

# Minutes

## Strategy and Planning Committee

Tuesday 2 March at 10.30am via Microsoft Teams

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### Present:

Andrew Pollins (Chair)  
Stella Thomas (Deputy Chair)  
Graham Evans  
Willie Gallagher  
Kenna Kintrea  
Bev Shears

### Apologies:

None

### In attendance:

#### British Transport Police Authority Executive

Hugh Ind (Chief Executive)  
Sarah McGarel (Deputy Chief Executive & Chief Financial Officer)  
Sam Elvy (Head of Strategy, Planning and Engagement)  
Pamela Christie (Stakeholder Engagement and Communications Manager)  
Alistair MacLellan (Board Secretary / Minutes)

#### British Transport Police Force

Adrian Hanstock (T/Chief Constable)  
Simon Downey (Director of Strategy and Change)  
Rachael Etebar (Director of People and Culture) (By telephone)  
Tracey Martin (Director of Finance and Commercial Services)  
Ben Kelso (Head of Transformation)  
Ciara Ryan (Head of Estates Transformation)

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### Apologies

#### Agenda Item 1

1. There were no apologies.

### Declarations

#### Agenda Item 2

2. There were no declarations of interest.

## Minutes

### Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 12 November 2020 be approved.

## Actions

### Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
  - a. **Action 90 (Learning and Development Business Case)**. The Director of People and Culture noted that progress towards a Full Business Case had slowed due to L&D being factored into wider Transformation activity. A Member requested a formal one-page update report on project progress.
  - b. **Action 1/2020 (Fleet Base Cost)**. The Director of Finance and Commercial Services confirmed fleet base cost as at December 2020 [REDACTED]  
[REDACTED]  
The Force had established a Vehicle Board and introduced telematics to improve oversight in this area. In response to a question, the Director confirmed that the Force would aim to meet the government target of 25% of the fleet being green by end December 2022, [REDACTED]  
[REDACTED]
  - c. **Action 49 (Transformation Benefits Capture Analysis)**. Members agreed to receive the GIAA Audit Report once it had been considered by Audit and Risk Assurance Committee, and that the action could be closed.
  - d. **Action 69 (Resource Modelling)**. Members agreed the action could be closed.
  - e. **Action 84 (Return to Work Post-COVID)**. Members noted a report was available on request and agreed the action could be closed.
  - f. **Action 92 (Passenger Engagement)**. Members agreed the action could be closed.
  - g. **Action 2/2020 (Deep Dive – Estates)**. Members agreed the action could be closed.
  - h. **Action 4/2020 (Language around unwanted sexual behaviour)**. Members agreed the action could be closed.
5. **RESOLVED**, that the report be noted.

## **Risk Profile**

### **Agenda Item 5**

6. Members considered a report of the Chief Executive regarding the risk profile and the following points were made.
  - a. Members noted that individual risks would be allocated to Committees to scrutinise in due course.
  - b. The T/Chief Constable suggested a further discussion on the profiled risks once the incoming Chief Constable was settled in post.
7. **RESOLVED**, that the report be noted.

## **COVID-19 Work Strands Update**

### **Agenda Item 6**

8. Members considered a report of the Head of Strategy, Planning and Engagement (SPE) regarding COVID-19 work strands and the following points were made.
  - a. The Chief Executive noted that the strands had been developed at the outset of COVID-19 and, over time, some had proved to be more relevant than others, hence the recommendation to fold relevant elements into business-as-usual reporting going forward.
  - b. The T/Chief Constable supported the recommendations set out within the report.
  - c. A Member felt that messaging on individual strands could be clearer and requested future reporting be amended accordingly.
  - d. **RESOLVED**, that Members endorse the proposal to roll the work strands into business-as-usual activity from March 2021.

## **Strategy Refresh**

### **Agenda Item 7**

9. Members considered a report of the Director of Strategy and Change regarding the Strategy Refresh and the following points were made.
  - a. A Member agreed with the principle of a one-year roll-over, particularly given the Strategy would be underpinned by the 2021/22 Policing Plan.
  - b. A Member suggested that potential challenges facing the Authority and Force could be better articulated e.g. Manchester Arena Inquiry.

- c. A Member suggested that the foreword could be drafted to give the general reader a clearer idea of what was new, and what remained the same, in the refreshed version of the Strategy.
- d. In response to a question the Chief Financial Officer confirmed she was content with the section regarding the Medium-Term Financial Plan, subject to some minor amends.
- e. The Chief Executive suggested that resource allocation be moved from the strategy into the Policing Plan.
- f. A Member suggested that the strategy should provide clarity on which entity – the Force or the Authority – was responsible for its development and delivery.
- g. In response to a question, the Chief Executive replied that the strategy would be published, subject to approval by the Full Authority, during the first week of April 2021.
- h. In response to a comment, the Head of SPE confirmed that the Authority was keen to reconvene a Strategy Working Group to oversee the development of the next Strategy. The T/Chief Constable confirmed the Force was supportive of this approach (**Action 1/2021**).
- i. The Director of Strategy and Change noted that planning for the next substantive strategy should commence imminently, the one-year refresh of the current strategy notwithstanding.
- j. **RESOLVED**, that subject to the following comments, the refreshed strategy be recommended to the Full Authority for approval (**Action 2/2021**):
  - i. Foreword to be redrafted to better articulate challenges including Manchester Arena Inquiry, Black Lives Matter, and COVID-19;
  - ii. Foreword to make clear to general reader what was new/what remained the same in refreshed strategy;
  - iii. Drafting to make clear whether the Force or the Authority was responsible for delivery;
  - iv. Drafting around the Medium-Term Financial Plan section to be corrected/made more reader-friendly.

## **Policing Plan 2021/22**

### **Agenda Item 8**

10. Members considered a joint report of the Chief Executive and the T/Chief Constable regarding the Policing Plan 2021/22 and the following points were made.

- a. The Head of SPE noted that specific measures from Transport for London (TfL) had only been received late on 1 March 2021 and would now require evaluation and inclusion within the final iteration of the Plan.
- b. The Head of SPE continued, noting that the section on A Division had been drafted with a view to providing a sense of what Force support functions were delivering – that said, Members were asked to endorse simplification of language used in that section to ensure it was suitable for external stakeholders.
- c. A Member commented that many of the indicators for A Division had embedded targets that represented activity, rather than outcomes. Across other Divisions there appeared to be no sense of direction of travel for outcomes.
- d. The Chair agreed and noted that the A Division section should be redrafted to avoid the use of jargon/acronyms.
- e. The Head of SPE noted that the Authority and Force had moved away from setting pass/fail targets c. five years previously in order to focus on targets that delivered demonstrable improved outcomes for stakeholders.
- f. The T/Chief Constable concurred, noting that the fact the Force dealt with volume crime across a national footprint meant it was difficult to drive 1 or 2 crimes down across 400 locations. That said, it was important that the Force set out how success was demonstrated e.g. timescales for dealing with reported crime types. A sophisticated approach would be to identify measures that held greatest relevance to the Authority, industry and public.
- g. A Member welcomed the work the T/Chief Constable had undertaken around the language used to describe unwanted sexual behaviour, and requested confirmation outside of the meeting which individuals and organisations had been engaged in this area e.g. forensic psychiatrists and sexual assault referral centres (**Action 3/2021**).
- h. A Member requested an update report to a future meeting regarding the Force's response to fatalities on the railways.

11. **RESOLVED**, that subject to the comments made; the inclusion of specific measures for TfL; and review by the Executive of the totality of final wording within the Plan; the Policing Plan 2021/22 be recommended to the Full Authority for approval (**Action 4/2021**).

*The Committee adjourned between 11.35am and 11.45am.*

**Estates / Business Cases**  
Agenda Item 9

***Estates Update – Axis House / Baskerville House***  
***Agenda Item 9.1***

12. Members considered an update report of the Head of Strategy, Planning and Engagement regarding [REDACTED] and the following points were made.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

***Estates – Smarter Working***  
***Agenda Item 9.2***

13. Members considered a report of the Director of Strategy and Change regarding Estates Overview – Smarter Working.
14. In response to a question, the Director of People and Culture confirmed that all affected [REDACTED] staff had been consulted regarding the move to Baskerville [REDACTED]. In terms of wider Force consultation on smarter working, the Director of Estates Transformation noted that smarter working consultation was ongoing with officers and staff engaging positively, particularly given the wider Force context of moving towards End-User Compute devices to support flexible working.

[REDACTED]

16. The Director of Strategy and Change confirmed that estates proposals would be submitted to Transformation Working Group prior to the Committee.
17. **RESOLVED**, that the report be noted.

***Contracts Pipeline***  
***Agenda Item 9.3***

18. Members considered a report of the Director of Finance and Commercial Services regarding the Contracts Pipeline and the following points were made.
  - a. Members welcomed the report and noted the importance of the Committee being given timely sight of Outline Business Cases prior to being called upon to approve Full Business Cases.
19. **RESOLVED**, that the report be noted.

**Committee Work Plan 2021/22**  
Agenda Item 10

20. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Committee Work Plan 2021/22 and the following points were made.
- a. A Member requested that the Environmental Strategy be factored into the work plan (**Action 6/2021**).
  - b. A Member encouraged the Executive and the Force to foster a cross-sectional culture of engagement in the Committee and its work items, particularly the forthcoming strategy i.e. involve junior, mid- and senior-level officers and staff in emerging proposals prior to their submission to Members, either at Committee or a newly-convened Strategy Working Group.

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

**Summary of Messaging**  
Agenda Item 11

22. The Chair summarized the decisions made at the meeting, including the comments made.

**Meeting Evaluation**  
Agenda Item 12

23. Willie Gallagher led an evaluation of the meeting and the following points were made.
- a. The meeting was well attended, the agenda pack circulated in good time, with concise reporting.
  - b. The inclusion of the risk profile as a standing item, and the highlighting of risk, should be embedded in the emerging strategy.
  - c. The discussion on the strategy refresh had led to clear direction on how the new Strategy should be formulated and developed.
  - d. The discussion on the balance between targets and measures in the Policing Plan was a recurring one, that should be addressed definitively.
  - e. The discussion on Estates was welcome, particularly around the progress made on [REDACTED] and the level of engagement of staff around ways of working.
  - f. Kenna Kintrea noted it would be helpful for the Board Secretary to make explicit who was in attendance at virtual meetings.



**Any Other Business**  
Agenda Item 13

**Serial A012 Out-of-Committee Decision – End User Business Case (EUC) Devices**

24. The Head of Strategy, Planning and Engagement confirmed that the EUC Full Business Case had been approved by the Chief Executive, in consultation with the Full Authority, under out-of-committee procedure and would be reported to the next meeting of the Full Authority in the usual way.

The meeting ended at 12.31pm.

DRAFT