



Resource, Risk & Estates (Police) Committee

Date: FRIDAY, 4 FEBRUARY 2022
Time: 10.00 am
Venue: COMMITTEE ROOMS, GUILDHALL EC2V 7HH

SUPPLEMENTARY PACK

Members: Alderman Timothy Hailes (Chair)
Deputy James Thomson (Deputy Chair)
Deputy Keith Bottomley
Tijs Broeke
Helen Fentimen
Andrew Lentin
Graham Packham
Dawn Wright
Deputy Philip Woodhouse
Dan Worsley (External Member)
Deputy Jamie Ingham Clark
Adrian Hanstock (External Member)
Michael Landau (External Member)

Items received too late to be circulated in conjunction with the main agenda.

Enquiries: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

John Barradell
Town Clerk

AGENDA

7. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

- a) **Police Authority Risk Register**
Report of the Town Clerk.

For Information
(Pages 3 - 12)

- b) **City of London Police Authority Business Plan 2022-23**
Report of the Town Clerk.

For Information
(Pages 13 - 14)



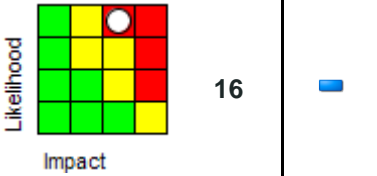
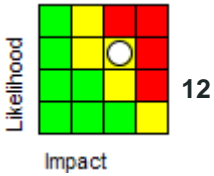
| | | | |
|-------------|----------|--------------|----------------|
| Code | TC PA 01 | Title | Police Funding |
|-------------|----------|--------------|----------------|

| | |
|--------------------|---|
| Description | <p>PA and CoLP have endeavoured in recent years to create sustainable medium-term finances. In 18/19 Police funding was notably out of balance with CoLP resourcing requirements, leading to reserves of £5.7m being utilised and fully depleted. Since then significant increases in Government and CoLC funding have supported a series of uplifts in workforce levels. However, the “additionality” requirements of the new funding have limited opportunities to mitigate deficits by being essentially ring-fenced in the short to medium-term and Police savings plans have been the main contributor to deficit reduction. These savings have had a disproportionate impact on core, frontline policing. New pressures have also arisen from:</p> <ul style="list-style-type: none"> • Non-inflation linked settlements (with expectation that Precept increases will cover inflation and increase the local share of overall funding). • A major increase in officer pensions costs in 2019, causing net pressure of £2-3m pa. • The transition to a loan-based capital financing model in April 2020, which was a positive step in reducing the financial call on the Corporation. • Latterly new revenue and capital pressures / risks arising, including for Action Fraud and known or likely reduction in Counter-Terrorism, Bank of England and TfL grants. <p>These points collectively set the size of the challenge still required to balance Police medium-term finances, with deficits rising to £14m by 25/26, assuming reinstatement of the £2.3m Business Rate Premium funding reduction in 21/22</p> <p>Cause: 1. CoLP savings plans insufficiently developed for whole medium term. 2. Failure to deliver savings plans. 3. New pressures or grant reductions arise 4. Compounded by Action Fraud/NFIB re-procurement risk (2).</p> <p>Risk Event: Police finances are not sustainable over the medium term. Or tactical savings required which adversely impact services. Insufficient evidence base on how far CoLP can contribute to closing deficits through “self help” measures / savings plans across medium-term and related</p> |
|--------------------|---|

| | |
|--|---|
| | service implications Effects: Cuts required have severe operational impacts – and / or emergency Corporation “bailout” required. PA inhibited in its role of securing an efficient and effective police service and the necessary funding levels without robust evidence base |
|--|---|

| | | | |
|-------------------|--------------|-------------------|--|
| Category | | Approach | Reduce |
| Risk Level | Departmental | Risk Owner | Caroline Al-Beyerty; John Barradell; Alistair Cook; Simon Latham |

| | | | |
|-------------------|--------------|------------------|------------------------|
| Department | Town Clerk's | Committee | Police Authority Board |
|-------------------|--------------|------------------|------------------------|

| | | | | |
|--|---|----------|---|---|
| Current Risk Assessment, Score & Trend Comparison |  | Constant | Target Risk Assessment & Score |  |
| Likelihood | Likely | | Likelihood | Possible |
| Impact | Major | | Impact | Major |
| Risk Score | 16 | | Risk Score | 12 |
| Review Date | 03-Dec-2021 | | Target Date | 31-Mar-2022 |

| | |
|--------------------|--|
| Latest Note | <p>Summary of MTFP pressures and risks presented to Police Authority Board in June 2021.</p> <p>Informal RASC Away Day (July 2021) considered Police MTFP pressures, case for reinstatement of £2.3m funding reduction linked to 12% savings target and reduced BRP intake. Also case for programme of annual increases to BRP considered. Formal decisions will be subject to future budget setting processes.</p> <p>Indicative mitigations to close £6m gap in 22/23 (assuming £2.3m reinstatement of BRP) presented to October PAB and Budget Bilateral meetings. Further work to be done to develop the mitigations, service choices and policing impacts for December PAB and 2nd budget bilateral. MTFP deep dive session also to be held in advance of November PAB.</p> <p>Spending Review outcomes for Police include additional funding to complete the Government's 20k officer uplift commitment – and additional Precept flexibility of £10pa (noting that Corporation is unable to Precept to provide local policing funding and instead applies BRP). Government</p> |
|--------------------|--|

| | |
|--|--|
| | <p>funding allocation to CoLP for 22/23 likely to be announced in December.</p> <p>Quarterly reporting from CoLP on progress against in-year savings plans.</p> <p>Greater scrutiny from PAB and involvement from the PA in the Transform programme.</p> |
|--|--|

Actions related to this risk:

| Ref No: | Title | Action Description | Action Owner | Due Date | Progress | Latest Note |
|-----------|---|---|--|-------------|----------|--|
| TC PA 01a | Evidence base for 'self help' - Sep 2021 | Joint review of what CoLP can do to mitigate MTFP deficits (action from June PAB) | Cecille Booth ; Alistair Cook | 31-Dec-2021 | 70% | Indicative mitigations for 22/23 presented to October PAB and Budget bilateral. Further development of mitigations, service choices and policing impacts to be done for December PAB and 2nd Budget Bilateral. |
| TC PA 01b | Evidence base for 'self help' - March 2022 | Taking outcomes of review through Corporation governance, including September RREC & PAB, budget bilaterals and Finance Committee / RASC decisions on 22/23 budgets | Caroline Al-Beyerty; Alistair Cook; Simon Latham | 31-Mar-2022 | 50% | Subject to outcomes of PAB and Budget Bilateral in December 2021. |
| TC PA 01d | CT, Bank of England & TfL Grant Reduction | Agree officer baseline reduction | Cecille Booth ; Alistair Cook | 31-Mar-2022 | 50% | Further discussions have been held with Home Office. HO position sought. |
| TC PA 01e | Action Fraud/NFIB Funding post 2021 Spending Review | Clarity from the Home Office on a funding settlement for the next generation Action Fraud/NFIB system post 2021 Spending Review | Simon Latham | 31-Mar-2022 | 25% | Info provided to Home Office to support its SR bid. Awaiting confirmation from HO on SR outcome in relation to this programme. |

| | | | |
|-------------|----------|--------------|---|
| Code | TC PA 03 | Title | Maintaining effective working relationships |
|-------------|----------|--------------|---|

| | |
|--------------------|---|
| Description | <p>Cause: Lack of integration between the respective roles of the Police Authority and the Force</p> <p>Risk Event: Lack of co-operation and mutual trust between the Police Authority and CoLP</p> <p>Effects: Inability of the Police Authority to carry out its legal responsibilities of securing efficient and effective police service and holding the Commissioner.</p> |
|--------------------|---|

| | | | |
|-------------------|--------------|-------------------|------------------------------|
| Category | | Approach | |
| Risk Level | Departmental | Risk Owner | John Barradell; Simon Latham |

| | | | |
|-------------------|--------------|------------------|------------------------|
| Department | Town Clerk's | Committee | Police Authority Board |
|-------------------|--------------|------------------|------------------------|

| | | | |
|--|-------------|----------|--|
| Current Risk Assessment, Score & Trend Comparison | | Constant | |
| Likelihood | Possible | | |
| Impact | Major | | |
| Risk Score | 12 | | |
| Review Date | 12-Nov-2021 | | |
| Target Risk Assessment & Score | | | |
| Likelihood | Unlikely | | |
| Impact | Major | | |
| Risk Score | 8 | | |
| Target Date | 31-Mar-2022 | | |

| | |
|--------------------|---|
| Latest Note | <p>Implementing a clear framework on how the Police Authority will discharge its role.</p> <p>Providing greater clarity on the Police Authority's requirements for CoLP in terms of reporting and information exchange.</p> <p>Providing CoLP with the necessary tools to facilitate appropriate independence and delegation through CoLC governance.</p> |
|--------------------|---|

| | |
|--|--|
| | Ensure balancing in applying “critical friend” approach to relationship. |
|--|--|

Actions related to this risk:

| Ref No: | Title | Action Description | Action Owner | Due Date | Progress | Latest Note |
|-----------|--|---|--------------|-------------|----------|--|
| TC PA 03a | Developing ‘heartbeat’ for Police Authority Governance | The creation of document providing a detailed ‘heartbeat’ for Police Authority Governance to be shared and agree with the Force | Simon Latham | 31-Dec-2021 | 0% | Ways of working sessions are due to take place between the Force and Authority as part of the induction of the new Commissioner over the next couple of months |

| | | | |
|-------------|----------|--------------|--|
| Code | TC PA 04 | Title | Changes to Police Authority Governance |
|-------------|----------|--------------|--|

| | | | |
|--------------------|---|--|--|
| Description | Cause: Corporate Col structures inhibit sound and timely decision making Risk Event: Inability to achieve efficient and effective governance of CoLP Effects: Police Authority not fulfilling its role with delays to critical decisions | | |
|--------------------|---|--|--|

| | | | |
|-------------------|--------------|-------------------|--------------|
| Category | | Approach | |
| Risk Level | Departmental | Risk Owner | Simon Latham |

| | | | |
|-------------------|--------------|------------------|------------------------|
| Department | Town Clerk's | Committee | Police Authority Board |
|-------------------|--------------|------------------|------------------------|

| | | | | | | | | | | |
|--|--------------------|-------------|---|----------|---|--------------------|-------------|--|--|--|
| Current Risk Assessment, Score & Trend Comparison | | 12 | — | Constant | Target Risk Assessment & Score | | 8 | | | |
| | Likelihood | Possible | | | | Likelihood | Unlikely | | | |
| | Impact | Major | | | | Impact | Major | | | |
| | Risk Score | 12 | | | | Risk Score | 8 | | | |
| | Review Date | 12-Nov-2021 | | | | Target Date | 31-Mar-2022 | | | |

| | |
|--------------------|--|
| Latest Note | <p>Fully implement current plans for refining Police Authority governance.</p> <p>Make case as appropriate for other changes to Police governance recommended by the Lisvane Review, as part of CoLC's overall process of implementing the Lisvane Review's recommendations.</p> |
|--------------------|--|

Actions related to this risk:

| Ref No: | Title | Action Description | Action Owner | Due Date | Progress | Latest Note |
|---------|-------|--------------------|--------------|----------|----------|-------------|
|---------|-------|--------------------|--------------|----------|----------|-------------|

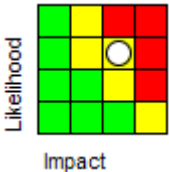

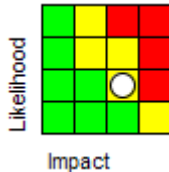
| | | | | | | |
|--------------|------------------------------|--|-----------------------------|-------------|-----|---|
| TC PA 04a | Capital programme governance | Consider scope to streamline CoLC capital programme governance for CoLP. | Alistair Cook; Simon Latham | 31-Mar-2022 | 10% | Initial work started on making the case for 'procurement' projects such as fleet replacement. |
|--------------|------------------------------|--|-----------------------------|-------------|-----|---|

| | | | |
|-------------|----------|--------------|-----------|
| Code | TC PA 05 | Title | Transform |
|-------------|----------|--------------|-----------|

| | |
|--------------------|---|
| Description | <p>Cause: Insufficient clarity on the outcomes of the Transform programme for the Police Authority to obtain robust assurance on whether key objectives are deliverable and extent to which the new CoLP TOM is transformational</p> <p>Risk event: Police Authority has an uninformed or erroneous view of efficiency and effectiveness of the operating changes being delivered through Transform and/or progress being made to deliver Transform to agreed timelines.</p> <p>Effects: Leading to an over or under optimistic view of the delivery of the programme. Potential undermining of the Policing Plan, MTFO and working relationships between the Police Authority and CoLP.</p> |
|--------------------|---|

| | | | |
|-------------------|--------------|-------------------|--------------|
| Category | | Approach | |
| Risk Level | Departmental | Risk Owner | Simon Latham |

| | | | |
|-------------------|--------------|------------------|------------------------|
| Department | Town Clerk's | Committee | Police Authority Board |
|-------------------|--------------|------------------|------------------------|

| | | | | | | | | | |
|--|---|----|---|----------|---|---|---|--|--|
| Current Risk Assessment, Score & Trend Comparison |  Likelihood Impact | 12 |  | Constant | Target Risk Assessment & Score |  Likelihood Impact | 8 | | |
| Likelihood | Possible | | | | Likelihood | Unlikely | | | |
| Impact | Major | | | | Impact | Major | | | |
| Risk Score | 12 | | | | Risk Score | 8 | | | |
| Review Date | 12-Nov-2021 | | | | Target Date | 31-Mar-2022 | | | |

| | |
|--------------------|--|
| Latest Note | <p>Regular reporting from CoLP into Police Authority Board and relevant sub-committees. More work required on future affordability of new CoLP TOM. Further thinking and work required on designs for HQ and Business Support Services.</p> <p>SIA Member engagement, with appropriate Police Authority officer support, to develop a clearer and more quantified articulation of the Transform programme for Members.</p> |
|--------------------|--|

Actions related to this risk:

| Ref No: | Title | Action Description | Action Owner | Due Date | Progress | Latest Note |
|-----------|---------------------|--|---|-------------|----------|--|
| TC PA 05a | Transform alignment | Alignment with joint review at TC PA 01a (including STRA, Workforce Plan, MTFP) | Cecille Booth ; Alistair Cook | 31-Dec-2021 | 50% | Initial paper submitted to Sept 2021 RREC & PAB meetings. Further work to be done for December PAB and 2nd Budget Bilateral to align Transform, MTFP mitigations & service choices assessment. |
| TC PA 05b | PAB assurance | Further assurance to be sought on affordability and designs for HQ and Business Support Services | Cecille Booth ; Alistair Cook; Simon Latham | 31-Dec-2021 | 10% | Work to be developed during autumn 2021 |

This page is intentionally left blank

Our aims and objectives are...

- To ensure that the City of London Police (CoLP) provides an effective and efficient policing service for the Square Mile.
- To ensure value for money in the way in which CoLP is run.
- To oversee, promote and enhance CoLP's role as National Lead Force (NLF) for economic crime.
- To help to prevent crime and maintain the City as a safe place to do business, supporting CoLP as a specialist force for economic crime and protective security.
- To ensure the City's Policing Plan reflects the views of both the residential and business communities in the City.
- To ensure the Police Authority fulfil its statutory duties of providing an Independent Custody Visitor (ICV) scheme and complaints appeals process.

Our (five) major workstreams this year will be...

1. Supporting the new Commissioner and her leadership team in embedding a new culture and operating model within CoLP.
2. Implementing a joint strategic communications and engagement plan for CoLP and CoLC, particularly to enhance understanding of NLF, Cyber and CoLP's role in keeping the City safe.
3. The continued transformation of Police Authority governance and staffing structures, ensuring these remain in step with Police & Crime Commissioner (PCC) best practice and public policy.
4. Continuing to developing a framework of overarching policies for the Police Authority in order to drive challenge and scrutiny over the medium-term, including crime prevention and victims.
5. Support CoLP in the re-procurement process for the next generation system of Action Fraud and National Fraud Investigation Bureau (NFIB).

The Corporate Plan outcomes we have a direct impact on are...

- *Outcome 1: People are safe and feel safe.*
- *Outcome 4: Communities are cohesive and have the facilities they need.*
- *Outcome 12: Our spaces are secure, resilient and well-maintained.*

What's changed since last year...

- Changes to Police Authority Governance, following the Lisvane Review, including a much greater role for the Police Authority in the oversight of Force finances, Police Accommodation, NLF, and the re-procurement of the Action Fraud/NFIB system.
- A refreshed Policing Plan, reflecting the needs of both the residential and business communities in the City, and incorporating greater focus on the Force's specialisms for economic crime and protective security.
- Enhanced support for NLF and the integration of the National Police Chief's Council (NPCC) portfolio for cyber crime into the Force's operations, and cross-working with the Corporation on Action Fraud/NFIB procurement and NLF policy and promotion.
- Increased political engagement with Home Office ministers and officials, as well as the Police & Crime Commissioners, led by the PAB Chairman.
- The introduction of more robust oversight of the Force's finances, through the creation of a Financial Assurance Framework and Reserves Policy, and greater engagement on Transform and Shared Services.
- Resolving the funding gap for the new Action Fraud/NFIB system, in partnership with the Force and Home Office.
- Stronger and more effective working relationships across the Police Authority and City of London Police, enhancing resilience and collaboration on a range of key initiatives.
- ICV scheme continued to be rated as 'silver', with representation on the national Independent Custody Visiting Association (ICVA) Board, sharing custody strategy nationally.

Plans under consideration

| Plan | Time Scale |
|---|-------------|
| Joint Strategic Communications and Engagement Plan | Spring 2022 |
| New Police Authority policy statements for crime prevention and victims | Summer 2022 |
| Developing Police Authority support for City's role as a Cyber Centre | Summer 2022 |

Our strategic commitments

To improve Police Authority assurance over how the Force:

- keeps the City safe through Covid and post Brexit;
- delivers effectively and efficiently its NLF responsibilities;
- provides value for money in the implementation of the Transform programme, including shared services.

To achieve sustainable Police finances and ensure that:

- funding enables delivery of Policing Plan priorities;
- robust savings plans are in place to close gaps and create efficiencies, linked to Transform;
- the Force's resources are prioritised for frontline policing.

To advocate on behalf of the Force by:

- influencing the national agenda for fraud and cyber;
- championing CoLP within the Corporation, to City businesses, and across local and national government;
- enhancing the strategic partnership that exists between the Force and City Corporation.

To strengthen the Force's culture by:

- balancing operational independence with strengthened accountability and transparency to the Police Authority;
- streamlining Police Authority governance and enhancing its role as a "critical friend".

Key Risks

| | | Impact | | | | Total |
|------------|----------|--------|---------|-------|---------|-------|
| | | Minor | Serious | Major | Extreme | |
| Likelihood | Likely | 0 | 0 | 1 | 0 | 5 |
| | Possible | 0 | 0 | 4 | 0 | |
| | Unlikely | 0 | 0 | 0 | 0 | |
| | Rare | 0 | 0 | 0 | 0 | |

| Risk Title | Score |
|---|----------|
| Police funding | 16 Red |
| Changes to Police Authority governance | 12 Amber |
| Maintaining effective working relationships | 12 Amber |
| Transform | 12 Amber |

Key Performance Indicators

| KPI | Current Performance | Direction of Travel/Target |
|--|--------------------------------|----------------------------|
| Continued transformation of Police Authority governance, ensuring these remain in step with Police & Crime Commissioner (PCCs) | On track | Constant |
| Delivery of a new operating model for the PA as part of the TOM | On track | Spring 2022 |
| Achieving a sustainable medium-term financial position for CoLP | Not yet in place | To be agreed by 2022/23 FY |
| Overseeing the re-procurement of Action Fraud/NFIB system | On track | Constant |
| Lobbying the Home Office and APCC to incorporate fraud and economic crime in the new Strategic Policing Requirement | Awaiting outcome of PCC Review | Summer 2022 |
| Delivery of a joint CoLC-CoLP strategic communications and engagement plan | Not yet in place | Spring 2022 |
| Stakeholder analysis of Police Authority performance and advocacy | Not yet in place | Summer 2022 |

| Police Authority Budget | £m |
|--|------------|
| Pay Costs (core staffing & ringfenced recharges) | 0.7 |
| Non-Pay Costs (incl. consultancy & specialist support) | 0.3 |
| Total Costs | 1.0 |