

**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE  
POLICE AUTHORITY BOARD  
Friday, 7 February 2020**

Minutes of the meeting of the Performance and Resource Management Committee  
of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing,  
Guildhall on Friday, 7 February 2020 at 10.30 am

**Present**

**Members:**

Deputy James Thomson (Chairman)  
Douglas Barrow (Ex-Officio Member)  
Deputy Keith Bottomley  
Tijs Broeke  
Andrew Lentin  
Kenneth Ludlam (External Member)  
Caroline Mawhood (External Member)  
Deborah Oliver  
Dawn Wright

**City of London Police Authority:**

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Rachael Waldron	- Compliance Lead
Alistair MacLellan	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Treasurer
Alistair Cook	- Head of Police Authority Finance
Matt Lock	- Head of Audit and Risk Management

**City of London Police Force:**

Alistair Sutherland	- Assistant Commissioner
Oliver Shaw	- Detective Superintendent
Luke Baldock	- Chief Inspector
Paul Adams	- Head of Governance and Assurance
Carl Tomlinson	- Finance Director
Hayley Williams	- City of London Police

**1. APOLOGIES**

Apologies were received from Nick Bensted-Smith. The Town Clerk noted that Tijs Broeke had given notice that he would be arriving late.

The Chairman welcomed Dawn Wright to her first meeting.

**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 15 November 2019 be approved as a correct record. In response to a query, the Town Clerk confirmed that Dawn Wright's appointment was up until April 2020.

4. **REFERENCES**

Members considered a joint report of the Town Clerk and Commissioner regarding references arising from previous meetings.

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

5. **BUDGET MONITORING QUARTER 3 2019/20**

Members considered a report of the Commissioner regarding Budget Monitoring Quarter 3 2019/20 and the following points were made.

- The Finance Director introduced the report and emphasised the fact that the Force was carrying significant vacancies as outlined at table six within the report.
- The Deputy Treasurer was heard, who welcomed the assurances regarding non-pay going forward as set out at table three. They added that there was a risk around filling the 44 posts for which the Home Office had provided the Force with £1.2m. Finally, the Deputy Treasurer expressed some caution over the exact budget for the projects set out at table eight.
- The Assistant Commissioner noted that, regarding recruitment, the Force had convened a Recruitment Gold Group to oversee the issue, although he cautioned that the Force was seeking to recruit at a time of high national demand given the government's commitment to recruit 20,000 new officers.
- In response to a question, the Finance Director replied that the Force did not have a contingency budget in the event of failing to recruit to the existing vacancies – any budget variance would need to be offset, or a funding request submitted to the Home Office.
- The Chairman welcomed the work that the Force had put in to provide Members with a greater understanding on pay elements of the budget but noted that a similar exercise should now be conducted to achieve a greater level of confidence in non-pay elements of the budget. He asked for the Force to provide an assurance that the final version of the Medium-Term Financial Plan would provide this (1/2020/P).
- A Member expressed concern over the impact of incidents such as London Bridge and related inquests on the Force budget and suggested that the Force review how examples of this budget impact could be mitigated in future.

- In light of discussion, Members requested that the Treasurer work with the Force to develop a Reserves policy for the Force (2/2020/P).
- A Member noted that a budget line on utilities should be straightforward to forecast.
- In response to a question, the Assistant Commissioner replied that the Force classed overtime as either planned or unplanned, with planned overtime being straightforward to control..
- In response to a question, the Assistant Commissioner agreed to provide confirmation that the Force was compliant with Proceeds of Crime Act (POCA) guidelines in terms of allocating funds for services (3/2020/P).
- A Member noted that Crime and Uniformed policing were two areas carrying significant vacancies which were also a priority for the Force and Authority in terms of the Policing Plan. Members requested in light of this that workforce assumptions be made clear in the Medium-Term Financial Plan (4/2020/P).

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

**6. POLICE FUNDING SETTLEMENT 2020/21 AND IMPACT ON MEDIUM TERM FINANCIAL PLAN (MTFP)**

Members considered a report of the Treasurer regarding the Police Funding Settlement 2020/21 and impact on the Medium-Term Financial Plan.

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

**7. CITY OF LONDON POLICE PROVISIONAL REVENUE AND CAPITAL BUDGET 2020/21**

Members considered a report of the Commissioner regarding the City of London Police Provisional Revenue and Capital Budget 2020/21 and the following points were made.

- The Chairman noted that the report had already been reviewed by the Police Authority Board at its January 2020 meeting, and that a further updated version including more strategic narrative would be submitted to the February 2020 meeting.
- The Chairman noted that the budget contained some elements of risk, namely given the fact that some budget lines i.e. the National Enabling Programme (NEP) were outside of the Authority and Force's control.
- In response to a question, the Finance Director confirmed that the budget forecast a vacancy rate of £1.2m, or 28 posts. The forecast overtime remained unchanged despite less vacancies given that overtime was an ever-present budget pressure which would nevertheless be closely monitored.

- The Head of Police Authority Finance cautioned that funding for Action Know Fraud had yet to be reflected in the budget.
- The Chairman referred to the reference to support services within the report and noted the scope for shared services between the Authority and the Force, which would be the subject of a report to the Police Authority Board.

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

**8. INTERNAL AUDIT UPDATE REPORT**

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

- In response to a question, the Head of Audit and Risk Management confirmed that the scheduled 2020 audit programme would be completed by March, but that the final report would take a little longer to produce.
- In response to concerns raised regarding the backlog of work, the Head of Audit and Risk Management noted that he was relatively new in post and was working hard to address the backlog.
- In response to a comment, the Head of Audit and Risk Management agreed to review how the Internal Audit function compared with other Police Authorities and PCCs (5/2020/P).
- In response to a comment regarding revised financial controls the Finance Director noted that the Force's Finance Team was relatively new in post, and that he was confident the revised controls would stand up to scrutiny.
- The Chairman noted that internal audit recommendations regarding the Transform Programme had been implemented, hence that audit being graded Green – nevertheless Members should be mindful that implementation of the Transform operating model did not commence until April 2020.

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

**9. POLICING PLAN 2019-20- PERFORMANCE AGAINST MEASURES FOR END Q3**

Members considered a report of the Commissioner regarding the Policing Plan 2019/20 – performance against measures for end Q3 and the following points were made.

- The Assistant Commissioner noted that significant increases in crime were being recorded in areas that historically had not been an issue i.e. violent robbery. The Safer City Partnership would have a key role in

addressing areas such as this during 2020/21, alongside the Force's Transform programme.

- In response to a question, the Assistant Commissioner noted that the Force would shortly be reviewing its Control Strategy to ensure that it was appropriately targeted.
- Members noted the importance of Community Policing in their contribution to community safety and engagement and suggested that the Police Authority Board carry out a deep dive review of this strand at a future meeting (6/2020/P).
- Members noted that ratepayers had a key role in feeding into Community Policing.

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

**10. STAFF SURVEY - 8 COMMITMENTS**

Members considered a report of the Commissioner regarding the Staff Survey – 8 Commitments and the following points were made.

- In response to a question, the Chief Inspector noted that the Force was liaising with Durham University regarding future survey iterations. On the basis of advice from Durham, the Force had decided against holding a shorter-format 'pulse' survey in the period since 2017.
- In response to a request, the Chief Inspector agreed to ensure that the forthcoming staff survey would be benchmarked against the 2017 iteration (7/2020/P).

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

**11. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & 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) and the following points were made.

- The Chief Inspector noted that the scheduling of inspections over the past 18 months had proved challenging for the Force in terms of resourcing appropriate responses. The number of Red recommendations had been reduced from 8 to 6, and it was estimated that the next PEEL inspection would take place in 2021.
- In response to a comment, the Assistant Commissioner agreed to ensure that explicit timelines for implementation were allocated to responses to recommendations, and assured Members that in the meantime each recommendation was closely monitored within the Force (8/2020/P).

- The Assistant Commissioner noted that the Force was awaiting guidance from the National College of Policing regarding unconscious bias training.
- The Chairman requested that the Force and Authority consider how best to ensure HMICFRS and Mackey/Savill recommendations regarding the National Lead Force element could be appropriately addressed (9/2020/P).

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

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

There were no questions.

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

There was no other business.

**14. 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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

**15. NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 15 November 2019 be approved as a correct record.

**16. NON-PUBLIC REFERENCES**

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

**17. MINUTES - MEDIUM TERM FINANCIAL PLAN (POLICE) WORKING PARTY**

**RESOLVED**, that the minutes of the Medium-Term Financial Plan Working Party meeting held on 10 January 2020 be received.

**18. TRANSFORM PROGRAMME: UPDATE ON THE DEVELOPMENT OF COLP'S TARGET OPERATING MODEL (TOM) AND ALIGNED EFFICIENCIES**

Members considered a report of the Commissioner regarding the Transform Programme: Update on the development of City of London Police's Target Operating Model and Aligned Efficiencies.

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

There were no non-public questions.

**20. 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.

**The meeting ended at 12.20 pm**

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Chairman

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