

# Minutes

## Strategy & Planning Committee

Wednesday 5<sup>th</sup> June 2019  
at BTPA Meeting Room, The Forum, NW1 OEG.

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**Present:**

Dyan Crowther, Chair  
Beverley Shears  
Andrew Pollins  
William Gallagher  
Kenna Kintrea  
Bill Matthews (part - via telcon)  
Graham Evans

**In attendance:**

Hugh Ind, BTPA Chief Executive  
Ian Pigden-Bennett, BTPA Interim Chief Executive  
Paul Crowther, Chief Constable  
Charlie Doyle, ACC (Crime & Safeguarding)  
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  
Chris Casey, Superintendent (part)  
Sam Elvy, Head of Strategy, Planning and Stakeholder  
Engagement BTPA

Ellie Hartup, Executive Team Assistant BTPA (Minutes)

**Apologies:** None

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### Agenda Item 1 Welcome and introductions

1. Introductions were made there were no apologies.

**Agenda Item 2 Minutes of Meeting – 5<sup>th</sup> March 2019**

2. The minutes of the meeting held on 5<sup>th</sup> March were approved as an accurate record.

**Agenda Item 3 Matters arising**

3. Matters arising were noted as being discussed as part of the agenda, complete or in progress.
4. It was noted that the action relating to the Authorised Firearms Officer recruitment plan will be presented to the next Police Authority meeting on 20<sup>th</sup> June 2019.

**Agenda Item 4a Strategy Implementation**

5. BTP advised that the Force was on broadly on track overall. With regard to objectives 1 and 2, relating to protecting people and disruption, new ways of working were being developed and rolled out but these were yet to be fully embedded. The Efficiency programme, also linked to strategic priority 3 'value for money', was described as on track for year 1 of the 4 year plan with over £4m of savings delivered in year; this was consistent with the original commitment. The challenge of this programme in future years was reiterated and debated.
6. The delivery partner was noted as on board and currently focused on working through a number of specific projects with the Force, including future contact arrangements and organisational support.
7. The additional budget pressures to be considered later on the agenda were rehearsed briefly and their interaction with the existing efficiency programme considered. The inherent tension between investing to deliver longer-term sustainable savings and the need to find savings in the immediate future was acknowledged. The Chief Constable agreed that, taken alongside the emerging pressure from contract cancellation, the shape of the transformation plan required some careful consideration and any future decisions should be informed by an up to date reassessment of the underpinning assumptions.
8. Four risk areas were identified in the supporting information pack and discussed in some detail. These were cancellation of the TfL EPSA, Estates Strategy and decisions associated with it, progress with the CT hub establishment and the telephony element of the National Network Services Programme (NNS). The Chair recognised the risks but stressed that there should be open mindedness around prioritisation

and particular care should be taken around communications on decision making to internal and external audiences.

9. With regard to the Estates Strategy Members stated that this must be a key area of focus given the scale of spend, the proximity of some of the decisions required and the role of the estate in enabling operational delivery. The Force confirmed that there were a number immediate issues, particularly around leases, that now needed urgent resolution.
10. A detailed brief on options developed with respect to the location of BTP's future control room capability was provided. This included an overview of the key drivers for change amongst which is a requirement to exit the current premises in Birmingham within two years owing to a compulsory purchase of the site. The proximity of the lease end date for the current Force Headquarters (FHQ) was also reiterated and the risks and opportunities of using this site for a range of functions, including a single control room, were set out. Securing an extended lease for the current FHQ was not guaranteed and it was also not yet clear whether the terms offered by the landlord would be attractive to the Force and Authority. Discussions continued with a view to reaching an agreed position which would assist with decision making about the retention and or use of the Camden premises.
11. BTP confirmed that, based on the Authority's assessment of value for money and particularly a lack of the flexibility of the proposed lease, it was not taking accommodation in the new Birmingham Axis Square site and that this decision was yet to be communicated to the workforce. However it remained of the view that retaining a flexible site in a city centre location in Birmingham was advantageous and research was underway to identify suitable alternatives to Axis Square.
12. Two emerging options for the future control room/FHQ structure were described to the committee. Option 1 would retain the current FHQ location, adopt a single control room within FHQ and source a new Birmingham site for support functions. Option 2 would be to leave the current FHQ premises, create a small strategic HQ within London, retain the current control room facilities in a more streamlined state, and create major administrative hubs outside of London.
13. Members reiterated the need to consider the shape of the future estate in terms of how it would enable the future vision for the Force's operations; attendees noted that there was now an opportunity to take a more holistic view of the opportunities the anticipated estates moves presented. This work needed to be informed by considerations of the impact that significant changes to the location of strategic operational buildings could have on stakeholder relationships. The obvious linkages between the future operating model, the emerging people strategy and the enabling estate were reemphasised.

14. BTP confirmed that a decision on the single control room model, in turn informed by a decision on the current FHQ premises, would need to be made by the end of the current calendar year. BTP also confirmed that the delivery partner was supporting work on developing a suite of options.
15. The Committee urged the Force to reflect on whether it had sufficient capability and capacity within the current estates team given the scale and complexity of the work required over the coming months and invited them to consider investing in this area in the medium term. It was agreed that an updated proposal with regards to the strategic estate should be brought back to the next meeting of the Committee; this should include recommendations with respect to FHQ and the future shape of control rooms. Support from Members and the Executive team was offered in preparing this information.
16. In concluding the discussion on progress to date the Committee agreed that the previously designed dashboard should be included in the future reporting pack to assist Authority's understanding of the progress to date, likely areas of slippage and where key decisions were going to be required to enable progress.

#### **Agreed:**

#### **BTP to consider what additional capacity and capability is needed to support work on refreshing the Estates Strategy**

**An updated proposal with regards to the strategic estate to be brought back to the next meeting of the Committee, including recommendations with respect to FHQ and the future shape of control rooms**

#### **Agenda Item 4b Efficiency Update**

17. An overview of the recent TfL EPSA cancellation was given for the benefit of new BTPA Members and the new CEO and by way of context for the current position on the transformation programme. The Committee noted that this is created a gap of £4.8m within the budget for 2019/20 which needed to be closed.
18. The Chief Constable added that this was the third consecutive year in which budget discussions with TfL had not been concluded before the start of the subsequent financial year and that this situation impacted on the Force's ability to carry out timely financial and resource planning. The Committee noted this observation agreeing that this situation was unsatisfactory reiterating that the Authority must be in a position to sign off the entire BTP funding envelope before the start of each new business year.

19. It was also recorded that the budget figure provisionally approved by the Authority in March 2019 was noted at the time to be subject to further refinement and clarification of a number of 'moving parts'. The revised budget figure to be recommended to the June Authority meeting for final approval needed to take into account further clarification of the impact and measures to address the impact of the EPSA cancellation.
20. A detailed overview of three emerging options for addressing the budget shortfall was given by BTP including an analysis of the risks and opportunities associated with each component part. Each option was illustrated in some detail as set out in the accompanying presentation.
21. BTP commented that if they were unable to recover the full budget shortfall with effect from 2020/21 this would create significant financial challenges. The Interim Authority Chief Executive spoke about his experience of this sort of pressure in the private sector and urged the Force to consider further opportunities for collaboration with stakeholders to generate further efficiencies and for income generation.
22. The Chief Constable urged the Committee to consider Option 1 which sought to draw down a larger proportion of the shortfall than was planned from reserves on the basis that the Force had not drawn down on reserves in 2018/19 and that demand on the Force's resources from crime and safeguarding continued to increase.
23. In presenting the final recommendations to the Authority for approval the Committee asked for further detail about the nature of the proposals being tabled for each option - including whether these were one off or recurring savings and whether they were new or already included in the plans for BTP2021 but were being accelerated.
24. Members agreed that option 2 looked like the preferred solution as it provided an equal balance between further efficiency activities and the use of reserves. The Authority's Chief Finance Officer agreed that this looked like the best way forward. A stronger focus on demonstrating value for money was needed in the future and a commitment from the Force, Authority and partners to enable and communicate joint working was required. A BTP/A working Group to consider the efficiency programme to be considered with the intention of progressing this work.

**Agreed:**

**The establishment of a BTP/A working Group to consider the efficiency programme to be proposed with the intention of progressing this work.** The Authority's Transformation Working Group will provide the lead in this area.

25. The Chair thanked BTP for their work on closing the funding gap and noted their wider comments around budget setting process and associated challenges. The Committee agreed that it would recommend option 2 to the full Authority for consideration and requested that this was presented alongside the requested further work to describe the nature of the various component parts of the savings options as had been discussed earlier.

**Agreed:**

**Committee recommends option 2 to the full Authority for approval**

**Force to put forward all options with additional information on their relationship to the original BTP2021 plan and whether these are one-off or recurring savings.**

26. The Committee discussed the modelling work underway to understand the ongoing requirement for resources where the TfL EPSA had been cancelled. The Chair emphasised the need to ensure that the modelling was accurate and transparent as its outputs would potentially be used to calculate additional charges to funders. The Chair confirmed that the Committee needed to have oversight of the demand/resource modelling work and that the model as well as its outputs needed to be signed off, before it was used to inform budgeting and charging. It was agreed that this work should be prioritised with a view to its outputs being used to inform the development of the budget and charges for 2020/21.

**Agreed:**

**Committee to have oversight of the demand/resource modelling work. The model, as well as its outputs, to be signed off, before it is used to inform budgeting and charging**

**Agenda Item 5 Development of a People and Culture Strategy for BTP**

27. A paper was presented to the Committee by the Force Director of People and Culture summarising progress on the development of a new People and Culture Strategy for BTP. The Force reflected on the possible tension arising from its hierarchical structure which, whilst it is good in a crisis, carried its own risks in terms of supporting the development of leaders rather than managers.

28. A brief overview of the eight emerging themes in the draft strategy was given, and Members encouraged the Force to consider simplifying these both in terms of language used and the number of areas carried forward. Bringing these concepts to life in a way which reflected the uniqueness of BTP with regard to its specific opportunities and challenges would help the workforce to engage with the final product. The Committee noted progress and having offered initial feedback requested an updated draft to include a delivery timeline to the next meeting of the Committee.

**Agreed:**

**Revised People & Culture Strategy draft to be presented to next Committee with a timetabled delivery plan.**

**Agenda Item 6 Stakeholder Engagement Plan for Potential Changes to Contracting Landscape**

29. A paper was presented to the Committee on emerging communications proposals along with an update on specific activities carried out with respect to the recent cancellation of a significant Enhanced Police Service Agreement (EPSA) contract.

30. Regarding the EPSA cancellation all contract holders had been written to in order to update them as to the current position and to set out the Authority's commitment to further engagement and the offer of further discussions.

31. In terms of a specific plan to engage on the EPSA cancellation a number of further suggestions with respect to adding the workforce and Department for Transport as a key audiences and revisiting the current risk ratings were put forward. It was noted that a further meeting between the Member lead and the Executive team would take place the following day to review and update the proposals.

32. Members raised the specific risk of media interest suggesting that should be stated more strongly as a precaution and that it should be raised with the Audit and Risk Assurance Committee so that they could consider it, and any proposed mitigations, for inclusion on the risk register. The joined up approach to briefing TfL on communications developments taken thus far was supported.

**Agreed:**

**Media risk as identified to be submitted to Audit & Risk Committee for consideration for inclusion on the strategic risk register.**

## **Agenda Item 7 Business Cases for Approval & Business Case Register for Information**

### 7.1 Single Online Home

33. A full business case for this programme was submitted to the Committee for review and consideration.
34. This business case concerned the review of BTP's website to align it with emerging practice within the wider policing service and specifically to create an opportunity for digital engagement with members of the public. The wider benefits of this project and its links to other areas of the BTP2021 programme were set out.
35. Members explored the need to progress with this activity at this point in the transformation plan given known pressures around funding and capability to deliver change. It was felt that the value of this business case could be strengthened by revisiting the benefits section and capturing a greater range of benefits than was currently stated.

#### **Agreed:**

**Single Online Home business case to be revisited to strengthen the benefits section to capture items recently identified.**

36. BTP confirmed that funding for this programme was within the MTFP and is therefore available to spend; the Force was therefore seeking approval to move to the next stage. There would be no cost other than BTP time to carry out further engagement with the supplier.
37. Following the recommendations for further work on the business case document, and in order to allow development work to progress without fully committing to approving the business case BTP instead sought endorsement for a statement of intent to be issued to the supplier to enable them to continue with up to 6 months' preparatory work without any legal commitment or committing any additional funds at this stage.

#### **Agreed :**

**Committee to recommend to the Authority that approval is given to issue a statement of intent to enable development work to progress.**

**Updated business case including strengthened benefits information to be submitted to September Committee for review.**



## 7.2 Milton Keynes Relocation

38. A full business case was submitted for relocation of the Force's police post from Bletchley to Milton Keynes. For the benefit of new Members it was confirmed that the business case was submitted to this Committee as the capital costs were above the Force delegation.
39. A brief overview of the options considered in developing the final proposal was provided; these included opportunities for colocation with the rail industry and with blue light partners. At this time a suitable alternative could not be secured within budget, location and time constraints. In terms of the propriety of the tender process, the Interim Chief Executive raised a query around Interserve both running the process and recommending the award of the capital works to one of its subsidiary companies.
40. BTP confirmed that Interserve employed a third party to oversee the tender process and that the full-cost breakdown can be made available for review. BTP confirmed that it was comfortable a clear and transparent process was carried out.
41. The Interim CEO again raised his nervousness around lack of transparency on behalf of Interserve and the question was raised as to whether this should be raised further and with whom. The Interim CEO took away a number of actions as follows.

### **Agreed:**

**Interim CEO to carry out further investigations on the propriety of the tender process and report his findings and recommendations to the full Authority.**

**Interim CEO to also make Department for Transport aware of his concerns with respect to their own procurement framework arrangements.**

42. Members sought assurance that the proposed move was the best option operationally and in terms of value for money. The Force confirmed that in their view it was.

### **Agreed:**

**Committee to recommend that approval be given to programme subject to procurement process information being reviewed.**

43. With respect to the wider estate the Committee considered whether the number of leases shortly due for renewal and complexity around strategic options for estate relocations necessitated a more detailed consideration of risk. Particularly in relation to estates which were dependent on the rail industry continuing to provide these at current rates. It was recommended that this be escalated to the Audit and Risk Assurance Committee for further review.

**Agreed: Strategic risk around estates to be highlighted at the Audit and Risk Assurance Committee.**

44. Opportunities to continue to improve the line of sight on emerging business cases were discussed; this was noted as work in progress as reported at previous meetings.

**Agenda Item 8 Findings of the Annual Review of the Policing Plan Process**

45. An update paper was submitted to the Committee outlining the key findings and recommendations arising from a review of the process for developing the 2019/20 policing plans.

46. Members agreed that the recommendations were clear and concise and endorsed them to be fed into the process to develop the plans for 2020/21.

**Agreed:**

**Findings and recommendations endorsed as suitable to be fed into the process to develop the plans for 2020/21.**

**Agenda Item 9 Summary of the key risks, messages and internal/external communications – points emerging from meeting**

Nothing further was proposed in addition to the preceding discussion.

**Agenda Item 10 AOB**

Thanks were given to Dyan Crowther for her support and contribution as Chair of this Committee which will be chaired by Andrew Pollins going forward. Colleagues wished Dyan well for the future.

**Agenda Item 11 Date of Next Meeting**

10<sup>th</sup> September 2019 (0930-1300)