

Report to: Police Authority
Agenda item: 7.1
Date: 19 March 2019
Subject: Strategy and Planning
Committee summary
Sponsor: Dyan Crowther Committee Chair
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For: Information and approval

1. Purpose of paper

1.1 To update Members on the key business done at the most recent Strategy and Planning meeting on 5th March 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
- Final proposals for the 2019/20 Policing Plans which are now presented to the Authority for approval at section 3.7 below
- BTP budget 2019/20 and roll forward of the MTFP to 2022/23 - this is now endorsed by the committee and presented to the Authority for approval at section 3.12 below
- An update on development of co-ordinated stakeholder engagement strategies
- A six-monthly review of the business case and contracts registers

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

3.2 The Committee received and discussed an overview of progress against the Strategy and the enabling change programme noting the following headlines;

- Overall, delivery is on track with areas of potential risk identified and being monitored with mitigation plans are being developed in response. Delivery of efficiencies for 2018/19 is proceeding to plan, key areas of risk for year 2 onwards have been identified and alternative options have been developed to keep the overall savings commitment to be delivered. The Committee reiterated the importance of ensuring that business processes were properly reengineered and embedded to allow the Force to be confident that efficiencies realised were real and sustainable.
- *Theme 1 - Protecting and Safeguarding People*

Good progress has been made in this strand with delivery either underway or complete with respect to projects including Neighbourhood Plus - pilot phase is concluding; transforming justice and intelligence - delivered, and enhanced arrangements for public protection (safeguarding).

The integrated Contact, Command and Control (3Ci) strand, including the control room proposals, is a key area of focus for the remainder of 2018/19 and into 2019/20. Engagement with employees was noted as underway.

The various challenges associated with establishing the enhanced CT capability - the key at risk item - were discussed and mitigations currently being explored were summarised. These matters included estates provision, pensions, and attraction and retention strategies. The Committee noted that supporting analysis of the

opportunities and challenges particular to BTP was underway which should enable to Force to focus in on the most impactful activities to pursue. A full brief to a future meeting of the Authority on the CT expansion programme has been commissioned by the Committee.

- *Theme 2 - Providing Value for Money*

Year 1 of the efficiency programme was noted as on track with variances to the planned efficiencies (positive and negative) for 2018/19 described. The BTP noted that easiest gains have largely already been realised and the challenge of delivering future commitments, in year 2 in particular, was restated. Delivery of commitments for 2019/20 was likely to be reliant on a combination of the current plans, a draw forward of measures from years 3 and 4 and a list of 'backstop' options. The work of the Delivery Partner (DP) in reviewing and enhancing current plans was noted as an opportunity.

The volume and complexity of activity associated with the enabling digital transformation work was reviewed under this heading, noting the key risk around delivery of the telephony strand of the overarching National Network Services (NNS) programme of work. The Committee welcomed progress with the digital plan which is focused on delivering solutions which are secure and flexible; which enable agility and future growth and focused on prioritising changes which are of greatest value to the workforce.

The force was commended for taking an intelligent client approach ensuring that end-users were involved in developing solutions and informing the sequencing of transformation activities. The Committee emphasised the need for good quality communications with the workforce about the rationale for the digital change programme to maximise the benefit from the digital strategy. BTP stated that work is underway in parallel to capture, quantify and communicate the wide range of benefits being delivered by the digital strategy including enhancements to the way the BTP interacts with the public.

- *Theme 3 building a specialist and skilled workforce* - the Committee noted that year 2 of the plan was the focus of substantive work with the current activity being the refinement and testing of plans for future years.

- 3.3 With respect to the Force's emerging estates strategy the overarching vision to catalyse new ways of working, to protect operational locations whilst improving their quality and to rationalise the support estate was noted. The need to ensure good alignment between the estates strategy and the wider transformation programme, and where possible with the estates plans for partner organisations was emphasised.
- 3.4 The Committee considered an emerging risk around changes to investments in EPSAs and the impact this could have on both the assumptions underpinning, and the achievability of, the ambitions set out in the 2018/21 Strategic Plan. The future contracting landscape will be a key driver of the next review and refresh of the Strategy for BTP.
- 3.5 The Delivery Partner contracted to support the BTP2021 programme has begun engagement with BTP. Areas of priority for the DP will be 3Ci, support services and digital integration with work being packaged into three month blocks of activity to be delivered against statements of work. A high level review of the operating model to identify any further opportunities will be carried out as part of the on boarding period but this will not be a principal focus for the DP. Well-structured management and robust governance around the DP resource was agreed as essential in securing best value from this investment.
- 3.6 Good progress on developing a suite of Strategy/BTP2021 reporting products for the Committee was noted and BTP was thanked for its efforts.
- 3.7 Policing Plans 2019/20
- 3.8 The Committee reviewed the final proposals for 2019/20 emerging from the work of the Policing Plan Working Group. In doing so it noted the process followed to develop the proposals and the extent of stakeholder engagement undertaken in the preceding months.
- 3.9 The Committee made a recommendation to include an additional success measure for national objective 5 '*lead our people through change and deliver efficiencies through the BTP2021 programme*' more focused on the 'people' aspect of and this area of work specifically seeking to include a measure relating to staff engagement to illustrate the Force's effectiveness in 'leading through change'. Work is underway between BTP and BTPA to identify a suitable measure and final proposals will be included in the suite of measures to be reviewed with the Authority's Performance and Delivery Committee as proposed below.

- 3.10 Work to refine the final suite of measures/indicators within the plan will continue ahead of final publication later in the spring and the advice of the Authority's Performance and Delivery Committee, which leads on monitoring delivery, will be sought before this element of the plan is issued. This will include the indicators emerging from the conclusion of the discussions with TfL around their section of the B-Division local plan.
- 3.11 The Authority is asked to note that the Policing Plan Group has also been tasked with carrying out its normal annual after action review with a view to making initial recommendations to the June meeting of the Strategy and Planning Committee with respect to the proposed timetable and approach for developing plans for 2020/21.
- 3.12 **Final proposals as endorsed by Strategy Committee are set out at Appendix A for the Authority's approval.**
- 3.13 BTP 2019/20 budget and MTFP roll forward
- 3.14 BTP's Finance Director presented updated proposals from BTP which have emerged following further dialogue between Transport for London (TfL) the Authority and the Force about the funding. With respect to the options for 2019/20 tabled at the Committee it was noted that these updated proposals had not yet been shared with TfL and further dialogue was needed.
- 3.15 The committee now recommends the proposals as set out at Appendix B for approval, in doing so asking the Authority to note the following;
- The recommendations from BTP are based on estimates as presented to the Authority in December 2018
 - This figure is at risk while discussions continue with TfL; a summary of the issues under discussion has been presented
 - Approval is sought for the MTFP and 19/20 budget (as originally presented to the Authority in December 2018) noting the ongoing dialogue with TfL and a requirement for all parties to commit to develop a plan to identify further cost savings and efficiencies going forward. As a result of this, and the process currently underway to reprofile spending requirements into 19/20 following underspend in the current year, BTP will be seeking approval for a formal re-forecast at Q1.
- 3.16 Development of stakeholder engagement strategies

- 3.17 The Committee recorded that recent activity had principally been driven by the work of a stakeholder engagement Gold Group chaired by the Chief Constable and supported by Authority lead member Bev Shears and staff from the Executive teams from both BTP and BTPA.
- 3.18 The Gold Group has reviewed and considered the key findings and recommendations emerging from an independent review commissioned by the Chief Constable and carried out by a communications expert. Those high level findings and the proposed responses are set out in the following section.
- Work has continued in parallel with the Force and Authority Executive teams to improve information sharing and co-ordination of meetings and messaging and to ensure that stakeholder engagement is at the heart of future activity.
- 3.19 Six monthly review of business case and contracts registers
- 3.20 The committee received a regular update on the business case and contracts registers; this review enables the Committee to plan its approval work and to identify risks and opportunities that can be explored by the BTP, the Executive and Authority Members. A key activity for the June Committee meeting will be review of the next stage of the Control Rooms business case. The Committee received assurance that the timetable for the renewal of the payroll system contract was realistic.

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;
- Approve the final proposals for the 2019/20 Policing Plans as presented at Appendix A noting further work required to agree the final suite of measures ahead of publication.
 - Approve the BTP budget and MTFP as presented at Appendix B.