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| **Report to:** | **Police Authority** |
| **Agenda item:** | **1** |
| **Date:** | **21 March 2013** |
| **Subject:** | **Force Structure** |
| **Sponsor:** | **Chief Constable** |
| **For:** | **Information** |

## 1.    PURPOSE OF PAPER

1.1    The purpose of this report is to provide members with an overview of early progress in reviewing the national organisational structure of BTP in order to meet the challenges of the 2013-19 Strategic Plan.  Section 2 sets out the future operating context for BTP and the significant pressures that this will bring whilst Section 3 sets out the initial arrangements BTP has put in place to examine in detail the options for change.  Section 4 sets out the next steps and milestones for the project.

## 2.    DRIVERS FOR CHANGE

### 2.1    Government vision for the railways

2.1.1    The Government's vision is for a railway system that is faster, more reliable, less crowded, and more green.  The stated objectives for its programme of railway reform contained in the March 2012 Command Paper '*Reforming our Railways: Putting the Customer First*' are to:

- offer commuters a safe and reliable route to work;

- facilitate an increasing amount of business and leisure travel;

- support regional and local public transport as a key means of connecting communities with public services, workplaces and other economic opportunities; and

- transport millions of tonnes of freight around the country, relieving congestion on our road network and helping to meet our environmental goals.

2.1.2   The Command Paper also set out the Government's ambition to see the rail industry aim to reduce costs by £3.5 billion by 2019 (compared to a starting point in 2008/09), making the railway more financially sustainable and lessening the burden on farepayers and taxpayers.  The objectives within the Command Paper were underpinned by significant investment in the railway that was outlined in the High Level Output Specification (HLOS) published in July 2012.  Both these documents were analysed as part of BTP's Strategic Assessment document, which examined key PESTELO (Political, Economic, Social, Technological, Environmental, Legal and Organisational) issues likely to impact upon BTP over the forthcoming 10 years.  This document is summarised below.

2.2     **Future Operating Context – Rail**

2.2.1   Passenger journeys on Britain's railway have risen from 720m to over 1.3bn between 1994 and 2010.  In addition, the distance travelled has increased from 30bn km to 54bn km over the same period.  In London, total travel is projected to increase by four million journeys every day by 2025.  There are also significant forecasts for growth contained within the Command Paper.  By the end of Control Period 5 (2019) it is forecast that there will be a 16-20% increase in passengers, a 25-30% growth in freight and a significant growth in non-commuter traffic and traffic outside of London.  As well  as this, there will be several high impact developments on the railway network.  As part of the HLOS the government announced the creation of a high-capacity 'electric spine' running from Yorkshire and the West Midlands to South Coast ports allowing more reliable electric trains to cut journey times and increase capacity for passengers and freight.  The spine comprises an £800m electrification and upgrade from Sheffield – through Nottingham, Derby and Leicester – to Bedford, completing the full electrification of the Midland Main Line out of London St Pancras, and the electrification of the lines from Nuneaton and Bedford to Oxford, Reading, Basingstoke and Southampton.

2.2.2   If HS2 goes ahead as planned, it is anticipated that Phase 1 (London to West Midlands) will open in 2026. This phase will include 4 high-speed stations in central London (Euston), West London (Old Oak Common), Birmingham Airport (Birmingham Interchange) and central Birmingham (Curzon Street). Phase 2 (West Midlands to Manchester and Leeds) would be completed by 2032-33.  This phase will add further

stations in Manchester, the East Midlands, South Yorkshire, Leeds and Heathrow. It is predicted that HS2 would double capacity on the West Coast Mainline.  In moving current inter-city services onto HS2 lines, more space would become available for additional commuter, regional and, likewise, freight services (especially the container market).

2.2.3   The Crossrail network will consist of 37 stations, linking Maidenhead and Heathrow in the west, to Shenfield and Abbey Wood in the east. New stations will be built along the central route of the line at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel and Canary Wharf. It is anticipated that around 200 million passengers will travel on the network each year and the route will provide a 10% increase to rail capacity in the capital. It is expected that Crossrail services will start on the central section in late 2018.  The Thameslink expansion programme will further increase network capacity, through more trains, increased stations on the network and new rolling stock to be rolled out 2015-18.  Improvements at Blackfriars, Farringdon, London Bridge and other stations will likewise increase capacity.

2.3     **Future Operating Context – Policing and Society**

2.3.1   The introduction of elected Police and Crime Commissioners could result in more locally focused Home Office forces that are less willing to attend BTP incidents if BTP resources are a long distance away.  This issue could be compounded by the consequences of the recession and the resultant cut in public service spending over the next decade.  Police numbers in Home Office forces are declining and, despite a renewed focus on collaborative opportunities and back office cost reduction, the frontline strength of the police service is set to reduce 13% during 2010-15.  This will put pressure on police resources across the country and could lead to increased crime and ASB levels with a reduced capacity to respond.  This could also have implications in terms of Home Office forces' ability to work with and support BTP and respond to BTP incidents and crimes where no BTP resource is available within a short space of time.  The pressure on BTP's frontline especially in rural and remote areas where resources are already stretched would increase if this did occur.

2.3.2   The demand for police services is likely to significantly grow through the increased use of social media over the next decade.  BTP has launched a new text service whereby where non-emergency crime can be reported by text message to the First Contact Centre.  It is expected that this will lead to a significant rise in the number of low level antisocial behaviour incidents that BTP will be required to respond to.  Other forms of social media, such as Twitter and Youtube provide a platform for individuals to report incidents direct to the internet, rather than to the appropriate authority, and there have been a number of high profile incidents that have been captured on the railway network, again increasing the demand for BTP resources.  For example, in February BTP received a number of tweets requiring police response including concerns over passengers causing disturbance whilst onboard a trains, information with regard to crimes occurring on board moving trains, the behaviour of football fans travelling on the network and the reporting of people using drugs.  Up to fifty text messages have been received each day during the first few week of the text service being available.  These cover a wide range of incidents including anti-social behaviour, missing persons, welfare concerns, trespass, unattended items, bogus charity collectors and hate crime.

2.3.3   In terms of ongoing demand, counter terrorism will remain the number one priority for BTP and a significant amount of resource will be deployed through Operation Alert and other activities to protect the railway and support the Government's Contest Strategy. The riots in Summer of 2011 illustrated how community tensions could result in large scale disorder and damage to property.  Although BTP was successful in defending the railway from major disorder and was able to support Home Office forces in keeping the peace throughout the country, the financial costs of this type of activity are significant, for example in terms of overtime payments, accommodation and the implications for future deployment are large as officers take owed time off after working intense periods of time. Policing travelling football supporters who use the railway and ensuring that they do not have a negative effect on other passengers is a complex and often challenging task for BTP.  It is also resource intensive and expensive.  Unfortunately the need for BTP to intervene to prevent abusive and often criminal behaviour sometimes associated with football fans is growing with incidents of violence and public order increasing, especially in London.

2.3.4  The importance of reducing disruption will become even more important in an expanding, busier railway.  Although cable theft is likely to remain a priority for BTP and the industry, the £5m taskforce funding that contributed to the significant reductions in cable theft during 2012-13 has not been renewed.  The majority of cable theft occurs in rural, hard to reach areas, so the impact on BTP's resource deployment is significant, often requiring long distance travel.  It could also to lead to a further resource shift from London and the South into the Midlands and Northern England to enable a quick response to such incidents.

2.3.5  Changes to society and the expectations of the police service are likely to add to the complexity of the challenges over the next decade.  There are now more people aged 65 and over in the UK than children under 16, which has never occurred before. According to the Office for National Statistics, by 2035, 23% of the UK population is projected to be aged 65 and over compared with 18% aged under 16.  An ageing society and the 'grey' vote could lead to law and order and in particular issues pertaining to the fear of crime being placed even higher in the policing agenda in the next 10 to 20 years, putting further pressure on the police to deter and respond to ASB incidents and provide visible reassurance to the railway community.

2.4.  **Future Operating Context - Summary**

2.4.1  There is likely to be a general and significant increase in demand for BTP from staff passengers and the industry as the railway infrastructure increases and gets busier in the next decade.  The focus on disruption is likely to increase as the cost and impact of disruption will rise exponentially.  At hotspots such as the West Coast Mainline (which is planned to double its capacity) and strategically important locations around London any delay will have knock on effects which, as well as putting passengers in danger, will have severe financial effects for the railway industry and the UK economy generally.  BTP's response to these types of incidents will be crucial, and there will be an expectation that resources continue to be deployed and available at critical locations, which can often be outside of urban and easily accessible areas.  The pressures from growth in the network and passengers will be compounded by a likely increase in the

reporting of ASB, the continued terrorist threat as well as the requirement to meet the expectations of a more diverse and ageing population.

2.5 **2013-19 Strategic Plan**

2.5.1 The 2013-19 Strategic plan contains three overarching objectives for BTP. They are to:

- Reduce minutes lost to police-related disruption by at least 20%

- Reduce crime on the railway by at least 20%

- Increase passenger confidence by at least 10%

2.5.2 These objectives will be extremely challenging in the operating context discussed above and particularly given the reductions in crime and disruption seen on the railway over the last eight years. Crime has reduced by 33% in the last eight years, whilst at the same time the number of people travelling on the railway has increased by nearly 50%. Significant reductions have been made in crimes which are priorities for those who use the railway – robbery has been reduced by 70%, theft by 48%, violent offences by 19% and motor vehicle crime by 71%. Disruption has been one of BTP's top priorities for several years and excellent progress has been made this year in reducing minutes lost to police related disruption incidents. This year has seen a 27% reduction in minutes lost to police related disruption incidents and a particular focus on live cable theft has seen a 48% reduction in this type of crime during 2012-13 and minutes lost as a result have gone down by 58%. Further reductions in both of these categories will therefore be difficult to achieve.

2.5.3 BTP recognise that the rail industry has to work within tight financial constraints and over has made every effort to reduce unit cost and provide value to stakeholders. BTP is in a very strong position to deliver the 30% reduction in cost per passenger kilometre efficiency gains that was recommended by the McNulty Report and has also undergone a prolonged period of real term budget reduction. Using Treasury RPI forecasts it is likely that, throughout the period under review by McNulty (2008-09 – 2014-15), BTP's

real term budget will have reduced 13.7% (£194.6m - £168.2m). However, it is BTP's contention that, as long as there are no exceptional unforeseen circumstances, the Strategic Plan could be delivered within a Medium Term Financial Plan (MTFP) limited to inflationary rises only.

2.5.4    Several key assumptions have been made in regard to this commitment. It is assessed as essential that  the force redeploys existing budget and resource to create the capacity and capability needed to deliver the challenging Strategic Plan objectives. The working assumption is that this will require more of the available budget to be deployed into front line resources and the primary aim of reorganisation will be to facilitate this. Operationally, it is assumed that the counter terrorist threat will not substantially increase, that growth in the railway industry will be approximately as predicted and that crime threats remain will be similar to those predicted in strategic and tactical assessments. It is also assumed that there are no significant unforeseen financial or organisational demands.

2.6    **Meeting Demand**

2.6.1    As stated above, it is BTP's ambition to achieve the Strategic Plan within an MFTP linked to inflation. Other financial pressures will also need to be taken into account, for example the discontinuing of the £5m national metal taskforce, the recommendations of the Winsor Review and any rise in pensions costs. To increase BTP's overall efficiency the Futures Programme has continued the good work of the FrontlineFirst project to realise cashable and non-cashable savings. In 2010-11 budget savings equal to 2.5% of the budget were delivered and the 2011-12 budget included a further £8.2m of savings (4% of budget) which have been permanently removed from BTP's budget. A further £4.2m of savings (2% of budget) were delivered to balance the 2012-13 budget and a number of additional savings proposals for 2013-14 have been developed by the Futures Team in order to constrain pressure on the PSA. The additional savings for 2013-14 within the refreshed MTFP stands at £3.1m. As above, BTP's real term budget has reduced by 13.7% since 2008.

2.6.2 Given these ongoing financial and operating pressures, it is clear that BTP will need to operate differently in order to secure the operational capacity necessary to deliver the 20% reduction in crime, 20% reduction in delay minutes and an increase of 10% in passenger and staff confidence by 2019. Structural change will be required to deliver major savings so that they can be reinvested in a strengthened frontline. This conclusion corroborates recent findings from the Strategic Command Course who visited BTP as part of Exercise Willow and also the findings from internal consultation carried out with the Service Excellence Board. The impact of such a programme of change on BTP will be significant and arrangements have been put in place to oversee its initial delivery. ACC Pacey has been asked to take the executive lead on the project as part of an overall change portfolio managed by the DCC. To enable these arrangements, interim changes to FEB portfolios have been introduced:

- ACC Central Operations has assumed Territorial Policing responsibility for all England and Wales Areas, and for Crime and Intelligence

- ACC Scotland has assumed responsibility for Contact handling (First Contact Centre, crime recording, Force Control Room London and Birmingham)

- T/ACC Corporate Resources has responsibility for Criminal Justice

- DCC has responsibility for CCTV and Forensics.

2.6.3 Section three provides more detail as to how the project will be governed and the key risks and assumptions associated with the project.

## 3. STRUCTURE PROJECT

### 3.1 Overarching aims and principles

3.1.1 The overarching aim for the project is that it provides BTP with the operational and organisational capacity to deliver the Strategic Plan objectives of a 20% reduction in crime, a 20% reduction in delay minutes and an increase of 10% in passenger and staff confidence by 2019, within an MTFP limited to inflation rises only. It is assumed that any savings delivered as part of the project will be reinvested in frontline resources.

3.1.2    The following principles have been agreed as key to the delivery of the project.  Any new structure must:

- Improve current performance and provide the capability to deliver the Strategic Plan objectives

- Provide adequate command resilience and operational grip

- Improve stakeholder relations

- Reduce BTP's unit cost

- Support the reduction of disruption on key mainline routes

- Improve BTP's geographic coverage

- Increase BTP's visibility and frontline presence

- Take account of railway industry structures

- Centralise transactional functions wherever possible and appropriate.

3.1.3    A new model must not only deliver the capacity and capability to achieve the Strategic Plan objectives but also improve stakeholder engagement.  It is also important that any model is adaptive to a fast changing railway environment.  Developments which will need to be taken into account when developing the model and may affect future operating models include the Network Rail regional model, the Crossrail development, any future expansion of Mayoral overground responsibility and the electrification scheme (which will encourage more travel across the country through both the northern and southern hubs).

3.2    **Project Governance**

3.2.1    ACC Pacey has drawn together a team to begin to explore options for structural change that meet the principles outlined above.  Key members will be released from their substantive roles to become full time members of the project team.  They include support from HR, Communications, Portfolio Management Office, Performance and Analysis, and Finance.  BTP recognises the criticality of properly resourcing such an important and complex programme and further resources will be made available when needed.  It is

also expected that a senior police officer will join the team within the next month to provide operational guidance and support.

3.2.2 BTP's Portfolio Management Office will be responsible for supporting the DCC in managing BTP's overall change portfolio.  This will include Operation Enterprise, current Futures work streams, existing projects such as the reform of Criminal Justice Units and review of Crime Management arrangements and the many other current projects that will be affected by any structural change, for example the HR restructure and the pan-London response project.

3.2.3 The development of the new Strategic Plan has provided an opportunity for the Portfolio Management Office to review BTP's projects to ensure that they are aligned to BTP's strategic objectives and that project resources are appropriately tasked.  The terms of reference for Service Improvement Board are currently being reviewed so that the DCC, as Chair of the Board, is able to ensure that the change projects that are being delivered represent the optimum allocation of resources.  It is also crucial that the projects being delivered will achieve the strategic plan objectives, the projects are being delivered efficiently and cost effectively and that all potential benefits are realised.

3.3 **Impact on Current Organisational Strategies**

3.3.1 Any restructure of BTP's operating model will have a significant effect on many elements of the organisation.  The following areas of ongoing activity have been identified as being particularly relevant:

3.3.2 Estates

BTP's estate strategy is modelled on the existing seven Area and FHQ structure.  Any recommendation to change this structure will have obvious implications for the locations of BTP's future estate.  An analysis of major estate leasehold expiry dates and cost has been undertaken and this will be considered in detail by the project team.  Any decision to break with leases will have a long lead in time given he nature of some of these contracts.  However, as recent CIPFA analysis has shown, BTP's premises costs are an outlier when compared to other forces so this may be an area which provides some

savings.  Options to collaborate with industry and partners around the sharing of estate will also be considered.  As the distribution of resource is modelled against achievement of the Strategic Plan objectives, it may be necessary to introduce new operational hubs. This too will affect the estates strategy.

3.3.3   Information Technology

A meeting has taken place chaired by the DCC with the Interim Head of IS&BS, T/ACC Corporate Resources, ACC TP & Crime, ACC Scotland and other senior members of staff to discuss the proposed IS&BS strategy in the context of any restructure.  It was agreed that the proposed strategic IT projects would be able to progress as planned, however it is crucial that the progress of, and links between, the structure project and the IS&BS Strategy are regularly provided to the DCC via the Service Improvement Board. Any change to police station or Area boundaries will have a resource impact in terms of the requirement to update systems such as Origin, DMS, NSPIS and the Gazetteer.

3.3.4   Human Resources Restructure

The HR Department is currently the subject of a restructure project and consultation is underway with staff affected by the proposals.  T/ACC Corporate Resources is leading this work as part of Operation Enterprise and has reviewed the project in the light of the potential BTP structure project.  The majority of the proposed change can be progressed although their may be a need to pause on one of the workstreams until there is agreement as to BTP's future operating structure so the most appropriate support service structure can be implemented.  As with the IS&BS strategy, overall progress will also be monitored at the Service Improvement Board by the DCC.  A comprehensive review of HR policies and procedures has commenced in order that they support any change programme and ensure a smooth transition to any new operating model.  This has included a review of redundancy and resettlement policies and an assessment of the impact of the Protection of Temporary Staff Provision 2013.  An initial Equality Impact Assessment has been initialised and as well as a review of RAP operating procedures with a view to implementing a tight grip on promotions and appointments.  The project will minimise compulsory redundancies through the evaluation of options for locations of

brigaded teams and therefore reduce redundancy and the requirement for expensive hiring and training costs.

### 3.3.5 People Strategy

The developing People Strategy will shape how HR supports BTP in a number of areas, for example recruitment, leadership, equality, wellbeing, reward, and learning and development. This strategy will be reviewed in the context of any new organisational structure, which are likely to bring different demands and priorities. For example a structure which recommends fewer managers will bring with it a requirement to train or recruit staff who are more capable of working with minimal supervision – this will in turn impact on recruitment and reward strategies. A new structure will also encourage BTP to consider a re-deployment policy which mitigates losing good skills and talent during the change process. As stated above, the People Strategy will be thoroughly reviewed in the light of changing organisational demand (see 3.7).

### 3.3.6 Operation Inspire

The development of a change programme will provide a good opportunity to embed and project the key values and behaviours contained within the new Strategic Plan and Operation Inspire. An analysis of key personnel and positions within BTP has been conducted and provides the basis to identify involve and nurture the key change agents required to deliver these ambitious changes. Internal communications will reinforce the operation inspire values at every opportunity.

### 3.4 **Analytical Support**

3.4.1 A key success criteria of any change programme will be the redistribution of resources to areas where demand in terms of crime, incidents, disruption or passenger confidence is greatest. In order to achieve this it will be necessary to invest a significant amount of analytical resource and expertise in identifying current and future demand and assessing the most appropriate response. Advanced mapping software will be used to identify priority areas across the country with regard to crimes, incidents and disruption and analysts will model current and potential response capability, passenger throughput and network usage. FEB will expect any proposed change or increase in resource to be

supported by a rigorously researched business case. Decision criteria will include the expected long term benefit in increasing passenger confidence through enhanced response and visibility, impact on crime and disruption as well as operational resilience and stakeholder relations.

### 3.5 Project Costs

3.5.1 Any major restructure of BTP could potentially lead to substantial redeployments or redundancies and the cost of change, particularly costs associated with any redundancy arrangements are being developed. This will enable DfT (and subsequently HM treasury) to be engaged for the necessary approvals. BTP are already implementing strict controls on all recruitment, promotions and appointments. This has started with a review of current Inspectors posts and a ban on any new permanent appointments, other than those deemed operationally critical by RAP. Although neither the real nor opportunity cost of the project team has yet been agreed, there will be a need to fund and resource the team from current Departments and Area budgets.

### 3.6 Capacity for Strategic Change

3.6.1 A key risk to the successful implementation of a new structure will be BTP's ability to manage strategic change in terms of skills, structure and workload. The Programme Management Office are finalising a review of BTP's project resources, which include a number of people who have recently received Lean six sigma training as well as a number of experienced and skilled people within Force Headquarters and Area Departments. The DCC will be able, through portfolio management reporting, be able to ensure that resources are appropriately tasked to deliver the requirements of structural change and the delivery of the Strategic Plan. Equally important will be the ability to phase any change programme so that the volume of work required does not overwhelm the organisation and affect operational performance or stakeholder relations. SIB will be the monitoring oversight body.

### 3.7 **Maintaining performance**

3.7.1 Maintaining performance through a period of change is a challenge to any organisation. All SEB members have been briefed on the possible changes ahead and the importance of their leadership role and style in delivering a successful change programme. Monthly SEB performance meetings will still take place and the FEB will oversee operational and organisational performance and be provided with regular reports from the Performance and Analysis team. The successful transition to the interim FEB structure will also be key to the maintenance of performance and this is also being carefully managed. Performance will also be supported by a People Strategy that will enable the de-layering of the organisation and devolving decision making by building skills and leadership in those of whom BTP will expect more in the future.

### 3.8 **Passenger Benefit**

3.8.1 It is crucial that, as a result of any organisational restructure, passengers are provided with appreciable benefits. Although it is to yet known what the project team will recommend in terms of future structure, any reinvestment in frontline resource will be focused on increasing passenger confidence, reducing crime and reducing disruption. Examples of how this will be achieved are the deployment of teams in geographic locations not well covered by BTP (as has recently occurred in the London South and Scottish Areas). This will enable a quicker response to incidents and the provision of greater reassurance to staff and passengers through a strong visible police presence on the network. Teams will also be deployed at volume crime hotspots to prevent crimes such as theft of passenger property and cycle crime, and the deployment of resources to prevent disruption at key hotspots will have significant benefits to both the industry and passengers in minimising delay.

### 3.9 **Stakeholder management**

3.9.1 It will be a critical responsibility of both BTPA and BTP to engage, reassure and influence stakeholders both during and after any programme of change. Key industry stakeholders will include TfL, LUL, Network Rail, FOCs, TOCs and Passenger Transport Executives, whilst internally the TSSA, Superintendents Association and Police Federation will be priority groups. The DfT, Home Office forces, the Scottish Police

Service, ACPO, and Police and Crime Commissioners will also need to be engaged. Early work for the project has been to create a comprehensive stakeholder management strategy, supported by a detailed communications plan. This will also include an agreed stakeholder message, individually tailored to reflect the changes as they affect each industry stakeholder.

3.10 **Communications Strategy**

3.10.1 Internal communications will be essential to this project. A commitment to deliver information in a clear, timely and accessible manner will need to be made and delivered. All major change programmes have an impact on performance as people naturally fear for their livelihoods and security. Good communications can shorten that period of time and the strategic aim of BTP's communication plan will be to achieve this. The plan will need engagement and the support of managers across the business as they will be the most trusted source of information. Managers will need to be well informed, supported and provided with the materials and messages to support their conversations.

3.10.2 The commitment of the leadership of the organisation and the project to open communication and engagement with staff is a prerequisite for the success of a change programme of this scale. Face to face communications, including high visibility from senior leaders, will be the primary engagement tool. All this activity will, of course, need to be supported by well written communications which will provide the detail and be published electronically. Direct and targeted communications will be created for affected groups at relevant stages of the project. Consideration will also be given to the development of an interactive online internal communication tool to support engagement throughout the project. Dedicated communications support will be provided to the project team.

3.11    **Risks**

3.11.1 The project team will produce a full risk and issues register as per BTP project management methodology.  However, several areas have been identified at this early stage as potential risks.  As outlined above, the inability to maintain operational performance and the organisation's finite capacity for strategic change are key risks which are being assessed and mitigated.  The bureaucracy associated with the DfT contingent labour processes is a substantial risk to organisational effectiveness, especially in the context of a managed restriction on permanent recruitment. Operationally, a rise in the counter terrorist threat or a significant rise in crime levels would pose a significant risk to the maintenance of current performance and the achievement of the Strategic Plan objectives.  Although a jointly owned stakeholder management strategy should mitigate risk in regard to external stakeholders, any change in boundaries or Areas will inevitably affect to some degree the metrics used within the PSA charging model and therefore the proportion of BTP's budget that TOCs, FOCs, TfL and Network Rail pay.  Although the extent to which this would change is not yet know, this is a risk that will need to be closely monitored throughout the duration of the project.


**4.     NEXT STEPS**

4.1     The next steps and milestones are outlined below.  The milestone dates are presented on the assumption that there is clear direction from Members to proceed at this meeting and that the DfT agree the provision for potential redundancies.


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| Finalise full project documentation; Project Charter, Project Initiation Document, Risk Register etc. | 22 March 2013 |
| Produce fully costed resource plan for the project team including actual and opportunity cost to BTP | 22 March 2013 |
| Produce early estimate of HR costs based on average length of service and a range of exit options | 22 March 2013 |
| Implement detailed communications plan and immediately focus on providing regular and clear updates to staff | 22 March 2013 |

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| Implement a joint stakeholder management strategy and begin structured engagement with key stakeholder groups | 1 April 2013 |
| Obtain clear approval from DfT to progress redundancy and resettlement procedures | Mid April 2013 |
| Overall project timescales:<br>    Operational structure implementation<br>    Support service structure implementation | <br>Q4 2013<br>November 2013 - June 2014 |

## 5. RECOMMENDATIONS

5.1 Members note and approve:

- The intention for BTP to deliver the Strategic Plan objectives within an inflation-limited MTFP
- The requirement to explore alternative organisational structures as outlined at 2.6
- The overarching project principles outlined at 3.1.2
- The project governance arrangements as outlined at 3.2
- The next steps and milestones outlined at 4.1