

[4 September 2024] Agenda Pack / Strategy and Planning Committee

MEETING

4 September 2024 10:30 BST

PUBLISHED

28 August 2024

Agenda

Location
Hybrid / Teams & Meeting Room G3, British Transport Police
Force Headquarters, 25 Camden Road, London, NW1

Date
4 Sep 2024

Time
10:30 BST

	Item	Owner	Time	Page
1	Apologies	Chair		-
2	Declarations	All		-
3	Minutes	Chair	10:30	4
4	Actions	Chair	10:35	13
5	Strategic Risk	Paul Adams	10:40	15
5.1	Strategic Risk Deep Dive	Chief Financial Officer / Director of Corporate Development		21
6	An Estate Fit for the Future - London Estates Programme Progress Report	Director of Corporate Development	10:50	31
6.1	Annex A / London Estate Highlight Report			34
6.2	Annex B / Business Continuity Update 200BPR Project			54
6.3	Annex C / Staff Travel Protection Guidance			67
7	Options Paper / London Estates RIBA Stage 4 Overspend	Director of Corporate Development	11:05	75
8	Medium-Term Financial Plan 2025/30 Development	Director of Corporate Development	11:15	80
9	Unfunded Pressures Update	Chief Financial Officer	11:30	88
	Recommended Break Point			-
10	A Force on the Move Investment Plan and Benefits	Heath Waller / Iain Metcalf	11:35	91
11	Strategic Plan Reporting Q1 2024/25	Jen Crowther	11:50	111
11.1	Annex 1 / Strategy Reporting Year 3 Quarter 1 Data Pack			114
11.2	Annex 2 / Portfolio Dashboard Report			137
12	Guardians of the Railway Strategy Review	Deputy Chief Constable	12:00	150
13	Workplan	Chief Financial Officer	12:10	152
14	Minutes / Policing Plan Working Group / 20 August 2024	Chair	12:15	154

	Item	Owner	Time	Page
15	Minutes / Stakeholder Engagement Working Group / 8 May 2024	Chair	12:20	158
16	Any Other Business	Chair		-
17	Meeting Evaluation	Chair		-

WEBSITE

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Strategy and Planning Committee Actions

Serial	Date	Action/Paper	Owner	Outcome
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	Completed First iteration of dashboard reported to the September 2024 meeting.
8/2024	16 May 2024	The Chair suggested that Members may wish to join some of the Deputy Chief Constable's SRO Reviews as part of their Member Engagement activity, in order to secure further assurance.	Member Engagement Manager	Completed Standing invitations issued to Committee Members following May 2024 meeting.
9/2024	16 May 2024	The Chair requested that a programme of oversight of BTP/As environmental responsibilities be incorporated into the Committee Workplan.	Board Secretary / Chief Financial Officer	Completed Listed on workplan reported to September 2024 meeting – to be fully incorporated for future meetings.
10/2024	16 May 2024	The Chief Executive noted that strategic stakeholder relationships with industry and public/rail users should also be incorporated into the Committee Workplan	Board Secretary / Chief Financial Officer	Completed Listed on workplan reported to September 2024 meeting – to be fully incorporated for future meetings.
11/2024	16 May 2024	A Member noted that whereas value engineering was reducing build costs, the Force was still reliant on contingency. She queried what compensation elements were in place, and what clarity the Force had on its bottom line. In reply, the Deputy Director of Estates noted that the Force had some clarity on	Deputy Director of Estates	Completed Action confirmed with Force colleagues on 30 May 2024 / update to be

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		change requests, but not in any clear format. He expected TfL/Gleeds to provide this during week commencing 20 May 2024 and could update Members thereafter.		provided at September 2024 meeting.
12/2024	16 May 2024	In response to question regarding communications to external stakeholders regarding London Estates, and the extent to which the Authority should be involved, the Director of Corporate Development confirmed that none had been undertaken to date and agreed this deserved consideration.	Director of Corporate Development	Completed Action confirmed with Force colleagues on 30 May 2024 / update to be provided at September 2024 meeting.
13/2024	16 May 2024	The Design and Delivery Lead noted that Members were welcome to conduct a walkthrough of Force efficiencies monitoring as part of their Member Engagement, and that Member feedback on non-cash releasing activity would be particularly welcome.	Member Engagement Manager	Completed Incorporated into Member Engagement Programme
14/2024	16 May 2024	The Deputy Chief Constable anticipated that two BVLOS pilots would be launched by the end of May 2024, and that the Force's activity in this area was a candidate topic for a BTPA Member Breakfast Briefing.	Board Secretary	Completed Added to shortlist of BTPA Member Breakfast Briefings.
15/2024	16 May 2024	The Chair welcomed the inclusion of a slide in the Strategic Hub Update articulating what the Force anticipated would be different and better as a result of the Strategic Hub and suggested that these be used as a basis for future reporting.	Board Secretary / Chief Financial Officer	Completed Incorporated into future agenda commissioning.
16/2024	16 May 2024	Subject to comments made at the meeting, proposed revisions to the Committee's terms of reference be reported to the Full Authority for approval.	Board Secretary	Completed Terms of reference agreed at Full Authority 25 June 2024.

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report

Report to: Strategy and Planning Committee
Date: 04/09/2024
Subject: **Guardians of the Railway Strategy Review**
Sponsor: Alistair Sutherland, DCC
Author: Jennifer Crowther
For: Discussion

1. BACKGROUND

- 1.1. The Guardians of the Railway Strategy is currently due to cover a five-year period of 2022 to 2027.
- 1.2. With the extension of the Chief Constable through to 2028, and in line with the Railway and Transport Safety Act, Section 55 it is timely that we review and republish the strategy to cover the Chief's tenure.

2. PROPOSAL

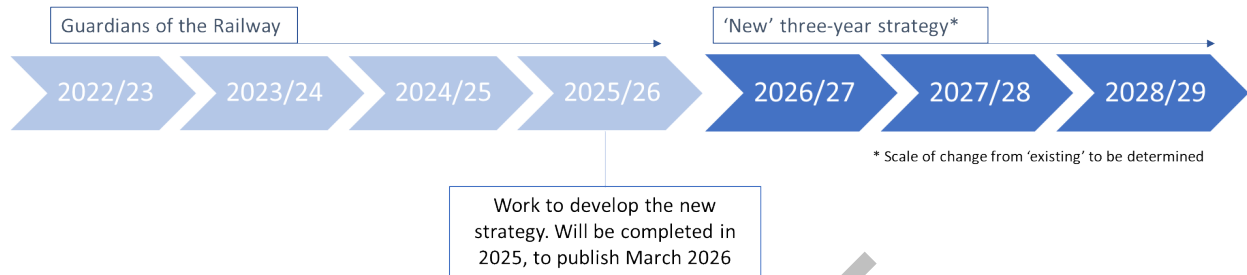
- 2.1. At the August Chief Officer Group Planning Day, options on when to review the strategy were considered, with the preferred option being detailed below in Section 3.
- 2.2. This option will enable several influencing factors to be taken into consideration for example; County Lines Task Force Funding, Efficiencies Strategy and direction on both rail and policing from the new UK government.

3. TIMELINE

- 3.1. Undertake any work on the strategy during 2025. Strategy to be republished in April 2026 for three-years (2026 – 29).
- 3.2. Benefits include;

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

- Provides time for key government strategies and funding decision to be made. Our strategy can respond accordingly.
- Provides longer lead time to deliver work.
- Time for Strategic Hub resources to be in place.
- Provides time for a newly appointed Chief Constable to set direction on a new strategy for post 2029.



4. RECOMMENDATION

- 4.1. Members to endorse the proposal for the Guardian of the Railway refresh in 2025 ahead of publication April 2026.

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

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Strategy and Planning Committee Workplan 2024/25

[September 2024]

Issues to be incorporated:

1. Environmental / Sustainability Responsibilities (Action 9/2024)
2. Strategic stakeholder engagement – industry and public/rail users (Action 10/2024)

November 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. Medium Term Financial Plan 2025/30 15. BTPA Budget 2025/26 and MTFP 25/30 16. Policing Plan Three-Year Review

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 	

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13. Meeting Evaluation	
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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 8. AFOTM Investment and Benefits Dashboard 9. Strategic Plan Reporting 10. Workplan 11. Any Other Business 12. Meeting Evaluation 	

September 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 8. AFOTM Investment and Benefits Dashboard 9. Strategic Plan Reporting 10. Workplan 11. Any Other Business 12. Meeting Evaluation 	