

Report to: Police Authority
Agenda item: 5.1
Date: 3 December 2019
Subject: Strategy and Planning
Committee recommendations
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For: Information and approval

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1. Purpose of paper

- 1.1 To present the items reviewed at the most recent meeting of the Strategy and Planning Committee (S&PC) which the Committee is now recommending to the full Authority for approval. This includes the following matters;
- The Medium-Term Financial Plan (MTFP) 2020/24 and budget 2020/21
 - Outline business cases for;
 - A Learning and Development (L&D) model and procurement strategy
 - An End User Compute (EUC) device replacement and transformation strategy and procurement strategy
 - A proposal to carry out a light touch refresh and roll-forward of the current Strategic Plan to 2022
 - A People and Culture Strategy for BTP provided for Authority information and endorsement

2. Background

- 2.1 At its most recent meeting on 14th November the Strategy and Planning Committee reviewed the following items and now recommends them to the full Authority for consideration and approval. Accompanying appendices, where provided, include summary information and short supporting briefings. Should Members wish to review more detailed information, as

reviewed by the Committee, this is available via the Members' library of meeting papers on electronic devices or direct from the Executive team.

- 2.2 A general summary of business done at the Committee is available via the S&PC meeting minutes tabled elsewhere on this agenda.

3. Matters for decision

3.1 MTFP

The Committee received and discussed the Chief Constable's representations with respect to a five-year MTFP and budget for 2020/21. Updated information is attached to this paper at Appendix 5.1.1.

The Committee recommends that Members approve the revenue budget for 20/21 of £315.9m (matching in year expenditure to in year income), and the 5-year MTFP of £1.65bn.

3.2 Outline business case – Learning and Development model

BTP is now seeking broad endorsement from the Authority for the proposed 'blended' approach to provision of training/development and is also seeking permission to approach the market. The likely total value of the work and its strategic importance requires full Authority approval. The Authority will also need to review the Full Business Case in due course.

An executive summary of the Outline Business Case and a supporting brief are attached to this paper at Appendices 5.1.2a and 5.1.2b respectively. BTP has confirmed that the OBC has cleared internal governance and is endorsed by them as affordable within the MTFP (subject to any significant changes emerging from the discussion at Item 5.1.1) and aligned with the overarching Strategic Plan. Cabinet office approval, based on the potential value of the individual lots, is also required before BTP can go to market.

The Committee recommends endorsement of the proposed model and that the Authority gives approval to go to market.

3.3 Outline business case – End User Compute

BTP is now also seeking broad endorsement from the Committee for the proposed device replacement and transformation model and is again seeking permission to approach the market. On the basis of the total value of the project, and its critical role in enabling the delivery future efficiency benefits, means Authority approval is required. The Authority will also need to review the Full Business Case in due course.

An executive summary of the Outline Business Case and a supporting brief are attached to this paper at Appendices 5.1.3a and 5.1.3b respectively. The OBC has cleared BTP's internal governance and is endorsed by them as affordable within the MTFP (again subject to any significant changes emerging from the discussion at Item 5.1.1) and aligned with the overarching Strategic Plan

The Committee recommends endorsement of the proposed model and that the Authority gives approval to go to market.

3.4 Strategy refresh

The Committee noted that the Authority's current Strategic Plan expires in March 2021 and ordinarily the Force and Authority would shortly begin work to develop the new plan to be launched in April 2021.

Several exceptional factors need to be taken into consideration when beginning work on the next strategic plan. These include both the appointment of a new Chief Constable with effect from February 2021 and considering the yet to be published recommendations and timescales from the Williams Rail review. The Committee evaluated a range of options relating to a roll-forward versus rewrite of the current strategy which took these factors into account.

The Committee recommends that the Authority undertakes a light touch refresh/roll forward of the current Strategy to run to 2022 followed by a more fundamental review post appointment of a new Chief Constable in 2021.

3.5 BTP People and Culture Strategy

The Committee received a presentation on a draft Strategy from the Force's Director of People and Culture; this has been updated following discussion and is attached to this paper at

Item 5.1.5. Key success measures will be described in the forthcoming action plan and will consider those used by Her Majesty's Inspectorate of Constabulary Fire & Rescue Services in its upcoming effectiveness and efficiency inspections. The Committee noted that a Diversity Strategy was already in place and the Force committed to reflect on the read across between the two and strengthen the diversity message within the People and Culture Strategy or combining the two if necessary.

Next steps will include consultation with unions and an eventual launch to be co-ordinated with publication of the results of the staff survey.

The Committee commends this strategy to the Authority for review and endorsement.

4. Recommendations

4.1 The Authority is now asked to;

- Formally approve the Medium-Term Financial Plan (MTFP) and a revenue budget for BTP in 2020/21 of £315.9m
- Approve the outline business cases for;
 - A learning and development model and the associated procurement strategy
 - An End User Compute device replacement and transformation strategy and procurement strategy
- Formally approve the proposal to carry out a light touch refresh and roll-forward of the current Strategic Plan to 2022
- Review and endorse the People and Culture Strategy for BTP