

[15 September 2022] Agenda Pack - Strategy and Planning

MEETING
15 September 2022 10:30

PUBLISHED
13 September 2022

WEBSITE

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Microsoft Teams	15/09/22		10:30
10. Business Case: London Estate		Director of Finance and Commercial Services	12:00
11. Police Services Agreement Removal of Wash-Up Update		Chief Financial Officer	12:15
12. Committee Workplan 2022/23		Head of Strategy, Planning and Engagement	12:20
13. Any Other Business		All	
14. Meeting Evaluation		Martin Richards	12:25

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Minutes

Strategy and Planning Committee

Wednesday 1 June at 10.30am in BTPA Committee Room, BTP FHQ,
 25 Camden Road, NW1 and via Microsoft Teams

Present:

Andy Cooper (Chair)
 Fiona Brunskill (Deputy Chair)
 Emir Feisal
 Mike Gallop
 Craig Mackey
 Martin Richards

Apologies:

None

In attendance:

British Transport Police Authority Executive
 Hugh Ind (Chief Executive)
 Sarah McGarel (Chief Financial Officer & Deputy Chief Executive)
 Kate Carr (Project Director – Rail Policing and Security)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Jon Newton (Analyst)
 Katie Stanton (Stakeholder Engagement and Communications Manager)
 Alistair MacLella (Board Secretary / Minutes)

British Transport Police
 Lucy D'Oisi (Chief Constable)
 Alistair Suteland (Deputy Chief Constable)
 Rachael Etebar (Director of People and Culture)
 Tracey Martin (Director of Finance and Commercial)
 Matt Allingham (Superintendent)
 Harriet Harvey (Head of Transformation)
 Iain Metcalf (Design and Delivery Lead)
 Mike Furness (Head of Deputy Chief Constable Portfolio)
 Paddy Kidwell (Business Operations Manager)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

- 2. There were no declarations.

Minutes

Agenda Item 3

- 3. **RESOLVED**, that the minutes of the meeting held on 2 March 2022 be approved.

Actions

Agenda Item 4

- 4. Members considered a report of the Board Secretary regarding actions from past meetings and the following points were made.
 - a. **Action 1/2022 (Project Governance)**. Members agreed this action could be closed.
 - b. **Action 6/2022 (A Force on the Move briefing)**. Members agree this action could be closed given this was an item that day that was scheduled for onward submission to the Full Authority at the end of June 2022.
 - c. **Action 8/2022 (Licence Renewals)**. Members agreed this action could be referred to Audit and Risk Assurance Committee and closed.
 - d. Members agreed that Actions 2/ 022, 3/2022, 4/2022, 5/2022 and 7/2022 could be closed.
- 5. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

- 6. Members considered the Risk Profile and the following points were made.
 - a. The Chief Executive noted that the profile had not been updated in light of the risk workshop Members had held on 25 May 2022. That said, Members would be mindful Partnerships was the subject of a risk deep dive on the agenda that day; and the Financial Control risk was covered off by the agenda items on *A Force on the Move* portfolio update, and the draft Efficiency and Benefits slides for the Department for Transport, both on the agenda that day.
 - b. [REDACTED]

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7. **RESOLVED**, that the risk profile be noted.

Legitimacy Map / Terms of Reference

Agenda Item 6

8. Members considered the Legitimacy Map and the Committee’s terms of reference.
9. **RESOLVED**, that the legitimacy map be noted.
10. **RESOLVED**, that the Committee’s terms of reference be noted.

A Force on the Move Portfolio Update

Agenda Item 7

11. Members considered a portfolio update of the Deputy Chief Constable regarding *A Force on the Move* and the following points were made.
 - a. The Chief Constable provided context to the paper, noting its development following on from her presentation to the Full Authority in July 2021. The Chief Constable concluded by noting that she would welcome the paper being endorsed with the acknowledgement that the Force could be confident in the direction of travel it described, and that further effort to increase confidence in its proposals risked delaying timely delivery of the portfolio.
 - b. The Deputy Chief Constable provided further context, highlighting the revised portfolio and year-by-year breakdown provided in the report’s appendices. The Deputy Chief Constable emphasised that the proposals should not lead to additional charges to Policing Services Agreement (PSA) holders.
 - c. The Director of Finance and Commercial Services noted the Force was not asking for further funding but instead for use of cash reserves to ensure smooth timing of cash flow and some small additional capital funding, subject to agreeing a new cap with Department for Transport.
 - d. The Head of Transformation noted that the Senior Responsible Owner (SRO) sessions held by the Deputy Chief Constable had been positive, and provided the Head of Transformation with the assurance that SROs had provided an honest assessment of resource and capacity in support of the programme.
 - e. Members raised the following points,
 - i. Greater clarity was needed around the prioritisation and funding plans for the £[REDACTED] of projects outside of *A Force on the Move*, particularly given external stakeholders may make assumptions that the Force could continue to rely on underspends.
 - ii. That the plan included a significant number [REDACTED] individual projects. The Force needed to provide the Authority with assurance that it had the capacity and capability required to deliver these.
 - iii. [REDACTED]

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- [REDACTED]
- [REDACTED]
- [REDACTED]
- iv. *A Force on the Move* was an ambitious programme that came at a time of severe financial pressures facing wider society and the rail industry – with that in mind, the Force needed to be clear on how it would achieve the programme – or a prioritised set of elements within it – in the event a large amount of desired funding was not forthcoming.
- v. *A Force on the Move* was undeniably an exciting change programme; that said some more assurance for Members around its governance would be required prior to it being endorsed by the Full Authority.
- f. The Chief Constable, Deputy Chief Constable and Director Finance and Commercial Services were heard in reply, noting that
- i. They were confident the Force had the resources and capacity to deliver the programme, noting that investment in *A Force on the Move* included additional capacity.
- ii. The Force had absorbed a significant level of additionality in areas such as 175% increase in unwanted sexual behaviour.
- iii. The Force was requesting [REDACTED] over five years; 50% from rebalancing and 50% from existing resources. Of the [REDACTED] outside of *A Force on the Move* [REDACTED] was composed of national pressures i.e. Emergency Services Network for which there appeared to be a strong case for external funding and which, if that materialised, would require consideration of how the remaining [REDACTED] was absorbed e.g. through reserves.
- iv. The Force's Capability Review was a further good example of its commitment to efficiencies, alongside the fact *A Force on the Move* was [REDACTED] less than the proposal put to Members in July 2021 as a result of the recent series of Chief Officer challenge panels.
- v. The programme had a number of natural checkpoints at which the Force and Authority could review progress and take stock ahead of additional spend.
- g. The Chief Financial Officer noted that, in anticipation of the Full Authority meeting at the end of June 2022, a more detailed cash profiling analysis had been commissioned which should include (i) the current Medium-Term Financial Plan (ii) a latest forecast (iii) *A Force on the Move* investment profiling and forecast efficiencies/rebalancing savings and (iv) other known pressures and opportunities, particularly in light of the forthcoming decision around pay, and the wider cost of living crisis (Action 10/2022)
- h. The Chief Constable expressed concern regarding the level of additional work that the Committee seemed to be calling for to clarify questions arising from

the paper: noting that this risked the proposals before Members not being approved by the Full Authority at the end of June 2022 and therefore introducing, potentially, slippage within the programme. The Chief Constable noted that she would welcome a refreshed approach to how Members and the Executive engaged with the Force in advance of papers being submitted to meetings to avoid a recurrence.

- i. In light of exchanges, Members agreed that the intention would be that the Force could proceed with *A Force on the Move* as planned and normal budgetary reporting and approvals for specific items would continue. That said, at any time when the existing budget seems likely to be exceeded, further discussion would be needed and the Authority would decide on how any such overspend would be funded.

12. **RESOLVED**, in light of comments made, Members,

- a. note the Senior Responsible Owner (SRO) portfolio review process that had taken place, and on the basis issues raised at paragraph 11d (i) (v) being addressed, recommend to the Full Authority,
 - i. A further developed and shared approach in respect of financing for items currently listed as outside the scope of BTP/A funding. This would be to give the Authority confidence in how those remaining financial risks could be managed.
 - ii. As per Action 10/2022 the Force should provide a complete picture and cash profile to include (i) the current Medium-Term Financial Plan (ii) a latest forecast (iii) *A Force on the Move* investment profiling and forecast efficiencies/ rebalancing savings and (iv) other known pressures and opportunities, particularly in light of the forthcoming decision around pay, and routine forecasting of the wider cost of living crisis.
 - iii. Support for all listed 'MUST' programmes and projects to enhance the delivery of B.P.'s strategic objectives through 'A Force on the Move'.
 - iv. Support for the revised financial proposal to resource and sustainably fund the portfolio through to 2027/8 subject to future budgetary decisions and ongoing assurance processes and appropriate authorities set out in the Code of Governance.

The meeting was adjourned between 12.15pm – 12.30pm.

Review of Layers and Spans Interim Report

Agenda Item 8

13. Members considered the interim report of the Director of People and Culture on the review of Layers and Spans and the following points were made.

- a. [REDACTED]

- b. [REDACTED]
- c. [REDACTED]
- d. [REDACTED]

14. **RESOLVED**, that the report be noted.

Security and Policing Pilot Update
Agenda Item 9

15. Member agreed to defer this item to a future meeting.

Efficiency and Benefits Update to Department for Transport
Agenda Item 10

16. Members considered a draft Efficiency and Benefits Update from the Director of Finance and Commercial Services to the Department for Transport and the following points were made.

- a. Attendees agreed that key messages for the forthcoming Executive/Force meeting with Department for Transport should include,
 - i. The Force was committed to achieving efficiencies and benefits: it would 'lean in' in principle.
 - ii. The Force was already providing additionality from within existing funding e.g. addressing a 175% increase in unwanted sexual behaviour.
 - iii. Moreover, the Force could report improved productivity at a time when Home Office forces' productivity was declining.
 - iv. Messaging in the meeting should recognise the macro-context facing the national economy, central government, the rail industry and policing.

17. **RESOLVED**, that the report be noted.

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Risk Deep Dive: Partnership Working
Agenda Item 11

18. Members considered a risk deep dive report of the Head of Strategy, Planning and Engagement regarding Partnership Working and the following points were made.
- a. In light of time pressure in the meeting, the Head of Strategy, Planning and Engagement committed to providing Members with a briefing note outside of the meeting (Action 11/2022).
 - b. The Chief Financial Officer thanked the Head of Audit and Assurance and the Head of Strategy Planning and Engagement for the provision of the deep dive.
19. **RESOLVED**, that the report be noted.

Risk Deep Dive Background Paper
Agenda Item 11.1

20. **RESOLVED**, that the risk deep dive background paper regarding Partnership Working be noted.

Committee Workplan 2022/23
Agenda Item 12

21. Members considered the Committee Workplan 2022/23 and noted a revised version in light of discussions that day would be circulated to Members in advance of the September 2022 meeting (Action 12/2022).
22. **RESOLVED**, that the Committee Workplan 2022/23 be noted.

Any Other Business
Agenda Item 13

23. There was no other business.

Meeting Evaluation
Agenda Item 14

24. Craig Mackey delivered an evaluation of the meeting and the following points were made.
- a. The bulk of the meeting had, appropriately, been given over to discussing the key portfolio update item for *A Force on the Move*. This had involved a robust exchange of views between Members, Executive and Force which was welcome, given it demonstrated positive progress towards achieving a 'critical friend' relationship between Authority and Force.
 - b. That said, the focus on one item in particular called into question whether more effort could be given to structuring agendas to ensure they were not overambitious.

Representatives of the Force left at this point to enable a Member/Executive-only meeting evaluation to take place.

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- c. [See confidential minutes].

The meeting ended at 1.05pm

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STRATEGY AND PLANNING COMMITTEE - ACTIONS

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
9/2022	1 June 2022	Risk Profile - People	Chief Constable's concerns regarding increased People risk to be referred to People and Culture Committee and Risk Profile updated.	Rachael Etebar / Mel Morton	ASAP	Recommended for Closure Issue raised at People Committee 8 June 2022 / Risk Profile reviewed and updated
10/2022	1 June 2022	<i>A Force on the Move</i> Portfolio Update	<p>Full Authority paper to be revised to include a further developed and shared approach in respect of financing for items currently listed as outside the scope of BTP/A funding. This would be to give the Authority confidence in how those remaining financial risks could be managed.</p> <p>A more detailed cash profiling analysis which should include (i) the current Medium-Term Financial Plan (ii) a latest forecast (iii) <i>A Force on the Move</i> investment profiling and forecast efficiencies/rebalancing savings and (iv) other known pressures and opportunities, particularly in light of the forthcoming decision around pay, and the wider cost of living crisis</p>	Tracey Martin / Harriet Harvey	20 June 2022	Recommended for Closure Whereas a cash profiling exercise was not possible in advance of the June 2022 Full Authority meeting, a paper on mitigation of outstanding pressures was submitted to the June 2022 Full Authority meeting and a revised version to the September 2022 Strategy and Planning Committee meeting.

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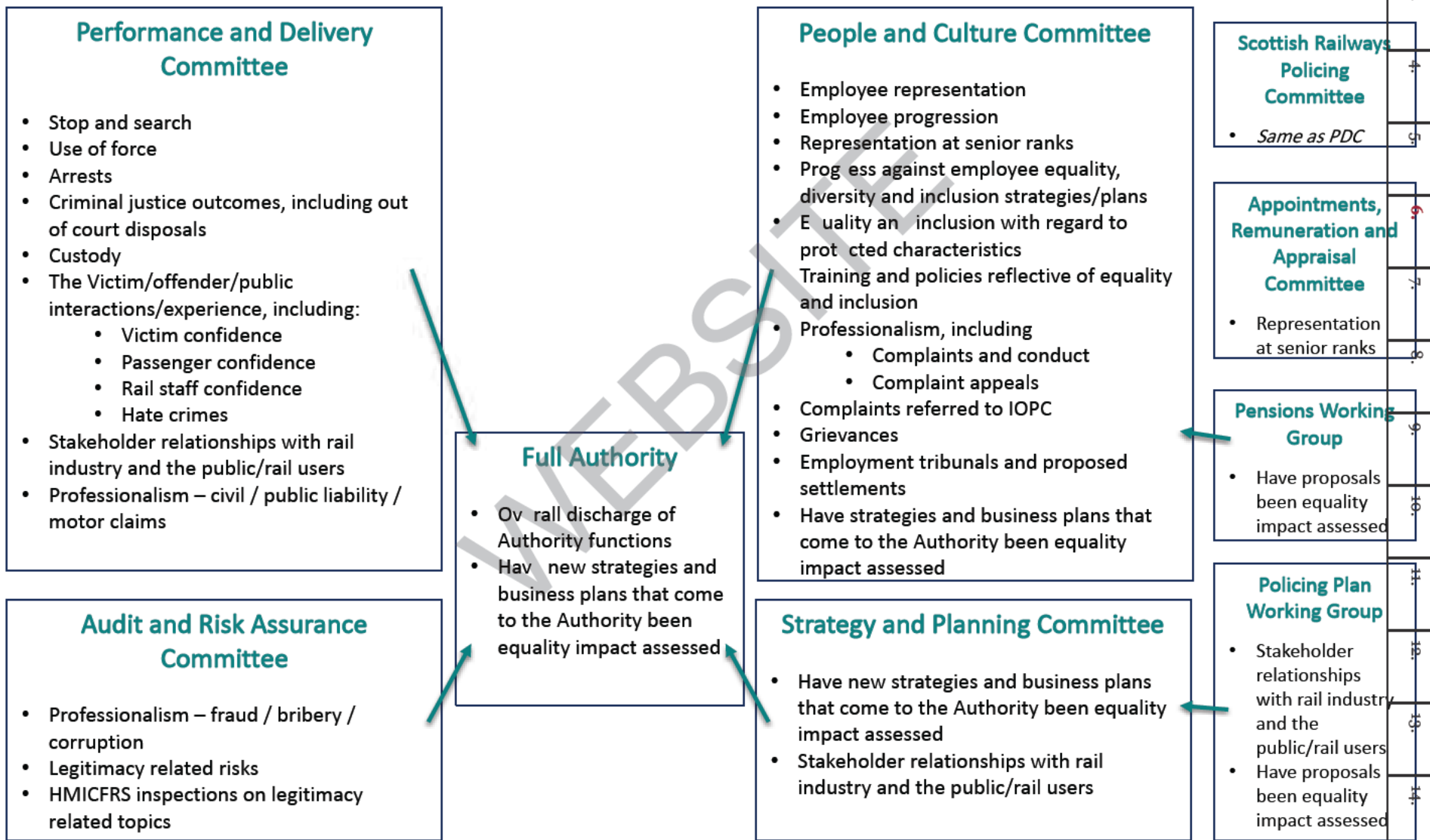
STRATEGY AND PLANNING COMMITTEE - ACTIONS

11/2022	1 June 2022	Risk Deep Dive: Partnership Working	The Head of Strategy, Planning and Engagement committed to providing Members with a briefing note outside of the meeting to facilitate Member feedback.	Sam Elvy		Completed Dealt with via email on 1 June 2022
12/2022	1 June 2022	Committee Workplan 2022/23	Updated workplan to be circulated prior to September 2022 meeting.	Sam Elvy		Recommended for Closure Updated workplan provided in advance of September 2022 meeting.

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BTPA Committee / Full Authority oversight of legitimacy



SECURITY CLASSIFICATION - OFFICIAL
HANDLING INSTRUCTIONS - Management
DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report

Report to: Strategy & Planning Committee
Date: 15/09/2022
Subject: Strategic Plan Reporting
Sponsor: Alistair Sutherland, DCC
Author: Jennifer Crowther, Strategic Planning Manager
For: Noting

1. PURPOSE OF PAPER

1.1. The paper describes the new internal reporting and assurance process BTP has introduced to track progress against the new Strategic Plan.

2. BACKGROUND

2.1. The 2022-27 Strategic Plan commenced on 1 April 2022. For successful delivery it is crucial that there is an effective method of monitoring progress and taking corrective action where necessary.

2.2. Annex 1 is the first draft of analysis of progress against the priorities, deliverables, projects and risks associated with each of the Strategic Plan objectives.

3. REPORTING PROCESS

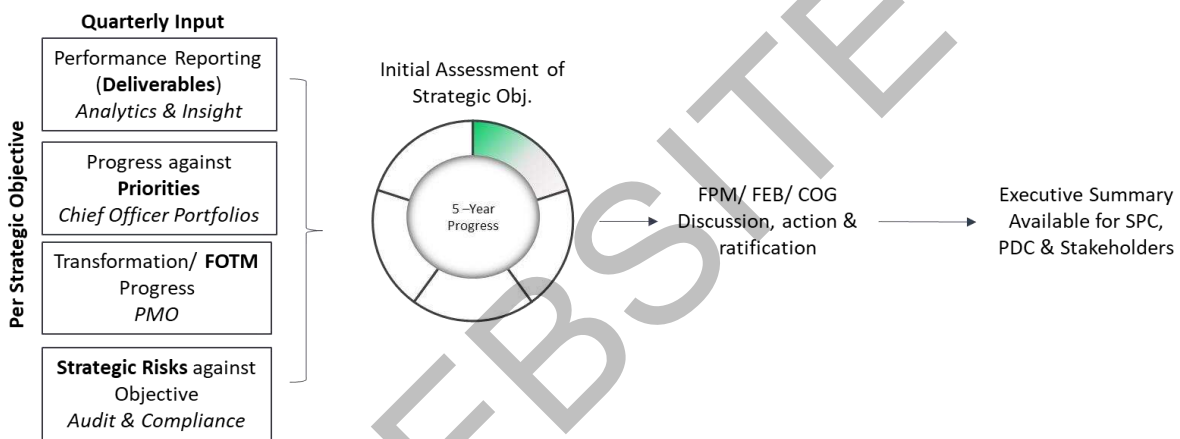
3.1. The reporting mechanism is designed to show progress against the six Strategic Objectives through four lenses, collectively showing progress to-date. These are:

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Security Classification and Handling Instructions of document are detailed on page 1

- I. Performance Reporting against the **Deliverables**.
- II. Progress against the **Priorities**. All priorities have been mapped to a Chief Officer.
- III. Progress against **Transformational FoTM projects**, which are aligned to the Strategy.
- IV. Assessment of the **Strategic Risk**, through the Strategic Risk Register.

3.2. Reporting and moderation will be provided via Force Executive Board (FEB) on a quarterly basis. This will ensure all senior leaders and Chief Officers have sight of progress and can contribute to the document. It also provides the opportunity to take collective action against emerging risks or under-performance.



4. QUARTER ONE 2022 23

4.1. The reporting process was approved at FEB (August), with Members recognising the benefits the document has in bringing the strategy to life across all of the Force's functions.

4.2. The draft data pack (ANNEX 1), is being refined and will be subject to further discussion at FEB in September, where the final RAG status and activity updates will be agreed.

5. NEXT STEPS

5.1. BTP's ambition for this product is that it is recognised as the corporate 'one version of the truth' and that it will reduce the need for duplicate external and internal reporting.

Security Classification and Handling Instructions of document are detailed on page 1

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Security Classification and Handling Instructions of document are detailed on page 1

5.2. It is proposed that a streamlined summary report is created which includes the gradings and key areas of progress or risk, which will be shared with stakeholders.

Annex 1: Q1 2022/ 2023 Strategic Objectives Data Pack DRAFT

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Security Classification and Handling Instructions of document are detailed on page 1

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Report to: Strategy and Planning Committee

Agenda #: 11

Date: 15 September 2022

Subject: Removal of the PSA wash-up process

Sponsor: Sam Elvy – Head of Strategy Planning and Engagement

Author: Vicky Tanner – Contracts and Compliance Manager

For: Information

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1. Purpose of paper

- 1.1 To provide the Committee with an update on the proposed removal of the wash-up process following the Authority's endorsement in June 2022.

2. Background

- 2.1 During 2021 BTPA consulted with its core PSA holder on the suspension of the wash-up process for the financial year 20/21 only. This did not include TfL (London Underground core PSA) as their charges sit outside of the Cost Allocation Model (CAM). This decision was approved by both the Authority and DfT and provided a level of stability for the operators following year of uncertainty and fall in passenger numbers due to Covid. A proposal to suspend the wash up process for future years was submitted to and endorsed by the Authority in June 2022.

3. Progress to date

- 3.1 Following the endorsement from the Authority, a submission was made to the DfT SRO Operational Advisory Panel (SOAP) on 19th August seeking their endorsement and support for the permanent removal of the wash-up process. The proposal submitted to SOAP was for the removal of the wash-up process for 2021/22 and all future years.
- 3.2 SOAP supported and endorsed the removal of the wash-up for 2021/22. SOAP did not fully endorse the permanent removal of the process but did support a consultation on the permanent removal of the wash-up process.
- 3.3 The Executive have finalised the required consultation letters for our core PSA holders. The letters will be issued by the 16th September requesting a response by 14th October 2022. These letters will be asking two things: -

- Support and endorsement for the removal of the wash-up process for 2021/22 only
- The PSA holders view on the permanent removal of the wash-up process for all future years.

3.4 At the end of the consultation period, the Executive will review and assess the feedback provided to both questions and will make a recommendation to the Authority based on the outcome of the consultation, along with confirming the next steps.

4. Recommendations

4.1 For Members to note the progress to date.

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Strategy & Planning Committee Workplan 2022/23

Meeting	Proposed Items
15 September 2022	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Tracking strategy implementation plans – draft dashboard/ reporting framework for information and discussion • Update on current AFOTM projects and programmes • MTFP planning assumptions – launch of MTFP development process • Business cases for approval (Data Hub/BWV/London Estate) • Wash up elimination update • Workplan 2022-23 for approval • Meeting reflection
15 November 2022 (detail to be developed as strategic delivery plan emerges)	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • MTFP final proposals • Results of annual Policing Plan refresh – recommendations for change • Further amendments to wash up and charging processes • Business cases for approval (tbc) including equality impact assessment • Workplan 2022-23 rolled forward • Meeting reflection • [Approval of 2023-24 charges – possibly out of committee in correspondence]
Tbc March 2023 (detail to be developed as strategic delivery plan emerges)	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Risk deep dive – Change Management • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • Business cases for approval (tbc) including equality impact assessment • Draft workplan 2023-24 • Meeting reflection

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Meeting	Proposed Items
Tbc May 2023 (detail to be developed as strategic delivery plan emerges)	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Risk deep dive – Change Management • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • Business cases for approval (tbc) including equality impact assessment • Final workplan • Meeting reflection

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