

# Transform 2020



May 2019

## Update Report to the Police and Crime Panel

This report provides an update on the Transform 2020 Programme (T2020), agreed change proposals, anticipated benefits and approach to implementation.

### 1. Background

The Commissioner has a vision that North Yorkshire Police and the Fire and Rescue Service will be synonymous with exemplary service by 2021. Following the Home Secretary's approval of the Commissioner's business case for the transfer of governance of North Yorkshire Fire and Rescue Service from the North Yorkshire Fire and Rescue Authority to the Commissioner's Office, the T2020 programme was developed jointly by the Commissioner, Chief Constable and Chief Fire Officer. The programme will fundamentally re-align the operating model of enabling services and embed collaborative working at the core of North Yorkshire Police and North Yorkshire Fire and Rescue Services.

Both the Commissioner's own assessments and HMICFRS's findings showed that some areas of enabling services in NYP, which support front-line operational services, were providing poor value for money. Furthermore, changes driven by national programmes and the changing nature of public demand and crime required a re-evaluation of the way services were being delivered. In parallel, NYFRS were found to be facing a significant financial shortfall over the next 4 years. T2020 is therefore evaluating how services can be delivered more efficiently, and will deliver £10million of recurring savings by end FY2020/2021.

However, T2020 is about more than just financial savings. It aims to help NYP and NYFRS adopt new ways of working that will allow the organisations to be more flexible, responsive to local need, driven by analytical insight and equipped to respond effectively and sustainably to future challenges.

The level of change delivered through T2020 requires a step up from previous projects and in July 2018, the Commissioner selected a business partner to support NYP and NYFRS in their assessment of the status quo, design of the programme and implementation.

PriceWaterhouseCoopers were appointed to provide this support and have been working in partnership with NYP and NYFRS under an integrated governance structure, with a joint team of programme and project staff and with key stakeholders across all organisations. 14 priority areas for investigation were identified as part of the contract, for which 11 draft business cases have been endorsed (subject to consultation), setting out a range of financial and non-financial benefits over a three year period.

Change of this degree has a fundamental impact on our people and the Commissioner, Chief Constable and Chief Fire Officer are committed to supporting our people through the changes ahead. This includes internal support delivered through the change team, line managers, Heads of Function, HR and occupational health and external support commissioned from North Yorkshire County Council. T2020 is communicating openly and honestly about the future and has adopted an approach of co-design, testing and phased roll-out of those changes that requires new ways working, so that the impact on the organisations and their people is well understood.

## **2. Approach and timeline**

As set out in the report to the Police and Crime Panel dated November 2018, the programme is being delivered in three parts:

### **1. Assess:** August – September 2018

The assess phase included data collection and analysis across operational and enabling services, meeting and workshops with key stakeholders, operational site visits, and evaluation of service strategies to identify lines of enquiry and develop the case for change.

### **2. Design:** October – November 2018

Eleven business cases were developed, in addition to a wider report on opportunities for financial savings in Fire and Rescue Services. The business cases were aligned to the 14 priority areas and provide the rationale for both staff and non-staff savings, as well as improvements resulting in non-financial benefits. Business cases were reviewed by Heads of Function and endorsed by the Executive Board in December 2018.

### **3. Implement:** December 2018 to March 2020

The implementation phase incorporates detailed design of the future state, testing of more complex change, roll-out to the organisation and ongoing monitoring and review to refine ways of working.

To allow a proportion of financial benefits realisation in FY2019/20, the implementation of third party spend opportunities has been prioritised and workforce changes will be delivered through two phases:

Phase 1 delivers changes to the staffing structure and roles and responsibilities that can be made relatively quickly, without major dependencies. Change proposals for all enabling services in NYP and NYFRS were developed during January and February, followed by a formal 60-day consultation period with UNISON and staff. To minimise the impact on staff whose posts were at risk of redundancy Phase 1 also included a voluntary redundancy (VR) scheme, which was open to all staff in teams affected by the T2020 proposals. This Consultation period closed on April 23<sup>rd</sup> and staff at risk of redundancy were informed of the outcome on May 1<sup>st</sup>.

Phase 2 delivers more transformational change, which is driven by process re-design, enabled by changes in technology or requires different ways of working. Although a full outline cannot be presented at this point, it is anticipated that further change proposals will be communicated in autumn 2019, with a second formal consultation taking place during winter 2019/20.

The Assessment and Design phases of the programme have now been successfully concluded, implementation of phase 1 is nearing completion and we are mobilising implementation of phase 2.

### 3. Findings

The following section sets out summaries of T2020 phase 1 change proposals in each business case area. However, due to the ongoing development of phase 2 change proposals it is not appropriate to share complete business cases. A consolidated benefit and cost profile for T2020 is presented under section 4 of this report.

#### 3.1. Assess Phase

The following key improvement themes were identified as part of the assess phase:

- **Empowerment:** Reducing bureaucracy, improving governance and giving individuals accountability for their own personal development. This theme also links to NYP's wider commitment to intent-based leadership
- **Strategic foresight:** A longer planning horizon, better visibility of future change and closer alignment to the Police and Crime Plan and nationally mandated change allows the organisations to be more strategic and less reactive. This will result in better value from change investments, as well as a more strategic approach to obtaining value from third party spend
- **Clarity:** Removal of duplicative roles within and between departments as well as clarity around service offerings so staff know how to use and engage with the services more effectively
- **Self-service:** Opportunity to give people the chance to "self-serve" using technology, introducing more responsive enabling services and reducing demand for transactional processes
- **Fairer role distribution:** Opportunities to reduce "layers" of management and realign responsibilities, ensuring fair remuneration in accordance with the role
- **Place-based approach:** Opportunities for co-location and collaboration between NYP, NYFRS and wider partners, leading to joint working and delivery of efficiencies through sharing of resources

#### 3.2. Phase 1 change proposals

##### 3.2.1. Priority 1: Enabling services

The business case articulates the opportunities that arise through the creation of a formal collaboration between NYP and NYFRS for business support services, through the transfer of staff

from the Commissioner's employment to the Chief Constable. The collaboration is to be called 'Enable' and covers all support services with the exception of joint Corporate Legal Services, for which there is an existing collaboration with Durham and Cleveland policing services, called 'Evolve'. Enable will be based at Alverton Court, Northallerton, which was recently refurbished. Although the creation of Enable sits outside the T2020 programme, the co-location of police and fire and rescue staff presents the opportunity to standardise, simplify and align services, delivering the Commissioner's pledge for greater efficiency in backoffice services but also generating the capacity for greater co-operation and flexibility when faced with changing requirements in the future.

The change proposals set out the following opportunities for improvement:

- **Estates, Transport and Logistics:** NYP and NYFRS operate a vehicle fleet supported by predominantly in house service provision and some external contracts with third parties for fleet related services. Additionally, the two services also operate logistics functions which provide for the purchasing and delivery of uniform, equipment and other supplies to the end users. In June 2017, the two partners moved their respective Transport and Logistics teams into a new, shared facility in Thirsk (Owned by NYRFS). The new Transport and Logistics Hub was jointly specified and constructed. The partners have been successfully operating from this facility for over twelve-months now.

In late 2017, following vacancies in each organisation, the partners took advantage of a further opportunity to collaborate, combining the management teams of their respective Transport and Logistics sections to create an interim collaborative structure to deliver support services to both partners. This has been in place formally since 1st December 2017.

T2020 reviewed the integrated delivery model and identified opportunities to disestablish spare capacity, deploy orderlies and surveyors more efficiently and realign the staffing structure across both organisations so that there is collaborative oversight through shared managerial roles and alignment of responsibilities, grades and remuneration.

- **Nexus:** Nexus was created to provide innovation, improvement, inspection, assurance and business insight to the Chief Constable and effectively brought together existing resources from performance and inspection (ODT) complimented by intelligence analysts, business analyst support, operational police officers and environmental scanning capability. Over the last 18 months nexus has improved its skillset, services and toolset in order to help develop the organisations understanding of demand, its operational risk and gap analysis and to enhance its ability to service HMICFRS, performance management and also offers bespoke service improvement activity.

T2020 offered nexus the opportunity to consolidate its skills requirement and develop its service offering in order to move from a predominantly descriptive /diagnostic approach to data and information to a more predictive approach. In this way the analytical offering for NYP could be enriched as a single point of truth for the benefit of the organisation. The proposal is to utilise rationalise vacancies, develop existing staff and increase the skills blend through recruitment of staff with enhanced data skills to develop internal capability aligned with a dedicated business analytical resource. Underpinning this change is the development of a cultural maturity model to place nexus as a single point of truth for analytics reducing the current fragmented analytics approach and generating capacity in other functions (currently assigned to data collection and analysis). This would provide greater understanding of data and information (including quality) to

inform decision making, enhanced understanding to facilitate more informed question setting and self-service timely information to meet HMICFRS and other organisational reporting requirements.

- **Organisational Change:** For NYP, all aspects of the current Organisation & Development team contribute to business change. This includes:

- Business Planning work with all areas of NYP to determine what their plans are and how they deliver the Police and Crime Plan and support organisational strategies;
- Governance and Delivery undertake business analysis and implement change;
- Risk and Assurance consider the risks and opportunities associated with change, ensure business continuity and determine if the change has delivered the anticipated benefits;
- Service Delivery Advisors deliver strategic change projects and report on collaboration arrangements.

FRS currently deliver change as part of their day to day business, without a dedicated team. O&D's largest team sits within Governance and Delivery which oversees some but not all 'change' activity. In the past, it has sometimes been difficult to prioritise the required resources to deliver change across the organisation. In order to deliver an evidence based approach to business change, the insight and performance analysis harvested through the roles in nexus and the business planning, project management and inspection/assurance roles in O&D can be more closely integrated. This will strengthen our business plans and in turn deliver the Police and Crime Plan. With this approach, the organisation will be in a better position to clearly demonstrate a more efficient and effective service to the communities of North Yorkshire through its investment in change. For this innovative approach to service delivery to be successful, the proposal is to combine O&D, and to be renamed Organisational Change.

- **Finance:** The NYP finance department support processes including Procure to Pay, Debt Collection and Budget Setting and Monitoring, and it is consistent with other comparable police forces in both size and shape. However, there is a general understanding that with improved processes and better utilised technology, some areas of finance can become more efficient. In addition, T2020 identified opportunities to move towards more strategic management of third party spend, creating savings from existing and new contracts. Procurement support to NYP is currently provided through a regional collaboration but the changes proposed under the Third Party Spend business case will require significant additional capacity. It is proposed that this investment is integrated into the finance function.

The current Procure to Pay sub-department is to be reconfigured as a result of the creation of the separate Procurement sub-department and the redesign of purchasing processes, which include for example improved automation of approvals, a more customer friendly procurement catalogue, and alternative approvals based on requisition value. The finance senior management team structure has also been reviewed, reflecting the reorganisation of the sub-departments and reduced demand.

- **HR and Learning and Development:** The T2020 review of the HR function found that a significant proportion of its effort is spent on manual, operational and administrative activities, meaning that there is less capacity for forward looking, strategic HR tasks. It identified the opportunity to move to more self-service and automation, freeing up capacity to spend time on higher value adding activity instead. The existing structure was reviewed to identify opportunities for re-investing into the creation of digital training developers. These roles are being introduced to design, create and implement highly interactive multimedia E-learning resources for use by all levels of police officers and police staff.

- **Business Administration Services (BAS)** was established in 2011 and has been operating in its current structure since 2016. BAS provide a centralised typing and secretarial support team, but there are also a number of dedicated roles providing support to senior officers and police staff across the organisation. The function also includes front counter teams (Customer Service Officers and Business Administration Managers), exhibits teams (Exhibits Management Support Officers and Exhibits Manager) and a service improvement function (Development Officers and Service Improvement Manager). BAS has been recognised to provide high quality services but the review found that there is an opportunity to release some capacity. Within the front counter and exhibits teams, there are opportunities to increase the level of 'self-service' within the organisation and to reduce the transactional and administrative workload of the Customer Service Officer team. By reducing the administrative burden, additional customer-focused services can be provided to support flexible and effective service delivery and a timely response to customer contact. The T2020 proposal is to dis-establish the current BAS team and the creation of new functional areas providing for both new and amended role profiles to best meet the needs of the organisation. During Phase 1 of the proposed changes, the Typing and Secretarial Team is proposed to transfer into the Estates, Transport and Logistics Function, while the externally facing elements of the function will be integrated with the Force Control Room to provide a centralised Customer Contact team.

- **Administration (Fire and Rescue Services):** The Administration functions within NYFRS are currently delivered through District Administrators as well as the Central Admin Office. These teams have a responsibility for supporting both whole time and retained firefighters, as well as officers with a variety of administrative processes. T2020 identified opportunities to implement an automated P2P process and ensure that unnecessary administrative burden is removed, for example by taking less meeting minutes.

- **DISG:** Digital capabilities are critical to the police effort, and a high performing, efficient and effective DISG function will determine the success of 'Enable'. The T2020 review found that although the function has a highly skilled internal team, the function is challenged by servicing a complex enterprise architecture. Phase 1 proposals are closely aligned to the development and confirmation of a new digital strategy and include:

- Applications Rationalisation, reducing the number applications that we run
- Migration to "Cloud"
- Changing the service delivery model for our data network
- Implementing user self-service
- Converging our unified communications tools to Skype
- Changing the service delivery model for end user devices
- Reducing the number change projects we run at any point in time

The structure of the DISG function has been realigned to provide greater strategic technical capability, helping the department to be more strategic and less reactive. This includes the addition of an ICT Enterprise Architect to create, maintain and manage the IT architecture models.

- **Communications:** The NYP communications team is small and T2020 identified limited opportunities for improvement. NYFRS does not have a dedicated communications team. A review of the NYP staffing structure and responsibilities will ensure fairer task distribution and remuneration.

- **Professional Standards (Vetting and Administration):** Against a backdrop of sharply increased demand for vetting and fluctuating workload for administrative support to the professional standards teams, T2020 explored opportunities to share workload between the two teams. This re-designed administrative team would balance peaks and troughs more effectively, safeguarding service standards and prevent future cost increases.

- **Information Management:** During 2018 changes were made to areas of responsibility within the Information Management (IM) Department due to the Data Protection Act (DPA) (2018), encompassing the General Data Processing Regulation (GDPR) and the Law Enforcement Directive. The new role of Data Protection Officer (DPO) was recruited and fell within the IM Department structure in time for the 25 May 2018 deadline. Due to the extensive compliance work required to meet the requirements of the DPA (2018), a number of temporary resource arrangements and realignments were put into place within the IM Department to support the DPO and the Records Manager. T2020 worked closely with the department to revise the permanent structure and strengthen oversight for Data Protection Act (2018) responsibilities, and align administrative duties into a central administrative team for records management and system administration. This also included a review of location of roles to reduce travel time and a revision of responsibilities across teams to achieve fairer role profiles.

- **Office of the Police, Fire and Crime Commissioner:** The OPFCC is the functional team that provides support to the corporation sole that is the Police, Fire and Crime Commissioner (PFCC) discharging its statutory duties and responsibilities, its strategic planning and delivery processes and its wide range of outcome-based delivery activities to the communities of North Yorkshire. It is made up of a 'Democratic Core' and 'Service Delivery Teams' (Commissioning and Partnerships, Victim Support and the proposed Complaints Team).

Following the transfer of Enable staff from the Commissioner's employment to the Chief Constable, and transfer of FRS governance to the North Yorkshire Police, Fire and Crime Commissioner Fire and Rescue Authority, the OPFCC structure was revised to reflect the changes in demand. This included the disestablishment of the "Chief Executive Officer" post and the new creation of a "Chief of Staff" post, which as at the date hereof remains unfilled. The statutory duties of the Acting Chief Executive & Monitoring Officer are for the time being fulfilled through a collaboration agreement with Cleveland, in respect of which the Police & Crime Panel have received a fuller proposal for the purposes of statutory confirmation. The Commissioner will also in due course implement proposals for the establishment of a Complaints & Recognition team.

### 3.2.2. Priority 9: Force Control Room (Customer Contact)

The Force Control Room (FCR) is a pivotal function in orchestrating demand for the whole force, so its efficient and effective working is not only vital for the department itself but for the whole of North Yorkshire Police.

In the last 18 months the Force Control Room has undergone a significant period of change. Despite rising call volumes and resourcing challenges in relation to high levels of attrition, the Force Control Room has continued to develop a strong service to the people of North Yorkshire.

Financially, in February 2018 the Force Control Room submitted a business case for additional funding of £4.2m over three years. This funding was secured for additional posts and extension to the estate to facilitate a better working environment.

During the last 12 months the FCR has reduced 999 call answering times by 50% and improved the 101 answering time by 1 minute. When comparing NYP's performance to other forces nationally, the performance is strong. This is against a backdrop of rising calls; in the past two years calls have risen by 21%.

The Force Control Room plays a major role in the force's wider operating model and is a key function for assessing risk and vulnerability. Taking this into consideration, despite the clear advancement of the Force Control Room in recent months, there are still a number of key drivers for change:

- Increasing call volumes
- Continued high public expectation
- The impact of decision making on the wider Force: By optimising the FCR first, resourcing in the wider Force can then be explored more efficiently
- Changing nature of crime towards more technology driven crime, where the deployment of an officer may not be the most appropriate line of investigation

The T2020 business case identified a proposal for addressing these drivers of change, through:

- Closer alignment of the staffing structure to the demand of the people of North Yorkshire.
- An alternative shift scenario has been proposed. This balances the needs to meet demand, supervisory requirements and staff welfare.
- Upskilling programme to ensure that all staff are equipped to make difficult decisions. This will also include a stronger process for onboarding and supporting new joiners
- Integration of the FCR with a wider Customer Contact Function to ensure that the strategic objectives of the organisation are met and the approach to the external customer is coherent. Customer Service Officers that currently sit within the BAS function are seen as key to assisting in effectively engaging with the people of North Yorkshire and provide consistent, high quality service.
- Meaningful metrics need to be developed that inform both staff and management of performance but also underpin a continuous improvement culture.

During the consultation, UNISON submitted a proposal of alternative shift patterns, which would address the recognised drivers for change and deliver significant financial and non-financial benefits. The original proposed shift pattern changes and the alternative UNISON proposal have now been put forward for a staff ballot.

### 3.3. Business cases not forming part of the consultation process

T2020 developed business cases that did not involve workforce changes and therefore did not form part of the Phase 1 consultation with staff. These are currently being developed further and information will be available over the coming months.

Priority area	Description	Nature of benefits
1: Enabling services	The Enabling services business case includes phase 1 and 2 workforce savings and third party spend savings within the DISG function	Financial: Staff and third party spend savings Non-financial: Optimised processes, effective enabling services
1: Third Party Spend	Analysis of third party spend and development of a more strategic approach to engaging with suppliers	Financial: Reduction in spend on third party contracts Non-financial: Contract specifications, supplier relationships
2: Digital Strategy	Review of the digital strategy to align more closely with business need	Absorbed into DISG workstream under Priority 1
3: IT Target Operating Model	Design of a future team structure for DISG	
4: Analytics	Development of five areas of priority and implementation	Non-financial: Improved operational effectiveness
5: Continuous Improvement	Development of a CI methodology	Non-financial: Increased organisational capability
6: Change	Development of a new operating model for change delivery	
8: Customer Service	Consideration of both the internal and external customer service requirements driving phase 2 design	Non-financial: Improved responsiveness to the public of North Yorkshire
10: Public Safety Service	Proposal for a pilot Public Safety Service in the Craven area	Non-financial: Stronger, safer communities

## 4. Benefits Profile

### 4.1. North Yorkshire Police

#### 4.1.1. Net benefit profile

As set out above, T2020 is not limited to delivering financial savings. The programme has been designed to deliver a fundamental change to the way NYP and NYFRS work, putting collaboration and continuous improvement at the heart of the organisations. In addition, T2020 aims to deliver £10million recurring, cashable savings for NYP by 2022/23. The PWC offer accelerated this profile to deliver £3.5million in FY19/20 and £10million by FY2020/21.

Following review of the business cases and a revised estimate of total programme costs, T2020 is anticipated to deliver in line with NYP ambitions, although FY19/20 savings are lower than proposed by PWC:

	FY2018/20	FY2019/20	FY2020/21	FY2021/22	Total (Cumulative)
Benefit		£3.5 - 4.1m	£8.8 - 10.0m	£9.1 - 10.3m	£21.3 - 24.4m
of which Third Party Spend:		£0.9 - 1.5m	£1.8 - 3.0m	£1.9 - 3.1m	£4.5 - 7.5m
Costs	-£1.1m	£ 2.3m	£ 0.7m	-	£ 4.1m
Net benefit	-£1.1m	£1.2 - 1.8m	£8.1 - 9.3m	£9.1 - 10.3m	£17.2 - 20.3m

The savings range presented above is driven by a lower and upper confidence limit on reductions in Third Party Spend. The Executive Board endorsed an ambitious target for reductions in Third Party Spend, which is identified in the higher savings range. However, realisation of savings are dependent on external factors such as the market environment at the point of procurement.

#### 4.1.2. Realised benefits as at May 2019

Excluding changes in the Force Control Room, which are subject to ballot, Phase 1 staff consultation is now complete. Consultation feedback was generally supportive of the proposed changes and led to only minor amendments to the proposals. Overall, the re-alignment will result in the disestablishment of 39.3FTE (see table below).

Phase 1 summary: Workforce impact	FTE
Posts removed	72.2
New posts created	33.0
Net reduction	39.3

Phase 1 will deliver a cumulative net saving of £3.9million over FY2019/20 to FY2021/22, and an annual, recurring saving of £2.1million from FY2021/22. As the FCR proposals currently considered under ballot are cost neutral, the following summary table includes projected benefits relating to the FCR:

£m	FY2019/20	FY2020/21	FY2021/22	Total (cumulative)
Redundancy costs*	£1.5m			£1.5m
Financial saving	£1.3m	£2.0m	£2.1m	£5.4m
			Net	£3.9m

\*Estimated, subject to conclusion of FCR consultation and re-deployment and VR acceptances

#### 4.2. North Yorkshire Fire and Rescue Services

The review of the North Yorkshire Fire and Rescue Service identified a number of efficiencies in enabling services, namely administration, IT and Transports and Logistics. Of this, both administration and T&R savings are driven through co-operation between NYP and NYFRS. The delivery of these efficiencies will drive cost reductions of approx. £180,000 by FY2020/21.

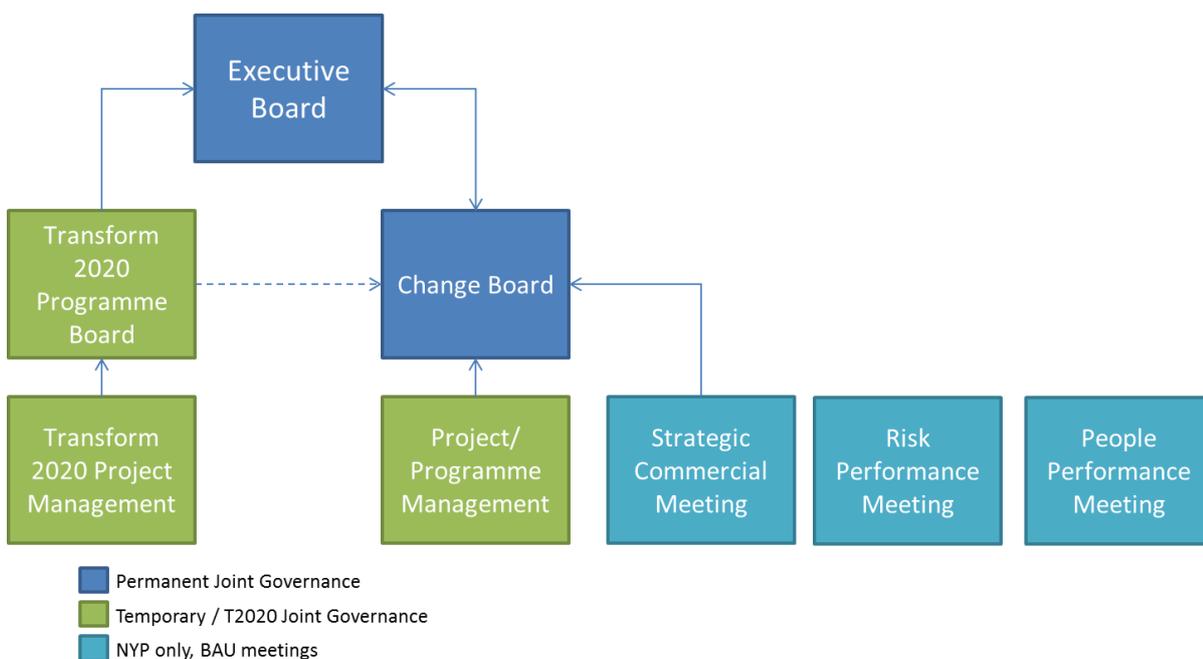
The report also includes a number of recommendations which go beyond the scope of T2020, and which will require additional activities outside the programme. This includes, for example, a fundamental review of the FRS operating model and evaluation of the Priority 10 Craven Public Safety Service following the conclusion of T2020, to capitalise on the operational opportunities for collaboration, presented by the Policing and Crime Act 2017 and the Commissioner’s local business case.

Despite the closer alignment of the services, NYP and NYFRS will retain their operational independencies, budgets and chief officers, and will continue to have distinct roles and account separately. Savings driven from the police budget will not address a financial shortfall in the NYFRS budget.

## 5. Implementation

Following the creation of Enable, NYP and NYFRS have implemented a joint governance structure for change management to simplify decision making, make accountability clearer and reduce duplication. T2020 sits within this joint change governance.

The following diagram sets out the high level change governance structure:



The T2020 Board is chaired by the **accountable** SROs for the programme, Deputy Chief Constable Phil Cain and Deputy Chief Fire Officer Jon Foster. Other board members include the T2020 Programme Director Rena Brown, T2020 Programme Manager Charlotte French, Enable Managing Director Maria Earles, NYP Chief Finance Officer Jane Palmer and NYFRS Chief Finance Officer Michael Porter.

The T2020 Board meets on a monthly basis and responsibilities include:

- Monitoring progress against the programme plan
- Oversight and tracking of programme benefits

- Management and mitigation of programme risks and issues
- Escalation of risks and issues to the EB as required
- Oversight and management of programme dependencies, including all workforce change
- Monitoring of operational impact on the business
- Management of programme communications, in line with the communications plan

Heads of Function are **responsible** for benefits delivery and manage the T2020 work-streams relating to their business areas. Where work-streams have significant activity and benefits, these are managed as formal projects under T2020. T2020 programme benefit targets will be included in FY2019/20 Service Plans and form part of PDR objectives for responsible people. Each work-stream / project is responsible for:

- Development and delivery of the implementation plan, milestones and actions
- Tracking and delivery of workstream benefits
- Monthly reporting to the T2020 Board
- Weekly reporting to the programme management team
- Identification and mitigation of work-stream risks and issues, and escalation where appropriate
- Management of work-stream resources and costs
- Identify communications requirements and feed into the programme plan

As there are significant dependencies between the work-streams, risk and issue management is co-ordinated by the programme manager and impact on the operational business of NYP and NYFRS is closely monitored. All work-streams are supported by full time corporate change resource, including a programme manager, three project managers and five business analysts. NYP has also nominated an operational change lead and a technology operational change lead to ensure that links into operational policing are managed effectively.

Where a specific workforce, commercial or people dependency has been identified, these are co-ordinated through BAU meetings. For example, all third party spend activity is overseen by the Strategic Commercial Meeting, which is chaired by Jane Palmer. Technology dependencies are managed by the DISG function, which works with the technology operational change lead and individual business area to ensure development and delivery of a coherent enterprise architecture.

Risks and issues of strategic importance, with significant financial implications or high operational risk are escalated by the T2020 Board to the Executive Board, which is chaired by the Commissioner and meets on a monthly basis.

Change activity not relating to T2020 reports into the Change Board, which provides oversight of all other NYP and NYFRS change activity, including digitally enabled change programmes.

Terms of Reference for the Executive Board, T2020 Board, Change Board and other BAU meetings are being updated to reflect the creation of Enable.