

**Report to:** Police Authority  
**Agenda item:** 12.1  
**Date:** 20 June 2019  
**Subject:** Strategy and Planning  
Committee summary  
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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 at the most recent Strategy and Planning Committee meeting on 5<sup>th</sup> June 2019. To also seek approval from the Authority on two items as set out below and at section 4. In summary the committee received and reviewed information on the following;

- An update on progress with delivery of the 2018/21 Strategic Plan and implementation of the BTP2021 change programme including proposals to address additional funding pressures in 2019/20
- An update on the development of a People and Culture Strategy for BTP
- An update on development of stakeholder engagement plans with respect to changes in the contracting landscape
- Business cases for;
  - Accommodation at Milton Keynes
  - Single Online Home (SOH)
- Findings of the annual review of the Policing Plan process 2019/20 and recommendations for the 2020/21 cycle.

## 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 Update on delivery of the Strategic Plan and BTP2021 change programme

The Committee received and discussed an overview of progress against the Strategy and the enabling change programme as at the end of year 1.

- Overall, delivery against the Strategic Plan remains on track, it was noted that new ways of working were yet to be embedded so their efficacy with respect to achieving the four strategic objectives was not yet certain. Areas of potential risk remained under review and those previously reported were restated along with an update on plans to mitigate them. A detailed update on progress with the four strategic strands was provided to the Performance and Delivery Committee at its May meeting and is reported elsewhere on this agenda.
- Delivery of efficiencies for 2018/19 was achieved as planned; however the scale of the challenge for year 2 (2019/20) and beyond was reemphasised. The Delivery Partner was now in post and actively providing expertise on a number of projects including the control rooms; their engagement was reenergising work more broadly.
- The Committee debated a number of emerging changes to the original assumptions underpinning the current plan and endorsed a proposal that the Force bring forward its assessment of the impacts of this and proposals for responding. This may include a mid-plan refresh of the Strategy and reprioritisation of current commitments. However the commitment to deliver the core outcomes within plan remained unchanged.

### Estates Strategy

In response to a number of follow-up questions relating to estates the Director of Strategy and Change provided the

Committee with a detailed update on estates planning and current activities. Key elements of the future estate plan are proposed moves of strategic sites such as control rooms and headquarters premises. By way of context the Committee noted that current discussions were being influenced by a changing industry estates landscape which for the purposes of BTP's accommodation was contracting in many cases and becoming more commercial in its approach.

- 3.2 The Committee requested a more detailed update on a refreshed estates strategy for discussion its September meeting. It reiterated that any decision being taken about the strategic estate needed to be informed by, and consistent with, both the Force's overarching Strategic Plan and the plan for the estate. The vision for the estate should be informed by an up to date assessment of the current and likely future operational requirements, for example the balance between response and assurance policing activities. Proposals requiring approval by the Committee should provide assurance that all reasonable options have been considered and objectively assessed in terms of operational suitability and risk, cost and value and opportunities for collaboration with rail and other partners.
- 3.3 It was noted that the Delivery Partner was currently focusing its activity on supporting the 'contact' elements of the estates plan. The need for timely and transparent internal and external communications on estates decisions was reemphasised.

#### Additional budgetary savings proposals

Options to address an emerging in year savings requirement were reviewed by the Committee.

#### 3.4 BTP People and Culture Strategy

The Director of People and Culture presented a paper setting out the approach to the development, and emerging areas of focus, of a People and Culture Strategy for BTP. This Strategy will provide critical support to the delivery of the Strategic and Transformation Plans.

- 3.5 Members were supportive of the process thus far and noted the broad ambitions around changing culture, ways of working and developing the Force's leadership capability. A more explicit focus on responding to customer needs was proposed for the next iteration of the document. The Committee also sought greater clarity about the specific objectives and outcomes the strategy sought to deliver and recommended

that BTP consider the inclusion of an employee value proposition, aligned with the Strategic Vision and Mission, in an updated draft.

- 3.6 The Committee also noted that Bev Shears, Member lead, would provide ongoing support and oversight with the development of an updated draft document. Members thanked the Director of People and Culture for the work to date and emphasised the need to finalise a Strategy as a matter of priority.

3.7 Communications Plans – contracting changes

The Committee considered recommendations with respect to an engagement plan on changes to the current contracting landscape. A further discussion between the new Authority CEO and Member lead on strategic communications, Bev Shears, has taken place to consider the recommendations from the Committee and plans are now being updated.

3.8 Business cases for approval

- 3.9 The Committee received two business cases for consideration.

Single Online Home

This business case relates to a proposal for BTP to join the Single Online Home programme which seeks to create a standard digital public contact platform across all police forces. This includes the delivery of a new BTP website and supports the current Strategic Commitment to establish new digital channels for the public to engage with the Force and has links to elements of the BTP2021 transformation programme.

Anticipated benefits of the investment include better management of inbound demand and improvements in productivity through a reduction in duplication of data entry. The Committee felt that the benefits of the investment could be expressed more robustly in order to justify investment in this business case at this time. Further work on strengthening the description and quantification of benefits was commissioned and an updated business case will be presented to the Committee in September.

The recommendation from the Committee at this time is that approval is given for the Force to continue discussions with the provider and issue a non-legally binding statement of intent which allows preparatory work to continue whilst the benefits

identification work is progressing.

#### Milton Keynes accommodation

A business case for the relocation of current accommodation at Bletchley to a site at Milton Keynes and is now presented for approval at item 12.2. Further work to establish the process by which the recommended supplier for the premises fit-out was identified was commissioned by the Authority's Interim Chief Executive Officer at the meeting. At the time of writing that process has not yet been fully assured so the business case is presented by the Committee for approval subject to sufficient assurance being provided. Further guidance on that assurance will be provided by the Interim Chief Executive Officer during the meeting.

#### 3.10 Annual review of the Policing Plan development process

- The committee received and endorsed the findings of and recommendations emerging from the annual review of the process to develop the in-year policing plans for BTP. Recommendations included;
  - Revisiting the annual timetable to ensure sufficient time is built in to allow for BTP/A to complete their required governance activities before and after engagement with external partners
  - Exploring how a richer mix of data sources could be used to inform and test planning
  - Testing the national/local structure of the plan and the current type of commitments and measures with stakeholders
  - Testing with stakeholders whether there is a more effective and/or innovative way of engaging them in the process to develop plans
  - The Executive and Force to consider how best to communicate back to participants how feedback has been used to refine the content of the published plans

3.11 These recommendations will be actioned over the summer and further findings considered by the Policing Plan Group when it begins its work later in the autumn.

## 4. Recommendations

- 4.1 Members are asked to review and note the progress made at this meeting.
- 4.2 In addition the Authority is asked to;
  - Endorse the Committee's recommendation that the Force to move to the next stage of developing a Single Online Home capability for BTP by providing the supplier with a non-legally binding statement of intent. Also that an updated business case will be presented to the Committee and the Authority later in the year for formal approval.
  - Approve the business case for the relocation of BTP's Bletchley hub to Milton Keynes - as set out in the business case presented at agenda item 12.2. This is subject to securing the further assurance requested by the Interim CEO with respect to the propriety of the tender process.