

**Report to:** Police Authority  
**Agenda item:** 10.1  
**Date:** 25 June 2018  
**Subject:** Strategy & Planning Committee  
report back  
**Sponsor:** Dyan Crowther, Committee Chair  
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**For:** Information and approval

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## 1. Purpose of paper

- 1.1 To update Members on the key business done by the Strategy and Planning Committee at its meeting on 24 May 2018. In particular to provide an update for the Authority on;
- Development of the 2018-21 Strategic Plan, final proposals emerging are presented at item 10.2 on this agenda for review and approval
  - An update on the development of a strategy delivery plan
  - Business case approval process taken for discussion
  - National Network Service (NNS) full business case as presented at agenda item 10.3 and now recommended for approval
  - Initial recommendations to update the strategy and planning committee Terms of Reference (TORs) and key items for the committee work plan for the remainder of 2018/19

## 2. Background

- 2.1 Under the Authority's revised governance structure the work of the Strategy and Planning Committee brings together oversight and scrutiny of all strategic planning activities from across the business.

### 3. Key business done

#### 3.1 2018-21 Strategic Plan

Work on the 2018-21 Strategy has been underway since June 2017 and the Committee considered the final recommendations emerging from the last meeting of the Strategy Working Group held in May. The paper was introduced by the Deputy Chief Constable and while some minor but detailed feedback was provided the Committee broadly endorsed the proposals as presented in relation to;

- Vision, mission and values
- Objectives
- Key deliverables and indicators

The supporting Medium Term Financial Plan (MTFP) was approved by the Authority at its December meeting and will be kept under review as implementation progresses.

3.2 The Committee tested the relationship between the proposed strategic objectives and the current performance pillars seeking assurance that there was continuity and alignment between the two. Whilst initial performance indicators for the strategy had been identified and tested against this framework these would need to remain under review and be refined with time to ensure they were providing a complete and accurate picture of progress.

3.3 A short discussion took place about high level reporting of progress to the Strategy and Planning Committee; Members making clear that this was separate from but complementary to the detailed delivery oversight carried out by the Performance and Delivery Committee. A dashboard reporting approach to reporting against key strategic milestones was considered and a further iteration will be developed for review at the next meeting of the Committee in September.

3.4 Work to develop the supporting narrative for the published strategy has been co-ordinated by the Force and the Authority Executive team and is now presented for review and approval at item 10.2.

#### 3.5 Strategy Implementation

There was a short update from the BTP on activity supporting the BTP2021 change programme, the Committee noted that this was currently focused on engaging the workforce in

developing and testing the proposals emerging from the Target Operating Model project. It was noted that the initial TOM blueprint had been presented in September 2017 and endorsed by the Authority in December of the same year and that the initial implementation plan was now somewhat delayed owing to this important ongoing engagement activity.

- 3.6 A discussion followed about plans for engaging with the industry to socialise and test the options emerging before implementation proper commenced and whether this was likely to build in further delay. The need for a Force engagement plan that was robust and co-ordinated with Authority communications activities was reiterated. A commitment to develop a planner, and key messaging, to run from the planned launch event in July through the first six months of engagement activity was secured.

3.7 Force Equality Diversity and Inclusion (EDI) Strategy

The Committee received a draft EDI Strategy document from the Deputy Chief Constable which set out a number of areas of focus including equality ambition, operational legitimacy and building public confidence. Noting the progress made thus far it was recommended that work on this EDI Strategy be paused while work on the overarching People Strategy was initiated following the arrival of the new Director of People and Culture in the summer. This recommendation to pause was to ensure the two plans were fully aligned, consistent with the new Director's vision for the Force and that implementation activities were well co-ordinated. For the next draft of the Strategy the Committee requested inclusion of a clear delivery plan and well signposted deliverables.

3.8 Business case approval process

A discussion took place about the ongoing approach to business cases approvals over the coming strategic period. The future approach needed to give robust assurance but be agile enough to accommodate the likely volume and potential complexity of business cases requiring approval as a result of the BTP2021 change programme. This would require a review of available options around delegation levels, formal and informal governance through a combination of meetings, Member briefings and Member portfolio activity.

- 3.9 The role of the proposed Diamond Group was considered and initial proposals for the role of that Group will be tabled at its first formal meeting. The membership of the Group includes

the Chief Executive and Authority Chief Constable with Members attending by invitation when matters relevant to their portfolio responsibilities are being considered. Recommendations for managing business case approvals emerging from that meeting will be shared with the Committee in due course.

3.10 Business case for review and endorsement: National Network Services: full business case

3.11 A full business case for the replacement of the Wide and Local Area Networks and telephony services was received. The Committee noted that while this was clearly an essential activity to enable the Force to be fit for the future, at present the cost of NNS exceeded the provision made for it in the MTFP. The Committee challenged the completeness of the efficiency assumptions as stated in the business case and asked that these be reviewed further to bring the total cost closer to the provision made. This further work was required as this NNS pressure had to be considered alongside that arising from slippage of the BTP2021 implementation programme discussed earlier on the agenda.

3.12 It was noted by the Force that it was possible to include further detail on potential savings in an updated final draft additional information is set out on page 4 of the summary paper presented at item 10.3. In order to monitor this risk to the MTFP the Authority may wish to consider recommending that the Performance and Delivery Committee specifically tracks spend on the NNS project as an identified risk to the MTFP.

3.13 Subject to any further comments or questions, the business case presented at item 10.3 is recommended for approval by the Authority.

3.14 AOB

The Committee also discussed;

- Updating the Committee's TORs to reflect a proposed role in carrying out overarching scrutiny of progress with the Strategy this is in support of the Performance and Delivery Committee's role in detailed tracking of benefits delivery. This recommendation will be submitted for consideration as part of the annual review and refresh of the Authority's governance cycle.
- A draft Committee work plan for 2018/19 was discussed and will be updated to capture the key milestones for the delivery of the Strategy

- The approach to management of the contracts register was explored and the Committee recommended that this be added to its work plan for 2018/19 with reviews presented on a six monthly basis
- The Committee received an update on work to finalise the TfL budget settlement for 2018/19 and recommended that lessons learned to be carried into the 2019/20 full budget build process which would commence at the next meeting of the Committee in September

The Chair thanked the outgoing Force Finance Director, Ally Cook, for his contribution to the work of the Committee.

#### **4. Recommendations**

- 4.1 Members are asked to review and note the progress made by the Committee at its most recent meeting and seek clarification or request further information on any of the items above.
- 4.2 The following items are now recommended to the Authority by the Committee and are presented on the agenda as indicated below;
  - The refreshed Strategy for 2018-21 presented at item 10.2 for approval
  - NNS full business case presented at item 10.3 for approval