[15 November 2022] Agenda Pack - Strategy and Planning Committee

MEETING
15 November 2022 10:00

PUBLISHED
11 November 2022

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Agenda

Location	*Date*	*Owner*	*Time*
Hybrid / BTP FHQ, G1/G2, 25 Camden Road, London, NW1 9LN	15/11/22		10:00
1. Apologies		Chair	10:00
2. Declarations of Interest		All	
3. Minutes		Chair	
4. Minutes - Stakeholder Engagement Working Group			
4.1. 10 November 2022		Head of Strategy, Planning and Engagement	
4.2. 30 September 2022		Head of Strategy, Planning and Engagement	
5. Actions		Chair	
6. Risk Profile		Chief Executive	
7. Legitimacy Map		Chair	
8. BTP Medium-Term Financial Plan 2024/28		Director of Finance and Commercial	10:20
8.1. BTP Budget and MTFP 2024-2028			
8.2. BTPA 23/24 Budget and 5-year Medium-Term Financial Plan		Chief Executive	

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Agenda

Location	*Date*	*Owner*	*Time*
Hybrid / BTP FHQ, G1/G2, 25 Camden Road, London, NW1 9LN	15/11/22		10:00
9. Policing Plan Annual Review 2022/23		Head of Strategy, Planning and Engagement	10:50
10. Strategic Plan Reporting Q2		Deputy Chief Constable	11:05
11. A Force on the Move Portfolio Update		Deputy Chief Constable	11:20
12. BTP Proposed Control Strategy 2022 [Headlines]		Deputy Chief Constable	11:35
13. Layers and Spans - Strategic Recommendations		Chair	11:50
14. Wash-Up Consultation Update [Verbal]		Head of Strategy, Planning and Engagement	11:55
15. Workplan 2022/23		Head of Strategy, Planning and Engagement	12:00
16. Any Other Business		All	
17. Meeting Evaluation		Emir Feisal	12:05

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British Transport Police Authority

25 Camden Road
London NW1 9LN

T: 07900 394 397
E: general.enquiries@btpa.police.uk

www.btpa.police.uk

Minutes

Strategy and Planning Committee

Thursday 15 September at 10.30am in BTPA Committee Room, BTP FHQ, 25 Camden Road, NW1 and via Microsoft Teams

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Present:

Andy Cooper (Chair)
Fiona Brunskill (Deputy Chair) (Teams)
Emir Feisal (Teams)
Mike Gallop (Teams)
Craig Mackey (Teams)
Martin Richards (Teams)

Apologies:

None

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Sam Elvy (Head of Strategy, Planning and Engagement)
Jon Newton (Analyst)
Alistair MacLellan (Board Secretary / Minutes) (Teams)

British Transport Police
Lucy D'Orsi (Chief Constable)
Steff Sharp (Chief of Staff) (Teams)
Alistair Sutherland (Deputy Chief Constable)
Rachael Etebar (Director of People and Culture)
Tracey Martin (Director of Finance and Commercial)
Richard Dronfield (Deputy Director of Finance and Commercial – Decision Support)
Craig Ellis (Deputy Chief Information Officer) (Teams)
Ciara Ryan (Head of Estates Transformation)

Apologies
Agenda Item 1

1. There were no apologies.

Declarations of Interest
Agenda Item 2

2. There were no declarations.

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Minutes
Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 1 June 2022 be approved.

Actions
Agenda Item 4

4. **RESOLVED**, that the report be noted and actions closed.

Risk Profile
Agenda Item 5

5. Members considered the Risk Profile and the following points were made.

    a. A Member requested sight of the hotspot map regarding Legitimacy, and an update on Occupational Health staffing with regards to Health, Safety and Wellbeing (Action 13/2022).

    b. In response to a question, the Board Secretary confirmed a note of the joint People and Legitimacy risk deep dive would be submitted to the Full Authority meeting on 27 September 2022.

6. **RESOLVED**, that the risk profile be noted.

Legitimacy Map / Terms of Reference
Agenda Item 6

7. **RESOLVED**, that the legitimacy map be noted.

Members agreed to vary the order of items on the agenda so that Business Cases were considered next.

Business Case: London Estate
Agenda Item 7 (formerly Item 10)

8. Members considered a London Estates update and associated business case and the following points were made.

    a. In response to questions, the Head of Estates Transformation confirmed the Force had reviewed guidance regarding occupancy rates, and that the proposal included flex to increase physical occupancy if required, albeit that would require a change in internal layout.

    b. In response to a question, the Head of Estates Transformation confirmed that the proposed [redacted] lease for the non-PSA workforce was the longest lease that it had been possible to secure.

    c. Members were supportive of the business case albeit they felt language around Force Headquarters risked misleading stakeholders – instead, the business case should emphasise what was envisaged was a London hub.

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d. A Member noted the business case would benefit from being shortened prior to sharing with central government.

9. **RESOLVED**, that subject to comments made the following be recommended to the Full Authority for approval.

a. [redacted]

b. [redacted]

c. Regards the non-PSA workforce, the Full Authority

i. [redacted]

d. [redacted]

Business Case: FHQ Data Relocation
Agenda Item 8 (formerly Item 9)

10. Members considered a Full Business Case for FHQ Data Centre Relocation and the following points were made.

a. In response to a question, the Deputy Chief Information Officer confirmed that the Force was confident its 'Journey to Cloud' strategy was appropriate given the nature of Force requirements and IT maturity.

b. In response to a question, the Deputy Chief Information Officer confirmed that provision of disaster recovery capability formed part of the *Fixing the Fundamentals* programme.

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c. The Deputy Chief Information Officer concluded discussions by highlighting [redacted]

11. **RESOLVED**, that the following be recommended to the Full Authority,

a. [redacted]).

b. [redacted].

c. [redacted]

Medium-Term Financial Plan 2024/28
Agenda Item 9 (formerly Item 8)

Commission: Medium-Term Financial Plan 2024/28
Agenda Item 9.1 (formerly Item 8.1)

12. Members considered a report of the Director of Finance and Commercial Services regarding the Medium-Term Financial Plan and the following points were made.

a. A Member noted that, in his view, the forthcoming MTFP represented a significant challenge given wider strategic context. This included many Home Office forces facing increasing budgetary challenges, potential spending restraint from central government coupled with inflationary pressures, and global supply issues. Taken together it was key therefore for the Force and Authority to ensure the assumptions embedded within the MTFP were appropriate.

b. Members noted the scale of effort and measures by industry to seek efficiencies, and the importance of the Force being able to demonstrate the value it provided alongside the benefits arising from planned investment. In doing so, the Force could choose to demonstrate areas of work it could not compromise on, and areas it might choose to scale back.

c. Members noted the planned engagement between the Force and Executive as the MTFP continued to be developed in advance of its consideration by the Full Authority in December 2022.

13. **RESOLVED**, that the report be noted.

Mitigation of Outstanding Financial Pressures
Agenda Item 9.2 (formerly Item 8.2)

14. Members considered a report of the Chief Executive regarding the mitigation of outstanding pressures and the following points were made.

a. The Chief Executive noted the report was an iteration of the version first provided to the Full Authority in June 2022, with the aim of explaining to Members why significant cost items were not dominating the forthcoming MTFP.

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15. **RESOLVED**, that the report be noted.

***A Force on the Move*: Delivery Plan and Monitoring**
Agenda Item 10 (formerly Item 7)

Portfolio Architecture
Agenda Item 10.1 (formerly Item 7.1)

16. Members considered slides detailing *A Force on the Move*'s portfolio architecture and welcomed its development from previous meetings. That said, Members felt its format could be improved through a renewed 'plan on a page' focus, and through ensuring items listed in previous iterations be retained for consistency of oversight.

17. **RESOLVED**, that the *A Force on the Move* portfolio architecture be noted.

Strategic Plan Reporting
Agenda Item 10.2 (formerly Item 7.2)

18. Members considered a report of the Deputy Chief Constable regarding proposed Strategic Plan Reporting and the following points were made.

    a. In response to a Member's query, the Deputy Chief Constable explained the methodology underpinning the 32 problem solving plans referenced in measure 1 (crime prevention and safeguarding), noting that the Force's Insight Team provided indicators for the Neighbourhood Policing Teams to develop localised plans from. It was noted plans did not always reflect industry priorities.

    b. The Chief Constable noted it would be worthwhile for the Committee to consider where any gaps in the delivery of Strategic objectives were emerging. Including where partnership working with industry was crucial to delivery.

    c. A Member noted that the Strategic Plan had been agreed, but nevertheless felt that thought could be given to weaving in more explicit focus on anti-social behaviour and reputation of the Force.

19. **RESOLVED**, that the report be noted.

Project Updates
Agenda Item 10.3 (formerly Item 7.3)

20. The Deputy Chief Constable was heard regarding project updates and the following points were made.

    a. The Deputy Chief Constable was due to embark upon the second round of Senior Responsible Officer (SRO) interviews.

    b. Force Chief Officer Group was due to consider Layers and Spans recommendations in October 2022 and is already taking a view on where the opportunities arising from the CT review might flow through into the forthcoming financial plan.

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Police Services Agreement Removal of Wash-Up Update
Agenda Item 11

21. Members considered an update report of the Head of Strategy, Planning and Engagement regarding the removal of the Police Services Agreement Wash-Up Process.

22. **RESOLVED**, that the report be noted.

Committee Workplan 2022/23
Agenda Item 12

23. **RESOLVED**, that the Committee Workplan 2022/23 be noted.

Any Other Business
Agenda Item 13

24. There was no other business.

Meeting Evaluation
Agenda Item 14

25. Martin Richards delivered an evaluation of the meeting and the following points were made.

    a. It had been a productive meeting in spite of some initial IT issues that had delayed the start of the Member pre-meet.

The meeting ended at 12.07pm.

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STRATEGY AND PLANNING COMMITTEE - ACTIONS

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
13/2022	15 September 2022	Risk Profile	A Member requested sight of the hotspot map regarding Legitimacy, and an update on Occupational Health staffing with regards to Health, Safety and Wellbeing	Alistair MacLellan	15 November 2022	**Anticipated for Closure** Material expected in advance of 15 November 2022 meeting

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Appendix A. BTPA Committee / Full Authority oversight of legitimacy

BTPA British Transport Police Authority

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
- Professionalism – civil / public liability / motor claims
- External scrutiny of BTP (N.E.)

Scottish Railways Policing Committee

- *Same as PDC*
- Stakeholder relationships with rail industry and the public/rail users

Audit and Risk Assurance Committee

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

Full Authority

- Overall discharge of Authority functions
- Equality assessment of new strategies and business plans that come to the Authority
- BTP/A environmental responsibilities
- External Scrutiny of BTP (N.E.)

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 referrals to IOPC
- Employment tribunals and proposed settlements
- Vetting
- Grievances
- Learning and development reflective of equality and inclusion (Learning and development)
- 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
- External scrutiny of BTP (N.E.)

Appointments, Remuneration and Appraisal Committee

- Representation at senior ranks
- Have regard to responsibilities regarding equal opportunities and the requirements of equalities legislation

Strategy and Planning Committee

- Equality assessment of new strategies and business plans that come to the Authority
- Stakeholder relationships with rail industry and the public/rail users
- Annual PSA Charges and significant movements

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

Stakeholder Engagement Working Group

- BTP/A stakeholder engagement
- New modes of engagement
- Have Policing Plan proposals been equality impact assessed
- External scrutiny of BTP (N.E.)

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British Transport Police Authority

25 Camden Road
London NW1 9LN

T: 07900 394 397
E: general.enquiries@btpa.police.uk

www.btpa.police.uk

Report to:	Strategy & Planning Committee
Agenda #:	8.2
Date:	15 November 2022
Subject:	BTPA 23/24 Budget and 5-year MTFP
Sponsor:	Chief Financial Officer
Author:	Finance and Audit Manager
For:	Endorsement

1. Purpose of paper

1.1 The purpose of this paper is to request endorsement of the BTPA 2023/24 budget and 2023-28 Medium Term Financial Plan. To note, some of the totals may not add up due to rounding.

2. Background – Current BTPA 2022/23 Budget and Q2 Full Year Forecast

	2022/23 Q2 Forecast	2022/23 Budget	Variance	
	£'000	£'000	£'000	%
Executive	2,276	2,425	-149	-7%
Members	349	382	-33	-9%
	2,624	**2,806**	**-182**	**-7%**

2.1 **Executive** – The 22/23 forecast is below budget largely due to an underspend in staff pay (£1,174k vs £1,352k).

2.2 **Members** – The 22/23 forecast is below budget largely due to underspends in training costs (£2k vs £25k).

3. Proposed BTPA 2023/24 Budget

	2023/24 Budget	2022/23 Q2 Forecast	2022/23 Budget
	£'000	£'000	£'000
Executive	2,314	2,276	2,425
Members	364	349	382
	2,678	2,624	2,806
Variance to 23/24 budget		**54**	**-128**
% Variance to 23/24 budget		**2%**	**-5%**

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3.1 The Executive's budget allocation is 87% of the total Authority's budget for 23/24 (86% in the 22/23 budget). The Members' budget allocation is 13% of the total Authority's budget for 23/24 (14% in the 22/23 budget).

4. BTPA 2023/24 – Executive Budget key assumptions

	2023/24 Budget £'000	2022/23 Q2 Forecast £'000	2022/23 Budget £'000
Staff Pay	1,256	1,174	1,350
Temporary Staff	47	1031	50
Supplies & Services	841	896	868
Communications	29	38	27
Insurance, Legal & Claims	76	12	70
Training	50	45	45
Travel	17	7	15
	2,314	**2,276**	**2,425**
Variance to 23/24 budget		**38**	**-111**
% Variance to 23/24 budget		**2%**	**-5%**

4.1 The 2023/24 budget is below the current year budget, but above the current year forecast due to the following factors:

- Staff Pay and Temporary Staff:
  - Staff Pay makes up 54% of the Executive's total budget in 23/24 (52% in Q2 Forecast 22/23 and 56% in 22/23 budget).
  - The Executive is at full capacity, with interim maternity cover for the Chief Finance Officer and interim agency cover for the Finance and Audit Manager. Recruitment is underway to hire a permanent replacement for the Finance and Audit Manager.
  - The Authority approved a c.5% staff pay award in 2022.
  - Total Staff Pay has been increased by £82k compared to 22/23 Q2 forecast due to the expectation that the permanent Finance and Audit Manager will be in post in 23/24 with a resulting fall in Temporary Staff costs in 23/24 compared to the 22/23 Q2 forecast, falling from £103k to £47k.
- Supplies and Services:
  - Costs under Supplies and Services have been increased in line with inflation. This includes external audit (£159k), HMIC (£175k) and GIAA (£175k).

[1] Temporary Staff costs of £21k was included in error in the Members' Q2 22/23 Forecast due to cost centre misallocation. The Q2 forecast figures in this report have been updated to reflect this.

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- Under Consultancy, costs for a one-off piece of work in 22/23 on the Financial Governance and Ways of Working Review were removed before increasing in line with inflation resulting in a fall from £322k in 22/23 to £252k in 23/24.

- Communications:
  - Communications costs, including the software licence for Board Intelligence (£24k) and the provision of maintenance and security of the website (£5k), have been increased in line with inflation compared to the 22/23 budget.

- Insurance, Legal & Claims:
  - Legal costs have been increased in line with inflation from £85k in 22/23 budget to £92k in 23/24. The Authority is not expecting there to be additional activity in these areas.

- Training:
  - Staff training and development cost have been increased in line with inflation, from £45k in the 22/23 budget to £50k for 23/24.

- Travel:
  - All Travel related costs have been increased in line with inflation from £15k in 22/23 to £17k in 23/24.

5. BTPA 2023/24 – Members' Budget key assumptions

5.1 The 2023/24 budget is below the current year budget and the current year forecast due to the following factors.

	2023/24 Budget £'000	**2022/23 Q2 Forecast** £'000	**2022/23 Budget** £'000
Staff Pay	302	324	324
Supplies & Services	16	10	15
Training	17	2	15
Travel	30	14	28
	364	**349**	**382**
Variance to 23/24 budget		**15**	**-33**
% Variance to 23/24 budget		**4%**	**-9%**

Staff Pay:

- Staff Pay makes up 84% of the Members' total budget in 23/24 (88% in Q2 Forecast 22/23 and 85% in 22/23 budget).
- There will be some rotation of Members during 23/24 as new members come in thus members' staff costs are budgeted to decrease from £324k in 22/23 to £302k in 23/24.

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Supplies and Services:

- Consultancy costs have been increased from £12k in the 22/23 budget to £13k in the 23/24 budget in line with inflation.

Training:

- Despite the underspend forecasted on members' training for 22/23, we would like to maintain an adequate budget for members' training and development should the need arise. The 23/24 budget allocation for training and development, therefore, has been based on the 22/23 budgeted amount £15k and increased in line with inflation to £17k in 23/24.

Travel:

- All Travel costs have been increased broadly in line with inflation to £30k (22/23: £28k).

6. BTPA 2023-28 MTFP

6.1 The table below details the BTPA proposed budget position for 2023/24 to 2027/28. These have been rolled forward as an estimate of current costs using assumptions in line with the overall BTP/A MTFP.

6.2 Staff costs are expected to increase as per the pay award assumptions. The BTPA Executive and Member team sizes are expected to remain consistent from 2024/25 onwards.

6.3 Total non-pay costs are assumed to broadly increase by inflation. The main exception to this is consultancy costs which are expected to remain broadly flat up to 25/26 before increasing in line with inflation.

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5 Year Medium Term Financial Plan

	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	2027/28 Budget £'000
Executive	2,425	2,314	2,355	2,407	2,459	2,517
Members	382	364	356	365	373	382
	2,806	**2,678**	**2,711**	**2,771**	**2,832**	**2,899**
Year-on-year change		**-129**	**33**	**60**	**61**	**67**
% change		**-4.6%**	**1.2%**	**2.2%**	**2.2%**	**2.4%**

7. Recommendations

7.1 Members are asked to endorse the 2023/28 BTPA MTFP and 23/24 budget to be included within the overall budget and MTFP for full Authority approval.

BRITISH TRANSPORT POLICE

REPORT TO:	**Strategy and Planning Committee**
DATE:	**15th November 2022**
SUBJECT:	**Policing Plan annual review 2022/23**
SPONSOR:	**BTP and BTPA**
AUTHOR:	**Jennifer Crowther and Sam Elvy**

1. PURPOSE OF PAPER

1.1 This paper provides Members with an update on the annual review of the 2022-25 Policing Plan.

1.2 The Policing Plan is complimentary to and runs concurrently with the Force Strategy and provide the operational arm for delivery

1.3 The three-year Policing Plan was set in 2022 and committed to a 'light touch', annual review to ensure objectives remain relevant to the Force and local sub divisions.

2. ENGAGEMENT AND CONSULTATION

2.1. The existing Policing Plan has been subject to extensive engagement including;

2.2. A comprehensive programme of local stakeholder events in October 2022 that were well attended by key industry and partners including Transport Focus, Rail Delivery Group, Transport for Wales, Transport for West Midlands and the Scottish Police Authority. Every effort has been made to ensure stakeholders had the opportunity to review and confirm that the existing priorities are fit for purpose at a local level.

2.3. BTP's Public Attitude Survey 2022. This Public Attitude survey assists in identifying policing priorities that matter most to the travelling public who work or travel on the rail network. The survey opened on 26th September and is due to run to 30th November.

2.4. The feedback from these activities has received detailed consideration and has shaped the proposals for amendments contained in this paper.

3. FINDINGS

3.1. The **Public Attitude Survey** is still live and at this early stage we have currently received 441 valid responses.

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3.2. Respondents were asked to grade a number of crime types by priority (1= Highest Priority), whilst currently only a small sample (and therefore possibly subject to change), the crimes concerning the public are Terrorism, Anti-Social Behaviour, Football, Violence and Sexual Offending.

3.3. To encourage completion of the Survey we have circulated this across all our social media channels, created posters and business cards for use at various sites forcewide. These are for officers to utilise when engaging with the public to encourage responses and share with the public to complete at a later date. Support groups, community groups and rail industry partners have been sent these details to share with their local contacts.

3.4. The initial BTP findings are broadly aligned to work being concluded by Transport Focus alongside NWR to inform Control Period 7. Whilst this is due to be published in November 2022 draft findings on 'what is important to customers', states personal security being a top issue with low level disorder and ASB being specifically stated.

3.5. **Stakeholder Feedback**.

3.5.1. Anti-Social Behaviour has been a key issue raised by operators, with particular emphasis placed on low level disorderly behaviour which has deteriorated post-pandemic.

3.5.2. Suicidal behaviour and Mental Health incidents and the associated officer abstraction, is seen to be increasing and the perception is that this will continue and be influenced by the cost of living crises.

3.5.3. Overall agreement was reached at all meetings that the existing objectives are fit for purpose and allow for local issues and locations to be raised.

3.3 The wider policing context[1] was reviewed when the Plan was commissioned and is deemed to still be relevant. There is good alignment on the following themes – partnership working to deliver outcomes, tackling violence, antisocial behaviour and public order, public protection/protecting vulnerable people, counter terrorism, crimes of theft, sexual offences and hate crime including violence against women and girls.

[1] The Beating Crime Plan for England and Wales issued by the Home Office 2021 and The Strategic Policing Plan and local community plans for Scotland 2020

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4. PROPOSALS

4.1. Anti-Social Behaviour has been a theme identified throughout both stakeholder and public feedback. In-keeping with the discussion and decision at the Strategy and Planning Committee (March 2022), when initially setting the three-year Plan, we are confident that ASB is covered within the objective to '***Tackle those crimes and incidents that most impact on the confidence of those who work and travel'***, with specific measures already in place. However, it would be appropriate to ensure coverage of this key theme within the accompanying Policing Plan narrative.

4.2. Consideration was given to having a separate objective on Mental Health and Suicides; however, we believe this is best placed within the existing objective regarding vulnerability; '***Protect, support and safeguard vulnerable people and those at risk of exploitation and harm'.*** We have identified an additional measure regarding the use of powers to protect people in crises. This information is already captured and will provide stakeholders with oversight on any trends in the next year.

Recommendation – to include an additional measure regarding powers used to protect people in crisis. *Annex 1: Policing Plan 2022-25. 2023 Annual Review*

5. NEXT STEPS

5.1. We will be running an internal process in early 2023 to ensure our departmental Key Performance Indicators (KPI's) are still relevant and fit for purpose.

6. PUBLICATION

6.1. As in previous years the final published plans will include specific sections setting out the objectives and measures for Wales, Scotland and TfL (B-Div Central) reflecting the unique operating environments and relationships in those areas. Introductions from the Chair, Chief Constable and Divisional leads will be updated for the refreshed version along with details on sub-Divisional leadership, budgets and resourcing.

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Annex 1: Policing Plan 2022-25. 2023 Annual Review

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BRITISH TRANSPORT POLICE

POLICING PLAN

Annual Review - proposals

November 2022

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Forcewide Policing Plan

We will work with our partners to tackle the following for the railway and Underground:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
• Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA	**Violence & Aggression Against Passengers** • Number and % of positive outcomes for; ○ Serious violence ○ Weapon-enabled offences ○ Robbery ○ Public Order • Officer tasking activity output for serious violence & weapons crimes; ○ Stop & Search ○ Intelligence submissions ○ Weapons seized • Victim Code of Practice Compliance	**Violence & Aggression Against Rail Staff** • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance	• Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences	• Number of disruption incidents & primary minutes at key locations broken down by category; ○ Cable theft ○ Vandalism/ theft ○ Trespass ○ Drunks/disorder/trespass ○ Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots	• Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions • **Use of powers to protect people in crises (S136/297)***	• Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders, CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions *measure under development*

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B Division Policing Plan

We will work with our partners to tackle the following for the railway and Underground:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
• Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA	**<u>Violence & Aggression Against Passengers</u>** • Number and % of positive outcomes for; o Serious violence o Weapon-enabled offences o Robbery o Public Order • Officer tasking activity output for serious violence & weapons crimes; o Stop & Search o Intelligence submissions o Weapons seized • Victim Code of Practice Compliance	**<u>Violence & Aggression Against Rail Staff</u>** • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance	• Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • to tackle issues of concern (i.e. graffiti) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences	• Number of disruption incidents & primary minutes at key locations broken down by category; o Cable theft o Vandalism/ theft o Trespass o Drunks/disorder/trespass o Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots	• Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions • **Use of powers to protect people in crises (S136/297)***	• Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders, CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions – *measure under development*
			• Agreed key locations – TBD with Divisions in new performance year			

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Central Sub Division Policing Plan

We will work with our partners to tackle the following for the railway and TfL (London Underground, London Overground, TfL Rail, Docklands Light Railway, Trams and Emirates Airline):

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
• Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA	<u>Violence & Aggression Against Passengers</u> • Number and % of positive outcomes for; ○ Serious violence ○ Weapon-enabled offences ○ Robbery ○ Public Order • Officer tasking activity output for serious violence & weapons crimes; ○ Stop & Search ○ Intelligence submissions ○ Weapons seized • Victim Code of Practice Compliance	<u>Violence & Aggression Against Rail Staff</u> • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance	• Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences	• Number of disruption incidents & primary minutes at key locations broken down by category; o Cable theft o Vandalism/ theft o Trespass o Drunks/disorder/trespass o Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots	• Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions • **Use of powers to protect people in crises (S136/297)***	• Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders, CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions *measure under development*
				• TfL provided lost		

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C Division Policing Plan*

We will work with our partners to tackle the following for the railway and Merseyrail underground network:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
• Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA	**<u>Violence & Aggression Against Passengers</u>** • Number and % of positive outcomes for; o Serious violence o Weapon-enabled offences o Robbery o Public Order • Officer tasking activity output for serious violence & weapons crimes; o Stop & Search o Intelligence submissions o Weapons seized • Victim Code of Practice Compliance	**<u>Violence & Aggression Against Rail Staff</u>** • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance	• Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences	• Number of disruption incidents & primary minutes at key locations broken down by category; o Cable theft o Vandalism/ theft o Trespass o Drunks/disorder/trespass o Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots	• Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions • **Use of powers to protect people in crises (S136/297)***	• Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders, CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions – *measure under development*
			• Agreed key locations – TBD with Divisions in new performance year			

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D Division Policing Plan*

We will work with our partners to tackle the following for the railway and subway:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
• Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA	**Violence & Aggression Against Passengers** • Number and % of positive outcomes for; o Serious violence o Weapon-enabled offences o Robbery o Public Order • Officer tasking activity output for serious violence & weapons crimes; o Stop & Search o Intelligence submissions o Weapons seized • Victim Code of Practice Compliance	**Violence & Aggression Against Rail Staff** • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance	• Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences	• Number of disruption incidents & primary minutes at key locations broken down by category; o Cable theft o Vandalism/ theft o Trespass o Drunks/disorder/trespass o Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots	• Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions • **Use of powers to protect people in crises (S136/297)***	• Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders, CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions – *measure*

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Strategy & Planning Committee Workplan 2022/23

Meeting	Proposed Items
15 November 2022	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • MTFP final proposals (BTP and BTPA) • Results of annual Policing Plan refresh – recommendations for change • Further amendments to wash up and charging processes • Business cases for approval (tbc) including equality impact assessment • Workplan 2022-23 rolled forward • Meeting reflection • [Approval of 2023-24 charges – out of committee in correspondence]
8 February 2023 (detail to be developed following review of planner tabled 15.11.22)	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Risk deep dive – Change Management • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • Horizon scanning • SEWG report back • Business cases for approval (tbc) including equality impact assessment • Draft workplan 2023-24 • Meeting reflection
19 May 2023 (detail to be developed following review of planner tabled 15.11.22)	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Risk deep dive – Change Management • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • Business cases for approval (tbc) including equality impact assessment • Final workplan • Meeting reflection

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Meeting	Proposed Items
5 September 2023 (detail to be developed following review of planner tabled 15.11.22)	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Risk deep dive – Change Management • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change programme • Horizon scanning • SEWG report back • MTFP refresh – initial commissioning discussion • Business cases for approval (tbc) including equality impact assessment • Final workplan • Meeting reflection

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