

**Report to:** Police Authority  
**Agenda item:** 5  
**Date:** 1 November 2012  
**Subject:** Strategy group Report  
**Sponsor:** Chair, Strategy Group  
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**For:** Information

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## 1. Purpose of paper

- 1.1 To provide an overview of the main business done at the Authority's Strategy Group meeting on 24 October 2012.

## 2. Background

- 2.1 The Authority's new business cycle was launched in April 2010 and a Strategy Group established to carry out detailed activities in support of the development and review of a Strategic Plan for the British Transport Police (BTP). This report summarises the key issues emerging from the most recent meeting of the Group.

## 3. Changes to business

- 3.1 It was proposed at the meeting that in order to deliver the project to develop a revised Strategy the Strategy Group should meet on a more regular basis and operate as a Steering Group in order to drive progress. As such it was proposed that the Group meet as a Steering Group on a monthly basis until the Strategy has been completed. Also that the Chairmanship of the Group should pass from the Authority Chairman to Anton Valk who had been leading on the development of a plan to deliver a Strategy for the period 2013-18/19. This proposal was supported by attendees and the detail of the proposals reviewed as part of the project plan discussed at 5.1 below.

## 4. Standing items

### 4.1 Report back on Futures Programme:

The Group received this report on progress with the Futures programme for information. Members spent some time discussing progress with exploratory work on collaboration with the City of London Police (CoLP) and others. Early indications were that the savings achievable at this time were not sufficient to enter into any formal collaboration during the current year but the situation remained under review.

## 5. Reports received

### 5.1 Developing a revised strategy

A formal project plan and timetable for the development of the forthcoming Strategy was reviewed and approved by the Group. Members noted that a separate communications plan was in development which should capture both existing emerging stakeholders such as the Rail Redelivery Group and Passenger Transport Executives and include a range of methods to engage with consultees. It was noted that it was essential that the momentum of the current engagement must be sustained by ensuring regular and meaningful feedback was provided on the inputs received.

5.2 Members also reviewed a series of documents which have informed early discussions on the shape, direction of travel and content of the forthcoming strategy. The same documentation and initial thoughts emerging have been shared with all BTPA Members in preparation for their two strategic briefings days on 29<sup>th</sup>/30<sup>th</sup> October and 26<sup>th</sup> November.

5.3 The coverage and analysis of the horizon scanning documentation was welcomed and the conclusions drawn in terms of the likely impact on BTP and its operating environment were endorsed. It was suggested that the duration of the impacts described in the strategic assessment was worthy of some attention as some issues were likely to have an immediate but sustained effect on BTP's operations.

5.4 It was noted that it was necessary to continue engagement with the industry on both our assessment of the operating environment and our assumptions about BTP's response to it, as articulated through the emerging Strategic Plan. For example, recent issues with the awarding of rail franchises were noted as likely to impact on our assumptions about the longevity of franchises in the future.

- 5.5 Members also recommended that the relevant issues emerging from the strategic review of the policing and rail environments should be considered for inclusion in the Force and Authority risk registers.
- 5.6 The immediate next steps were noted as completion of two initial briefings with groups of BTPA members on the issues and ideas emerging thus far. Part of this next phase of work would be further testing of the assumptions emerging and how these might be articulated through vision and mission statements and a series of strategic goals organised around the four themes to reduce crime and disruption, increase confidence and deliver value for money. An emerging shape and content of a revised strategy will be presented to the next meeting of the Strategy Group on 27 November.
- 5.7 **MTFP and budget**  
The Group reviewed a report on the work underway to produce a draft of an updated Medium Term Financial Plan for the period covered by the forthcoming Strategy. Members noted that the key areas still requiring resolution were the impact of the Winsor Review on costs of unsociable hours and the uncertainty around inflation.
- 5.8 Updated proposals for the budget and MTFP are to be reviewed by the Finance group in November and the full Authority in December.

## 6. Recommendations

- 6.1 Members are invited to note the change to the discharging of the business of the Strategy Group set out in section 3.1 above.
- 6.2 Members are asked to note progress made and issues noted by the Group at its meeting on 24 October.