

PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Tuesday, 26 September 2017

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Deputy James Thomson (Chairman)
Nicholas Bensted-Smith
Tijs Broeke (Common Council)

Kenneth Ludlam (Audit & Risk)(External)
Caroline Mawhood (Audit & Risk)(External)
Lucy Sandford (External)

Officers:

Neil Davies	-	Town Clerk's Department
George Fraser	-	Town Clerk's Department
John Galvin	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Jeremy Mullins	-	Chamberlain
Alistair Sutherland	-	Assistant Commissioner, CoLP
Paul Adams	-	CoLP
Stuart Phoenix	-	Head of Strategic Development, CoLP
Andrew Ricketts	-	CoLP
Hayley Williams	-	CoLP

1. APOLOGIES

Apologies were received from Deputy Doug Barrow, Deputy Keith Bottomley and Alderman Alison Gowman.

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

There were no declarations.

3. MINUTES

The Sub-Committee considered the minutes from last meeting, held on 30 May 2017.

Item 5 – Outstanding References

The lead member for anti-social behaviour (ASB) explained that she was still in the process of looking into the improved presentation of ASB data to aid Members' understanding. (1)

Item 7 – HMIC Update Report

The Chairman requested that a standing item for information be added to future agendas providing an update to Members on the progress relating to the Deloitte review. (2) The Assistant Commissioner explained that reassurance

was given by the STRA report that 12 “quick wins” could be achieved with no extra resource requirements.

Item 10 – Internal Audit Update Report

It was agreed that a Project Management audit report, as mentioned at the last meeting, should be submitted to the next meeting of the Sub-Committee. (3)

RESOVLED – That the minutes be approved.

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk that summarised the outstanding actions from previous meetings.

OR3 – Guidelines to ASB Data

It was agreed that this item was still outstanding

OR6 – Licensee Responsibility for CCTV

The Chairman explained that the comments about the Licensing Committee not being supportive were surprising. The Assistant Commissioner stated that he was also surprised by this, and agreed to follow it up.

OR8 – Forecasting Status Changes

The Chairman requested that this item remain “Ongoing”.

a) **Briefing Note - OR 9 - CoLP Policy Oversight Annual Update 2016-2017**

OR9 – Newly RED Status Indicator

The Chairman requested that dates be added for closedown of items within the table. The assistant Commissioner explained that there would be specific dates for Health & Safety and Force Vetting, and agreed to include confirmed closedown dates by the next meeting.

b) **Briefing Note - OR 10, OR 12 - Performance Against Measures**

A Member welcomed this report, but stated his disappointment that it had taken so long to arrive. He noted that they seemed to be carrying out less surveys. The Assistant Commissioner explained that they had experienced survey fatigue, and were considering commissioning an external party to carry out surveys. He explained that Corporate Communications would deliver the next survey in November 2017. A Member stated that the issue was not whether or not an internal or external provider would deliver the survey, but rather to identify the correct area to survey. The Assistant Commissioner explained that this was the aim, and identifying the correct area to survey would be the task of Corporate Communications.

A Member explained that the method of survey carried out was crucial, and getting business Members to respond can be very hard. The Assistant Commissioner agreed and explained that perhaps a narrower target audience would be more effective. The Member explained that having targeted

questions would make respondents more likely to engage. The Chairman requested clarification on the dates of surveys. The Assistant Commissioner explained that this could be confirmed at the next meeting. (4)

RESOLVED – That the report be received.

5. **INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Chamberlain providing Members with an update on the work of the Internal Audit that has been undertaken by the CoLP since the last report in May 2017.

The Chairman noted that there seemed to be slippage, and that a number of reports appeared to be 6 months out of date. The Chairman asked for an update on this. The Chamberlain explained that these outstanding reports are at the stage in which they have yielded some conclusions, but are awaiting discussion with the Commissioner before they can be finalised.

The Chairman asked if those marked as RED would have responses confirmed and the recommendations followed up. A Member stated that RED/AMBER statuses do not provide a tangible feel for the true status, and suggested that increased background information and context would be useful. The Chamberlain explained that all those marked as completed, had indeed been provided with background information at previous meetings.

In reference to paragraph 9, a Member asked for an update on why no security patches had been installed since 2015. The Chamberlain explained that they were working with the IT department on wide ranging issues with the transformation programme, within which this was included. He explained that old patches do not apply to new technological systems. He explained that Audit & Risk had just released a report on IT transformation developments. The Chamberlain suggested that this be circulated to Members. (5) The Chairman showed his concern over the length of time the It project had been deferred for.

The Chairman asked that all the outstanding reports be completed. (6) The Chamberlain explained that many of the reports were essentially complete, though were awaiting completion of testing with Town Clerk's department. He explained that there was a fear of providing inaccurate recommendations if this was not done.

A Member suggested that it might be useful to provide a comment on why/who decided that the reports should be deferred. The Chamberlain explained that in the case of Action Fraud, they were awaiting the Interim Service. The Chairman requested confirmation that discussion would take place at the end of December 2017, when the interim service ends. The Chamberlain confirmed that this was the case.

The Chamberlain explained that the definition of Project v Programme was crucial due to the definition of costs. He explained that a Programme was very hard to allocate budgets at high levels. The Chairman requested that the

Chamberlain enter discussion with the Commissioner before updating the report. He emphasised that it would be very beneficial to the broader agenda. The Chamberlain confirmed that this would be available at the next meeting. (7)

The Chairman noted an error within the table of the report where the total red column was populated by “Green” and “Amber”, rather than digits. The Chamberlain confirmed that in both cases, the table should read “0”.

RESOLVED – That the report be received.

6. **HMICFRS INSPECTION UPDATE**

The Sub-Committee received a report of the Commissioner of Police that provided Members with an update on the HMICFRS Inspection.

The Assistant Commissioner explained that good progress had been made, with 16+ new areas marked as GREEN, and 10 left as RED.

The Assistant Commissioner explained that the HMIC had extended its remit to include inspections of fire and rescue services in England, leading to its new title of HMICFRS. He explained that no reports in the last period had been published on the CoLP.

The Assistant commissioner explained that an inspection on “effectiveness” was upcoming and would last for 3 days.

The Assistant Commissioner explained that many of the indicators were essentially ready to move to GREEN status. The Chairman requested that closedown timelines are included for all open indicators. (8)

The Chairman asked for information on the approach taken by HMICFRS towards inspections. The Head of Strategic Development explained that they were moving towards basing them on “Force Management Statements”, with the launch of requirements taking place on Monday 2 October. The HMICFRS would look at crime data before making a decision on which areas to inspect. He explained that the CoLP were in a strong position due to the STRA process. He explained that there would continue to be thematic inspections alongside one-off inspections.

A Member asked about the status of Stop and Search data. The Assistant Commissioner credited the team for their improvements to management of systems for Stop & Search data.

A Member asked about the status of the Deloitte review of workforce, which was marked as RED under an area for improvement within the report. The Assistant commissioner explained that this was imminently about to move into GREEN status. He explained that Officer Skills and Training Database systems were due to go live in October 2017.

The Chairman asked for confirmation of what was meant by “internal deadline”. The Assistant Commissioner explained that this was used in cases where

HMICFRS did not provide their own deadline. The Chairman asked for confirmation that this meant there had not been deadlines missed or postponed, and the Assistant Commissioner confirmed this, citing the use of RED status.

The Chairman asked if specific dates would be more appropriate than marking as “immediate”. A Member asked if this meant that the work had not been done. The Head of Strategic Development explained that these were used in cases in which disclosure issues exist, leading to reviews in these areas (regardless of the issues not being those of CoLP).

The Chairman asked for confirmation that Stop and Search indicators would move from RED to GREEN with the introduction of “Niche” in November 2017. The Assistant Commissioner confirmed that this was the case.

The Chairman asked for confirmation of when the Police Legitimacy indicators currently marked as RED would move to GREEN. The Assistant Commissioner explained that both of these are expected to move to GREEN in December 2017.

The Chairman asked for timeframes on the tri-service review of the joint emergency services interoperability principles indicators moving to GREEN. The Assistant Commissioner explained that multiagency programmes such as these pose significant challenges with regards to connecting timelines, and as a result it would be very difficult to predict future dates of completion. The Chairman noted that therefore not all statuses were ready to go GREEN. The Assistant Commissioner explained that this was the case only due to reliance on other forces to coordinate. The Head of Strategic development explained that the CoLP’s regime is limited by the calendar of integration with 3 other forces and how they are able to feed back.

A Member illustrated their concern at the comments made regarding Organised Crime under the Police Effectiveness section. The Assistant Commissioner explained that a significant amount of work had been done alongside the Metropolitan Police Service to map this out. He explained that improvements had been made over the last 6-9 months, and that a large proportion of the issues were related to decisions around funding. He explained that these issues were prevalent nationally. The Commissioner explained that this was a new area of focus for CoLP, and that it was linked to the London model. He confirmed that there had not been any indication to alert CoLP of dangers based on the 2016 reviews. The Chairman asked that REDs included more detailed comments for Members in future.

RESOLVED – That the report be received.

7. 1ST QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2017-20

The Sub-Committee received a report of the Commissioner of Police that summarised performance against measures in the Policing Plan 2017-20 for the period 1 April 2017 to 30 June 2017.

The Assistant Commissioner explained that there had been a regrettable rise in victim-based crime, in correlation with national figures. He explained that there was a focus particularly on vulnerability.

The Assistant Commissioner asked Members to note the allocation of resources to terror attacks in Manchester and London.

A Member asked why there had been increases in 3 crime areas, and the Assistant Commissioner explained that a threat matrix was responsible for allocation of resources. With the current threat level unlikely to go down soon, there is a need to adapt.

A Member asked if more people would be encouraged to commit crimes based on increased success. The Assistant Commissioner explained that repeat offenders sometimes persist for as long as 20 years in some of these crime areas, and that a small number of offenders were responsible for a large volume of crimes. The Assistant Commissioner explained that there are an increased number of CID officers on the street in uniforms, with the idea that prevention can replace investigation in many cases.

A Member asked if the focus had changed since the last Operation Mass event. The Assistant Commissioner agreed to follow this up to confirm. (9)

The Chairman asked for data surrounding “capability” and “impact” to be sourced, as both were highlighted within the report summary. (10)

The Assistant Commissioner explained that Moped crime was popular as it was both lucrative and provided means for easy escape from the scene. He also explained that, similar to acid attacks, the crime was part of a trend. He explained that the offenders were generally not residents of the City of London, so the challenge was in keeping them out.

The Assistant Commissioner suggested that perhaps it would be beneficial to invest in the reporting of Counter-Terrorism, rather than in uniformed policing.

The Chairman noted that the table illustrating Cyber Crime NFIB referrals was incomplete. A Member asked for confirmation of what NFIB referrals were, and requested that they review which/how data is presented to the Sub-committee, as in many cases it was unclear. (11)

A Member noted that “None of the above” was the most common code, referring to 15 reports. Members agreed that this was not useful.

A Member asked for clarification on whether 75% was a positive figure for satisfaction of ECD service. The Assistant commissioner explained that the majority of fraud offences don't result in a challenge, and rather they contributed data to the bigger picture. He explained that they focused more on victim-care with additional investment now. There has been a lot of work

outsourced to multiple external agencies, and therefore quality control is difficult.

The Assistant Commissioner suggested that the T/Commander of Economic Crime attend the following meeting in order to explain further. (12)

A Member asked for clarification on what a “binary option” was. The Chairman stated that details such as these should be provided within reports to aid Members, as mentioned previously.

The Assistant Commissioner explained that the nature of Vulnerability meant that there was less resources on the street, and thus was a growing issue. A Member asked where these resources were being allocated. The Assistant Commissioner explained that there was a wide catchment, including begging, mental health issues and domestic problems.

In reference to the graph illustrating the Number of Victim-Based Violent Crimes per Month, the Chairman asked for confirmation that there were seasonal patterns. The Assistant Commissioner confirmed that this was the case.

A Member asked about the traffic management of Bank junction in relation to cyclists, considering recent incident in which a cyclist killed a pedestrian. The Assistant Commissioner explained that there was not as much policing of cyclists as desired, however, the CoLP was working in cooperation with the Road Danger Reduction Plan. A Member noted the large volume of cyclists, citing this as a cause for consideration. The Assistant Commissioner explained that it had been challenging to maintain management in line with the significant influx of cyclists since the London 2012 Olympics. He explained that only those cyclists whose actions warrant criminal investigations can be addressed by the CoLP. A Member noted that the perception of cyclists as irresponsible was increasing, and efforts needed to be made to raise awareness of the efforts that have been undertaken to address the issue.

The Chairman asked what was meant by a “Layering Approach”. The Assistant Commissioner explained that this meant using various operations/crimes to build a wider view of a suspect or offender.

In reference to Public Order and Protective Security, the Assistant Commissioner explained that HR was due to look at public order training. He explained that there was a consideration of an incentivisation payment as a result of reduced interest in the training.

A Member asked if the CoLP charge for specific events such as Marathons taking place within the City boundaries. The Assistant Commissioner explained that there was some cost recovery, but this was a contentious issue. The Chairman asked if protests were included in these statistics, and upon the Assistant Commissioner’s confirmation that they were not, requested these be produced for the next meeting. (13)

A Member explained that they had been made aware that arrests had dropped by 55% nationally since 2008, and asked for confirmation that this was correct. The Assistant Commissioner stated that he could not confirm that this statistic was correct, but explained that the grounds for arrest had been tightened, with notices being increasingly supplied in their place on the street.

RESOLVED – That the report be received.

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

There were no questions.

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

There was no further business.

10. **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 that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes from the last meeting, held on 30 May 2017.

Members requested that the One Safe City update report due to be submitted to the next meeting of the Police Committee, be submitted to the next meeting of the Performance and Resource Management Sub-Committee, on 30 November 2017. (14)

RESOLVED – That the non-public minutes be approved.

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

There were no non-public questions.

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

There was no further non-public business.

The meeting closed at 3.25 pm

Chairman

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