

Minutes **DRAFT v0.4** Strategy & Planning Committee

Tuesday 10 September 2019, 09:30
BTPA Offices, The Forum, 74-80 Camden Street,
London

The Forum
5th Floor North
74-80 Camden Street
London NW1 0EG

T: 020 7383 0259
F: 020 7383 2655
E: general.enquiries
@btpa.police.uk

www.btpa.police.uk

Present:

Andrew Pollins (Chair)
Willie Gallagher (joined by telephone)
Kenna Kintrea
Jeremy Mayhew
Graham Evans
Beverley Shears
Stella Thomas

In attendance:

BTP

Paul Crowther, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Charlie Doyle, Assistant Chief Constable
Simon Downey, Director of Strategy & Change
Rachael Etebar, Director of People and Culture
Richard Dronfield, Deputy Director Decision Support
Superintendent Chris Casey, Digital Policing (part)

BTPA Executive

Hugh Ind, Chief Executive
Sarah McGarel, Chief Financial Officer
Sam Elvy, Head of Strategy Planning and Engagement
(minutes)
Stephanie Calvert, Head of Governance and Compliance

Welcome & Introductions

Agenda item 1

1. The Chair welcomed those in attendance to the meeting, noting the new Authority Members joining the Committee.
2. There were no apologies.

Minutes of meeting 5 June 2018

Agenda item 2

3. The Chief Constable made observations with regards to the wording at paragraphs 11 and 18. In relation to paragraph 11 and the Axis House relocation the Chief Constable was keen to highlight that the earlier decision not to proceed with the Axis Square option was based solely on lease length rather than an assessment of overall value for money as the minutes suggested.
4. The Chief Constable was also keen to ensure that at paragraph 18 it was reflected that his view expressed at the last Strategy meeting was that the budget for TfL had been agreed in XX March but the negotiation was subsequently reopened.
5. The Chief Executive agreed to revisit the wording in light of the Chief Constable's comments.

Agreed: Chief Executive to review the wording of the minutes of 5th June 2019 at paragraphs 11 and 18 in light of the Chief Constable's comments.

6. With the exception of the above notes the minutes from the previous meeting were agreed as an accurate record.

Matters arising/actions outstanding

Agenda Item 3

7. Members noted that an update on the People Strategy had been requested following the last meeting of the Committee but this was not presented on the agenda. The Chief Constable explained that this work was well under way but mindful of ongoing activity with respect to the BTP2021 efficiency programme he was not yet content that the latest draft fully captured the most recent proposals re staffing levels which he would be setting out later on the agenda at Item 6.
8. Members reiterated the need to keep a focus on this key enabling strategy alongside the overarching strategic plan and other supporting strategies such as that for the estate. The Committee offered additional support on this strand of work and confirmed that Members and the Executive were available ahead of the next meeting of the Committee if a workshop or other discussion activity would assist with making

progress.

9. Therefore the action remained open pending an update at the November meeting.

Forward Look

Agenda Item 4

10. A new report was presented at Item 4 which provided a look ahead at the matters being considered by the Committee at its meeting today and described links to future meetings of this and other committees. This summary helped with orientating the Authority on sequencing of items and co-ordinating with the activities of other forums. It was agreed that this agenda item added value to the committee and should feature on future agendas.

Agreed: Look ahead item to be included on all future agendas.

Part 1: Matters for information and discussion

Strategy implementation and transformation updates as at Q1 year 2

Agenda Item 5a overarching update

11. Simon Downey spoke to the highlight report drawing out progress with the Neighbourhood Plus (NP+) programme as an example of an area of the BTP2021 efficiency plan which had moved from piloting and evaluation into imminent rollout. The disruption reduction strategy was also referenced as an area of work where new approaches were starting to yield sustainable results and progress with both would be reported to the future meetings of the Strategy and Performance Committees.
12. Members sought to understand the linkages between the NP+ programme; the productivity benefits it was expected to generate and the ongoing work on resource planning. BTP confirmed that the resource modelling work was taking into account the contribution to be made, and any specific ambitions with respect to, the NP+ programme.
13. In relation to the value for money strand of the Strategy, ongoing work on the cost out exercise for the future support function was highlighted with expertise and advice being provided by the Delivery Partner. Iterations of the emerging proposals were being regularly reviewed by

the Force Executive Board (FEB) and the current recommendations were broadly supported. It was agreed that the detailed updated proposals for support functions would be presented to the next meeting of the committee for discussion and review.

Agreed: a detailed update on proposals for BTP's support functions to be presented to the next meeting of the committee in November for discussion and review.

14. With respect to digital transformation, progress with the Digital Evidence Management System (DEMS) trial was highlighted; this project sought to drive out efficiencies by dramatically reducing the amount of time spent accessing various digital storage systems. This is a new capability which has been enabled by the new technology network. The Force reported that it expected to deliver full rollout of DEMS across the network by the end of the calendar year.
15. Also in relation to the digital programme the Committee noted progress with the 'Cloud Hosting' project. Specifically that work in this area was being co-ordinated with transformation of the estate; as such the Axis House premises in Birmingham was being prioritised as the first site to go live in order to support the contingency plan for the later relocation from that site.
16. There followed a detailed update on operational performance and the interplay between strategic priorities and resourcing considerations associated with the current efficiency challenge. The relationship between the operational impact of significant changes in resource levels, an ever shifting operating context and the need to drive through further efficiencies was debated. The Committee confirmed that it welcomed further representations from the Force on its assessment of threat and risk and options for delivery of the strategy and transformation programme. Specifically the Committee noted work underway to update the Strategic Threat and Risk Assessment which was due to report within the next four weeks; and awaited an update from BTP with respect to any recommendations to change the current strategic approach to this area of work.
17. The Committee received an update on current resourcing levels versus the planned establishment noting that the Performance and Delivery Committee would review the position with respect to operational delivery in some detail.
18. The Committee sought further detail on the quantum of any risk to efficiency plan in financial terms and challenged the Force to consider whether the risk was currently being understated. The Force confirmed that this data was available and was regularly under review and would

be presented to the next meeting of the Committee.

Agreed: further detail on the quantum of any risk to efficiency plan in financial terms to be presented to the next and subsequent meetings of the Committee.

Agenda Item 5b recruitment and retention strategy

19. The Director of People and Culture introduced a short presentation on key emerging themes for a recruitment and retention strategy which were assessed to be impacting on BTP's ability to recruit and retain officers and staff. The paper also included initial thoughts with respect to a mitigation plan. It was also confirmed that current projections on officer and staff numbers reflected assumptions on average attrition levels for both. The Committee noted that the initial campaigns for the Home Office forces' 20,000 officer recruitment surge had launched and this activity would inevitably affect BTP's competitiveness in the market.
20. The Authority Chief Executive updated on ongoing discussions with the Home Office on BTP's position in relation to the uplift in officer and staff headcount. There would be no funding provided for BTP within the first two years of recruitment, but dialogue continued on the period thereafter and assurances had been given that any movement of officers between BTP and Home Office forces would not count towards the overall uplift in headcount in territorial forces. It was hoped that this in combination with the other mitigations set out in the Committee paper would reduce outflow from BTP. The Force confirmed that engagement with other forces was underway at a senior level to ensure that the attraction initiatives employed by all forces were fair and consistent with College of Policing rules.
21. The Committee was briefed that BTP's emerging plans included consideration of attracting recent graduates and an apprenticeship scheme, via a completion of policing degree, were also within scope. Opportunities to collaborate with partner forces on the provision and receipt of training was also being considered as part of the emerging proposals. The value of recognition and reward schemes and fast tracking of existing employees including PCSOs and Specials were also being investigated.
22. It was noted that the findings of the forthcoming employee survey would be an important driver for the future approach to recruitment and retention particularly with respect to the cultural aspects of a future employer offer. Also of value was the data emerging from exit interviews which revealed a range of drivers for resignations, particularly where officers were leaving the service entirely. Factors

including proximity of the workplace to home, more favourable shift patterns and attractive pay and benefits packages were all issues which BTP had to try to address via its future plans.

23. The Committee reflected on the need to ensure that any attraction strategy included an accurate but appealing depiction of the realities and unique opportunities of a policing career on the railway. In terms of the particular challenges and opportunities of railway policing the Director of People and Culture also confirmed that revised screening processes were being established for new joiners in response to a gradual increases in the number of Post-Traumatic Stress Disorder (PTSD) cases being identified by the Force and the number of referrals to BTP's support providers. This work was being augmented through engagement of external expertise and would result in a thorough refresh of the Force's policies and support offer which was likely to require additional investment. This step was welcomed as it was acknowledged that BTP was probably at the forefront in its understanding and response to trauma exposure and aftercare within policing. The Committee recommended that an emerging risk around PTSD cases to be referred to the Audit and Risk Assurance Committee for review and consideration

Agreed: An emerging risk around PTSD cases to be referred to the Audit and Risk Assurance Committee for review and consideration.

24. With respect to retention challenges the Committee was also updated that as the new out of London hubs were being populated, the turnover of firearms officers was slowing although the pension transfer risk was not yet resolved. BTP confirmed that it was looking at all practical steps to improve recruitment and retention of firearms officers but in the short term this remained a risk.

Agenda Item 5c Transformation Working Group update

25. Member Kenna Kintrea provide a short verbal update alongside circulation of the draft minutes from the most recent Transformation Working Group meeting. Topics covered included reviewing options with respect to estates, progress with the efficiency plan and future risks to the MTFP which made the efficiency programme ever more important. Overall the discussion felt positive and gave the Force and Authority space to debate options and to provide a steer on how information could most effectively be position for formal review by the full Authority and its committees, including the Strategy and Planning Committee. It was restated that this was a working rather than a

decision making group and it did not have such powers unless they were specifically conferred to it. The Group was thanked for its efforts and future updates on its work were welcomed.

Updated Planning Assumptions

Agenda item 6 [presentation pack provided in meeting]

26. The Chief Constable provided an overview of the origins of the current BTP2021 transformation plan and its underpinning assumptions. He spoke to his assessment of the subsequent changes in the operating context and the emerging tensions between delivering a 'get there first and fast' transport policing ethos/maintaining frontline visibility and delivering the residual balance of the £30m efficiency target. Specifically he highlighted that of the package of £30m of efficiencies in the order of £18m were truly transformative with the remaining £12m largely being met through cuts.
27. He emphasised that delivery of the £12m balance would be via initiatives which were at odds with his assessment of an increasing demand through rising passenger numbers and recorded crime. He stated that he believed the original financial pressures had largely dissipated and that delivery of the remaining requirement was in conflict with delivery of his commitments within the Strategic Plan. He welcomed a discussion with the Committee to clarify the shared understanding of the original intent, underpinning assumptions and subsequent changes.
28. The Committee explored which were the key deviations from the planning assumptions which had underpinned both the current strategic plan and the BTP2021 delivery plan. It was confirmed that increasing passenger numbers had been forecast as had some expectation that crime may rise; of particular note was the exponential rise in demand arising from matters terms 'safeguarding'. The quantum and complexity of these incidents were far in advance of planning assumptions and the rate of increase in demand for BTP's services in this area showed no signs of slowing.
29. The Committee sought to understand the updated analysis of the resource requirement to address the changing assumptions with respect to demand and where the key risks and opportunities fell. In terms of pressures the Chief Constable noted that the original transformation programme had focused on the balance between police staff and officers and the quantum of both to ensure that tasks were being carried out as efficiently as possible by the most appropriate people. Delivery of the residual efficiency requirement had the potential to significantly impact on the numbers of both officers and staff and in

the view of the Chief Officer Group was inconsistent with rising demand and stakeholder expectations with regard to frontline visibility. In particular the Chief Officer Group did not support delivery of further efficiency savings via police officer reductions believing that this was not the right thing to do at this time. The Committee noted that position.

30. The Committee offered that the Chief Constable's supporting narrative as currently worded needed to be further developed to ensure it reflected what was a very complex set of messages and changing assumptions. For example the Force was currently significantly underspent with funds available to employ an additional 300 personnel but had chosen not to recruit. Further that the Performance Committee had been assured that performance was largely on track despite vacancy gaps. The current operational position/future assumptions, the updated plans to deliver strategic commitment and the efficiency challenge needed to be rebased to support another conversation on this topic. Assurance was sought that updated information covering those aspects could be provided to enable the Force and Authority to take stock and plan the way ahead together.
31. The Chief Constable confirmed that this analysis was underway and that the Force was keen to explore options to balance operational commitments with the savings requirement; this might include rescaling the savings challenge, reprofiling of savings plans or considering opportunities in areas not currently under review. The resource modelling activities would support this work but were not progressing at the same pace to provide complete confidence on the resource requirement to meet forecast demand.
32. The Authority Chief Finance Officer set out that understanding the updated proposals was critical to timely development of a robust budget for 2020/21 and a Medium Term Financial Plan (MTFP) to 2024. Whilst some pressures had indeed receded others were emerging, as set out later on the agenda, and a full picture of the funding requirement was needed to support a meaningful discussion. At present the efficiency plan balanced the emerging MTFP; particularly in 2020/21 so any adjustments to efficiency assumptions would flow through to and impact the budget and MTFP.
33. The Committee noted that it was not in a position to remove or change the efficiency requirement but it was right for BTP to flag the emerging risks and set out options and ask the Committee to consider those representations. The Chief Constable offered that this might include stopping the associated element of the efficiency plan, reprofiling the timetable for delivery or considering other options to meet the requirement. It was further noted that the Force's position on this matter needed to be clarified in order to support discussions on the

2020/21 MTFP and budget at the Committee's next meeting in November.

34. The Committee Chair made an offer to convene the Committee for further discussions or briefings ahead of the next scheduled meeting as the Chief Constable's analysis developed. On behalf of the Committee he also noted the content of the presentation as provided and welcomed a wider discussion on the updated work at the next meeting.

Info X: updated proposals for endorsement

Agenda item 7

35. The Chief Constable provided an update on development of proposals for a bid to Government for funding for an information exploitation capability as set out in the accompanying paper. He confirmed that he was now seeking support from the Committee to seek formal approval from the Authority to continue engagement with the Department for Transport on the proposals and to identify a suitable opportunity, via the next Spending Review, to submit a bid for funds.
36. The Committee explored with the Chief Constable the extent to which BTP had been able to secure funding from central Government to address risks specific to the railway. He confirmed that although the railway had for many years been a significant terrorist target and was reflected as such in the National Rail Security Plan at present he did not feel BTP was able to access central funding to address risks which were within BTP's gift to mitigate. Continued engagement with the relevant departments was highlighted as crucial to the success of a bid for innovation investment; it was noted that although there was broad support for the proposals there was no guarantee that this bid would be considered ahead of others.
37. It was further suggested that regular dialogue between the BTP lead for Counter Terrorism and a nominated contact within the Secretary of State for Transport's team would assist with keeping the proposals fresh in the minds of decision makers. Members endorsed the Chief Constable's request for the Committee to recommend the draft documentation on a funding bid for Info X to the full Authority for review and endorsement.

Agreed: the Committee to recommend the draft documentation on a funding bid for Info X to the full Authority for review and endorsement.

Part 2: Matters for decision

Business Cases for Approval

Agenda Item 8a Single Online Home (SoH)

(Supt Chris Casey joined the meeting, supplementary presentation as provided in meeting saved on file)

38. The Committee received an updated business case which was introduced by ACC Charlie Doyle. This updated draft made a stronger case for the benefits afforded by the proposals including cost avoidance opportunities. It was emphasised that the SoH project was a key enabler of both the Strategic Plan and the BTP2021 efficiency programme.
39. Success of the project would to a great degree be dependent on modal shift from phone calls currently being made by officers and the rail industry to a special hidden link for non-public contacts which was being built to enable this. Bespoke communications and training would also be developed for these user groups to increase the likelihood that this transition would be a success.
40. The Authority Chief Finance Officer (CFO) confirmed that the project was affordable within the current MTFP but this was predicated on the assumption that the efficiencies arising from BTP2021 would also be delivered as planned as these savings were required to fund the investment.
41. The Committee confirmed that it was content to support the proposals and that these should be recommended to the Authority for approval.

Agreed: The Single Online Home business case to be recommended to the full Authority for review and approval.

Agenda Item 8b Estates: Birmingham site

42. The Committee was briefed on further work to identify a suitable site to replace the current BTP premises at Axis House. Attendees were reminded that the need for this move was twofold; first that the current accommodation was subject to a compulsory purchase order with a likely exit date of July 2021; second that the Birmingham hub needed to be aligned with the future vision for the BTP estate.

43. Work on a business case was being informed by a number of assumptions including a retained presence in Birmingham, an ability to accommodate future regionalisation of the support function and that it should support a desire to deliver a greater degree of agile working. Work to finalise an outline business case was being supported by the delivery partner and an update for the Authority's Executive was anticipated during the current week. The preferred timescales for progress were to be in a position to agree heads of terms with a new landlord before the end of September.
44. The Committee noted progress and that approval may be sought out of Committee ahead of the next scheduled meeting in November.

Cost allocation (charging) model review

Agenda Item 9

45. An update was provided on progress with work to review the cost allocation (charging) model with a current focus on understanding the Authority's ability to make minor changes in the short term versus longer term and more significant amendments which would likely invoke the contractual notice period. Legal advice is currently being sought on these matters. It was noted that the review of the cost allocation model was proposed as a topic for discussion with partners at one of the workshops at the Authority's stakeholder event in September.

Launch of Medium Term Financial Plan (MTFP)/budget setting process for 2020/21

Agenda Item 10 [Sarah do you want to add any detail here? Versus what's in your paper]

46. The Authority's Chief Finance Officer (CFO) spoke to a paper jointly authored with the Force Finance Director (FD) which introduced key assumptions and a proposed timetable for the development of the budget for 2020/21 and the MTFP to 2024. She emphasised the link between these plans and the delivery of the £30m efficiency target and while acknowledging that some assumptions around financial pressures had changed in the Force's favour, potential new pressures were emerging and some of these were significant. Among those highlighted were assumptions around the sustainability of the current approach to management of the reserves, the ongoing costs of transformation and the efficiencies this would deliver, the future costs of the officer and staff pension schemes. In addition the findings of the resource allocation modelling process were yet to be communicated and the recently agreed officer and staff pay increases were not yet baked into

the plans.

47. The Committee agreed that a more sustainable approach to financial planning was needed which should generate a funding package which could afford emerging pressures and which was also informed by regular cross referencing with the joint risk register.

Agreed: BTPA CFO to confirm that budget for 2020/21 and MTFP to 2024 have been cross checked against the joint risk register when they are presented for review at the next Committee meeting

48. Specifically with respect to the reserves management policy it was noted that work was underway and proposals would need to be reviewed by the Committee in due course.

Agreed: Committee to receive the reserves management policy at its next meeting.

Launch of 2020/21 Policing Plan process

Agenda Item 11

49. The proposal to launch the Policing Plan Process and stand up the Working Group was endorsed. The Chief Constable reiterated the need to ensure that the Policing Plan was strongly linked to the budget for 2020/21.

Part 3: Matters for noting

Updated Terms of Reference and draft work plan for 2019/2020

Agenda Item 12

50. Members noted the Terms of Reference and work plan and endorsed a recommendation to update the work plan regularly and keep this on the agenda for reference.

Summary of the key risks, messages and internal/external communications points emerging from meeting

Agenda item 13

51. Key messages emerging from the meeting were that a set of updated planning assumptions had been presented by the Chief Constable. These reflected his assessment of the changing operational context and

a degree of realism now the efficiency programme was approaching the mid-point. These updated assumptions and the implications of them for the efficiency programme needed to be reviewed by the full Authority in due course. An updated narrative and proposals would be presented to the next meeting of the Committee.

52. The Committee had endorsed the Info X proposals and would recommend that the Authority consider the updated proposals. It had also endorsed the updated business case for Single Online Home and would be recommending this to the Authority for approval.
53. An emerging risk with respect to PTSD as noted at item 5b would be referred to the Authority's Audit and Risk Assurance Committee for consideration.

Reflections on effectiveness of meeting

Agenda item 14

54. The Committee considered the meeting to be effective and reinforced the ongoing value of effective pre-briefs and engagement on emerging topics between formal meetings. In terms of papers received the additional presentation and verbal brief on Single Online Home at Item 8a was felt to be too lengthy given previous presentations to the Committee and there was a simple requirement to endorse the recommendation. The benefit of a simple introductory section/cover sheet for each paper which set out at a high level ask of the Committee and key matters for consideration was proposed and endorsed.

Agreed: An introductory section/cover sheet to be provided for each paper in future

55. Given the strengthened attendance at the Committee it was recommended that a new room was identified for future meetings.

Agreed: Look for an alternative venue for future meetings.

56. The Chief Constable encouraged the Authority to continue to reflect on the potential overlaps between the coverage of the current committees and whether the interdependencies between the Committees were expressed strongly enough.

Any other business
Agenda Item 15
57. There was no AOB.

DRAFT