

Report to: Police Authority
Agenda item: 6
Date: 25 September 2014
Subject: Strategy and Planning Committee Report
Sponsor: Chair, Strategy and Planning Committee
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For: Information and discussion

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1. Purpose of paper

- 1.1 To provide an overview of the main business done at the Authority's Strategy and Planning Committee meeting on 18 September; in particular to provide an update on;
- An initial briefing on the findings from research carried out with senior rail stakeholders
 - Progress with developing a transformation programme to support delivery of the Strategic Plan 2013-19
 - An update on the preparation of a co-ordinated communications and engagement strategy
 - A roll forward of the Medium Term Financial Plan
 - Proposals for the approach to developing the 2015-16 Policing Plan

2. Background

- 2.1 The Authority's new business cycle was launched in April 2010 and a Strategy and Planning Committee (formerly the Strategy Group) was established to carry out detailed activities in support of the development and review of a Strategic Plan for the British Transport Police (BTP) as well as its implementation. This report summarises the progress made at the most recent meeting of the Committee.

3. Co-ordinated communications

Initial brief on stakeholder research

- 3.1 The Committee received a verbal update from the researcher recently engaged to carry out a follow-up engagement exercise with senior stakeholder representatives. After describing the methodology, and positioning the research as a follow-up to last year's engagement exercise, a high level summary of the emerging findings was provided, noting that data collected via a separate online survey with Heads of Security had yet to be captured in the final report.
- 3.2 The Committee noted that the purpose of the research was to;
- *To determine the initial response to the changes to the [BTP] policing structure and how it was implemented; and*
 - *To assess performance against the five Strategic Foundations set out in the 2013-2019 Strategic Plan and establish a baseline against which to measure future performance.*
- 3.3 The research revealed that there was a general consensus that the implementation of the revised structure was well conceived and implemented. The quality of leadership has improved though greater visibility of and input into the planning of tasking at operational and tactical level is required to ensure that best use is being made of the full range of TOC and BTP resources. Further that a better understanding of the freight industry – its operations, operational risks and policing needs is essential.
- 3.4 The benefits of a more collaborative partnership between the industry and the BTP are evident. All parties, the Authority, the BTP, Network Rail, TOCs and FOCs, should build on what has been put in place, but there is still much to be done in terms of embedding the changes in structure, culture and ways of working and engaging with the industry to shape the optimal capability.
- 3.5 The report recommends that BTP should be more confident in the esteem in which it is held by the industry and less reticent to discuss and potentially relinquish any area of responsibility that is not adding value or making optimal use its resources.

- 3.6 Comparing this feedback with last year's findings, the Committee observed that it was encouraging to see the progress that has been made as a first step towards addressing the findings and recommendations made twelve months ago. However there are number of areas in which further action is required in order to maintain momentum. This includes embedding the culture and behaviours intended to build on the conditions created by the roll out of the new operating model and work to better 'unpack' the strategic foundations.
- 3.7 The initial draft of the report makes 15 recommendations which are grouped into four overarching areas of;
- capability mapping;
 - training;
 - communications and
 - engagement

Within these groupings, the following were highlighted as being a particular priority;

- BTP Divisions in partnership with industry should undertake to map their respective existing and planned police, security and safety staff so that a proper assessment of the available resource can be determined.
 - BTP should determine the project scope for a full 'Capability Study', to include a gap analysis and a range of options, to address the future capability requirement. Proper account should be taken of passenger demographics to ensure that the BTP reflects society.
 - The existing training programme for BTP officers should be amended to include a module that is focused on the freight industry.
 - BTP should produce regular communications of achievements and progress in relation to the restructuring, for example, the progress of recruiting and recruit training and the assignment of trained officers
- 3.8 A first draft of the final report was circulated in the meeting (copy on file) and a further version, which considers the inputs from Heads of Security) is anticipated shortly. Members welcomed the initial report and discussed whether there were

opportunities to deliver some headline findings from the research to the Authority's stakeholder event on the 25 September and if so, to ensure any presentations provided evidence that issues being raised were being addressed by work already underway or that which was planned.

Co-ordinated communications and engagement strategies

- 3.9 The Committee received a short update on progress made towards developing co-ordinated communications and engagement strategies for the Force and Authority. Since the last meeting, the Authority Executive had refreshed the draft of the strategy discussed to the last Committee meeting and an updated version will be presented to a future meeting of the Committee. BTP's Stakeholder and Communications Manager had also developed a draft Stakeholder Communications and Engagement Strategy, some notes on this were circulated in the meeting and this was supported as a suitable basis for further work to be. Updated plans will be presented to the next meeting of the Committee in October.
- 3.10 It was agreed that messages delivered by the two organisations should be reinforcing in terms of content even if they are expressed in different ways and at different times. Members reviewed and endorsed the following joint mission statement to inform the future work of both organisations;
- 'Coordinate our stakeholder communications so that we speak with a consistent voice in order to influence our stakeholders that both they, and we, are partners in the delivery of our strategic plan.'*
- 3.11 The Chief Constable explained that BTP was exploring options for expanding its passenger research; Members asked how this related to the existing engagement done via the National Rail Passenger Survey. It was agreed that this needed further discussion outside of the Committee meeting with a view to bringing developed proposals back to the October meeting.

4. Update on the transformation programme

- 4.1 The Committee received a presentation from BTP on progress made since the last meeting, and noted the emerging timetable for the transformation programme which would in turn inform the future work plan for the Committee.

- 4.2 A key issue highlighted during the presentation was the roll-out of Op Trafalgar (evidence based deployments) as the operational model for the force and how policing and security challenges would be owned and tackled at various levels depending on the nature of the issue at hand. Members asked whether front line officers had been briefed about the importance of joint working in securing the best possible returns from Op Trafalgar it was confirmed that this was the case. Members also asked what the travelling public would expect to see as a result of Op Trafalgar and whether their perceptions of change post implementation would feature in any assessment of the new approach. It was agreed that key measures for the public would be increased visibility and reduced crime which should in turn drive improved confidence and passenger perceptions would be taken into account in any post implementation review.
- 4.3 Members asked what the current key risks around the transformation programme were, noting that there was likely to be a significant pressure on training capability when Op Trafalgar was fully implemented and taken into consideration alongside the other changes for which training was a key driver. BTP agreed that training was likely to be subject to significant pressure but working assumptions were being reviewed before the end of September in order to better understand the total requirement; BTP's ability to meet that requirement would be assessed along with what options were available to address any residual risk to delivery. Members recommended that training be considered for inclusion on the Force's risk register once this initial assessment had been completed.
- 4.4 Members then asked whether any assessment had been done on the impact of Op Trafalgar on patrol patterns, resource deployments and therefore whether there was likely to be any impact on policing charges. The Chief Constable confirmed that this work was underway.
- 4.5 Simon Downey updated that since the last meeting of the Committee a developed draft of the People Strategy had been reviewed and agreed by the Force Executive Board (FEB) and further work was being done to develop draft delivery plans for this strategy which would be reviewed by FEB at its next meeting.
- 4.6 Members enquired as to the progress with the Integrated Systems Programme (ISP) element of the transformation agenda; it was confirmed that the ISP business case was due to be considered by the Authority's Finance Committee later that

day with a view to recommending this to the Authority for approval on 25 September.

- 4.7 BTP also described its ambitions to move to a priority budgeting model for April 2015 with a view to engaging in an Activity Based Costing approach during 2015 to inform the budget to be set for 2016-17. Members welcomed this ambition and encouraged work to achieve this objective noting that it may be necessary to engage additional specialist resources to deliver this outcome. The Force confirmed that its capability in this regard was being evaluated currently.
- 4.8 Members concluded the discussion noting that this was an ambitious and complex programme of work but one which was welcomed. The Force was asked to consider what level of detail from the work underway was suitable for inclusion in the presentations to be given at the stakeholder workshop event on 25 September. It was agreed that the draft agenda for that event would be reviewed to identify opportunities to feed in examples of the work underway in order to provide assurance to stakeholders that the wider business change programme was progressing progress.

5. An integrated approach to planning

- 5.1 The Chair introduced this part of the agenda explaining that it was timely for the Authority to be better able to demonstrate how it had considered policing objectives alongside the cost of achieving those objectives. As such, the Strategy Committee would be launching and concluding the work streams to develop the Medium Term Financial Plan (MTFP) and Policing Plan for 2015-16 in order that it was able to recommend a balanced package of desired outcomes and costs to the Authority for approval in March 2015.

MTFP

- 5.2 The Committee received a presentation setting out current thinking on the financial assumptions and risks associated with meeting the Authority's price promise to funders that charges to Police Service Agreement (PSA) holders for core policing would be constrained by the July 2015 Retail Prices Index (RPI) figure of 2.5%. 'Light touch' feedback was sought from the Committee to provide assurance that the initial thinking was a sound basis for more detailed work to be commissioned and presented to the Authority's Finance Committee in October.

- 5.3 Key elements of the proposals reviewed were;
- A systematic approach to benefits capture would be developed
 - Pay was informed by assumptions of a 1% increase in 2015/16 and 2% thereafter for the duration of the MTFP
 - Non-pay inflation would be capped at £800k
 - A need to revisit pension assumptions
 - EPSA income would remain stable
- 5.4 Members discussed any additional funding required to meet the full pressures of the proposed transformation programme, and other operational matters that were not yet fully described in the presentation, and which would not be covered by a 2.5% increase in charges to PSA holders. They asked that this be clarified, and any associated risks be expressed, in the next iteration of the MTFP proposals to be presented to the Finance Committee in October. They concluded by noting that there should not be any assumption that authority would be given for any draw down of reserves.
- 5.5 In summing up the Committee noted that next steps should be
- Any questions or issues raised by the Strategy Committee were to be addressed at the Finance Committee
 - A provisional budget should be agreed at the November 5 Authority meeting
 - Provisional charges to PSA holders be agreed thereafter

Policing Plan 2015-16

- 5.6 Proposals from the Chair of the Policing Plan Group were tabled and these recommended a further development of the locally initiated plans set for 2015-16 to encourage additional engagement from partners in setting jointly owned local targets. The proposals also referenced building stronger linkages between operational and financial planning, as described by the Chair of the Strategy Committee in his introduction to the integrated planning items.
- 5.7 Members supported these proposals and commissioned the Policing Plan Group to begin its work to develop the Plan for 2015-16.

6. Matters arising

6.1 The following matters arising were not considered at this meeting and feedback has been sought out of committee.

- RDG liaison
- Scotland
- BTP Terms and Conditions analysis update
- Response to the Transport Select Committee report on Security on the Railway
- Response to the triennial review part 2

7. Next steps

7.1 The Committee will meet again on 29 October to receive, and provide feedback on, a further update on the transformation programme and a co-ordinated communications strategy.

8. Recommendations

8.1 Members are asked to note the progress made and the issues noted by the Group at its meeting on 18 September; and to raise any issues they wish to explore in more detail with attendees.