

Code	TC PA 01	Title	Police Funding
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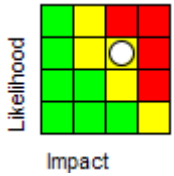
Description	<p>Taking account of significant Force mitigations, there remains an aggregate deficit of £33m arising from the Police MTFP. This includes inflation, exceptional pressures arising from Action Fraud and loss of grants. Recognising the need to sustain vital policing services and that local funding of City of London Police is proportionately well below the national average, proposals are being put to Finance Committee and Court for a 0.4p increase in the Business Rate Premium (BRP) in 22/23. If approved this should significantly improve the risk score over the next 12 months and allow the Police risk to be merged with the overall City Fund MTFP risk. Residual risks would then include pay and non-pay inflation being higher than assumed, new pressures arising and failure to deliver and sustain mitigation plans. In addition, the absence of a discrete resource base for the Police Authority (PA) leads to operational pressures.</p> <p>This risk is registered as a Corporate Risk (CR23). If BRP is increased it should enable CR23 to be closed and residual Police finance risks to be merged with the overall City Fund MTFP risk.</p> <p>Cause: 1. No increase in local funding, creating major financial and operational risks. 2. Pay and non-pay inflation being higher than assumed 2. New pressures or grant reductions arise 3. Failure to deliver and sustain mitigation plans.</p> <p>Risk Event: Police finances are not sustainable over the medium term.</p> <p>Effects: Police deficits causing pressure on City Fund. And / or level of cuts required adversely impact policing services. PA inhibited in its role of securing an efficient and effective police service supported by the necessary funding levels</p>
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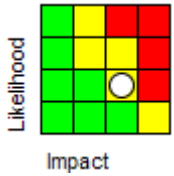
Category	
Risk Level	Departmental

Approach	Reduce
Risk Owner	Caroline Al-Beyerty; John Barradell; Alistair Cook; Alix Newbold

Department	Town Clerk's
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Committee	Police Authority Board
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Current Risk Assessment, Score & Trend Comparison		12	—	Constant
Likelihood	Possible			
Impact	Major			
Risk Score	12			

Target Risk Assessment & Score		8		
Likelihood	Unlikely			
Impact	Major			
Risk Score	8			

Review Date	15-Feb-2022	Target Date	30-Jun-2022
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Latest Note	Current and target risk scores both reduced by progress on local funding solution. Socialisation of problem with PAB, Finance Committee and RASC Members. Leading to proposals being put to Feb 2022 Finance Committee and March 2022 Court for a 0.4p increase in the Business Rate Premium (BRP) in 22/23. If approved this should significantly improve the risk score over the next 12 months and allow the Police risk to be merged with the overall City Fund MTFP risk.
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
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	Alix Newbold	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.
TC PA 01f	BRP increase	Follow through on proposal	Caroline Al-Beyerty	31-Mar-2022	50%	Proposals to be made to March 2022 Court via Feb 2022 Finance Committee.
TC PA 01g	CoLP Mitigations	Assurance on detailed plans	Alistair Cook	30-Jun-2022	10%	Further work required on HQ / business support and £1m cuts.
TC PA 01h	Residual risks	MTFP scenario testing of inflation and other risks	Alistair Cook	30-Jun-2022	10%	For next MTFP review.
TC PA 01i	Residual risks	Agree officer baseline reduction (for CT and possibly TfL)	Alistair Cook	30-Jun-2022	30%	To follow up with Home Office.

Code	TC PA 04	Title	Changes to Police Authority Governance
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Description	<p>Cause: Corporate Col structures inhibit sound and timely decision making</p> <p>Risk Event: Inability to achieve efficient and effective governance of CoLP</p> <p>Effects: Police Authority not fulfilling its role with delays to critical decisions</p>
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Category		Approach	
Risk Level	Departmental	Risk Owner	Alistair Cook; Alix Newbold

Department	Town Clerk's	Committee	Police Authority Board
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Current Risk Assessment, Score & Trend Comparison		Constant	Target Risk Assessment & Score	
Likelihood	Unlikely		Likelihood	Rare
Impact	Major		Impact	Major
Risk Score	8		Risk Score	4
Review Date	15-Feb-2022		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>
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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; Alix Newbold	31-Mar-2023	10%	Initial work started on making the case for 'procurement' projects such as fleet replacement.
TC PA 04b	Strengthening PA function operating model	Currently under consultation	Alix Newbold	31-Dec-2022	0%	

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	Alix Newbold

Department	Town Clerk's	Committee	Police Authority Board
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Current Risk Assessment, Score & Trend Comparison			Constant	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

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)	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	Alistair Cook; Alix Newbold	31-Dec-2021	10%	Work to be developed during autumn 2021
