

# [1 June 2022] Agenda Pack - Strategy and Planning Committee

MEETING  
1 June 2022 10:30

PUBLISHED  
25 May 2022

# Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Hybrid Meeting - G1/G2 Meeting Room, 25 Camden Road or Microsoft Teams;	1/06/22		10:30
1. Apologies		Chair	10:30
2. Declarations		All	
3. Minutes		Chair	
4. Actions		Chair	
5. Risk Profile		Chief Executive	
6. Legitimacy Map / Terms of Reference		Head of Strategy, Planning and Engagement	10:45
7. [TO FOLLOW] A Force on the Move Portfolio Update		Force	10:50
8. Review of Layers and Spans Interim Report		Supt Matt Allingham	11:10
9. Security and Policing Pilot Update		T/Assistant Chief Constable	11:30
10. [TO FOLLOW] [Item Title TBC] Efficiencies Paper		TBC	11:50
Recommended Break [Two Hours Elapsed]			
11. [TO FOLLOW] Risk Deep Dive: Partnership Working		Head of Strategy, Planning and Engagement	12:10

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# Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Hybrid Meeting - G1/G2 Meeting Room, 25 Camden Road or Microsoft Teams;	1/06/22		10:30
12. Committee Workplan 2022/23		Head of Strategy, Planning and Engagement	12:30
13. Any Other Business		All	
14. Meeting Evaluation		Committee Member	12:35

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# Minutes

## Strategy and Planning Committee

Wednesday 2 March 2022 at 10.30am via Microsoft Teams

### Present:

Andy Cooper (Chair)  
 Graham Evans  
 Willie Gallagher  
 Kenna Kintrea

### Apologies:

Bev Shears

### In attendance:

#### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Sarah McGarel (Chief Financial Officer & Deputy Chief Executive)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Lynsey Marshall (Finance, Audit and Risk Manager)  
 Katie Stanton (Stakeholder Engagement and Communications Manager)  
 Alistair MacLellan (Board Secretary / Minutes)

#### **British Transport Police**

Lucy D'Orsi (Chief Constable)  
 Alistair Sutherland (Deputy Chief Constable)  
 Allan Gregory (T/Assistant Chief Constable)  
 Rachael Etebar (Director of People and Culture)  
 Tracey Martin (Director of Finance and Commercial)  
 Harriet Harvey (Head of Transformation)  
 Mike Furness (Head of Deputy Chief Constable Portfolio)  
 Paddy Kidwell (Business Operations Manager)

#### **Observing**

Emir Feisal (BTPA Member)  
 Nick Hawkins (BTPA Member)  
 Stewart Jackson (BTPA Member)

### Apologies

#### Agenda Item 1

1. Apologies were received from Bev Shears.

### Declarations of Interest

#### Agenda Item 2

2. There were no declarations.

## Minutes of the meeting held on 17 November 2021

### Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 17 November 2021 be approved.

## Actions

### Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and agreed the following actions could be closed: 18/2021, 19/2021, 20/2021, 21/2021, 22/2021, 23/2021, 24/2021, 25/2021 and 26/2021.
5. **RESOLVED**, that the report be noted.

## [Background Pack] Action 90: Learning and Development Business Case

### Agenda Item 4.1

6. Members considered a report of the Head of Learning and Development regarding Action 90 (Learning and Development Business Case) and the following points were made.
  - a. A Member commented that she was satisfied oversight of the business case should be transferred to the People and Culture Committee, with the caveat that the Full Authority should consider at what point projects such as this, which had deviated significantly since their initial approval, should be referred back to the Full Authority for review (Action 1/2022).
7. **RESOLVED**, that the report be noted.

## Risk Profile

### Agenda Item 5

8. Members considered the risk profile and the following points were made.
  - a. The Finance, Audit and Risk Manager noted that the Committee was responsible for monitoring the partnership working risk, with a deep dive scheduled for the June 2022 meeting.
  - b. The Finance, Audit and Risk Manager continued, noting that the following items on the agenda should be considered in conjunction with the associated strategic risks:
    - i. Medium Term Financial Plan / Financial Control risk.
    - ii. Police Services Agreement Charges 22/23 / Financial Control risk.
    - iii. Contract Variation (Tomlinson) / Financial Control risk.
  - c. The Chief Constable commented that there was scope to revisit how the risk gradings were arrived at, and how the associated grading could better reflect mitigation activity.
9. **RESOLVED**, that the risk profile be noted.

## Strategic Plan 2022-2027

### Agenda Item 6

10. Members considered a report of the Head of Strategy, Planning and Engagement regarding the draft Railways Policing Strategy 2022-2027 and the following points were made.
  - a. The Deputy Chief Constable highlighted the work undertaken on the emerging Strategy at the Strategy Working Group, and how impressed he had been by the wide-ranging consultation during its development. In his view the Strategy was approaching its final draft pending further work on consultation points including,
    - i. Use of the word 'safety' given its varying definitions in a railways environment.
    - ii. Appropriate level of focus on anti-social behaviour (ASB) in either / or the Strategy and the Policing Plan.
    - iii. Reduction of crime
    - iv. Reference to freight
    - v. Reference to Force plans for sustainability and wellbeing.
  - b. The Chief Constable noted that the Strategy was aligned with the Force's bottom up Values. The Chief Constable added that it was her ambition to ensure the final Strategy was a live document that came across as modern, current and relevant on different media.
  - c. The Head of Strategy, Planning and Engagement added some further comments on feedback received during consultation that would be reflected in the final Strategy,
    - i. adding nuance to the language to embed the Strategy within a railways environment.
    - ii. Make the section on innovation and disruption more overarching
    - iii. Significant appetite for partnership working
    - iv. Include language on change and uncertainty in the foreword
  - d. The Chair noted he would welcome a tracked changed version of the final Strategy prior to its submission to Full Authority for approval (Action 2/2022).
  - e. Members directed that the final version of the Strategy should be reviewed to ensure it did not make any commitments that were not reflected in the Medium-Term Financial Plan.
11. **RESOLVED**, that subject to comments made, Members
  - a. Note the progress made on the development of the Strategic Plan, including the engagement carried out to date.
  - b. Endorse the Strategic Plan to the Full Authority for approval.

**[Background Pack] Minutes – Strategy Working Group 13 December 2021**

## Agenda Item 6.1

12. **RESOLVED**, that the minutes of the Strategy Working Group meeting held on 13 December 2021 be noted.

**[Background Pack] Minutes – Strategy Working Group 21 January 2022**

## Agenda Item 6.2

13. **RESOLVED**, that the minutes of the Strategy Working Group meeting held on 21 January 2022 be noted.

**Policing Plan 2022-2025**

## Agenda Item 7

14. Members considered a joint report of the Force and Executive regarding the Policing Plan 2022-2025 and the following points were made.
- a. The Deputy Chief Constable welcomed the level of engagement with stakeholders in producing the draft Plan, and noted that A Division Key Performance Indicators (KPIs) would be subject to discussion at a Force-level meeting on 7 March 2022, following which an updated Plan could be circulated to Members for information (Action 3/2022).
  - b. The Head of Strategy, Planning and Engagement highlighted the move towards a three-year Plan in response to feedback that this could encourage greater scope for partnership working.
  - c. The Head of Strategy, Planning and Engagement continued, noting the high level of consistency between the Force-wide and local Plans. Consultation with stakeholders had provided both the Force and the Executive with assurance that local Plans were nevertheless nuanced enough to reflect local priorities.
  - d. The Head of Strategy, Planning and Engagement concluded by noting that the Performance and Delivery Committee would need to take a view on which key performance indicators it focused on when monitoring the Plan(s) in-year.
  - e. In response to a question, the Head of Strategy, Planning and Engagement responded that Transport for London had made the case for moving away from 'tackling' to 'increasing/reducing' as descriptors; otherwise there had been little pressure from stakeholders to set binary targets within the Plan(s).
  - f. A Member expressed the hope that the Policing and Security Pilot would encourage partnership working with stakeholders.
15. **RESOLVED**, that subject to comments made, Members endorse the Policing Plan 2022-2025 to the Full Authority for approval.



**[Background Pack] Minutes – Policing Plan Working Group 21 February 2022**  
 Agenda Item 7.1

16. **RESOLVED**, that the minutes of the Policing Plan Working Group meeting held on 21 February 2022 be noted.

**Police Services Agreement Charges 2022/23**  
 Agenda Item 8

17. Members considered a report of the Chief Financial Officer regarding Core Police Services Agreement Charges 2022/23 and the following points were made.
- a. The Chief Financial Officer introduced the report and highlighted the following points,
    - i. Whereas the 20/21 washup was planned to be eliminated, the Executive had continued to ensure the appropriate allocation of the actual charges between TfL and all other operators. This had resulted in an additional charge to TfL and a £1.7m credit to other operators.
    - ii. The inclusion of a new open access operator (OAO) East Coast Trains Ltd (branded Lumo).
    - iii. There had been a late error identified in charges which meant the model had been re-run since the paper had been issued – a revised paper would be issued to the Full Authority for consideration in correspondence (Action 4/2022).
    - iv. The Executive had a communications plan in place for when the charges had been approved, and charging letters were ready for issue to PSA holders.
  - b. In response to a question regarding the movements that required a revised paper, the Chief Financial Officer replied that the error had been identified through further assurance work conducted on the proxy measures that were used to allocate charges under the Cost Allocation Model, of which long term charges had been the last proxy to be considered.
  - c. Members welcomed the Chief Financial Officer's response and noted the dated nature of the model which the Authority was currently obliged to use when allocating charges.
  - d. In response to a question, the Chief Financial Officer confirmed that three operators had not signed the Deed of Variation with regards the elimination of wash-up charges. A paper on the wash-up issue would be submitted to Members for approval at the end of March 2022 (Action 5/2022).
18. **RESOLVED**, that Members endorse the following recommendations to the Full Authority,
- a. The carry forward of 2020/21 under-spend totaling [REDACTED] as an adjustment to the core PSA budget figure used to calculate the 2022/23 charges.



- b. The rationale and assumptions used (TTK, Variable NAC, LTC, Crime data) in the calculation of the 2022/23 PSA charge of [REDACTED] for East Coast Trains Limited.
- c. The 2022/23 charges of [REDACTED] to DB Cargo and [REDACTED] to Freightliner.
- d. A 2020/21 wash up credit of [REDACTED] to DB Cargo and [REDACTED] to Freightliner.
- e. That the recommendation regarding consideration of core 2022/23 PSA Charges for all PSA holders be deferred until a revised paper incorporating the final allocation of charges had been submitted to Strategy and Planning Committee for consideration<sup>1</sup>.

### Medium-Term Financial Plan 2022-2027

#### Agenda Item 9

19. Members considered a report of the Director of Finance and Commercial Services regarding the Medium-Term Financial Plan 2022/23-2026/27 and the following points were made.
  - a. The Director of Finance and Commercial Services noted the paper was before Members following their request, made at the end of 2021, for an MTFP paper providing an investment profile for Years 2-5. This had not proved possible at this time, and therefore the MTFP was provided to Members for endorsement minus any elements of *Force on the Move*.
  - b. In response to a question, the Director of Finance and Commercial Services confirmed that Spending Review bids for Estates and Fleet Electrification had been approved by central government, albeit the approval represented budget spend cover rather than cash. Conversations were therefore necessary with Department for Transport on the means by which such bids could be funded.
  - c. The Chief Executive noted that, on the future pressure posed by Emergency Services Network (ESN), it would be worthwhile noting during such conversations the Department for Transport's decision in c. 2015 not to invest in ESN.
  - d. A Member noted that an Investment and Transformation Working Group was being established by the Full Authority to monitor the *Force on the Move* issues under discussion.
  - e. In response to a comment, the Chief Constable noted the Force could offer a Member briefing on the quantum of *Force on the Move* once its process and timeline had been refined – itself affected by the recruitment of a Director of Digital Data and Technology. A phase 3 briefing would be possible in early April 2022 (Action 6/2022).
20. **RESOLVED**, that Members endorse the Medium-Term Financial Plan 2022/23 – 2026/27 to the Full Authority for approval (specifically Year 2 – Year 5).

<sup>1</sup> Post-Meeting Note: the revised PSA Charges 22/23 paper was endorsed by Strategy and Planning Committee and approved by the Full Authority as Board Intelligence Serial A027 *Police Services Agreement Charges* on 14 March 2022.

## End User Compute

### Agenda Item 10.1

21. The Board Secretary noted this item had been withdrawn.

## Oracle Licenses

### Agenda Item 10.2

22. Members considered a cover paper of the Chief Financial Officer and an associated paper of the Deputy Chief Information Officer regarding Oracle Licensing Renewal and the following points were made.

- a.
- 
- | Category  | Percentage |
|---|------------|
| U.S. should take action   | 71%        |
| U.S. should not take action                                       | 28%        |
| U.S. should take action but not at the expense of the economy     | 12%        |
| U.S. should not take action but not at the expense of the economy | 10%        |

**23. RESOLVED**, that Members,

- a. Endorse to the Full Authority the required [REDACTED] capital spend for Oracle Licenses renewal.
- b. Endorse the Executive to commission a paper for submission to Audit and Risk Assurance Committee, covering revised processes for licenses management, and respective roles and responsibilities.

*The meeting was adjourned between 12.00pm – 12.10pm.*

**Contract Variation – Tomlinson**  
Agenda Item 10.3

24. Members considered a report of the Chief Financial Officer regarding a Contract Variation – Tomlinson, and an associated minute sheet. The following points were made.

- a. The Director of Finance and Commercial Services was heard, noting that in her view proper governance process had not been followed in seeking a contract variation in this instance due to an overriding focus on delivering

the project to deadline during COVID. The project manager had sought commercial governance advice, which had then not been followed up by either the project manager, or the relevant Deputy Director. The Director of Finance and Commercial Services could not categorically state that the Force had suffered any loss or not, but the process followed had been validated by cost engineers.

- b. A Member commented that, had the variation been 50% of the value of the project, it would have triggered a potential challenge which was a shame, given the overall success of the project. Moreover, the Members were concerned that similar misunderstandings over governance could be replicated on less high-profile projects.
- c. In response to a question, the Director of Finance and Commercial Services and Deputy Chief Constable both noted that the rationale underpinning commercial governance was communicated within the Force through finance workshops, and the Force-level ARIC.
- d. A Member concluded by encouraging the Force to ensure the IT documentation was clear and user-friendly to enable efficient remedial works in the medium-to-long term.

**25. RESOLVED**, that Members,

- a. Endorse to the Full Authority the retrospective approval of the J Tomlinson Ltd contract variation to the value of £1.76m (inc. VAT) in accordance with the BTPA Code of Governance and Scheme of Financial Delegations.
- b. Note the submission of a lessons learned paper to the Audit and Risk Assurance Committee<sup>2</sup>.

**Net Zero Carbon – Baseline and Delivery Strategy**

**Agenda Item 11**

26. Members considered a report of the Director of Finance and Commercial Services regarding Net Zero Carbon – Baseline and Delivery Strategy and the following points were made.

- a. The Director of Finance and Commercial Services noted that the strategy had been considered by Force Executive Board in November 2021 and February 2022. It was a key strand of *Force on the Move* with the Force responsible for generating 24,000 tons of CO<sub>2</sub> at present, with an ambition to be net zero by 2050. This would require halving current emissions by 2035, then offsetting emissions over the final 15 years.
- b. The Head of Strategy, Planning and Engagement noted that the issue of Net Zero was popular among stakeholders and offers of collaboration on sustainability matters had been received.
- c. In response to a question, the Director of Finance and Commercial Services confirmed that external support through consultants would be necessary going forward.

<sup>2</sup> This paper was presented to Audit and Risk Assurance Committee at its meeting on 11 March 2022.

27. **RESOLVED**, that the paper be noted.

### **[Background Pack] Net Zero Carbon – Baseline and Delivery Strategy Supporting Papers**

#### **Agenda Item 11.1**

28. **RESOLVED**, that the Net Zero Carbon – Baseline and Delivery Strategy Supporting Papers be noted.

### **Committee Workplan 2022/23**

#### **Agenda Item 12**

29. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Committee Workplan 2022/23 and the following points were made.
- a. The Head of Strategy, Planning and Engagement commented that whereas cyclical items were straightforward, further consideration was required to ensure transformation was monitored appropriately during the year.
  - b. The Head of Strategy, Planning and Engagement concluded by noting that the Committee should be mindful of the inclusion of Equality Impact Assessments into future business cases.

30. **RESOLVED**, that the paper be noted.

### **Committee Oversight of Legitimacy**

#### **Agenda Item 12.1**

31. **RESOLVED**, that the paper summarising Committee Oversight of Legitimacy be noted.

### **Terms of Reference – Strategy and Planning Committee**

#### **Agenda Item 12.2**

32. **RESOLVED**, that the Strategy and Planning Committee's terms of reference be noted.

### **Any Other Business**

#### **Agenda Item 13**

### **Thanks to Outgoing Members**

33. The Chair thanked Kenna Kintrea, Graham Evans, Willie Gallagher and Bev Shears for their service on the Committee, noting that this was their last meeting ahead of the Committee membership being refreshed from 1 April 2022.

### **Meeting Evaluation**

#### **Agenda Item 14**

34. Kenna Kintrea delivered an evaluation of the meeting and the following points were made.
- a. The agenda had been well thought through and timed, with a good blend of tactical and strategic issues.

- b. Papers were of a generally good standard.
- c. The meeting had been well chaired with a dynamic discussion on issues on the agenda, despite the meeting being virtual.
- d. Consideration could be given to ensuring the risk profile was accurately populated by risk owners.

The meeting ended at 12.42pm.

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# STRATEGY AND PLANNING COMMITTEE - ACTIONS

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
1/2022	2 March 2022	Actions	Consideration to be given to what point projects which had deviated significantly since their initial approval, should be referred back to the Full Authority for review.	Head of Governance and Compliance	29 June 2022 (Code of Governance Refresh)	<b>In Progress</b> Factored into forthcoming Code of Governance Refresh 2022 – subject to review by ARAC and Full Authority.
2/2022	2 March 2022	Strategy Plan 2022/2025	Tracked changed draft of the Strategic Plan to be circulated to Members for information.	Head of Strategy, Planning and Engagement	NLT 30 March 2022	<b>Recommended for Closure</b> Action could not be completed to timescale. Updated Strategy was approved by Full Authority March 2022.
3/2022	2 March 2022	Policing Plan 2022/2025	Updated Policing Plan (incorporating A Division KPIs) to be circulated to Members for information.	Head of Strategy, Planning and Engagement	NLT 30 March 2022	<b>Recommended for Closure</b> Policing Plan published on 13 May 2022
4/2022	2 March 2022	Police Services Agreement Charges 2022/23	Revised PSA Charges paper to be circulated to Full Authority for approval.	Chief Financial Officer	NLT 18 March 2022	<b>Recommended for Closure</b> Completed on 14 March 2022 as BI Serial A027



# STRATEGY AND PLANNING COMMITTEE - ACTIONS

5/2022	2 March 2022	Police Services Agreement Charges 2022/23	Revised wash-up paper to be provided to Full Authority.	Chief Financial Officer	30 March 2022	<b>Recommended for Closure</b> Approved by Full Authority as Serial A027 on 14 March 2022
6/2022	2 March 2022	Medium-Term Financial Plan 2022/2027	Member briefing on quantum of <i>Force on the Move</i> to be convened in early April 2022.	Chief Constable	1 April 2022	<b>In Progress</b> Superseded by Full Authority action 1/2022 (30 March 2022) – Member briefing remains outstanding.
7/2022	2 March 2022	Oracle Licenses Renewal	Lessons learned paper to be submitted to Audit and Risk Assurance Committee.	Director of Finance and Commercial Services	12 May 2022 (Commission Deadline)	<b>Recommended for Closure</b> Lessons learned paper has been commissioned for June 2022 ARAC
8/2022	2 March 2022	Oracle Licenses Renewal	Consideration to be given to adoption of automated annualised calendar governing licence renewals.	Chief Constable	1 June 2022	<b>In Progress</b> Due for consideration as part of lessons learned paper (see Action 7/2022).

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**RISK PROFILE UPDATE – March 2022**

The below strategic risks were discussed at the November 2021 ARAC and have since been updated by risk owners.

Member feedback to include sponsoring committees and strategic risk owners (in brackets, next to the risk title) have been included below.

Residual Risk  
Score  
(inherent  
risk score) \*

Residual  
Risk Score  
Direction  
of Travel

<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>

	<p>[REDACTED]</p>	
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>

<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p> <p>11.</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>12.</p> <p>13.</p> <p>14.</p>

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# BTPA Committee / Full Authority oversight of legitimacy

## Performance and Delivery Committee

- Stop and search
- Use of force
- Arrests
- Criminal justice outcomes, including out of court disposals
- Custody
- The Victim/offender/public interactions/experience, including:
  - Victim confidence
  - Passenger confidence
  - Rail staff confidence
  - Hate crimes
- Stakeholder relationships with rail industry and the public/rail users
- Professionalism – civil / public liability / motor claims

## People and Culture Committee

- Employee representation
- Employee progression
- Representation at senior ranks
- Progress against employee equality, diversity and inclusion strategies/plans
- Equality and inclusion with regard to protected characteristics
- Training and policies reflective of equality and inclusion
- Professionalism, including
  - Complaints and conduct
  - Complaint appeals
- Complaints referred to IOPC
- Grievances
- Employment tribunals and proposed settlements
- Have strategies and business plans that come to the Authority been equality impact assessed

## Scottish Railways Policing Committee

- Same as PDC

## Appointments, Remuneration and Appraisal Committee

- Representation at senior ranks

## Pensions Working Group

- Have proposals been equality impact assessed

## Policing Plan Working Group

- Stakeholder relationships with rail industry and the public/rail users
- Have proposals been equality impact assessed

## Audit and Risk Assurance Committee

- Professionalism – fraud / bribery / corruption
- Legitimacy related risks
- HMICFRS inspections on legitimacy related topics

## Full Authority

- Overall discharge of Authority functions
- Have new strategies and business plans that come to the Authority been equality impact assessed

## Strategy and Planning Committee

- Have new strategies and business plans that come to the Authority been equality impact assessed
- Stakeholder relationships with rail industry and the public/rail users



## Strategy and Planning Committee Terms of Reference<sup>1</sup>

### Purpose

5.36 This Committee's role is to ensure an integrated approach to the development of the Medium-Term Financial Plan (MTFP), Strategic Plan, Policing Plan(s) and annual budget.

### Reporting

5.37 A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each Committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the Committee.

### Responsibilities

- To produce a draft Strategy and Medium-Term Financial Plan for consideration by the Full Authority
- To set out the desired culture and behaviours in alignment with the Strategy
- To consider relevant perspectives in the forthcoming macro-environment in which the Authority operates ('horizon scanning') including political, economic, socio-cultural, technological, environmental, legal and ethical perspectives; and making recommendations to peer Committees and/or the Full Authority.
- To monitor progress against Strategic Plan objectives.
- To oversee development of subordinate strategies including those relating to people, equality and diversity
- To prepare the Policing Plan(s) in line with the Strategy and stakeholder requirements
- Advising on the preparation of the annual budget
- To ensure effective consultation with stakeholders in the preparation of the Strategy, MTFP/budget, and Policing Plan.
- Reviewing the annual Police Service Agreement (PSA) charges and providing the Authority and Accounting Officer with an Annual Report, timed to support finalisation of the annual Police Service Agreement (PSA) charges, summarising and explaining any significant movements for individual PSA holders understanding the reasons for any significant movements.
- Business case approvals in line with delegation limits set out in the Code of Governance
- Examining post completion reports for all capital and major revenue schemes approved by the Authority in accordance with the scheme of delegation

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<sup>1</sup> Taken from [BTPA Code of Governance \(September 2021\)](#)

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- Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

### Milestones

- The Committee will recommend a Strategic Plan to the Full Authority approval no less than every three years.
- The Committee will recommend the Annual Budget and Medium-Term Financial Plan(s) to the December meeting of the Full Authority for approval.
- The Committee will recommend Policing Plan(s) to the March meeting of the Full Authority for approval.
- The Committee will provide an annual report to the Full Authority regarding Police Service Agreement charges.

### Meetings

5.38 The Strategy and Planning Committee will meet at least quarterly ahead of Authority meetings. The Chair of the Committee may convene additional meetings, as they deem necessary.

### Chair and Deputy Chair

5.39 The Chair and Deputy Chair of the Committee shall be appointed by the Chair of the Board.

### Quorum

5.40 Half of Committee membership (where overall membership is an odd number, the quorum figure is rounded up e.g. membership of five = quorum of three.)

### Membership

5.41 Six Members of the Full Authority.

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# Review of Layers and Spans – Interim Report Update for BTPA Strategy and Planning Committee

Supt Matt Allingham  
Catherine Lewis McNulty



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# Introduction

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# Findings

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# Findings cont.



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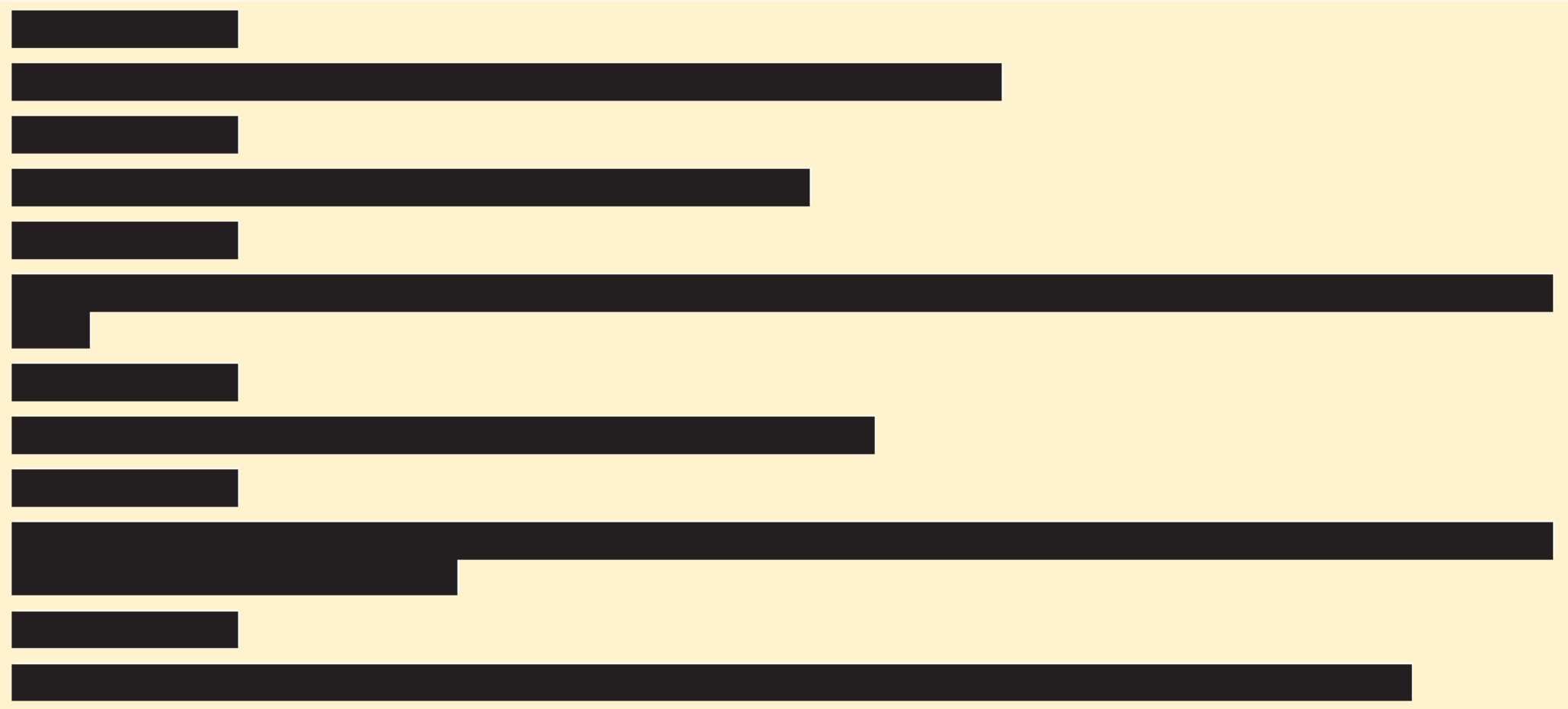
### National Comparison of Force Averages for 1<sup>st</sup> Line Spans by Rank

Police Rank	BTP Average 1st Line Span	National Average 1st Line Span	Ranked out of 44	Force with Largest Average Span
Chief Constable	10.5	10.5	1	West Midlands
Deputy Chief Constable	10.5	10.5	1	West Midlands
Chief Superintendent	10.5	10.5	1	West Midlands
Superintendent	10.5	10.5	1	West Midlands
Chief Inspector	10.5	10.5	1	West Midlands
Inspector	10.5	10.5	1	West Midlands
Chief Sergeant	10.5	10.5	1	West Midlands
Sergeant	10.5	10.5	1	West Midlands
Chief Constable	10.5	10.5	1	West Midlands
Deputy Chief Constable	10.5	10.5	1	West Midlands
Chief Superintendent	10.5	10.5	1	West Midlands
Superintendent	10.5	10.5	1	West Midlands
Chief Inspector	10.5	10.5	1	West Midlands
Inspector	10.5	10.5	1	West Midlands
Chief Sergeant	10.5	10.5	1	West Midlands
Sergeant	10.5	10.5	1	West Midlands

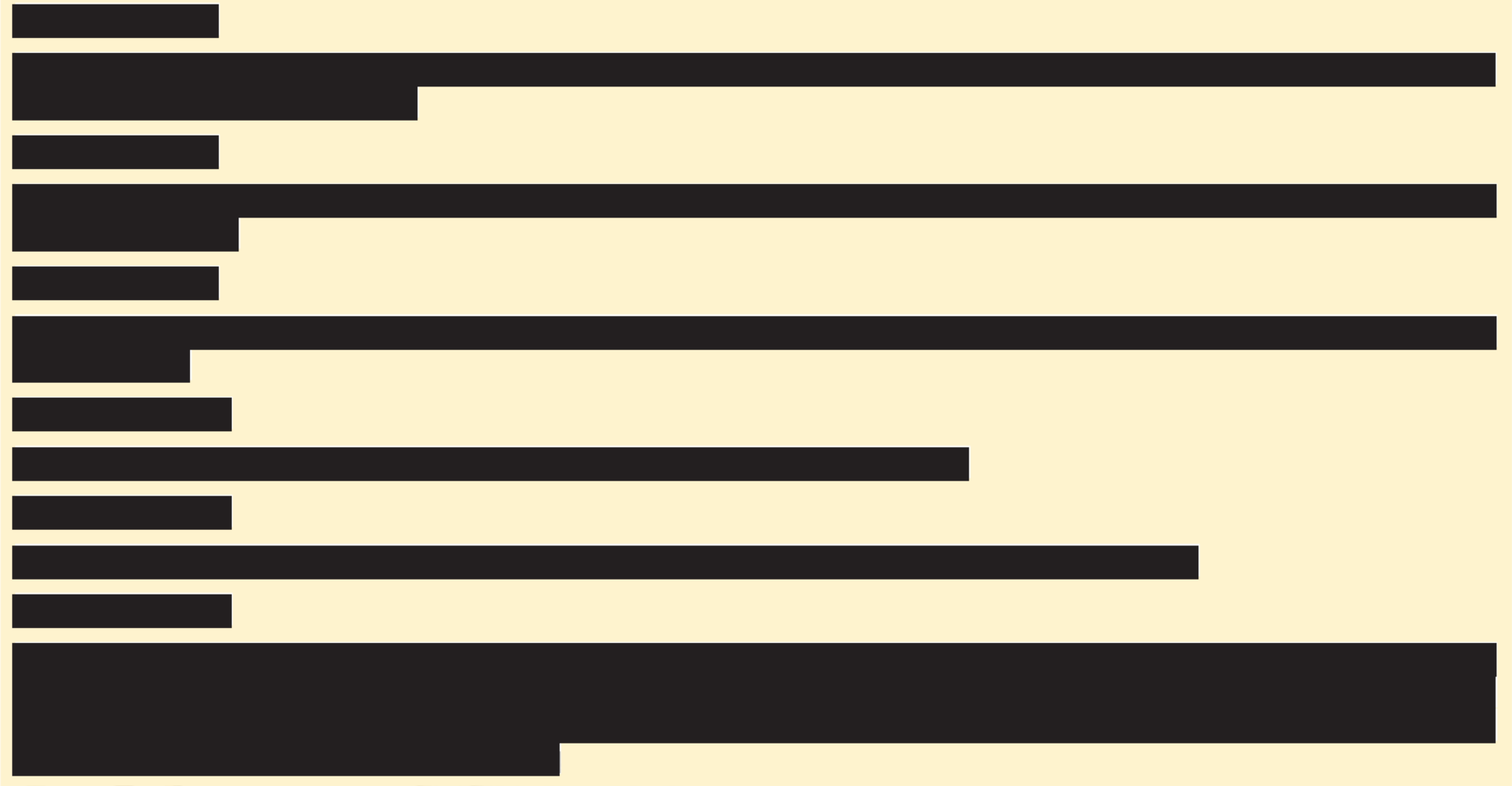


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# Recommendations



# Recommendations cont.



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# Next Steps

- [Redacted]
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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



## Report

**Report to:** BTPA Strategy & Planning Committee

**Date:** 11/05/2022

**Subject:** Security and Policing Pilot Update

**Sponsor:** ACC Network Policing, Allan Gregory

**For:** Noting

### 1. PURPOSE OF PAPER

- 1.1. The purpose of the paper is to update the Committee on the ongoing Integrated Security & Policing Project.

### 2. BACKGROUND

- 2.1. The Government White Paper on the future of Rail envisages a more collaborative and integrated UK network, working primarily in the interests of the passenger.
- 2.2. The Manchester Arena Inquiry has - in its public hearing phase – focussed upon ways of working of both policing and security in relation to key public spaces. Some of the evidence heard indicated that briefing and coordination arrangements can be piecemeal, iterative, and non-value-adding.
- 2.3. As we draw closer to the introduction of the Great British Railways operating model, this project has an opportunity to harness the collective energy of a number of policing and non-policing partners currently working in our iconic public spaces at major railway stations, to drive a more collaborative and integrated approach to policing and security, with benefits for the network's passengers, staff, stakeholders and neighbours.
- 2.4. A small, dedicated project team has been working on the Integrated Security and Policing Project since February 2022, aiming to deliver a change - in line with project objectives - across five pilot sites. Those sites are: Kings Cross / St Pancras (treated as one), Leeds, London Bridge, Birmingham New Street and Stratford.

### 3. GOVERNANCE

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

3.1. BTP are positioned as lead coordinator. The project team has created a governance structure to facilitate partnership working between BTP, Network Rail and TfL (who are the responsible operator at Stratford) to deliver the project.

3.2. A multi-layered governance structure has been implemented –

- Project Site Working Groups (weekly)
- Internal BTP Project Board (monthly)
- Highlight Reports (monthly)
- Strategic Steering Group (monthly, attended by BTP, NWR & TfL)
- External Strategic Programme Board (quarterly, facilitated by NWR)

3.3. This multifaceted approach ensures that partnership is at the heart of the project, creating an engaging environment where partners can operationally and strategically influence delivery.

#### **4. RESEARCH**

4.1. Academic support – to extrapolate the learning and build the evidence base - has been sought, and BTP's Research Board has approved a proposed methodology to maximise insights and to ensure the findings have rigour and credibility beyond the life of the project.

4.2. The academic research will be completed by the University of Cambridge's Professor Barak Ariel. He leads on Experimental Criminology at the University and will provide academic support throughout, culminating in a final report. From BTP, Professor Ariel has the support of a baseline summary of existing crime and security provision, a proposed set of project-specific performance measures and data support from BTP's Analysis & Insight team.

#### **5. PROGRESS**

5.1. A Memorandum of Understanding for all parties has been drafted by the BTP project team and circulated to Network Rail and TfL for commentary and sign off.

5.2. BTP's own baseline assessment of policing and security arrangements at the five pilot sites has been completed. Network Rail and TfL have agreed a common baseline assessment for all their sites. The report on their baselining activity is due in shortly and will be assessed in conjunction with BTP's own assessment for the most thorough view of current policing and security activity at each site.

5.3. The aims and objectives of the project have been very comprehensively socialised with industry colleagues beyond Network Rail and TfL.

5.4. BTP-specific metrics have been agreed and shared with Analysis & Insight who intend to support performance monitoring with a dedicated micro-site. Further partner-specific metrics will be captured to provide an aggregated assessment of the impact of the project.

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  
In terms of network staff confidence levels, the academic partner will have a role to survey staff objectively as part of the wider academic assessment.

5.5. A Data Protection Impact Assessment has been completed. Confidence-raising information-sharing awareness training is shortly to commence to support local Senior Leadership Teams, facilitated by Helen Edwards.

5.6. Information Management are also supporting the project in identifying the most appropriate cost effective medium for promulgating suitable briefing content from BTP to non-police partners at the pilot sites. Licences for a suitable product, Egress, are already owned by Information Management. The project will continue to work closely with colleagues from Intelligence in terms of content-sharing but also to capture the intelligence harvest from this project.

5.7. One Station Huddles (OSH) feature in the project sites and are an expansion of good practice. Positioning BTP as the key coordinator to facilitate the daily huddles will drive policing and security-centric activity and continue to drive common situational awareness.

## **6. CHALLENGES**

6.1 Information management has been a key challenge to consider. We have ambition to share information with non-police partners to add operational value, whilst also applying controls on that data to ensure it is managed effectively. This project is also an opportunity to increase the intelligence harvest from non-policing partners.

6.2 Articulating the nature of the relationship between policing and non-policing partners is key here for the stakeholder relationships. BTP are not directly tasking security officers. They are adding value to their discretionary patrols that exist between their contractual security obligations by providing insight into crime, disorder and threats.

6.3 As with any bringing together of partners and stakeholders there may be cultural barriers to overcome and levels of trust and confidence to manage upwards. That will be a constant issue for monitoring by the project team, supported by industry and BTP feedback on the local relationships and progress being made.

## **7. CURRENT OUTCOMES**

7.1. Kings Cross / St Pancras, Birmingham New Street and Stratford are now live. Leeds and London Bridge are currently in the engagement phase and due to go live shortly.

7.2. The project has been received warmly by internal and external stakeholders. There is a real desire to drive a change which sees closer working partnerships, removal of duplication and better outcomes for passengers and staff.

7.3. At the project sites themselves there is evidence that the rail industry is supportive and that considerations for future rollout settings could be considered. The principles of the project are well understood.

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

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7.4. This new way of working should provide clear evidence that improved collaboration, and integration of policing and security is a real possibility and a value-adding activity.

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Report to: Strategy and Planning Committee

Date: 1 June 2022

Subject: Draft Committee Work Plan 2022/23

Sponsor: Chair

Author: BTPA Head of Strategy, Planning and engagement

For: Information

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## 1. Purpose of paper

- 1.1 To present, for information only, a draft Committee work plan for the 2022/23 business year (see Appendix A) and to seek Member inputs on any other matters to be included. The final work plan will be updated to reflect key milestones emerging from the Force's A Force on the Move (AFOTM) following discussion elsewhere on today's agenda and presented at the Committee's next meeting in September.

## 2. Background

- 2.1 As with the Authority's other Committees, the Strategy and Planning Committee (S&PC) annually reviews its plan of work against its TORs, Strategic risk profile (an item elsewhere on this agenda), legitimacy responsibilities and any matters of interest arising in the course of its activities. For ease the current TORs and a map of the Authority's committee responsibilities with respect to legitimacy are also included in your pack. The draft plan has also been informed by the Executive's annual review of oversight coverage which highlighted the following ongoing gaps for S&PC;

- Equality impact assessments considered as part of business case reviews
- Oversight of key projects post-delivery, in particular technology projects
- Oversight of the development of supporting strategies, for example estates and digital
- Stakeholder relationships and engagement

## 3. Draft work plan 2022/23

- 3.1 The work plan has been developed to assist the Committee in delivering against its TORs and is offered for discussion and Members are invited to propose alternate items which develop the work of the Committee. It is yet to be updated to reflect the detail of the emerging strategic delivery and transformation plans discussed elsewhere on today's agenda. Therefore, Members are only asked to note this item and to highlight topics and milestones arising during the meeting which should be

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considered for inclusion on a final workplan.

4. Recommendation

- 4.1 That the Committee note the draft work plan presented at Appendix A, topics for inclusion in an updated plan will be captured as we work through the meeting agenda.

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## DRAFT Strategy & Planning Committee Workplan 2022/23

Meeting	Proposed Items
1 June 2022	<ul style="list-style-type: none"> <li>• Conflict declaration</li> <li>• Minutes of previous meeting</li> <li>• Matters arising/actions outstanding</li> <li>• Risk profile – for information</li> <li>• Briefing on development of A Force on the Move (AFOTM) plan</li> <li>• Deep dives on AFTOM projects i) Layers and spans and ii) Partnership pilots</li> <li>• Efficiency briefing (draft for discussion)</li> <li>• Risk deep dive report– partnership working (for discussion)</li> <li>• Updated workplan 2022-23 for information</li> <li>• Meeting reflection</li> </ul>
15 September 2022 (detail to be developed as strategic delivery plan emerges)	<ul style="list-style-type: none"> <li>• Conflict declaration</li> <li>• Minutes of previous meeting</li> <li>• Matters arising/actions outstanding</li> <li>• Risk profile – for information</li> <li>• Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans</li> <li>• Business cases for approval (tbc) including equality impact assessment</li> <li>• MTFP planning assumptions – launch of MTFP development</li> <li>• Workplan 2022-23 for approval</li> <li>• Meeting reflection</li> </ul>
15 November 2022 (detail to be developed as strategic delivery plan emerges)	<ul style="list-style-type: none"> <li>• Conflict declaration</li> <li>• Minutes of previous meeting</li> <li>• Matters arising/actions outstanding</li> <li>• Risk profile – for information</li> <li>• Legitimacy map</li> <li>• Results of annual Policing Plan refresh – recommendations for change</li> <li>• MTFP proposals</li> <li>• Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans</li> <li>• Business cases for approval (tbc) including equality impact assessment</li> <li>• Workplan 2022-23 rolled forward</li> <li>• Meeting reflection</li> <li>• [Approval of charges – out of committee in correspondence]</li> </ul>

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Meeting	Proposed Items
Tbc March 2023	<ul style="list-style-type: none"> <li>• Conflict declaration</li> <li>• Minutes of previous meeting</li> <li>• Matters arising/actions outstanding</li> <li>• Risk profile – for information</li> <li>• Risk deep dive – Change Management</li> <li>• Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans</li> <li>• Business cases for approval (tbc) including equality impact assessment</li> <li>• Draft workplan 2023-24</li> <li>• Meeting reflection</li> </ul>

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