

**Report to:** Police Authority  
**Agenda item:** 6  
**Date:** 27 September 2017  
**Subject:** Strategy & Planning Committee report back  
**Sponsor:** Dyan Crowther, Committee Chair  
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**For:** Information and discussion

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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 inaugural meeting on 19 September 2017.
- 1.2 In particular to provide an update for the Authority on;
  - Development of the 2018-21 Strategic Plan
  - Development of the 2018-23 Medium Term Financial Plan (MTFP) and budget (business plan) for 2018-19
  - Progress with the Target Operating Model (TOM) project - a substantive item is presented elsewhere on this agenda at item 8
  - Scrutiny of an outline business case for Multi-Force Shared Services - a substantive item is presented for approval elsewhere on this agenda at item 8.1
  - Direction to begin work on the 2018-19 policing plan

## 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. For the first time this creates an opportunity for the Authority and Force to develop and test

aligned medium term and annual plans relating to operational delivery, finance and corporate resources. The principal focus of the Committee for the remainder of the business year is the development of the 2018-21 strategic plan, the supporting MTFP and the policing plan and budget for 2018-19.

### 3. Key business done

#### 3.1 2018-21 Strategic Plan

The Committee considered a presentation from the Force (attached to this paper at Appendix A) 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. The Committee provided some initial feedback and recommended the attached draft to the Authority for further review and comment.

- 3.2 Members will be taken through the presentation at the Authority meeting and are asked to offer views on the coherence of the emerging themes with the situational analysis and the clarity of intent rather than a detailed review of the specific language used at this early stage. The language used in subsequent drafts will be evaluated for its relevance and appropriateness for a range of audiences.

Following the Authority's review of this initial work the next steps for the Committee 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
- Initiate work on refined strategic objectives and metrics
- Continue to refine the consultation and communication plan

- 3.3 The Authority is asked to note that additional support during initial planning phase has 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.

3.4 2018-23 Medium Term Financial Plan (MTFP) and 2018-19 business plan (budget)

The Committee also received an update on progress with the development of the MTFP and the business plan (budget) for 2018-19. 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 TOM project, planned CT expansion and Scottish devolution.

3.5 The Committee noted that these 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. Members queried whether costs of proposed efficiency related activity had been properly profiled across the draft MTFP and agreed that this will be revisited as work progresses.

3.6 Key additional issues noted by the Committee were the need to ensure 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 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.

3.7 The Committee endorses progress to date and offers the paper at Appendix B for information and review.

3.8 Target Operating Model (TOM)

An update on progress with TOM was provided and a more detailed overview including emerging recommendations, costs and timetable will be presented elsewhere on the agenda at item 8.

3.9 Outline business case approval: Multi-Force Shared Service (MFSS)

The Committee has reviewed and recommends the MFSS outline business case to the Authority. Approval to move to the next stage is being sought through a separate paper

presented at agenda item 8.1.

### 3.10 2018-19 Policing Plan

The Committee gave a direction to begin work on the development of the Policing Plan for 2018-19; the Policing Plan Working Group will be reconvened under the Chairmanship of Martin Richards. In order to ensure full read across between the emerging Strategic Plan and the in-year objectives for 2018-19 the Group has been asked to consider how best to capture and make transparent the broader organisational commitments emerging from the Strategy to produce an annual delivery plan which describes the contribution to be made from all parts of the business.

### 3.11 Terms of Reference

The Committee also noted and approved its terms of reference and an initial work plan for the remainder of the year.

## **4. Recommendations**

- 4.1 Members are asked to review and note the progress made by the Committee at its inaugural meeting.
- 4.2 Approval for the MFSS outline business case is recommended but will be taken formally as a separate paper at agenda item 8.1.