

Minutes

Strategy & Planning Committee

Wednesday 4th March 2020 10.30
BTP FHQ, Camden Street, London

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Present:

Andrew Pollins (Chair)
Willie Gallagher
Kenna Kintrea
Graham Evans
Beverley Shears

In attendance:

BTP

Paul Crowther, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Simon Downey, Director of Strategy & Change
Tracey Martin, Finance Director
Ben Kelso, Head of Transformation
Rhys Lovegrove, Head of IT Strategy and Portfolio Delivery

BTPA Executive

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

Apologies:

Stella Thomas, BTPA
Rachael Etebar, Director of People and Culture, BTP

Welcome & Introductions

Agenda item 1

109. The Chair welcomed those in attendance to the meeting; apologies were noted from Stella Thomas and Rachael Etebar.

Minutes of meeting 10 September 2019

Agenda item 2

110. The Chief Constable noted that the record of the discussion at paragraph 82 of the minutes of 14th November 2019 was not an accurate reflection of business done; the Chair invited the Chief Constable to provide specific feedback in

correspondence outside of the meeting which he would then consider.

Agreed: Chief Constable to provide specific feedback to the Chair in correspondence on the matter indicated regarding the minutes of 14th November 2019 for the Chair's consideration.

111. With the agreement of the Committee the minutes of this and earlier meetings were accepted as an accurate record of those meetings; subject to any further representations from the Chief Constable with respect to the matter he wished to highlight regarding the 14th November meeting.

Agreed: The minutes were agreed.

Matters arising/actions outstanding

Agenda Item 3

112. All matters were noted as closed or with updates to be provided on the meeting agenda with the exception of the following. Action 46, which related to the resource allocation modelling (RAM) work on which the Committee had sought an update. The Chief Constable noted that this work continued to mature but had since broadened out from the initial focus on informing a contractual reset for policing services on B-Central Division and was now more concerned with resource and demand modelling across the Force and building a mechanism which could inform strategic financial and workforce planning. On that basis the Committee agreed to close the existing action on RAM and to open a new action to seek inputs from the Force on its approach to demand and resource which should inform and strengthen future strategic level discussions on resource requirements and planning.

Agreed: Action 46 to be closed as superseded by a new action on demand and resource modelling

Agreed: The Committee to seek an input from BTP on its approach to demand and resource modelling to inform future strategic level discussions on resource levels

113. Action 50 concerned a request for further information on the performance of BTP's call handling function, this followed feedback received at a local stakeholder engagement meeting. The information tabled at Item 3A was noted as a comprehensive summary of the current picture, which suggested some significant performance challenges, what had yet to be described was the Force's analysis of the cause of those challenges (staffing levels/technology issues, for example) and what plans were in place to improve performance. On the basis that this further information would be provided by BTP, this action was closed with a recommendation that the matter be referred to the Authority's Performance and

Delivery Committee (P&DC) for a deep dive review.

Agreed: Action 50 closed to be superseded by a recommendation to the refer the matter to P&DC for a deep dive review

Agreed: Based on the information provide at Item 3A the Committee to recommend a deep dive review of BTP's call handling function to P&DC

114. With respect to actions on procurement of a Learning and Development service an update was sought on progress with Government approvals following endorsement by the Authority in early December. It was noted that this approval unusually had not been accepted for parallel review by the Department for Transport (DfT) as it made its way through the Authority's governance process and had subsequently been further delayed by activity post the general election. An urgent update was now sought.

Agreed: An urgent update on progress with Government approval of the Learning and Development business case to be sought by the BTPA Executive

Part 1: Matters for decision

Policing Plan 2020/21

Agenda Item 4

115. The Deputy Chief Constable gave a short introduction to the plans presented explaining that these represented the outputs of several months' work and a number of cycles of engagement with partners, staff and public. The proposals were now recommended by the Authority's Policing Plan Working Group (PPWG) which had provided a supporting paper setting out the process to develop the plans and how proposals had been updated to reflect the consultation feedback received in the New Year. The Committee was satisfied that the plans demonstrated a balance between the Force's assessment of its strategic risks, such as a focus on counter terrorism as reflected in the forthcoming Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) report on BTP; matters of key concern to the industry such as staff assaults and reducing disruption and those matters most important to the public including anti-social behaviour.

116. The Committee noted some further amendments to be actioned ahead of final publication including further simplifying language where possible and drawing out the contribution to visibility and availability made by the objectives made. In addition, the Committee recommended a further review of the proposed measures to make sure these were meaningful, SMART and resonated with the internal and external audiences. In addition, the Force had yet to finalise the key areas of focus for the A-Division group of support functions but these were likely to be focused on

recruitment and retention, efficiency and custody. Once finalised these would be reviewed and added to the plans for review by the Authority.

Agreed: Ahead of presentation to the full Authority update the current draft proposals to;

- **Further simplify language**
- **Make clear how the objectives and measures would contribute to and demonstrate a commitment to maximising visibility and availability**
- **Review the proposed measures to ensure they are meaningful and SMART**
- **Add in the contribution to be made by the support functions grouped under A-Division**

117. The Committee noted the read across to the previous year's plans which reflected the ongoing priority of a number of issues such as tackling violent crime and disruption. They also noted the addition of two new objectives around a problem-solving approach to anti-social behaviour and a focus on safeguarding people at risk. These new areas reflected developing work on tackling football related disorder in partnership with the rail industry and football authorities, and on County Lines for which the Force had received funding to develop new capabilities to focus on rail specific elements of this challenging area of work. The Chief Constable invited the Committee to consider ways in which engagement with passengers could be strengthened in the development of future plans; the range of methods used in the 2020/21 plans was noted and a commitment given to revisit this to identify any new opportunities.

118. The Committee also considered options for refreshing the approach to the plans for future years; topics considered were extending the duration of the plans to create better conditions for collaborative working with industry and other partner agencies; aligning plans with those of other agencies and the position with respect to considered use of targets. A recommendation was made to revisit this topic at the next meeting of the Committee in June at which the annual after-action review report from PPWG would be tabled.

Agreed: The process for developing plans for 2021/22 to take into account proposals with respect to timing, duration, use of targets and potential to align the plans with other relevant plans such as the financial plan and external strategies

Agreed: June S&PC meeting to consider options for future operational planning

Agreed: Taking into account the proposed amendments set out in the discussion, the Committee was content to recommend the plans for 2020/21 to the full Authority for approval

Part 2: Matters for information and discussion

Strategic Horizon Scanning

Agenda Item 5

119. Simon Downey introduced the item explaining that it set out some areas in which the Force was seeking to both strengthen its horizon scanning activity and its engagement in strategic dialogue with the Authority. This proposal for more frequent activity would augment the discussions which would normally take place as part of cyclical discussions on developing Strategic and medium-term financial plans. The purpose of this proposal was to identify areas of change and identify those which BTP and the Authority wished to influence and those which required a response to mitigate a risk or act on an opportunity. For example, this could include the forthcoming Williams Rail review and opportunities around revisiting funding streams; the Police Covenant, use of targets and BTP's own workforce planning and recruitment and retention strategy in light of recent Home Office plans. This activity might prompt a debate about a vision for BTP as the police force for the railways versus the railways police force and what those different positions entail.
120. The Chief Constable summarised saying he wanted to create conditions for a discussion about how the Force could secure funding to deliver the shared ambition for BTP. The Committee asked how BTP wanted to enable more strategic conversations asking on what topics and in what forums did it want those discussions to take place? Members suggested that initially this needed to be approached via board engagement/development type conversations at a dedicated away day rather than via busy agendas in public meetings. They also recommended using a facilitator to help distil the key issues to be worked on. Simon Downey also proposed providing quarterly updates on regular discussions between the Executive teams via reporting to the S&PC. The Committee welcomed the initial inputs and highlighted the need to align any future work of this nature with that of the Audit and Risk Assurance Committee (ARAC).

Agreed: BTP to work with the BTPA Executive to refine its proposals and develop an initial programme of engagements on strategic matters

Agreed: When content with proposals the S&PC to then recommend the programme of work to the Authority

Agreed: The Committee to receive quarterly updates on strategic level activities from the BTP/BTPA Executives

Agreed: Executives to work together to ensure good communication and alignment of this work with that of ARAC

2018/21 Strategy Refresh

Agenda item 6

121. Members received and noted proposals with respect to the proposed approach and timetable for rolling forward the current strategic plan by twelve months; noting this also needed to take into account any relevant matters arising from the proposals tabled at Item 5.

Transformation review and reset

Agenda item 7

122. Ben Kelso spoke to the paper and presentation positioning the report as not yet fully signed off by the Force Executive team but in a mature state of development. A final iteration of the refreshed plan would be presented to the Authority's Transformation Working Group for review and discussion on 19th March. Worked continued on the agreed portfolio programmes in the meantime as would be reported at Item 8 on the agenda.
123. The paper summarised what the Force believed it had delivered to date in terms of cashable and non-cashable savings whilst noting that work continued to capture, describe and quantify the non-cashable benefits enabled by the BTP2021 programme. Initial recommendations had also reflected on observations arising from the GIAA report on efficiency and transformation particularly with respect to recommendations about streamlining governance. Feedback from the recent BTP staff survey had also provided an opportunity to capture views on the transformation programme and to address some of the hindrance stressors which had been reported. In taking these various sources of intelligence into account it was hoped that the full potential for change could be unlocked. Areas of specific focus would be improving communications with the workforce to demonstrate the benefits of the new ways of working rather than simply framing these as a tactical response to an efficiency challenge. Signalling the intent to see through previously agreed areas of change was also important; this involved positioning work to come as a reset not a restart of transformation activity - for example completing work on the corporate resources programme.
124. Following the review period three key areas emerged around which the transformation programme could be structured. PEOPLE AND CULTURE – including recruitment and retention, training and leadership activities. SMARTER WORKING which seeks to drive out and capture non-cashable benefits through new ways of working enabled through recent investments for example in technology. Finally, INFORMATION EXPLOITATION which sought to develop a more structured programme of work to deliver benefits through smarter use of information across the organisation. The refreshed programme would also capture new opportunities arising since BTP2021 was launched and key elements of business as usual change activity.

125. The Committee welcomed the approach and the work done to progress the reset activity adding that they applauded the new tone and intent to learn lessons and to re-energise and complete the work previously planned. Members identified that there was a significant amount of activity falling under the 'people and culture' programme of activity and asked whether the Force could deliver that significant change capability and shift in culture. The scale of the challenge was acknowledged with the provision of new tools being only part of the journey to changing ways of working; for example, a move to self-service was likely to require ongoing support and encouragement to deliver the desired behaviours.

126. The Chief Constable highlighted the streamlining of the support services function as another example where the organisation had to approach delivering change in a new way; as such BTP was investigating a business matrix management approach as a way of enabling the new vision.

Agreed: Andrew Pollins to share information on business matrix management with the Force

127. Sarah McGarel asked whether civilian staff were sufficiently reflected in the three key pillars of the refreshed plans as set out in the paper. Ben Kelso confirmed that this was a work in progress and would reflect further on that observation. Hugh Ind offered that as the plans were finalised and messaging was developed for the internal audience it would be essential to develop messaging for partner audiences at the same time particularly for the Force's funders. The benefits delivered, and yet to be delivered, especially in terms of improved productivity would be of particular interest to rail partners.

128. The Committee thanked the Force for the update and looked forward to receiving the final refreshed plan once the TWG had completed its review.

Agreed: BTP to develop narratives on the transformation refresh which would be meaningful to external audiences – with a focus on productivity benefits

Delivery Update

Agenda Item 8

129. A short update on progress with delivery against the current transformation programmes was provided. Rhys Lovegrove updated on the End User Compute procurement exercise which had generated good quality bids for the device replacement programme. Assessment of the bids was underway and a decision on the full business case was likely to be required in late April/early May. The Committee noted that this would likely generate a request for approval out of committee. In the meantime work continued to roll out the existing device replacement programme and to improve the capability of those devices to ensure this was done in a timely fashion to allow benefits to be maximised. Capturing and

quantifying benefits would be a key monitoring element of the new End User Compute approach.

130. Tracey Martin provided a short overview of the corporate resources transformation project and the Committee noted that a new design had been approved and recruitment to the new structure was underway. The plan was for the new structure of approximately 180 posts to go live from April 2020; this would include elements such as a centralised financial management function which sought to improve financial control, management of income and accuracy of forecasting. A more detailed update on the new model would be provided to TWG.
131. Members noted that communication would again be key as the Force moved into the implementation phase as there was inevitably going to be a degree of anxiety at a local level. In terms of balancing where local posts were likely to be lost via a more centralised model, the Committee was assured that the Force was considering where new local opportunities could be used to spread that impact.
132. Simon Downey provided an update on the estate strategy refresh which would again be reported in a more matured form to TWG on 19th March. Of key interest to the Committee, and a matter on which a previous business case decision would need to be revisited, was the Birmingham hub currently in the Axis House building which was the subject of a compulsory purchase order (CPO). The Committee noted that a number of previous planning assumptions had changed and this had required BTP to investigate alternative options to ensure continuity of the functions currently located in Birmingham; a further update would likely be provided during the week commencing 9th March with options being clearer then. The support of the Authority in helping the DfT appreciate the criticality of securing a realistic and deliverable plan to transform the Birmingham estate was sought.
133. The Committee noted that work needed to ready the Force for any transformation of its control room operating model was unlikely to be complete in time for the move out of Axis House necessitated by the CPO so work on a new model would need to be approached via second phase of activity following the building relocation. Members asked whether the new premises would be flexible enough to accommodate further phases of transformation; BTP confirmed that this was the intent. The Committee also noted that further advice on the timing of revisiting the decision with regards to Birmingham premises would follow.
134. The Chief Constable added that the future site for Force Headquarters was also a key element of the refreshed estate strategy and both this and decisions concerning Birmingham would be informed by BTP's overarching ambitions around striving for greater efficiency, effectiveness and agility.

Look Ahead

Agenda Item 9

135. This item was noted and would be updated to reflect discussions at the meeting.

AOB

Agenda Item 10

136. The Committee noted the complexity of the many areas of activity currently underway, with estates being a key one of these, and the increasing need to ensure good communications between, and alignment of, the work of the Transformation Working Group, the Strategy and Planning Committee, Audit and Risk Assurance Committees and the full, Authority.

137. In terms of specific emerging risks to be noted, the need for an update on the Force's planning for the impacts of a worsening Corona Virus outbreak was highlighted. The Committee noted that the Government was also due to issue a budget ahead of the next meeting and this should be reviewed to understand any risks and opportunities emerging for BTP and the Authority.

Agenda item 11

138. Kenna Kintrea reiterated the request for an update on the Learning and Development business case.

Reflections on effectiveness of meeting

Agenda item 12

139. There was no discussion under this item.

Any other business

Agenda Item 13

140. There was no AOB.