

**STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE**  
**Wednesday, 3 November 2021**

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee  
held at Committee Rooms, Guildhall, London, EC2V 7HH on Wednesday, 3  
November 2021 at 2.00 pm

**Present**

**Members:**

Tijs Broeke (Chair)  
Helen Fentimen  
Alderman Timothy Hailes  
Moawia Bin-Sufyan (External Member)  
Adrian Hanstock (External Member)

**Officers:**

Simon Latham	- Director of the Police Authority Team
Alex Orme	- Head, Police Authority
Oliver Bolton	- Deputy Head, Police Authority
Polly Dunn	- Town Clerk's Department
Valeria Cadena	- Community & Children's Services Department
Ayesha Fordham	- Community & Children's Services Department
James Gibson	- Chief Operating Officer's Department

Ian Dyson	- Commissioner, City of London Police
Rob Atkin	- City of London Police
Paul Adams	- City of London Police
Kelly Harris	- City of London Police
Carly Humphreys	- City of London Police
Anna Rice	- City of London Police
Rebecca Riggs	- City of London Police
Hayley Williams	- City of London Police

**1. APOLOGIES**

The Chair explained his plans to ask for hybrid meetings going forward. It was also noted that this was the last meeting with Commissioner present and a formal Vote of Thanks would follow. Immense gratitude was expressed from the Committee for all the Commissioner's work over his time with them.

Apologies were received from Andrew Lentin, Deputy James Thomson and Deputy Philip Woodhouse.

**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 6 September 2021 be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

Members received a joint report of the Town Clerk and Commissioner regarding the public outstanding references.

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

5. **VIOLENCE AGAINST WOMEN AND GIRLS UPDATE**

Members received an update of the Commissioner regarding Violence against Women and Girls (VAWG).

The Chair noted the report had been discussed at the Police Authority Board (PAB) in great length and that it was also due to be seen at the Professional Standards & Integrity Committee (PSIC) later in the week, due to the importance and cross-cutting nature of the report. The Chair commented that reports such as this should emphasise the joint approach between the Corporation and the Police particularly when surrounding specific initiatives e.g., Ask for Angela.

The present report focused on nationally important work that required a significant investment of time and resource. Deputy Chief Constable Maggie Blyth had been appointed as the National Police Chief Councils national led on this to oversee the delivery of this. However, it was noted that the national policing strategy on VAWG was still in development.

The Commissioner signalled that work was being co ordinated locally and a fuller report would be brought to the Committee and Board and PSIC in February 2022. This national policing strategy would not be available until later to allow for tandem work with partner agencies and charities, which will help ensure accurate outcomes are achieved.

The Force were aiming to improve public and internal confidence surrounding VAWG and had created a separate internal working group. This work was being led by Detective Chief Supt Rebecca Riggs to focus on this area. There was already a strategic vulnerability steering group internally, which oversaw all strands of work around vulnerability.

A Member asked a question regarding where a Professional Standards Review was undertaken of officer behaviour, the officer was not compelled to act on the feedback and recommendations. How did the Force manage this? The Commissioner noted that this is for practice requiring improvement (PRP) and there were options open to the Force to escalate this to a formal misconduct investigation if the officer did not accept the learning from the PRP.

For higher-level cases where a formal misconduct investigation was required, the recommendations had to be acted upon however, for lower-level allegations

where, upon reflection, individuals concluded they did not need to modify their behaviour, the Force felt it had an organisational responsibility to act. This could therefore result in other tactics being deployed, such as redeployment.

The Chair questioned how PAB would be engaged with preparation of final strategy plan and when this would be finalised.

The Commissioner clarified that he was referring to national police action plan which would be finalised in December 2021. Actions from the plan would then be taken and implemented locally. A report would be available for PAB in February 2022 and the Force would ensure engagement was made with the City Corporation on this work.

The Chair asked for a timeline to show how the City's Action Plan and National Action Plan were linked, noting that the existing plan expired in October 2021.

A representative of the City's Community Safety Team (Community & Children's Services) commented that the City of London Plan would need to be different for this year due to a recent change in legislation. The new information had to be integrated and would be shared within a dedicated Violence against Women and Girls Forum, bringing together all key stakeholders (the Force, City Corporation, charities, businesses etc). Officers would be ensuring the national changes were factored into the City's Plan and a draft would be produced by February 2022.

The Committee felt that it was unacceptable to leave until the new year as it left a gap of several months with no plan in place. A request to speed up the process (5/2021/P).

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

## 6. **HMICFRS INSPECTION UPDATE**

Members received a report of the Commissioner regarding the HMICFRS Inspection Update.

The Commissioner commented that this was a routine update and that he was comfortable with the process to ensure the activity has been properly completed.

The Chair asked if by the next meeting all items could be progressed into the green rating. A Member asked how the prioritisation of ongoing items was being managed.

The Commissioner responded that the moving of items from amber to green could take significant investment and time but was comfortable that appropriate progress was being made against the deadlines stipulated by HMICFRS, and added that he would be disappointed if these were not met. Compared to previous years there was a far more pro-active response to the recommendations and the team that oversaw the work had cross checked with the Force's risk register to ensure nothing was missed.

A Member commented that HMICFRS provided recommendations but that it was not within their remit to factor in costs, making it difficult to work out how the Force should best deploy its resources.

A Member asked the Commissioner what he was most worried about. The Commissioner responded that his only concern was ensuring that, in addressing a recommendation, the final outcome made the impact required and that the amount of resource required to deliver this was proportionate.

A Member asked the Commissioner what he recommended the Committee pay more attention to. The Commissioner responded that the Committee and Board should scrutinise whether a recommendation from HMICFRS warrants a much larger (or smaller) response than advised. It was noted that HMICFRS was also changing the way in which it inspected forces. As it was to be more data driven, the Committee needed to ensure there was a local context provided. The Force should be highlighting to the Committee where it thinks improvements should be made before the inspections come to pass. The Chair commented that the Committee should explore the new inspection regime. It was noted that an information report on the proposed new regime would be brought to the next SPPC in February 2022. **(6/2021/P)**.

The Child Protection visit was rescheduled for 6 December 2021 and the Safeguarding SIA Member of the Board would be in attendance. There would be a deep dive on victims at the Committee's next meeting. The red status of the associated risk and the Commissioner hoped that this would move to amber ahead of this.

The Commissioner noted that the areas listed as red status were a clear example of where there had been a lack of resource within the Force.

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

**7. HUMAN RESOURCES DATA MONITORING INFORMATION: 1 APRIL 2021 - 30 SEPTEMBER 2021**

Members received a report of the Commissioner in relation to Human Resources Data Monitoring Information: 1 April 2021 – 30 September 2021.

The Commissioner noted the rate of recruitment was very high and that the Uplift Programme was working to increase diversity in police officer recruits.

Referring to figures within the report around the number of vacancies being held, a Member asked if there had been an impact on the Force given the 10% decrease in police officer numbers compared to the establishment force model. Officers explained that the 933 posts included the national Serious Organised crime unit posts which did not count towards front-line officers for CoLP. The vacancies therefore did not directly translate to a loss of 'frontline' service.

It was noted that the Force had received funding until April 2022 to recruit 35 new officers.

The Commissioner added that the 933 officers was an establishment figure based on funding received. COLP typically lost about 50 police officers a year through retirement or movement to other forces, but since the report was published the Force had filled posts above the 844 reported and that the remaining vacancies were held where they could best afford to.

A Member commended the statistics surrounding Black, Asian and Minority Ethnic (BAME) representation and recruitment amongst the police officers and staff but asked for a breakdown of BAME officers by rank in order to see how BAME officers were progressing into high level positions in the next update.

The Commissioner stated there were currently three superintending BAME officers, but it was fair to say the majority of BAME officers were currently in more junior positions owing to the recent drive to recruit probationer officers. This would play out as time progressed and they became established in the organisation with a view to promotion and progression. The Force was working on national equality and inclusion guidance to help progression and retention of BAME officers locally. Further to this, the Commissioner had attended focus groups which had helped to give ideas on how this might be built on further.

Learning and Organisational Development (L&OD) had carried out a positive action leadership scheme (PALS) aimed at those with BAME background in September 2021. They had received positive feedback and were aiming to roll out the scheme again.

There was a discussion about how the Force had held vacancies were because 75% of the Force's budget was set on employee cost therefore, positions were driven by budgetary consideration at a time when significant savings were being demanded.

A Member asked what the overall impact these held vacancies had on the delivery of the Force's strategic plan was and what it meant for operational services. The Member also questioned if there were gaps, they should be asking for more information on.

The Commissioner clarified that this report was a presentation of HR data and was intended to show the Committee the standard employee numbers e.g., sickness levels, and historically acted as HR monitoring tool rather than a forward plan. It was noted that the Workforce Plan which was due at the RREC is more of a forward-looking document which does identify skills gaps etc.

A Member responded that as a public document, this report states that the police officer numbers had dropped by 10% below the ideal and members of the public would be entitled to ask why that was and how it affected them.

The Chair asked what the impact of COVID sickness had on staff and costs and if possible, to see more information on why people resigned from the Force, perhaps through greater use of exit interviews.

There was a question raised about the letter from the Policing Minister, in which 'other' was referenced as a minority ethnic group. The Commissioner would have to review what, in this instance, the term 'other' captured (**7/2021/P**).

The Commissioner responded that the measures put in place for the first and second lockdown were continuing to work to reduce COVID impact on staff and that there was no drastic increase in positive COVID levels among the establishment.

It was noted that due to the recent rise in protest and the COLP involvement in COP26 it was a challenging time for the Force.

In relation to the question relating to Exit interviews, the Force now had the option to manage exit interviews via online forms, with the hope that this would increase uptake. Staff were also given the option to have interviews with staff network representatives rather than with their line managers or HR, to help increase uptake. However, there was not a high enough uptake of exit interviews to note any key themes for reason of resignation.

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

**8. VULNERABILITY DEEP DIVE**

Members received a joint report of the Commissioner and Director of Community and Children's Services concerning the Vulnerability Deep Dive. The Chair commented that this was a very good report and thanked the author who was present at the meeting.

A Member suggested it would be helpful to see a risk register style dashboard, if possible.

The Force confirmed they were working on pulling out risks around policing vulnerability and this would inform the Strategic Threat and Risk Assessment which fed into the Policing Plan priorities, so would feature in the Policing Plan for 2022-23.

A member questioned if there was likely to be an increase in certain crime rates as the City came out of COVID restrictions. The Commissioner noted that the number of sexual offence reports had increased and that they were receiving one-two reports of domestic violence a month.

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

**9. Q2 PERFORMANCE V POLICING PLAN MEASURES**

Members noted a report of the Commissioner regarding Q2 Performance V Policing Plan Measures.

The Commissioner stated that he was confident that measures will be achieved for year end and commented on the large amount of work being done around Servator stop and search. It was mentioned that even with the current rising crime levels in the context of the re-opening of the City, the rates were still

lower than that of 2019. There was, however, a rise in violent crime, sexual offences, stalking and harassment. The Commissioner assured the Committee a lot of resources were being applied in these areas.

Whilst improvement was required on positive outcomes from Servator Stop and Search, it was noted that COLP had the highest reduction of compared to the national average and were achieving a good outcome rate.

A Member asked where the police were trending in terms of theft and what the numbers were on drink spiking.

The Chair asked how the upward trend of crime was being monitored as the City returned to normal.

The Commissioner stated that they had received two reported incidents of spiking in the City since COVID restrictions were lifted and mentioned that whilst these cases were serious, this number was very low compared to other forces. COLP was engaging with national work taking place to reduce spiking. In terms of theft, there had been an increase in theft from motor vehicles and a modest increase from theft from person. The reports of violence were still below levels pre-COVID but, as mentioned, there was an increase in sexual offences and public disorder most likely due to the night-time economy reopening. To avoid reaching and surpassing historic levels of crime, the Force aimed to have a more agile and robust tasking system including weekly strategic meeting and a push on the Christmas Campaign.

The Chair commented that the link to crime and the night-time economy may be a subject for a future deep dive report. The Chair asked if any work was being done on monitoring repeat offenders.

The Commissioner stated the Force was linking with agencies in order to strike the right balance on monitoring repeat offenders.

A Member asked if there was a breakdown for the ethnicity and gender of positive stop and search rates. The Commissioner clarified that the Professional Standards and Integrity Committee were due to receive a report on this later in the week. The Town Clerk agreed to forward the Q2 Stop and Search report due at PSIC to the Member for their information.

The Chair asked to what extent was there a chance of curtailing protests such as those by Extinction Rebellion because of the repeated drain on police resources. The Commissioner noted that the law surrounding police presences at protest did not factor in the effect on police resource. There were opportunities to reimburse certain costs caused by protest but the current style on protest had been draining on the Force.

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

10. **FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - 2ND QUARTER STATEMENT (END OF SEPTEMBER 2021)**

Members received a joint report of the Town Clerk and Commissioner regarding the Force's Performance against the Government's National Priorities for Policing – 2<sup>nd</sup> Quarter Statement (end of September 2021).

**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 of urgent business.

13. **EXCLUSION OF THE PUBLIC**

Members indicated that there were no questions or items of urgent business to be raised in private session.

14. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions in non-public session.

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

There was no urgent business in non-public session.

**The meeting ended at 3.22pm**

-----  
Chairman

**Contact Officer: Polly Dunn**  
**Polly.Dunn@cityoflondon.gov.uk**