

[18 February 2025] Agenda Pack / Strategy and Planning Committee

MEETING
18 February 2025 10:45 GMT

PUBLISHED 13 February 2025

Agenda					
Location Microsoft Teams		Date 18 Feb 2025	Time 10:45 GMT		
	Item	Owner	Time	Page	
1	Apologies	Chair		-	
2	Declarations	All		-	
3	Minutes	Chair	10:45	3	
4	Actions	Chair		12	
5	Strategic Risk	Chief Financial Officer	10:50	13	
6	Unfunded Pressures Update	Chief Financial Officer	11:00	21	
7	Strategic Plan Reporting Q3 2024/25	Deputy Chief Constable	11:05	24	
7.1	Annex 1 / Strategy Reporting Data Pack Q3 2024/25			29	
7.2	Annex 2 / Portfolio Dashboard Q3 2024./25		11:15	55	
8	London Estates Progress Report Q3 2024/25	Director of Corporate Development	11:25	75	
9	A Balanced Budget for 2025/26	Director of Corporate Development	11:40	103	
9.1	Presentation / Optimised Policing Model Summary	Assistant Chief Constable Drummond-Smith		109	
9.2	BTPA Innovation Fund	Joint Force / BTPA	12:25	120	
	Suggested Break		12:40	-	
10	Policing Plan 2025/27	Deputy Chief Constable	12:50	124	
11	Learning and Development Estates			127	
11.1	Appendix A / Outline Business Case / Spring House Futures	Director of People and Culture	13:00	131	
11.2	Appendix B / British Transport Police England and Wales Learning and Development Property Strategy (2024 – 2044)	Director of People and Culture		175	
12	Great British Railways/British Transport Police Authority Options	Chief Executive	13:10	180	
13	Workplan	Chief Financial Officer	13:25	187	
13.1	Legitimacy Map			188	
14	Any Other Business	All		-	

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Strategy and Planning Committee Actions

Serial	Date	Action/Paper	Owner	Outcome
19/2024	19 November	In response to a question regarding Emergency Services	Board Secretary	Completed
	2024	Networks (ESN), the Chief Constable stated she hoped to be in		Briefing note <u>uploaded to</u>
		a position to provide a substantive update at the next		Board Intelligence on 3
		meeting. In the meantime, she would share a recent National		December 2024.
		Police Chiefs' Council briefing on the Emergency Services		
		Mobile Communications Programme (ESMCP) next steps with		
		Members.		

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REPORT TO: Strategy and Planning Committee (SPC).

DATE: 18th February 2025

SUBJECT: Policing Plan Annual Review 2025-27

SPONSOR: Alistair Sutherland, BTP

AUTHOR: Jennifer Crowther

1. PURPOSE OF PAPER

1.1 At the request of Members and the Force during the last Full Authority Meeting; this paper provides an update on the Policing Plan for 2025-27.

2. CONTEXT

- 2.1. Members will recall that during the Full Authority Meeting in December 24 the Policing Plan proposal for 2025-27 was discussed.
- 2.2. Considering the MTFP funding settlement the action was to review the proposal for the Forcewide Priorities and present any necessary changes to SPC in February.

3. REVIEW

- 3.1. The proposed Policing Plan Priorities were considered and discussed by the Chief Officer Group in January taking into account:
 - Our future demand assessment from the Force Management Statement.
 - MTFP Settlement for 2025/26.
 - Establishment Reset to affordability.
 - Proposals for the Optimised Policing Model (OPM), which will reset our establishment for PC and PCSOs.

4. ASSESSMENT

- 4.1. The three Priorities for High Harm Offences, Keeping the Network Running and Violence and Intimidation of Women and Girls remain our key focus.
- 4.2. Activity and performance are scalable to the size and capability of the force.
- 4.3. With a smaller establishment and an increasing demand picture, setting 'improvement' targets is counter intuitive. As such the revised proposal:

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- Removes any targets or trajectories associated with the Priorities.
- 4.4. Annex 1. Includes the finalised three Priorities.

5. RAIL SAFETY ACTION PLANS

- 5.1. To update Members on progress for collating our Rail Safety Action Plans (RSAP). Work has been underway during December and January across all Divisions to coordinate what key activity will be undertaken enabling us to deliver against the three Priorities.
- 5.2. This will include a national response from A and E Divisions as well as activity and initiatives from the sub divisions supporting the localised feedback.
- 5.3. There will be a RSAP for each of the eight Sub Divisions.
- 5.4. Activity will be organised through a 4P's approach, recognised by HMICFRS;
 - Pursues offender through prosecution/ disruption
 - > Ancillary Orders on prolific and serious offenders, to deny them access to the railway (example).
 - Prepares for crime and mitigates impact
 - Weekly joint tasking/working with Scotrail Travel Safe Team (example).
 - **Protects** from the effects of crime
 - > Joint industry Disruption Improvement Plans targeting the main causes of disruption and key locations (example).
 - Prevents people from engaging in criminal activities
 - > Support industry to maintain Safeguarding on Rail Scheme accreditation and relaunch Safer Stations initiative (example).

6. NEXT STEPS

- 6.1. Finalisation of the RSAPs.
- 6.2. We are in the process of running an internal review of our Key Performance Indictors (KPIs). These will be available in the new calendar year for inclusion within the published plan.
- 6.3. Publication of the 2025-27 Policing Plan by BTPA.
- 6.4. Communications messaging both internally and externally to support the publication.

Annex 1: Policing Plan Priorities 2025-27

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Policing Plan Priorities 2025-27

High harm offences & protect the vulnerable

PASSENGER & STAFF
CONFIDENCE

Underpinned by - Pan industry and prevention approach

Keep the network running by:

- Effective management of police related disruption incidents (primary delay minutes).
- Targeted activity to tackle the causes of disruption; trespass, vandalism, and theft.

Prevent and reduce violence and intimidation of women and girls by:

- Effective and sensitive investigation and robust offender management.
- Targeted activity to identify and apprehend those intent on offending.

Create a hostile environment for high harm offences, disorder and vulnerability by:

- Protecting the vulnerable and deterring the exploitation of the network for criminal purposes.
- Tackling serious violence, aggression, and antisocial behaviour.
- Targeted crime, disorder and harm prevention activity.

Disruption & Delay

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Strategy and Planning Committee Workplan 2024/25 [February 2025]

Issues to be incorporated:

- 1. Environmental / Sustainability Responsibilities (Action 9/2024)
- 2. Strategic stakeholder engagement industry and public/rail users (Action 10/2024)
- 3. Business Cases will incorporate at time of commissioning

June 2025				
Standing / Administrative Items	Suggested Items			
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1. Apologies	13. Update / Drones Discovery Project ¹			
2. Declarations	14. Efficiencies Strategy (GIAA			
3. Minutes	recommendation ²)			
4. Actions				
5. Strategic Risk				
6. Legitimacy Map				
7. London Estates Progress Report				
8. Unfunded Pressures Update				
9. Strategic Plan Reporting				
10. AFOTM Investment and Benefits				
Dashboard				
11. Workplan				
12. Any Other Business				

September 2025				
Standing / Administrative Items	Suggested Items			
 Apologies Declarations Minutes Actions Strategic Risk Legitimacy Map Unfunded Pressures Update Strategic Plan Reporting AFOTM Investment and Benefits Dashboard Workplan Any Other Business 	12. London Estates Completion report and lessons learned			

¹ Suggested at Full Authority December 2024 meeting

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² Suggested at November 2024 meeting

BTPA Committee / Full Authority oversight of legitimacy



Finance, Legitimacy and Performance Committee

- Stop and search
- · Use of force
- Arrests
- · Victim/public experience of BTP
- Passenger/rail staff confidence
- Police Race Action Plan
- BTP External Scrutiny Groups
- Custody
- · Criminal justice outcomes
- Out of court disposals
- Civil / public liability / motor claims
- · Under represented groups as victims
- Budget and MTFP performance/forecast
- BTP oversight of accreditation schemes (eg RSAS, Secure Stations)

Strategy and Planning Committee

- Oversight of equality assessment of new plans and strategies that come to the Authority
- Stakeholder relationships with rail industry and the public/rail users
- Preparation of the budget and MTFP
- Annual PSA charges review and recommendation to Full Authority for sign-off
- BTP/A environmental responsibilities

Scottish Railways Policing Committee

- Stakeholder relationships
- Best Value
- Same as other Committees depending on topics covered

Audit and Risk Assurance Committee

- Legitimacy related risks (Strategic risk register)
- Professionalism fraud / bribery / corruption
- Anti-fraud and corruption and whistleblowing processes and arrangements for investigations
- Compliance with and performance against statutory duties
- Development of annual performance report and statutory accounts, including the Governance Statement
- Inspections / Audits on legitimacy related topics (Inspections / Audits – planned, outcomes and recommendations)

Full Authority

Overall discharge of Authority functions

People and Culture Committee

- Employee representation, progression and inclusion (incl at senior ranks)
- Complaints and conduct matters and referral to IOPC and vetting
- Inclusion and Diversity Strategy
- Grievances
- Learning and development reflective of equality and inclusion (Learning and development)
- Employment tribunals and proposed settlements associated with these proceedings

Appointments, Remuneration and Appraisal Committee

 Plans for orderly succession to senior management, taking into account inclusion and diversity

Pensions Working Group

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Have regard to the Committee's responsibilities regarding equal opportunities and the requirements of equalities legislation, including equality assessment of new plans and strategies that come to the Authority

Stakeholder Engagement / Policing Plan Working Group

- BTP/A stakeholder engagement plans / strategies
- Have Policing Plan proposals been equality assessed
- Passenger engagement
 - Rail staff engagement