

Minutes

Strategy & Planning Committee

Thursday 14 November, 09:30
BTPA Offices, The Forum, 74-80 Camden Street,
London

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Present:

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

In attendance:

BTP

Paul Crowther, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Simon Downey, Director of Strategy & Change
Rachael Etebar, Director of People and Culture
Tracey Martin, Finance Director
Nicola Dykes, Head of External Stakeholder Engagement

BTPA Executive

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

Welcome & Introductions

Agenda item 1

58. The Chair welcomed those in attendance to the meeting,
noting the attendance of Nicola Dykes, BTP's new Head of External
Engagement.

59. There were no apologies.

Minutes of meeting 10 September 2019

Agenda item 2

60. Rachael Etebar clarified her comments as captured at paragraph 30

Agreed: Rachael Etebar to provide updated wording with respect to the points made at the last meeting

61. The Chief Constable indicated that he also had outstanding observations to be considered. The Chair agreed to consider any final representations from attendees on historic minutes but noted that as Chair it was his responsibility to deem minutes accurate and final.

Agreed: Attendees to forward any further comments on previous minutes to the committee Chair for consideration

62. 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

63. Members noted the update provided with respect to action point 57 – support services design which would come back to the committee for review and endorsement at an appropriate point in the future.
64. Simon Downey provided an update at action 43 confirming that a new Head of Estates had been recruited and would be in post from February 2020.
65. By way of wider context around strengthening Force capability the Chief Constable confirmed that in addition to a new Head of Estates, new post holders had also been appointed to the roles of Head of Transformation and Chief Information Officer (CIO). These appointments would positively impact the Force's ability to drive through the remaining transformation activity.
66. All other actions were noted as complete or in progress.

Part 1: Matters for decision

Medium Term Financial Plan (MTFP) 2020/24 and Budget 2020/21

Agenda Item 4

67. The Committee Chair provided a short introduction congratulating the Force Finance Director and Authority Chief Finance Officer on the materials presented and the collaborative work carried out in preparing the draft proposals. The Committee noted the significantly improved position this year with respect to the quality of information presented and the confidence in the data underpinning the plan. The plan was noted as pragmatic with respect to the ongoing efficiency focus and the inclusion of a degree of realism was also welcomed.

68. The Chief Constable and Simon Downey spoke to a presentation circulated in the meeting (copy in file) describing the context for the proposals being tabled. The Chief noted that he was pleased with the methodology applied to building the budget and with the outcome presented at the meeting. He explained that a zero-based approach had been applied to the approximately 80% of the organisation which had already been subject to review and redesign as part of the transformation programme. The proposals presented also took into account the initial findings of the resource allocation modelling activity and were based on the assumption that he still intended to deliver the existing Strategic Plan; the plans as tabled provided the resources he assessed were required to do so.
69. Simon Downey highlighted work delivered to date via the transformation programme and the underpinning principles applied to the MTFP proposals; i.e. that the Strategy would be delivered by transforming the productivity of the frontline and its ways of working with partners. Members noted that much of the planned transformation had either been delivered or would shortly begin to be delivered and that the focus of the Force was currently on driving out and capturing those planned productivity benefits.
70. Rebalancing of frontline versus support resources was highlighted as a critical current task, taking into account peer benchmarking and better defining the unique requirements of a nationwide police service for the railway. The aim with this work was to identify and design where BTP's resource approach was consciously different to that of its peers. This approach was noted and welcomed. The Force assured the committee that any rebalance of resources was also mindful of the need not to displace activity to the wrong employee type; i.e. that warranted roles were not carrying out civilian support functions.
71. With respect to the Force estate the strategic intent was to have structure that was fit for purpose, efficient and of good quality.
72. The Committee noted that the intention was that the Force's 'Ways of Working' group would lead on capturing and assessing benefits delivery and that this would ultimately report its findings and recommendations with respect to reinvesting the time gained into the Authority's Transformation Working Group (TWG). The Force's Working Group was noted as actively seeking measures of productivity gains and was likely to consider a range of direct and proxy indicators as its work progressed and the Committee welcomed this approach.

Agreed: Work on benefits capture, analysis and reinvestment to be reported into the BTPA TWG

73. Members explored some of the challenges emerging during the transformation period and how service levels were being maintained; highlighting feedback received from stakeholders on issues with ease of contact with BTP's First Contact Centre. A note on performance of the Contact function to cover staffing and service levels was commissioned by the Committee.

Agreed: A note on performance of the Contact function to cover staffing and service levels to be provided to the Committee

74. [Jeremy Mayhew joined the meeting]
75. The Committee was reminded of the Force's approach to the original efficiency savings over the planning period where it was noted that the Force's assessment was that 60% of the pre-existing plan reflected true efficiencies, the remaining 40% would have an impact on service delivery. Based on his assessment of strategic risks including the operating and political environment, the Chief Constable stated that he did not support continuing with any such measures which resulted in a reduction in visible frontline officer numbers. In doing so, he confirmed that this did not prevent further investigation of efficiency opportunities which may impact non-visible roles and ongoing focus on delivering services more efficiently versus cuts.
76. Members sought clarity on what the Chief Constable's stated position meant in relation to the achievement of the initial £30m efficiency requirement. In summary his proposals would mean achievement of £18.7m of the original requirement by 2022/23. He said that £8.9m of measures associated with visible officer efficiencies would be removed as this would make delivery of the Strategic Plan unachievable. Options to address the residual requirement ('the stack') were set out in the accompanying slides which addressed the points set out in the Chief Executive's letter of 15th October 2019. These options were not focused on non-pay/support functions as these had been fully explored already in the view of the Chief Officer Group.
77. Tracey Martin spoke to her papers highlighting the following. Proposals were taut across all five years; and featured a significant realism adjustment on officer and PCSO numbers. Further that the assumptions included a 2.5% pay uplift in future years therefore illustrating an assumption that pressure on pay will increase; assumptions regarding use of overtime were also taut and assumptions on non-pay were flatlined except where this assumption was not prudent. An adjustment had been made to reflect assumptions that the Emergency Services Network roll out would not proceed to the same timeframe as previously assumed; this removed £4m of pressure in 2020/21 and 2021/22 and reprofiled this spend to later years. Also, of note was an option to reduce planned spend on transformation

consultancy in 2020/21 instead reinvesting a smaller amount of money in developing internal capability and thus delivering a saving. An annual provision for contingency of £2m per year had been included. Overall this delivered a proposed financial plan which increased by £22m over five years, or by 1.3%, and which generated a budget requirement for 2020/21 which was £4m less than had been assumed 12 months ago. It was noted that additional spend on severance may be required and the need to seek approval for this from the Department for Transport was acknowledged.

78. Members clarified whether the realism factor for officers as set out at Appendix 4A was an actual increase from year one to year two of the plan. These numbers are to be checked after the meeting.

Agreed: realism factor for officers in years one and two as set out in Appendix 4A to be clarified

79. The Chair again commended the approach taken in developing the budget and thanked the Force and the Authority CFO for their efforts. He noted on behalf of the committee that this generated an in-year deficit of £2.5m in 2020/21 in terms of planned income versus planned expenditure. The Chief Constable stated that this deficit had been driven by the cancellation of an Enhanced Police Service agreement (EPSA) contract and that the required funding for those resources had not been redistributed to other funders.
80. The Chief Executive recommended that in making its deliberations the Committee should also consider the Authority's strategic price promise to limit charges to RPI increases, then CPI. And that the planned spend in 2020/21 versus the likely outturn in 2019/20 which was likely to be a significant increase. The Chief Constable emphasised that any underspend in 2019/20 was driven by the requirement to adjust resourcing levels to reflect the income lost via the cancellation of the EPSA. This was undesirable operationally and had caused operational impacts.
81. The Authority CFO recommended that the Committee endorse approval of a budget of £315.9m, noting that the stated recruitment plans were ambitious and the £2.5m deficit would likely be offset over the course of the year. Should additional investment be needed to match expenditure during 2020/21 this should be brought to the Committee which had the option of raising additional funds from contract holders or drawing down from reserves. The Chief Constable reiterated that in his view the budget was already taut and reflected a measure of realism for recruitment and decisions on increasing charges or drawing down reserves should be made in setting the budget.

82. Authority Members agreed that the revenue budget should be balanced to £315.9m to align with the proposed funding figure, and that BTP should tweak assumptions to reconcile to this. It was clarified that Members had no appetite for BTP to resort to 'the stack' as a method of reaching the revenue budget figure. The Chief Constable acknowledged this but again emphasised his view that the budget was already taut and reflected a measure of realism for recruitment. He noted that whatever the decision of the Authority was it would be for him to determine how to deploy that budget; also noting the Committee's recommendation that the options set out in 'the stack' should not be progressed. To bring the discussion to a close, the Committee Chair noted that he would capture the views of the Committee with respect to specific recommendations to be made to the full Authority and share these with attendees within 48 hours for clarity. This would also inform any refinements to the information to be submitted to the Authority for review on 3rd December.
83. The Committee again noted the Force's intention to continue work to understand and maximise productivity gains and that efforts to recruit to the budgeted establishment should continue.

Agreed: Committee Chair to capture the views of the committee with respect to specific recommendations to be made to the full Authority and share these with attendees within 48 hours for clarity. This to also inform any refinements to the information to be submitted to the Authority for review on 3rd December 2019.

Business cases for approval

Agenda Item 5.1 - Axis House - Birmingham Estate

84. The Committee noted the circulated minute sheet as a record of the out of committee decision and feedback provided. Simon Downey noted that work by the developer with respect to the proposed new site had paused for at least six months and that BTP would continue to occupy the current premises for the foreseeable future. Regular engagement with the developer continued in the interim. The Committee agreed that should any further significant delay arise the decision taken should be revisited, in the first instance by TWG, to take stock as reassess options.

Agreed: TWG to revisit options on new Birmingham premises should any further significant delay arise

Agenda Item 5.2 - Learning and Development Outline Business Case (OBC)

85. Rachael Etebar spoke to her paper and presentation. The outline business case concerned the modernisation of the Force's learning and

development offer from 2021 and would involve an approach to the market with the intention that a blended learning delivery model would be delivered. This would have benefits for the Force's ability to attract, recruit and retain officers and staff and in enabling employees to develop their career with BTP. It also estimated efficiency savings of £500k per annum but this was subject to the market's response to the procurement exercise.

86. The Committee supported the broad direction of travel but sought detail on anticipated costs to be included in the final version of the OBC to be presented to the Authority to evidence that the proposals were affordable within the MTFP. Members also challenged the Force again on whether they had appropriate resources to support the next stage of the process as this was likely to be very labour intensive; particularly if this was likely to involve a competitive dialogue exercise. Rachael Etebar confirmed that she assessed that she had enough professional support but would clarify whether a competitive dialogue exercise was included. Based on that clarification Members asked for further assurance on resourcing.

Agreed: Rachael Etebar to include cost data in the OBC presented to the Authority to evidence affordability within the MTFP

Agreed: Rachael Etebar to clarify the position with respect to a competitive dialogue phase in the procurement

Agreed: On the basis of the clarification with respect to competitive dialogue Members to receive further assurance on resourcing

87. The Chief Constable invited Members with relevant experience to provide support during the procurement phase particularly with assessing and refining options once bids had been received.

Agreed: Members with relevant experience to provide support during the procurement phase

Agreed: The Committee endorsed the proposals and will recommend them to the Authority for formal approval

Agenda Item 5.3 - End User Compute

88. Members received a supporting briefing from Simon Downey who described the Force's intent to establish a new commercial framework for the procurement of devices. This project was critical for enabling BTP's agile working ambitions and was linked to investments in the Force's technology infrastructure. Key to the proposals were rationalising device distribution by identifying the end user requirement and deploying the appropriate technology based on an assessment of need. A redistribution activity was noted as underway in parallel with

existing devices being allocated to maximise their effect. Members confirmed that the proposals were factored into and affordable within the MTFP considered at Item 4. Further that appropriate training and resource would be in place to ensure that maximum value was delivered from the investment through timely roll out of devices to users who were equipped to use them. A plan for training, roll out and ongoing support was confirmed by BTP and again provision for this had been included in the MTFP.

Agreed: The Committee endorsed the proposals and will recommend them to the Authority for formal approval

89. With respect to the wider technology landscape Members sought a short brief on the legacy issues the Force was currently addressing, specifically setting out key opportunities, risks and plans underway to mitigate.

Agreed: A short brief on the current balance of legacy technology issues to be provided to capture key opportunities, risks and plans underway to mitigate

Update on 2020/21 Policing Plan process

Agenda item 6

90. The committee received an update on progress noting that work on the force-wide and sub-divisional plans was on track and had been informed by public surveys, the Force strategic assessment and feedback gathered from local engagement meetings.
91. Thus far potential items for inclusion in the plans had been identified and following discussion at the Policing Plan Group on 12th November these were being refined. Some topics identified would be captured within the overarching or local narratives by way of context, others would be expressed as specific objectives. The plans would also seek to signpost emerging matters likely to be a feature of future plans or Force activity.
92. The Committee noted planned next steps to finalise products for the final consultation activity early in 2020.

Proposals re 2018/21 Strategy reset/refresh

Agenda item 7

93. The Committee received proposals relating to the reset or refresh of the current Strategic Plan noting the need to ensure that the plan reflected current assumptions and ambitions and can capture the recommendations of the unpublished Williams Rail Review. A light touch refresh and roll forward by one year to 2022 was supported with a recommendation that the Force and Authority Executives work

together to begin to capture matters for inclusion in a refreshed plan such as the alignment with the Strategic Policing Requirement 2025, funding for County Lines and associated activities. Work on the substantive review of the Strategy should continue in parallel with a view to engaging a new Chief Constable in the preparation of a new three-year Plan to be published from 2022. The refreshed Plan should be used to signpost emerging ambitions for the new Strategy including those relating to efficiency activities.

94. The Committee also sought a timetable of Strategic Planning activity to cover the next 12-15 months during which time the refreshed plan would be issued and work on the new substantive Strategy would be well underway.

Agreed: Force and Authority Executives work together to begin to capture matters for inclusion in a refreshed and rolled forward plan to 2022

Agreed: A timetable for next 12-15 months of strategic planning activities to be presented to the next Committee meeting

Agreed: Preferred option to be recommended to the full Authority for approval

Part 2: Matters for information and discussion

Strategy Implementation

Agenda Item 8

95. Simon Downey spoke to his dashboard presentation. Once the MTFP had been ratified by the full Authority he explained that he proposed to refresh the content of the reporting dashboard and to update the communications for the workforce to ensure they reflected the future transformation ambitions. The Committee noted plans to cascade updated messaging to the Force via top 500 briefings.
96. In terms of specific elements of the Strategic Plan, work on developing a final business case for Neighbourhood Plus was noted as reaching completion and this was a key delivery activity for the 'protecting people' objective. Work on the new model for 3Ci was also due to deliver final recommendations ahead of the next committee meeting and a briefing on emerging proposals would be routed via the TWG in due course. Proposals to combine the Territorial Policing and Specialist Operations Chief Officer Group portfolios were also briefed.
97. With respect to reducing disruption the Deputy Chief Constable noted ongoing work with priority locations which was yielding results. More generally on partnership working activity was also well underway to

establish new approaches to supporting partners in tackling fare evasion.

98. For the delivering value strategic objective digital transformation was noted as the focus for the remainder of the current year with a number of projects, including End User Compute endorsed at Item 5, underway to enable future productivity improvements. The Committee requested an update on the digital transformation programme at the next meeting and sought assurance that the gap created by the outgoing CIO could be managed until the new post holder arrived. It was confirmed that contingency arrangements were in place including a regular review of technology performance and progress with transformation at a strategic level.

Agreed: An update on the digital transformation programme to be provided at the next meeting

Development of a People and Culture Strategy for BTP

Agenda Item 9

99. The Committee received a presentation from Rachael Etebar introducing the updated People and Culture Strategy which set out the Force's aspirations about who BTP wanted its people to be. In doing so she thanked Authority Member Bev Shears for her assistance with the final draft. The Committee noted that the draft strategy would drive the Force's resource plans which describe the journey from the current position to the end state; also, that this key document was linked to other strategies such as that for the estate. Key success measures would be described in the accompanying action plan and would consider the measures considered by HMICFRS in the effectiveness and efficiency inspections. Next steps included consultation with unions and an eventual launch to be co-ordinated with publication of the results of the staff survey. Members welcomed the proposal to use communications materials which would be engaging for the workforce – such as a People Strategy on a page and encouraged the Force to consider the reporting products to eventually be used internally and via the Authority's committees.
100. Key to successful delivery of the Strategy was ownership of the plan by leadership at all levels, especially those at middle ranks with significant line management responsibilities. The Committee explored the extent to which the Force had planned to equip these leaders with the right information and tools to this via training and communications. Rachael Etebar confirmed that this consideration had been factored into the forthcoming action plan.
101. The Chief Executive asked whether diversity had enough coverage in the Strategy and whether this was strong enough to resonate with the workforce. The Committee noted that a Diversity Strategy was already

in place and the Force committed to reflect on the read across between the two and strengthen the diversity message within the People and Culture Strategy or combining the two if necessary.

Agreed: The Force to reflect on the read across between the Diversity and People and Culture Strategies and consider amendments to either/both as appropriate

102. The Authority CFO encouraged the Force to ensure there was a strong focus on attraction, development and retention matters within the forthcoming action plan

Agreed: The Committee endorsed the Strategy, subject to final refinements, to the Authority for endorsement

[Kenna Kintrea and Jeremy Mayhew left the meeting].

Look ahead

Agenda Item 10

103. This item was noted.

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

Agenda item 11

104. Key messages emerging from the meeting were that good progress had been made on the MTFP/budget and the Committee would be in a position to make a final recommendation to the full Authority when it met in December.

105. Similarly, the good work completed on the updated People and Culture Strategy was noted and this document was also commended to the Authority for review and endorsement. Finally, the Committee confirmed that had endorsed the proposed way forward on the refresh and roll forward of the 2018/21 Strategic Plan.

106. No new risks were recommended for escalation to the Audit and Risk Assurance Committee.

Reflections on effectiveness of meeting

Agenda item 12

107. The Committee considered the meeting to be effective and welcomed the addition of a pre-brief of the detail of the MTFP which assisted with familiarisation of the detail of the item. Additional briefings to be considered for future items as appropriate.

Any other business

Agenda Item 13

108. There was no AOB.

DRAFT for approval