Resource Management Committee  
of the City of London Police Authority Board held via Microsoft Teams on  
Wednesday, 11 November 2020 at 1.45 pm

**Present**

**Members:**

Douglas Barrow (Chairman)  
Keith Bottomley  
Tijs Broeke  
Helen Fentimen  
Alderman Timothy Hailes  
Jamie Ingham-Clark  
Andrew Lentin  
Caroline Mawhood (External Member)  
Deborah Oliver  
Graham Packham  
Deputy James Thomson  
Dan Worsley (External Member)

**City of London Police Authority:**

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Rhiannon Leary	- 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
James Gibson	- Chamberlain's Department

**City of London Police Force:**

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

**1. APOLOGIES**

There were no apologies for absence; however, the Town Clerk noted that Tijs Broeke would be leaving the meeting at 3.00pm.

The Chairman welcomed members to the third meeting of the Committee that year.

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 updated terms of reference and the Chairman proposed that the word 'usually' be inserted under 'Frequency of Meetings' after 'shall' and before 'meet'. Members unanimously agreed this insertion.

**RESOLVED**, that the updated terms of reference be received as amended.

4. **MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 16 October 2020 be approved.

**MATTERS ARISING**

A member sought further information in relation to a previous query regarding pay parity within the Force. The Assistant Commissioner advised that officers were paid according to service bands, per rank, and that for specialist areas pay was equivalent to those bands. For a highly specialised area, such as firearms officers, pay incentives were available to assist with retention. Pay parity in other specialist areas, such as economic crime, was based around length of service and progression through rank, rather than specialist pay/incentives.

5. **REFERENCES**

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

**15/2020/P – Policing Plan Performance**

- A provisional date for the member workshop on Policing Plan measures to enable members to understand better the governance and compliance assessments underpinning the reporting made to Committee had been scheduled for November 2020, and it was proposed that an additional workshop take place in January 2021. The Assistant Commissioner requested that consideration be given to an alternative date than the one proposed for November 2020, however, given that it involved a conflict with another meeting.

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

6. **Q2 CAPITAL AND REVENUE BUDGET MONITORING**

Members considered a report of the Commissioner regarding Q2 Capital and Revenue Monitoring and the following points were made.

- The Chief Operating and Chief Financial Officer (COFO) noted that the report set out a good degree of confidence that all savings targets would be achieved, with a £5m underspend projected. 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 noted that in relation to the savings tracker at Table 3 (p23) the main risk was in relation to the National Enabling Programme (NEP) as a result of the delay nationally in rolling out the programme.
- The COFO advised that the CT Grant had also been identified as a risk although the Home Office funding in terms of income recovery had helped offset this.
- The COFO concluded by advising that the format of the report would be revised for future iterations given that in its current form it had become unwieldy with the amount of narrative likely to impede clarity. The final section would be truncated, again in order to streamline and aid transparency.
- In response to a comment welcoming the news that the Asset Recovery item was four times above target, the COFO advised that this spend was ring-fenced as per the guidelines for the Asset Recovery Incentivisation Scheme (ARIS) under the Proceeds of Crime Act (POCA) and would be utilised for crime reduction. There had been a shortfall in terms of additional income for provision of international training, which in an average year would be sizeable; however, funding had been received from the Home Office which had helped to cover the shortfall. The underspend would be used to repay part of the City of London Corporation loan for Action Fraud although the amount to be repaid could not yet be confirmed at this stage in the financial year.
- Responding to a question, the COFO explained that due to the frequency of personnel moving to other posts, workforce planning – which was always complex – remained fluid. Both HR and Finance were closely involved; however, as an example, whilst business analysts were being recruited for the Transform programme, they would not be part of the establishment under workforce planning.
- There was a query in relation to the risk identified for 'Digitisation of external services' (p23, Table 3 – Savings Tracker) and the COFO advised that this included the provision of online payment facilities for fines.
- A member raised a number of queries, noting the shortfall in income from delivering training at the Economic Crime Academy and asked what the impact would be, and what action would be taken. She also enquired

whether the savings targets would be sufficient or whether they could be extended. Finally, the member noted that the City of London Corporation held the financial reserves for the CoL Police and queried whether it would be possible to work towards ensuring the Force could hold its own reserves.

- The COFO, in reply, advised that the loss of income from the cancelled training at the Economic Crime Academy had been offset largely by two main factors: in part by an accrual from previous years and secondly by a government grant for recruitment which had been received in full. In relation to the savings targets, the target itself was £5.7m – which was forecast to be achieved in full – and there was a further projected underspend of £4m which would be in addition to the original target. The COFO drew members' attention to the fact that significant savings had also been achieved by recruiting a high number of probationers who were on lower salary bands than more experienced longer serving officers. Regarding the financial reserves, the COFO confirmed she would be happy to agree should it be proposed that responsibility for this be allocated to the CoL Police. At this point the Chairman advised that further discussion in relation to this point would be taken under item 14a.
- There was further discussion in relation to the planned use of the £4m underspend as partial repayment of the Action Fraud loan and some members expressed the view that some of the underspend could be used strategically by allocating it to the reserves. In response, the COFO advised that the loan was scheduled to be repaid over four years: an early repayment of part of the total amount would ease the financial pressure by £1m per annum.
- A member queried the projected underspend on salaries given the number of unrecruited posts. The same member also enquired into the accuracy of the savings tracker. The COFO reiterated the complex nature of workforce planning and advised that the Q2 information was the most accurate available at this stage in the financial year. Further detail would become available as the year progressed and would be monitored by the Capital Programme group internally and be presented to members in Q3.
- A member queried whether, given the difficulty in identifying 67 extra posts within the budget, this caused any issues with the Home Office in terms of how the money was spent. She also enquired whether this applied to other grants obtained. The COFO, in response, advised that the National Uplift Year 1 posts were in accordance with a baseline agreed with the Home Office for 44 officers, rather than 67. The Home Office allowed some use of the funding provided for Covid expenditure and detailed monitoring of the spend remained in place. The same member also queried how likely the resumption of international training in the course of the next two years was, given the ongoing global health pandemic. In reply, the COFO advised that a high level of demand existed as a result of the current suspension of training delivery. As soon

as international travel was achievable safely, significant income would be generated. Were the delay in training delivery to continue for longer, an income recovery grant would offset the shortfall. The Assistant Commissioner added that the Force had also introduced virtual delivery of training in addition to expanding the number of countries to whom the Force delivered training.

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

**7. POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURES FOR END Q2 FOR THE YEAR 2020-21**

Members considered a report of the Commissioner regarding Policing Plan 2020-23 – Performance against measures for end Q2 for the year 2020/21 and the following points were made.

- The Assistant Commissioner reported that the Force was rated first in the country for crime detection, news which was welcomed by members. One measure requiring action in relation to Counter Terrorism was the decrease in the amount of hostile reconnaissance reports; however the Assistant Commissioner advised that this was as a result of footfall in the City having significantly reduced since the outset of Covid-19 which could not have been avoided.
- In relation to neighbourhood policing, a member queried to what extent the Force was involved with some measures, such as road safety. In response the Assistant Commissioner advised that the Force had a statutory duty to enforce the law in relation to road safety, including safeguarding the vulnerable.
- A member asked whether the reduction in footfall within the City had provided an opportunity to increase efforts in relation to prevention of crime. In response, the Assistant Commissioner replied that there remained a prominent focus on offender management and repeat offending, with several recent good results.
- A question was put in relation to partnership working, with clarification sought as to how effectiveness was assessed with reference to City of London and Metropolitan Police working partnership. The Assistant Commissioner responded and explained that the Force worked in partnership with the Metropolitan Police and the British Transport Police on public order management; with the Metropolitan Police on a London-wide basis to manage sex offenders and violent offenders; and with the Metropolitan Police and the NHS on mental health issues. Given the range of partnerships, any one, single, standard of measurement could not be applied, however, CoLP Head of Governance and Assurance explained that this could be considered as part of the setting of next year's measures. A member highlighted that this could be explored as part of the Policing Plan for the year 2021-22: to consider which priorities to work towards and to select an appropriate measurement to track achievement.

- In response to a question regarding performance measurement, the Assistant Commissioner advised that year-on-year comparators could be provided for future meetings, as had been the case in previous years. Measures had been set following Home Office guidance which had moved away from target-based measurements several years previously. Several members however voiced their support for data which would facilitate effective scrutiny of a performance-led and measurable reduction in crime. The Assistant Commissioner further advised that there was measurement of crime in the west and the east sector, as well as year-on-year. In 2021 ward-specific briefings and panels would be introduced which would allow ward members, residents and businesses to obtain this data.
- A member noted that there had been a decrease in the number of fraud disruptions and sought clarification as to whether the Serious Organised Crime measures on p52 included fraud. In reply, the Assistant Commissioner advised that victim-based inquisitive crime did not include fraud, which the Force was required to record separately. The decrease in disruptions was as a result of numbers of people within the banking and financial sectors, who were necessary to this area of work, being furloughed or working remotely. A member noted that Fraud Performance was scrutinised thoroughly at the Economic Crime Committee in any case.
- In response to a question on Stop and Search as to how the percentage of effectiveness compared to national figures, the Assistant Commissioner replied that the Force compared favourably to the national average.

**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.

- The Head of Strategic Development provided an overview of the inspection programme and progress made on the subsequent implementation of the recommendations. He advised members that the current status was very positive, with two additional green targets and no red targets since the previous report to committee in October. Members heard that the level of 23 remaining targets was the lowest level to be reported at this committee.
- The Chairman expressed the Committee's appreciation for the significant progress made and thanked officers for their work.

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

**9. HR MONITORING UPDATE 1 APRIL-30 SEPTEMBER 2020**

Members considered a Human Resources (HR) monitoring report of the Director of Human Resources and the following points were made.

- The Assistant HR Director noted that there had been a significant uplift in the intake of probationers, with a further 16 probationers taking up their role from 20 November 2020. Members heard that the numbers of women and BAME recruits had also increased.
- A member commented on the positive feedback in relation to the culture at the City of London Police, which was welcomed, but expressed concern at the high level of transfers (approximately 50%) and enquired as to whether exit interviews were carried out. In response, the Assistant HR Director advised that police officers frequently changed roles, which was supported within the Force given that this facilitated the building of a wide range of skills and expertise. This benefitted officers in terms of their personal development as well as the Force overall. Exit interviews were routinely conducted and changes to the process in recent years meant that these were now conducted by a member of a staff network rather than line management.
- The same member asked why the statistics gathered from those who would be considered part of the group of those with protected characteristics were low. The Assistant HR Director, in response, advised that it had been explained to officers why the information was requested, how it would be used and that line managers were not able to access this information. This had helped to raise the level of information returned, although the number of responses remained lower than was desirable. It was noted that this was a voluntary return, rather than statutory.
- A query was put seeking clarification of the role of the Chief Superintendent - Welfare Lead. The Assistant Commissioner advised that this was a proactive role to oversee staff welfare including statutory reports (e.g. staff assaults); conducting forums on stress, injury and wellbeing; overseeing delivery of occupational health with HR; and ensuring line management was supporting the welfare plan appropriately. The current post holder was proactive and had revised and updated the plan in place to assist staff in dealing with traumatic incidents. Internal evidence had shown that this model did support people appropriately and that incidents were reported.
- A member enquired as to whether the statistics included the Special Constables and the Assistant HR Director advised that the Special Constables were recorded separately, with a separate Commander overseeing them.

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

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*At 3.45pm Members agreed to extend the business of the agenda beyond two hours, in accordance with Standing Order 40, in order to conclude the business on the agenda.*

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

There were no questions.

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

There was no other public 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 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 16 October 2020 be approved.

**14. NON-PUBLIC REFERENCES**

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

**14a. UPDATED MEDIUM-TERM FINANCIAL PLAN AND RESERVES POLICY PRINCIPLES**

Members considered a report of the Head of Police Authority Finance regarding the medium-term financial plan and reserves policy principles.

**15. TRANSFORM UPDATE**

Members heard an oral report of the Commissioner regarding the Transform Programme: Update on Implementation and Efficiencies.

**16. HR MONITORING UPDATE 1 APRIL-30 SEPTEMBER 2020  
(Non-Public appendix to be read in conjunction with agenda item 9).**

This appendix was considered in conjunction with the discussion under item 9 (above).

**17. CIPFA REVIEW OF COLP/COL FINANCE – IMPROVEMENT PLAN**

Members considered a report of the Commissioner on the Improvement Plan.



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

There were no questions.

**19. 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 4.27 pm**

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Chairman

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