

Report to: Full Authority
Date: 28 September 2021
Subject: Appointment of a Strategy Working Group
Sponsor: Head of Strategy, Planning and Engagement
Author: Board Secretary
For: Decision

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1. Purpose of paper

- 1.1 To provide Members with an outline of issues around development of the Strategy 22/25 discussed at Strategy and Planning Committee (14 September 2021).
- 1.2 To invite Members to appoint a Strategy Working Group to oversee and support the Force in developing the Strategy 22/25.

2. Background

- 2.1 Under s55 of the Rail and Transport Safety Act (2003) the Authority is responsible for issuing a three-year Strategic Plan setting out its medium- and long-term strategies for policing the railways during that period. Before the Authority issues such a Plan, a draft Plan shall be prepared by the Chief Constable and submitted to the Authority for consideration.
- 2.2 The previous Strategic Plan covered the period 2018-2021 and was extended to cover 2021/22 due to uncertainties around COVID-19 and forthcoming rail reform. The forthcoming Strategic Plan therefore covers the period 2022/25.
- 2.3 Under the Code of Governance, Working Groups may be established in year and their terms of reference are subject to approval of the Full Authority.

3. Strategy and Planning Committee

- 3.1 Strategy and Planning Committee (14 September 2021) considered a report of the Director of Strategy and Change concerning Strategy 22/25 development [see [Item 6 in the SPC agenda pack](#)] and the following key points were made:
 - The emerging draft Strategic Plan should reflect pressures and objectives of Authority stakeholders including but not limited to industry partners
 - Consultation with stakeholders on both Strategy 22/25 and Policing Plan from 22/23 should be coherent and aligned.
 - Objectives within Strategy 22/25 should be clear, achievable and affordable within the Medium-Term Financial Plan.

3.2 The Committee agreed,

- The working assumptions set out within section four of the report;
- To recommend the appointment of a Strategy Working Group to support and oversee the Force's development of Strategy 22/25.
- To endorse that a stakeholder event be convened in November 2021 (noting comments around alignment with consultation for Policing Plan 22/23).
- To note that a draft Strategy would be ready for final consultation in early 2022.

4. Recommendations

4.1 Members note the report.

4.2 Members approve the appointment of a Strategy Working Group to support and oversee the Force's development of Strategy 22/25.

4.3 Subject to the above, approve the attached terms of reference for a Strategy Working Group.

5. Appendix

5.1 Terms of Reference – Strategy Working Group 2022/25

Strategy 2022/25 Working Group Terms of Reference

Purpose

- a. The Strategy 22/25 Working Group contributes to the British Transport Police Authority's statutory duties set out in s55 of the Railways and Transport Safety Act 2003 through overseeing the development of a three-year Strategic Plan.

Reporting

- b. A digest of key issues discussed at each meeting will be circulated to the Full Authority for information.
- c. Minutes of Strategy 2022/25 Working Group meetings will be reported to the Group's parent Strategy and Planning Committee, for information. The parent Committee shall, if necessary, bring key reports and issues to the attention of the Full Authority.

Responsibilities

- d. Scrutinising emerging medium and long-term strategies for policing the railways during the ensuing three-year period.
- e. Reviewing the draft Strategic Plan prepared by the Chief Constable prior to its submission to the parent Committee and Full Authority.
- f. Ensuring any draft Strategic Plan has regard to any objectives set by the Secretary of State under s51 and s53 of the Railways and Transport Safety Act 2003.
- g. Reviewing any modifications to an existing Strategic Plan.
- h. Considering any guidance issued to the Authority and Force by the Secretary of State for Transport with regards to an existing or emerging Strategic Plan.
- i. Providing feedback on emerging guidance from the Secretary of State.
- j. Submitting a three-year Strategic Plan for the period 2022 – 2025 to the Strategy and Planning Committee and Full Authority for approval.

Milestones

- k. [NOT USED]

Meetings

- l. The Strategy 22/25 Working Group will meet monthly.

Chair and Deputy Chair

- m. The Chair and Deputy Chair of the Group shall be appointed by the Chair of the Full Authority.

Quorum

- n. Half of Group membership (where overall membership is an odd number the quorum is rounded up e.g. membership of five = quorum of three).

Membership

- o. At least four Members of the Full Authority and up to four external Members drawn from industry and other stakeholder bodies appointed by the Chair of the Full Authority.