

Minutes

Extraordinary Session : Strategy & Planning Committee and Performance & Delivery Committee

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Wednesday 28th November 2018
at G1 & G2, BTP FHQ, 25 Camden Road, London NW1
9LN

Present:

Dyan Crowther, Chair
Dominic Booth, Co-Chair
Mark Phillips
Beverley Shears
William Gallagher
Bill Matthews
Andrew Pollins
Jeremy Mayhew
Stella Thomas
Martin Richards

In attendance:

Ron Barclay-Smith, BTPA Chair
Ian Pigden-Bennett, BTPA Chief Executive
Sam Elvy, Head of Strategy, Planning and Stakeholder
Engagement BTPA
Katie Stanton, Stakeholder Engagement and Communications
Manager BTPA
Sarah McGarel, Chief Finance Officer BTPA
Stephanie Calvert, Head of Governance & Compliance, BTPA
Jon Newton, Analyst, BTPA
Paul Crowther, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Charlie Doyle, ACC Crime & Safeguarding
Robin Smith, ACC Network Policing
Sean O'Callaghan, ACC Specialist Capabilities
Simon Downey OBE, Director of Strategy & Change
Tracey Martin, Director of Finance & Commercial Services
Rachael Etebar, Director of People & Culture
Steff Sharp, Head of Strategic Assurance & Planning
Elaine Derrick, Senior Advisor to Chief Constable
Ellie Hartup, Executive Team Assistant BTPA (Minutes)

Apologies: Willie Gallagher
Shrin Honap

Agenda Item 1 Scene Setting

1. Introductions were made and apologies taken.
2. The Chairs of Strategy and Planning and Performance and Delivery Committees described the format of the meeting and explained that a decision had been made to bring two committees together at this point in the first year of the new strategy to review progress with the development of the operating design and a plan for implementation.
3. By way of introduction the Deputy Chief Constable (DCC) spoke of the complexity of the financial profile and delivery programme, and the need to set out and agree the “what” in terms of what needed to be delivered before describing the “how.” It was explained that the Chief Officer Group had recently revisited and challenged previous planning assumptions and as a result the Force had now matured what had been set out within the original Target Operating Model (TOM).
4. Whilst the design and plans were being refined a six month period of workforce engagement had taken place which had tested and reinforced the transformation process, and as a result part of the programme will be re-phased into 2019 which, in addition to a request to draw down on reserves to support the Medium Term Financial Plan (MTFP), would be set out later on the agenda. The plans supported the achievement of £30m savings per annum by the end of the BTP2021 delivery programme.
5. The DCC explained the importance of appointing a delivery partner to assist in the project management workload and provide professional advice delivering change. The delivery partner will be recruited on a 2 year contract instead of 3 years delivering a saving of £1m which will be recycled into the digital programme.
6. An overview of the 4 strategic objectives and headlines on progress to date and key messages was given :
 - Protecting & Safeguarding People: There have been increases in the solved crime rate, a 72% increase in Stop & Search in response to threats from violent crime, life-saving interventions continued to rise as to did the number of 61016 text messages received.
 - Reducing Disruption & Delay: year to date there had been 14 fewer suicides compared with the pervious year; the Force was achieving 18 minutes attendance time on average to

fatalities, and delivering 98 minutes average clearance time nationally for non-suspicious fatalities. All of these were demonstrating the efforts to minimise disruption and BTP reported that there had been rising confidence within industry partners in this area.

- Providing Value for Money: The Force reported that there are more deployable resources when compared to the same time last year; just 36 police officer vacancies remained force wide until full establishment was achieved.
 - Building a Specialist and Skilled Workforce: A refreshed Equality, Diversity and Inclusion Strategy had been developed and work on a people strategy continues.
7. The DCC confirmed that it is BTP's intention to continue to provide strong operational performance during the change programme. Risks highlighted by BTP were principally financial and any as yet unquantified changes to the operational or political environment.
 8. An overview of the MTFP key headlines was given by the Finance and Commercial Services Director. The Force's overarching strategic objective was to deliver a "single integrated network of policing" at the same time as delivering an efficiency of £240m across 6 years when factoring in previously banked savings. A temporary draw down of £2.1m from reserves was sought to support change activities as there would be a deficit within the first 3 years of the delivery of the MTFP. It was noted that any, as yet unconfirmed, changes to enhanced policing contracts had not been built into the MTFP. Approval for up to £2.1m of spend will be sought from the Department for Transport's Departmental Approvals Committee (DAC) to cover any redundancies arising as part of the BTP2021 programme. This will cover a reduction of up 140 FTE's, and it is expected that final costs for redundancy over the life of the change programme will be a maximum of £3.5m.
 9. BTP confirmed that it was on track to achieve the £4m savings for 2018/19. Members asked that future performance reporting information includes financial forecasts emphasising that effective day to day financial management provides a degree of protection to ensure reserves are used efficiently. Graphical financial performance information showing financial management trends should be presented to the Authority's Performance and Delivery Committee along with forecasting data.

Action: Graphical financial performance information showing trends should be presented to the Authority's Performance and Delivery Committee along with forecasting data.

10. The Authority's Chief Finance Officer (CFO) confirmed that support would be given to the BTP Finance and Commercial Services Director and her team to develop and scrutinise financial performance reporting. With respect to the emerging MTFP she noted that there would inevitably be changes to internal and external factors which would affect the plans, therefore the in-year plan (budget) should be the best reflection of known factors at the current time. The good engagement between the BTPA CFO and Finance and Commercial Services Director was noted.

Members revisited the strategic commitment to prepare to switch from RPI to CPI based financial planning from 2021 suggesting that, in line with rail industry planning timelines, this should be accelerated. The Authority noted this challenge and remitted it back to Strategy and Planning Committee to factor in to discussions regarding the roll forward of the MTFP from 2020.

Action: Strategy and Planning Committee to consider the implications of an earlier move from RPI to CPI based budgeting for 2020 budget and MTFP process

A short discussion took place in regards to the ongoing discussions on the budget for TfL sub-division which equates to approximately 25% of the total Force budget. Members noted that a further meeting was due to take place before Christmas as TfL are seeking to revisit the current funding envelope. While emerging requests would be considered any changes would need to be approved by the full Authority following scrutiny at Strategy and Performance Committee which will want to test assumptions around the impacts of any changes.

Agenda Item 2 Final Operating Design

Strand leads introduced their areas of work.

11. Network Policing: ACC Smith gave a detailed overview of the new policing approach which had an overarching aim of better collaboration with industry. A refreshed 'Neighbourhood Plus' policing model resourced by police officers and PCSOs and co-ordinated with industry resources, will be introduced with the aim to better manage demand where possible. Pilot schemes would launch on 30th November, and if successful these will be rolled out to 15 further locations. It was noted that Network Rail (NWR) are looking at options to provide additional funding to cover specific disruption related activity, with embedded within all NWR routes.

12. Members requested that the project evaluation criteria be actively monitored and reported; noting that communicating messages about the outcomes of the initiative was important.
13. ACC Smith reported on an initiative to review the current custody provision to again better match resources to demand and deliver a £1m saving within the first year. Consultation was under way with staff it was anticipated that there will be no compulsory redundancies and most staff will be redeployed.
14. Specialist Operations: An update on the CT infrastructure expansion was given. In regards to Birmingham, NWR have agreed the lease which was signed in September. Authorisation to alter the site was awaiting signature and it was anticipated that all works will be completed by mid-February an initial tranche of 24 officers have been recruited and trained. For Manchester 5 sites had been viewed, and the preferred location was in close proximity to Manchester Piccadilly station. The aim is to have all building works completed by the end of April to receive the initial intake of officers once trained and in post with recruitment ongoing. Associated risks worthy of note were as follows;
 - Lease for Manchester is not yet signed so may still be at risk
 - Officer recruitment is almost being matched by officer exits
 - A very competitive environment nationwide for firearms officer recruitment
 - Pensions issues for transferring officers – this is on the Force risk register
15. Crime and Justice: ACC Doyle gave an overview on how the targeted level of efficiency savings will be delivered within this portfolio of activity. Overall the level of resource required will be better aligned with demand. An estimated £1.5m in savings will be made in addition to that already delivered by the Crime Review. As an example of the areas being explored the Evidence Review Gateway (ERG) process is being refined which will empower officers to make more decisions locally and will remove a layer of bureaucracy no longer felt to be required. Case management and victim care will be aligned going forward and not managed separately again delivering savings.
16. Strategic Centre: The Strategic Centre will seek to upskill the current capability employees and recruit additional capacity and experience to meet the Force's future requirement to improve strategic planning, performance management and decision making. It was noted that there will be an overall reduction in headcount and this will be delivered by 1st April 2019.

17. Contact, Command, Control and Intelligence (3Ci): ACC Doyle gave an update on the various activities included within this strand with the overall aims being to improve quality of service to victims, to better manage demand and where possible to secure other efficiency savings. Specific projects included a proposal to move to a single control room and it was emphasised by the Chief Constable that this strand was an important enabler to a number of other programmes. Other proposals included triaging contact and calls for service and how crimes were allocated for investigation. Significant potential savings were attached to this model; however they were not fully tested.
18. Members sought reassurance that adequate process mapping was being carried out ahead of any significant changes to ensure new ways of working – this was noted as underway. Members also explored how proposals were being tested with and communicated to key stakeholders; regular written briefings were being prepared and face-to-face meetings offered. The requirement to communicate in order to carefully manage perceptions of benefits and risks was noted.
19. Support: An overview of proposed activities relating to support functions was given by the Director of Strategy and Change. The focus will be to change how BTP manages its resources which provide support to frontline activity, with the aim of developing a new model of centralised, local and outsourced functions. It was noted that any proposal to increase reliance on self-service based activity was not without risk and the scale of the challenge, and options to manage this, were not yet known.
20. People: The Director of People & Culture gave a briefing on the People strand of the programme. Members noted that BTP was seeking to develop a more agile and flexible workforce at the same time as encouraging leaders to support their staff through change. It was noted that staff affected by the BTP2021 programme were being supported as part of the wellbeing process and through the funding of TSSA representatives on a full-time basis. Suitable vacancies were being managed within Force to allow opportunities for redeployment and upskilling and job matching for staff affected by structural changes. A reduction of up to 300-400 posts was expected as part of the BTP2021 programme, with compulsory exits being mitigated as far as possible. Members requested that regular updates on details of forecast and actual redundancies against each work stream should be included in future presentations on BTP2021 activity. As plans developed Members asked for assurance that the Force's estates and people strategies were being considered together and aligned.

Action: Details of forecast and actual redundancies against each

work stream were also requested by Members for any future presentations on BTP2021 activity.

21. Digital: An overview of the Digital work stream was given by ACC Doyle. The initial parts of this work stream will be delivered by June 2019 and will see the Force able to capture, transfer and store data digitally via the cloud. Other supporting activities will include reviewing the equipment needs of the Force to ensure employees were able to access the devices they needed to deliver their roles efficiently and effectively. Members sought assurance around the Force's ability to manage this complex portfolio of work; the support of the Delivery Partner was noted as a critical success factor in this regard.

Agenda Item 3 Efficiency Plan Deep Dive

22. Reassurance was given that the information presented been through internal audit and a strong process for tracking efficiencies was in place with the Directors of Strategy and Transformation and Finance and Commercial Services providing the lead capability - supported by oversight and challenge the Strategic Command Team. Given the amount of change to be delivered over the coming 24 months Members queried whether it was a good time to be considering a reduction Human Resources support.
23. The Chief Constable reminded attendees that BTP2021 is the programme to deliver and streamline what BTP does, and improve what it does at a strategic level; with the annual Policing Plans being the principal means of delivering the Strategy. He noted that BTP2021 was a complex programme of change to be delivered over a number of years and the context for it will inevitably change. The Chief Constable therefore advised that a degree of flexibility was needed and requested assistance from the Authority and members to constructively challenge the Force and help them through the entire process, particularly with industry engagement. The Chief Constable highlighted that in his view the most serious threat to delivery of the programme lay in the approvals process and pointed to the delay in approval of the delivery partner. He asked for the Authority's support in addressing this key issue.
24. A number of higher risk 'backstop measures' were presented which could be pulled into the efficiency programme should other proposals not deliver the anticipated benefits. Members confirmed that these measures needed to be kept under review and if brought into the programme would be subject to the same delegation and approval arrangements as the items already in the plan.

25. In wrapping up the Strategy and Planning Committee Chair described the meeting as a positive session with encouraging levels of responsibility, quality of presentations and thinking. This view was endorsed by the wider membership.

Agenda Item 4 'Info X'

26. A paper was submitted to seek approval for BTP to begin work on a proof of concept pilot to develop and deploy information exploitation capabilities on the railway. In developing these proposals BTP was responding to a revised Contest Strategy and the emerging recommendations are aligned with that. It was noted that gap analysis of BTP's capability had been carried out, and that there were a number of options available to fill in those gaps Info X being one of those options. BTP has engaged with a number of stakeholders in developing the tabled proposals.

27. Members asked how other agencies/Home office Forces were operating in this area to test that BTP was aligned with and keeping up with the work of others. The Chief Constable explained that BTP had a unique opportunity to carry out early work in this area owing to the relatively contained environment in which it was operating. The challenges with respect to BTP accessing central Counter Terrorism funding was noted and that this had been raised by the Chief Constable with both the DfT and Home Office.

28. Members advised they were supportive of a pilot and proof of concept, however it was noted that this must be done in parallel with the establishment of the previously approved CT capability including setting up the out of London CT hubs. It was noted that more engagement with stakeholders is required to develop and communicate the Info X proposals, particularly if the Force is going to carry out pilot schemes which will impact operators.

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.

Close of Meeting