

## Minutes

### Strategy & Planning Committee

Tuesday 19 September 2017, 9.30 am  
at HS1

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**Present:**

Dyan Crowther, Chair  
Len Jackson OBE  
Bill Matthews  
Andrew Pollins

**Apologies:**

Beverley Shears  
William Gallagher

**In attendance:**

Paul Crowther OBE, Chief Constable  
Adrian Hanstock, Deputy Chief Constable  
Simon Downey OBE, Director of Capability and Resources  
Alistair Cook, Force Finance Director, BTP  
Mike Furness, Head of Strategic Development BTP  
(Paul O'Sullivan, BTP Collaborative Services via telcon for  
Item 4 only)  
Charlotte Vitty, Chief Executive BTPA  
Sam Elvy, Strategy & Performance Manager BTPA (minutes)  
Yifat Steuer, Interim Finance Director BTPA  
Lucy Yasin, Authority Business Manager BTPA

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### Part I - Items taken in Public

**01/2017 Welcome and Apologies**

Agenda Item 1

1. The Chair noted apologies from Beverley Shears and William Gallagher.

**02/2017**

Agenda Item 2

2. The Chair set the context for the discussion to follow by reminding the group that the direction being taken by the Authority was to refresh

the current Strategic Plan. A key task for the current stage of the process was to capture and explicitly build in any as yet missing planning assumptions - such as work on information technology and people.

3. The Committee noted that additional support during initial planning phase had been secured from the Rail Delivery Group, Transport Focus and Transport for London who will be represented at the Committee's working group meetings and/or will provide comments on the emerging drafts in correspondence.
4. The Committee received a presentation from the Force on the refresh of the current strategic plan. This summarised work to date on situational analysis and development of an initial draft of the emerging strategic themes/areas of focus, and a draft vision, mission and values. Emerging themes were described as the following four areas;
  - To safeguard and protect people and places
  - To lead and transform
  - To build confidence
  - To deliver value
5. Members broadly supported the proposals offering some observations on the wording as presented; in particular about the level of ambition in the mission and recommended substituting 'influence' for 'transform' under the third strategic theme area to reflect the strength of intent. The Committee encouraged the force to carefully consider using wording which was meaningful to a range of audiences from frontline staff to funders in its next iteration. Any early socialising of the proposals would need to be supported by an explanatory narrative so at this stage it was agreed that the priority was capturing and describing the overarching intent and clearly signalling this rather than finessing the final wording.

#### 6. Agreed:

**BTP to reflect on members' feedback and update the wording of the mission in particular and the ordering of the commitments under the deliver value theme before the presentation is recommended to the full Authority at its next meeting.**

7. The Committee also considered whether the commitment to review the charging model was a strategic objective in itself or whether this should more accurately be described as a delivery tactic under the build confidence theme. The Force and Authority were asked to consider that observation and report back to the next meeting of the committee.

#### 8. Agreed:

The Force and Authority were asked to consider the observation about the proposed commitment to review the charging model and report back to the next meeting of the committee.

9. The group briefly considered the draft 'values' proposal which it noted would subsequently need to be tested against a set of behaviours which the Force had also recently developed. The Committee also suggested that BTP reflect on including a commitment to recognising health and safety in some capacity in an updated set of values.

#### 10. Agreed

**BTP to reflect on a commitment to recognising health and safety risk management in an updated set of values**

11. The Committee noted that following the Authority's review of this initial work the next steps will be to;
- Begin to socialise and test our emerging thinking on situational analysis and strategic themes arising through a short series of 1:1 meetings with key stakeholders or some other forum
  - Initiate work on refined strategic objectives and metrics
  - Continue to refine the consultation and communication plan

### **03/2017 Medium Term Financial Plan (MTFP) and business plan (budget)**

#### Agenda Item 3a

12. The Committee also received an update on progress with the development of the MTFP and the business plan (budget) for 2018-19 and noted that the final MTFP proposals to be presented at the next meeting would be extended to the five year period required. The update included a review of current risks and planning assumptions including but not exclusive to an uplift in charges of not more than RPI each year, anticipated pay growth, the potential impact of initial recommendations from the Target Operating Model (TOM) project, planned CT expansion and Scottish devolution. It was noted that the timetable for the emerging recommendations from TOM did not align in terms of timescales with the efficiency challenge set by the Department for Transport and this should be considered when the final recommendations were fed into the MTFP.
13. The Committee noted that all the planning assumptions were as yet untested and further scrutiny was required. Recent potential

additional pressures arising from an ongoing review of public sector pay were noted in the meeting and a direction given to build those assumptions into an updated draft of the MTFP to be presented at the next full Authority meeting. Members queried whether costs of proposed efficiency related activity had been properly profiled across the draft MTFP and the Force agreed that this will be revisited as work progresses. The planning work for capital expenditure also needed further work to mature and this would be updated for the next Committee meeting.

14. Owing to the complexity of the MTFP development process, and the work yet to be completed, it was recommended that a briefing session on the final MTFP and business plan proposals be arranged for Members ahead of the next meeting of the Committee to ensure there was a good understanding of the decision required and an opportunity to make recommendations on additional information and most effective presentation of the supporting data.

#### 15. Agreed

**BTP to build recently identified additions to the financial planning assumptions on pay into an updated draft of the MTFP to be presented at the next full Authority meeting.**

**BTP to revisit the proposed efficiency related activity as work progresses to ensure this has been properly profiled across the draft MTFP**

**A briefing session on the final MTFP and business plan proposals to be arranged for Members ahead of the next meeting of the Committee in November.**

16. Key additional issues noted by the Committee were the need to ensure that budget discussions with Transport for London (TfL) were aligned with the Authority's overarching timetable to deliver BTP's final gross budget proposals for approval by the Authority in December. Further detailed work on planning for capital expenditure, including options for investment, was also needed in the next iteration and the findings of a period by period cash flow forecast should inform the final budget funding options presented to the Authority in December.
17. The Committee endorsed progress to date and subject to the amendments noted above recommended the paper to the Authority for information and review.

**04/2017 Target Operating Model (TOM)**

## Agenda Item 3b

18. A verbal update on progress with TOM was provided with a further presentation to be delivered to the full Authority meeting on 27 September. BTP informed the committee that the initial recommendations were being socialised across the force and feedback was being gathered and considered in order to develop a final proposal. Next steps for BTP were noted as;
- A validation phase to be completed by mid-October to test for strategic alignment, unintended consequences and assess deliverability against a range of criteria. This process was being supported by Deloitte at no cost for a period of six weeks.
  - An integration phase to be completed by the end of October to consider the relationship of the final proposals with any existing change portfolio work such as the demand review and Body Worn Video.
  - A delivery phase to be completed by the end of December to finalise implementation plans and costs, at this point BTP would bring forward any proposals to engage the services of a delivery partner.
19. The Committee noted that it had programmed time on its next agenda to receive and consider the final proposals from the Force before making its recommendations to the Authority. However the importance of keeping the whole Authority updated on progress was noted and the Committee recommended repeating the briefing workshops which had taken place at the start of the TOM process to socialise the emerging recommendations before a decision was required in November. In particular it was essential that the whole Authority understood how the TOM supported the emerging Strategy.

**20. Agreed**

TOM briefing workshops to be arranged for the Authority's membership ahead of the next meetings of the Working Group and Committee in November.

**05/2017 Multi Force Shared Services - Outline Business Case for review and recommendation**

## Agenda Item 4

21. [Paul O’Sullivan joined the meeting via conference call for this item.

The Committee reviewed the MFSS outline business case, noting its relationship to the TOM proposals reviewed at item 4, and the contribution it could make to streamlining the back office function. Risks were noted as set out in the business case, key amongst these were the cultural factors associated with significant change to a part of the business which would itself need to support staff during a period of further transformation arising from TOM. Additionally, the sizeable challenge of a move to a self-service driven provision which would require a fundamental change in the ownership of information management around employee data should not be underestimated.

22. The Force was challenged on the robustness of its assessment of costs and benefits and whether the proposals were worth the expense and potential disruption to BTP. Learning from other members of the scheme was shared with the Committee to provide assurance on this and the need to properly sequence this activity within a wider change programme was recognised; it was noted that the TOM delivery plan made recommendations on this point. It was further noted that the Government Digital Service was likely to look unfavourably on any public body which hadn’t considered a move to such a service and the police focused offering provided by MFSS was felt to be the most appropriate and applicable of all the schemes BTP had reviewed. Members noted that BTP had reviewed a number of public and private sector schemes before making the recommendation to join MFSS.

23. The Committee recorded that membership of the scheme was on the basis of a rolling 12 month commitment so the Force could exit MFSS should it be found not be delivering the intended benefits or a better value alternative was identified elsewhere. The Committee also noted that the Force would retain a human resources function in-house which would cater for any unique BTP activity such as work relating to specific regulations, which could not be accommodated by a bespoke service level agreement with the provider.

24. In making a recommendation for the Authority to approve the outline business case the Committee also asked for the strategic fit with the emerging plan to be strengthened in the supporting paperwork to give assurance that MFSS’s future relevance had been considered.

**25. Agreed**

**The Committee recommended the MFSS outline business case to the Authority subject to the amendments to the supporting documentation regarding articulating strategic fit.**

## **06/2017 Key messages and communication points**

Agenda Item 5

26. The committee noted the following for communication to the Authority;

- It had reviewed and now recommended an update on progress with the development of the 2018/21 strategic plan including the emerging vision, mission and priority themes
- It has reviewed and endorsed progress with the MTFP as an input to the Strategy but noted the need to update assumptions to include emerging pay pressures. The review of the cash funding position is essential to decisions about funding the MTFP to 2021
- TOM was noted as a further input to the Strategy and a short update for the Authority should be provided with an offer of workshops to be made in due course
- The MFSS was recommended to the Authority for approval subject to minor amendments
- The Terms of Reference and initial work plan were received and endorsed
- Direction had been given to launch the 2018/19 policing plan process

## **06/2017 Any other business**

Agenda Item 6

27. There was no AOB.

## **07/2017 Items for noting - Terms of reference and work plan**

Agenda Item 7

28. The Committee noted and endorsed the Terms of Reference and a high level work plan.

**08/2017    Items for noting - Launch of the Policing Plan process  
2018/19**

Agenda Item 8

29. The Committee noted and endorsed the proposal to commence work to develop the Policing Plan for 2018/19 consistent with the terms set out in the paper.