

Report to: Police Authority  
Agenda #: 8  
Date: 24 March 2021  
Subject: Refreshed Strategic Plan to 2022  
Sponsor: Chair, Strategy and Planning Committee  
Author: BTPA Head of Strategy, Planning and Engagement  
For: Review & Approval

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## 1. Purpose of paper

- 1.1 To invite the Membership to review and approve the final recommendations for the one-year refresh and extension of the current Strategic Plan to 2022 as reviewed and endorsed by the Strategy and Planning Committee at its meeting on 2 March 2021.

## 2. Background

- 2.1 The Strategy and Planning Committee (S&PC) brings together oversight and scrutiny of all strategic planning activities from across the business; this includes the preparation of the three-year Strategy for policing the railways in accordance with section 55 of the Railways and Transport Safety Act 2003.
- 2.2 The proposal to refresh and roll forward the current strategy was approved at full Authority 3 December 2019 meeting. The rationale for a light touch refresh was based on the need for a live strategy but acknowledging the requirement for a more fundamental strategic review in 2021 given:

- Potential changes to the rail industry with implications for BTP arising from the as yet unpublished Williams Rail Review
- The planned appointment of a new Chief Constable in Spring 2021

Since that time an additional driver for a more fundamental strategic review has been the evolving impact of the ongoing coronavirus pandemic; both on the level and nature of demand for BTP's services and the impact on future ways of working.

- 2.3 The parameters for this light refresh of the existing Strategy were therefore purposely narrow. They are to meet our legal commitment to have an up to date plan whilst the Force carries out a more detailed strategic refresh under

the leadership of our new Chief Constable. The planning assumptions for the refresh therefore reflected those of the current Strategy:

- No changes to the mission or strategic objectives
- No changes to the specialist transport police approach
- No fundamental changes to the operating model
- No fundamental change to Force funding
- No substantial changes to the context or demand

### 3. Revisions

- 3.1 In the light of the above, we have conducted a limited refresh of the existing document; the key updates to the Strategy are set out in the Chair's foreword. Briefly though the document presented at Annex A restates our vision, mission and objectives, outlines the progress achieved during the current strategy and incorporates any major changes already planned in the next 12 months.
- 3.2 The strategy notes future uncertainty regarding the use and management of the rail network during and after the Coronavirus pandemic; the impending Williams Rail Review recommendations and how the role of policing is evolving.
- 3.3 The updated document introduces the work undertaken by BTP regarding County Lines; the development of the People, Inclusion & Diversity Strategies and the Moving the Needle Action plan, which are significant steps since the original strategy was issued in 2018.
- 3.4 The financial planning assumptions have been updated and the budget for 2021-22, the period of this one-year extension, is set out in place of the previous Medium-Term Financial Plan (MTFP) and resources information.
- 3.5 Our analysis of strategic risks has been refreshed to reflect the latest position as considered by the Audit and Risk Assurance Committee.

### 4. Recommendations

- 4.1 Subject to any further comments, the Authority is asked to review and approve the inputs to refreshed Strategic Plan to 2022 as set out at Annex A to this paper. This copy will then be formatted by our designers into a fully updated version of our published Plan.