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Report to: Police Authority
Agenda item: 6.1
Date: 11 December 2018
Subject: Extraordinary Strategy & Planning Committee and Performance and Delivery Committee report back
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For: Information

1. Purpose of paper

1.1 To update Members on the key business done at an extraordinary session of the Strategy and Planning and Performance and Delivery Committees on 28 November 2018. At this session the committees received and discussed updates relating to the following;

- An overview of the current position on the four strategic objectives
- Draft proposals for the 2019/20 budget and roll forward of the MTFP
- The final operating design to be delivered by the BTP2021 change programme
- The efficiency programme
- Work to develop a workforce plan

2. Background

2.1 During 2017 the Force commissioned work to develop options for a target operating model with final proposals being presented to the Authority by the Chief Constable in December 2017. An extended period of staff and stakeholder engagement followed and the chairs of the Authority's Strategy and Planning (S&PC) and Performance and Delivery

(P&DC) committees convened an extraordinary meeting on 28 November to review the outputs of this phase of engagement in terms of final plans for delivering the 2018-21 strategy, the new organisational design and the efficiency challenge. Principally this meeting sought to establish a shared understanding of the progress made with finalising delivery plans and to enable the Authority's committees to plan their work over the coming months.

3. Key business done

3.1 Current position

3.2 The Deputy Chief Constable provided an overview of current performance in relation to the four strategic objectives to;

- Protect and safeguard people
- Reduce delay and disruption
- Provide value for money
- Build a specialist and skilled workforce

3.3 By way of context, the complexity of the scale and ambition of the current strategy was reiterated as was the Force's commitment to its delivery and that of the associated efficiency challenge. It was noted that a significant amount of time had been spent engaging with the workforce and stakeholders since the Chief Constable had presented his recommendations in December 2017; the items which followed reflected the final plans emerging from that engagement.

3.4 Overall progress against the strategy was presented as positive with new ways of working beginning to drive through improvements in each area of the strategy at a time of increasing demand for BTP's services. The need to capture and communicate these efforts and achievements to internal and external stakeholders was reiterated by the Authority.

3.5 2019/20 budget MTFP roll forward

3.6 BTP's Finance Director introduced proposals, highlighting the significant challenge posed by the funding envelope and noting that while the MTFP proposals were taut they were the best estimates at this point so were likely to change as plans were refined.

3.7 The commitment to the annualised £30m efficiency saving was restated with an estimate that this would be delivered by

2021/22. By the end of the change programme a total of £130m in cumulative savings was planned as was a move to budgeting based on a Consumer Price Index (CPI) inflator rather than Retail Price Index (RPI). Members noted that the rail industry was now seeking to make the same move earlier than 2021 so this needed to be factored in to future planning.

3.8 Updated planning assumptions for plans from 2019/20 included;

- Delivery of the BTP2021 efficiency target of £30m in full - maintaining profile agreed in line with the Strategic Plan
- Delivery of a recurrent or steady state surplus of £5.3m after full delivery of BTP2021
- Funds planned capital and revenue projects to support BTP2021 and ongoing cyclical requirements
- Embeds CPI from 21/22 in line with the agreed strategy - the Authority has asked BTP to model the impact of bringing this forward
- Improves the management of cash reserves
- Requests a “temporary” increase in reserve drawdown of £2.1m (£560k 19/20 and £1.56m 20/21)

3.9 A number of emerging risks and opportunities were noted including;

- Options for treatment of efficiencies
- Potential changes in EPSA income
- Further options for savings identified by the delivery partner
- New routes of entry to service - police degree apprenticeships

3.10 Following Member discussions and updated draft of the MTFP was circulated and this is presented for approval elsewhere on this agenda at item 8.4.

3.11 The final operating design

3.12 Members received a briefing from each of the design strand leads setting out key areas of planned activity, how these supported delivery of the strategic and efficiency plans and the associated principal risks/opportunities. Headlines from activity to date included;

- Neighbourhood Plus pilots being developed and delivered with partners from across the network
- Ongoing work to establish an out of London CT capability
- Work on developing approaches to safeguarding and vulnerability

- A review of ways of working in relation to command, control, contact and intelligence
- Emerging options for future delivery of support services
- Work to transform workforce planning and engagement
- Development of a digital strategy aligned with the BTP2021 programme

3.13 The efficiency programme

3.14 Progress on the elements of the efficiency programme was briefed including a summary of key changes compared with the previously circulated plan and an update with work completed to;

- Develop a efficiency policy in collaboration with the Authority Executive Government Internal Audit Agency (GIAA)
- Establish governance arrangements to drive and evidence efficiencies
- Agree an approach for capturing efficiencies achieved by delivering more for the same, the same for less or service adjustments

3.15 The detailed efficiency plan for 2018/19 and 2019/20 was presented showing;

- Expected achievement of planned savings in 2018/19
- Those banked/planned with a high level of confidence in 2019/20
- Proposals yet to be fully developed.

The scale of the challenge and options being considered as backstops for 2019/20 was noted. A line of sight on efficiency planning to 2020/21 and 2021/22 was also provided.

3.16 The importance of quickly concluding business to secure the support of the delivery partner was reiterated; noting that the final approval currently sat with the Cabinet Office.

3.17 Workforce plan

3.18 BTP's Director of People and Culture updated on the work completed to date to conduct a workforce assessment which will be matured as the impact of various business cases arising from the transformation programme is known.

3.19 Info X

3.20 The Chief Constable provided an update on proposals to improve the gathering and exploitation of information in support of delivery of the strategic plan. The Force sought approval for £120k of funding a pilot 'proof of concept' exercise. The Authority gave approval for £120k to be spent from the existing budget on the proposed pilot exercise.

4. Recommendations

- 4.1 Members are asked to review and note the progress made at this meeting.