

Report to: Police Authority
Agenda item: 9
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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 9 March 2018. In particular to provide an update for the Authority on;
- Development of the 2018-21 Strategic Plan, an update on the refreshed Vision, Mission, Themes, Objectives and key metrics are presented at agenda item 9.1 for review and comment
 - A rebase 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 9.2
 - Final representations on the 2018-19 policing plan, a separate recommendation for approval is provided at agenda item 9.3
 - An Outline Business Case on engaging an external delivery partner for the Force transformation programme presented at item 9.4 for approval

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.

3. Key business done

3.1 2018-21 Strategic Plan

The Committee considered both a summary of the consultation feedback received and a report on progress with a refreshed Strategic Plan for 2018-21.

3.2 Consultation activities have very recently been completed with final meetings taking place after the Strategy and Planning Committee. Stakeholders have broadly been in agreement with the proposed four overarching objectives although they requested that they be worded in a simpler way so that there was absolute clarity about exactly what was to be delivered and the messages would resonate more with the industry and public. Respondents were also keen that the key metrics which would be used to show progress against the four objectives were set out within the Plan.

3.3 Building on this feedback, BTP continues to refine the final proposals attached for review at Appendix A. This version reflects feedback from the consultation (summarised for information at Appendix B) in that it;

- Has simplified the objective descriptors
- Emphasises the commitment to 'strong partnership working' rather than collaboration
- Explicitly links the people development objective to the achievement of the overall strategy
- Describes the commitment work with industry to keep places safe
- Includes reference to the railway within the Vision wording
- Places more emphasis on transparency (particularly on financial and resource deployment matters) and including the industry in decision making where appropriate

3.5 Other progress made since the 9 March 2018 includes the provision and quality assurance of all A Division metrics that will support the Policing and Strategic Plan, and the production of the first draft of the strategy delivery plan across all operational portfolios.

3.6 It is proposed that the completed strategy is now tabled at the 24 May 2018 Strategy and Planning Committee with the Plan being proposed to the June Authority meeting for official sign off. The Authority is asked to endorse the current approach to the final Plan and the direction of travel set out above.

3.7 A rebase of the BTP 2018-22 Medium Term Financial Plan (MTFP) and 2018-19 business plan (budget)

The Committee also received an update on the 2018-22 MTFP and the business plan (budget) for 2018-19 and a request to update the underpinning planning assumptions. Members will recall that the Authority approved an MTFP at its 13 December meeting, since this time a number of assumptions have changed significantly, the detail of this is set out in the paper at item 9.2. In summary though the paper notes the following changes;

- Deferral of the start date for devolution of BTP's D-Division to Police Scotland from April 2019 to a date yet to be confirmed - assumptions about the financial impact of Scottish devolution are included in year four of the rebased MTFP
- A reduction in the proposed spend on BTP's Counter Terrorism expansion programme
- Further slippage of the Government Mandated Airwave replacement programme by the Home Office
- Re-profiling of efficiencies from a three year to a four-year plan - moving a larger proportion of the savings to later in the Strategy and the year after. This proposal manages the risks of a significantly change
- programme more effectively rather than reducing the overall efficiency commitment
- An assumption that £9m of capital grant will be received from the Department for Transport

3.8 The Committee commissioned the Authority Chief Executive to review the updated proposals in detail after the meeting and Authority Member Andrew Pollins committed to carry out a final review of the proposals on behalf of the Committee. Final comments are captured in the proposals at item 9.2. The Committee recommends the Force's updated MTFP proposals for approval.

3.9 2018-19 Policing Plan

The Committee also concluded its work on the Policing Plan for 2018-19, receiving and endorsing the final recommendations from the Chair of the Policing Plan Working Group. A summary of the work undertaken and the final recommendations emerging from the Working Group are set out in detail in the paper at agenda item 9.3. The Committee recommends these proposals to the Authority for review and approval.

3.10 Outline Business Case – External Delivery Partner for BTP2021

Members will recall that at its December 2017 meeting, the Authority received and endorsed the Chief Constable's final recommendations for a Target Operating Model (TOM) to support and enable the successful delivery of the 2018-21 Strategic Plan. This plan has been combined with other programmes already planned or underway under a single heading of BTP2021. The Authority will receive an update on the overarching plan for BTP2021 elsewhere on the agenda.

3.11 In reviewing the Chief Constable's final proposals, the Authority also received representations on engaging the services of an external delivery partner which were supported in principle and further work was commissioned to develop an outline business case setting out the benefits of this approach. The detailed proposals are set out in the Outline Business Case and cover paper at agenda item 9.4 on this agenda.

3.12 The proposals have been reviewed and updated by the Strategy and Planning Committee to include additional information on the costs and benefits of engaging an external business partner and how these will be tracked. The Committee debated issues such as the governance structure for managing the programme and the contract and has emphasised the need for the Force to keep the scope described within the contract tightly defined. They are presented here for approval. Additional support in reviewing proposals relating to any subsequent Invitation to Tender has been offered by Authority Members.

3.13 The Committee recommended that a clear stakeholder engagement plan be developed to support delivery of BTP2021, emphasising the critical importance of engaging the workforce in the programme of change to come. A key part of that plan would be acknowledging the scale of change delivered as part of the current strategic plan, and some of the

challenges associated with it, and to build confidence in the refreshed approach to delivering the new operating model.

- 3.14 In concluding their deliberations, the Committee has also made recommendations for the Authority Executive team to work with Force colleagues to develop a robust but streamlined process by which business cases are reviewed and approved by the Authority including a simplification of the current approach to building business cases. Work is underway to research good practise in this area to ensure efforts in preparing business cases remain focused on the key inputs to enable the BTP and the Authority to make timely, well informed and confident business decisions.

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 or request further information on any of the items above.
- 4.2 The following are now recommended to the Authority by the Committee but are taken elsewhere on the agenda as indicated below;
- An update on the refreshed Strategy for the period 2018-21 as presented at agenda item 9.1 noting next steps to develop a final delivery plan and suite of metrics subject to proposals being supported today
 - BTP MTFP 2018-23 re-base as set out at agenda item 9.2 for approval
 - A policing plan for 2018-19 as presented at agenda item 9.3 for approval
 - An outline business case for approval which recommends the BTP invests in an external delivery partner to support the BTP2021 change programme as described at agenda item 9.4