

[8 February 2023] Agenda Pack - Strategy and Planning Committee

MEETING
8 February 2023 10:45

PUBLISHED
6 February 2023

WEBSITE

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Hybrid Meeting / BTPA Meeting Room, 2nd Floor , 25 Camden Road, London, NW1 9LN	8/02/23		10:45
1. Apologies		Chair	10:45
2. Declarations of Interest		All	
3. Minutes		Chair	
4. Actions		Chair	
4.1. Background Pack: Action 13/2022 PSD Hotspot Analysis Q1 22/23		Deputy Chief Constable	
4.2. Action 14/2022: Verbal Update / Unfunded Cost Pressures		Chief Financial Officer	
5. Risk Profile		Chief Executive	11:00
6. Risk Deep Dive - Transformation		Joint Force/Executive	11:10
7. Legitimacy Map		Chief Executive	11:30
8. A Force on the Move Portfolio Update Q3 2022/23		Deputy Chief Constable	11:35
8.1. Counterterrorism Review Update		Deputy Chief Constable	
8.2. Background Pack: Focused on the Future Programme Update		Deputy Chief Constable	
9. Strategic Plan Reporting Q3 2022/23		Deputy Chief Constable	11:50

Agenda

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Hybrid Meeting / BTPA Meeting Room, 2nd Floor , 25 Camden Road, London, NW1 9LN	8/02/23		10:45
10. [TO FOLLOW] Business Case: Utilities Contract		Deputy Chief Constable	12:05
11. Workplan 2022/23		Head of Strategy, Planning and Engagement	12:20
12. Any Other Business		All	
13. Meeting Evaluation		Emir Feisal	12:25

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Minutes

Strategy and Planning Committee

Tuesday 15 November 2022 at 10.30am in Meeting Room G1/2, BTP FHQ,
25 Camden Road, London, NW1 and via Microsoft Teams

Present:

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

Apologies:

Martin Richards

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Rubeela Qayyum (Chief Financial Officer and Deputy Chief Executive)
Stephanie Calvert (Co-Head of Governance and Compliance)
Sam Elvy (Head of Strategy, Planning and Engagement)
Jon Newton (Analyst)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
Lucy D Orsi (Chief Constable)
Steff Sharp (Chief of Staff)
Alistair Sutherland (Deputy Chief Constable)
Tracey Martin (Director of Finance and Commercial Services)

Apologies

Agenda Item 1

1. Apologies were received from Martin Richards.

Declarations of Interest

Agenda Item 2

2. Mike Gallop noted his employment with Network Rail and therefore emphasised his standing declaration of interest available on the British Transport Police

Authority website to that effect, specifically in relation to Item 8 (BTP Budget and MTFP 2024/28)¹.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 15 September 2022 be approved.

Minutes – Stakeholder Engagement Working Group

Agenda Item 4

10 November 2022

Agenda Item 4.1

4. **RESOLVED**, that the draft minutes of the Stakeholder Engagement Working Group meeting held on 10 November 2022 be noted.

30 September 2022

Agenda Item 4.2

5. **RESOLVED**, that the minutes of the Stakeholder Engagement Working Group meeting held on 30 September 2022 be noted.

Actions

Agenda Item 5

6. Members considered a report of the Board Secretary regarding actions arising at previous meetings and the following points were made.
 - a. **Action 13/2022 – Legitimacy Hotspot Map and Occupational Health Staffing Update.** Members noted the hotspot map would be circulated outside of the meeting, and that an OH staffing update had been provided within the risk profile at Item 6. Members agreed the action could be closed.
7. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 6

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

Legitimacy Map

¹ Members' standing register(s) of interests, including their current employers e.g. Network Rail, Transport for London, can be viewed online on the [British Transport Police Authority website](#) (link accessed 21 November 2022).

Agenda Item 7

9. **RESOLVED**, that the legitimacy map – with the addition of a bullet point within the Strategy and Planning Committee’s remit covering PSA charges – be noted.

BTP Medium-Term Financial Plan 2024/28

Agenda Item 8

10. Members considered Item 8 and Item 8.1 together (Executive and Force papers, respectively, regarding the Force Budget and Medium-Term Financial Plan 2024/28).

- a. Force attendees made the following points.
- i. The Force was facing increasing levels of demand, with a notable theme being 80% of demand was non-crime, with the Force absorbing issues not dealt with by partners e.g. mental health.
 - ii. The Force could not be usefully considered within the same financial context as industry partners as it would risk public safety by focusing on reducing service levels at a time of increasing demand. The Force was unique in being part of both the rail and policing families.
 - iii. The Force paper at Item 8.1 attempted to move beyond the commission provided by the Executive and present a broader context, alongside five potential options for Members to choose from.
 - iv. The Force was uncomfortable with the emphasis on a [REDACTED] cap in PSA uplift and was unclear on what basis and on what risk appetite this figure had been arrived at by the Authority, particularly given, in their view, even [REDACTED] represented a deterioration in public safety. It risked ceasing activity the Authority had previously supported during 2021/22 and early 2022/23.
 - v. The Force had attempted, at Option 3 (Reduce Investment in *A Force on the Move*) of its paper at Item 8.1 to outline what activity would cease under a [REDACTED] scenario.
 - vi. The scale of EPSA requests arising from industry did not align with a perception that industry was struggling financially.
 - vii. The emphasis on Reserves requiring DfT budget cover (as per His Majesty’s Treasury guidance) was unfortunate given that the financial strategy underpinning *A Force on the Move* had been approved on the assumption Reserves were a feasible funding

strategy without the need for DfT budget cover, with the Force querying why this had only recently been highlighted. Over a year of planning had worked on that assumption and that underpinned the whole basis of the transformation programme under *A Force on the Move*.

- viii. The case for spending on *A Force on the Move*, when made to the Sponsor Team, needed to move beyond simply seeking budget cover and move towards the programme's potential for transformation within the wider context of impending rail reform and developing an effective and efficient force as required by legislation.
- b. Executive attendees made the following points.
- i. The Force should no longer consider use of Reserves as a starting point in any financial strategy without the accompanying budget cover from DfT.
 - ii. There was potential for the Force to present a broader suite of potential savings against the whole of its budget envelope, rather than the limited suite presented within the Force's report at Item 8.1
- c. Members made the following points.
- i. The Force's narrative regarding increasing demand and public safety had the potential to be compelling. Nevertheless the budget and MTFP should continue to be positioned within the context of the wider national economic picture and issues arising from the forthcoming Budget on 17 November 2022.
 - ii. In light of this the Force should accept that it would be unrealistic to go beyond [REDACTED] and indeed should be prepared to accept a flat cash scenario. Members themselves did not welcome nor recommend flat cash but felt it important to recognise this could be a scenario the Force found itself in.
 - iii. The Force needed to, like other public sector bodies, plan for less-than-desired budget scenarios and be clear on how it would respond if such a scenario arose.
 - iv. If a budget and MTFP that went beyond [REDACTED] was to stand up to scrutiny by stakeholders, the Force should have clear and digestible savings options set out to meet both [REDACTED] and flat cash, alongside the consequences for stakeholders if those savings were made. This would assist with building a case for a budget and MTFP that was

closer to the option recommended by the Force. This exercise would need to go beyond the options set out within the Force's report and include options drawn from across the Force's c£350m spending.

- v. Engagement with both the Secretary of State and the Sponsor Team should highlight the demand facing the Force, the budget the Force felt was necessary to meet that demand, and the implications of coming in under that budget. Finally, a case could be made for the potential for monies to be allocated to the Force from wider industry security spend.
- vi. In response to a question from the Chief Constable regarding desired messaging at a DfT workshop on the afternoon of 15 November 2022, Members advised that lines to take should include (1) educating the DfT on the scale of non-crime calls and (2) be clear on the stark consequences foreseen by the Force in the event a [REDACTED] or flat cash budget and MTFP budget [REDACTED] as adopted.

11. RESOLVED, that Members,

- a. note the recommended talking points and outstanding risks/issues set out in section 8 and 9 of the Executive report on the Force's Budget and MTFP.
- b. note the Authority's July 2022 commission to the Force that the assumption for the increase to charges for 23/24 was a maximum of [REDACTED], and, in light of wider national economic context, should be prepared for a flat cash scenario.
- c. recommend to the Force that more comprehensive suite of savings options – above those presented within the Force paper - be presented alongside the BTP budget and MTFP presented to Full Authority for approval in December 2022.

BTP Budget and MTFP 2024/28

Agenda Item 8.1

12. Members considered a report regarding BTP Budget and MTFP 24/28, noting that substantive issues had been discussed at Item 8. Members noted the five options presented within the paper one of which was recommended for endorsement to the Full Authority.

- a. In light of discussion at Item 8, Members were not minded to endorse any of the presented options as they stood for approval by the Full Authority in December 2022.

- b. Members instead noted their recommendation that the Force provide a more comprehensive suite of savings options – above those presented within the paper - be presented alongside the BTP budget and MTFP presented to Full Authority for approval in December 2022 (Action 14/2022).

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

BTPA 23/24 Budget and 5-Year Medium-Term Financial Plan

Agenda Item 8.2

14. Members considered a report regarding the Authority Budget and Medium-Term Financial Plan 2024/28 and the following points were made.

- a. The Chief Constable felt that the final Authority Budget and MTFP submitted to Full Authority on 6 December 2022 for approval should be aligned, in percentage cap terms, with the Force Budget and MTFP.

15. **RESOLVED**, that subject to the comment made, the British Transport Police Authority Budget and Medium-Term Financial Plan 2024/28 be submitted to the Full Authority for approval.

Policing Plan Annual Review 2022/23

Agenda Item 9

16. Members considered the Policing Plan Annual Review 2022/23 and the following points were made.

- a. Members noted the scrutiny of the report provided by the Stakeholder Engagement Working Group on 10 November 2022 and the proposed inclusion of an additional measure regarding powers used to protect people in crisis.
- b. Members noted finalised proposals would need to be aligned with the final approved Medium-Term Financial Plan 2024/28.

17. **RESOLVED**, that the report be noted, and the inclusion of an additional measure regarding powers used to protect people in crisis be approved.

Strategic Plan Reporting Q2 2022/23

Agenda Item 10

18. Members considered the Strategic Plan Reporting Q2 2022/23 and the following points were made.

- a. In response to a question, the Chief Constable commented that the Force was in a positive position with regards police officer conduct when

compared with peer forces but nevertheless continued investment was required to ensure this remained the case, as well as preventing recurrence of examples of misconduct within the Force.

19. **RESOLVED**, that the Strategic Plan Reporting Q2 2022/23 be noted.

***A Force on the Move* Portfolio Update**

Agenda Item 11

20. Members considered an *A Force on the Move* Portfolio Update of the Deputy Chief Constable and the following points were made.

- a. Members welcomed comments from the Deputy Chief Constable that the Counterterrorism Review exceeded the original rebalancing requirement of [REDACTED] and the Layers and Spans review exceeded the original rebalancing requirement of [REDACTED].
- b. In response to a question, the Director of Finance and Commercial Services confirmed work was ongoing to update the London Estate business case following the departure of the Head of Estates Transformation. A reduction of [REDACTED] in costs had been achieved. No significant delay in the delivery of the programme was anticipated and initial engagement with the Cabinet Office on the upcoming submission was underway.
- c. In response to a question, the Chief Constable replied that the Force would typically share examples of its initiatives and seek opportunities for joint delivery of projects either through the National Police Chiefs' Council or through central bodies.
- d. The Chief Constable confirmed that the Director of People and Culture was closely tracking the approval and delivery of the Police Staff Pay Review.

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

BTP Proposed Control Strategy 2022 [Headlines]

Agenda Item 12

22. Members noted the update on the Force Strategic Assessment process and considered the headlines of the proposed Force Control Strategy 2022, and noted it was due to be approved within the Force before the end of November 2022.

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

Layers and Spans – Strategic Recommendations

Agenda Item 13

24. **RESOLVED**, that the report regarding Layers and Spans – Strategic Recommendations be noted. Members noted oversight of the Review now sat with People and Culture Committee, which would be considering the paper at its 16 November 2022 meeting.

Wash-Up Consultation Update

Agenda Item 14

25. Members were given an update on the wash-up consultation with the majority of operators responding positively to removing the wash-up process for 2021/22.

Committee Workplan 2022/23

Agenda Item 15

26. Members considered the Committee Workplan 22/23 and noted that it would be updated to improve Committee oversight of the *A Force on the Move* portfolio roadmap.
27. **RESOLVED**, that the report be noted.

Any Other Business

Agenda Item 16

28. There was no other business.

Meeting Evaluation

Agenda Item 17

29. Mike Gallop delivered a meeting evaluation and the following points were made.
 - a. The majority of the meeting had concerned the Medium-Term Financial Plan and had seen robust exchanges on finances and tough choices that would potentially have to be made.
 - b. The Authority and Force should ensure they maximised the engagement opportunities with both the Secretary of State and the Sponsor Team to highlight the implications of a less-than-desired increase in Force funding, and the synergy of Force funding and the wider rail reform agenda.
 - c. Clearly the Executive and the Force had differing positions with regards to what percentage cap increase was recommended to the Full Authority for approval. The resulting debate was a reassuring sign of healthy scrutiny of emerging proposals.

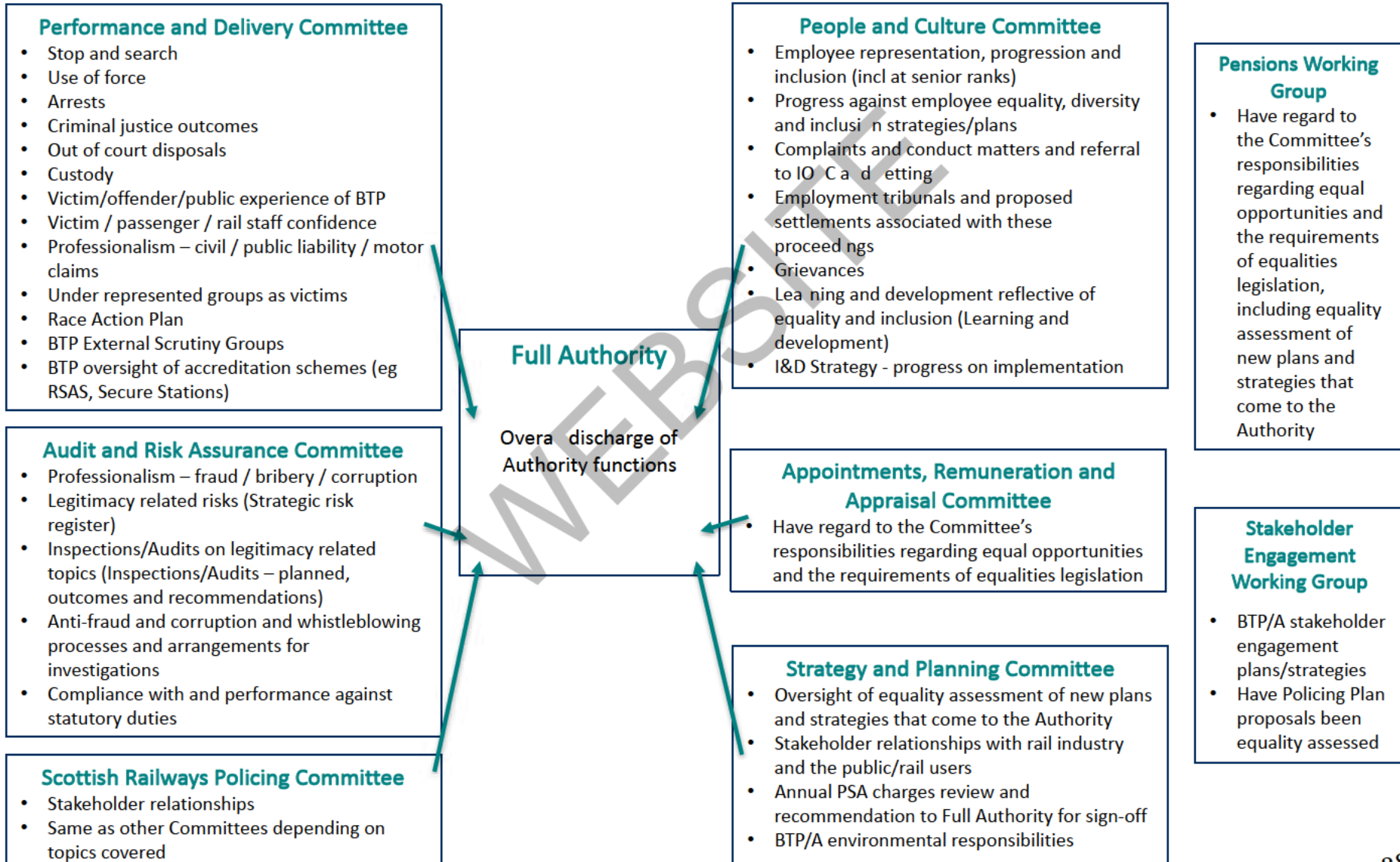
The meeting ended at 12.17pm.

DRAFT

STRATEGY AND PLANNING COMMITTEE - ACTIONS

No.	Date	Topic	Action/Paper	Owner	Outcome
13/2022	15 September 2022	Risk Profile	A Member requested sight of the hotspot map regarding Legitimacy, and an update on Occupational Health staffing with regards to Health, Safety and Wellbeing	Head of Audit and Assurance	Recommended for Closure Legitimacy Hotspot Analysis provided in Background Pack. BTPA Executive are reviewing its content to identify any read-across into oversight activity / Committee work planning.
14/2022	15 November 2022	BTP Budget and MTFP 24/28	Members noted their recommendation that the Force provide a more comprehensive suite of savings options – above those presented within the paper - be presented alongside the BTP budget and MTFP presented to Full Authority for approval in December 2022	Chief Constable	Recommended for Closure BTP Budget and MTFP presented to and approved by Full Authority in December 2022.

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: 08/02/2023
Subject: **Strategic Plan Reporting Q3**
Sponsor: Alistair Sutherland, DCC
Author: Jennifer Crowther, Strategic Planning Manager
For: Noting

1. PURPOSE OF PAPER

1.1. This paper accompanies the Quarter 3 draft assessment which tracks progress against the Force Strategy. The accompanying pack provides a detailed analysis of the four reporting elements: activity against priorities, deliverables, projects and risks. The final RAG assessment is summarised in 3.2.

2. REPORTING PROCESS

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

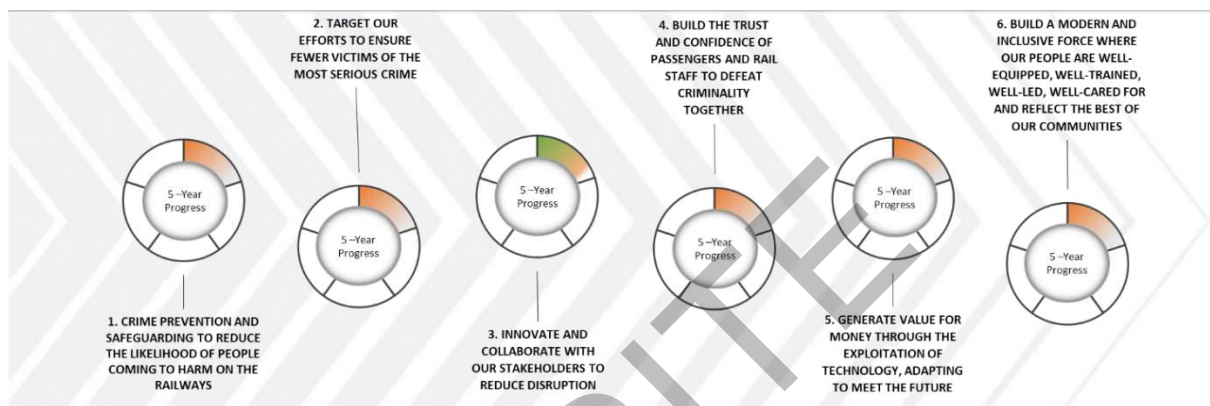
- I. Performance Reporting against the Deliverables.
- II. Activity against the Priorities. All priorities have been mapped to a Chief Officer.
- III. Progress against Transformational FoTM projects
- IV. Assessment of the Strategic Risk, through the Strategic Risk Register.

2.2. The BTP Force Executive Board regularly reviews progress and performance. Quarter 3 performance will be discussed at the 9th February meeting.

3. QUARTER 3 2022/23 ASSESSMENT

3.1. This is Quarter 3 of a five-year Plan. Only four Deliverables remain outstanding for reporting to commence. These have plans in place and will come on-line in the 2023/24 reporting year.

3.2. Taking account of the progress reported to date, the following RAG grading has been proposed for discussion at FEB:



3.3. All six strategic objectives have been assessed as AMBER this quarter. Key assessments for each objective are included in the pack.

3.4. Priority activity since the last Quarterly update includes the publication of the Crime Reduction Strategy, the commencement of the Rail Crime Prevention Partnership and a new Crime Standards Board, which is already demonstrating encouraging progress against key metrics such as the number of Outstanding Named Suspects, Open Cases and outstanding forensic hits.

3.5. Aligned departmental strategies will be fundamental to the Force delivering on its Guardians of the Railway Strategy. 92% of our departmental strategies are already aligned (either complete or awaiting sign off), with the remaining 8% (2), in development.

3.6. The HMICFRS Inspection into Police Effectiveness, Efficiency and Legitimacy took place during Q3, assessing five areas. Whilst we await publication of the final report, DRAFT judgements are assessed as GOOD in four areas and ADEQUATE in one.

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

4. RECOMMENDATION

- 4.1 Members to note the update provide in this paper and the Strategic Objectives Data Pack.

Annex 1: Q3 2022/ 2023 Strategic Objectives Data Pack.

WEBSITE

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

Strategy & Planning Committee Workplan 2023

Meeting	Proposed Items
8 February 2023	<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/AFOTM update • Horizon scanning – report back from Board session 1st Feb 2023 • SEWG report back (headlines from upcoming agenda) • Business cases for approval (tbc) including equality impact assessment – <i>utilities contract</i> • Workplan 2023 • Meeting reflection • [Approval of 2023-24 charges – out of committee in correspondence]
19 May 2023 (detail to be developed)	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Fixing the fundamental update (follow-up on previous approvals) • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans – Crime Reduction Strategy • Horizon scanning • Business cases for approval (tbc) including equality impact assessment (<i>Data Transformation and Innovation project</i>) • SEWG report back (headlines from upcoming agenda) • Meeting reflection
5 September 2023 (detail to be developed)	<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 programme • Horizon scanning • SEWG report back • MTFP refresh – initial commissioning discussion • Business cases for approval (tbc) including equality impact assessment

Meeting	Proposed Items
	<ul style="list-style-type: none"> • Meeting reflection
<p>15 November detail to be developed</p>	<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 programme • SEWG report back • MTFP refresh – final proposals • Policing plan yr2 refresh – recommendations for discussion • Business cases for approval (tbc) including equality impact assessment • Meeting reflection • [Approval of 2024-25 charges – out of committee in correspondence following budget approval]

WEBSITE