

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

MEETING
2 March 2022 10:30

PUBLISHED
23 February 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Microsoft Teams	2/03/22		10:30

1. Item 4.1: Action 90 Learning and Development Business Case Update
2. Item 6.1: Strategy Working Group Minutes 13 December 2021
3. Item 6.2: Strategy Working Group Minutes 21 January 2022
4. Item 7.1: Policing Plan Working Group Minutes 21 February 2022
5. Item 11.1: Net Zero Carbon Baseline and Delivery Strategy Supporting Papers



Report to: Strategy and Planning Committee
Agenda item: 4.1
Date: 2 March 2022
Subject: Learning and Development Transformation – Action 90
Author: Superintendent Darren Malpas, Head of Learning & Development
For: Note/Approval

1. Purpose of paper

- 1.1 Since the endorsement of the outline business case for provision of Learning and Development by the Authority in December 2019, there have been a number of changes to both strategy and the procurement approach.
- 1.2 This paper seeks to update the Authority on those changes and the driving force behind them. It includes the chronology of business case approval to date, showing how each element of L&D requirement was originally envisaged vs. current state of play.
- 1.3 Given that the Authority approved the original strategy and that it has now changed, recognising that it is already well into delivery, the Authority is asked to note / approve the revised strategy.

2. Business Case

- 2.1 December 2019 - The original L&D Transformation Business Case and Procurement Strategy, which sought to outsource our learning offer, was approved by the Full Authority. This business case covered:
- PEQF PC degree entry route
 - Learning Management System Implementation
 - Outsourcing of Operation Police Training
 - Outsource Leadership and Professional Development Training
 - Outsource L&D Estate
 - Outsource E Division ranges, dog training & accommodation
- 2.2 January 2020 - The Business Case and Procurement Strategy submitted to the Procurement Advisory Board (PAB) at the DfT who asked for clarification in some areas of the proposal.
- 2.3 March 2020 – COVID19 Pandemic began. BTP along with Global suppliers began to adopt more agile and remote ways of working in response.
- 2.4 June 2020 - Rachael Etebar, Director of People and Culture and Senior Responsible Officer (SRO) on the advice of Ian Currie, Head of Commercial, commissioned a Gateway Style Review (GSR) by the BTP Commercial Team, given the rapid market changes driven by Covid and the increasing options for remote delivery being launched.
- 2.5 August 2020 – GSR key recommendations:



- A clear reiteration of the programmes aims, and vision should be undertaken, including the scope of the L&D Transformation programme.
- Project to be subsumed into the People & Culture Programme

2.6 October 2020 – Following GSR recommendations, workshop held with SRO where the decision was made that L&D Transformation should pivot to be delivered using a ‘right source’ procurement methodology, delivering individual strands of the programme, rather than one big bang approach and building on advancements in agile and remote use of technology. It was decided here to uncouple dog training and that estates for L&D be absorbed into the wider estate strategy.

2.7 January 2021 – Internal transformation mobilisation, further internal design workshops held, and blueprint developed.

PEQF

2.8 January 2021 - L&D mobilised a cross organisational steering group to design and create BTP’s requirements. Procurement strategy and Governance documentation begun in partnership with BTP commercial team.

2.9 April 2021 - Paper submitted to Force Executive Board with financial modelling and assumptions (created in partnership with Finance)

2.10 May to Aug 2021 – BTP’s requirements to go to market (Statement of requirements - SOR) created along with procurement strategy

2.11 Sep 2021 Procurement strategy and accompanying documentation approved by SRO

2.12 Feb 2022 Procurement strategy and accompanying documentation approved by Chief Constable

Learning Management System

2.13 March – August 2021 – Business Case created and approved. Digital learning platform (LMS365) procured, which will enable learning on desktops or digital devices, for officers on the go. Information management checks completed. Work commenced to develop product and procure content

2.14 December 2021 - Competition to name system resulted in adoption of ‘MyLearn’.

2.15 January 2022 - Pilot of first 250 users of MyLearn commenced – Testers from across the Force are in the process of co-designing the look and feel of the system whilst simultaneously evaluating the learning content.

2.16 April 2022 - Rollout of system to full BTP planned

Operational Police Professional Training

2.17 Feb 21 – Roll out of new Personal Safety Training Programme, using Body Worn Video footage



- 2.18 Feb 21 – The Recruit Training Programme has been improved from a 22-week residential course, to a more accessible 18-week blended learning/hybrid course which includes 6 weeks of remote learning for students
- 2.19 Apr 21 – A ‘right source’ procurement strategy is embedded. E.g. Mentimeter, Kahoot and slido licenses have been purchased to provide trainers with modern learning tools
- 2.20 Sep 21 – A gateway process has been created to manage internal demand for L&D resources. It advises internal customers on the most appropriate solution for their training need.
- 2.21 Summer 21 commenced - L&D Trainers are being upskilled via apprenticeship courses and the National Enabling Programme courses
- 2.22 Jan 22 - A new direct entry Detectives programme is in development

Leadership and Professional Development

- 2.23 Nov 2021 360-degree feedback tool procured. The supplier ‘PSI Online’ complete training for giving 360-degree feedback.
- 2.24 Currently piloting LCI 360-degree feedback with small cohort. Aiming to launch to top 100 leaders in March 2022. Following this there is an aspiration to widen the roll out to all managers
- 2.25 13th December 2021 competition for senior leader development programme (SLDP) launched for top 100 leaders. Contract awaiting final sign off.
- 2.26 24th January 2022. Launch of Senior Leadership Forum – a quarterly virtual leadership event for top 100 leaders with guest speakers focused on leadership topics and the future of policing. First guest speaker from the Police Foundation on the Strategic Review of Policing in England & Wales
- 2.27 March/April 2022. First cohort of SLDP to commence

L&D Estate

- 2.28 Descoped from programme and absorbed into wider estates transformation programme

E Division Learning Transformation

- 2.29 De-scoped from this project.
 - Dog School training contract agreed with the Metropolitan Police
 - Ranges for armed policing to be considered as part of the wider Estates Strategy and on-going counter terrorism review.
 - Decisions taken to widen taser training to Specials and D Division in accordance with wider Police Scotland changes.

3 CONCLUSION

- 3.1 The decision to change the strategy and procurement approach has been driven by a number of factors, including new ways of working due to the pandemic, but as shown in the timeline, the revised approach is envisaged to deliver all of the benefits outlined in the original Outline Business Case in a more effective and efficient manner than the original proposal.



- 3.2 Since the inception of the original Outline Business Case and original Authority approval in 2019, there has been some important lessons learnt, most notably the need for greater ongoing internal engagement to ensure that such a far-reaching multi-portfolio procurement strategy remains preferred when considering operational requirements and changing police landscape. Lessons have also been learnt in relation to the importance of establishing our future requirements and researching whether the wider learning market has both capacity and capability to efficiently support the complex learning requirements of an entire national police force.



Annex A: Table demonstrating how L&D requirement were envisaged vs. current state of play

What was envisaged	Current state of play
PEQF PC Entry Routes	Progressing. BTP Requirements, Procurement Strategy and Blue Folder are currently with our Chief Constable for review.
Learning Management System Implementation	Progressing. LMS365 (MyLearn) purchased and installed. Content procured and currently being piloted by 250 testers across a variety of locations and teams including BTPA representation. Ongoing agile development with Force wide roll out planned for April 22.
Outsource Operational Policing training	Pivoted. L&D learning programmes internally reviewed and have been amended to deliver a hybrid learning approach. Examples are: <ul style="list-style-type: none"> • The Recruit Training Programme has been improved from a 22-week residential course, to a more accessible 18-week blended learning/hybrid course which includes 6 weeks of remote learning for students. • A 'right source' procurement strategy is embedded, E.g. Mentimeter, Kahoot and Slido licenses have been purchased to provide trainers with modern learning tools. • A Gateway process has been created to manage internal demand for L&D resources. It advises internal customers on the most appropriate solution for their training need and is helping us to refine work on our internal restructure. • L&D Trainers are being upskilled via apprenticeship courses and the National Enabling Programme courses • A new direct entry Detectives programme is in development
Outsource Leadership and Professional Development	Pivoted. The L&D Leadership Academy has led this work stream with several areas of improvement. Examples are: <ul style="list-style-type: none"> • The Senior Leadership Development Programme is in the final stages of procurement following which it will be co-designed with the successful external partner. The first cohort is planned to commence in March 22. • The Management Foundation course has been transformed from a London centric face to face course to a more accessible 8-week bite sized online distance learning course, and work is ongoing to move this onto MyLearn. • L&D Apprenticeship Managers have promoted Force wide use of the apprenticeship scheme to encourage our people to benefit from a variety of suitable courses funded by the apprenticeship levy. Resulting in us achieving our KPI of 1% employees enrolled on apprenticeships
Outsource L&D retaining a small intelligent client function	Pivoted. We intend to restructure the BTP L&D Team so that it is a modern offering capable of delivering our L&D strategy. The first draft of the L&D Strategy is under development. At this juncture a restructure awaits a decision on PEQF.
Outsource L&D Estate	De-scoped. BTP's Estates team are leading on this with L&D supporting by defining and refining our learners needs.
Outsource E Division ranges & accommodation	De-scoped. E Division are now leading on this in conjunction with Estates using their specialist partners. E Division trainers are involved in the MyLearn pilot to help them to define and refine their estate's needs.

Minutes

Strategy Working Group

Monday 13 December 2021 at 4.00pm via Microsoft Teams

Present:

Andy Cooper (Chair)
 Willie Gallagher
 Kenna Kintrea

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Pam Christie (Stakeholder Engagement and Communications Manager)
 Jon Newton (Analyst)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Alistair Sutherland (Deputy Chief Constable)
 Simon Downey (Director of Strategy and Change)
 Mike Furness (Head of Deputy Chief Constable Portfolio)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes of the meeting held on 3 November 2021

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 3 November 2021 be approved.

Draft Strategy 2022-2025

Agenda Item 4

4. Members considered a draft British Transport Police Strategy 2022-2025 and the following points were made.

Strapline

- a. Members were uncertain of the usefulness of the current strapline ‘guardians of the railway, focused on your safety’ noting that the Force was not solely responsible for ensuring the railways were safe. It was agreed that the Group would leave the wording of the strapline to one side for the time being and focus on the development of the overall strategy.

Vision

- b. Members felt the vision as currently drafted was too generic and not unique enough to accurately reflect the ambitions for the Force – arguably a safe, secure and reliable rail network was a vision that could equally be applied to Network Rail. Members emphasised that the vision should capture where the Force would be in 3-4 years’ time.
- c. The Chief Executive noted that a review of the existing strategy was fruitful as many of the themes therein remained relevant for the coming period 2022-2025 e.g. collaborative working.
- d. In response to a question from the Deputy Chief Constable, Members agreed that it would be acceptable for the strategy to cover a five-year period, provided the touchpoints within it respected the statutory requirement to provide three-year strategies. Members noted that the strategy – whether three or five years in scope – should not have its deliverables backloaded into years three or five.

Mission

- e. In response to comments from Members, the Deputy Chief Constable noted that it would be feasible to combine the proposed mission with recommended objectives in order to land the proposed objectives as effectively as possible with stakeholders.
- f. The Chair noted the Chief Constable’s emphasis on partnership working and queried whether reference to this should be factored into the vision rather than within the underlying mission.

Objectives

- g. The Chief Executive noted that most objectives looked quantifiable and those which following review were deemed insufficiently quantifiable could be stripped

out to keep the strategy as a high-level document. That said, the Chief Executive was wary of losing sight of diversity and legitimacy unless proper attention was given to ensuring appropriate key performance indicators were developed for that objective.

- h. The Chief Executive commented on the fact the objective on generating value appeared to have been conceived as an opportunity for monetisation of expertise but had now moved towards an emphasis on sustainability.

Individual Objectives

- i. A Member noted that the number of slides risked losing the attention of external stakeholders and to address that risk the Force should provide a full draft of the proposed 25-page strategy for Members to scrutinise. This would likely assist the Force in determining which objectives could be streamlined.

Next Steps

- j. In response to a question, the Director of Strategy and Change confirmed that both *Force on the Move* and the finalised strategy would be linked through a common portfolio plan, a common performance framework etc.
- k. In response to a question from the Director of Strategy and Change, Members agreed that the draft strategy was developing satisfactorily, but were unable yet to confirm whether it met their expectations until such time they had the detail they needed to determine whether its deliverables were achievable within the 3-5-year period.
- l. Members agreed that the Executive should take soundings on which external partners could be consulted on the draft strategy, with a view to sharing with those partners early in the New Year.
- m. Members agreed to meet once more prior to Christmas, with a further meeting early in the New Year prior to the draft strategy being shared with the identified external stakeholders.
- n. Members agreed to provide any further feedback on the current draft strategy in writing as soon as possible.

Any Other Business

Agenda Item 5

- 5. There was no other business.

The meeting ended at 4.58pm.

Minutes

Strategy Working Group

Friday 21 January 2022 at 2.30pm via Microsoft Teams

Present:

Andy Cooper (Chair)
Kenna Kintrea
Willie Gallagher

Apologies:

None

In attendance:

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

British Transport Police Force
Alistair Sutherland (Deputy Chief Constable)
Simon Downey (Director of Strategy and Change)
Mike Furness (Head of Deputy Chief Constable Portfolio)
Paddy Kidwell (Business Operations Manager)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 13 December 2021 be approved.

BTP/A Strategic Plan 2022-2027

Agenda Item 4

BTPA Executive Cover Note

Agenda Item 4.1

4. This item was withdrawn.

Draft BTP/A Strategic Plan 2022-2027

Agenda Item 4.2

5. Members considered the draft BTP/A Strategic Plan 2022-2027 and the following points were made.

Executive Summary

- a. Members felt that the Executive Summary would benefit from being revised into a formal executive summary rather than serving as an introduction to the wider Plan.
- b. Reference should be made within the summary to the BTP/As Discovery Project.
- c. A caveat should be factored into the summary noting that whereas the Plan covered a five-year period, it would be reviewed after three years in line with the Authority's statutory obligations under the Railways and Transport Safety Act 2003. The summary should make clear that Years 1 – 3 of the Plan would focus on deliverables whereas Years 4 – 5 would demonstrate BTP/As intent in that period.
- d. The reference to passenger groups within the first paragraph should be made later within that paragraph i.e. later in terms of stakeholder priority.
- e. Members were concerned with the sentence '...we [BTP/A] will play our part...' in the success of rail reform given there was no certainty over BTP/As ability to influence rail reform. The language in this section could be tempered accordingly.
- f. The language in the Plan should reflect the fact that the railways were an environment where the National Rail Passenger Survey showed 80%+ of users felt safe i.e. the language should avoid the implication that the Force was seeking to address an inherently unsafe environment.

Vision, Mission and Objectives

- g. The Force should ensure it had metrics and narrative evidence available to justify its claim to be world class.

- h. Arguably the Force could only ever *contribute* to safe railways, rather than guarantee the *provision* of safe railways.
- i. A Member commented that there was a risk that the use of the word *hostile* in the Mission gave the document a negative tone, acknowledging however its use served as a mobilising term for Force stakeholders.
- j. The objectives should make more reference to value for money and acknowledge that the early years of the Plan, at least, would be a difficult financial period for the industry, and that more effective policing and partnership working equalled a more cost-effective network. The underlying message of this element of the Plan should be that the Force was the industry's partner of choice in the event the industry had the option to choose.
- k. The strapline could be shortened to *Guardians of the railway* given the word *safety* had differing definitions within the rail industry.

Strategic Context

- l. Adjectives could be removed to make the language in the document sharper. E.g. reference to rail reform as unprecedented was inaccurate.
- m. Rail freight could be referenced more within the Plan.
- n. Specific reference to Scotland / Scottish Railways Policing Committee was not required given the Plan applied to the whole of England, Scotland and Wales.
- o. Cyber should be referenced within the Plan.

Concluding Remarks

- p. The Head of Strategy, Planning and Engagement noted that the draft Plan would be consulted on with an external focus group of six stakeholders, prior to a formal consultation period.
- q. Once initial engagement with the external focus group had taken place, the wider consultation group should be provided with a cover email acknowledging the work BTP/A did to support Network Rail that had nevertheless been left out of the Plan for reasons of space.
- r. The external focus group should be asked to observe whether a section on risk within the Plan would be worthwhile. If so, this should be included within the Plan's Strategic Context.

- s. Members noted the intention to publish the Plan at the beginning of April 2022, albeit there was scope to delay publication until mid-April to provide time, if necessary, to include detail from the Medium-Term Financial Plan which was due for approval by the Full Authority at the end of March 2022.

Any Other Business

Agenda Item 5

- 6. There was no other business.

The meeting ended at 3.36pm.

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Minutes

Policing Plan Working Group

Monday 21 February 2022 at 11.00am via Microsoft Teams

Present:

- Martin Richards (Chair)
- Andy Cooper
- Willie Gallagher

Apologies:

None

In attendance:

British Transport Police Authority Executive

- Hugh Ind (Chief Executive)
- Sam Elvy (Head of Strategy, Planning and Engagement)
- Jon Newton (Analyst)
- Katie Stanton (Stakeholder Communications and Engagement Manager)
- Alistair MacLellan (Board Secretary / Minutes)

British Transport Police Force

- Alistair Sutherland (Deputy Chief Constable)
- Sean O’Callaghan (Assistant Chief Constable)
- Allan Gregory (T/Assistant Chief Constable)
- Mike Furness (Head of Deputy Chief Constable’s Portfolio)
- Jen Crowther (Strategic Planning Manager)
- Vanita Patel (Head of Analytics)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 10 November 2021 be approved.

Policing Plan 2022/2025

Agenda Item 4

Cover Report

Agenda Item 4.1

4. Members considered a joint cover report of the Force and the Executive regarding the 2022/2025 Policing Plan and the following points were made.
 - a. The Deputy Chief Constable highlighted the level of engagement undertaken in the development of the Plan and its Key Performance Indicators (KPIs).
 - b. The Deputy Chief Constable continued, noting that more work was forthcoming on the development of A Division KPIs, which would be the subject of a Force-level meeting on 7 March 2022.
 - c. The Deputy Chief Constable commented that the KPIs were a useful reference point for legitimacy when in dialogue with Her Majesty's Inspectors of Constabulary, Fire and Rescue Services (HMICFRS).
 - d. A Member noted that the separate Divisional Plans had a high degree of uniformity and therefore thought should be given to how local distinctions could be highlighted.
 - e. A Member commented, conversely, that the separate Plans were all the result of local consultation and therefore the Force should not be shy in presenting a uniform set of Plans.
 - f. The Analyst reassured Members that the Plans reflected common themes identified during consultation.
 - g. The Head of Strategy, Planning and Engagement reassured Members that designers had been tasked with differentiating between Plans; and each Plan would have a distinct introduction by the Divisional Commander.
 - h. The Assistant Chief Constables noted that reference to 'underground' should be 'subway' in the C and D Divisional Plans.
 - i. In response to comments made by Members and the Chief Executive, the Deputy Chief Constable agreed that the proposals could be amended to,

- i. Move emphasis on officer output at key locations, to officer output at key locations and on trains.
- ii. Ensure Violence Against Women and Girls (VAWG) metrics could be factored into A Division reporting and could be centred on successful prosecutions.
- iii. Ensure a more explicit explanation that the Plan now covered a three-year cycle with associated touch points i.e. what stakeholders could expect to see in 12 months, 24 months etc.
- j. The Head of Strategy, Planning and Engagement noted final comments on the Policing Plan Proposals were welcome outside of the meeting, in anticipation of the Plan being shared with Strategy and Planning Committee on 2 March 2022.
- k. Members noted that the Performance and Delivery Committee would be called upon to consider which of the Plan's KPIs it would routinely monitor as opposed to monitor by exception.
- l. A Member noted, for the future, that many Train Operating Companies (TOCs) covered areas that crossed existing Force Divisional boundaries. This would be a particularly pressing issue once Great British Railways (GBR) was adopted in earnest. Put another way, the existing Plan architecture was designed around the Force rather than around customers.
- m. In response to a request from the Head of Strategy, Planning and Engagement, Members endorsed the move to a three-year Plan model to better align with the forthcoming Strategic Plan; and to encourage greater participation in Policing Plan delivery from industry.

Policing Plan Proposals 2022/2025

Agenda Item 4.2

- 5. **RESOLVED**, that the Policing Plan Proposals 2022/2025 be noted and, subject to comments made at Item 4.1 (Cover Report), endorsed to the Strategy and Planning Committee.

Any Other Business

Agenda Item 5

- 6. There was no other business.

Meeting Evaluation

Agenda Item 6

7. There were no comments made regarding the meeting evaluation.

The meeting ended at 11.35am.



Report to: Force Executive Board
Date of meeting: 17/02/22
Agenda Item: 8
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: Decision

1. PURPOSE OF PAPER

- 1.1 To note the final version of the report produced by Gleeds – **Annex A – Full Report**
- 1.2 To understand what this means for us as a force but also as individuals – **Annex B – Slide Deck**
- 1.3 To endorse the proposed strategy that will aim for BTP achieving NZC status by 2035 – **Annex C**
- 1.4 To flag the criticality of confirming long term estate locations prior to investment decisions

2. PROPOSAL

- 2.1 **Background** - In June 2019, parliament passed legislation requiring the government to reduce the UK’s net emissions of greenhouse gases by 100% relative to 1990 levels by 2050
- 2.2 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).
- 2.3 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 tCO2e**.
- 2.4 The journey to achieving full Net Zero Carbon is lengthy and 2050 reflects a significant ambition.
- 2.5 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.
- 2.6 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
- 2.7 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

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zero. If the reductions measured in 2035 are more than the defined targets, the resulting offset costs will reduce in line with his.

2.8 **Delivery Strategy** – The strategy has been broken down into three key areas: -

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

2.9 **Data Collection** - The approach followed in producing the full 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. Ballpark costings provided by Gleeds place this circa £37k pa.

2.10 **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 an introduction and awareness learning package for all staff, the introduction of formal NZC ambassadors across the force (concept borrowed from DHL), ongoing and regular comms and bitesize learning, inclusion of NZC in all strategic thinking and b/case development, potential for salary sacrifice benefits e.g. Electric Vehicles, as well as placing NZC as an important element in future recruitment, i.e. an employer who cares and has social responsibility about their impact.

2.11 **Delivery initiatives with clear timelines**

2.12 **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
- Undertake surveys of confirmed long term estate locations to establish requirement for enhanced thermal retention and insulation

2.13 **Scope 2 – Indirect Emissions – Electricity**

- Switch electricity provision to one that is backed by zero carbon generation
- Reduce electricity usage by targeted led lighting initiatives
- Explore potential for Solar Voltaic panels across estate and install where beneficial

2.14 **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.
- 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.
- Undertake commuting survey of all staff to capture carbon reduction. Measured in 2019 and current period, capture expected reduction in March 23 reporting
- Challenge Railway Pension Fund to prioritise investment in companies reflecting Carbon Zero ambition and performance.
- 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.
- Fleet – accelerate the EV rollout with completion by Mar 2025 + challenge need for vehicles with aim to reduce fleet size
- Uniform – Ensure continued zero to landfill, increase recycle to reuse, introduce net zero products

3 FINANCE

- 3.1 At this stage, financial projections up to 2050 can only reflect ball park expectations, however from a **Buildings** perspective we would be looking at an investment of circa **£19.6m over 14 years**, **Fleet c£12m over 3 years**, **Electricity c£14k pa** initial increase but then a volume reduction, **Offsetting circa £1m pa at 2035 reducing down to circa £200k by 2050.**

4 RISKS

- 4.1 Long delivery period requires current decision making but where the potential for future change in landscape, economy, political, technology is high or unknown e.g. potential for new carbon tax
- 4.2 Failure to meet timelines leads to reputational damage.

5. ENGAGEMENT

- 5.1 A paper detailing our outline approach to achieving NZC was presented to FEB in Nov 21. Since then the full report has been completed and key messages, including proposed actions within the strategy have been shared with key stakeholders and specialist areas such as Technology, Learning and Development, Estates and a number of Chief Officers.

6. RECOMMENDATIONS



- 6.1 That the BTP strategy for achieving NZC on or before 2035 is endorsed and communicated.
- 6.2 Furthermore that we actively aim to be the first police force in the UK to achieve NZC status.

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