

Minutes

Strategy & Planning Committee

Friday 09 March 2018
at BTPA The Forum, Camden NW1 0EG

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Present:

Dyan Crowther, Chair
Andrew Pollins
William Gallagher
Bill Matthews

Apologies:

Beverley Shears

In attendance:

Paul Crowther OBE, Chief Constable (part)
Adrian Hanstock, Deputy Chief Constable
Simon Downey OBE, Director of Capability and Resources
Alistair Cook, Force Finance Director, BTP
Charlotte Vitty, Chief Executive BTPA (part)
Sam Elvy, Head of Strategy, Planning and Stakeholder
Engagement BTPA (minutes)

Part I - Items taken in Public**01/2018 Welcome and Apologies**

Agenda Item 1

1. The Chair noted apologies from Bev Shears.

2/2018 Minutes

Agenda Item 2

2. The minutes were agreed as an accurate record of the meeting on 23 November 2017 - the agenda for the meeting to be updated to include the correct date of the previous meeting.

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03/2017 Matters arising

Agenda Item 3

3. The actions were reviewed, all were noted as complete or addressed elsewhere on the agenda.

03/2017 Inputs to the 2018-21 Strategic Plan - Medium Term Financial Plan (MTFP) rebase

Agenda Item 4b

4. The Force Interim Finance Director spoke to his presentation reminding the Committee of the significant income and expenditure deficits arising in years one and two of the Medium Term Financial Plan (MTFP) previously approved by the Authority at its December 2017 meeting. Further that this initial proposal required funding to be drawn from reserves in both of the first two years of the four-year financial plan.
5. Since the Authority had reviewed and approved the initial MTFP a number of material changes to the original planning assumptions had arisen; this, BTP believed warranted a rebase of the MTFP which was now presented to the Committee for review. Key changes included but were not exclusive to a delay in the devolution of BTP's Scottish Division to Police Scotland, further slippage of the Home Office's Airwave replacement programme and confirmation that capital grant funding would be provided by the Department for Transport (DfT) for key programmes including Counter Terrorism Expansion.
6. The changes in assumptions, considered alongside an option of reprofiling the efficiency programme from three years to four, prompted BTP to rework its initial MTFP proposals into an updated plan which they believed managed the emerging risks and opportunities more effectively. Members probed the robustness of the updated assumptions exploring potential risk issues such as the likelihood that the full requirement of DfT funding would be forthcoming and what contingency plans were in place should this fail to materialise. An option available throughout the early part of the life of the new Strategy was to bring forward the savings to be delivered through workforce rationalisation though obviously this was not without risk. Members emphasised the need to keep financial plans under constant review to ensure opportunities could be maximised and risks minimised.
7. Suggestions were offered as to how to simplify the presentation of the updated recommendations to ensure Members reviewing the information at the full Authority meeting were fully sighted on the

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areas of change and the financial impact the proposed response was likely to have. It was recommended that the final presentation made by BTP included a statement of the range of contingency plans in place should key assumptions change. The Committee noted that 2019/20 remained the year of greatest financial pressure and would most likely be the year in which any changes in assumptions would generate the greatest risk.

8. Members noted and supported the proposal that, despite ongoing uncertainty about timing, a provision for the impact of Scottish devolution was included in year 4 of the MTFP. In addition the updated proposals assumed that some resource would continue to be deployed towards planning for devolution over the short term and so had also been built into the years preceding that.
9. Members sought clarification about whether the scale of the ambition for the efficiency programme had changed or whether this was principally a matter of reprofiling of risk. The BTP Interim Finance Director confirmed that the ambition remained as previously stated but approval was being sought to extend the programme from three to four years in order to better manage risk. This recommendation was supported by the Committee and recommended it to the Authority for review.

Agreed: The recommendation to extend the efficiency programme from three to four years was supported by the Committee and recommended to the Authority for review and approval

10. A further detailed review of the MTFP proposals, including the style of presentation, was commissioned by the Committee and the Authority's Chief Executive and Authority Member Andrew Pollins were tasked to work with the Force's Interim Finance Director to finalise the proposals to be tabled at the full Authority meeting on 22 March.

Agreed: a further detailed review of the MTFP proposals to be carried out by the Authority's Chief Executive and Member Andrew Pollins to finalise the proposals to be tabled at the full Authority meeting

[The Authority Chief Executive and BTP Chief Constable joined the meeting]

04/2018 Scottish devolution

Agenda Item 4a

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11. The BTPA Chief Executive provided a short verbal update on recent progress with the process to devolve BTP's D-Division operations to Police Scotland. Key developments since the last meeting of the full Authority included;

- Direction was given by the Scottish Government to delay the date for devolution to a time as yet undecided whilst further work was completed, reasonable assumptions about a likely go-live date had been built into the updated MTFP at Item but would be kept under review

- Further work had been commissioned from EY by the Scottish Government to

review the current position and develop a realistic plan to move to devolution

12. The Chief Constable confirmed that there had been increased engagement from the Police Scotland and their Authority following the pause, with all parties being focused on identifying a new and achievable implementation plan and timetable. The Authority Chief Executive confirmed that in order to ensure work was progressing BTPA's new Chairman had given a commitment to building a strong working relationship with the Scottish Police Authority and its new Chairman.

13. The Committee Chairman offered her congratulations and thanks to both the Authority and Force teams for their continued efforts to keep the devolution programme moving whilst ensuring that key risks and opportunities from the perspective of the railway and its customers and staff were being addressed. Protecting the reputation and quality of service of the Force throughout was an essential outcome of the devolution process.

14. A short summary was provided on the communications provided to the staff of D-Division post the decision to temporarily pause the project. An ongoing programme of visits and briefings had been developed in response and staff would be kept regularly updated on key developments. In addition, a rapid communication to the industry and the Rail Delivery Group was arranged and further updated will be provided as next steps are clarified.

05/2018 2018-21 Strategic Plan Development

Agenda Item 5

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15. An overview of the results of the Authority's consultation activities was provided, the Committee noted the breadth of responses secured from a range of engagement activities.

Amongst those key messages were;

- A challenge to the level of ambition described in the vision statement which should seek to be more aspirational
- Broad agreement with the situational analysis and focus areas emerging
- An overall desire for a stronger commitment to greater transparency
- A challenge to the proposed commitment to collaboration – partnership is the preferred term
- A desire for greater clarity about the precise focus of the supporting strategic objectives – what exactly will they deliver for service users
- The critical importance of identifying the right key indicators via which BTP will demonstrate progress

16. The Deputy Chief Constable spoke to an updated slide pack setting out an amended vision and mission; high level strategic themes and initial suggestions for key measures of success. He noted areas where further refinement would be beneficial and these points would be updated before final proposals were presented to the Authority. Overall the Committee agreed that the direction of travel and areas of focus were right and supported by a wide range of stakeholders but endorsed proposals to revisit the language to simplify and tighten it up. Overall a sense of change needed to be communicated wherever possible and where consolidation was being proposed this needed to be clearly articulated in terms of its ongoing value to people using, working on and operating the railway. Planning assumptions underpinning the Strategy needed to be carefully stated and described to highlight areas that could change over the coming years and require a subsequent shift in focus.

17. The Chief Constable described how engagement on the Strategy had highlighted the growing challenge of attempting to meet a complex and often competing set of needs in a dynamic operating environment. For example, deciding how much effort should be invested in visibility and reassurance versus response and investigation was generating much discussion. The Committee noted the opportunity afforded by the arrival of the new Authority Chairman to explore and navigate these competing pressures and to work with the Force and partners to try to reach agreement on the optimal approach.

18. In terms of the growing appetite for transparency the Chief Constable described an emerging idea about developing dashboard reports by

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contract holder to improve the frequency and quality of performance information and to assist stakeholders with engaging with the data and anticipating future movements in crime and disruption.

19. The Committee noted the need to work to develop a robust set of initial metrics to be included alongside a delivery plan in the published Strategy – emphasising the importance stakeholders had placed on clarity of intent and measurement of progress in the feedback received via the consultation. The Chief Constable noted some obvious areas where metrics had already emerged, for example crime levels and rates but suggested that the Force needed to be smarter at describing the supporting story around these metrics, in particular where successes could be described.
20. In relation to describing the high-level delivery plan for the Strategy, the Deputy Chief Constable noted that once the objectives had been finalised an exercise to gather all of the commitments from the Policing Plan, the MTFP and BTP2021 needed be completed; this would enable those commitments to be mapped and tested for their alignment and coherence and set out in the delivery plan to implement the strategy.
21. The Chairman summed up the discussion confirming next steps ahead of final presentation to the Authority was to review and refine the vision, mission, values, strategic themes and objectives to ensure wherever possible they captured stakeholder feedback. To also continue work to identify the principal indicators to be included in the published plan in order to socialise at the Authority meeting; finally to begin to pull together all the main elements to be set out in the delivery plan.

Agreed: For final presentation at the Authority meeting – BTP to refine the following for approval;

- Vision, mission, values
- Four strategic themes
- Supporting objectives
- emerging thoughts on delivery plans and key metrics for discussion

22. In addition to completing work on finalising representations to be considered by the Authority, the Committee commissioned initial proposals on a communications engagement plan to cover both internal and external stakeholders and to include the launch period and ongoing socialisation of the key areas of work. This needed to include the initial key messages and major milestones during implementation.

Agreed: BTP and BTPA to work together to develop initial proposals on a communications engagement plan to cover;

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- **both internal and external stakeholders**
- **launch period and ongoing socialisation of the key areas of work**
- **the initial key messages and major milestones during implementation**

06/2018 2018-19 Policing Plan Development

Agenda Item 6

23. The Deputy Chief Constable spoke to his presentation which summarised outputs from the work led by the Authority's Policing Plan Working Group. Some minor amendments to the wording of the commitments were recommended; overall the proposals were supported and agreed as suitable for referral to the Authority for review and approval.

Agreed

Subject to completion of the further updates proposed by the Deputy Chief Constable, the final recommendations were endorsed and recommended to the Authority for approval.

07/2018 Outline Business Case - External Delivery Partner

Agenda Item 7

24. The Committee reviewed the Chief Constable's final proposals, as introduced by the Director of Capability and Resources. The Committee recommended some further refinements to the draft business case as presented specifically to include additional information on the key costs and benefits of engaging an external business partner and how these would be tracked. The purpose of this further level of detail was to ensure that costs and benefits were neither missed nor double counted. The Committee debated issues such as the appropriate governance structure for managing the programme and delivery of the contract and emphasised the need for the Force to keep the scope described within the contract tightly defined. Additional support in reviewing proposals relating to any subsequent Invitation to Tender was offered by the Committee Members.

Agreed: BTP to share proposed wording of Invitation to Tender with Members for advice on specifications

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25. The Committee recommended that a clear stakeholder engagement plan be developed to support delivery of BTP2021, emphasising the critical importance of engaging the workforce in the programme of change to come. A key part of that plan would be acknowledging the scale of change already delivered as part of the current strategic plan, and some of the challenges associated with it, in order to build confidence that there would be a refreshed approach to delivering the new operating model.
26. In concluding their deliberations, the Committee also made recommendations for the Authority Executive team to work with Force colleagues to develop a robust but streamlined process by which future business cases would be reviewed and approved by the Authority including a simplification of the current approach to building business cases. Work was underway to research good practise in this area to ensure efforts in preparing business cases remain focused on the key inputs to enable the BTP and the Authority to make timely, well informed and confident business decisions. The Committee noted that there may be value in approaching other Members of the Authority for guidance on good practice once proposals were nearing completion. The BTPA Executive was asked to research with the DfT and Cabinet office what additional business case approval requirements arose when seeking government approvals

Agreed:**BTPA Executive to research with the DfT and Cabinet office what additional business case approval requirements arose when seeking government approvals**

27. The Committee endorsed proposals to go to market seeking bids on both a 2+1 and 1+1+1 year contract basis noting that these different approaches required different techniques to manage the contract with the provider in order to ensure ongoing value for money. All members agreed that a contract for at least two years would likely be needed as it would take a least a year for the Force to build internal capability to deliver the programme and it was unlikely that competence would also be embedded within the first year of activity.

Agreed**Subject to the recommended additions being incorporated, the outline business case was supported and the Committee recommended it to the Authority for review and approval.**

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08/2018 Draft Digital Strategy

Agenda Item 8

28. The Committee received a short briefing from the Director of Capability and Resources who circulated a recent draft of the emerging digital strategy for discussion. This was shared with the committee at this point as it related to the Strategic Plan, BTP2021 transformation plan and the MTFP discussed earlier on the agenda.

29. It was noted that the strategy had two clear strands;

- **Proposals to deal with immediate business as usual challenges where remedial issues were a priority - i.e. things that needed to be fixed now**
- **Proposals to transform how BTP uses technology to manage demand, enable agile working and allow for integration of a number of the Force's currently separate information systems**

In this regard the Digital Strategy was a key enabler of the Strategic Plan to 2021. For a number of proposals within the digital strategy the Force's risk appetite would be tested and the Authority would need to be fully aware of the potential implications of some of the more ambitious strands of work. In order to bring the plans to life 'user journeys' would be included in the final strategy to help engage the workforce in what was an ambitious set of projects. The relationship to the wider change programme was acknowledged as a key message in the communications about the digital strategy.

30. Members asked when the first approvals would be sought from the Authority and what plans were in place to ensure business cases flowed through the governance structure at a time and in a format which would not hamper progress. The Director of Capability and Resources identified November 2018 as the point at which the first parts of the strategy would be implemented so approvals would need to be choreographed into the Committee and Authority business over the coming months.

31. The Committee agreed that early sight of the overall programme was essential in helping members understand how and where individual line items fit together; wherever possible related approvals should be grouped when authority to spend was being sought to ensure programme momentum could be maintained. Building confidence within the Authority about the intent of, and approach to, the digital strategy was critical in allowing governance to be discharged efficiently and effectively.

32. The Committee asked the Force to consider convening Member sessions on the implementation plan for BTP2021 with an initial briefing on the overall scope of the programme and how the key parts

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interrelated. The Committee also suggested the establishment of a transformation board, a model often employed elsewhere, where decision making could be devolved for smaller matters with only larger items being routed through the Strategy and Planning Committee and full Authority. The work of that board could be focused on providing governance on risk management and the achievement of key milestones within the plan.

Agreed: The Force to consider convening Member sessions on the implementation plan for BTP2021

33. Members emphasised that the key to success for the digital strategy and the wider programme of transformation was seeking simplicity, clarity and consistency in the numbers used to make decisions and monitor progress. The Force was invited to consider the concept of 'magic numbers' i.e. those pieces of management information that were critical to the various activities over the strategic period and to get these agreed and locked in at the earliest opportunity. It was further recommended that BTP consider reporting these key transformation metrics in an annual scorecard, a model used elsewhere and about which Members could share examples.

Agreed: The Force to consider developing a suite of key transformation metrics as part of its various change programmes and to further consider reporting on these as part of a scorecard approach to reporting progress

Authority Members to be approached by BTP to share examples of this transformation metrics approach as required

34. Members noted that the deadline for submission of papers for the next meeting on Thursday 24th May was Thursday 17th May; papers received after this time would not be included on the agenda.

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