

## Minutes

### Strategy & Planning Committee

Thursday 24<sup>th</sup> May 2018  
at BTPA The Forum, Camden NW1 OEG

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**Present:**

Dyan Crowther, Chair  
Ron Barclay-Smith  
Beverley Shears  
William Gallagher  
Bill Matthews

**Apologies:**

Andrew Pollins

**In attendance:**

Adrian Hanstock, Deputy Chief Constable  
Simon Downey OBE, Director of Capability and Resources  
Alistair Cook, Force Finance Director, BTP  
Mike Furness, Head of Strategy & Performance, BTP (Part)  
Sarah Winmill, Chief Information Officer, BTP (Part)  
Charlotte Vitty, Chief Executive BTPA  
Sam Elvy, Head of Strategy, Planning and Stakeholder  
Engagement BTPA  
Katie Stanton, Stakeholder Engagement and Communications  
Manager BTPA  
Sarah McGarel, Chief Finance Officer BTPA  
Ellie Hartup, Executive Team Assistant BTPA (Minutes)

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**Agenda Item 1 Welcome, Introduction and Apologies**

1. The Chair noted apologies from Andrew Pollins, and made comment around the late submission of papers. Any future papers that are submitted late will not be accepted.

**Agenda Item 2 Minutes**

2. The minutes were agreed as an accurate record of the meeting on 9<sup>th</sup> March 2018.

**Agenda Item 3 Matters arising**

3. The actions were reviewed. All were noted as complete or addressed elsewhere on the agenda.

**Agenda Item 4 2018/21 Strategic Plan development and delivery plan**

4. The Deputy Chief Constable gave a detailed overview of development to date for the 2018/21 Strategic Plan and how this will be delivered. The version submitted to today's committee has been produced following feedback and discussion at the force level working group, and feedback from the BTPA.
5. Bev Shears asked what the next steps would be in regards to collaborative working and the Committee suggested that the Force needed to further define what it was trying to achieve, and how, for each objective in order to identify how and where partnership activities were most important.
6. There was no objection to the force vision. Ron Barclay-Smith asked why there was no mention of infrastructure within the vision, and it was explained that this was captured within the category of disruption.
7. A short discussion took place as to whether "from crime" should be removed from the mission, although no agreement was reached. The development team agreed to take this observation away and consider it for the final draft.
8. Members asked what the relationship was between the proposed strategic objectives and the current performance pillars on which the policing plans were based. Simon Downey confirmed that improvements of performance have been looked at in terms of the current performance framework. Principle deliverables against each objective have been developed, however some refinement in performance measures are still required.
9. The Chair stated that she expected the dashboard being presented would be to reassure the Committee that the programme is being delivered and milestones reached. It is therefore expected that at future meetings a summary and narration will be given, not a delivery plan. It was agreed that it is helpful to have meaningful supporting information at the Committee, including critical milestones, key enablers, risks and key concerns.
10. The Committee asked how progress with the Strategy would be assessed and reported objectively. Reassurance was given that the

delivery plan will be graded internally through the Design Authority, Change Investment Board and Diamond Group meetings. However an agreed mechanism around external grading has not been agreed to date.

11. It was agreed that the dashboard should be used to see if it is fit for purpose and refined as required and a quarterly tracker would be useful. It was also agreed that the format and content should be agreed jointly between BTP/BTPA. .

12. An overview of the delivery plan was then given:

- 1.3 CT expansion – agreement with NWR to co-locate in Manchester hasn't been reached due to local resistance (ROC). Discussions thus far covered an armoury and locker space to house a small team, however there is a principle risk with this accommodation. The resistance is currently only location specific and between NWR and their local estates team.

Options available would be the conversion of existing NWR space or the build of a specific hub within the current footprint. At the current time BTP firearms can patrol in the Manchester area, but not be housed there. The DCC confirmed that firearm patrols are not currently underway in Manchester however Birmingham is being covered via outreach patrols from London.

The Chair commented that she wanted to see this risk improved to amber, and asked what the impact would be if there was no base for the officers to use. Simon Downey confirmed that there will be a "Go or No Go" decision by the end of June. At the present time a number of robust workarounds are being looked at, but these will not be as effective and longer term solutions would be the conversion of premises or new builds.

The Chief Executive commented that the Authority had signed off the business case a year ago, and wanted to know what was being carried in terms of risk. The Chair stated that she will require reassurance that the BTP/BTPA risk register is reviewed to reflect this issue, and that at the end of June alternatives will be looked into.

- 2. Reduce Delay & Disruption – This objective is dependent on collaboration with industry, however engagement has not yet started.

- 3. Providing Value for Money – Efficiency of the estates strategy is currently being looked at and reviewed, and a fleet review will be carried out as a validation measure.
- 4. Building a Specialist & Skilled Workforce – The Chair commented that there is a limit on what can be carried out as a delivery partner has not been agreed, therefore this objective should be marked as “red.”

An update was given by Simon Downey around the initial consultancy recruitment. The delivery partner business case is currently with the BTPA for approval, and it will then go to market. There is currently a 2-3 month slippage in delivery related to a parallel activity. The DCC advised that he wanted reassurance that there will be no conflict of interest within the procurement process.

The Chair asked how this looked at from a MTFP perspective. Simon Downey stated that there is a £4m efficiency delivery target, and some of this has already been achieved. The efficiency achieved to date is thought to be around £2m and GIAA will be looking at the credibility of these figures. COG will be briefed on this next week, and the BTPA Chief Executive and CFO will then be updated.

The Chair commented that we need to be realistic around the risk to the MTFP and BTP will be held to account around mitigating these risks. The Chief Executive asked how this will affect the £9m savings for the next financial year and the Force’s capacity to properly plan for and delivery projects and programmes in that year, and stated that this should be taken into account when re-profiling activities.

The Chief Executive commented on the £1/2m cost for Deloittes to put the original document together and asked if there has been value for money in producing this given the ongoing consultation with the workforce on other options. She also asked if the workforce were really being given the opportunity to challenge. The DCC stated that he believed they were.

13. A particular mention was given for Mark Newton of RDG and Siwan Hayward of TfL around their contribution, and this will be recorded at the full Authority meeting in June.

**Agreed :**

- Position agreed on the strategy framework, further narrative to be added which should include a glossary of terms and Q&A (to be circulated before strategy launch) to aid communication.
- Dashboard is an evolving document - consideration to be given on how delivery is monitored.
- Interpretation of RAG grading status to be described and included on strategy delivery plan.
- Understand risk of delivery partner and impact to MTFP challenge to Force going into year 2.

**Agenda Item 5 Strategy implementation**

a. BTP and BTPA stakeholder engagement and communications plans initial proposals

14. Sam Elvy asked if there were any further risks to MTFP arising from potential additional delay as there had not been any engagement with industry to date. Simon Downey advised that in regards to external engagement, a decision was made not to brief industry as they did not want to confuse it with the strategy. Engagement on the delivery plan will be launched and tested on the back of the strategy launch in July.

15. Sam Elvy commented on her nervousness of a repeat of the Demand Review and how failing to communicate effectively on the intent and delivery plan affected how the project landed internally and externally. The Chair stated that it may be appropriate to engage with industry on what the engagement plan will be and develop a means of keeping them updated with progress. Bev Shears confirmed her agreement and said there should be two levels of engagement and that a proper engagement plan will be required.

16. The Chair said that there is a need to agree core messages that we want to land in the next 6 months, and a timeline will need to be developed. The Chief Executive suggested that stakeholders are categorised to ensure that the messaging is developed and delivered appropriately.

**Agreed :**

- Dyan Crowther to send Sam Elvy HS1 core message template for reference.
- Engagement and delivery governance.
- Positive feedback on communications approach

b. Equality Diversity and Inclusion Strategy

17. The DCC gave a detailed overview of the statement of intent and explained that the strategy sets out areas of ambition, operational legitimacy, building public confidence, and the look and feel of the organisational structure.

18. The Chair asked how the strategy fits in with the People Strategy and BTP2021 going forward. She expressed her nervousness about looking at two strategies that may ultimately be going in different directions unless they were reviewed in parallel. It was suggested that it would be more appropriate to hold off endorsing the strategy until the new Head of People & Culture has started so that they can give their feedback but the progress to date was noted and supported.

19. Bill Matthews commented that it needs to be made clear it is a Force approach. The Chair recognised the work done to date but requested that the next draft more information on what would be the key deliverables and the plans to achieve these.

**Agreed :**

- Delay sign off of Equality Diversity & Inclusion Strategy until new Head of People & Culture has started in order that they can provide their feedback.
- Head of People & Culture to be invited to next Committee to give an overview of strategy.

**Agenda Item 6 Business case approval process**

20. A paper was presented which set out matters to be considered in developing an approach to scrutinising the volume of business cases emerging from BTP2021. A Diamond Group has been established with the potential objective of bringing together approvals between the BTP & BTPA to relieve the burden on the committee and full Authority. There will also be the additional benefit of linking the CC and Chief Executive. The first meeting will be set up and the ToR discussed in light of the paper presented and changes to delegations within the code of governance would need to be captured and approved.

21. The Chief Executive stated that it is the intention to align members portfolios to the BTP2021 programme with members potentially attending the Diamond Group or committee when an item specific to their portfolio is on the agenda. Members engagement in this process will be managed through the executive.

22. Comment was made that the committee have not had sight of the business case register so are not informed of the workload. This should therefore be considered and linked into discussions about the work of the Diamond Group. Willie Gallagher commented that if the “journey” of a business case is known at the start it would be beneficial to those involved within the approval process.

**Agreed :**

- **BTPA to work in liaison with BTP to develop a business case protocol recognising changes of delegated authority. Proposal to be submitted for approval at next meeting.**

### **Agenda Item 7 Business cases for approval**

a. National Network Service (NNS) – full business case for review and endorsement

23. Sarah Winmill apologised for the late submission of the business case and gave a summary of the BTP WAN/LAN and telephone services which are referred to as National Network Services (NNS). Simon Downey advised that the force has to have a new contractual solution, and if this doesn't happen it will undermine the digital ambitions.

24. Willie Gallagher emphasised the importance of understanding what the procurement process is and what we will get from it. Assurance is also required to demonstrate that BTPA have reviewed and understood the financial figures. Sarah Winmill updated the meeting by advising that she is expecting to move from capital to revenue funding for technology provision over the next few years so that the BTP is paying for what it actually uses.

25. The Chair explained that she was reluctant to recommend approval of a business case which exceeded the provision made for it in the MTFP. This pressure was in addition to that discussed earlier on the agenda arising from slippage of the BTP2021 implementation programme.

26. Comment was made by Bev Shears that perhaps all of the realisable benefits haven't been captured within the current draft of the business case. There will be £3m of additional revenue savings by the end of the programme from the departmental budget, but these savings cannot be stated confidently in the business case at the moment. Willie Gallagher advised that it was agreed the financial section was the least satisfactory part of the business case, so opportunities to meet with the Chief Executive and CFO to get the best detailed within the financial section should be explored ahead of final presentation to the Authority.

27. Ron Barclay-Smith stated that there needs to be better financial discipline, and anything over MTFP will mean looking for savings elsewhere. He commented that BTP have to develop a habit of having clearer financial detail, including impact on MTFP, within business cases.

28. A short discussion took place around how contingency funding is treated and whether it should be at an individual or programme level. Will Gallagher suggested looking at an overall programme level and what is a realistic contingency. This could be considered for inclusion in the business case development process discussed as part of the previous item

**Agreed :**

- Business case approved however when taken to the full Authority meeting further work is required to get down to the MTFP figure. Also to look to close the gap and get back on to MTFP, and to consider contingency.

#### **Agenda Item 8 Committee Work Plan 2018/19**

29. Sam Elvy gave an overview of an initial draft terms of reference which is for information rather than discussion at this stage. An updated workplan will be submitted to the next meeting once a clearer picture of the strategy delivery plan had emerged.

30. Ron Barclay-Smith suggested having an additional agenda item at each meeting in order to review the business case register.

**Agreed :**

- Business case register to be tabled at each meeting of the Committee for review.

#### **Agenda Item 9 Review of key risks, messages and internal/external communications points**

31. The Chair advised that we are in a good position to go with the Strategy Plan, however further work is required around delivery plan development and communication.

32. Work on the internal communication was noted, and visibility and understanding of impact of proposals should be included as part of the external communications plan.

33. It was agreed that further refinement is required around the strategic plan dashboard.

34. The work done to date on the EDI strategy was noted, and it was agreed to defer sign off until the new Head of People and Culture has started. A reminder was given that it should be aligned to the BTP2021 programme.

35. There should be an overarching and holistic approach to business case development and management, and it was recommended that a paper is submitted to the next meeting, but shared with members in between for comments. Programme contingency planning vs individual programme contingency should be considered in that paper.

36. NNS business case was approved, but work still needs to be done to get back on MTFP target. The good work done to date was recognised and the due diligence.

#### **Agenda Item 10 Any other business**

37. Willie Gallagher asked if the contract register is reviewed regularly, and it was confirmed by Ally Cook that this is managed in Force. The Chair suggested that this is put on the agenda as a 6 monthly item for review.

38. Ally Cook informed the meeting that GIAA have assured the procurement processes within Force and have given it a “green” rating.

39. The CFO gave an overview of the TfL budget for 2018/19 which currently sits at £76m. It has been agreed to reduce it to £75m via a reduction in PCSO numbers (100 rather than 126), and to hold the vacancy gap. There will be a requirement to outline to TfL any risks to operational cover, and a paper will be submitted to the BTPA Executive by the Force detailing this.

40. The DCC stated that he wanted to detail the operational implications rather than the risks, and wants to ensure that TfL are sighted on this in advance. This will not mean that recruiting will stop the establishment figure worked out as an average and will work to the current recruitment plan as there is a vacancy gap. A new PSA agreement will need to be agreed and approved and work has already started on this.

41. Key to this is a focus on the budget build process and ensuring that it is in line with the budget. The Chief Executive stated that overheads will need to be properly built up and budgeted for within the TfL charge. Sam Elvy advised that TfL have also stated that they expect that any savings arising from BTP2021 are returned to them and not reinvested. The Chair said it would be helpful to include on the agenda an account plan for big customer groups, and also to look at the view of the owning

group. An understanding will then need to be considered on how this will flow into the risk register.

42. Today is Ally Cook's last committee meeting. The Chief Executive thanked him for his work to date, and wished him well for the future.

Agreed :

- Contract Register to be reviewed every 6 months as an agenda item at this forum.

**Agenda Item 11 Date of Next Meeting**

6<sup>th</sup> September 2018, 1400-1730 hrs

Draft for approval