Agenda Item 4
Appendix A

British Transport Police Authority

Annual Business Plan 2012/13

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Revision History

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1. Introduction

This Business Plan describes the objectives of the Authority for the financial year 2012/13. The Plan recognises the context against which the Authority and Executive's objectives are set, including the economic environment, stakeholder feedback and Government briefings.

The Plan provides a mechanism against which organisational success can be measured. Therefore, the Plan includes committee and group priorities at section six and a breakdown of responsibilities by cluster at Appendix A.

2. The Context of the Plan

The 2011/12 business year focused on embedding the changes to the Authority's committee structure and working style that had been implemented in 2010/11. This followed a review of the efficiency and effectiveness of these arrangements in 2010/11 and implementation of the resulting recommendations. A key aspect of this work was ensuring that all BTPA business was conducted in accordance with the corporate governance code and Nolan principles of public service.

A key project for BTPA in 2011/12, which continues in 2012/13, is the development of a new format PSA to be signed by 30 March 2013 and coming into force on 1 April 2013. The PSA has been developed and 2012/13 will see the final consultation and approval from the Secretary of State for Transport. A new PSA with Transport for London was also under development in 2011/12 and is expected to be signed by TfL in June 2012.

2011/12 saw a number of compliance issues that were brought to the attention of BTPA's Audit Committee and the full Authority. Internal audit reports on these matters have concluded that the governance arrangements in place are sufficient but that in practice there has been a divergence from these. To resolve this situation BTP have developed a compliance action plan detailing the measures taken to ensure that the situation is not repeated. This will be monitored by the Audit Committee in 2012/13.

The BTPA executive support team recruited a Performance Analyst and Finance and Legal Manager in 2011/12. These additional resources form part of the transformation of the executive team to ensure it can best support the needs of the Authority. The focus of work in the executive team in 2011/12 was on ensuring compliance

with legislative requirements and delivery of the statutory duties of the Authority.

In 2011/12 BTPA and BTP worked together to review how they could best support the rail industry in its response to the McNulty Report, now Command paper 8313 Reforming Our Railways: Putting the Customer First. This work is feeding into the development of a new three-year strategy.

The key challenges that are anticipated to drive the work for the 2012/13 year are:

- The police reform agenda for which a Programme approach has been taken to address this.
- The Olympic Games will have a significant impact on BTP throughout the summer months in particular.
- The introduction of Police and Crime Commissioners in November 2012

3. Challenges for the year ahead

3.1 Budget Issues and Resources

The economic environment remains challenging with public spending still very much under scrutiny.

The total overground budget requirement for BTP in 2012/13 is £204,499 the PSA funding envelope was set at £196,969k a standstill budget with the gap being covered by savings. In real terms there has been a 12.5% reduction to PSA holders since 2010/11.

The budget for BTPA for 2012/13 was agreed as a standstill at £1,870k. This follows a standstill position in 2010/11 and a 2.5% reduction in 2011/12.

These budget settlements reflect the difficult economic situation work with the by BTPA and BTP to act as an enabler to reduce costs in the rail industry whilst continuing to deliver a quality service.

3.2 Industry Issues

The primary focus for 2012/13 will be the PSA and funding arrangements and how BTPA/BTP feeds into the wider rail reform agenda. Four broad categories to address these have been identified below:

- **The New PSA and Charging Arrangements:** The PSA holders are eager to understand how these changes will affect them in

2013/14. The projected charges for future years are also required in the DfT data room for franchise bids.

- **Wider Rail Reforms and how BTPA/BTP are feeding into these:** The industry is going through a period of significant change as it approaches control period 5 (beginning 1 April 2014). It will be important to articulate how BTPA and BTP are contributing to these reforms and this will be done through the strategy work and Medium term Financial Plan (MTFP).
- **Medium Term Financial Plan and 2013/14 Budget:** The economic situation, in partnership with the efficiencies to be made as a result of Command Paper 8313, provides a challenging financial position. This will be an important factor in financial planning and budget setting throughout the year.
- **Policing Plan 2013/14:** How the partnership arrangements to deliver the disruption target will be an area of interest. The industry will as always be keen to feed in their views for the development of the 2013/14 Policing Plan.

3.3 Statutory Duties

The Authority has its statutory duties which it must complete each year these include:

- Preparing an Annual Policing Plan
- Agreeing a Budget Settlement for the next financial year
- Consulting with stakeholders on the above
- Producing an Annual Statement of Accounts
- Holding the Chief Constable to account

The Authority must produce a three-year Strategic Plan. The 2011-14 Plan was approved in March 2011. It was agreed that this would be refreshed on an annual basis.

3.4 Key Themes

For 2012/13 the areas of priority for BTPA to address will be:

- **Developing** a longer term strategy with BTP
- **Developing,** in conjunction with BTP, a succession plan
- **Developing,** in conjunction with BTP, its administrative capability
- **Developing,** in conjunction with BTP, its analytical capability
- **Strengthening relationships**, in particular with Scotland, Wales and ATOC.

4. 2012-13 Priorities

Following the above review the below constitute the main priorities for the Authority in 2012/13:

- The signing of the new PSA ahead of 2013-14 by PSA holders
- The signing of the TfL PSA
- Refreshing the 2011-14 Strategy for 2013-14
- Agreeing a refreshed Medium Term Financial Plan
- Agreeing a budget settlement for 2013-14
- Developing an Annual Policing Plan for 2013-14
- Appointing and inducting new Members
- Ensuring that both BTPA and BTP are engaged in the police reform agenda as appropriate
- Ensure that all BTPA Board business is conducted in line with best practice in corporate governance, as appropriate, and the principles of public service and that Board meetings and processes are managed efficiently and effectively.
- Support the Board, and the Chair in particular, in ensuring the successful delivery of the Strategic Plan by:
    - implementing a rigorous formal monitoring and reporting programme to the Board by the BTP Chief Constable, and
    - maintaining regular personal contact with the CC and the Senior Command Team
- Ensure that the BTPA office is appropriately managed to comply with employment and other legislation, as appropriate, and resourced to ensure that all necessarily services are efficiently and cost-effectively provided on an on-going basis and that the unit has the capability to support the Authority's transformation agenda.
- Ensure the appropriate use of BTPA money and the stewardship of its assets, as defined in 'Managing Public Money'. This includes propriety and regularity; prudent and economical administration; avoidance of waste and extravagance; efficient and effective use of available resources; and the organisation, staffing and management of the BTP/BTPA. To this end appropriate processes and controls should to be in place, the annual accounts should be signed off by the NAO without qualification and on time and the relationship with the NAO should be managed as a key stakeholder.
- Support the Board in undertaking its responsibility for the management of the Senior Command Team, most particularly:
    - consideration of succession, and
    - any appointments to or dismissals from the SCT and the appropriate management thereof
- Continue to support the stakeholder management programme by which includes:
    - a planned schedule of stakeholder engagement for the year (which may or may not be formal meetings),
    - identifies relationship/subject owners, as appropriate
    - provides processes to ensure briefings take place before an 'encounter' and feedback is provided and shared thereafter.

- Address the governance of the pension schemes and the investment strategy to ensure that they are fit for purpose.
- PSD Regs

5. Risks and Opportunities for 2013-14

Whilst planning for 2012/13 it is worthwhile to note the known risks and opportunities for 2013-14, as these feed into the work that is taking place in 2012/13 which lays the foundation for the completion of the below tasks:

Opportunities

- The introduction of PCCs may provide opportunities for collaboration.

Risks

- New format PSA not signed means funding cannot be collected
- The signing of a new format PSA agreed by the Secretary of State for Transport may give rise to arbitration proceedings in 2013/14 brought by PSA holders whose charges increase

6. Work Plans for the Committees and Groups

Within the context of the overall work plan set out in this document, each Committee and Group will develop its own detailed work plan. High level plans for each committee are below:

NB: These work plans are currently in draft form

6.1 Audit Committee

- Manage the internal audit programme, and monitor progress against outputs from internal and external audit work.
- Review and approve the Annual Audit Plan
- Monitor the effectiveness of Fraud policies for BTP and BTPA policies
- Review and approve the Governance Statement
- Review and approve the Management Assurance Return
- Review and monitor progress against the BTPA and BTP risk registers.
- Work with BTP and NAO to ensure that the Year End Accounts are unqualified with any outstanding issues from the previous year addressed.
- Provide an oversight function for the Authority's gifts and hospitality register
- Provide a crime and incident data quality assurance function
- Review BTP progress against the compliance action plan
- Arrange appropriate training for new Committee members

- Produce an end of year report for the Authority meeting in June 2013 reflecting on how the Committee has worked and any recommendations for change

6.2 Professional Standards Committee

- Continue to oversee the work of the Professional Standards Department
- Continue to work with the IPCC Commissioner and Police Complaints Commissioner Scotland
- Develop a communications strategy to communicate to the wider community the outcomes relating to the oversight and scrutiny of the PSD and other public confidence and transparency matters
- Conduct periodic analysis of Force policy and procedure in relation to professional standards matters to ensure it is best practice and conforms to statutory and other requirements, such as those relating to equality and diversity.
- Review the remit of the Committee should there be further changes to the structure of the Professional Standards Department.
- Succession planning for the position of chair of the Committee.
- Form a working group to develop new BTP regulations to be in place by November 2012 and monitor progress
- Produce an end of year report for the Authority meeting in June 2013 reflecting on how the Committee has worked and any recommendations for change

6.3 Strategy Group

- Maintain dialogue with the industry about the budget and planning process
- Work with BTP on the development of the Medium Term Financial Strategy
- Monitor progress against the implementation of the Strategic Plan.
- Refresh the 2011-14 Strategic Plan for 2013/14 and recommend to the Authority for approval
- Produce an end of year report for the Authority meeting in May 2012 reflecting on how the Committee has worked and any recommendations for change

6.4 Policing Plan Group

- Consult with stakeholders regarding policing priorities
- Develop a Policing Plan with BTP for recommendation to the Authority

- Produce an end of year report for the Authority meeting in June 2013 reflecting on how the Committee has worked and any recommendations for change

6.5 Finance Group

- Recommend an annual budget for BTP and BTPA giving clarity to aid the development of the Policing Plan
- Discharge the oversight function with quarterly reviews of income and expenditure
- Highlight risks to the Authority as required
- Provide assurance on charges and recommend these to the Authority
- Produce an end of year report for the Authority meeting in June 2013 reflecting on how the Committee has worked and any recommendations for change

6.6 Performance Review Group

- Monitor progress against the delivery of the Strategic Plan and the Annual Policing Plan
- Monitor performance against other crime group indicators
- Review progress against organisational KPIs
- Provide oversight on organisational efficiency plans/HMIC value for money improvement plans
- Monitor Human Resources management information raising issues as appropriate
- Provide oversight of the delivery of Protective Services
- Monitor Stop & Search usage (all powers) and proportionality Resource deployment including the relationship between demand and availability and Neighbourhood Policing performance
- Monitor progress against post HMIC/NPIA inspection action/improvement plans (e.g. Critical Incidents, Major Crime, Serious & Organised Crime, Public Order, Civil Contingencies, Neighbourhood Policing and PNC)
- Fulfilment of additional statutory obligations arising in year
- Progress against other major projects as monitored by the BTP Programme Board
- Highlight risks to the Authority as required
- Produce an end of year report for the Authority meeting in May 2012 reflecting on how the Committee has worked and any recommendations for change

6.7 Appointments and Remuneration Committee

- Make arrangements for the recruitment and appointment of chief officers and civilian equivalents as appropriate.

- Agree chief officer and civilian equivalent temporary and acting appointments and secondments expected to last beyond six months.
- Agree performance related pay and remuneration packages for chief officers and civilian equivalents, including the Chief Executive and Finance Director at BTPA.
- Consider and agree termination packages for chief officers and equivalent for both BTP and BTPA as appropriate.
- Make recommendations to the Authority on police officer and staff terms and conditions.
- Review Winsor Part 2 Report and make recommendations to the Authority as appropriate.
- Have regard to equality legislation whilst conducting the above.

Appendix A: The Executive Work Plan: *To be populated on finalisation of document*

Chief Executive Cluster Work Plan

Ref	Activity	Aim	Delivery Date	Progress
CE1				
CE2				
CE3				
CE4				

Finance Cluster Work Plan

Ref	Activity	Aim	Delivery Date	Progress
F1				
F2				
F3				
F4				
F5				

Performance Cluster Work Plan

Ref	Activity	Aim	Delivery Date	Progress
P1				
P2				
P3				
P4				
P5				

Business Management Cluster Work Plan

Ref	Activity	Aim	Delivery Date	Progress
BM1				
BM2				
BM3				
BM4				