

[2 March 2022] Agenda Pack - Strategy and Planning Committee

MEETING
2 March 2022 10:30

PUBLISHED
1 March 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Microsoft Teams	2/03/22		10:30
1. Apologies		Chair	
2. Declarations		All	
3. Minutes		Chair	
4. Actions		Chair	10:30
4.1. [Background Pack] Action 90: Learning and Development Business Case Update			
5. Risk Profile		Chief Executive	10:40
6. Strategic Plan 2022-2027		Head of Strategy, Planning and Engagement	10:55
6.1. [Background Pack] Minutes - Strategy Working Group 13 December 2021			
6.2. [Background Pack] Minutes - Strategy Working Group 21 January 2022			
7. Policing Plan 2022-2025		Joint Force / Executive Paper	11:10
7.1. [Background Pack] Minutes - Policing Plan Working Group 21 February 2022			
8. Police Services Agreement Charges 2022/23			11:25
9. Medium-Term Financial Plan 2022-2027		Director of Finance and Commercial Services	11:45
Recommended Break [Two Hour Point]			12:00

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Microsoft Teams	2/03/22		10:30
10. Business Cases			12:15
10.1. [To Follow] End User Compute			
10.2. Oracle Licenses			
10.3. Contract Variation - Tomlinson			
11. Net Zero Carbon - Baseline and Delivery Strategy		Director of Finance and Commercial Services	12:45
11.1. [Background Pack] Net Zero Carbon - Baseline and Delivery Strategy Supporting Papers			
12. Committee Workplan 2022/23		Head of Strategy, Planning and Engagement	13:00
12.1. Committee Oversight of Legitimacy			
12.2. Terms of Reference - Strategy and Planning Committee			
13. Any Other Business		All	
14. Meeting Evaluation		Kenna Kintrea	13:15

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

4th Floor
 British Transport Police
 Force Headquarters
 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

Wednesday 17 November 2021 at 10.30am via Microsoft Teams

Present:

Andrew Pollins (Chair)
 Stella Thomas (Deputy Chair)
 Graham Evans
 Willie Gallagher
 Kenna Kintrea
 Bev Shears

Apologies:

None

In attendance:

British Transport Police Authority Executive
 Hugh Ind (Chief Executive)
 Sarah McGarel (Chief Financial Officer & Deputy Chief Executive)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Pam Christie (Stakeholder Engagement and Communications Manager)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
 Lucy D'Orsi (Chief Constable)
 Alistair Sutherland (Deputy Chief Constable)
 Adrian Hanstock (Former Deputy Chief Constable)
 Allan Gregory (Assistant Chief Constable – Network Operations)
 Simon Downey (Director of Strategy and Change)
 Rachael Etebar (Director of People and Culture)
 Tracey Martin (Director of Finance and Commercial Services)
 Steff Sharp (Chief of Staff)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations.

Minutes

Agenda Item 3

3. **RESOLVED**, that subject to correction of a typographical error, the minutes of the meeting held on 14 September 2021 be approved.

Actions

Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
 - a. **90 – Learning and Development Outline Business Case Update.** The Director of People and Culture agreed to convene a briefing outside of the meeting for the interested Member with a view to closing this action.
 - b. **Action 18/2021 – Estates / MTFP Schematic.** The Chief Constable committed to providing the schematic to Members by 19 November 2021.
 - c. **Action 19/2021 – Carbon Footprint Mapping / Environmental Strategy.** The Director of Financial and Commercial Services noted a proposal would be considered by Force Executive Board shortly, with a view to adopting a plan from January 2022.
 - d. Members agreed that Actions 13/2021, 14/2021, 15/2021, 16/2021 and 17/2021 could be closed.
5. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

6. **RESOLVED**, that subject to the inclusion of risk deep dives in the Committee workplan, the risk profile be noted.

Strategy 2022/25 Update

Agenda Item 6

7. The Director of Strategy and Change was heard regarding development of Strategy 2022/25 and the following points were made.

- a. The Director of Strategy and Change referred Members to the minutes of the Strategy Working Group included in the Committee's Background Pack, noting that the Force was currently finalizing the Strategy's Vision, Mission and goals, with third party support. Work on finalising operational and change activities that would support delivery of the Strategy was ongoing, following which a rebalancing of the Medium-Term Financial Plan (MTFP) would take place. A finalized draft of the Strategy was scheduled for week commencing 22 November 2021.
- b. The Chair expressed frustration that there was no tangible outcome for the Committee to consider following the recent meetings of the Strategy Working Group. The Chair was nervous regarding the timeline towards delivery of a Strategy in March 2022 given the need to conduct external consultation prior to that date. Overall he was fearful that the Strategy was at risk of further drift.
- c. In response to a question, the Director of Strategy and Change noted it was unlikely a substantive update on the Strategy would be available for the Full Authority meeting on 8 December 2021 given the scale of ongoing engagement by the Force on rail reform.
- d. The Chief Constable expressed caution on committing to an explicit timeline towards delivery of a Strategy in March 2022, given the Force need to engage its officers and staff; reflect on points made by the Strategy Working Group; and for the new Deputy Chief Constable to review and have input into the emerging Strategy. The Chief Constable emphasized the fact the Force had secured third party support on the Strategy from the same provider that had successfully developed the *Force on the Move* initiative.
- e. The Director of Financial and Commercial Services noted that the MTFP focused on business as usual spend, and it would be necessary to make spending commitments to the Strategy to enable its delivery – a discussion would be needed to determine whether the Authority should proceed at risk, or seek to rebalance the MTFP.
- f. The Chief Financial Officer noted she would welcome sight of a developed proposal. Moreover, she was mindful that, with the completion of BTP2021, there was change resource within the Force to apply to development of the Strategy.
- g. The Chief Constable noted that senior leadership within the Force had yet to reach collective agreement, and that she would welcome guidance from the Authority on what level of assurance it required, and at what pace. The Chair requested that the Chief Executive and Chief Constable liaise to work out the detail on that request (Action 20/2021).

- h. A Member commented that one of the requests made by the Strategy Working Group was for the Strategy document to include high-level deliverables in a realistic phased approach – it was incumbent of the Force to provide this detail rather than the Authority.
- 8. **RESOLVED**, that the minutes provided in the Background Pack of the Strategy Working Group meeting held on 25 October 2021 be noted.
- 9. **RESOLVED**, that the minutes provided in the Background Pack of the Strategy Working Group meeting held on 3 November 2021 be noted.

Policing Plan 2022/25 Update

Agenda Item 7

- 10. Members considered a report of the T/Assistant Chief Constable (Network Operations) regarding the Policing Plan 2022/25 and the following points were made.
 - a. The Head of Strategy, Planning and Engagement noted that the report had been reviewed by the Policing Plan Working Group, and that work on the Plan was progressing well. The T/Assistant Chief Constable concurred.
 - b. In response to a question, Head of Strategy, Planning and Engagement noted work to develop key performance indicators was ongoing.
 - c. In response to comments from a Member and the Chief Constable regarding the level of diversity of respondents to the Attitude Survey, the Deputy Chief Constable and Head of Strategy, Planning and Engagement agreed to review jointly the methodology of Force survey(s) to identify ways the Force could reach out to as diverse an audience as possible (Action 21/2021).
- 11. **RESOLVED**, that the report be noted.
- 12. **RESOLVED**, that the minutes provided in the Background Pack of the Policing Plan Working Group meeting held on 6 October 2021 be noted.
- 13. **RESOLVED**, that the minutes provided in the Background Pack of the Policing Plan Working Group meeting held on 10 November 2021 be noted.

British Transport Police Medium-Term Financial Plan 2022/23-2026/27

Agenda Item 8

BTPA Cover Paper - British Transport Police Medium-Term Financial Plan 2022/23-2026/27

Agenda Item 8.1

14. Members considered a cover report of the Chief Financial Officer regarding the BTP Budget 2022/23 and 5-year MTFP, alongside the MTFP at Item 8.2, and the following points were made.
 - a. The Chief Financial Officer introduced the cover report, noting the proposed expenditure budget represented a 5.2% increase on the current year budgeted spend.
 - b. The Chief Constable noted that the national insurance cost provided the Force with parity with wider UK policing. She also noted her thanks to the Director of Finance and Commercial Services and Chief Financial Officer given the current disjoint between MTFP and Strategy development.
 - c. A Member noted he was troubled by the non-inclusion of items such as IT, Estates and wider infrastructure. He would welcome a one-page summary of how those items would be arrived at from year 2 onwards (Action 22/2021).
 - d. In response to a question, the Chief Financial Officer noted an increase in headcount between 2022/22 and 2022/23 was largely due to increases in external funding.
 - e. The Chief Financial Officer recognized the appetite among stakeholders for joint working on Great British Railways but noted that there should nevertheless be some consideration given to what benefits could be brought forward to earlier years in the MTFP.
 - f. The Chair commented that, in his view, the 2% pay award might be at risk.
 - g. A Member requested that the Authority Executive consider convening a risk appetite workshop for Members in early 2022 (Action 23/2021).
 - h. Members decided to endorse Year 1 only and requested that the Force and Authority Executive liaise ahead of the Full Authority meeting on 8 December 2021 to determine what level of approval Years 2-5 would be subject to going forward (Action 24/2021).
15. **RESOLVED**, that Members,

- a. Support the £600k for the Workplace Violence Coordination Unit as a permanent uplift to core, in principle.
- b. Note and accept the narrative within the report regarding the factors underpinning the increase in budgeted expenditure equivalent to an RPI uplift in PSA charges.
- c. Note that the BAU expenditure budget did not include any provision for remediation of IT issues.
- d. Note that the BAU expenditure budget did not include any cost for the London Estates programme.
- e. Note that the 22/23 Budget and MTFP is for BAU only, meaning that any investment required for *Force on the Move* will not be raised from industry in 22/23 so will need to be raised from reserves and/or charged to industry in future years.
- f. Endorse the 22/23 budget (Year 1) to the Full Authority for approval.
- g. Do not endorse Years 2-5 of the 5-year MTFP to the Full Authority for approval, given its detail was dependent on the forthcoming Strategy, a clear choreography governing key deliverables such as IT, Estates and other risks; and the outcome of the Spending Review.

British Transport Police Medium-Term Financial Plan 2022/23-2026/27

Agenda Item 8.2

16. **RESOLVED**, that the British Transport Police Medium-Term Financial Plan 2022/23-2026/27 be noted.

British Transport Police Authority Medium-Term Financial Plan 2022/23-2026/27

Agenda Item 8.3

17. Members considered a report of the Chief Financial Officer regarding the BTPA Medium-Term Financial Plan 2022/23-2026/27 and the following points were made.
 - a. Members noted that the BTPA MTFP fell within the wider Force MTFP.
 - b. In response to a comment from a Member, the Chief Financial Officer agreed to provide a bridge from the current year budget to the proposed budget to provide further detail of the movements between the two.
 - c. In response to a comment from a Member, the Chief Financial Officer agreed to review whether the percentage increase in BTPA budget should be brought into line with the Force's percentage increase in budget.

18. **RESOLVED**, that subject to comments made, the BTPA 22/23 Budget and 22/23-25/26 MTFP be endorsed to the Full Authority for approval (Action 25/2021).

Contract Award – Temporary Staff

Agenda Item 9

19. Members considered a report of the Chief Executive regarding a contract award for temporary staff and the following points were made.
- a. The Chief Executive noted that whereas the costs of the contract were £225k over four years, the overall size of the contract of £5m meant that, technically, it required approval by the Full Authority.
 - b. In response to a question, the Director of Financial and Commercial Services noted that the number of staff affected by a change in provider was minimal.
 - c. In response to a question, the Director of People and Culture noted that the current contract had been subject to a temporary extension, thus giving rise to reference to contract expiry in both September 2021 and November 2021 within the paper.
 - d. Members noted that instances such as this contract award – where arguably approval fell within the Chief Executive’s delegated powers - would be dealt with in the forthcoming review of Financial Delegations within the Code of Governance.
 - e. Members noted comments made outside of the meeting that such decisions should be put to the Full Authority at an earlier stage e.g. not when the contract was due to expire imminently.
 - f. The Chief Constable commented on the incongruity of the paper being accompanied by two cover papers and queried whether this was best use of staff time.

20. **RESOLVED**, that Members,

- a. Endorse and recommend to the Full Authority that the BTPA should enter into a new contract with Reed for the recruitment of temporary staff and contractors for BTP.
- b. Recommend to the Full Authority that the Chief Executive sign the associated contract on behalf of the Authority in accordance with the BTPA Code of Governance (Action 26/2021).

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Workplan 2021/22**Agenda Item 10**

21. **RESOLVED**, that the Committee Workplan 2021/22 be noted. Members noted that it would be updated in advance of their March 2022 meeting.

Any Other Business**Agenda Item 11****Farewell to Andrew Pollins and Stella Thomas**

22. The Chief Executive noted this was the final meeting of the Committee prior to the terms of both Andrew Pollins and Stella Thomas coming to an end. On behalf of both the Authority and the Force, the Chief Executive noted his thanks for their respective contributions to the Authority during their time on the Full Authority.

Meeting Evaluation**Agenda Item 12**

23. Bev Shears delivered an evaluation of the meeting and the following points were made.
- a. The items on the agenda had been subject to a positive level of challenge from Members.
 - b. Where items had been considered by other Committees and Working Groups, it would be helpful for any input arising to be included in a cover paper.
 - c. The Chief Constable's challenge regarding the level of BAME engagement in the Policing Plan Attitude Survey was welcomed, and such challenge should be incorporated into Policing Plan development earlier in future years.

The meeting ended at 12.21pm.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

STRATEGY AND PLANNING COMMITTEE - ACTIONS

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
90	16 September 2020	Matters Arising	Director of People and Culture to update the Committee at the November 2020 meeting on progress made on Learning & Development Outline Business Case since June 2020, and an updated report to be submitted to a future meeting.	Director of People and Culture	2 March 2022	Recommended for Closure Update report on agenda at this meeting.
18/2021	14 September 2021	Workplan 2021/22	Schematic to be provided showing milestones/interdependencies of London Estate / Medium-Term Financial Plan	Director of Strategy and Change	19 November 2021	Completed Provided by email from Simon Downey on 19 November 2021 at 5.14pm
19/2021	14 September 2021	Workplan 2021/22	Outcome of Force carbon footprint mapping to be provided to Committee / Environmental Strategy update to be added to workplan.	Director of Finance and Commercial Services / Head of Strategy, Planning and Engagement	2 March 2022	Recommended for Closure Superseded by Net Carbon Zero Strategy that is on agenda at this meeting.
20/2021	17 November 2021	Strategy 22/25 Update	Chief Executive and Chief Constable to liaise regarding timeline to delivery / approval of Strategy 22/25	Chief Constable/Chief Executive	8 December 2021	Recommended for Closure Strategic Plan 2022-2025 on agenda at this meeting.
21/2021	17 November 2021	Policing Plan 22/25 Update	Deputy Chief Constable and Head of Strategy, Planning and Engagement to review jointly the methodology of Force survey(s) to identify ways the Force could reach out to as diverse an audience as possible.	Deputy Chief Constable / Head of Strategy, Planning and Engagement	2 March 2022	Recommended for Closure Panel approach to consultation ensured 15% diversity, in line

STRATEGY AND PLANNING COMMITTEE - ACTIONS

						<p>with census population. IAGs consulted before, during and after survey. Force judges that traditional annual survey does not reach all groups so alternative approach is being considered i.e. regular pulse survey throughout year, with tech utilised to ensure targeted outreach through advertising and general internet activity.</p> <p>Separately, scope to repurpose Policing Plan Working Group</p>
--	--	--	--	--	--	---

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

STRATEGY AND PLANNING COMMITTEE - ACTIONS

						to include scrutiny of engagement.
22/2021	17 November 2021	BTPA Cover Paper – BTP Budget 22/23 and MTFP 22/23-26/27	Short summary of strategic deliverables and timeline of delivery within MTFP to be provided to Members.	Director of Strategy and Change / Director of Finance and Commercial Services	2 March 2022	Recommended for Closure Superseded by Full Authority Action 19/2021 – provision of MTFP to March 2022 Full Authority supported by strategy and investment and benefit profile.
23/2021	17 November 2021	BTPA Cover Paper – BTP Budget 22/23 and MTFP 22/23-26/27	Consideration to be given to convening risk appetite workshop for Members in early 2022.	Head of Governance and Compliance / Chief Financial Officer	2 March 2022	Recommended for Closure An item of risk will be considered at the Full Authority May 2022 workshop; new Members will be offered bespoke briefing on risk to accompany the risk section in the

STRATEGY AND PLANNING COMMITTEE - ACTIONS

						Members' Handbook.
24/2021	17 November 2021	BTPA Cover Paper – BTP Budget 22/23 and MTFP 22/23-26/27	Budget 22/23 to be recommended to Full Authority for approval: Y2-Y5 BTP MTFP not recommended to Full Authority for approval.	Director of Financial and Commercial Services / Chief Financial Officer	8 December 2021	Completed Budget approved at 8 December 2021 Full Authority meeting / MTFP to be submitted to March 2022 Full Authority meeting
25/2021	17 November 2021	BTPA Medium-Term Financial Plan 2022/23-2026/27	BTPA MTFP to be recommended to Full Authority for approval subject to (1) further matching detail on bridging loans (2) efforts to reduce percentage increase to match percentage increase in Force budget being made.	Chief Financial Officer	8 December 2021	Completed Revised BTPA budget approved at 8 December 2021 Full Authority meeting
26/2021	17 November 2021	Contract Award – Temporary Staff	Contract Award for Temporary Staff to be recommended to Full Authority for approval.	Board Secretary	17 November 2021	Completed Approved on 17 November 2021 using decisions-between-meetings procedure.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

RISK PROFILE UPDATE – January 2022

The below strategic risks were discussed at the November 2021 ARAC and have since been updated by risk owners.

		Residual Risk Score (inherent risk score) *	Residual Risk Score Direction of Travel (6m forecast):
Cyber and Data Security: Failure to protect and manage our data and information may result in a significant data loss which leads to a loss in confidence, operational risk, regulatory censure, and financial loss.	The new cyber security strategy has been published and communicated throughout the force. The business continuity plan for 2022 was due for completion at the end of 2021, this had been delayed with the plan of circulating at the end of January 2022. Work on the IT Health Check (ITHC) 20/21 is now complete with all medium risks closed and all except 2 high risks addressed. ITHC 21/22 is due to publish its finding towards the end of March, this will show areas which will require remedial action to any critical risks. The Maturity report and the ITHC should illustrate sufficient control measures to reduce the residual risk score to 12. The Cyber Security risk deep dive is due at ARAC in June 2022.	16 (25)	5. <-
Technology: Failure to deliver an appropriate and effective digitalised police service due to lack of a robust and well-managed strategic plan, funding, capacity, and capability, leading to operational challenges and financial loss.	Technology roles have been reviewed by the new Head of Technology.. The 'Force on the Move' Technology Programme is currently being drafted, once concluded, it will be circulated to stakeholders for consultation prior to publication. At present, there are several key projects in train. Combined with work on technology process and procedures, this should see this residual risk score reduce to 12. The Technology Strategic Risk Deep Dive will be presented at ARAC in March 2022.	20 (25)	6. ↓
People: Failure to attract, develop and retain people who exemplify our core values and the communities we serve, leads to a loss of confidence, operational challenges	Greater oversight by BTPA by a new P&C Committee and the People & Culture Programme which is ongoing in the development and delivery of people-related change. There has been a renewed focus on vetting, with new vetting staff recruited, to address the risk of employees not exemplifying core values. Work is continuing on our strategies to increase representation. By the end of March, BTP expect to have completed the end-to-end review of recruitment and promotions and implement new ways of working which will help to manage this risk more effectively.	12 (20)	7. <->
Financial Control and Planning: BTP/A may not exercise due financial control, including financial planning, contract management and understanding the true value and cost of the services they provide to stakeholders, leading to lack of budgetary cover from the DfT, ineffective decision-making, financial loss and a limited operational capability due to insufficient funding.	There are external risks including lack of budgetary cover for the expenditure under the Force on the Move programme. The final outcome of SR21 has been successful in gaining support for (but not additional cash for) fleet electrification plans and anticipated capital costs for a new London HQ. BTPA signed off the BTP/A 2022/23 budget but there is more work needed on the subsequent years in the MTFP since the Strategy and Force on the Move have not been finalised. There are several financial risks on the horizon which BTP/A are monitoring including 'perfect storm' price increases and a potential Police Remuneration Review Body (PRRB) pay settlement that varies from our planning assumptions. BTP continue to strengthen financial controls, including introducing a new purchasing software 'PIM', monitoring 'perfect storm' supply chain risks and regular testing and reporting of areas to the Finance Assurance Board.	12 (20)	8. ↑
Partnership Working: BTP/A may not capitalise on opportunities and relationships with external partners to deliver more effective and efficient services in response to demand, leading to financial loss and operational impacts.	Policing Plan consultation is underway to engage with stakeholders on priorities for a three-year plan incorporating joint working solution. A sample group of stakeholders has agreed to provide initial feedback on the draft 2022-25 Strategic Plan and a wider engagement plan for the final draft is being finalised. There is a mitigation planned for BTP/A to share a CRM system to ensure joined-up communications. BTP/A continue to engage with key partners on GBR to influence the future of the security	9 (16) Prev: 12	9. ↓

	provision to the railway. There is both opportunity and risk in this area, which the residual risk score reflects. Specifically a number of workstreams have been set up for 2022 to identify smarter ways of working between BTP and rail partners including a station pilot with Network Rail and establishment of a Working Together Group. BTPA continues to hold regular relationship management meetings with a number of its main partners including NWR, GTR, TfL and RDG. The risk related to partnerships has reduced due to the mitigation activity. However, the appetite for this risk is 'flexible' meaning " <i>We are willing to accept a higher amount of risk to achieve the desired outcome, where some risk needs to be taken to modernise BTP/A or enhance a product or service e.g. strategy development, new systems.</i> " There is therefore more opportunity to take risk with partnerships, with a view to achieving BTP/A's strategic goals.		1.
			2.
			3.
			4.
			5.
Change Management: BTP/A may not design and deliver a sustainable strategic change programme to provide an affordable, effective, and efficient service, leading to operational and financial impacts.	In the last quarter, four of the five further mitigating actions for this strategic risk were closed. The remaining action is the implementation of a new governance process, which will oversee portfolio delivery and create PCIB as the primary authorizing body for force investments and changes will be implemented on 9 February with the new format PCIB sessions. The principal risks are identifying the right resources to deliver the change and the time the recruitment process will take. A GIAA assurance review will commence in Q4 to review how the new portfolio is set up to meet the objectives of the new strategy. This will be a real-time review with quicker feedback to BTP/A; the first update will be provided to ARAC in March.	16 (20)	6.
			7.
Major Incidents: Failure to effectively plan and prepare, including scenario testing, for a major incident, terror attack, pandemic, or natural disaster, which may lead to an operational impact, financial loss and loss of public confidence.	Members continue to be updated with progress against the Manchester Arena Inquiry recommendations and ARAC are receiving timely updates following Exec attendance at the Gold Group. There are new roles in place to ensure briefings for events are conducted and internal comms planned to ensure all officers are briefed at the start of their shift. The DCC is overseeing a programme of exercise and testing planned for 2022. A BTP Inspector has been embedded within the Home Office to co-ordinate exercise and testing nationally. This will involve BTP in a wider range of major incident scenarios. An example of this is Exercise Governing, an Marauding Terrorist Attack (MTA) scenario, that took place within Avon and Somerset police area, with significant BTP involvement. There is a wider, longer term 'cultural' change to be embedded to reduce this strategic risk further.	12 (20)	8.
			9.
			10.
			11.
Legitimacy: Failure to maintain public and stakeholder trust and confidence due to inability to maintain professional standards and wider scrutiny around policing standards, leading to challenges to operational delivery and reputational damage.	There is an external threat to BTP/A reputation driven by broader confidence in UK Policing, media stories and social media. BTPA has researched and mapped the parameters of policing legitimacy (informed by HMICFRS inspection work in this area) and has made initial recommendations about where legitimacy can be considered across the Authority's committee activity. Exactly how the Authority approaches the various dimension of legitimacy (in committees and more widely) is still in development but some progress has already been via reports and briefings to PDC and SRPC. A force wide Violence against Women and Girls (VAWG) delivery plan has been in place since October 2021 and progress is overseen by the DCC. This plan covers activity within Network Policing, Crime, PSD, and People & Culture. As part of this, PSD have visited each division to educate people on the standards of professional behaviour; engagement with A division will be completed shortly. This will be supported by a significant campaign that is about to launch in relation to the 'Speak Up' (CARS rebranding) process. The DCC is	16 (20)	12.
			13.
			14.

	also considering the governance around this important area and what more may be needed to ensure we get better oversight and can drive a culture of professional behaviour; this will be considered as part of the wider work on governance.	
Contracts Management: Failure to enter into or manage all contracts for service with 3rd parties appropriately. This could lead to BTP/A not providing the required service, encountering operational impacts that hinder the work of BTP or being the subject of contractual disputes - all of which would have financial and reputational impacts.	Work to address the recommendations from the 20/21 GIAA audit has led to more control in this area and therefore a lower residual risk. Greater governance and oversight of the end-to-end process, including an EPSA Working Group and Board allow for less uncertainty around EPSA contracts. The process has been working effectively with new bids or changes to existing bids being submitted to the group to review for decision at the Strategic Board; in the last quarter there have been approximately 6 bids reviewed.	9 (16)
Health, Safety & Wellbeing: Failure to embed a positive Health & Safety culture due to a lack of officer/staff understanding and focus on their responsibilities could lead to serious injury or loss of life for BTP/A staff, stakeholders, or the public.	Health and safety controls are continuously being improved with a focus on culture, responsibility, and governance. BTP have set out the governance around HSW and the assurance over these processes. New risk assessments over key areas are being brought to the Central Committee but there is a need for organisation-wide buy-in to publish. New Wellbeing tools have been introduced with internal comms. Occupational Health continues to be difficult but a joint 'root cause analysis' has been held with the supplier to understand how to resolve. Work is progressing to purchase a new reporting system; implementation on track for April 2022. This is a key element to reducing the residual risk in this area. Performance and Delivery Committee will receive the annual HSW Assurance Statement in May 2022.	12 (20)

*Residual risk is the remaining risk with existing controls in place. It is calculated as the likelihood x impact. This is subjective, calculated following discussions with BTP COG and BTPA. In brackets is the inherent risk score, i.e. the score of likelihood x impact before any controls or mitigations are put in place.

1.	
2.	
3.	
4.	
5.	<->
6.	
7.	<->
8.	
9.	
10.	
11.	
12.	
13.	
14.	

Report to: Strategy and Planning Committee

Agenda #: 6

Date: 2 March 2022

Subject: Draft Railways Policing Strategy 2022-27 Update on Progress

Sponsor: Chief Executive

Author: Sam Elvy

For: Information and discussion

4th Floor
 British Transport Police
 Force Headquarters
 25 Camden Road
 London NW1 9LN

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

www.btpa.police.uk

1. Purpose of paper

- 1.1 To update the Committee on progress with the development of the 2022-27 Railways Policing Strategy.
- 1.2 To also seek the Committee's views on the current draft and the feedback received to date in response to the current consultation.

2. Background

- 2.1 This paper provides an update on the development of a new Strategic Plan for policing the railways from 2022. This is in accordance with Section 55 of The Railways and Transport safety Act 2003; also in accordance with that section of the Act the current draft has been developed by the Chief Constable Following review and discussion with the Authority's Strategy Working Group in January, the Authority is currently seeking partners' views on those draft proposals.

3. Development of the draft Strategy

- 3.1 As previously reported, the Chief Constable has led work to develop a draft Railways Policing Strategy from 2022. An 'on a page' summary of that draft is attached to this paper at Annex A and a full version of the draft, currently out for consultation, is at Annex B.
- 3.2 The current draft was initially socialised with a small 'critical friend' group drawn from a range of industry and passenger partners. Following positive feedback at those early sessions, the Authority has written to a wider range of partners with the draft and will be in a period of final consultation until Monday 14th March.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

4. Initial feedback, themes emerging

- 4.1 In addition to the initial engagement described above, written feedback has now started to arrive and a number of follow up briefings/discussions have been held (or are planned) including with Scottish Government, the Scottish Police Authority, the BTP Federation, the BTP staff union TSSA¹, Rail Delivery Group's Policing and Security Group, the Department for Transport and individual operators.
- 4.2 A review of progress and the current proposals was also considered at the Authority's Scotland Railways Policing Committee on 15 February where positive feedback was received.
- 4.3 A summary of feedback to date and the themes emerging is attached at Annex C; Members are invited to discuss that feedback with the Chief Officer Group and the Executive team and consider options for responding to it.

5. Next steps

- 5.1 Following today's discussion, and a review of any further feedback received by 14 March, the Force and Executive will work together to update the draft tabled today. We suggest that an update on the final proposal is shared with the Committee in correspondence and ahead of submission to the full Authority for approval on 30 March.

6. Recommendations

- 6.1 The Committee is asked to note progress with development of the Plan including the engagement carried out to date as set out above. Also to discuss the key feedback received so far and our proposed response to it.

¹ Transport Salaried Staffs' Association

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Strategy 2022-27

An exciting New Strategy. We are consulting with our railway partners on a new strategy that will be launched in April 2022.

Our Vision:

A world class Police Force trusted to provide a safe and reliable railway.

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Values:

*We are proud to protect, We care, We do the right thing,
We strive to be better every day, We are one BTP*

British Transport Police:

Guardians of the railway, focused on your safety

Our Objectives:

- Crime prevention and safeguarding to **reduce the likelihood of people coming to harm on the railways**
- Target our specialist policing efforts to **ensure fewer victims of the most harmful crime**
- Innovate and collaborate with our partners to **reduce disruption**
- Earn the **trust and confidence** of passengers and rail staff to defeat criminality together
- **Generate value** through technology and sustainable investments, adapting to meet the future
- Build a **modern and inclusive Force** where our people are well-equipped, well-led, well-cared for and reflect the best of our communities+



BTPA /BTP Strategic Plan 2022-2027

DRAFT



1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	

Executive Summary

British Transport Police provides specialist policing for millions of rail and underground passengers and thousands of rail staff every day. We deliver a secure environment for passengers, a hostile place for those who would do harm, and a safe place for vulnerable people encountered on the network. We do this in partnership with the rail and underground industry, wider law enforcement, safeguarding agencies and passenger groups.

The operational environment in which we police is changing. The importance of understanding the future, and successfully influencing it with the public and valued rail industry partners, is critical.

This strategy covers the period 2022-27 and will be reviewed after 3 years. It has taken account of the risks and opportunities over this period. The years covered by the strategy will see long-term changes to passenger journeys and ways of working influenced by the pandemic, the first steps in the Government's ambitious programme of rail reform, an increase in freight traffic, and the delivery of new services. All these will affect the demand for our policing services, how those services are accessed, how we deliver them (and are seen to deliver) them and the partnerships through which we achieve success.

There are exciting opportunities to achieve better public safety outcomes, more effectively and more efficiently. Our strategy will deepen our partnerships, exploit innovation, information and technology. It will continue to build the legitimacy, trust and confidence essential to working closely with the public and rail staff to tackle the threats to the rail community.

The context and planning assumptions that support our strategy are:

- The **passenger experience** is central to our success. This is a key ambition for the reform of the railways. Our strategy will:
 - Increase passenger and staff confidence by reducing crime, and the fear of crime

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

- Support the Improved reliability of services by reducing the criminal causes of disruption
- Whilst incidents of crime on the network have remained low compared to UK norms, the railway and underground will continue to see a wide range of potential **threats, risks and harms**. These include; terrorism, organised crime, violence against women and girls, cyber-crime, and safeguarding the vulnerable. We will tackle these through strong partnerships, innovation, and specialist policing capabilities where required.
- The **demand** for our services will change over the next 5 years given trends in passengers, legislation, society and technology. We will anticipate and adjust our policing services accordingly.
- **Rail reform** will have significant implications for the delivery of policing and security. We will play our part in the success of this ambitious initiative.
- The Rail industry will face critical economic challenges over the life of the Strategy. **Efficiency, demonstrating value for money**, and an ambitious programme of **sustainability** will be key to our approach.

Our strategy is framed around our vision and mission and will be delivered through 6 objectives. These will see BTP:

- **Reduce the likelihood of people coming to harm on the railways**
- Target our specialist policing efforts to **ensure fewer victims of the most harmful crime**
- Innovate and collaborate with our partners to **reduce disruption**
- Earn **the trust and confidence** of passengers and rail staff to defeat criminality together
- **Generate value for money** through technology and sustainable investments, adapting to meet the future
- Build a **modern and inclusive Force** where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

BTP is ambitious for the future and the opportunities ahead. This strategy will ensure BTP works with partners towards its vision of:

A world class Police Force trusted to provide a safe and reliable railway.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

About Us

The British Transport Police is the specialist and dedicated police force for Britain's railways. It provides a service to all passenger and freight operators, their staff and customers across England, Scotland and Wales; policing the London Underground, Docklands Light Railway, the Midland Metro tram system, Croydon Tramlink, Sunderland Metro and Glasgow Subway.

The BTP operates across three major Divisions covering:

- Scotland
- The North, the Midlands, South West and Wales
- London, the South and the South East

At a local level, BTP's seven sub-divisions are broadly aligned with the rail network's major routes and Transport for London's operating area.

A Division encompasses BTP Force Headquarters and central services.

E Division provides BTP's specialist capabilities, including counter terrorism. This is integrated into our wider territorial policing. The strategy had seen an expansion in response to the threat and increased geographic operating capability.



Our Vision, Mission and Objectives

British Transport Police:

Guardians of the railway, focused on your safety

Our Vision:

A world class Police Force trusted to provide a safe and reliable railway.

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Objectives:

- Crime prevention and safeguarding to **reduce the likelihood of people coming to harm on the railways**
- Target our specialist policing efforts to **ensure fewer victims of the most harmful crime**
- Innovate and collaborate with our partners to **reduce disruption**
- Earn **the trust and confidence** of passengers and rail staff to defeat criminality together
- **Generate value for money** through technology and sustainable investments, adapting to meet the future
- Build a **modern and inclusive Force** where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

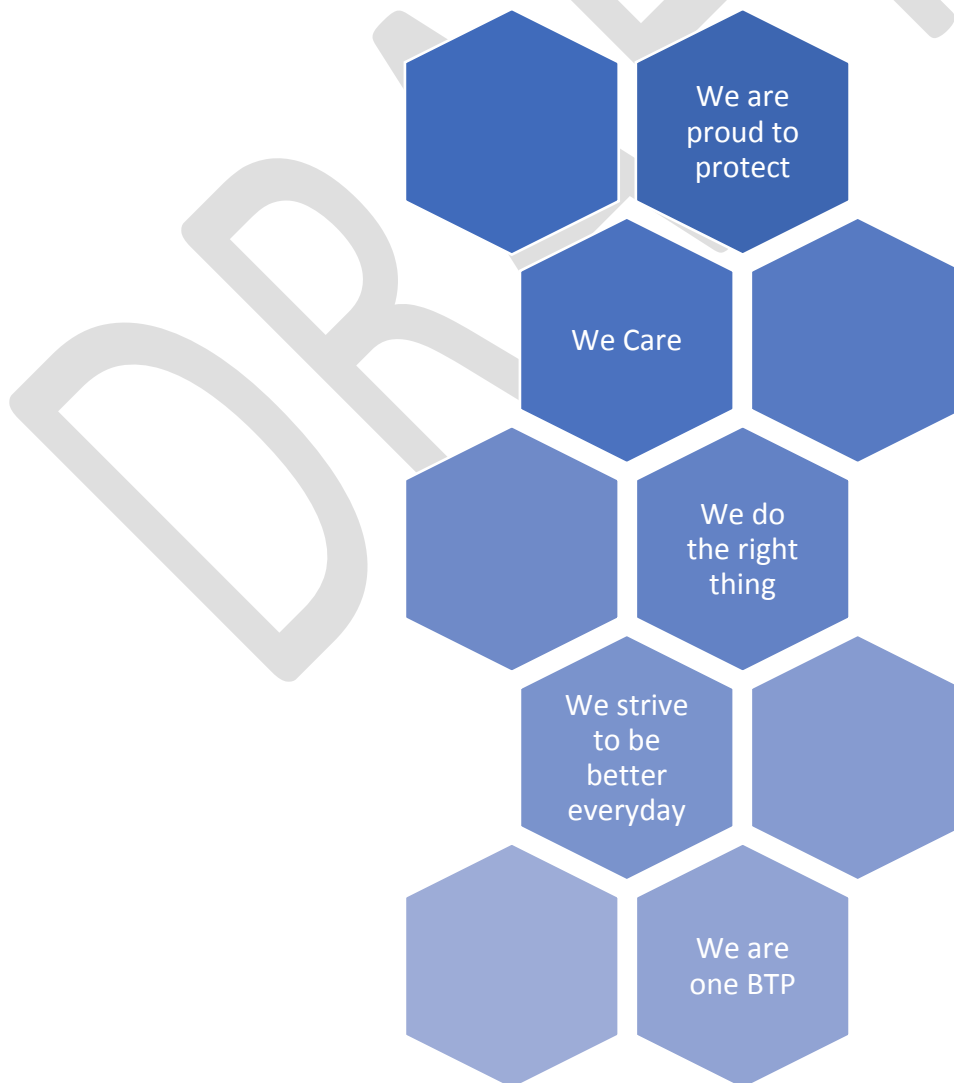
Us at our best: Our Values

Values are essential to how we work together, serve the public, and partner others. They are the foundations of a policing service that is trusted, respected, and whose policing actions are viewed as legitimate.

Our people have carefully considered Our Values through engagement across BTP and with partners.

Our Values will enable BTP to evidence each day that we are

US at our Best.



1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	

The Strategic Context

The rail industry is facing a period of change. Working closely with partners, we will anticipate how these changes will affect the demand for the policing services we offer and exploit the opportunities to improve public safety.

The Railways and The Underground

- The railways and the Underground are critical to the economy, the Government's levelling-up agenda, linking societies and to environmental sustainability. This importance will increase over the life of our strategy.
- The railways will need to manage significant challenges; from the short term need to build passenger confidence following the pandemic to adjusting to long-term changes in ridership. Financial pressures will remain considerable as rail providers adjust their business model to meet demand.
- Britain's railways are undergoing major reform through the Williams-Shapps proposals. The management of rail services will be transformed with the creation of Great British Railways and reform will deliver improvements to the passenger experience.
- The success of the railway will be based on more integrated and efficient services, better reliability, increased freight usage and an improved passenger experience that includes a feeling of safety and security
- The scale of change has implications for passenger and public safety, policing demand and services.
- A safe and secure environment is the result of a partnership of policing, industry, security professionals, welfare organisations and the public. Rail reform provides the opportunity to deepen these partnerships to deliver policing and security in a better and more efficient way.

The evolving policing landscape

- The railway network will remain a target for those who would exploit it to do harm – organised crime gangs, including those who profit from County Lines models, sexual predators, terrorists and opportunist offenders.

- Tackling the most serious harms will remain a Ministerial and public priority and the focus for all our staff.
- Policing is being transformed by technology, globalisation and the emergence of new, complex social problems.
- Digitisation, new technology, and innovative approaches offer vulnerabilities for crime but provide opportunities for police, partners, and public to share information, problem solve and tackle threats to public safety.

Legitimacy and Trust

- Recent years have seen significant public concern over the legitimacy of national institutions, including the police. Britain's policing is based on the principle of consent. BTP's success is dependent on the trust and confidence of the public.
- Building public trust, strengthening professional standards, enabling internal and external scrutiny of our policing activities will be a core part of our strategy.

National and Local Accountability

- Accountability to local communities, passenger groups, metro mayors, and the Scottish and Welsh devolved Governments is an important strand of rail reform.
- Our strategy will seek to deepen accountability to national, regional and local security requirements through empowered locally led teams. Our strategy will offer a consistent core service recognising difference
- The Scottish Railways Policing Committee of the BTPA will provide an additional level of assurance and oversight of operations in Scotland by:
 - Providing accountability and transparency for railway policing in Scotland
 - Oversight and scrutiny of the safe and effective management of railway policing in Scotland
 - Assessing and reporting to BTPA on value for money in relation to those elements of the BTPA fund invested in railway policing for Scotland.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Sustainability

- The railways have an important role to play in contributing to the UK's ambitious sustainability targets.
- Evidencing sustainability in all our activities will be a core strand of our strategy. It will be a key expectation of our partners and the public

What are the Implications for our policing of the Railway?

The strategic summary illustrates that there are challenges in the years ahead but significant opportunities. We are committed to an ambitious and innovative approach to keep passengers and staff safe. This approach will be based on:

- Playing our part in the success of rail reform and the formation of Great British Railways. The 3-year review point of our strategy will ensure we remain aligned to its delivery.
- Deepened partnerships to share our ideas and capabilities and to address together, railway threats and harms.
- The better integration of policing and security deployments to maximise our collective reach and visibility. The integrated neighbourhood policing programme and its pilot locations is an important initiative in support of this.
- To dare to share information ethically and legally with partners to better understand and tackle threats to public safety.
- To harness the benefits of emerging technologies such as drones, integrated data, artificial intelligence, social media, cyber protection and CCTV to create an 'all informed' railway community and ensure that our resources are deployed at the right place, at the right time.
- To ensure an agile and reflective organisational learning where insights are embedded and assured.
- To commit to the proportionate use of police powers, supported by independent scrutiny and transparent and easily understood data

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Our Strategic Objectives

Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways

It is vital that everyone who works on or uses the railways to travel for leisure or work, feels safe and is confident to do so. BTP will work with industry, security and wellbeing partners to ensure that the railway is a hostile environment for the criminal, and to support vulnerable people encountered on the network.

Our Priorities will be:

- Crime prevention by design, target hardening the railway environment to deter volume crime and antisocial-behaviour
- An evidence-based approach to tackle each priority crime type, taking what works into how we police the railway
- Developing effective control strategies to tackle harm and threat
- Partnership with wellbeing agencies to protect those most vulnerable to harm or exploitation
- Maximise opportunities throughout the criminal justice system to increase positive judicial outcomes and deter offenders from using the rail network

This will deliver:

- Fewer victims of crime and anti-social behaviour, per million passenger journeys
- Fewer fatal incidents on the rail network
- An improved positive outcome rate for victims of crime
- Visible policing targeting crime hotspots to provide reassurance to the public and rail staff

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Our Strategic Objectives

Target our specialist policing efforts to ensure fewer victims of the most harmful crime

Our officers and partners work together to keep the railway safe. Others would exploit the network for criminal purposes or to do harm. We will fight terrorism and organised crime and apprehend and prosecute sexual predators.

Our priorities will be:

- Deliver a Counter Terrorism capability to keep the tube and rail network safe
- Target crime most harmful to the public and our communities, including serious and organised crime and exploitation
- Address the under reporting of sexual offending by making it easier for people to make reports and giving them confidence that we'll take those reports seriously

This will deliver:

- A proportionate counter terrorist capability, integrated with partner resources, and equipped, trained and tested to protect and prepare
- Fewer victims of major, serious and organised crime and exploitation
- A true baseline of unwanted sexual behaviour through an improved victim confidence to report crime and satisfaction in victim care
- From the true baseline, fewer victims of unwanted sexual behaviour

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Our Strategic Objectives

Innovate and collaborate with our partners to reduce disruption

The impact of disruption to the rail network is far reaching – from the individual journey, supplies via freight, and impact to people and businesses across the country. BTP has a vital role to play in preventing disruption events and then dealing with the aftermath in a professional and expeditious manner, so that services can run safely and on time. Through this strategy BTP will build on its world-leading capability to find new and innovative ways to reduce disruption to passenger and freight services.

Our priorities will be:

- Focus on identifying and tackling in partnership the causes of police-related disruption
- Return the railways to operators as soon as we can balancing disruption, public safety and legal responsibilities
- Work with statutory partners and the voluntary sector to reduce disruptive incidents
- Make better use of new technology and data sharing to ensure our collective approach is targeted, effective and efficient
- Plan to mitigate disruption from climate change/extreme weather events

This will deliver:

- Improved engagement and joint planning with partners
- Reduced police related primary delay minutes
- Reduced police related reactionary delay minutes enabled by a One Rail approach
- Reduced total cost to industry and wider society, associated with police related disruption

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Our Strategic Objectives

Earn the trust and confidence of passengers and rail staff to defeat criminality together

Legitimacy in policing is dependent on public consent and trust so that we can work with our community to understand and tackle potential harms. We acknowledge the challenges to public confidence in policing. We will broaden our engagement with the public and rail staff, strengthen our professional standards and reinforce the internal and external scrutiny by which our policing is held to account.

Our Priorities will be:

- Strengthen our professionalism
- Build public trust through a programme of engagement and transparency
- Enhance external scrutiny of our policing activities and professionalism
- Listening and taking in to account the passenger and rail staff voice throughout our policing services
- Encourage our communities to share information and report crime and incidents at the earliest opportunity

This will deliver:

- Improved public accountability of our policing services
- Increased customer satisfaction with an empathetic and proactive complaints handling process
- Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrong-doing
- Improved external advice, oversight and scrutiny of our policing standards
- Improved public attitude survey results for confidence in policing and sense of public safety

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Our Strategic Objectives

Generate value for money through technology and sustainable investments, adapting to meet the future

We have a duty to use the resources that we are provided with in the most effective and efficient way. National and rail industry financial challenges re-emphasise the importance of delivering the public safety in the most efficient manner. How we operate and the resources we use must also be sustainable and anticipate future opportunities. We will be ambitious and innovative in exploiting technology, modernising how we work and contributing to national and railway environmental targets

Our Priorities will be:

- Focus our people, resources and activity on the things that are most important to the rail community
- Challenge inefficiency, ensuring 'every penny counts' towards our strategic goals
- Deliver transformation that supports our strategic goals
- Meet the key milestones in our plan to become a carbon neutral police force by 2030
- The delivery of our digital and data strategies

This will deliver:

- Evidenced steps over the life of the strategy to achieve our sustainability plan
- We are amongst the top performing forces in delivering policing services efficiently against independent audit reports
- A commitment to producing evidenced and quantifiable efficiency savings
- Our partners say BTP represents good/excellent value for money
- Reduced societal and economic impact from police related disruption on the rail network
- Progress against major transformation milestones, evidencing the benefits we deliver

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Our Strategic Objectives

Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

An effective and legitimate police force has strong values, an inclusive modern culture, comprises the best aspects of the communities it polices and has the skills and equipment required to do the job. Our strategy aims to enhance areas where we know we can do better and build on our strengths. Successful policing requires innovative and modern operational capabilities that keep ahead of threats and crime; but it is fundamentally about people. We are proud of our people and the difficult job they do. We will ensure that they have the leadership, the skills, the tools and the first rate care they need to support the public.

Our Priorities will be:

- Better representing the diverse backgrounds and experiences of the communities we serve
- Developing leadership capabilities and ratios to ensure empowerment, empathy and efficiency
- Strengthening how we care for our people through a new wellbeing programme
- Modernising our technology, equipment, learning and estates services

This will deliver:

- Improved people engagement (survey benchmark increase)
- Improved visible representation focused on gender and ethnicity
- An inclusive workplace where everyone can be their whole selves, evidenced through sentiment analysis
- A more efficient and effective leadership model
- A workforce with the diverse range of skills necessary to deliver our Strategy
- The most comprehensive wellbeing package in UK policing, reflective of our unique demands
- Stable, secure, and available technology that supports our digital and data ambitions
- An estate that meets our operational and business needs

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Our Medium Term Financial Plan

[Section to be completed]

DRAFT

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.
----	----	----	----	----	----	----	----	----	-----	-----	-----	-----	-----

Delivery - Our Objectives and Measuring Success (1)

OUR STRATEGIC DELIVERY

British Transport Police:

Guardians of the railway, focused on your safety

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Strategic Objectives	Our Priorities	What we will deliver	Major Projects	Metrics will be finalised through the performance framework
<i>Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways</i>	<ul style="list-style-type: none"> • Crime prevention by design, target hardening the railway environment to deter volume crime and antisocial behaviour • An evidence-based approach to tackle each priority crime type, taking what works into how we police the railway • Developing effective control strategies to tackle harm and threat • Partnership with wellbeing agencies to protect those most vulnerable to harm or exploitation • Maximise opportunities throughout the criminal justice system to increase positive judicial outcomes and deter offenders from using the rail network 	<ul style="list-style-type: none"> • Fewer victims of crime and anti-social behaviour, per million passenger journeys • Fewer fatal incidents on the rail network • An improved positive outcome rate for victims of crime • Visible policing targeting crime hotspots to provide reassurance to the public and rail staff 	<ul style="list-style-type: none"> • We will pilot an integrated approach to Neighbourhood Policing at 5 sites in 2022 with Force wide roll out across the strategy • A programme to integrate and share data through: NICHE Intelligence Module, Digital Case File (DCF), CCTV enhancements (access Agile CCTV, Connect to Industry CCTV, Mobile Platform Interface CCTV, Develop Analytics CCTV), Identification Procedure Remodel, PROSCOT Replacement, Secure File Sharing MAIT, National Law Enforcement Data Project (NLEDP), Transforming Forensics, National Law Enforcement Data Project (NLEDP) Transforming Forensics, Digital Intelligence Unit Review, Chorus Analyse, Client Relationship Management (CRM) System (22/23) 	<ul style="list-style-type: none"> • Performance reporting • Crime statistics KPIs • Passenger and victim surveys • Assessment of judicial outcomes
<i>Target our specialist policing efforts to ensure fewer victims of the most harmful crime</i>	<ul style="list-style-type: none"> • Deliver a Counter Terrorism capability to keep the tube and rail network safe • Target crime most harmful to the public and our communities, including serious and organised crime and exploitation • Address the under reporting of sexual offending by making it easier for people to make reports and giving them confidence that we'll take those reports seriously 	<ul style="list-style-type: none"> • Fewer victims of major, serious and organised crime and exploitation • A true baseline of unwanted sexual behaviour through an improved victim confidence to report crime and satisfaction in victim care • From the true baseline, fewer victims of unwanted sexual behaviour 	<ul style="list-style-type: none"> • A threat based review of counter terrorism capability (22) • Enhancements to our County Lines taskforce (22) • Violence against women and girls programme (22) 	<ul style="list-style-type: none"> • Performance reporting • Crime statistics KPIs • Passenger and victim surveys • Assessment of judicial outcomes • Independent assessment of our CT capability

Delivery - Our Objectives and Measuring Success (2)

OUR STRATEGIC DELIVERY

British Transport Police:

Guardians of the railway, focused on your safety

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Strategic Objectives	Our Priorities	What we will deliver	Major Projects	Metrics will be finalised through the performance framework
<i>Innovate and collaborate with our partners to reduce disruption</i>	<ul style="list-style-type: none"> Focus on identifying and tackling in partnership the causes of police-related disruption Return the railways to operators as soon as we can balancing disruption, public safety and legal responsibilities Work with statutory partners and the voluntary sector to reduce disruptive incidents Make better use of new technology and data sharing to ensure our collective approach is targeted, effective and efficient Plan to mitigate disruption from climate change/extreme weather events 	<ul style="list-style-type: none"> Improved engagement and joint planning with partners Reduced police related primary delay minutes Reduced police related reactionary delay minutes enabled by a One Rail approach Reduced total cost to industry and wider society, associated with police related disruption 	<ul style="list-style-type: none"> Strategic drones programme to enhance our ability to pre-empt incidents and respond (22/23) Digital and data programme to enable information sharing and the more effective tasking of resources (22/24) 	<ul style="list-style-type: none"> Performance reporting Partnership assessment Economic assessment of the cost of disruption
<i>Earn the trust and confidence of passengers and rail staff to defeat criminality together</i>	<ul style="list-style-type: none"> Strengthen our professionalism Build public trust through a programme of engagement and transparency Enhance external scrutiny of our policing activities and professionalism Listening and taking in to account the passenger and rail staff voice throughout our policing services Encourage our communities to share information and report crime and incidents at the earliest opportunity 	<ul style="list-style-type: none"> Improved public accountability of our policing services Increased customer satisfaction with an empathetic and proactive complaints handling process Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrong-doing Improved external advice, oversight and scrutiny of our policing standards Improved public attitude survey results for confidence in policing and sense of public safety 	<ul style="list-style-type: none"> A programme of public, passenger and stakeholder engagement and communications. This will be enhanced through new information sharing tools from our digital and data programme (22/24) Senior Leadership Development Programme (22/23) Command & Control Ambient Recording (22) 	<ul style="list-style-type: none"> Transport Focus assessment Passenger survey HMICFRS assessment

Delivery - Our Objectives and Measuring Success (3)

OUR STRATEGIC DELIVERY

British Transport Police:

Guardians of the railway, focused on your safety

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Strategic Objectives	Our Priorities	What we will deliver	Major Projects	Metrics will be finalised through the performance framework
Generate value for money through technology and sustainable investments, adapting to meet the future	<ul style="list-style-type: none"> Focus our people, resources and activity on the things that are most important to the rail community Challenge inefficiency, ensuring 'every penny counts' towards our strategic goals Deliver transformation that supports our strategic goals Meet the key milestones in our plan to become a carbon neutral police force by 2030 The delivery of our digital and data strategies 	<ul style="list-style-type: none"> Evidenced steps over the life of the strategy to achieve our sustainability plan We are amongst the top performing forces in delivering policing services efficiently against independent audit reports A commitment to producing evidenced and quantifiable efficiency savings Our partners say BTP represents good/excellent value for money Reduced societal and economic impact from police related disruption on the rail network Progress against major transformation milestones, evidencing the benefits we deliver 	<ul style="list-style-type: none"> Electrification of the Fleet (22/23) Counter-fraud software (22) Net Zero Carbon programme (22/24) Priority-Based Budgeting (22/23) Every penny counts programme (22/24) EV Charging Infrastructure (22/23) Fleet electrification (22/24) IT Device upgrade (22) Delivering the digital strategy (22/23) Relocation of FHQ data Centre (23) Upgrading the functionality and capacity of our network and telephony (23) Mobile device management upgrade (23) Modernising our technology function (22/23) 	<ul style="list-style-type: none"> Evidenced progress against our plan to achieve Net Carbon Zero by 20230 Rail industry survey of BTP VFM Audit assessment of transformation benefits People survey Peer policing benchmarks CIPFA analysis Police Objective analysis
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	<ul style="list-style-type: none"> Better representing the diverse backgrounds and experiences of the communities we serve Developing leadership capabilities and ratios to ensure empowerment, empathy and efficiency Strengthening how we care for our people through a new wellbeing programme Modernising our technology, equipment, learning and estates services 	<ul style="list-style-type: none"> Improved people engagement (survey benchmark increase) Improved visible representation focused on gender and ethnicity An inclusive workplace where everyone can be their whole selves, evidenced through sentiment analysis A more efficient and effective leadership model A workforce with the diverse range of skills necessary to deliver our Strategy The most comprehensive wellbeing package in UK policing, reflective of our unique demands Stable, secure, and available technology that supports our digital and data ambitions An estate that meets our operational and business needs 	<ul style="list-style-type: none"> New Safety Management System (22) Occupational Health Futures (22) Internal Comms transformation (22) Review of reward (22)/23 Review of Promotions (22) Developing the Psychological Framework for wellbeing (22) New Ways of Working (22/23) DC accelerated entry scheme (22) Review of layers and spans of control (22/23) A new London operational hub to modernise operational Policing (24) A comprehensive programme of site upgrades and condition works (22/23) 	<ul style="list-style-type: none"> People survey Peer policing benchmarks CIPFA analysis Police Objective analysis

Annex C

Draft Railways Policing Strategy 2022-27

Summary of feedback and key themes as at 24 February 2022

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

General comments

- Overall good alignment with industry plans - welcome the degree of ambition whilst being realistic
- Might read a little generically currently – could apply to any police force – could we make the narrative more BTP/rail specific?
- Good alignment with plans for Police Scotland too
- Universal support for the overarching ambitions around stronger partnership working
- Innovation and collaboration are currently focused on disruption (objective 3) – should be an ambition which applies to all objectives as a cross-cutting theme
- Why does the strategy propose to cover a 5 year period, that's not coterminous with any other industry plans?
- We should recognise that BTP's new strategy has implications for industry plans - it needs to be socialised and used to influence other's plans; make that clear somewhere in the introductory sections BTP aims to influence how partners work over the life of this plan
- Safety is used throughout but has a different meaning for the industry – be clear it's about keeping staff and passengers free from harm in a policing sense – a different set of responsibilities and challenges to rail safety in its purest sense
- Can we say more about how we'll deliver these commitments? Can we bring some examples to life?
- How will we report on progress with the strategy – could we set out a sense of that in the plan somewhere?
- Where BTP is an NPCC lead force on a topic reference this in the relevant part of the plan – the industry sees these roles as delivering significant benefits for the industry, staff and service users
- BTP (and BTPA) should promote what BTP does more – build pride in the BTP brand. It's both a real police force and a specialist and dedicated force. Transport Focus reports poor awareness of BTP and what it's interested in – their research suggests the perception is BTP is principally CT focused?

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Vision, Mission, Values

- Vision

World class is a loaded statement, feels expensive in the current climate – say ‘world leading’ instead?

- Mission

Should reflect the importance of **incidents** as well as crimes – BTP’s USP is how it responds to incidents on the network

- Values

Values were very well received including how they’re presented in the document – the honeycomb graphic seemed to touch a positive nerve

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Executive Summary

- The plan should clearly state the degree of uncertainty in the current operating environment (post Covid and post Williams-Shapps) and the need to be agile to change – that needs to be clearly stated
- Where we say ‘deepen’ or ‘more closely’ can we be more explicit about the new behaviours we’re actually trying to cultivate especially in relation to partnership working. Are we saying be more effective partners or develop more effective partnership working?
- Reference BTP’s role in disruption incidents in this opening section
- Suggested updated wording;
 - Increase passenger and staff confidence by reducing crime , and the fear of crime **and ASB** (p2)
 - Support the Improved reliability of services by reducing the criminal causes of disruption **and responding to incidents** (p2)
 - Add a reference to hate crime under threats, risks and harms after VAWG? (p3)
 - What does the ‘ambitious programme of sustainability’ actually mean, sentence doesn’t make sense – can we expand/clarify? (p3)

Strategic context

- Emphasise the significant and ongoing uncertainty in BTP's operating environment more strongly – will require greater agility to change over the next 3-5 years
- Scottish Police Authority will offer advice on any additional Scotland specific context (Scottish Government advise not much at all for us in the new Scottish Justice Strategy)
- More emphasis on the fact that BTP is leading the way on VAWG? Be proud of that
- Under sustainability - this could recognise that concerns over safety and security are a barrier to travelling on rail and tube and BTP's policing efforts directly contributing to this agenda. Contribution to the financial sustainability agenda.
- Implications for our policing of the railway – also reference keeping critical national infrastructure safe and the railways running. Also something on the need to demonstrate efficiencies?
- (Here or elsewhere in the plan) Where does BTP foresee seeking additional support/greater partnership – can we be specific about what future plans are. i.e. safeguarding on rail type schemes – early sight of the ambition will help partners plan. If no specifics can we commit to involving partners/giving them early sight of our plans as they emerge?

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Objective 1 - Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways

- We commit to ‘reduce levels of crime’ – given operating context (footfall is likely to increase over the life of the strategy and we are encouraging crime reporting) should we rephrase to say ‘we aim to reduce crime’ – is the commitment too bold? Think carefully about how we identify our baselines. *(Raised by multiple respondents)*
- There is interest in BTP’s posture on volume vs high harm crime – stations will change to drive volume crime (retail) how do we tackle that? Suggested this was perfect territory for partnership working to maximise prevention opportunities
- Work with the industry to design out crime – a critical piece of partnership working, BTP can’t do this alone
- What is a wellbeing agency? Can we use a more accessible phrase?
- Under deliverables would like to see a reference to ‘work related violence’ something specific to staff

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Objective 2 - Target our specialist policing efforts to ensure fewer victims of the most harmful crime

- Are we only deploying 'specialist' resources to ensuring fewer victims of the most harmful crime – is this really a theme for all of BTP? (Remove the word specialist?)
- CT – is keeping the network safe entirely within BTP's gift? Key is BTP working with all security partners to help keep it safe – review current wording
- Something in objective 2 (or 1) about exercising and testing for major incidents and help with training for rail staff on preventative activities as a post MAI theme
- Would we seek to encourage reporting of hate crime as well as sexual crime – also underreported? (Note the industry is using the term 'sexual harassment' rather than USB now)
- Need to adopt a posture on cybercrime (not mentioned currently) should be addressed if only to say we need to understand the threat better and work in partnership with other agencies to address the risk
- In the preamble paragraph add the word 'some' as follows;
 - Our officers and partners work together to keep the railway safe. **Some** others would exploit the network for criminal purposes or to do harm. We will fight terrorism and organised crime and apprehend and prosecute sexual predators

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Objective 3 - Innovate and collaborate with our partners to reduce disruption

- Proposals supported
- Punctuality/reliability is the number one priority for passengers reports Transport Focus - BTP's role is essential in a small slice of disruptive incidents
- Network Rail are very keen to share learning and work with BTP to develop technological solutions
- Would welcome a reference to a deliverable on developing an arrangement for BTP supporting NR's major annual engineering blocks as a deliverable
- Recognise BTP's role in supporting the industry with all types of disruptive incidents – not just police related
- In the preamble we refer to a world leading capability – what specifically does that refer to? Do we mean world leading approach?
- Are we investing in technology to enable our innovation vision – would like to see more detail on that somewhere

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Objective 4 - Earn the trust and confidence of passengers and rail staff to defeat criminality together

- 'Earn trust and confidence' implies there is none currently – should it be build/maintain/develop?
- What drives passenger confidence? ASB is very important (revenue protection came up numerous times too) and keeping the environment in good order – that's different to criminality. Can we strengthen the narrative on maintaining order and BTP's role in it.
- On train visibility is key to driving passenger confidence – we only make one reference to visibility, can we strengthen that as a theme even if not something we'd be confident we could measure accurately. Could be a partnership theme – not for BTP to deliver alone
- Greater transparency on resource deployments would be welcome – will enable partnership working to address gaps
- Support for commitments to data sharing
- Say something about understanding the new landscape for capturing passenger views – Wavelength will replace the NRPS, but there is scope for more detailed passenger engagement via Transport Focus plus TOC rail user groups

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Objective 5 - Generate value for money through technology and sustainable investments, adapting to meet the future

- A couple of comments that the intent behind this objective is not really clear – can we revisit the wording and make the intent stronger
- BTP can influence how others can generate value and deliver sustainability benefits i.e. by getting involved in major planning earlier – reference an ambition for BTP to be more influential of others plans during this strategy
- Reference partnership working as a commitment by which we will deliver value – multiple offers of support from partners for BTP in exploring efficiency.
- In the preamble recognise BTP's role is wider than public safety – i.e. disruption prevention/management and infrastructure security

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Objective 6 - Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

- Suggest the addition 'and proud to be the specialist police force for the railways'
- We use 'staff' throughout – is that an outdated term now – should that be employees or people?
- We commit to deliver 'The most comprehensive wellbeing package in UK policing, reflective of our unique demands'. Can we say any more here about the sorts of things that will cover in this plan – workforce will be interested to see some detail?
- Should have a medium/long term eye on the potential for increased digital capability – that goes beyond a 3-5 year strategy. Support offered to the incoming Director on developing longer term plans
- The increasing complexity of the network – e.g. redevelopment of Waterloo into a residential/retail/transport hub. will require innovative approaches from BTP to that changing demand – is that captured in plans for our people?
- In the preamble recognise that BTP supports the public and the industry and its staff

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

MTFP

- Keen to see some detail – understand the current position with developing and costing the change plan
- Interested in the longevity of Home Office funding for activities such as County Lines – can we be clear about whether that is being sustained over the life of the strategy?
- Are we investing in technology to enable our innovation vision – would like to see more detail on that somewhere.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Delivery and measures of success

- Specifically reference knife crime and hate crime where harmful crime is mentioned (table page 36)
- Reference BTP's contribution to the NPCC strategy on VAWG

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.



REPORT TO: Strategy and Planning Committee
DATE: 2nd March 2022
SUBJECT: 2022 - 25 Policing Plan
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 development of the 2022 - 25 Policing Plan. It consolidates the feedback from the BTPA public consultation and BTP public attitude survey and presents the final local and forcewide priorities.
- 1.2 These proposals were endorsed in the Policing Plan Working Group Meeting on 21st February 2022. It seeks endorsement from the Committee on the final proposals.

2. ENGAGEMENT AND CONSULTATION

- 2.1. The final Policing Plan proposals have been developed through extensive engagement including:
- A comprehensive programme of local stakeholder events in October 2021 that were well attended by key industry stakeholders and other partners.
 - Further 1:1 discussion with industry partners and briefings via the Rail Delivery Group.
 - BTP's Public Attitude Survey 2021. 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 ran from 5th October to 12th December 2021 and a total of 3,048 valid responses were collected and analysed. This included engagement with the Force's Independent Advisory Groups and booster sampling via panels to improve the representation of respondents.
 - Engagement with Scottish Railway Policing Committee. Members of the Committee were invited to attend D Division's local planning session and received a briefing on the initial recommendations in November.
 - BTPA's formal online consultation '*Your views on Policing*', which was held during January 2022 to test final recommendations.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.



- 2.2 The feedback from these activities has received detailed consideration and has shaped the revised proposals contained in this paper.

3. CONSULTATION SUMMARY AND AMMENDMENTS

- 3.1 There was greater support for the proposals than we have previously experienced, with 90% of respondents to the BTPA survey agreeing with the proposed objectives.
- 3.2 There were areas where respondents suggested amendments to the proposals. BTP and the BTPA Executive have discussed these amendments and recommend that the following changes to the proposals submitted to the previous Working Group meeting are adopted:
- Anti-Social Behaviour has been raised as a key issue for passengers, staff and operators particularly in the pandemic recovery period. This sits firmly in our Confidence objective, with measures in place specifically for ASB incidents, football and officer related activity. It's recommended that our commitment to tackling ASB, is further demonstrated through the introductory commentary within the Policing Plan (3.3).
 - Our overarching objective to tackle violence clearly delineates between passengers and rail staff; we have expanded this to incorporate violence and aggression.
 - The inclusion of public and rail staff as a measure for sexual harassment.
 - The inclusion of the railway and Underground disruption categories that will be measured.
 - Specifically, for the Central Sub-Division and TfL; the inclusion of a measure for the Network Incident Response Team (NIRT) and expanding measurement detail for court orders placed upon offenders (Ancillary Orders).
- 3.3 Several areas of feedback were identified as being more suitable to cover within the Policing Plan narrative rather than adopting a specific priority. These include:
- Visibility is clearly an important area for both the Force and industry and as such the commitment to maximising visibility will also be outlined in the Plan.
 - ASB is an important area of concern for the travelling public and industry, the Forces commitment to working with industry to raise confidence will be outlined in the supporting narrative of the Plan.



- Whilst confidence has a specific objective, it's important to note that activity in each of the objectives will support confidence and this will be drawn out in the supporting narrative.
- A commitment to building a collaborative approach in order to tackle our objectives through resilience forums and other multi-agency arrangements will be made clear.
- Whilst E Division have a specific objective in relation to the contest strategy, it important to recognise that they support the force in all aspects of the Policing Plan through intelligence led tasked deployment.

3.4 The Policing Plan will be complimentary to and run concurrently with the Force Strategy and provide the operational arm for delivery. Feedback was supportive of moving to a three-year Policing Plan cycle with a commitment to an annual health check. The framework for the Policing Plan annual review was endorsed by the PP Working Group on 10th November 2021, the cyclic process can be reviewed in Annex 1, below.

4. ALIGNMENT

- 4.1. The final proposals for BTP, include the feedback from the consultations detailed above. They have also taken into account the wider policing context:
- The Beating Crime Plan for England and Wales issued by the Home Office 2021
 - The Strategic Policing Plan and local community plans for Scotland 2020
- 4.2. 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.

5. PUBLICATION

- 5.1. 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.



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

Framework for Annual Review

- ✓ Light touch Health Check of existing priorities
- ✓ Reinforce positive stakeholder relationships
- ✓ Opportunity to scan for emerging threat areas
- ✓ Ability to respond to new circumstances (i.e. COVID)



-OFFICIAL-

BTP Policing Plan Proposals

2022 - 25

Strategy and Planning Committee
– March 2022



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Forcewide Policing Plan							1.
We will work with our partners to tackle the following for the railway and Underground:							2.
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	3.
<ul style="list-style-type: none">• 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> <ul style="list-style-type: none">• Number and % of positive outcomes for;<ul style="list-style-type: none">○ Serious violence○ Weapon-enabled offences○ Robbery○ Public Order• Officer tasking activity output for serious violence & weapons crimes;<ul style="list-style-type: none">○ Stop & Search○ Intelligence submissions○ Weapons seized• Victim Code of Practice Compliance	<u>Violence & Aggression Against Rail Staff</u> <ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Number of disruption incidents & primary minutes at key locations broken down by category;<ul style="list-style-type: none">○ Cable theft○ Vandalism/ theft○ Trespass○ Drunks/disorder/trespass○ Fatality/injuries involving a train• Average fatality handback times• Number of PSPs created for PiPP hotspots	<ul style="list-style-type: none">• Vulnerability concern reports by category• Number of repeat presenters and high frequency presenters• County Lines data by outcome category• No of life saving interventions	<ul style="list-style-type: none">• 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 <i>measure under development</i>	4.
							5.
							6.
							7.
							8.
							9.
							10.
							11.
							12.
							13.
							14.
							15.
							16.

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	2.							
							3.							
<ul style="list-style-type: none">• 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> <ul style="list-style-type: none">• Number and % of positive outcomes for;<ul style="list-style-type: none">○ Serious violence○ Weapon-enabled offences○ Robbery○ Public Order• Officer tasking activity output for serious violence & weapons crimes;<ul style="list-style-type: none">○ Stop & Search○ Intelligence submissions○ Weapons seized• Victim Code of Practice Compliance	<u>Violence & Aggression Against Rail Staff</u> <ul style="list-style-type: none">• Number and % of positive outcomes for VAP and public order against rail staff• Outcome types for offences against rail staff• Through collaborati on with TOCs, improve ment in % of positive outcome types for rail staff• Victim Code of Practice Compliance	<ul style="list-style-type: none">• Number and % of positive outcomes for volume crime at agreed key locations• Officer activity output at agreed key locations (on and off train)<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Number of disruption incidents & primary minutes at key locations broken down by category;<ul style="list-style-type: none">○ Cable theft○ Vandalism/ theft○ Trespass○ Drunks/disorder/tres pass○ Fatality/injuries invol ving a train• Average fatality handback times• Number of PSPs created for PiPP hotspots	<ul style="list-style-type: none">• Vulnerability concern reports by category• Number of repeat presenters and high frequency presenters• County Lines data by outcome category• No of life saving interventions	<ul style="list-style-type: none">• 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 <i>measure under development</i>	4.							
							5.							
							6.							
							7.							
							8.							
							9.							
							10.							
							11.							
							12.							
							13.							
							14.							
										<ul style="list-style-type: none">• Agreed key locations – TBD with Divisions in new performance year				60

Central Sub Division Policing Plan														1.
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):														2.
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	3.							
							4.							
							4.							
<ul style="list-style-type: none">• 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> <ul style="list-style-type: none">• Number and % of positive outcomes for;<ul style="list-style-type: none">o Serious violenceo Weapon-enabled offenceso Robberyo Public Order• Officer tasking activity output for serious violence & weapons crimes;<ul style="list-style-type: none">o Stop & Searcho Intelligence submissionso Weapons seized• Victim Code of Practice Compliance	<u>Violence & Aggression Against Rail Staff</u> <ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Number of disruption incidents & primary minutes at key locations broken down by category;<ul style="list-style-type: none">o Cable thefto Vandalism/ thefto Trespasso Drunks/disorder/tres passo Fatality/injuries involving a train• Average fatality handback times• Number of PSPs created for PiPP hotspots	<ul style="list-style-type: none">• Vulnerability concern reports by category• Number of repeat presenters and high frequency presenters• County Lines data by outcome category• No of life saving interventions	<ul style="list-style-type: none">• 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 <i>measure under development</i>	5.							
							6.							
							7.							
							8.							
							9.							
							10.							
							11.							
							12.							
							13.							
							14.							
							14.1							
														61
				<ul style="list-style-type: none">• TfL provided lost										

C Division Policing Plan*							1.							
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	2.							
<ul style="list-style-type: none">• 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> <ul style="list-style-type: none">• Number and % of positive outcomes for;<ul style="list-style-type: none">o Serious violenceo Weapon-enabled offenceso Robberyo Public Order• Officer tasking activity output for serious violence & weapons crimes;<ul style="list-style-type: none">o Stop & Searcho Intelligence submissionso Weapons seized• Victim Code of Practice Compliance	<u>Violence & Aggression Against Rail Staff</u> <ul style="list-style-type: none">• Number and % of positive outcomes for VAP and public order against rail staff• Outcome types for offences against rail staff• Through collaborati on with TOCs, improve ment in % of positive outcome types for rail staff• Victim Code of Practice Compliance	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Number of disruption incidents & primary minutes at key locations broken down by category;<ul style="list-style-type: none">o Cable thefto Vandalism/ thefto Trespasso Drunks/disorder/tres passo Fatality/injuries invol ving a train• Average fatality handback times• Number of PSPs created for PiPP hotspots	<ul style="list-style-type: none">• Vulnerability concern reports by category• Number of repeat presenters and high frequency presenters• County Lines data by outcome category• No of life saving interventions	<ul style="list-style-type: none">• 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 <i>measure under development</i>	3.							
							4.							
							5.							
							6.							
							7.							
							8.							
							9.							
							10.							
							11.							
							12.							
							13.							
							14.							
										<ul style="list-style-type: none">• Agreed key locations – TBD with Divisions in new performance year				15.
														62

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
<ul style="list-style-type: none">• 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	<p><u>Violence & Aggression Against Passengers</u></p> <ul style="list-style-type: none">• Number and % of positive outcomes for;<ul style="list-style-type: none">○ Serious violence○ Weapon-enabled offences○ Robbery○ Public Order• Officer tasking activity output for serious violence & weapons crimes;<ul style="list-style-type: none">○ Stop & Search○ Intelligence submissions○ Weapons seized• Victim Code of Practice Compliance	<p><u>Violence & Aggression Against Rail Staff</u></p> <ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Number of disruption incidents & primary minutes at key locations broken down by category;<ul style="list-style-type: none">○ Cable theft○ Vandalism/ theft○ Trespass○ Drunks/disorder/trespass○ Fatality/injuries involving a train• Average fatality handback times• Number of PSPs created for PiPP hotspots	<ul style="list-style-type: none">• Vulnerability concern reports by category• Number of repeat presenters and high frequency presenters• County Lines data by outcome category• No of life saving interventions	<ul style="list-style-type: none">• 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 – <i>measure</i>

63

Finance	Stop & Search	Contact Management	CCTV & Justice
<ul style="list-style-type: none">Fleet Availability - 95% of vehicle fleet to be available during course of each monthUniform & Equipment Supply - Standard items held in stock to be issued within 7 days	<ul style="list-style-type: none">Supervisor Reviews - % of stop and search forms to have had a Supervisor review completediPatrol compliance - % of Officers form to be completed using the iPatrol app to record their searchesObject Found - % of Stop Search forms with object found	<ul style="list-style-type: none">Recording Standards - Priority Crimes (Sex, Robbery, Hate, Staff Assault) to be recorded within 24 hoursEmergency calls – achievement of at least 95% answer rateService Delivery - 85% of crime is reported through Non-Telephony channels	<ul style="list-style-type: none">Priority Crimes - 75% of validated CCTV priority crime requests managed services within 24 hoursPre-Charge Team - to review and respond to 80% of priority cases within 3 working days



Medium Term Financial Plan 2022/23 to 2026/27

Tracey Martin, Director of Finance & Commercial Services

Executive Summary

The MTFP was presented to the Strategy and Planning Committee in November 21 and Main Authority in December, which approved 22/23 (Year 1). This pack subsequently seeks approval for the full five years of the MTFP.

Key highlights:

- Total MTFP grows by 5.2% in Year 1 with an average of 3.0% over the MTFP
- Core Police Service Agreement increases by 4.8% in Year 1 with an average of 2.7% over the MTFP:
 - Like for like net increase on the current cost base £4.1m (1.6%). Embeds vacancy factor and efficiencies.
 - New financial pressures responding to Violence Against Women and Girls £1.6m (0.7%)
 - Statutory / fiscal policy changes £3.3m (1.4%)
 - Service expansion of £2.2m (0.7%) for Elizabeth Line and Workplace Violence coordination £2.1 (0.2%)
- TfL Contract value in year 1 is £77.3m; includes Elizabeth Line and estimate for year end adjustments
- Capital investment funded at £12.1m with costs recovered through depreciation
- Revised cash holding policy reducing from £21m to £7.8m, with surplus of £13.2m available to fund new strategy. Drawdown of cash subject to finalisation of investment and rebalancing plan.
- To note that the Portfolio are finalising the strategic investment and rebalancing plan following extensive staff engagement.
- Note the outcome of the Spending Review that:
 - CCTV, Situational Awareness and ESN have not been supported in this round.
 - Fleet electrification and London estates has been supported.
- Note the inherent risks around general cost of living and pay award. NPCC are recommending 3.5% to the Home Office Pay Review Body, which would mean £2.4m in 22/23.

Planning Context

- This MTFP funds the priorities set out in the overall Policing Plan, delivering through a number of contractual agreements with a range of Funders; including Train Operating Companies, Transport for London, Welsh Government, and the Home Office.
- The MTFP also includes an overview of the proposed new strategy, A Force on the Move, centred around creating a modern and inclusive workforce, pioneering new partnerships, optimising our delivery model and ensuring we are at the heart of future policy changes and sector reform such as Great British Railways integrating policing and security.
- The effects of COVID and Brexit have contributed to volatile economic and supply conditions. In contrast to this time last year, RPI has increased from 1.6% to 3.8% with the recent Budget indicating inflation is expected to continue to rise.
- Public sector pay freezes have been lifted and expectations are high. Pay Review Remuneration Bodies are expected to announce recommendations by April 2022 and are to consider affordability. Pay awards may well fall below inflation and represent a real terms reduction.
- Employee expectations are changing with a greater move to agile, remote and flexible working patterns, and a buoyant employment market as private sector pay has increased to attract staff given the record number of vacancies across the UK that have emerged as a result of the “Great Resignation”.
- Social and public outcries and expectation of Policing to change culture and behaviour seen in recent high profile cases of unwanted sexual behaviour, misogyny, racism, vulnerability, all leading to more complex crime requiring better skilled, trained and equipped officers.
- All of which is changing commuter patterns, demand and the nature of crime, impacting on BTP, which is being addressed through ongoing work and the new strategy to make conscious investment and prioritisation decisions into services which will achieve the most effective outcomes for the travelling public and maintain public confidence in the rail network.

MTFP Financial Summary

Expenditure	Q1 Budget	22/23	23/24	24/25	25/26	26/27	Total
Pay	248.750	262.461	271.311	280.875	286.654	294.694	1,395.994
Discretionary	7.567	8.420	8.027	8.174	8.324	8.476	41.421
Non Pay	59.694	61.522	62.653	65.018	65.695	66.721	321.608
Projects Revenue	1.900	1.900	1.900	1.900	1.900	1.900	9.500
Tax & Depreciation	12.383	13.175	13.188	13.529	11.468	10.894	62.253
Total	330.294	347.478	357.079	369.496	374.040	382.684	1,830.777
Total %		5.2%	2.8%	3.5%	1.2%	2.3%	3.0%

The overall financial plan sees an increase in expenditure of 5.2% in Year 1, with an average increase of 3.0% across the life of the plan.

Income	21/22	22/23	23/24	24/25	25/26	26/27	Total
PSA Charge	235.076	244.187	249.818	257.738	262.131	266.699	1,280.573
Elizabeth Line - PSA	1.000	2.554	2.612	2.694	2.739	2.786	13.385
Workplace Violence PSA		0.594	0.608	0.627	0.637	0.648	3.113
PSA Income	236.076	247.335	253.038	261.059	265.507	270.133	1,297.072
PSA Charge %		3.9%	2.3%	3.2%	1.7%	1.7%	2.6%
Elizabeth Line - PSA %		0.7%	0.0%	0.0%	0.0%	0.0%	0.1%
Workplace Violence - PSA %		0.3%	0.0%	0.0%	0.0%	0.0%	0.1%
PSA Income % & Ave %		4.8%	2.3%	3.2%	1.7%	1.7%	2.7%

TfL Core	72.458	75.956	79.057	82.621	86.277	89.486	413.397
Elizabeth Line - PSA		0.529	0.551	0.574	0.599	0.622	2.875
Wash Up		0.769	0.786	0.802	0.796	0.809	3.962
Total	72.458	77.254	80.394	83.997	87.672	90.917	420.234
TfL Core %		4.8%	4.1%	4.5%	4.4%	3.7%	4.3%
Elizabeth Line - PSA %		0.7%	0.0%	0.0%	0.0%	0.0%	0.2%
Wash Up %		1.1%	0.0%	0.0%	0.0%	0.0%	0.2%
Total % & Ave %		6.6%	4.1%	4.5%	4.4%	3.7%	4.6%

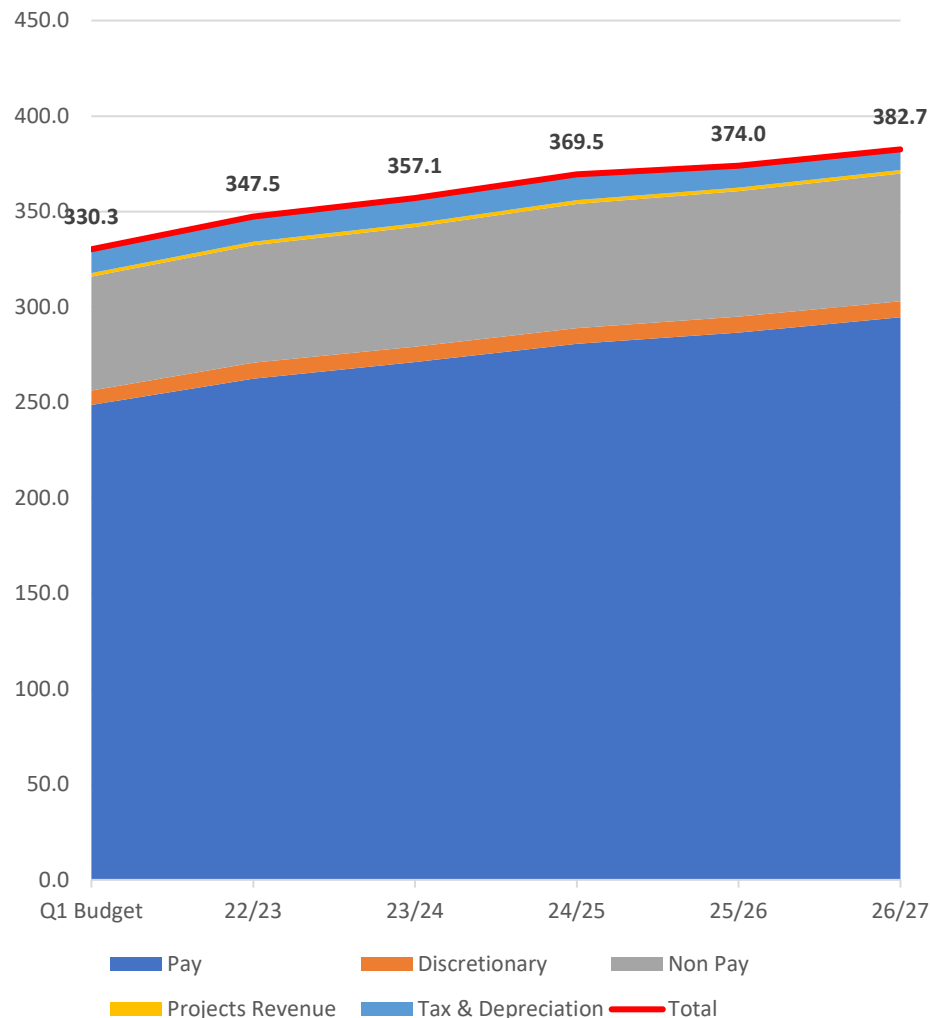
TOC - EPSA Income	14.615	16.382	17.055	17.760	18.514	19.202	88.913
County Lines	4.428	4.428	4.428	4.428			13.284
Other Income / Grants	2.718	2.079	2.164	2.252	2.347	2.433	11.276
Other Income	21.761	22.889	23.647	24.440	20.861	21.635	113.473
Other Income % & Av %		5.2%	3.3%	3.4%	-14.6%	3.7%	0.2%

Total BTP/A Income	330.295	347.478	357.079	369.496	374.040	382.685	1,830.779
Total BTP/A Income % & Av %		5.2%	2.8%	3.5%	1.2%	2.3%	3.0%

Surplus / (Deficit)	0.001	0.000	0.000	0.000	0.000	0.000	0.002
----------------------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------

MTFP Financial Summary

Expenditure Plan £m



- **Pay** increases by 5.7% in year 1 with an overall average of 3.4% over the MTFP. No underlying growth in establishment has been included except where funded through agreed contracts. The main cost drivers for the pay award and spine points have been included, with the pay award provisioned at 2% effective from the end of the Pay Freeze, and spine points funded as contractually obligated. Growth for national insurance increases, pension contributions and pension deficit top-up is included along with an additional bank holiday for the Queen's Jubilee. Chancellor announced Pay Review Bodies would announce pay proposals by April 2022. A 1% increase is circa is £1.5m in year 1 and £3m thereafter.
- **Non pay** has increased by 3.1% with an overall average of 2.2% over the MTFP. Indexation linked to contracts and known price increases on the existing cost base. Cost pressures seen for Home Office collaborations (Single On-Line Home, Forensics, national IT charges), Blue Light insurance premiums, vehicle fuel and maintenance and utilities. The three year rent free period for Baskerville ends in 24/25, updated rent liabilities are included linked to lease expirations and subsequent renewals, flatlining uniform costs from the newly established DHL contract. An increase of 1% on the relevant cost base circa £400k.

MFTP Financial Summary



- **Depreciation** has increased in year 1 by 6.4% with an overall average of 0.98% over the MFTP. Year 1 due to increasing much needed IT spend and reducing asset replacement cycles from 5 to 4 years. Later year reductions due to reducing depreciation for capitalised improvements on leasehold buildings, driven by length of time of lease to expire. As leases expire and replaced, new capitalised improvements depreciated over the life of the lease, which reduces depreciation.
- **Other financial pressures** - The MFTP includes £2.0m (0.62%) to address demand, operational, organisational and reputational risk identified through internal risk management processes. £1.4m relates to developing our priority regarding the Violence Against Women and Girls / Sexual Misconduct agenda in response to the Everard / Couzens case. £0.54m relates to gaining accreditation of BTP's Forensics service in mitigating risk of prosecution failures due to potentially unsafe evidence, impacting on BTP's legitimacy. £100k relates to increasing capacity to undertake payroll checks following a limited internal audit opinion.
- **Service expansions** – Elizabeth Line, Workplace Violence Co-ordination Team, EPSAs. Workplace Violence one year ending September 2022. MFTP assumes this will continue, evaluation to be completed by June 2022.
- **Cash holdings** - The plan proposes to review minimum cash holdings following analysis of cashflow / credit risk to pump prime investment into the new strategy. If BTP continues with its current treasury policy, the average cash balance across the MFTP is £38.5m against. BTP is taking an extremely prudent approach to cash and is not optimising use of such a valuable asset. A range of options have been modelled against risk appetite, evaluating supplier credit risk and security of income. The Most Likely option recommends reducing the minimum cash threshold from £21m to £7.8m, making £13.2m available for investment without breaching working capital limits and minimising liquidity risk. Paper submitted to ARAC 18th November.
- **County Lines** - The plan assumes continuation of County Lines from the Home Office as part of their 10 year drugs strategy. Home Office SR settlement indicates funding is highly likely to continue.
- **Capital investment** is funded through depreciation charges. The plan £12.1m per annum and continues to invest heavily in Force Infrastructure for technology, estates, fleet, and equipment.

MTFP Expenditure Bridge

MTFP	22/23		23/24		24/25		25/26		26/27		Total		
Bridge Grouping	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%	Av %
Jubilee Bank Holiday	0.538	0.2%	0.538	-0.2%							0.000	0.0%	
External - Pension Contribs	1.270	0.4%									1.270	0.4%	
External - NI	2.810	0.9%									2.810	0.9%	
External - Pensions	0.450	0.1%									0.450	0.1%	
Statutory sub total	5.068	1.5%	-0.538	-0.2%	0.000	0.0%	0.000	0.0%	0.000	0.0%	4.530	1.4%	0.3%
Pay inflation	3.059	0.9%	5.458	1.6%	6.063	1.7%	6.542	1.8%	6.807	1.8%	27.929	7.8%	
Spine points	5.587	1.7%	5.767	1.7%	5.877	1.6%	6.542	1.8%	4.626	1.2%	28.400	8.0%	
Non Pay Inflation	1.259	0.4%	0.934	0.3%	0.970	0.3%	0.660	0.2%	1.160	0.3%	4.983	1.4%	
Rebalance	0.135	0.0%									0.135	0.0%	
Rent Reviews	0.053	0.0%	0.274	0.1%	1.059	0.3%	0.148	0.0%			1.533	0.4%	
Baskerville rent			0.050	0.0%	0.465	0.1%					0.515	0.1%	
Depreciation	0.792	0.2%	0.012	0.0%	0.341	0.1%			- 0.574	-0.2%	0.571	0.2%	
Cost increase sub total	10.884	3.3%	12.495	3.6%	14.775	4.1%	13.892	3.8%	12.018	3.2%	64.065	18.0%	3.6%
Capitalisation of pay	- 0.200	-0.1%									-0.200	-0.1%	
Churn and Strain	- 2.143	-0.6%	- 2.326	-0.7%	- 2.303	-0.6%	- 2.692	-0.7%	- 3.171	-0.8%	-12.636	-3.5%	
Remove Severance	- 0.165	-0.1%									-0.165	-0.1%	
Baskerville rent free period	- 0.515	-0.2%									-0.515	-0.2%	
Baskerville savings	- 0.599	-0.2%									-0.599	-0.2%	
Depreciation							- 2.061	-0.6%			-2.061	-0.6%	
Cost reduction sub total	-3.623	-1.1%	-2.326	-0.7%	-2.303	-0.6%	-4.753	-1.3%	-3.171	-0.8%	-16.176	-4.5%	-0.9%
Net cost increase / decrease	7.261	2.2%	10.169	2.9%	12.473	3.5%	9.138	2.5%	8.847	2.4%	47.889	13.5%	2.7%
Other Financial Pressures	2.038	0.6%									2.038	0.6%	
Other Financial Pressures sub total	2.038	0.6%	0.000	0.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	2.038	0.6%	0.1%
Elizabeth Line - Disc	0.177	0.1%	0.004	0.0%	0.004	0.0%	0.004	0.0%	0.004	0.0%	0.192	0.1%	
Elizabeth Line - Non-pay	0.245	0.1%									0.245	0.1%	
Elizabeth Line - Pay	1.800	0.5%	- 0.034	0.0%	- 0.060	0.0%	- 0.129	0.0%	- 0.207	-0.1%	1.370	0.4%	
Workplace Violence Co-ord	0.594	0.2%									0.594	0.2%	
County Lines end							- 4.426	-1.2%			-4.426	-1.2%	
Service expansion sub total	2.817	0.9%	-0.031	0.0%	-0.056	0.0%	-4.552	-1.2%	-0.203	-0.1%	-2.025	-0.5%	-0.1%
Year on Year Change	17.184	5.2%	9.601	2.8%	12.417	3.5%	4.587	1.2%	8.644	2.3%	52.432	15.0%	3.0%

Cost movements categorised:

- Statutory obligations as a result of government fiscal policy (Year 1 £5.0m, 1.5%)
- Cost changes on the current expenditure base (Year 1 £7.2m, 2.2%)
- Expenditure to mitigate risk (Year 1 £2.0m, 0.62%)
- Service expansions (Year 1 £2.8m, 0.9%)

Police Service Agreement

PSA	22/23		23/24		24/25		25/26		26/27		Total		
Bridge Grouping	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%	Av %
External - NI	1.841	0.8%									1.841	0.8%	
External - Pension Contribs	0.832	0.4%									0.832	0.4%	
External - Pensions	0.295	0.1%									0.295	0.1%	
Jubilee Bank Holiday	0.352	0.1%	-0.319	-0.1%							0.033	0.0%	
Statutory sub total	3.320	1.4%	-0.319	-0.1%	0.000	0.0%	0.000	0.0%	0.000	0.0%	3.001	1.3%	0.3%
Pay inflation	2.004	0.8%	3.242	1.3%	3.917	1.6%	4.190	1.6%	3.534	1.3%	16.888	6.7%	
Spine points	3.661	1.5%	3.425	1.4%	3.761	1.5%	4.119	1.6%	2.476	0.9%	17.442	6.9%	
Non Pay Inflation	0.825	0.3%	0.555	0.2%	0.627	0.3%	0.646	0.3%	0.621	0.2%	3.273	1.3%	
Rebalance	0.088	0.0%									0.088	0.0%	
Rent Reviews	0.034	0.0%	0.163	0.1%	0.684	0.3%	0.145	0.1%			1.026	0.4%	
Depreciation	0.519	0.2%	0.007	0.0%		0.1%	-2.017	-0.8%	-0.307	-0.1%	-1.799	-0.6%	
Baskerville rent					0.300	0.1%					0.300	0.1%	
Cost increase sub total	7.131	2.9%	7.392	3.0%	9.288	3.8%	7.083	2.7%	6.323	2.4%	37.218	14.9%	3.0%
Baskerville rent free period	-0.337	-0.1%	0.030	0.0%							-0.308	-0.1%	
Baskerville savings	-0.393	-0.2%									-0.393	-0.2%	
Capitalisation of pay	-0.131	-0.1%									-0.131	-0.1%	
Churn and Strain	-1.308	-0.6%	-1.400	-0.6%	-1.488	-0.6%	-2.635	-1.0%	-1.697	-0.7%	-8.528	-3.5%	
Remove Severance	-0.108	0.0%									-0.108	0.0%	
Washup changes	-0.746	-0.3%									-0.746	-0.3%	
Cost reduction sub total	-3.024	-1.3%	-1.370	-0.6%	-1.488	-0.6%	-2.635	-1.0%	-1.697	-0.7%	-10.213	-4.2%	-0.8%
Net cost increase / decrease	4.108	1.6%	6.022	2.5%	7.801	3.2%	4.448	1.7%	4.626	1.7%	27.005	10.7%	2.1%
Other Financial Pressures	1.683	0.7%									1.683	0.7%	
Other Financial Pressures sub total	1.683	0.7%	0.000	0.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	1.683	0.7%	0.1%
Elizabeth Line - Disc	0.116	0.1%									0.116	0.1%	
Elizabeth Line - Non-pay	0.161	0.1%									0.161	0.1%	
Elizabeth Line - Pay	1.277	0.5%									1.277	0.5%	
Workplace Violence Co-ord	0.594	0.3%									0.594	0.3%	
Service expansion sub total	2.148	1.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	2.148	1.0%	0.2%
Year on Year Change	11.259	4.8%	5.703	2.3%	7.801	3.2%	4.448	1.7%	4.626	1.7%	33.837	13.7%	2.7%

The PSA element of the overall MTFP seeks a 4.8% uplift in year 1 and an average of 2.7% over the MTFP

- Statutory obligations as a result of government fiscal policy (Year 1 £3.3m, 1.4%)
- Cost changes on the current expenditure base (Year 1 £4.1m, 1.6%)
- Expenditure to mitigate risk (Year 1 £1.6m, 0.7%)
- Service expansions (Year 1 £2.1m, 1.0%)

Capital and Depreciation

	Q1 Budget						21/22 to		
	21/22	22/23	23/24	24/25	25/26	26/27	26/27 Mvt.	% Mvt.	
Depreciation	12.372	13.164	13.176	13.517	11.456	10.882	- 1.490	(11%)	
Main Assets	9.267	8.649	8.439	8.552	7.519	7.026	- 2.240	(26%)	
Leasehold Improvements	2.740	2.889	2.880	2.875	2.250	2.194	- 0.546	(19%)	
End User Compute	0.366	1.625	1.858	2.091	1.687	1.662	1.296	80%	

	22/23	23/24	24/25	25/26	26/27
Capital Budget	12.100	12.100	12.100	12.100	12.100
Fleet	1.468	1.395	1.342	2.263	2.635
Technology/Software	2.811	2.056	1.814	0.388	0.375
Cyclical replacement	1.180	2.016	2.243	1.924	1.894
Equipment	2.528	2.520	1.749	0.436	1.072
Leasehold Improvements	3.004	3.702	3.238	4.265	3.032
End User Compute	1.109	0.411	1.713	2.825	3.093
London Estates	0.500	7.000			

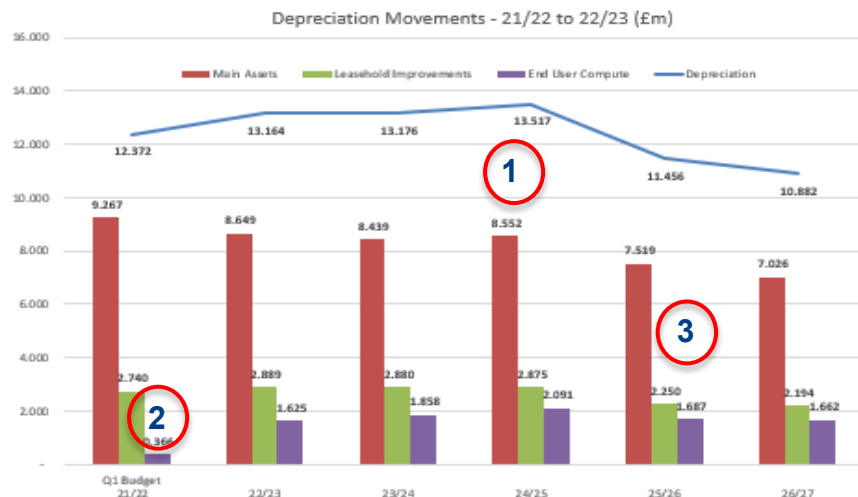
Explanation of key movements:

Includes fixtures & fittings, plant & machinery, motor vehicles and IT related spend with depreciation declining as a result of a reducing proportion of capital budget allocated to these asset types over the MTFP.

Increase in EUC depreciation due to purchasing an additional 2500 new laptops to 21/22

Leasehold depreciation relates to capital spend over the years on improving our buildings. This spend is depreciated over the life of each building's lease. A drop in depreciation levels occurs 25/26 onwards, despite capital spend remaining above £3m a year and London Estates spend of £7.5m. This is as a result of:

- A large proportion of leasehold improvement assets become fully depreciated near the end of 24/25 with the completion of lease terms including Blundell St and FHQ. There is replacement spend in place e.g. London Estates however this value is far less than the value becoming fully depreciated. E.g. the asset value for FHQ was £20.5m.
- London Estates spend is expected to be depreciated over a long period based on an assumed lease life of 20 years. We are therefore only seeing under a quarter of the cost in the MTFP depreciation figures.



BTP Spending Review 2021 outcomes

The BTP Spending Review bids submitted (all capital) for 2022/23 onwards were:

- CCTV enhancements to extend coverage
- InfoX technological improvements to CCTV systems
- Emergency Services Network
- Fleet Electrification
- London Estates (capital investment required to support a new operational and corporate hub)

The outcome was that we were successful on just Fleet Electrification and London Estates. We note that the DfT has given us budget cover but no cash funding for these items to date. Finance are in negotiations with the DfT regarding the cash. The budget cover approved is set out below. We would note that the Force plans for London Estates have changed since the bid was made.

	22/23	23/24	24/25
	£'m	£'m	£'m
Fleet Electrification	1.254	2.378	2.444
London Estate Changes	3.598	3.598	0.000
Total	4.852	5.976	2.444

MTFP Risk / Unfunded Projects

The table below outlines the projects that are currently not funded in the MTFP, and also risk of further cost increases. The majority of projects were submitted as part of the Spending Review and early outcomes indicate they will not be approved.

Risk	MTFP Financial Impact £m	Prob	Mitigation
General inflationary pressures arising from current economic circumstances, including pay and non pay above that funded. Public pressure on pay and general supplies, utilities and energy, and IT hardware. A 1% pay increase has been modelled from 2% to 3% as well as 1% on non-pay.	Pay Rev £14.0m Non pay Rev £2.0m	M	Fund 22/23 from reserves with a view either: a) Identify cash efficiencies from current resources b) Charge out in 23/24 MTFP
Possible investment in Technology needed pending the Peer Review by MPS.	TBC	H	a) Identify cash efficiencies from current resources b) Charge out in future MTFP
HM Treasury rejecting SR bids for CCTV and Situational Awareness. The capability will support Policing and Security under the GBR construct. Risk has crystallised with the outcome of the SR.	Cap £25.5m Rev £18.4m	H	a) Incorporate into GBR negotiations b) The integrated policing pilot will demonstrate proof of concept and help future negotiations
HM Treasury reject SR bid to fund the transition to ESN Risk has crystallised with the outcome of the SR.	Cap £17.4m Rev £13.2m	H	a) Continue discussions with the Home Office
Additional cost of implementing Police Educational Qualifications Framework (PEQF)	Rev £8.0m	L-M	a) Hard review on requirement b) Identify cash efficiencies from current resources c) Charge out in 24/25 MTFP
Transport for London Risk impacting on BTP - London Estates capital funding. BTP/TfL 50/50 contribution. The Spending Review has approved BTP's share. The risk is that TfL's financial situation does not allow them to fund their contribution.	Cap £7.5m	M-H	

Report to: Strategy & Planning Committee

Agenda #: 10.3

Date: 2 March 2022

Subject: Contract Variation - Tomlinson

Sponsor: Sarah McGarel - CFO

Author: Vicky Tanner – Contracts and Compliance Manager

For: Endorsement

4th Floor
 British Transport Police
 Force Headquarters
 25 Camden Road
 London NW1 9LN

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

www.btpa.police.uk

1. Purpose of paper

- 1.1 To request approval from the Committee for a £1.76m (inc VAT) retrospective variation to the contract held with J Tomlinson Ltd in connection with the work being carried out to complete the move into Baskerville House.
- 1.2 Per the Scheme of Financial Delegation within the Code of Governance, where a contract needs to be increased in value by more than 15%, approval is to be sought from the original authorising body. The original contract value was £4.08m (incl VAT). An increase of £1.76m represents a variation to the contract value of 43%.

2. Background

- 2.1 The business case for Baskerville House was approved by the Authority in 2021 in support of the move out of Axis House and into Baskerville. The overall budget that was approved was £6.35m (inc VAT, excluding EUC) capital and £0.9m (inc VAT) revenue.
- 2.2 Following a competitive tender process, BTP awarded a contract to J Tomlinson Ltd for the construction contract to fit out the new floor. The total value of the awarded contract was £4.08m capital (inc VAT). Due to the challenges faced by the programme, a decision was made to use J Tomlinson Ltd to procure additional material and services that were outside the original scope of their contract but included with the scope of the overall programme.

3. Contract Variation

- 3.1 The rationale provided by BTP behind the contract variation related to the complexity and time pressures of the project which were further compounded by the impact of COVID on availability of supplies and workforce. By utilising the J Tomlinson Ltd contract these challenges were deemed to be reduced as BTP were able to use the existing workforce to carry out the required works.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.

- 3.2 The additional works added to this contract covered a wide spread of items ranging from a drainage pump to a sink, to furniture, to costs related to out of hours working. Two of the more significant items of spend were for the outsourcing of the IT cabling installation, and a generator. In respect of the generator, originally the landlord had undertaken to carry out the design works and procurement but had subsequently reneged which left BTP to undertake this work.
- 3.3 Gleeds was engaged to act as the Prime Contractor on the project, with robust processes to review scope, costs, prices, value for money and assure cost certificates enabling BTP to sign off, approve and pay invoices. This includes where J Tomlinson Ltd subsequently tendered work to sub-contractors.
- 3.4 BTP has acknowledged that due process to secure the variation in writing in advance of instructing J Tomlinson Ltd to carry out this significant additional work had not been followed, but that all parties involved were happy to proceed to ensure the success of the project. The rationale for not following due process provided by BTP was outlined in section 3.1.

4. BTPA Executive review

- 4.1 The Executive has reviewed the blue folder which includes the briefing from the Head of Estates (attached) and minute sheets from Finance, Procurement and the Director of Strategy and Change.
- 4.2 The Executive understands the significance of this project, however does not accept the reasons provided as to why the contract variation was not put in place before the additional work was commissioned. It appears that all parties were aware of and discussed the need for the contract variation at the time, it simply was not actioned.
- 4.3 The Executive accepts the level of scrutiny applied by the Director of Finance & Commercial services to gain assurance that best value for money has been obtained, supported by the assurance from Gleeds that they applied the same process and level of rigour to the additional work as they did to the main work.

5. Recommendations

- 5.1 For the Members to endorse and recommend to the full Authority the retrospective approval of the J Tomlinson Ltd contract variation to the value of £1.76m (inc VAT) in accordance with the code of governance and financial delegations.
- 5.2 For Members to support the commission of a paper to be presented to ARAC on the lessons learned and what changes will be made to the process such that this situation is not repeated in the future, particularly in light of work likely to take place on London Estates.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.

Minute Sheet

Subject: Baskerville House – Main Contractor PO Extension

File No. CP/
Minute Sheet 2

This minute sheet requests a variation to the contract value for the Main Contractor at Baskerville House – J. Tomlinson Ltd. This approach has been agreed with finance and commercial colleagues as an appropriate means to deliver the overall programme to cost and time.

Whilst the request is to vary the main contract amount, the programme budget will remain within the original programme budget agreed in the Baskerville House Business Case.

Background

BTP are required to exit Axis House, Birmingham by February 28th 2022. The Business Case for BTP's exit from Axis House to Baskerville House was approved by BTPA during Spring 2021. The funding breakdown within the Business Case consisted of:

Capital - £6.7m (inclusive of £0.4m EUC provision)
Revenue - £0.9m

Further to competitive tender using the CCS framework, J Tomlinson were awarded the construction contract to fit out the new floor. The value of this contract is £3.4m. This cost principally covers works services. Post tender following advice from BTP Commercial a significant part of the overall technology works were added to this contract.

Rationale

The programme has faced some unprecedented challenges. These have been managed by using the Tomlinson contract to procure materials and services that were outside of the contract scope, but within the stated deliverables of the programme. These include:

- Time. The programme is bound by tight timescale with limited ability for flex. BTP need to exit Axis House by Feb 22 (lease end) to enable the site to be prepared for demolition with cost borne by the Department if that demolition is delayed. Time pressures have been compounded by COVID which has had a major impact on the building sector.
- Skills & Services. The COVID pandemic has caused shortages in workforce availability to meet the demands of the timescales stated above. Use of the Tomlinson's contract has provided access to a guaranteed pool of trades people at a time when many suppliers had ceased operations due to the pandemic.
- Materials. Similar to the above, the Covid pandemic and Suez Canal crisis created severe supply issues across the construction industry. By using Tomlinson's contacts, we have benefitted from access to a wider pool of suppliers and have been able to procure materials ahead of critical delivery timescales.
- Technology. There are resourcing pressures within the BTP Technology department that have required some IT specific activity to be outsourced to 3rd party providers to ensure our

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.



deadline is met. Using the Tomlinson contract for items as cabling installation and procurement has enabled the programme to remain on track.

- Additional or late instructions: The Control Room and Contact Centre at Baskerville must have resilience. This is provided through 2 x uninterruptible power supplies (UPS) and a generator. The Landlord undertook to design, procure and deliver a generator for BTP sole use. After the contractor had commenced on site, the LL reneged on this decision, and requested that BTP design, procure and deliver a generator for BTP use. This became a very late instruction to the contractor and a substantial piece of work and alteration to the contract. Failure to deliver this work risked the transition of the Control Room to schedule.

Costs

The existing Tomlinson contract value is £3.4m. It is requested that this is varied to £4.87m. The additional elements that this has included are shown below:

ADD DESCRIPTION	Inst Nr	
Steelwork Strengthening and Spreader Beams	PMI002 / CE02	£13,000
TER Room Changes - Increase Size, Substitute Racks	PMI006 / CE06	£9,694
Additional IT items in TER	PMI007	£16,371
Early Start on Site	CE07	£20,800
Mechanical Variations - Flushing, Sampling etc	CE08	£13,000
Relocate Chilled Water Valves TER Room	PMI008 / CE09	£4,370
Sub-Ceiling Works to TER, UPS, SB and DSU	PMI008 / CE09	£0
Generator Works	PMI009 / CE10	£520,000
Trench Heating Revisions - South Side	PMI010 / TBC	£1,377
Below and Above Desk Power Requirements	PMI011 / CE049	£19,026
Taser Safe	PMI012 / TBC	£2,194
Mains Cables 4c to 1c	PMI014 / TBC	£58,337
Additional Elite Furniture	PMI015 / TBC	£26,000
Heating Changes Reception Radiators	PMI016 / TBC	£4,363
TER Room Retractable Socket	PMI017 / CE015	£878
Additional Power & Data	PMI018 / TBC	£13,000
CCTV & Access Control Changes	PMI019 / TBC	£6,500
UPS Out of Hours Delivery	PMI020 / TBC	£6,500
Offsite Storage	PMI021 / TBC	£83,353
Control Room Chairs	PMI022 / TBC	£58,426
Sitelink	PMI025 / TBC	£54,353
BITEA	PMI026 / TBC	£107,179
Axis Generator	PMI027 / TBC	£15,192
Basement Storage	PMI028 / TBC	£16,804
Additional Cabling in UPS Room - Riello	PMI029 / TBC	£6,500
CR Locker Room Changes	PMI030 / TBC	£10,400
Radio Controlled Clocks inc Power & Data requirements	PMI032 / TBC	£6,612
Replacement Mesh Ceiling Tiles	PMI034 / TBC	£21,234
Landscaping Amendments	PMI035 / TBC	£1,040
Accelerated M&E Costs	PMI036 / TBC	£26,000
Additional Ductwork Fire Stopping in UPS Room	PMI037 / TBC	£2,954
5th Floor Fibre (BTP IT)	PMI038 / TBC	£1,300
Post Room Changes	PMI039 / TBC	£6,500
Cleaners Sink	PMI040 / TBC	£6,500
Additional Chlorination and Dosing to CWS and LTHW	CE020	£7,203
Clean Earth within TER	CE027	£8,696
Additional Power & Data for Kromers/Snellings	CE028	£4,043
Adaptions to Special Branch Electrical Connections	CE029	£2,230
Additional Data Containment in Ceiling Void	CE031	£7,558
Changes to TER and UPS Lighting	CE032	£13,723
Desk Fit Out Attendance by FMS	CE049	£9,665
Temporary Supplies to TER Room	CE052	£2,979
Changes to Comms Cabinet Isolators	CE053	£3,782
Additional IT Works in TER	TBC	£2,786
Internal Signage	TBC	£11,337
Seating Booth	TBC	£10,327
Pre-Water Samples of existing services prior to commencement	TBC	£1,715
Replace damaged flexible hoses to chilled tiles	TBC	£15,904
Cable Basket Containment for BT and Virgin	TBC	£4,970
Drainage Pump to FCR Breakout Sink	TBC	£2,104
Modifications to trench heating pipework	TBC	£2,737
Replacement end caps to Chilled Tiles	TBC	£4,464
Additional Lockers to Vulnerability Office	TBC	£1,346
Covid Screens to FCC	TBC	£6,687
Covid Screens to FCR	TBC	£19,659
Additional Elite Monitor Arms	TBC	£19,970
Prelims to cover potential revised Completion Date	TBC	£41,600
Temporary Generator Works	TBC	£19,500
Site Manager to Cover Out Of Hours Working	TBC	£23,660
Electrical TER Room Out of Hours Working	TBC	£910
Planet Partitioning Changes - Phased Working, Strike Plates, Additional Manifestations	TBC	£15,600
Mechanical Variations Holding Sum	TBC	£13,000
General Sundries allowance (White boards, coat stands, fridges etc etc)	TBC	£32,500
	Total (£)	£1,470,410

Programme overview

The programme is on track to complete in Feb 22. By the end of January all but the Force Control Room will have transitioned from Axis House.

The current spend for the project as at P11 is £4.4m capital, with a final forecasted spend being £6.1m. Thus leaving a projected underspend of £0.25m.

Whilst this minute sheet is requesting an increase to spend on the J Tomlinson contract, it does not have an impact on the overarching programme spend.

All additional works commissioned through Tomlinson's were commissioned by Gleeds, who are the appointed consultants and assured value for money and delivery.

Professional overview

This has been a challenging project because of the items noted above. Whilst there have been extensions of time added to the original building contract, these have been well managed, and the team have worked with the contractor to reduce delays. There have been variations to the contract throughout the works which have been managed in accordance with the contract. This note recommends that the variation to the contract sum, required because of the extraordinary pressures described above be approved.

Ciara Ryan
Head of Estates Transformation
Estates Transformation

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.



Report to: BTPA Strategy and Planning Committee
Date of meeting: 2 March 2022
Agenda Item: 11
Subject: Net Zero Carbon – Baseline and Delivery Strategy
COG Sponsor: Tracey Martin, Director of Finance & Commercial
Author: Ian Currie – Deputy Director – Commercial and Estate Services
For: Information

1. PURPOSE OF PAPER

1.1 To update the Committee on the development of a Net Zero Carbon strategy for BTP. The attached document bundle reflects the papers presented to the Force Executive Board on 17th February 2022 and are supplied to the committee for awareness and information only. The proposed strategy received full support from those in attendance.

1.2 The papers attached consist of: -

- An overarching covering paper that details history and progress (FEB paper in your background reading pack)
- The full report that provides significant detail on carbon measurement and options (Annex A in your background reading pack)
- The slide deck used to present the headlines to FEB (Annex B)
- The proposed delivery strategy for achieving Net Zero Carbon status by 2035 (Annex C)

2. RECOMMENDATIONS

2.1 That Members read and note the attached information.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

The British Transport Police Net Zero Carbon Strategy



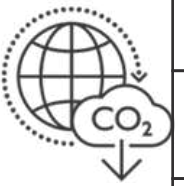
Agenda



Net Zero
Carbon



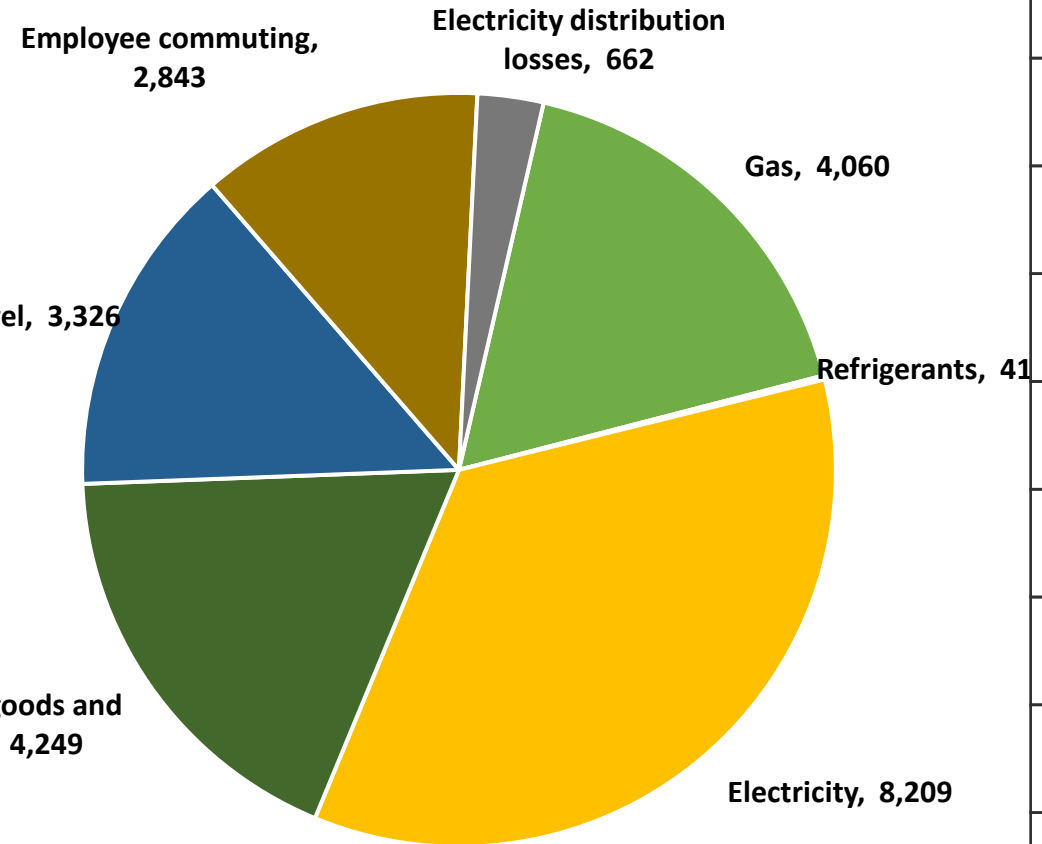
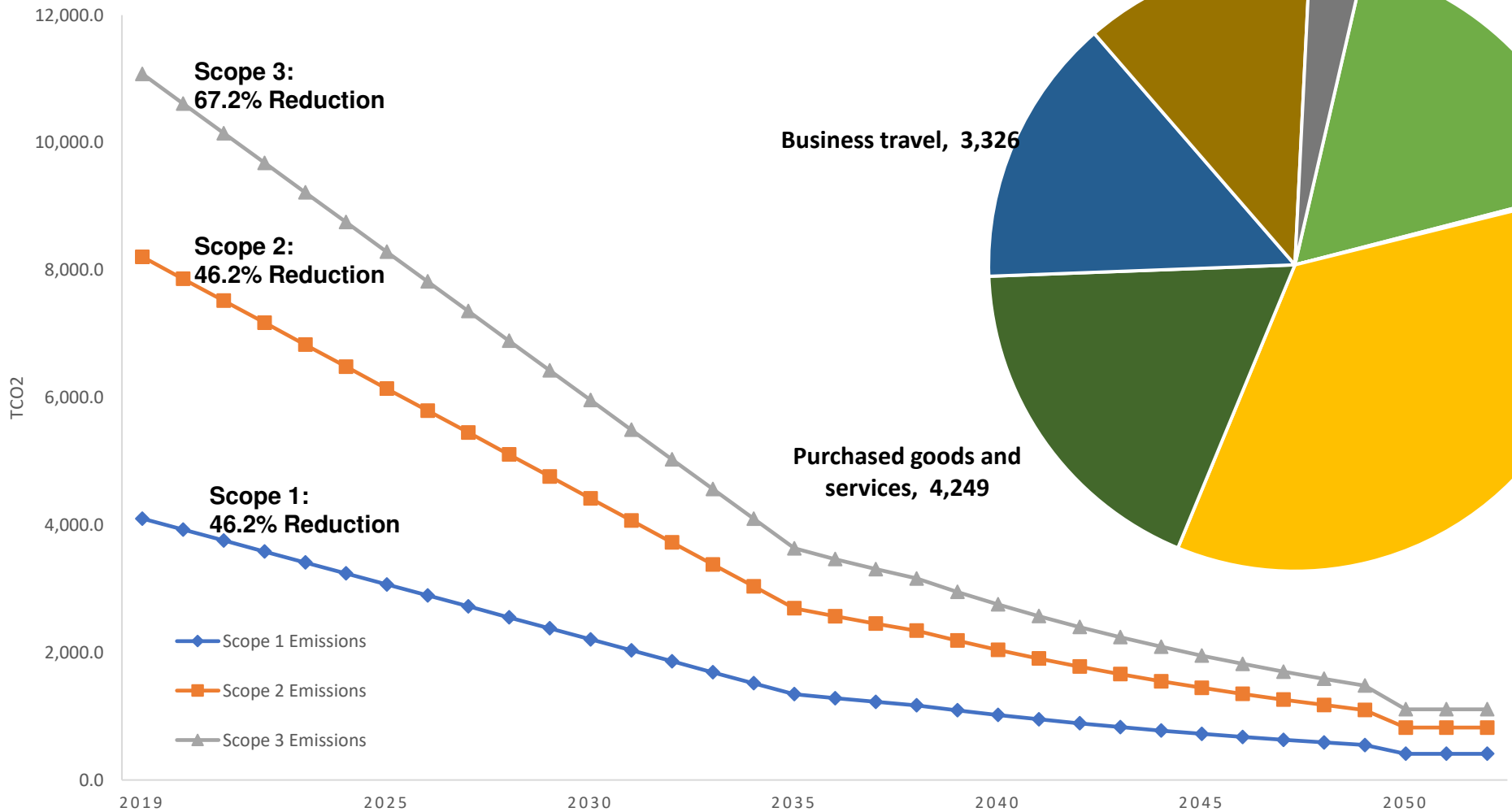
1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.
----	----	----	----	----	----	----	----	----	-----	-----	-----	-----	-----



Net Zero
Carbon

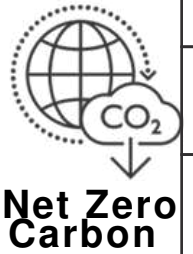
Measuring and Setting Targets

Carbon Footprint : 23,390 tCO₂e



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Communicate the Commitment

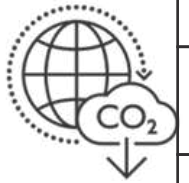


The British Transport Police are committed to becoming a Net Zero Carbon organisation by 2035.

This will be achieved through emission reduction projects across our estates and capital expenditure with offsetting once interim targets have been achieved.

Interim targets have been set in line with the Green House Gas Protocol, for Scope 1&2 emissions to achieve Net Zero Carbon by 2030 with Scope 3 emissions by 2035. Following the 2035 target, further targets are set to achieve maximum reductions by 2050 to reduce the dependence on offsetting to ensure Net Zero Carbon can be maintained long into the future.

Reductions



Net Zero
Carbon

Data Collection

- Robust, centralised data collection and reporting process
- Identify virtual reductions
- Measure and Report on progress / success
- Hard/Soft FM opportunities for reductions



People Empowerment

- Communication campaign to make clear your Net Zero vision moving forwards
- Staff empowerment and carbon literacy training
- Commuting survey and support initiatives
- Landlord and major stakeholder engagement



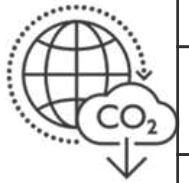
Delivery Initiatives

- Elimination of dependency on fossil fuels
- Energy efficiency surveys of long term estate
- Site Upgrades – LED / ASHP / Smart controls / Fabric efficiencies
- Green energy strategy – Energy suppliers and onsite renewables
- Supply chain engagement and policy upgrades



1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.
----	----	----	----	----	----	----	----	----	-----	-----	-----	-----	-----

Data Collection



**Net Zero
Carbon**



1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	

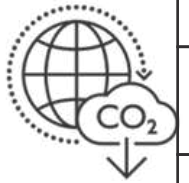
People Empowerment



Net Zero
Carbon



1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	



Net Zero
Carbon

Delivery Initiatives

Scope 1 : Primary fuel emissions

Energy efficiency surveys of long term estate

Gas boiler to heat pump pilot

Phased replacement with alt heating sources

Thermal Retention and insulation

Scope 2 : Secondary Fuel emissions

Switch Electrical suppliers

Energy efficiency surveys of long term estate

Targeted electrical usage reductions – LED upgrades, controls, soft FM etc

Onsite renewables - PV

Scope 3 : Up & downstream supply chain emissions

Procurement policies, Working groups and supplier awards

Commuting surveys for staff

Zero carbon investments

Consumables – reduce, reuse, recycle

Paper and plastic reduction targets

Fleet EV rollout

Uniform contracts - increase recycle to reuse

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.



Net Zero
Carbon

Annual Process and Obligations

Public Disclosure

- Progress Summaries
- Performance against targets
- Accountability for behaviours
- Successes & lessons learned

Internal Performance

- Performance leagues per site
- Initiatives - £ & tCO₂
- Upcoming measures
- Opportunities & risks
- Call to action for staff

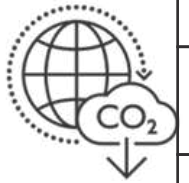
Annual Reporting

- Current emissions
- Past emissions
- Methodology
- Validations process / audit
- Performance against 1.5°C trajectories

Offset Management

- Portfolio management for future offsets
- Reconciliation of measured emissions and procured offsets
- Retirement of offsets as applicable

Questions



Net Zero
Carbon



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

British Transport Police
Net Zero Carbon Delivery Strategy
April 2022 – March 2050
NZC Target Date March 2035

Version	Date	Reason for amendments	Amended by (job title)
V0.1	07/02/22	Draft Submitted to FEB	Ian Currie – Deputy Director - Commercial

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	

Introduction

This strategy has been written in response to legislation requiring the government to reduce the UK's net emissions of greenhouse gases by 100% relative to 1990 levels by 2050.

The strategy provides a plan of action to reduce the BTP carbon footprint as captured in the baseline financial year of 2019, to achieve true Net Zero Carbon by 2050, but through offsetting declare a position of being Net Zero Carbon by 2035.

With a delivery plan spanning some 28 years the strategy will need revisiting on an annual basis to ensure delivery measures remain appropriate and any new innovations and/or legislative measures are factored into the strategy.

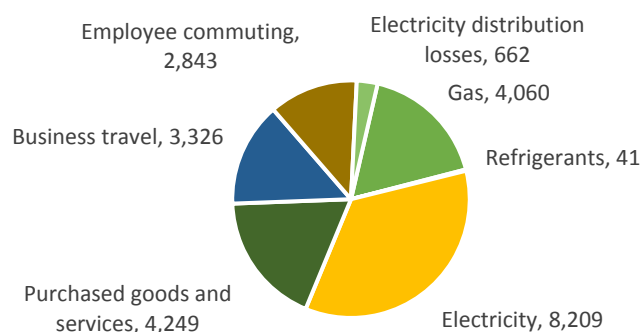
Our intention is that delivering Net Zero Carbon is not viewed as a stand alone initiative but rather becomes an integral part of delivering business as usual activities. To this end rather than a dedicated team overseeing and enabling delivery, the role of a Net Zero Delivery Manager will be introduced to provide oversight and produce annual progress reports for internal and external audiences, but it will be through the respective boards (tech, commercial, fleet, uniform etc) and Net Zero Ambassadors across the force that the strategy will be delivered.

Baseline

With a baseline of 2019 the carbon footprint of BTP following significant analysis of core data is projected as being 23,390 tCO₂e (2019 was chosen as the base year as this reflects a year with the greatest amount of robust data prior to the impacts of the pandemic).

This can be further broken down as Scope 1 Direct Emissions (Gas) 4,101 tCO₂e Scope 2 Indirect Emissions (Electricity) 8,209 tCO₂e and Scope 3 Supply Chain Emissions 11,080 CO₂e. 'tCO₂e' = Tonnes of CO₂ Equivalent

The British Transport Police Carbon Footprint (2019):23,390 tCO₂e



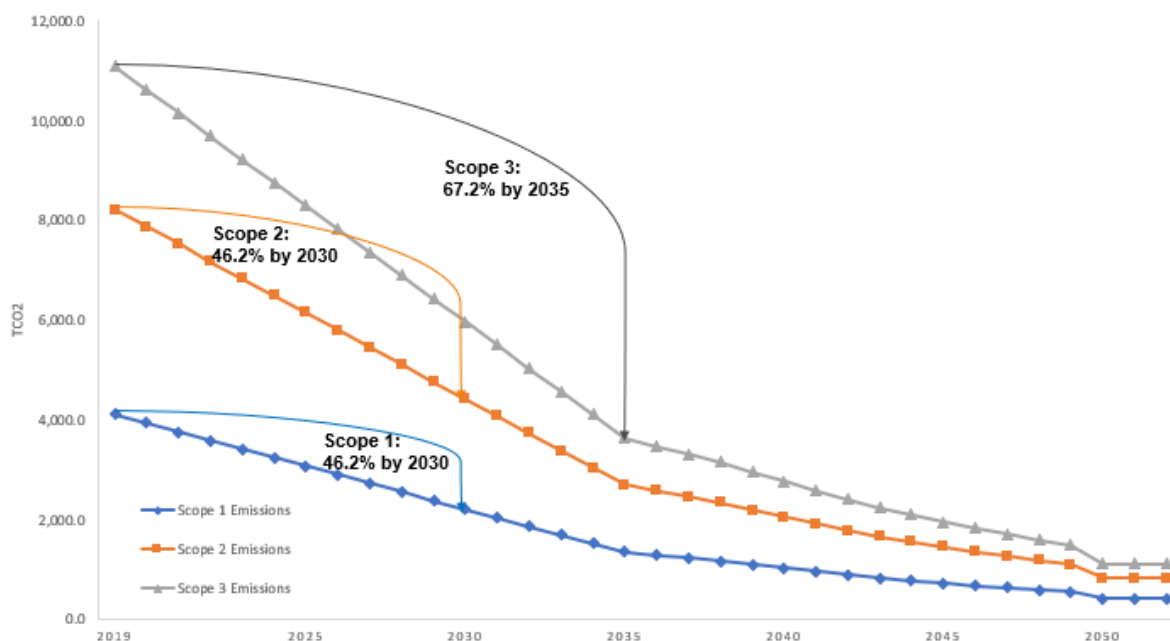
Timeline and Glide Path

The journey to achieving full Net Zero Carbon is lengthy and whilst 2050 is some 28 years away this still reflects a significant ambition.

Organisations however can declare themselves NZC by offsetting up to 50% of their carbon footprint prior to 2050. This entails a financial contribution into schemes, typically planting forests, where the carbon absorption is scientifically calculated as equalling the carbon to be offset.

Once an organisation has declared themselves as NZC they must continue to fund an annual contribution for offsetting, but with the expectation that this will reduce annually up to 2050.

The proposed glide path for achieving NZC by 2035 reflects the scale and complexity of delivering Scope 3 reductions in our supply chain and therefore the ambition of 2035 is a combination of Scopes 1&2 achieving their interim targets by 2030 and Scope 3 by 2035. Once interim targets have been met, offsetting can be used to complete the equation to enable the declaration of net zero. If the reductions measured in 2035 are more than the defined targets, the resulting offset costs will reduce in line with his.



Affordability

At this stage only a headline figure can be estimated for the enabling activities to achieve Net Zero Carbon including Offsetting. Where applicable, business cases will be required to secure additional investment on a case by case basis.

As at February 2022 the headline figures are: -

- Buildings related, including insulation works, window replacement, boiler replacement, energy efficient LED lighting - £19.6m over 14 years,

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

- Vehicle Electrification including charging infrastructure £12m over 3 years,
- Switch to blended electricity backed by zero carbon generation, £14k pa initial increase but then a volume reduction bringing spend back to or below BAU levels
- Offsetting circa £1m pa at 2035 reducing to circa £200k by 2050.

Deliverables

The strategy has been broken down into three key areas: -

- Data Collection, measurement, validation, and reporting
- Personal Empowerment and Contributions
- Delivery Initiatives

Data Collection - The approach followed in producing the full carbon mapping report required significant manual data gathering and validation which is not sustainable in the longer term. The proposed approach is therefore to purchase a software package that will automate data gathering through the course of the year, flagging anomalies etc but in essence forming the basis for annual measurement and declaration. Timeline – **By end June 2022**

Personal Empowerment – Empowerment of our people to make a difference and have NZC at the heart of what we do will be an essential element in success. Activity in this area will range from: -

- Appoint Net Zero Carbon delivery manager – **By end Sept 2022**
- An introduction and awareness learning package for all staff – **By end Sept 2022**
- The introduction of formal NZC ambassadors across the force – **By end June 2022**
- Ongoing and regular comms and bitesize learning
- Inclusion of NZC in all strategic thinking and b/case development – **From April 2022**
- Potential for salary sacrifice benefits e.g. Electric Vehicles – **By end Sept 2022**
- Placing NZC as an important element in future recruitment, i.e. an employer who cares and has social responsibility about their impact – **From April 2022**

Delivery initiatives with timelines

Scope 1 – Direct Emissions - Gas

Undertake a pilot to determine the realistic potential of replacing gas boilers with Air Source Heat Pumps. Dependent on findings, develop a phased project over 8 years that will replace all gas boilers with alternative heat sources, plus the necessary alterations to insulation, controls, radiator size etc – **Pilot to commence by April 2023 and report back on monthly basis. Completion of replacement of all gas boilers by 2032.**

Undertake surveys of confirmed long term estate locations to establish requirement for enhanced thermal retention and insulation (refurbishments to include as standard) – **By Sept 2022**

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Undertake phased works programme to enhance thermal retention and insulation –
Commence April 2023, conclude by end 2032

Scope 2 – Indirect Emissions – Electricity

- Switch electricity provision to one that is backed by zero carbon generation – **By April 2022.**
- Reduce electricity usage by targeted led lighting initiatives (refurbishments to include as standard) – **Phased programme concluding by end 2032**
- Explore potential for Solar Voltaic panels across estate and install where beneficial – **Phased programme concluding by end 2032**

Scope 3 – Supply Chain

- New suppliers – Any new supplier where our spend will be greater than £500k will be required to confirm their commitment to NZC and agree to have a strategy in place by 2025. Thereafter only suppliers with a strategy will be considered - **From April 2022**
- Existing suppliers – Chief Constable to write out to Chief Execs for top 20 contracts stating our intent and seeking their support as well as introducing supplier annual awards for the supplier who has made most progress in supporting BTP in achieving NZC – **From Sept 2022**
- Undertake commuting survey of all staff to capture carbon reduction. Measured in 2019 and current period, capture expected reduction in March 23 reporting – **By Dec 2022**
- Challenge Railway Pension Fund to prioritise investment in companies reflecting Carbon Zero ambition and performance – **From March 2022**
- Office Supplies – switch to recycled products now, aim to reduce use of paper by 50% by 2024, remove bottled water as an option from catalogue in favour of refilling existing reusable bottles – **Paper usage reduction by end 2024, removal of plastic disposal water from April 2022**
- Fleet – accelerate the EV rollout from a 5 to 3-year implementation challenging the need for each vehicle as replacement schedules are agreed - **By March 2025**
- Uniform – Ensure continued zero to landfill, increase recycle to reuse, introduce net zero product – **From April 2022**

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.

Report to: Strategy and Planning Committee

Agenda #: 12

Date: 2 March 2022

Subject: Draft Committee Work Plan 2022/23

Sponsor: Chair

Author: BTPA Head of Strategy, Planning and engagement

For: Review & Discussion

Ivason House
 8a London Bridge St
 London SE1 9SG

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

www.btpa.police.uk

1. Purpose of paper

- 1.1 To review and discuss a draft Committee work plan for the 2022/23 business year (see Appendix A) and to seek Member inputs on any other matters to be included. The final work plan will be presented to the Committee alongside any recommended changes to Terms of Reference (TORs) at its next meeting in early June.

2. Background

- 2.1 As with the Authority's other Committees, the Strategy and Planning Committee (S&PC) annually reviews its plan of work against its TORs, Strategic risk profile (an item elsewhere on this agenda), legitimacy responsibilities and any matters of interest arising in the course of its activities. For ease the current TORs and a map of the Authority's committee responsibilities with respect to legitimacy are also included on this agenda for references. The draft plan has also been informed by the Executive's annual review of oversight coverage which highlighted the following ongoing gaps for S&PC;

- Equality impact assessments considered as part of business case reviews
- Oversight of key projects post-delivery, in particular technology projects
- Oversight of the development of supporting strategies, for example estates and digital
- Stakeholder relationships and engagement

3. Draft work plan 2022/23

- 3.1 The work plan has been developed to assist the Committee in delivering against its TORs and is offered for discussion and Members are invited to propose alternate items which develop the work of the Committee. It should be noted that the work plan will be a live document and be subject to change during the year as new

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12
13.
14.

priorities and opportunities emerge. In particular, the Committee will want to consider a programme of reviews/deep dives to bring to life delivery of the new Strategic Plan and roll out of the 'A Force on the Move' change programme; detailed plans for both are yet to be finalised. The draft workplan includes a placeholder for short workshop session at our June meeting where a discussion about how the emerging delivery plans can shape the Committee's plans might be useful.

4. Recommendation

- 4.1 The Committee review and discuss the draft work plan at Appendix A, making alternative recommendations for discussion.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12
13.
14.

DRAFT Strategy & Planning Committee Workplan 2022/23

Meeting	Proposed Items
1 June 2022	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map • Workshop session (?) Initial discussion on approach for tracking strategy implementation and ‘A Force on the Move’ transformation plans – including timings for development of supporting strategies • Business cases for approval (detail tbc) • Final workplan 2022-23 for approval • Meeting reflection
15 September 2022 (detail to be developed as strategic delivery plan emerges)	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Risk deep dive – Partnership Working • Legitimacy map • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • Business cases for approval (tbc) including equality impact assessment • MTFP planning assumptions – launch of MTFP development • Workplan 2022-23 rolled forward • Meeting reflection
15 November 2022 (detail to be developed as strategic delivery plan emerges)	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map • Results of annual Policing Plan refresh – recommendations for change • MTFP proposals • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change plans • Business cases for approval (tbc) including equality impact assessment • Workplan 2022-23 rolled forward • Meeting reflection • [Approval of charges – out of committee in correspondence]

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12
13.
14.

Meeting	Proposed Items
Tbc March 2023	<ul style="list-style-type: none"> • Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – 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 • Draft workplan 2023-24 • Meeting reflection

DRAFT

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12
13.
14.

BTPA Committee / Full Authority oversight of legitimacy



Strategy and Planning Committee Terms of Reference¹

Purpose

5.36 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.

Reporting

5.37 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 including those relating to people, equality and diversity
- 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.
- Business case approvals in line with delegation limits set out in the Code of Governance
- Examining post completion reports for all capital and major revenue schemes approved by the Authority in accordance with the scheme of delegation

¹ Taken from [BTPA Code of Governance \(September 2021\)](#)

- 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

5.38 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

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

Quorum

5.40 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

5.41 Six Members of the Full Authority.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12
13.
14.