

**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE CITY
OF LONDON POLICE AUTHORITY BOARD
Tuesday, 2 February 2021**

Minutes of the meeting of the Performance and Resource Management Committee
of the City of London Police Authority Board held remotely on Tuesday, 2 February
2021 at 10.00 am

Present

Members:

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

Officers:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Richard Holt	- 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
Hayley Williams	- City of London Police

1. APOLOGIES

There were no apologies for absence received.

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

Daniel Worsley made a declaration as a member of the CIPFA.

3. **MINUTES OF THE PREVIOUS MEETING**

The Committee considered the public minutes of previous meeting of the Performance and Resources Management of the City of London Police Authority board held on the 11th of November 2020.

A Member noted that they had made a declaration as a member of the CIPFA at the last meeting which needed to be added to the minutes. In addition, it was noted by a Member that he attended the last meeting of the Committee but was not shown as an attendee on the minutes.

RESOLVED- That, subject to the corrections specified, the public minutes of the Performance and Resources Management of the City of London Police Authority Board held on the 11th of November 2020 be approved as an accurate record.

4. **REFERENCES**

The Committee received a report of the Town Clerk on the outstanding references from the previous meeting. Responding to a query from a Member the Police Commissioner confirmed that the staff survey mentioned in the report had taken place and that it was only the report on this survey which was yet to be finalised.

RESOLVED- That the report be noted.

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk on the annual review of the Committee's Terms of Reference. The Committee discussed a number of changes to the composition of the Terms of Reference for the Strategic Planning & Performance Committee and the Resource & Risk Management Committee. It was suggested that the composition of these committees be adjusted to list one external member and that the Strategic Planning and Performance Committee's Terms of Reference remove the requirement to include the Chairman of the Finance Committee or nominee.

Replying to Committee members question on the future composition of the committees and the quorum the Town Clerk explained that the quorum would be any three members as is standard governance procedure of the City of London Corporation. In addition, it was confirmed by the Town Clerk that the Committee was asked to recommend any changes required to the Terms of Reference to the Police Authority Board where the changes would be formally approved.

RESOLVED- That: -

- I. The bifurcation of the Committee into two functions: (1) Policing Plan and performance and (2) finance and asset management be approved;
- II. The proposed change in membership of the Committee be approved;
- III. That the terms of reference of the Committee, subject to the changes specified, be approved for submission to the City of London Police Authority Board for final approval; and

IV. No change to the frequency of meetings was required.

6. **Q3 REVENUE AND CAPITAL BUDGET MONITORING 2020-21**

The Committee considered report of the Commissioner of the City of London Police on the Q3 Revenue and Capital Budget Monitoring 2020/21.

The Committee expressed concern that more than fifty percent of the savings required had not been realised noting that it was Q3 of the financial year. A Member noted that the savings appeared to be created by holding a large number of staff vacancies and that this was a damaging method for resolving the issue. In addition, it was commented that this methodology could be affecting the operational effectiveness of the City of London Police. The Police Commissioner explained that the staffing issues were on course to be resolved by the first of April. In addition, it was added that extensive use of staff overtime was in part due to pressures caused by COVID. The Chairman requested that a working group to discuss workforce planning and a report on this matter be considered.

RESOLVED- That the report be noted.

7. **COLP REVENUE BUDGET 2021/22**

The Committee considered a report of the Commissioner of Police on the City of London Police Revenue Budget 2021/22. The report set out the Revenue Budget for 2021/22 and updated the financial position following the 2021/22 external settlement received in December 2020.

The Committee noted that there were significant savings still to be allocated and expressed concern that there was not sufficient detail on where these savings were to be found. The Chair of the Police Authority Board informed the Committee that he had met with the Assistant Commissioner to discuss his concerns regarding this and that a report would be prepared for the Board's consideration which would detail how the significant savings in the budget were to be realised. The Committee agreed that this additional paper detailing how the deficit would be resolved needed to be prepared to accompany the Budget report when it is considered by the Police Authority Board at its March meeting. (OR x/2021/P)

The Committee discussed the issue of vacancy rates being used to balance the Budget and suggested that this was not a prudent policy. The Commissioner of Police explained that as, eighty four percent of the Budget is allocated to staff wages adjustment to this is the most effective manner for achieving the savings of twelve percent, which were required across the City of London Corporation's budgets. A Member commented that the City of London Police should not depend on unallocated savings to achieve the saving required. Further to this it was observed by a Member budgetary concerns should not affect the operational efficacy of the City of London Police through maintaining staff vacancies. The Deputy Chairman of the Finance Committee stated that the Finance Committee had agreed that if there are operational needs some reprioritisation could be discussed. The Committee agreed that a report outlining the effect of workforce efficiencies on the operational capacity of the

City of London Police Force be prepared for Member consideration as a matter of urgency.

Responding to a Member's query the Commissioner of Police explained that it would take a number of years for the effect of the Business Rates Premium revaluations to be understood and informed the Committee that the City of London Corporation would have mitigation measures in place.

Responding to a query from the Chairman the Town Clerk explained that the Performance and Resource Management Committee was being asked to note the content of the Budget and endorse it for consideration by the Police Authority Board. Further to this the Committee commented that the Budget was only agreed noting the concerns specified.

RESOLVED- That: -

- I. The report be noted; and
- II. That the 2021/22 Revenue Budget, subject to the comments provided, be approved.

8. NEW POLICE CAPITAL BIDS 2021-2025

The Committee considered a report of the Commissioner of Police on the 2021/22 draft Capital budget presented to the Police Authority Board on 16 December 2020. The report sought approval for the new Capital Bids to be submitted to the Resource Allocation Sub-Committee.

It was noted that the Appendix detailing some of the specific bids contained sensitive operational information and this is why it was being taken in the non public section. The Chairman informed the Committee that the consideration of report's recommendation would therefore need to take place within in the non-public section of the meeting.

RESOLVED- That report be noted.

9. POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURES FOR END Q3 FOR THE YEAR 2020-21

The Committee received a report of the Commissioner of Police on the Policing Plan 2020-23- Performance against measures for end Q3 for the year 2020-1.

In response to a question from a Member the Commissioner of Police provided the criteria for achieving a satisfactory classification for the Measures in the Policing Plan.

The Commissioner of Police confirmed that a meeting with the Lead Member for Community Policing and relevant officers at COLP had taken place as part of the SIA scheme recently. CoLP Head of Strategic Development confirmed he would circulate a briefing note to Members of the Committee after this meeting which detailed the assessment criteria for all the policing plan measures.(OR x/2021/P). .

RESOLVED- That the report be noted.

10. **HER MAJESTY'S INSPECTOR OF CONSTABULARY, FIRE AND RESCUE SERVICES (HMICFRS) INSPECTION UPDATE**

The Committee received a report of the Commissioner of Police on Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFS) Inspection update. The report provided Members with an overview of activity undertaken within the last reporting period, since the last Performance and Resource Management Committee on the 9th November 2020, in response to reports published by HMICFRS.

The Chairman noted that there had been a significant dialogue between the Police Authority Team and the City of London Police on the actions taken in response to the report. In response to a Member's question on the red rating for Child Protection the Commissioner of Police confirmed that a meeting to discuss these matters further with the Member would be arranged by the Head of the Police Authority Team and the Force accordingly. (OR x/2021/P)

RESOLVED- That the report be noted.

11. **INTERNAL AUDIT UPDATE REPORT**

The Committee received a report of the Head of Audit and Risk Management on the Internal Audit update report. The report provided the Committee with an update on the progress of Internal Audit work undertaken for the City of London Police and the Police Authority during the financial year 2020/21. The Chairman noted that the Internal Audit position for the City of London Police was in improved position.

A Committee Member commented that the Audit Plan appeared to be overly focused on financial matters and questioned if the Head of Audit and Risk Management was confident that the Plan sufficiently covered the required areas. The Head of Audit and Risk Management confirmed that, whilst all areas were not mentioned in the Plan, he was confident the Audit Plan had sufficient coverage and noted that external support will be employed if required.

RESOLVED- That the report be noted.

At 12pm 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.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

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 on the grounds they

involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

15. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of previous meeting of the Performance and Resources Management of the City of London Police Authority Board held on the 11th of November 2020.

RESOLVED- That the non-public minutes of the Performance and Resources Management Committee of the City of London Police Authority Board held on the 11th of November 2020 be approved as an accurate record.

16. **NON-PUBLIC REFERENCES**

The Committee received a report of the Town Clerk on the non-public outstanding references from the previous meeting.

RESOLVED- That the report be noted.

17. **NON-PUBLIC APPENDIX - NEW POLICE CAPITAL BIDS**

The Committee considered the non-public appendix for Agenda Item 8 report on the New Police Capital Bids and the recommendations of the report which Members decided needed to be discussed in the non-public session.

RESOLVED- That the report be approved.

18. **NON-PUBLIC APPENDICES - INTERNAL AUDIT UPDATE REPORT**

The Committee received a non-public appendix for Agenda Item 10.

RESOLVED- That the appendix be noted.

19. **UPDATED MEDIUM-TERM FINANCIAL PLAN (MTFP)**

The Committee considered a report of the Police Authority Treasurer on the Updated Medium-Term Financial Plan.

RESOLVED- That the report be approved.

20. **CIPFA FINANCE REVIEW IMPROVEMENT PLAN UPDATE**

The Committee noted a report of the Commissioner of Police on the CIPFA Finance Review Improvement Plan Update.

RESOLVED- That the report be noted.

21. **TRANSFORM PROGRAMME: UPDATE ON IMPLEMENTATION AND EFFICIENCIES**

The Committee considered a report of the Police Commissioner on the Transform Programme Progress Update.

RESOLVED- That the report be approved

22. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions received in the public session.

23. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was one item of urgent business received in the non-public session

12:24

Chairman

**Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk**