

Report to: Police Authority
Agenda item: 6
Date: 13 December 2017
Subject: Strategy & Planning Committee report back
Sponsor: Dyan Crowther, Committee Chair
Author Sam Elvy
For: Information and approval

The Forum
5th Floor North
74-80 Camden Street
London NW1 0EG

T: 020 7383 0259
F: 020 7383 2655
E: general.enquiries@btpa.police.uk

www.btpa.police.uk

1. Purpose of paper

- 1.1 To update Members on the key business done by the Strategy and Planning Committee at its meeting on 23 November 2017. In particular to provide an update for the Authority on;
- Development of the 2018-21 Strategic Plan
 - Development of the British Transport Police's (BTP's) 2018-22 Medium Term Financial Plan (MTFP) and budget (business plan) for 2018-19 which is now recommended to the Authority for approval at agenda item 6.2
 - Development of the British Transport Police Authority's (BTPA's) 2018-23 Medium Term Financial Plan (MTFP) and budget (business plan) for 2018-19 which is now recommended to the Authority for approval at agenda item 6.3
 - Proposals for funding the approved MTFPs which are presented at agenda item 6.4 for discussion and approval
 - Progress with the Force's project to develop a future Target Operating Model (TOM) to support delivery of the Strategic Plan. A substantive item is presented elsewhere on this agenda.
 - The overall provisional funding envelope to be charged to Police Service Agreement (PSA) holders for services to be delivered in 2018/19 which is presented at agenda item 6.5
 - Progress on the 2018-19 policing plan, a separate update is provided at agenda item 12

2. Background

- 2.1 Under the Authority's revised governance structure the work of the Strategy and Planning Committee brings together oversight and scrutiny of all strategic planning activities from across the business. For the first time this creates an opportunity for the Authority and Force to develop and test aligned medium term and annual plans relating to operational delivery, finance and corporate resources. The principal focus of the Committee for the remainder of the business year is the development of the 2018-21 Strategic plan, Policing Plans for 2018-19 and initial work to develop other business strategies to support delivery of the 2018-21 Strategic Plan.

3. Key business done

3.1 2018-21 Strategic Plan

The Committee considered a presentation from the Force which will be provided in the meeting in support of this paper. This presentation summarises recent progress with the refresh of the existing strategic plan including ongoing work to carry out analysis of the themes emerging from a number of horizon scanning activities.

- 3.2 Members will be taken through the presentation at the Authority meeting and are asked to offer views on the coherence of the updated themes, emerging strategic objectives and initial suggestions on measures of success under each of the four strategic headings. Again Members are asked to provide feedback on the direction of travel and clarity of intent rather than carry out a detailed review of the specific language used at this early stage.
- 3.3 In addition to work done by the Committee and its working group, the direction of travel and the Authority's underlying planning assumptions have also been tested at the Annual General Meeting hosted by the Authority Chairman on 14 November, at the sub-divisional Policing Plan meetings and at the Rail Delivery Group's Policing and Security Group on 5 December.
- 3.4 Following the Authority's review of this updated work the next steps for the Committee will be to;
- Continue to socialise and test our emerging thinking on strategic themes, objectives and

measures through follow-up meetings with key stakeholders

- Move to begin formal written consultation on the emerging strategy
- Begin development of the delivery plan

3.5 The Authority is asked to note that additional support during initial planning phase continues to be provided by the Rail Delivery Group, Transport Focus, Transport for London and additionally Freight Operators who are represented either at the Committee's working group meetings or will provide comments on the emerging drafts in correspondence.

3.6 BTP 2018-22 Medium Term Financial Plan (MTFP) and 2018-19 business plan (budget)

The Committee also received an update on progress with the development of the 2018-22 MTFP and the business plan (budget) for 2018-19. A briefing on final proposals and the associated planning assumptions risks and opportunities was offered to all Authority members ahead of the Authority meeting.

3.7 The Committee endorses the Force's final proposals, which take into account the key impacts arising from the proposed TOM, for approval by the Authority as presented at agenda item 6.2.

3.8 BTPA 2018-22 Medium Term Financial Plan (MTFP) and 2018-19 business plan (budget)

The Committee also received representations from the Authority's Interim Finance Director and Treasurer on the Authority's 2018-22 MTFP and the business plan (budget) for 2018-19. Further detail was sought on the detail on the pressures underpinning the funding requirement set out in the proposals, this has been updated in the information presented to the Authority. The Committee endorses these updated final proposals and recommends them as presented at agenda item 6.3 for approval by the Authority.

3.9 Funding options for BTP and BTPA MTFP to 2022

The Committee reviewed and debated two options for funding the MTFPs set out in section 3.8 and 3.9 above, these were variations on the use of;

- Charges to PSA holders and a commitment to maintain the RPI price promise
- Use of reserves and strong cash flow management
- Approaching the Department for Transport (DfT) to secure capital grant funding for specific projects such as the expansion of the Counter Terrorism capability outside of London
- Risk management techniques to ensure cash position does not breach an agreed lower level
- Securing underwriting by DfT of any risks to cash position from short term cash flow problems

3.10 In recommending the preferred option the Committee recommends that the Authority considers and agrees the proposal to adopt advice issued by HMICFRS¹ relating to minimum cash levels.

3.11 The Committee recommends the final proposal on funding set out in the detail of the paper at agenda item 6.4

3.12 Target Operating Model (TOM)

An update on the plan for delivering the strategic intent within the agreed funding envelope was received from the Chief Constable and reviewed and tested by the Committee. An update on the plan is provided elsewhere on this agenda.

3.13 2018-19 Policing Plan

The Committee noted progress with the development of the 2018-19 Policing Plans, a summary report is presented for information elsewhere on this agenda at Item 11.

4. Recommendations

- 4.1 Members are asked to review and note the progress made by the Committee at its most recent meeting and seek clarification on any of the items above.
- 4.2 The following are recommended to the Authority by the Committee but are taken elsewhere on the agenda as indicated below;

¹ Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services.

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- BTP MTFP 2018-23 and budget 2018-19 – approval is sought at agenda item 6.2
- BTPA MTFP 2018-23 and budget 2018 -19 approval is sought at agenda item 6.3
- Funding for BTP and BTPA MTFP 2018-23 approval is sought at agenda item 6.4
- BTP TOM, that the Authority reviews the update provided elsewhere the agenda.