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| Code | TC PA 01 | Title | Police Funding |
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| 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> |
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| | <p>service implications</p> <p>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</p> |
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| Category | |
| Risk Level | Departmental |

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

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| Department | Town Clerk's |
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| Committee | Police Authority Board |
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| Current Risk Assessment, Score & Trend Comparison | | | Constant |
| Likelihood | Likely | | |
| Impact | Major | | |
| Risk Score | 16 | | |
| Review Date | 03-Dec-2021 | | |

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| Target Risk Assessment & Score | |
| Likelihood | Possible |
| Impact | Major |
| Risk Score | 12 |
| Target Date | 31-Mar-2022 |

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| 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> |
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| | <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> |
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Actions related to this risk:

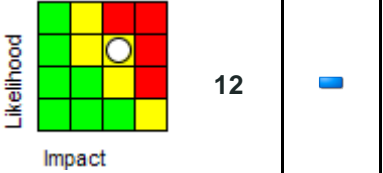
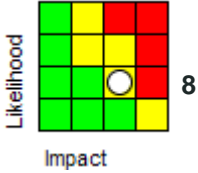
| Ref No: | Title | Action Description | Action Owner | Due Date | Progress | Latest Note |
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| TC PA 01a | Evidence base for 'self help' - Sep 2021 | Joint review of what CoLP can do to mitigate MTFP deficits (action from June PAB) | Cecille Booth ; 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. |

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| Code | TC PA 03 | Title | Maintaining effective working relationships |
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| 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> |
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| Category | | Approach | |
| Risk Level | Departmental | Risk Owner | John Barradell; Simon Latham |

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| Department | Town Clerk's | Committee | Police Authority Board |
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| Current Risk Assessment, Score & Trend Comparison |  | Target Risk Assessment & Score |  |
| Likelihood | Possible | Likelihood | Unlikely |
| Impact | Major | Impact | Major |
| Risk Score | 12 | Risk Score | 8 |
| Review Date | 12-Nov-2021 | Target Date | 31-Mar-2022 |

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| 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> |
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| | Ensure balancing in applying “critical friend” approach to relationship. |
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Actions related to this risk:

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

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| Code | TC PA 04 | Title | Changes to Police Authority Governance |
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| 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 | | |
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| Category | | Approach | |
| Risk Level | Departmental | Risk Owner | Simon Latham |

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

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| 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> |
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Actions related to this risk:

| Ref No: | Title | Action Description | Action Owner | Due Date | Progress | Latest Note |
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| 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. |
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| Code | TC PA 05 | Title | Transform |
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| 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> |
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| Category | | Approach | |
| Risk Level | Departmental | Risk Owner | Simon Latham |

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| Department | Town Clerk's | Committee | Police Authority Board |
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| Current Risk Assessment, Score & Trend Comparison | | Target Risk Assessment & Score | |
| Likelihood | Possible | Likelihood | Unlikely |
| Impact | Major | Impact | Major |
| Risk Score | 12 | Risk Score | 8 |
| Review Date | 12-Nov-2021 | Target Date | 31-Mar-2022 |

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| 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> |
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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 |
