

Minutes

Transformation Working Group

Tuesday 14 January 2020, 13:00
at BTPA Meeting Room, The Forum

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Present:

Craig Mackey (Chair)
Mark Phillips (joined by telephone)
Andy Cooper
Kenna Kintrea (joined by telephone)
Hugh Ind, Chief Executive
Sarah McGarel, Chief Financial Officer
Adrian Hanstock, Deputy Chief Constable
Simon Downey, Director of Strategy & Change
Tracey Martin, Director of Finance and Commercial Services
Rachael Etebar, Director of People & Culture
Neil Amos, PA Consulting
Ben Kelso, Head of Transformation
Samantha Elvy, Head of Strategy and Planning
Stephanie Calvert, Head of Governance and Compliance
(Secretariat)

Apologies:

Paul Crowther, Chief Constable

Welcome

1. The meeting was opened by welcoming the Head of Transformation to his first meeting who had recently joined the organisation at the start of December.

Minutes of meeting of 14 October 2019

Agenda item 1

2. The minutes from the previous meeting were agreed as an accurate record.

Matters arising/actions outstanding

Agenda item 2

3. It was confirmed that the actions outstanding would be addressed through the subsequent agenda items.

Presentation from BTP

Agenda item 3

a) Force transformation overview, including roadmap

4. The Director of Strategy & Change provided an overview of the transformation programme. Those present were referred to the supporting presentation and roadmap setting out the detail.
5. A further document was also circulated by hand which had been created at the Chief Officer Group away day which had taken place immediately before the meeting. This presented an overview of BTP2021 including some of the teams' ambitions, and principles for BTP's future approach to estates. The Director of Strategy and Change confirmed that the thinking remained aligned with strategic objectives.
6. When considering the material presented, the working group revisited its role and remit. It was agreed there was value in the working group being sighted on the ongoing work of the transformation programme but that the focus should shift more towards greater understanding and discussion of key decision areas having regard to the impact on the broader financial picture.
7. The timing of the findings from the Williams Review was queried. The Chief Executive stated that he expected the White Paper to be released in February. The view was shared that the findings were unlikely to have a significant impact on the current Strategy and therefore there was no reason for work progression associated with the transformation programme to be delayed.
8. The Director of Strategy and Change provided a status update in relation to Single Online Home, the Digital workstream (including End User Compute and Telephony) and the future training model. It was explained that the business case for the training model was with the Department for Transport (DfT) Procurement Board and would thereafter be referred to the Cabinet Office before the organisation was able to go to market. The Director of People and Culture advised that it was anticipated that the project could go live in August 2021.
9. The Director of Strategy and Change shared BTP's latest position with regards to their estates strategy. Their thoughts included having a

strategic headquarters based in central London allowing easy interaction with central government. It was submitted that this would enable cultural benefits such as focus on strategic oversight only. He also spoke about regionalisation of administrative functions and improved ways of working which could be location agnostic.

10. The Head of Transformation explained the new Smarter Working Programme as set out in the supporting papers. This Programme was principally focussed on maximising the benefits from technology already delivered. This included Power BI, an area which the organisation wanted to develop. The BTPA Deputy Chair offered to share the experiences of RSSB in this area. PA also confirmed that they had experience in this area. This led to a discussion on BTP's use of digitalisation, the efficiencies created and the perceptions of the travelling public.
11. BTP representatives also confirmed that they had a focus on developing a fuller narrative on the efficiencies delivered and in train. This would encourage cash and non-cashed benefits and may have a particular focus on the amount of front-line officer time freed up by the delivery of various initiatives. BTPA welcomed this initiative commenting that such a clear and compelling narrative was vital for improved engagement with rail industry partners.

Action: BTP to update on the development of this broader efficiency narrative – for internal and external consumption.

b) Post Implementation Review – benefits realisation

12. Assurances were given that post implementation reviews were being carried out and would continue. Custody was used as an example one area of the business to demonstrate this. The Deputy Chief Constable advised that the project had recently been considered at Portfolio Change Investment Board (PCIB).

c) Dashboard, efficiencies and risks

13. The Director of Strategy and Change signposted the working group to the dashboard, drawing their attention to the projects which had been delivered and validated. He confirmed that there was an achievement of £6.5m worth of recurring efficiencies against the £9m target for the year.

d) Change capacity

14. The intention to pause the work of the delivery partner at the end of the financial year was confirmed. The Director of Strategy and Change advised that the drivers for this were that the main muscle moves had taken place. It was also felt that the recruitment of key roles such as the Head of Transformation, Head of Estates Transformation and the

CIO enabled BTP to build the in-house capacity and adopt change processes in light of the delivery partner's experiences and lessons to date. The Chair encouraged the lessons learned to incorporate the experiences from both organisations (BTP and PA) including where they may have been conflicting views as this information could also be informative.

15. The working group were advised that the framework and contract with PA would remain to provide the option for further consultancy to be sought. This would allow expertise to be drawn upon during the implementation stages. Members queried whether this was legitimate and were advised by BTP that it was.

Action: BTP to capture the lessons learned from the delivery partner.

GIAA Report Action Plan

Agenda item 4

16. The Working Group was referred to the revised action plan arising from the GIAA audit. It was observed that there was a significant amount of green and it was queried whether the RAG status presented was overly optimistic. The Chair shared his experiences to demonstrate how this could be a potential risk. He encouraged a further frank assessment from BTP as to which actions do still require more work.
17. Clarification was also sought as to whether green indicated completion or the action being on target for completion, recognising that some of the areas were enduring themes. There was an expectation that there were likely to be a few actions which the organisation would take forward as ongoing areas of work.

Action: BTP to reflect on the RAG grading and use other audits as a comparison.

AOB

18. The Chief Executive invited views on the rhythm and frequency of the working group meetings. The Director of Strategy and Change advised colleagues of the subsequent key decisions to be taken which included estates, telephony and control room design. All of which were still in development with telephony likely to be requiring the earliest decision.
19. There was consensus that monthly meetings were too frequent and could create an unnecessary burden on BTP in the production of documentation for the sole purpose of the meetings. A decision was made to cancel the meeting scheduled for February but to meet again

in March. In the event that a later date in March or early April was perceived to be more beneficial to support work streams and decisions representatives from BTP were invited to make this known.

20. Consideration was given to the need for the full Authority to be updated on the key developments of the transformation programme, noting that it would have been some time since its last briefing. It was also felt that some wider communications would be beneficial, recognising the changing picture with regards to the totality of the efficiency demand but also a status update of the achievements of the programmes and areas where there has been a departure from initial proposals. In addition to a briefing session it was suggested that there could be inclusion within the Chief Constable's written update to the Authority which would reach a wider audience as a public document.

Action: BTP to provide an update to the Authority on the key developments of the transformation programme. The timing of this to be confirmed by the Executive.