

# [22 May 2023] Agenda Pack - Strategy and Planning Committee

MEETING  
22 May 2023 14:30 BST

PUBLISHED  
19 May 2023

# Agenda

Location	Date	Time
Hybrid meeting - BTPA Meeting Room, 2nd Floor , 25 Camden Road, London, NW1 9LN	22 May 2023	14:30

	Item	Owner	Time	Page
1	Apologies	Chair	14:30	—
2	Declarations of Interest	All		—
3	Minutes	Chair		4
4	Actions	Chair		12
5	Strategic Risk(s)	Chief Executive	14:45	15
6	Legitimacy Map	Chief Executive		23
	Strategic Plan & A Force on the Move			—
7	Strategic Plan Reporting Q4 / A Force on the Move Portfolio Update	Deputy Chief Constable	15:00	24
8	Thematic: Crime Prevention and Safeguarding - Crime Prevention Strategy	Designing Out Crime Manager	15:20	83
9	Unfunded Pressures Update	Chief Executive	15:40	88
	Charges			—
10	New Charging Model	Chief Financial Officer	15:55	93
	Business Cases			—
11	London Estate Full Business Case Progress Report		16:15	103
	Committee Governance			—
12	Terms of Reference Refresh 2023	Head of Strategy, Planning and Engagement	16:25	106
13	Workplan 2023/24	Head of Strategy, Planning and Engagement	16:35	109
14	Any Other Business	All		—
15	Minutes / Stakeholder Engagement Working Group / 9 February 2023	Chair		112

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16	Meeting Evaluation	Fiona Brunskill	16:45	—

WEBSITE

Serial	Date	Action/Paper	Owner	Outcome <sup>1</sup>
1/2023	8 February 2023	Members noted that they would welcome sight of the post-completion/lessons learned reports e.g. on body-worn video once they became available, as per the Committee's terms of reference	Board Secretary	<b>Completed</b> Factored into Committee work planning going forward. NB no post-completion reports available for May 2023 meeting.
2/2023	8 February 2023	In response to a comment, the Deputy Chief Constable offered to provide a breakfast briefing regarding Force oversight of transformation activity	Deputy Chief Constable	<b>Completed</b> Added to longlist of BTPA breakfast briefing topics
3/2023	8 February 2023	The Chief Financial Officer noted that GIAA were due to deliver an internal audit report on sustainability that could be shared with the Committee once it had been finalised	Board Secretary	<b>In Progress</b> GIAA report is scheduled for submission to Audit and Risk Committee on 22 June 2023. Board Secretary will share with Strategy Committee. Net Zero Carbon item added to S&PC workplan for Nov meeting.
4/2023	8 February 2023	The Deputy Chief Constable committed to confirming the Force's level of engagement on the proposed use of drones in Wales outside of the meeting	Deputy Chief Constable	<i>Board Secretary requested briefing on UK engagement on 15 February 2023</i>
5/2023	8 February 2023	A Member noted she would welcome a further background briefing on the Counterterrorism Review and its outcome	Board Secretary	<b>In progress</b> Board Secretary referred to Member Engagement Manager suitable date for a member briefing is being sought.

<sup>1</sup> Accurate as at 11 May 2023

## STRATEGY AND PLANNING COMMITTEE - ACTIONS

OFFICIAL

6/2023	8 February 2023	A Member requested that a refreshed infographic <i>A Force on the Move</i> roadmap previously provided to the Committee be reissued	Deputy Chief Constable	<b>Completed</b> Now forms part of the reporting pack on Strategic Plan progress
7/2023	8 February 2023	A Member requested an update on the Capability Review outside of the meeting and in advance of the next meeting in May 2023	Deputy Chief Constable	<b>In progress</b>  Board Secretary referred to Member Engagement Manager - BTP is resetting the scope of the capability review. S&PC will be updated in due course – see workplan for proposed timings.
8/2023	8 February 2023	In response to a request, the Deputy Chief Constable agreed to deliver a demo/briefing on Geospatial, the Force's new location-based briefing and situational awareness tool	Deputy Chief Constable	<b>Completed</b> Briefing for Emir Feisal and Willie Gallagher took place on 16 March 2023
9/2023	8 February 2023	Members welcomed an offer from the Deputy Chief Constable to provide a non-exhaustive list of mitigating activity that was designed to move strategic reporting RAG indicators towards Green	Deputy Chief Constable	<b>In progress</b> Please see updated detail in quarterly Strategic Plan progress report and offer feedback on whether this is sufficient detail
10/2023	8 February 2023	BTP Strategic Centre, and Force scrutiny of technology transformation to be added to Committee workplan.	Head of Strategy, Planning and Engagement	<b>Completed</b> Update on Strategic Centre proposals scheduled for Sept meeting. Technology transformation for Nov meeting.
11/2023	8 February 2023	All present then discussed the quality of reporting and the way in which it enabled Members to provide critique and insight, particularly against <i>A Force on the Move</i> . All agreed that it would be helpful for	Head of Strategy, Planning and Engagement	<b>Completed</b> Meeting convened on 13 April 2023.

		the Chair and the Executive to liaise with the Force in advance of report deadlines for the May 2023 meeting to determine optimal format and structure of reporting		
12/2023	8 February 2023	Open invitation for SPC Members to join Deputy Chief Constable's SRO Review Panels	Member Engagement Manager	<b>Completed</b> Invitation issued to Members, Andy Cooper attended 13 April session.

#### Actions arising from peer BTPA Committees

PDC 1/2023	16 February 2023	The Deputy Chief Constable agreed to confirm what processes the Force had in place to monitor the effective move of Force HQ and associated IT into a new London hub from 2024 onwards. The Deputy Chief Constable acknowledged that those processes should ensure the Estates Strategy and associated business continuity plans were aligned.	Deputy Chief Constable	<b>In Progress</b> Action referred to Strategy Committee from Performance Committee, with update highlighted with both Performance Committee and Audit Committee once complete. Added as a standing item to S&PC workplan from Nov 2022 meeting.
Full Authority 2/2023	29 March 2023	A Member commented that, given the financial constraints described within the Business Planning / Budget paper, it was important for the Force to be able to articulate the success of <i>A Force on the Move</i> to stakeholders to underline value for money. Moreover the current financial climate had changed since <i>A Force on the Move</i> had launched and therefore it would be appropriate for Strategy and Planning Committee to have a stock take of what had been achieved and what the future post- <i>A Force on the Move</i> looked like	Head of Strategy, Planning and Engagement	<b>In progress</b> Added to each agenda from Sept as an element of the Strategic Plan/AFOTM update item – see 'key messages'

# BTPA Committee / Full Authority

## oversight of legitimacy

### Performance and Delivery Committee

- Stop and search
- Use of force
- Arrests
- Criminal justice outcomes
- Out of court disposals
- Custody
- Victim/offender/public experience of BTP
- Victim / passenger / rail staff confidence
- Professionalism – civil / public liability / motor claims
- Under represented groups as victims
- Race Action Plan
- BTP External Scrutiny Groups
- BTP oversight of accreditation schemes (eg RSAS, Secure Stations)

### Full Authority

Overall discharge of Authority functions

### People and Culture Committee

- Employee representation, progression and inclusion (incl at senior ranks)
- Progress against employee equality, diversity and inclusion strategies/plans
- Complaints and conduct matters and referral to IOPC and vetting
- Employment tribunals and proposed settlements associated with these proceedings
- Grievances
- Learning and development reflective of equality and inclusion (Learning and development)
- I&D Strategy - progress on implementation

### Pensions Working Group

- Have regard to the Committee's responsibilities regarding equal opportunities and the requirements of equalities legislation, including equality assessment of new plans and strategies that come to the Authority

### Audit and Risk Assurance Committee

- Professionalism – fraud / bribery / corruption
- Legitimacy related risks (Strategic risk register)
- Inspections/Audits on legitimacy related topics (Inspections/Audits – planned, outcomes and recommendations)
- Anti-fraud and corruption and whistleblowing processes and arrangements for investigations
- Compliance with and performance against statutory duties

### Appointments, Remuneration and Appraisal Committee

- Have regard to the Committee's responsibilities regarding equal opportunities and the requirements of equalities legislation

### Stakeholder Engagement Working Group

- BTP/A stakeholder engagement plans/strategies
- Have Policing Plan proposals been equality assessed
- Passenger engagement
- Rail staff engagement

### Scottish Railways Policing Committee

- Stakeholder relationships
- Same as other Committees depending on topics covered

### Strategy and Planning Committee

- Oversight of equality assessment of new plans and strategies that come to the Authority
- Stakeholder relationships with rail industry and the public/rail users
- Annual PSA charges review and recommendation to Full Authority for sign-off
- BTP/A environmental responsibilities

Report to: Strategy and Planning Committee  
Date: 22 May 2023  
Subject: Terms of Reference Refresh 2023  
Sponsor: Head of Governance and Compliance  
Author: Board Secretary  
For: Decision

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## 1. Purpose of paper

- 1.1 To seek Member feedback and approval of a refreshed terms of reference for the Strategy and Planning Committee.

## 2. Background

- 2.1 Paragraph 10.4 of the BTPA Code of Governance (June 2022) notes each Committee, to contribute to Board Effectiveness, will each year review its terms of reference in conjunction with its workplan.
- 2.2 Any changes to a committee terms of reference are referred to the Audit and Risk Assurance Committee for scrutiny (22 June 2023) and finally to the Full Authority for approval as part of the annual refresh of the overall BTPA Code of Governance (28 June 2023).
- 2.3 BTPA Executive has reviewed each of the BTPA Committees' terms of reference(s) alongside its Legitimacy Map and Oversight Map to ensure any gaps in oversight are addressed. NB some identified gaps will be addressed through Committee workplans rather than through explicit reference in a Committee's terms of reference.

## 3. Issues encountered

- 3.1 The proposed changes to Strategy and Planning Committee's terms of reference are set out in the appendix. The changes focus on,
  - Making explicit the Committee's responsibility for oversight of the Cost Allocation Model and Policing Services Agreements (PSAs).
  - Removing reference to oversight of People Strategy (now within the remit of People and Culture Committee)
  - Making explicit the Committee's responsibility for scrutinising business cases and other major revenue and capital schemes prior to their submission to the Full Authority.
  - Making explicit the Committees' responsibility for ensuring business cases and other relevant schemes have adequate equality impact assessments.
  - Making explicit the Committee's responsibility for overseeing BTP/A environmental responsibilities.



## 4. Recommendations

### 4.1 That Members

- Consider the overall terms of reference and suggest any amendments for inclusion.
- Approve the proposed amendments to the terms of reference.

## Strategy and Planning Committee

### Purpose

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. The Committee is also responsible for advising the Full Authority on the Cost Allocation Model and Police Services Agreements.

### Reporting

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 e.g. Estates, that do not fall within the remit of another Committee.
- 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.

- Scrutinising capital and major revenue schemes prior to their submission to the Full Authority in accordance with the scheme of delegation.
- Examining post completion reports for all capital and major revenue schemes approved by the Authority in accordance with the scheme of delegation
- To ensure all Strategies and Plans that do not fall within the remit of another Committee, and major revenue and capital schemes, include equality impact assessments.
- Oversight of British Transport Police Authority and British Transport Police environmental responsibilities.
- 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

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

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

### Quorum

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

Up to six Members of the Full Authority.

## Strategy &amp; Planning Committee Workplan 2023/24

Meeting	Proposed Items
<b>22 May 2023</b>	<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 – for information</li> <li>• Updated funding pressures stack</li> <li>• Tracking strategy implementation plans – thematics on a strategic objective and progress with change plans – Crime Reduction Strategy.</li> <li>• London Estates – update and governance timeline to FBC</li> <li>• Business cases for approval: <i>Data Transformation and Innovation project - to be taken in correspondence</i></li> <li>• SEWG report back (headlines from February meeting and upcoming agenda) Fixing the fundamentals update (follow-up on previous approvals)</li> <li>• Annual review of TORs and workplan</li> <li>• Meeting reflection</li> </ul>
<b>5 September 2023 (long list – final shortlist and detail to be developed)</b>	<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 – for information</li> <li>• Tracking strategy implementation plans – thematic on a strategic objective (tbd) – <i>possibly plans re capability review to include BTP strategic centre review and recs.</i> First quarterly partner key messages narrative on plans and achievements – responds to Full Authority action 2/2023.</li> <li>• MTFP refresh – initial commissioning discussion including updated funding pressures stack</li> <li>• London estates (either final FBC/lease approval or significant brief ahead of approval)</li> <li>• Horizon scanning – 6 monthly update (for information only depending on other agenda items)</li> <li>• SEWG report back (for information/by exception only)</li> <li>• Any other business cases for approval (tbc) including equality impact assessment</li> <li>• [Lessons learned reports/post implementation review – suggest Single Online Home]</li> <li>• Meeting reflection</li> </ul>

Meeting	Proposed Items
<b>15 November (long list – final shortlist and detail to be developed)</b>	<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 – for information</li> <li>• Updated funding pressures stack</li> <li>• Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change programme – oversight of technology transformation focus. Updated narrative on plans and achievements.</li> <li>• SEWG report back</li> <li>• MTFP refresh – final proposals</li> <li>• Policing plan yr2 refresh – recommendations for discussion</li> <li>• Business cases for approval (tbc) including equality impact assessment</li> <li>• Update on project to deliver move to new London Hub – FBC</li> <li>• Meeting reflection</li> <li>• [Approval of 2024-25 charges – out of committee in correspondence following budget approval]</li> <li>• Net zero strategy update – to include GIAA audit findings (action 2/2023)</li> <li>• [Lessons learned reports/post implementation review]</li> </ul>
<b>Feb/March date tbc (long list – final shortlist and detail to be developed)</b>	<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 – for information</li> <li>• Updated funding pressures stack</li> <li>• Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change programme. Updated narrative on plans and achievements.</li> <li>• Horizon scanning – 6 monthly update</li> <li>• SEWG report back</li> <li>• Business cases for approval (tbc) including equality impact assessment</li> <li>• Update on project to deliver move to new London Hub</li> <li>• [Lessons learned reports/post implementation review]</li> <li>• Meeting reflection</li> </ul>

Meeting	Proposed Items
<b>TBC May 2024</b> <b>(long list – final shortlist and detail to be developed)</b>	<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 – for information</li> <li>• Updated funding pressures stack</li> <li>• Tracking strategy implementation plans – thematics tbc. Updated narrative on plans and achievements.</li> <li>• Update on project to deliver move to new London Hub</li> <li>• Business cases for approval (tbc) including equality impact assessment</li> <li>• SEWG report back (headlines from February meeting and upcoming agenda)</li> <li>• Fixing the fundamentals update (follow-up on previous approvals)</li> <li>• Annual review of TORs and workplan</li> <li>• Meeting reflection</li> </ul>

WEBSITE