

[16 May 2024] Agenda Pack / Strategy and Planning Committee

MEETING
16 May 2024 10:30 BST

PUBLISHED
10 May 2024

Agenda

Location
Hybrid / Teams & Meeting Room G1/G2, British Transport
Police Force Headquarters, 25 Camden Road, London, NW1

Date
16 May 2024

Time
10:30 BST

	Item	Owner	Time	Page
1	Apologies	Chair	10:30	-
2	Declarations	All		-
3	Minutes	Chair		3
4	Actions	Chair		12
5	Strategic Risk	Chief Financial Officer		14
5.1	Strategic Risk Deep Dive / Transformation	Deputy Chief Constable	10:45	25
6	Legitimacy Map	Chair	11:00	35
7	London Estates Progress Report	Director of Corporate Development	11:05	36
8	Unfunded Pressures Update	Chief Financial Officer	11:20	73
9	Benefits and Efficiencies	Deputy Chief Constable	11:30	76
10	Strategic Plan Reporting Q4 2023/24	Deputy Chief Constable	11:45	80
11	Strategic Hub Update	Deputy Chief Constable	12:00	159
12	Annual Review / Committee Terms of Reference	Chief Financial Officer	12:05	167
13	Workplan 2024/25	Chief Financial Officer	12:15	172
14	Any Other Business	All		-
15	Meeting Evaluation	All		-

Strategy and Planning Committee Actions

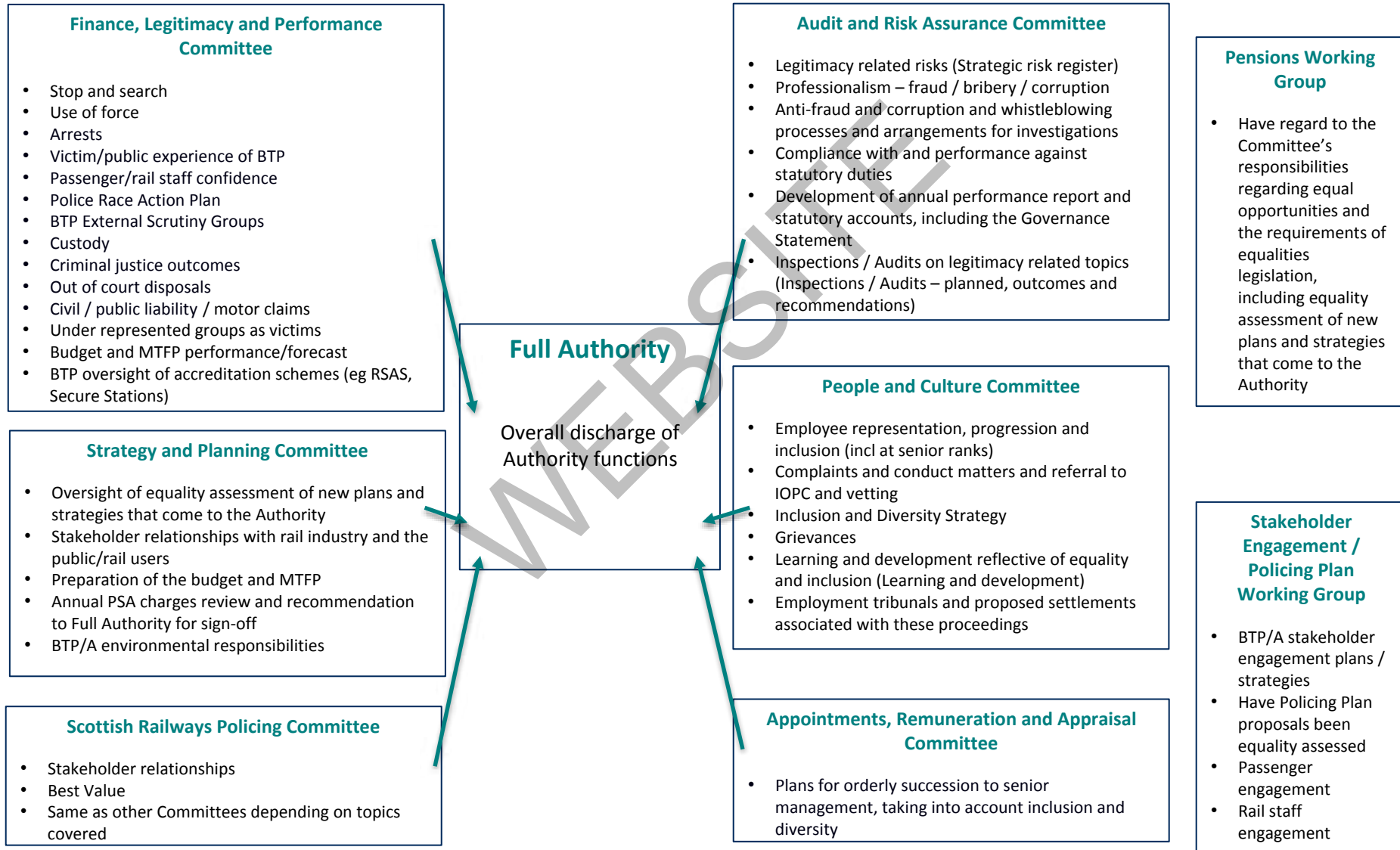
Serial	Date	Action/Paper	Owner	Outcome
15/2023	22 May 2023	There was a discussion around DfT bids for funding. It was agreed that potential opportunities for funding from other Government departments and how the Force could bid for these be explored	Chief Financial Officer	In Progress May 2024 Update: Retain until Members direct otherwise.
1/2024	14 February 2024	In response to a query, the Chief Financial Officer agreed to provide the BTP/A risk appetite outside of the meeting.	Chief Financial Officer	Completed Provided in Background Papers
2/2024	14 February 2024	The Chair concluded by requesting an organisational chart on how the Strategic Hub would be resourced and managed	Deputy Chief Constable / Design and Delivery Lead	Completed Provided in Strategic Hub Update on May 2024 agenda.
3/2024	14 February 2024	A Member requested confirmation of the Force's contingency plan in the event practical completion at 200 Buckingham Palace Road remained scheduled for February 2025 or beyond.	Director of Corporate Development	In Progress Update to be provided at May 2024 meeting.
4/2024	14 February 2024	In response to a question, the Chief Financial Officer agreed to confirm the relative quantum of Capital and Revenue spend on 200 Buckingham Palace Road.	Chief Financial Officer	Completed As of March and further update in May 2024 meeting.
5/2024	14 February 2024	Members accepted that an interim update on 22 Buckingham Palace Road from BTPA Executive – based on their attendance at London Estates Programme and Project Boards – would be sufficient in the interim period February 2024-May 2024.	Chief Financial Officer	In Progress Update to be provided at May 2024 meeting.

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6/2024	14 February 2024	The Chief Constable encouraged Members and BTPA Executive colleagues to be as prescriptive as possible when commissioning the next iteration of the Investment and Benefits Dashboard to ensure the product met Members' expectations	Chief Financial Officer	In Progress First iteration of dashboard will be reported to the September 2024 meeting.
7/2024	14 February 2024	The Chair recommended that new BTPA Members receive some form of onboarding briefing on the new Cost Allocation Model to bring them up to speed.	Chief Financial Officer / Board Secretary	Completed Session delivered in March 2024.

BTPA Committee / Full Authority

oversight of legitimacy





Report to: Strategy and Planning Committee

Date: 16 May 2024

Subject: Annual Review of Terms of Reference 2024

Sponsor: Head of Governance and People

Author: Board Secretary

For: Decision

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1. Purpose of Paper

- a. To invite Strategy and Planning Committee Members to comment on the Committee's terms of reference so that any proposed revisions may be submitted to the Full Authority for approval.

2. Recommendation(s)

- a. Members consider the Committee terms of reference and approve the amendments proposed by BTPA Executive (tracked changes).
- b. Members suggest any further proposed revisions to the terms of reference.

3. Background

- a. Whereas Committee effectiveness will be evaluated primarily through the annual Board Effectiveness Review, each Committee is nevertheless invited to review its own terms of reference when developing its workplan for the succeeding year¹. The current terms of reference, with some suggested tracked changes, are at appendix 1.
- b. The proposed changes,
 - i. Make explicit the Committee's responsibility for oversight of the Cost Allocation Model and Policing Services Agreements (PSAs).
 - ii. Remove reference to oversight of People Strategy (now within the remit of People and Culture Committee)

¹ BTPA Code of Governance (March 2024) paragraph 228.

- iii. Make explicit the Committee's responsibility for scrutinising business cases and other major revenue and capital schemes prior to their submission to the Full Authority.
 - iv. Make explicit the Committee's responsibility for ensuring business cases and other relevant schemes have adequate equality impact assessments.
 - v. Make explicit the Committee's responsibility for overseeing BTP/A environmental responsibilities.
- c. To help inform this review, the Oversight Map for the Committee is also provided, at appendix 2.

4. Conclusion

- a. Members are invited to review the Committee terms of reference and suggest any revisions for consideration by the Full Authority.

WEBSITE

Appendix 1 / Strategy and Planning Committee Terms of Reference (with proposed tracked changes)

Purpose

1. 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

2. 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

3. To produce a draft Strategy and Medium-Term Financial Plan for consideration by the Full Authority
4. To set out the desired culture and behaviours in alignment with the Strategy
5. 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.
6. To monitor progress against Strategic Plan objectives.
7. To oversee development of ~~subordinate~~ strategies [subordinate to the Strategic Plan, except those that fall within the remit of another Committee.](#)
8. To prepare the Policing Plan(s) in line with the Strategy and stakeholder requirements
9. Advising on the preparation of the annual budget
10. To ensure effective consultation with stakeholders in the preparation of the Strategy, MTFP/budget, and Policing Plan.
11. 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.
12. [Business case approvals in line with delegation limits set out in the Code of Governance. Scrutinizing capital and major revenue schemes prior to their submission to the Full Authority, in line with the scheme of delegation.](#)

13. Examining post completion reports for all capital and major revenue schemes approved by the Authority in accordance with the scheme of delegation
14. [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.](#)
15. [Oversight of British Transport Police Authority and British Transport Police sustainabilityenvironmental and net zero responsibilities.](#)
16. Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Milestones

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

Meetings

21. 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

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

Quorum

23. 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

24. [Up to S](#)six Members of the Full Authority.

Assessment of BTPA Committee and Executive Oversight of BTP and Current Priority Level

Committee: Strategy and Planning Committee (SPC)

Priority	Oversight	Subject area			
High (9 areas)	Yes	Preparation of the budget and MTFP	Annual PSA charges review and recommendation to Full Authority for sign-off		Transformation - oversight of planning and delivery
		SR: Financial Sustainability (12)	SR: Partnership Working (9)		SR: Transformation (12)
	Partial	Development of Strategy		Strategy - oversight of performance and efficiency (incl for subordinate strategies)	Development and consultation on preparation of new Strategy (and subordinate strategies where relevant)
		Contract pipeline and contract management incl. escalation of issues			Oversight of equality assessment of new plans and strategies that come to the Authority
		No			

Medium (8 areas)	Yes	Development of annual Policing Plans		Crime prevention		
				SR: Partnership Working (9)		
	Partial	Collaboration with partners	Stakeholder relationships with rail industry and public / rail users		Technology - monitor delivery of new programmes/strategies signed off by BTPA	
		SR: Partnership Working (9)	SR: Partnership Working (9)		SR: Technology (9)	
		Estates strategy development and performance		BTP/A environmental responsibilities		
	No	Benefits Realisation including Productivity				

Low (1)	Additional funding opportunities e.g. grants (SR: Financial Sustainability (12)) - Partial				
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Strategy and Planning Committee Workplan 2024/25

[May 2024]

16 May 2024	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Legitimacy Map 7. London Estates Progress Report 8. Unfunded Pressures Update 9. AFOTM Investment and Benefits Dashboard / Benefits and Efficiencies 10. Strategic Plan Reporting 11. Workplan 12. Any Other Business 13. Meeting Evaluation 	<ol style="list-style-type: none"> 14. Strategic Risk Deep Dive / Transformation 15. Strategic Centre Update 16. Annual Review of Terms of Reference

4 September 2024	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Legitimacy Map 7. London Estates Progress Report 8. Unfunded Pressures Update 9. AFOTM Investment and Benefits Dashboard 10. Strategic Plan Reporting 11. Workplan 12. Any Other Business 13. Meeting Evaluation 	<ol style="list-style-type: none"> 14. Force Management Statement 15. Medium Term Financial Plan 2025/30 Development

November 2024	
Standing / Administrative Items	Suggested Items

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<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Legitimacy Map 7. London Estates Progress Report 8. Unfunded Pressures Update 9. AFOTM Investment and Benefits Dashboard 10. Strategic Plan Reporting 11. Workplan 12. Any Other Business 13. Meeting Evaluation 	<ol style="list-style-type: none"> 14. Medium Term Financial Plan 2025/30 15. BTPA Budget 2025/26 and MTFP 25/30 16. Policing Plan Three-Year Review
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March 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Legitimacy Map 7. London Estates Progress Report 8. Unfunded Pressures Update 9. AFOTM Investment and Benefits Dashboard 10. Strategic Plan Reporting 11. Workplan 12. Any Other Business 13. Meeting Evaluation 	

June 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Legitimacy Map 7. Unfunded Pressures Update 	

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<ul style="list-style-type: none"> 8. AFOTM Investment and Benefits Dashboard 9. Strategic Plan Reporting 10. Workplan 11. Any Other Business 12. Meeting Evaluation 	
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September 2025	
Standing / Administrative Items	Suggested Items
<ul style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Legitimacy Map 7. Unfunded Pressures Update 8. AFOTM Investment and Benefits Dashboard 9. Strategic Plan Reporting 10. Workplan 11. Any Other Business 12. Meeting Evaluation 	

Items for consideration on future iterations of the Workplan