

## **PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE**

**Thursday, 23 February 2017**

**Minutes of the meeting of the Performance and Resource Management Sub  
(Police) Committee held at the Guildhall EC2 at 11.30 am**

### **Present**

#### **Members:**

Deputy Douglas Barrow (Chairman)  
Nicholas Bensted-Smith  
Alderman Alison Gowman  
Kenneth Ludlam  
Lucy Sandford

#### **Officers:**

Alistair Sutherland	-	Assistant Commissioner, City of London Police
Hayley Williams	-	City of London Police
Stuart Phoenix	-	City of London Police
Paul Adams	-	City of London Police
Lorenzo Conigliaro	-	T/Police Inspector, City of London Police
Caroline Al-Beyerty	-	Deputy Chamberlain
Pat Stothard	-	Chamberlain's Department
Neil Davies	-	Town Clerk's Department
Charlotte Taffel	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Gary Griffin	-	Town Clerk's Department
Chris Butler	-	Town Clerk's Department

#### **1. APOLOGIES**

Apologies for absence were received Alderman Ian Luder, Deputy Henry Pollard and Deputy James Thomson.

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

There were no declarations.

#### **3. MINUTES**

The minutes of the last meeting to be amended to read 'that the meeting held on 7 September 2016 be approved', rather than 7 *December* 2016. (1)

#### **Matters arising**

##### **Item 6 - City of London Domestic Abuse Action Plan Update**

The Sub-Committee sought an update from the Commissioner on whether it was possible for Front Desk staff to use audio recording or body worn cameras.

The Commissioner noted that confidentiality issues surrounded Front Desk security and that this would be brought back to the Sub-Committee at the next meeting. (2)

**Item 7 - 2<sup>nd</sup> Quarter Performance Against Measures set out in the Policing Plan 2016-19**

The Sub-Committee sought an update from the Commissioner on exploring approaches to collating survey data and for those showing dissatisfaction to be asked to complete a more detailed survey. The Commissioner noted that this was part of a wider review on the current survey system and progress would be reported to a future meeting. (3)

**Item 8 – HMIC Inspection Update**

The Sub-Committee sought an update from the Commissioner on the gap analysis that had been arranged to address shortcomings in Crime Data. A meeting had been convened and an action plan had been drawn up to address vulnerabilities. A future meeting would be scheduled to further address these issues. (4)

RESOLVED – That the minutes of the meeting held on 30 November 2016 be approved.

**4. OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk detailing a list of Outstanding References from the last meeting.

Matters Arising

The Sub-Committee asked that all interim updates circulated electronically between meetings be added to the agenda under 'Actions taken since the last meeting of the Sub-Committee'. The Town Clerk undertook to add a default item to all future agendas to detail action taken. (5)

**Item 5. Internal Audit Update Report**

The Commissioner noted that the latest position in respect of Standing Operating Procedures (SOPs) due for review is reported to the Performance Management Group (PMG) monthly. The Chairman asked that an annual update be provided at the first Sub-Committee meeting in each financial year. (6)

The Chairman noted there was one outstanding reference with regard to recommendations from the audits completed. This related to new officers, staff and contractors signing off that relevant policies and procedures had been brought to their attention as part of the induction process. The Commissioner asserted that the template had been drafted for this purpose and it was with HR for consultation, agreement and implementation. This was estimated to be complete by the end of February 2017. (7)

**Item 7. 2<sup>nd</sup> Quarter Performance Against Measures**

The Chairman had requested that the Police look into breaking down the statistics on victim-based vs. non-victim-based ASB. The Commissioner reported that the CAD template format does not allow for such analysis. It would be a challenge to find a way of getting this breakdown and the Commissioner would continue to investigate. (8)

RESOLVED – That the list of Outstanding References be noted and updated.

5. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19**

The Sub-Committee received a report of the Commissioner of Police summarising performance against measures set out in the Policing Plan 2016-19 for the period 1 April 2016 to 31 December 2016. The Commissioner noted that there were three 'deteriorating' measures (4, 5, and 18):-

**Measure 4 - The number of disposals from manned enforcement activities.**

The Commissioner noted that disposals were down due to success in reducing road danger and a natural reduction in enforcements undertaken. The Chairman was concerned that amending the assessment criteria for this measure would lead to a lack in continuity and requested that any new measures need to be backdated to ensure continuity is maintained. This applies to all measures.

**Measure 5 - The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed.**

The Commissioner noted that only six responses were collated and therefore it was difficult to draw any meaningful conclusion from the data.

**Measure 18 - The percentage of people surveyed who believe the police in the City of London are doing an excellent job.**

The Commissioner noted this result could be down to the perceptions about cyclists, but also noted an issue regarding poor wording of the survey in respect of cyclists/cycling. The Commissioner noted the achievements during the Q3 activities and noted that 'Operation Mass' exercise dates for 2017 would be circulated to the Sub-Committee for Members to note and attend if of interest. (9)

The Chairman was concerned that further event surveys had been postponed while the Force undertook to create its own survey strategy, as this would leave no capability to measure customer satisfaction. The Commissioner noted that a complete re-vamp and review of the survey methodology had been taking place and would circulate a note to the Sub-Committee. He further noted that PMG would be reviewing practice in other force areas, and that the survey was likely to restart shortly. (10)

Further comments on measures:-

**Measure 9 - The level of antisocial behaviour incidents.**

The Commissioner confirmed that a number of ASB incidents had not been coded in the past. The Chairman noted the positive activity carried out in partnership with the Corporation. The Commissioner advised that stronger joint working is required amongst partners to prevent ASB incidents.

**Measure 3 – The education and enforcement activities delivered to support the City of London Corporation’s casualty reduction target.**

A Member noted that Hackney Carriages were less compliant than private hire vehicles. It would be useful to communicate this data to relevant CoL Communications Teams in light of the current situation regarding Bank Junction.

**Measures 6 and 7 – The levels of victim based violent and acquisitive crime, respectively.**

A Member questioned the trends of ‘Stable Negative’ for both measures 6 and 7, as the detailed report showed that levels of both crimes were increasing relatively substantially. The Commissioner noted that both levels were within tolerance levels; however the forecasted upward trend would take both measures into ‘deteriorating’. This would be discussed at PMG.

The Chairman noted that levels of acquisitive crime were steeply increasing. The Commissioner noted that this was a nationwide issue and that the City Police were struggling in particular with pedal cycles and vehicle crime. The Crime Squad were trying to tackle both areas through more innovative methods, in partnership with the Metropolitan Police and other partners.

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**6. HMIC INSPECTION UPDATE**

The Sub-Committee received a report of the Commissioner of Police on the HMIC Inspection Update.

The Chairman was pleased with progress, in particular the review on Domestic Abuse which was now marked green. There would be a PEEL Spring Legitimacy and Efficiency inspection between March and June 2017.

The Commissioner noted that there will be a refined action plan on addressing organised crime, including better tracking through steering groups and activity monitoring. The Commissioner noted that once complete, this should be marked green.

The Chairman questioned the due date of February 2016 with regard to keeping children safe. The Commissioner noted that the CoLP had now received information from external partners and the profile was now complete. One Member noted that the timeframe may be slipping as responsibility for this area was shared between the CoL Children and Community Services and the CoLP Public Protection Unit (PPU). Members suggested this work should have a specific lead to ensure responsibility on this. It was noted that there was already a lead Member for Safeguarding and Public Protection. The Commissioner was confident that this rating would be green in March 2017.

A Member noted that there was always a significant time lag between inspection and reports being submitted to the Sub-Committee. The Commissioner asserted that this was due to the timing of Sub Committee meetings which are only quarterly, as well as confidentiality issues surrounding HMIC's draft ratings. The Commissioner added that the HMIC work to a national timetable and reports were embargoed so it would not be possible for them to be reported to Members before publication. The Sub-Committee requested that the Commissioner articulate to HMIC their concerns over the time lag between Inspections and publication of reports. (11) It was also suggested that the Professional Standards Sub-Committee were unsighted on the Legitimacy inspection findings and more liaison would be beneficial.

A Member noted that the workforce plan was out of date. The Commissioner stated that the workforce plan was now complete, however as a live document, it would need on-going revision with regards to demand, costs, strategy and training.

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7. **PROPOSED FORCE PLAN MEASURES FOR 2017/18**

The Sub-Committee received a report of the Commissioner of Police outlining the proposed Force Plan Measures for 2017/18.

The Commissioner stated that the CoLP had abandoned targets to assess measures in line with other Forces, and accountability would be measured against the Policing Plan. Hard statistics will continue to be produced but were to be supplemented by an assessment against the 4P Plan – Pursue, Protect, Prevent and Prepare – for every identified priority area.

The Chairman noted that Member approval is required to allow the Force to amend the plan within the year to capture new tactics, measures and additional priorities.

The Chairman noted that cyber and fraud were absent from the Crime Summary. The Commissioner noted that these measures were within the broader plan.

The Chairman requested assurance that graphic presentations are included in measures, with the previous three years where available to see progress and trends for both the CoLP and national policing levels. (12)

A Member questioned the requirements for the Victim Satisfaction Survey. The Commissioner noted that 'Victims of Crime' surveys had historically been statutory, prescriptive and carried out over the telephone. Legal requirements had changed and the CoLP would continue with the survey but broaden its scope to gain more meaningful data.

RESOLVED – That the draft Force plan measures be approved for use within 2017/18.

**8. HR DATA MONITORING APRIL 2016- DECEMBER 2016**

The Sub-Committee received a report of the Commissioner of Police detailing Human Resources Monitoring Information from April to December 2016.

The Commissioner noted that sickness figures were impressive on a national trend, however it was noted that figures were only available to July 2016 due to a HR system upgrade. The CoLP would report on the full years 2016-17 sickness data in the end of year HR Data Monitoring report to the May Sub Committee. It was noted that the sickness reporting system was being rebuilt from scratch and would be discussed at PMG and with the Sub-Committee. (13)

The Chairman requested that the report be fine-tuned to address a number of discrepancies. (14) He also requested that figures be rounded to the nearest whole number. Clarity was required on whether Special Constabularies were included in the total numbers of the Force, which the Commissioner confirmed was not the case. There were further discrepancies in the report as regards the average working days lost due to sickness.

Members queried the number of recruitment campaigns and requested a schedule of on-going campaigns be brought to the next Sub-Committee. (14) The Commissioner asserted that specialist posts, such as firearms officers and detectives, were in short supply nationally and therefore the CoLP continued to run campaigns.

The Chairman noted that the process to improve the BME profile did not appear to be working as data remained the same year on year. The Commissioner asserted that the Project Team were working on a talent management scheme incorporating equality and diversity which should show improvement in the data going forward.

The Chairman noted that the report was not as robust as it could be; there was no report on causes of sickness and there were no trends or comparative data regarding diversity or grievances and tribunals. A Member queried whether the report could be made to encompass a wider range of equality and diversity measures including all of the specified “protected characteristics”, such as maternity leave. It was agreed that the CoLP would discuss reporting issues with Members outside of the Sub-Committee to address the issues in reporting and what they would like to see featured in the HR data report going forwards. (14)

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**9. INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Chamberlain on Internal Audit work that had been undertaken for the CoLP since the last report in November 2016.

The Chairman noted the draft audit plan for 2017/18 was scheduled to take 75 days, which was 10 days fewer than usual. The Chamberlain explained that the number of planned days were based on risk analysis and therefore days allocated would vary as a result.

The Chamberlain confirmed that 15 additional days were to be allocated to review the Force's project management processes (a request for this work was made by the Chairman in May 2016) and this work would be undertaken between April & June 2017. The audit days for 2017-18 would therefore now total 90 days.

The Chamberlain also commented that the capability of the audit team would be improved next year once at full capacity. A Member questioned whether the reduction in audit days was linked to cost reductions within the Internal Audit Team. The Chamberlain asserted that the focus had shifted from a system based approach to a risk based approach, and that risks are discussed between the Chamberlain and CoLP.

The Chairman questioned the outstanding recommendation from the audit of Police Seized Goods, and the Commissioner agreed to confirm the date of banking of the foreign cash deposits. The Chairman also questioned why the recommendation from the audit of Police Defendants' Bank Accounts was still outstanding, as this was marked as complete in November 2016. The Commissioner noted that his was being discussed with the Force's Director of Finance and an update would be provided. (15)

The audit of Telecoms PBX Fraud had no revised implementation date as there were a number of issues to review. The Commissioner had scheduled a meeting to discuss the issues including the costs of implementation. The Commissioner would provide an update to the Sub-Committee following on the result of the meeting. (16)

The Commissioner noted that they were relatively optimistic with regard to new uniform procurement and were awaiting an update from the supplier.

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

There were no questions.

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

There was no urgent business.

**12. 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 I of the

Schedule 12A of the Local Government Act.

13. **INTERNAL AUDIT UPDATE REPORT - NON PUBLIC DISCUSSION**  
The Sub-Committee discussed a non-public element relating to the Internal Audit Update Report.
  
14. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19 - APPENDIX B**  
The Sub-Committee received a non-public appendix in relation to the report of the Commissioner of Police summarising performance against measures set out in the Policing Plan 2016-19.  
  
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15. **WORKFORCE PLAN**  
The Sub-Committee received a report of the Commissioner of Police regarding the Workforce Plan.  
  
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16. **ONE SAFE CITY PROGRAMME - REVIEW OF YEAR 2016-2017**  
The Sub-Committee received a report of the Assistant Town Clerk regarding the One Safe City Programme and Review of the Year 2016 – 2017.  
  
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17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no non-public questions.
  
18. **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 non-public urgent business.

**The meeting closed at 1.27 pm**

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Chairman

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