Report to: Police Authority

Agenda #: 7.1

Date: 26 September 2019

Subject: Strategy and Planning Committee Summary

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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 Committee meeting on 10 September 2019.

1.2 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 of progress with delivery of the 2018/21 Strategic Plan and the BTP2021 transformation programme discussions included further representations from the Chief Constable on emerging options

- An overview of progress with the development of a recruitment and retention strategy

- Work done and advice emerging from meetings of the Transformation Working Group (TWG) which will be reported elsewhere on this agenda

- A business case for the Single Online Home (SOH) project which is now recommended to the Authority for approval at Item 7.2

- An update on the refresh of the BTP estates strategy and on development of an outline business case for new premises in Birmingham

- Updated recommendations from the Chief Constable with respect to continuing dialogue with Government on the proposed Info X project and associated bid opportunities which are offered at Item 7.3 for Authority review and endorsement

- Emerging proposals relating to the review of the cost allocation (charging) model

- The proposed approach and emerging assumptions with respect to the development of the refreshed Medium Term Financial Plan (MTFP) and budget for 2020/21

- A request to launch work to develop the Policing Plans for 2020/21

- Updated Committee Terms of Reference (TORs) and work 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.

3. Key business done

<u>Update on delivery of the Strategic Plan and BTP2021 change programme</u>

3.1 The Committee received and discussed an overview of progress against the Strategic Plan and the enabling change programme, BTP2021, as at the end of Q1 year two.

3.2 Overall, delivery against the Strategic Plan remains on track, the embedding of Neighbourhood Plus was noted as a priority activity for the next quarter with the learning from pilot activities informing wider rollout. Continued progress with the digital plans was discussed and the new capabilities created by the move to the new network were explored. For example work is progressing with migration to cloud hosting of data with a prioritised site by site plan in place and will support proposed estates moves.

3.3 A key risk to delivery of the Strategy was noted as ongoing challenges around the recruitment and retention of resources to the new CT hubs; a refresh of the strategic threat and risk assessment will inform future proposals in this area of work and will be reported to a future Committee meeting. A more detailed update on progress with the four strategic strands was provided to the Performance and Delivery Committee at its September meeting and is reported elsewhere on this agenda.

3.4 As previously reported by the Committee a risk to delivery of the efficiency plan in the current and future years persists. At present the £9m in year efficiency target is not likely to be fully met and it was recorded that a proportion of the in-year savings will also not be recurring. The detail of performance against the efficiency plan is reported by the Performance and Delivery Committee on this agenda.

3.5 The Committee debated information provided by the Chief Constable with respect to a number of emerging changes to the assumptions underpinning the original Strategy and efficiency plan; including changing financial assumptions and shifts in operational demand. The Committee has requested that these updated assumptions about opportunities and risks are reflected in the current work to develop the budget and MTFP from 2020 and any subsequent representations with respect to a refresh of the current Strategy.

BTP recruitment and retention strategy

3.6 The Director of People and Culture presented a paper which set out an initial assessment of current risks and opportunities with respect to recruitment and retention of police officers and staff. The Committee noted that the recent announcement of additional funding to support recruitment uplift of staff and officers for territorial forces was likely to increase pressure on BTP in this area and this needed to be taken into account in any forthcoming plans.

3.7 The unique opportunities offered by a career at BTP were debated and it was agreed that future recruitment literature should emphasise the reality of BTP's role to ensure it remained an attractive but accurately described option for people seeking a career in policing.

3.8 It was noted that the response plan and longer term strategy will also need to be informed by the results of the forthcoming BTP employee survey which launches in October 2019 and reports towards the end of the year. A further update on proposed mitigations will be provided to the next Committee meeting.

Business cases for approval

3.9 The Committee received one updated business case for consideration.

Single Online Home

3.10 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.

3.11 Further work on strengthening the description and quantification of benefits was previously commissioned by the Committee and these matters have been addressed in the attached business case. Members may also wish to note that approval from Government

Digital Service was sought in parallel and this has now been granted. The Committee has confirmed that the project is affordable within the current overarching MTFP and endorses the updated business case which is now presented to the Authority at Item 7.2 for approval.

Estates and Birmingham site

3.12 The Committee also reviewed a draft outline business case relating to a key pillar of the emerging estates strategy a new site in Birmingham to replace the current Axis House hub. A further detailed discussion on these proposals was remitted to the TWG which met on 18th September with a view to an updated outline business case being presented to the Committee in due course. A further verbal update on progress with this work will be provided in the meeting.

Info X

3.13 The Committee also received updated proposals from the Chief Constable with respect to Info X which is an information capability that aims to integrate and exploit a range of information gathering systems, data sources, and data analytical tools to deliver a broad range of benefits for passengers, staff, the network and stakeholders.

3.14 The Committee recommends that the Authority reviews and endorses the proposals now set out at Item 7.3 and supports the Chief Constable's request to continue dialogue with Government with a view to making a bid to a future spending review round.

Cost allocation (charging) model review

3.15 An update was provided on progress with work to review the cost allocation (charging) model with a current focus on understanding the Authority's ability to make minor changes in the short term versus longer term and more significant amendments which would likely invoke the contractual notice period. Legal advice is currently being sought on these matters. It was also noted that the review of the cost allocation model was also proposed as a topic for discussion with partners at one of the workshops to be delivered at the Authority's stakeholder event on 26th September 2019.

Budget 2020/21 and MTFP 2020/24

3.16 The Authority's Chief Finance Officer (CFO) introduced a paper jointly authored with the Force Finance Director (FD) which updated key assumptions and a proposed timetable for the development of the budget for 2020/21 and the MTFP to 2024.

The link between these plans and the delivery of the £30m efficiency target was emphasised.

3.17 Among those changing pressures considered was the impact of a pause on devolution of BTP Scotland and longer timeframes for the delivery of the Emergency Services Network (ESN) of which BTP will be a part. Also reviewed were emerging risks around the sustainability of the current approach to management of the reserves; changing levels of operational demand; the ongoing costs of transformation and the efficiencies this would deliver; the future costs of the officer and staff pension schemes; the findings of the resource allocation modelling process which was yet to conclude and the recently agreed pay increases which were not yet fully factored into financial plans.

3.18 The Committee agreed that a more sustainable approach to financial planning was needed which should generate a funding package which could afford emerging pressures and which was also informed by regular cross referencing with the joint risk register. Work continues and final proposals on the budget 2020/21 and MTFP 2020/24 will be reviewed by the Committee at its November meeting.

Launch of the Policing Plan development process

3.19 The committee received and endorsed recommendations to launch work on the development of the 2020/21 Policing Plans; the Policing Plan Working Group will now be stood up.

Committee Terms of Reference and Work Plan

3.20 Members noted the Terms of Reference and work plan and endorsed a recommendation to update the work plan regularly and keep this on the agenda for reference.

4. Recommendations

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

4.2 In addition the Authority is now asked to;

- Endorse the Committee's recommendation that the Authority approves the business case to establish Single Online Home capability for BTP.

- Endorse the Chief Constable's proposals in relation to future work on the Info X project.