

Minutes

Strategy & Planning Committee

Tuesday 5th March 2019
at BTPA Meeting Room, The Forum, NW1 OEG.

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Present:

Dyan Crowther, Chair
Ron Barclay-Smith, Authority Chair (part)
Beverley Shears
Andrew Pollins
William Gallagher (via telcon)
Bill Matthews (via telcon)

In attendance:

Ian Pigden-Bennett, BTPA Chief Executive
Paul Crowther, Chief Constable (part)
Adrian Hanstock, Deputy Chief Constable
Sarah McGarel, Chief Finance Officer BTPA
Tracey Martin, Director of Finance & Commercial Services
Simon Downey OBE, Director of Strategy & Change
Rachael Etebar, Director of People & Culture
Sam Elvy, Head of Strategy, Planning and Stakeholder
Engagement BTPA
Katie Stanton, Stakeholder Engagement and Communications
Manager BTPA
Steff Sharp, Head of Strategic Assurance & Planning
Sarah Winmill, Acting Chief Information Officer, BTP (part)
Ellie Hartup, Executive Team Assistant BTPA (Minutes)

Apologies: None

Agenda Item 1 Welcome and introductions

1. Introductions were made there were no apologies.

Agenda Item 2 Minutes of extraordinary session 28th November 2018

2. The minutes of the extraordinary were approved following an amendment to paragraph 28; the following wording replaced the existing paragraph.

Decision : £120k pilot scheme costs were approved.

The Authority support the force engaging with DfT on a potential bid to secure funding for SR19, as long as there is no distraction from delivering BTP2021.

Full detailed delivery timeline requested from Force.

Agenda Item 3 Matters arising

3. Matters arising were noted as complete or in progress.
4. An additional update was provided with respect to recommendations arising from a GIAA audit of the new business case approval process. Members noted and endorsed the further amendments to the process as set out in the paper at item 3a and welcomed the positive engagement between the Force's Programme Management Office and the Authority Executive on refining the process.

Agenda Item 4 Progress with Strategy and BTP2021

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

- *Theme 1 - Protecting and Safeguarding People*

Good progress had 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 - in delivery, and enhanced arrangements for public protection (safeguarding).

The integrated Contact, Command and Control (3Ci) strand, including the control room proposals, was noted as a key area of focus for the remainder of 2018/19 and into 2019/20. Current activity included engagement with solicitors to conclude business on leases for the preferred premises and engagement with employees potentially affected by this work. It was noted that this initial staff communication was likely to generate some interest from the media.

Another threat to the delivery of this objective was presented as the various challenges associated with establishing the enhanced Counter Terrorist (CT) capability. The key –areas of risk were discussed and mitigations currently being explored were summarised. These matters included securing suitable 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 the Force to focus in on the most impactful activities to pursue. The current assumption is that the Force will be at 80% establishment by the end of the calendar year. A full brief to a future meeting of the Authority on the CT expansion programme was commissioned by the Committee.

Agreed: a full brief on the challenges of, and proposed mitigations for, attraction and retention of firearms officers to be prepared for the next full meeting of the Authority in May.

The Committee also noted a potential risk to the establishment of the Manchester hub with the proposed site potentially affected by High Speed 2 (HS2) routing proposals.

Agreed: BTP to research potential medium term risk to proposed Manchester site arising from construction of HS2

- *Theme 2 – Providing Value for Money (VfM)*

Delivery of efficiencies for 2018/19 was proceeding to plan with £3.9m validated against a target of £4m with the outstanding balance identified. Key areas of risk for year 2 onwards had been identified, as set out in the supporting pack, with £1-1.5m not yet identified for 2019-20 as a result of an accumulation of minor changes to multiple project plans. A range of alternative options had been developed to keep the overall savings commitment on track including drawing forward planned activities from years 3 and 4 of the efficiency plan and a range of ‘back-stop’ options. It was noted that the Chief Officer Group is regularly reviewing the efficiency plan, emerging risks and associated mitigation plans. The Committee reiterated the importance of ensuring that the business processes underpinning the planned savings were properly reengineered and embedded to allow the Force to be confident that efficiencies realised were real and sustainable.

Agreed: An updated overview of the re-profiled year 3 and 4 efficiency plans and the emerging back-stop options, including an assessment of risk, to be presented to the next

meeting of the Committee

It was noted that the Chief Officer Group is regularly reviewing the efficiency plan, emerging risks and associated mitigation plans. 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.

The work of the Delivery Partner (DP) in reviewing and enhancing current plans was noted as an opportunity.

Digital transformation

The volume and complexity of activity associated with the enabling digital transformation work was reviewed under the VfM objective, noting the key risk was around delivery of the telephony strand of the overarching National Network Services (NNS) programme of work. The risk associated with the status of the Telephony contract was presented to the Committee as the third key threat to delivery of the strategy. The short term impact and longer term opportunities of this issue were discussed. Members noted that a contingency had been built into planning assumptions for a clean break around telephony not being achieved and this will be exercised as required. The Committee welcomed progress with the overarching 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. For example the roll out of apps for frontline staff had been prioritised to secure early benefits and engage the workforce in the wider change programme.

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.

Agreed: Committee to receive updates on the delivery of benefits as part of overarching oversight of delivering the change portfolio

Agreed: BTP technology department to arrange a briefing by the cloud hosting providers for the BTPA CEO and CFO

- *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. An update on the development of the delivery plan for this area of the strategy, including the People Strategy was sought for the next meeting of the Committee

Agreed: Committee to receive an update on the development of the delivery plan for this area of the strategy, including the People Strategy at its next meeting

- 1.1 With respect to the Force's emerging estates strategy the overarching vision to catalyse new ways of working, to protect smaller operational locations whilst improving their quality and to rationalise the support estate was noted. This is against a backdrop of having already secured a £2.2M reduction over the past 2 years. The level of ambition around agile working ratios was noted (10 users to 5 desks) and some caution around this was urged in terms of its achievability. 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. This work was deemed essential in ensuring that inefficiencies and opportunities arising from estates were properly understood.

[Andrew Pollins declared a potential conflict and left the meeting]

- 1.2 In relation to the delivery of the Strategic Plan, the Committee considered an emerging issue around changes to investments in Enhanced Policing Agreements (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, in particular objectives 1 and 2. This was presented as a key threat to delivery.
- 1.3 Specifically the Committee noted that that there had been a cancellation of an EPSA with transport for London (TfL) for a significant number of resources across BTP's B-Division and an appetite to explore further opportunities to reduce costs from 2019/20. The Committee noted that discussions were ongoing so the final position was not yet known but noted the potential impacts of the matters under review. The need to positively re-engage with TfL, with a view to identifying a mutually agreeable solution, was emphasised. The Committee explored how this issue could best be resolved in a collaborative way and one which supported this important stakeholder relationship.

- 1.4 The Committee further noted that a key activity underpinning the TfL negotiations was an Authority Commissioned assessment of the core policing requirement. This would be used to determine the residual levels of core policing at the locations affected. The future contracting landscape and its implications on resource requirements and charging arrangements will be a key driver of the next review and refresh of the assumptions underpinning the Strategy for BTP and a well-considered stakeholder engagement plan needed to be developed in order to ensure good levels of confidence in the emerging proposals; in the first instance this plan was to be focused on the positive re-engagement with TfL but a wider plan for communicating the longer-term approach, including the assessment of the core policing requirement would also need to be developed .

Agreed:

An engagement plan to reach a resolution with TfL to be developed re changes to contracting arrangements to include;

- An agreed narrative which sets out a commitment to achieving a positive resolution in collaboration and actions to be taken to achieve this
- A clear statement of any options emerging, and their implications The Terms of Reference for any review of core policing specific to the TfL which informs proposed changes to charging arrangements - to be defined by BTPA

A wider stakeholder engagement plan to be developed on the potential changes to the contracting arrangements to include;

- An agreed narrative on the developing issues/risks, actions taken and the strategic implications and options emerging
- The types of engagement required for different stakeholder types
- The Terms of Reference for any review of core policing which informs proposed changes to charging arrangements - to be defined by BTPA

[Andrew Pollins re-joined the meeting].

- 1.5 The Delivery Partner contracted to support the BTP2021 programme had begun engagement with BTP in mid-February. 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, driven by BTP, was agreed as essential in securing best value from this investment.

[Ron Barclay Smith and the Chief Constable left the meeting]

- 1.6 Good progress on developing a suite of Strategy/BTP2021 reporting products for the Committee was noted and BTP was thanked for its efforts.
- 1.7 The Committee received an initial proposal and timeline from BTP with respect to the refresh of the current Strategic Plan; this early engagement was welcomed and the support of the BTPA Executive was committed in working up further proposals for discussion at the next meeting of the Committee.

Agreed: BTP and BTPA to work together to further develop proposals for the Strategic Plan refresh for discussion at the next meeting of the Strategy Committee

Agenda Item 5 2019/20 Policing Plans

- 1.8 The Committee reviewed the final proposals and 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'.
- 1.9 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.
- 1.10 The annual after action review of the policing plan development process was also endorsed with a report back on recommendations for the 2020/21 plan development process to be reported to the Committee in June.

Agreed: BTP to work with BTPA to develop;

- An additional success measure relating to staff engagement for national objective 5 'lead our people through change and deliver efficiencies through the BTP2021 programme'

- Final suite of measures/indicators supported by the Authority's Performance and Delivery Committee before this element of the plan is issued
- A set of proposals for the 2020/21 Policing Plan development process to be reported to the Committee in June

Agenda Item 6 2019/20 Budget and Medium-Term Financial Plan

- 1.11 BTP's Finance Director presented updated financial proposals which have emerged from further dialogue between Transport for London (TfL), the Authority and the Force. With respect to the emerging options for 2019/20, as tabled, it was noted that these updated proposals had not yet been shared with TfL and therefore further dialogue was needed.
- 1.12 The committee reviewed and recommended the proposals, as presented, for approval to the Authority asking them to note the following;
- The recommendations from BTP are based on the 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 to the Committee
 - That 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 re-profile spending requirements into 19/20 following underspend in the current year, BTP will be seeking approval for a formal re-forecast at Q1.

Agreed: The Committee endorsed the proposals with respect to the budget for 2019/20 and the roll forward of the MTFP noting the planning assumptions set out above

Agenda Item 7 Co-ordinated engagement strategies

- 1.13 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.

- 1.14 The Gold Group had reviewed and considered the key findings and recommendations emerging from an independent review commissioned by the Chief Constable and carried out by an independent communications expert. Work had continued to address those high level findings and the proposed actions.
- 1.15 Additional work was also underway between 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.

Agenda Item 8 Business Case Register

- 1.16 The committee received a six-monthly update on the business case register; 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.
- 1.17 The Chair reiterated the offer that the Committee could review business cases out of Committee, or convene emergency meetings of the Committee, as required if business cases fell outside of the formal meeting calendar.

Agenda Item 9 Contracts Register

- 1.18 The Committee received a six-monthly update on the contracts case register noting that most of the activity in this area was focused on extensions to existing contracts. The Committee sought assurance that the timetable for the renewal of the payroll system contract was realistic; the Force confirmed that they believed this was an achievable timeframe.

Agenda Item 10 AOB

- 1.1 Noted under AOB was a task commissioned to both the Strategy and Performance Committees by the full Authority to identify topics relating to the Strategy and/or BTP2021 programme suitable for a deep dive thematic review by the Authority. This would be considered again at the Committee's next meeting.