

**STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE**  
**Tuesday, 5 September 2023**

Minutes of the meeting held at Guildhall at 11.00 am

**Present**

**Members:**

Tijs Broeke (Chair)  
Andrew Lentin (Deputy Chair)  
Deborah Oliver  
Deputy James Thomson  
Helen Fentimen  
Melissa Collett  
Moawia Bin-Sufyan (External Member)  
Adrian Hanstock (External Member)  
Michael Mitchell (External Member)  
John Griffiths  
Paul Singh

**Officers:**

Richard Riley	- Police Authority Director
Paul Betts	- Assistant Commissioner, City of London Police
Umer Khan	- Commander City of London Police
Alix Newbold	- City of London Police
Hayley Williams	- City of London Police
Chris Bell	- City of London Police
Claire Flinter	- City of London Police
Mark Folan	- City of London Police
Brett McKenna	- City of London Police
Matthew Ebbs	- City of London Police
Julie Mayer	- Town Clerks

**1. APOLOGIES**

Apologies were received from Alderman Tim Hailes.

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

There were no declarations

**3. MINUTES**

RESOLVED, that – the minutes of the meeting held on Wednesday, 3<sup>rd</sup> May 2023 be approved as a correct record.

**Matters arising**

The request for a report on Community Reassurance and Support was noted. A Member advised that Parkguard had been discussed at recent Middlesex Street resident meetings and suggested contacting the Estate Officers. There was a further request for the Committee to consider the relevant Byelaws and

their effectiveness. The Chair asked if these items could be added to the outstanding references list.

#### 4. **PUBLIC OUTSTANDING REFERENCES (OR)**

The Committee received the outstanding references list and noted the following:

- a) Annual Policing Plan Refresh - this can be closed down.
- b) Child Protection Deep Dive. An analysis had been undertaken across 20 committees with a potential interest, all of which now have coverage either from a City of London Police (CoLP) or City of London Corporation (COLP) perspective, including a Police representative on the Safeguarding Sub Committee. PA Director agreed to share the results of the analysis with Members of the Committee.
- c) Public ORs and PEEL Inspection can be closed.
- d) Power Bi is a Microsoft application to drive data. The Chair asked if a demonstration could be added to a future agenda.
- e) Community engagement can be closed, noting its links to items 7 and 8 on this agenda. The Chair of the Police Authority Board (PAB) suggested that outreach activity and use of social media could improve but commended the good work on ward policing. The Assistant Commissioner confirmed the Force's commitment to engage and advised that a Chief Inspector would be chairing the Cluster meetings. A Member suggested that the Small Business Research Centre could be helpful in neighbourhood work.
- f) Responses to residents' main concerns; i.e. public urination and the behaviour of cyclists could be more pro-active in terms of how they are received and the resolutions sought.
- g) The Chair of the Police Authority Board (PAB) suggested that the Crime and Disorder Scrutiny Group should consider into the above suggestions. The Committee noted that behaviour of cyclists was discussed at the SCP quarterly meeting the previous day.

In concluding the Chair quoted Baroness Casey; i.e. - '*the Local Police Authority must understand the public it serves*' and asked for a separate conversation with the Town Clerk in terms of taking points (e) – (g) forward.

#### 5. **Q1 POLICING PLAN PERFORMANCE 23-24**

The Committee received a report of the Commissioner, which provided a performance assessment against the measures in the Policing Plan for Q1 2023-24 (1 April to 30th June 2023).

The Chair commended the helpful presentation of the report and during the discussion and questions, the following points were noted:

- a) The positive outcomes, the low and improving anti-social behaviour (ASB) levels in the square mile and the opportunity to sustain and improve on this.
- b) Officers will work with the Comms Team to ensure data and results are shared, particularly the proactive work around cycle squads, noting that it is difficult to measure preventative work.
- c) A working group is in place to deliver the Victim Strategy and a draft will be produced by the end of this calendar year, for publication at the end of the financial year. The Chair stressed that this must not slip. HMIC have highlighted how victims often feel disengaged and this has been raised with the Crown Prosecution Service (CPS).
- d) There had been a modest improvement in workforce diversity but Members would like to see more of a step change, given the geographical location of the City of London Police. The recent uplift sought to address this, noting the challenges in bringing in a large number of new officers very quickly.
- e) Neighbourhood crime levels are often driven by theft but the COLP know where to target resources; i.e. – via the pro-active crime team and cycle squad. Burglaries and robbery levels are lower and the response rate is good.
- f) Violence against Women and Girls can be a difficult category to define, as it covers a range of offences but officers will seek to separate this data from other violent crime for the next update. There was a request for more detail behind the violent crime figures, which are below the national average but stabilising at 20%. The responses to serious knife assaults have been one of the best nationally and this has sent a strong message.
- g) Volume crime reduction is a focus across all forces. This is being aligned with specialist operations and closer working with CID, which is being led by the new Detective Chief Superintendent.
- h) A Member hoped to see a complete victim satisfaction survey at the next meeting noting this was subject to timing of the survey.
- i) The Walk and Talk initiative has been well received and will be promoted again in September, as the darker nights draw in.
- j) The performance framework is being developed further through improving internal governance.
- k) The Home Secretary's announcement to pursue all reasonable lines of enquiry in respect of thefts was noted. The Chair asked if the Committee could do anything to assist and if there are any joint initiatives with the Metropolitan Police. Theft prevention will need further conversations with service providers; i.e. rendering mobile phones useless once they have been stolen.

- l) The Force will need a happy and healthy workforce to achieve these ambitions and some concern was expressed at the response to the staff survey. The force has taken a mature and transparent approach, with a new Wellbeing Board and lead officer, and provided all staff with fitness trackers. The survey software allows detailed, targeted and anonymous data to be produced. The majority of negative comments were from teams undergoing change and the recent pay increase had not been implemented at the time of the survey.

RESOLVED, That – the report be noted.

## 6. **CYCLIST/ E-SCOOTERS- UPDATE ON CITY OF LONDON POLICE RESPONSE**

The Committee received a report of the Commissioner, following a request at the last meeting. The report would also be submitted to the Police Authority Board on 20<sup>th</sup> September 2023.

The Chair of the PAB commended a good report and had received positive comments about the cycle squads. Whilst this would be a Chief Officer/Operational Decision, the PAB would receive an update at its next meeting.

During the discussion and questions, the following points were noted:

- a) The definition of '*positive outcome*' could be clearer and the social media coverage stronger.
- b) The pilot is currently in week 7 and, by week 12, it will include feedback from communities, officers and committees. Given its success, it is very likely to continue. The project is currently unfunded, so some posts will need to be re-deployed and made Full Time Establishment if the Squad is to continue, the Chair accepted this would have a funding impact for the Force.
- c) The use of GPS trackers is being looked at but the geography of the City makes it difficult to track individual officers owing to signal difficulties.
- d) A meeting had been scheduled by the Cripplegate Ward Members, to enable them to raise concerns about e-bikes and the various hire companies are engaging. Any further Member support would be gratefully received and the Safer City Partnership (SCP) are supporting this work.

RESOLVED, that – the report be noted.

## 7. **NEIGHBOURHOOD POLICING STRATEGY**

The Committee received a report of the Commissioner, following the request from the HMICFRS PEEL inspection. Members noted that the Strategy is currently in draft and the CoLP has sought feedback from stakeholders, including HMICFRS, which will be incorporated into the final version. It was noted that the report referenced that the final Strategy would be submitted to Police Authority Board in September, however, Members felt this might be

premature and suggested further consultation be undertaken. It was noted that having a final Strategy was a recommendation from the HMICFRS PEEL inspection so the Force did not want to delay it for too long.

During the discussion, the following points were noted:

- a) Recently improved data showed the impact on officer hours and budgets. Members asked for more context and separation in respect of Destination City/weekend crime/the night-time economy and the impact on police resources.
- b) The format of the Strategy is a little generic but it is in line with national best practice, as prescribed by the College of Policing. There will be a delivery group, chaired by a Superintendent, and a clear performance framework around neighbourhood engagement and improvements. The delivery plan will be shared with this Committee and PAB.
- c) A Ward Member had noticed some disconnect between the senior and lower graded officers and low participation in surveys can be indicative of low expectation of outcomes. Portsoken is very different to other wards in the City, as there are pockets of poverty and groups without English as their first language. There are a number of new officers (currently 10 – 15%) and their induction will include neighbourhood policing and working with Designated Ward Officers (DWOs). Improvements to survey software are also underway.
- d) Whilst this is a Police strategy, as prescribed by HMIC, the delivery will be a partnership responsibility, via the Prevention Partnership Hub. Its presentation to the PAB can be slightly delayed, to give more quality assurance on feedback.
- e) During an average 12 month period, there are some 17,000 calls, with 7,000 criminalised. Operation Luscombe, Mental Health Services and the SCP are helping to understand this data, which will be the subject of a future report to the PAB.
- f) If the report is intended for a public audience, then it might benefit from a different presentation style. It will be a 3-Year Strategy, which will be reviewed annually, enabling community feedback to shape and strengthen it, thereby promoting trust and confidence.
- g) Communities exist across the whole City and are not just place based, so there might be a better fit between wards and clusters. The 'City Belonging' Project might provide a helpful interface.
- h) Could future iterations include a sense check with the Business Community, whilst avoiding overlap and duplication of effort with the various other forums and clusters.

In concluding, the Chair asked to meet with the relevant chairs ahead of the next C&D Scrutiny to discuss the above comments and suggestions.

RESOLVED, that – the report be noted.

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Committee received a report of the Commissioner, which provided a quarterly update on community engagement. The Chair asked if the presentation of future reports could be in a more user friendly format. Members would like to participate in the various initiatives but asked for more specifics as to how and when. The Committee asked for an update on Youth ISAG at a future Committee meeting.

RESOLVED, that – the report be noted.

9. **HMICFRS DEEP DIVE - FORCE AREAS 'REQUIRING IMPROVEMENT'**

The Committee received a report of the Commissioner, which provided an overview of progress on areas for improvement. Members noted that a number of actions had been implemented, or were in progress, and good practice by other Forces was also being identified in key areas.

During the discussion and questions, the following points were noted:

- a) There are some quick wins re software and structural changes but some will take longer.
- b) There is a large area of focus on workforce corruption, locally and nationally, which is very relevant to the work of the Professional Standards and Integrity Committee.
- c) HMIC are very engaged and the Force are being very transparent. The next meeting of the Committee will see progress on the improvement plan. Officers were asked to contact the relevant Chairs in respect of any areas where the Corporation can assist further.
- d) The Chair offered to write to the Home Secretary setting out concerns about the intensive inspection regime, and the perceived political agenda behind this, given the considerable pressures on Police Forces, particularly for a small one like the COLP.
- e) Key milestones have been set for monitoring progress. There will be a full review of each outstanding action at next month's Operational Improvement Board, and a new Superintendent is leading the operational work. The September Board will seek to close historic actions by February 2024 but, if this is not possible, the PAB might be asked to look at resourcing implications.
- f) The ongoing work with the Probation Lead at Hackney will be reported to the Crime and Disorder Scrutiny Committee.

At 12.55, Members agreed to extend meeting to conclude the business on the agenda.

RESOLVED, that – the report be noted.

**10. QUARTERLY HMICFRS INSPECTIONS UPDATE**

The Committee received a report of the Commissioner in respect of (HMICFRS) related activity over the last quarter. Members noted an error in the report; i.e. – there are 130 actions in progress, 27 awaiting allocation, 20 have been closed and 17 pending sign off. Whilst there is soon to be a new custody facility as part of the new police estate, operations are working within the confines of the existing accommodation which is being maintained.

RESOLVED, that – the report be noted.

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

There were no questions.

**12. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no items.

**13. EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows

Item no	para no
14-15	7

**14. COUNTER TERRORISM DEEP DIVE**

The Committee received a report of the Commissioner.

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

There were no questions.

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

There were no items.

**The meeting ended at 1.20 pm**

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Chairman

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