

# [19 November 2024] Agenda Pack / Strategy and Planning Committee

MEETING

19 November 2024 10:30 GMT

PUBLISHED

12 November 2024

# Agenda

Location  
Microsoft Teams

Date  
19 Nov 2024

Time  
10:30 GMT

	Item	Owner	Time	Page
1	Apologies	Chair	10:30	-
2	Declarations	All		-
3	Minutes	Chair		3
4	Actions	Chair		14
5	Strategic Risk	Chief Executive	10:35	15
6	Unfunded Pressures Update	Chief Financial Officer	10:45	18
7	BTP Medium-Term Financial Plan 2025/30 & Budget 2025/26	Director of Corporate Development	10:55	-
7.1	BTPA Executive Cover / BTP MTFP 2025/30 & Budget 25/26			21
7.2	BTP MTFP 2025/30 & Budget 25/26			27
7.3	BTPA Budget 2025/26	Chief Financial Officer	11:25	62
8	Policing Plan Refresh / 2025-2027	Deputy Chief Constable	11:30	66
9	Strategic Plan Reporting Q2 2024/25	Deputy Chief Constable	12:00	85
10	Portfolio Dashboard Q2 2024/25	Deputy Chief Constable	12:10	112
11	London Estates Progress Report Q2 2024/25	Director of Corporate Development	12:20	130
12	Workplan 2024/25	Chief Financial Officer	12:40	156
12.1	Legitimacy Map	Chief Financial Officer	12:50	158
13	Any Other Business	All		-
14	Meeting Evaluation	All		-

## Strategy and Planning Committee Actions

Serial	Date	Action/Paper	Owner	Outcome
17/2024	4 September 2024	<p>Members were not willing to provide a collective view on options to fund the pressure described within the paper. Instead, Members requested to see further detail to support them reaching such a view as follows:</p> <ol style="list-style-type: none"> <li>1. Programme Costs as at September 2024, and any remaining costs to bring the programme to completion.</li> <li>2. More detailed explanations for the cost pressures.</li> <li>3. Options for what wider Force programmes and projects could be stopped and/or deferred to future years.</li> <li>4. More detail on what the Force had value engineered to date.</li> <li>5. A written rationale for why occupancy at part-completion with full completion at a later date was not deemed feasible.</li> </ol>	Director of Corporate Development	<b>Completed</b> Force provided a paper on <i>2024/25 Budget Management</i> to Full Authority on 1 October 2024.
18/2024	4 September 2024	The Design and Delivery Lead agreed to convene a walkthrough on the <i>A Force on the Move</i> Investment and Benefits Portfolio Dashboard for an interested Member outside of the meeting as part of their BTPA Member Engagement.	Member Engagement Manager	<b>Completed</b> Meeting took place on 1 October 2024

Report to: Strategy and Planning Committee

Date: 19 November 2024

Subject: Policing Plan 2025-27

Sponsor: Chief Executive

Author: Head of Legitimacy and Performance

For: Discussion

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## 1. PURPOSE OF PAPER

- 1.1 To set the context for the Policing Plan slide pack presented by BTP, following joint work to consult on and develop the Policing Plan for 2025-27.
- 1.2 To inform members of the intended Policing Plan priorities and intention to publish more granular local plans for targeted activity, collaboration and problem solving.

## 2. BACKGROUND

- 2.1. Some Members may remember a change in approach to the Policing Plan in 2022, moving from a full review of priorities and associated metrics every year, to a light touch refresh, aligned to the Guardians of the Railway Strategy.
- 2.2. BTP/A committed to a full review after three years, to ensure continued alignment with the Strategy for its remaining two years, running through to 2027.
- 2.3. At last year's Full Authority meeting in December, it was agreed that the plan presented was sufficiently broad as to reflect all expected priority areas, however there was feedback that it was arguably too broad. Members asked to be engaged early in the thinking for the full review, work on which has been happening through Summer and Autumn 2024.

## 3. ENGAGEMENT AND CONSULTATION

- 3.1. BTP's strategy lead and the Authority Executive codesigned a straw-man version of a streamlined Policing Plan, which was then socialised with the wider force and Members through the reconstituted Policing Plan Working Group.
- 3.2. There was clear support for simplification of the priorities, and for the published document to be shorter, less repetitive, and more meaningful for the public. There was also scope for alignment with the new performance framework being developed by the force.
- 3.3. The draft simplified plan, along with the materials that informed the prioritisation, and an explanation of the new performance framework was presented jointly in a series of seven independently facilitated stakeholder events with attendees from across Industry. Feedback was gathered on both force-wide and local priorities.

- 3.4. There was broad consensus on the simplified approach, reduction in the number of priorities and that any metrics included on the plan should be meaningful to an external audience. There was also appetite to create space for local priorities to be more clearly represented and for work delivered in support of the priorities, but not necessarily by the relevant sub-divisional team, to be more visible.
- 3.5. Following further input from COG and feedback from the Policing Plan Working Group Chair, the proposal is to set a force-wide policing plan with the central objective of improving passenger and staff confidence, focusing on:
- Creating a hostile environment for high harm offences, disorder and vulnerability
  - Preventing disruption and delay on the network
  - Reducing violence and intimidation of women and girls
- 3.6. The overarching force-wide plan will be underpinned by local Rail Safety Action Plans setting out what targeted action is underway or planned in each area to deal with problems and hotspots at a local level.

#### 4. NEXT STEPS

- 4.1. Continue to refine as necessary in advance of presentation to the Full Authority in December.
- 4.2. Consider whether and how to update industry contributors on the progress in developing the force-wide and local plans.
- 4.3. Monitor development of the new performance framework to ensure alignment of KPIs with Policing Plan Priorities.

# Strategy and Planning Committee

## Policing Plan 2025 – 27

- 19<sup>th</sup> November.



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# Background

- Members will recall we agreed in 2022 to set a longer-term Policing Plan, to provide greater alignment to our Guardians of the Railway Strategy.
- For the past three-years we have successfully run our Policing Plan process with a ‘lite touch’ annual review to ensure we remain on track with our stakeholder expectations.
- We committed to a three-year review, to ensure that the Plan remains fit for purpose for the final two years of the Strategy. This will take us through to March 2027.
- Through Autumn 2024, we have undertaken development work to draft our 2025-27 Policing Plan.



# What we've done

- Undertaken a series of seven stakeholder events. Independently facilitated. Attendees from across Industry including, RDG, NWR, Transport for Wales, Transport for London, Police Scotland and Transport Focus.
- Reviewed feedback from the Public Attitude Survey.
- Reviewed force performance challenges.
- Reviewed Home Office Policing Plans to identify best practice.
- Considered high level metrics to assess delivery trajectory and success.
- Aligned our performance reporting to HMICFRS assessment criteria.
- Revised the current method of delivery and publication; more concise with the ability to flex against local requirements.





# 2025 -27 Policing Plan

- The Policing Plan will be set for two-years to run alongside the remaining duration of the Strategy.
- A joint BTP and Authority process.
- A Forcewide Plan which focusses on our most important areas – reducing disruption and high harm offences.
- Underpinned by a *Rail Safety Action Plan* for each sub-division which enables priority local concerns to be tackled through a partnership approach.
- The metrics supporting the Priorities, will follow our new Force Performance Framework; the ‘golden thread’ that connects our Strategy and the performance of our activities.
- An annual light touch review will be conducted in Autumn 2025.



# Draft Policing Plan 2025 -27

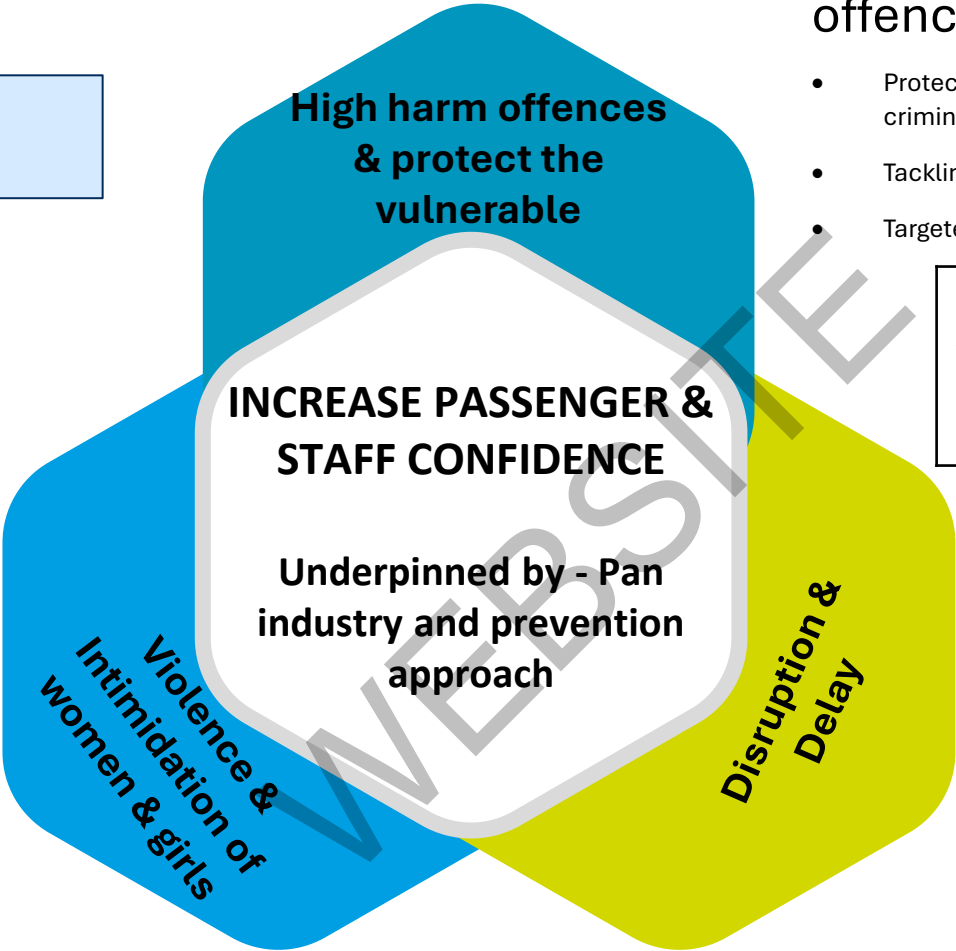
Measures against 2024/25 figures.

Finalisation of high-level metrics ongoing.

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.

Increase the number of positive outcomes for VIAWG related offences.	Achieve 98% VCOP compliance for victims of VIAWG	Ensure ancillary orders are applied for/considered for all known offenders.	Achieve an improvement in the attrition rate for victims of VIAWG.
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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 violence, aggression, and antisocial behaviour.
- Targeted crime, disorder and harm prevention activity.

Reduce high harm crime (serious violence, robbery & hate crime, sexual offences)	Reduce serious assaults against rail staff	Increase the number positive outcomes for high harm crimes	Reduce ASB incidents through a partnership PSP approach
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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.

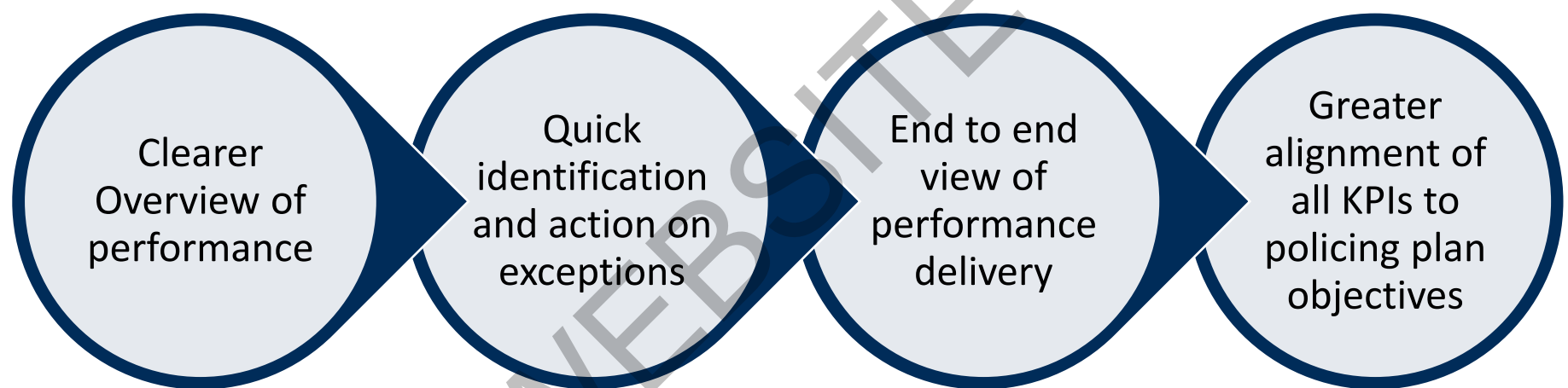
Achieve an average hand back time of 90 mins for non-suspicious fatality incidents	Reduce minutes lost to trespass through joint BTP/industry reduction plans	Reduce primary disruption and lost customer hours for all police-related disruption incidents
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EXAMPLE – Rail Safety Action Plan Pennine (local plan)

<p><b>Create a hostile environment for high harm offences, disorder and vulnerability by:</b></p> <ul style="list-style-type: none"><li>Protecting the vulnerable and deterring the exploitation of the network for criminal purposes.</li><li>Tackling violence, aggression, and antisocial behaviour.</li><li>Targeted crime, disorder and harm prevention activity.</li></ul>	<p><b>Keep the network running by:</b></p> <ul style="list-style-type: none"><li>Effective management of police related disruption incidents (primary delay minutes).</li><li>Targeted activity to tackle the causes of disruption; trespass, vandalism, and theft.</li></ul>	<p><b>Prevent and reduce violence and intimidation of women and girls by:</b></p> <ul style="list-style-type: none"><li>Effective and sensitive investigation and robust offender management.</li><li>Targeted activity to identify and apprehend those intent on offending.</li></ul>
<p>Examples</p> <ul style="list-style-type: none"><li>Op Avert patrols Pennine</li><li>Problem Solving Approach to tackle youth ASB in Pennine</li><li>Partnership approach with TOC in tackling Aggressive Begging at Leeds</li><li>Rail Staff Confidence Action Plan - Pennines</li><li>Violence Action Plan – A Division/ Crime</li><li>Secure Stations Accreditation for TOCs – A Division/ DOCU</li><li>Sustained case files improvements in line with compliance standards - A Division/ Justice</li></ul>	<p>Examples</p> <ul style="list-style-type: none"><li>PSP to tackle trespass – C Division/ Pennines</li><li>Disruption Improvement Plan for xyz – Pennines and CDT.</li><li>National Disruption Working Grp – A Division/ CDT</li><li>Op Guild – A Division/ CDT</li><li>Trespass and Suicide Prevention WGrp – A Division/ CDT</li><li>DOCO site visits to all fatality locations – A Division/ DOCU</li></ul>	<p>Examples</p> <ul style="list-style-type: none"><li>VAWG patrols – Pennines</li><li>VAWG Action Plan – A Division/ Crime</li></ul>

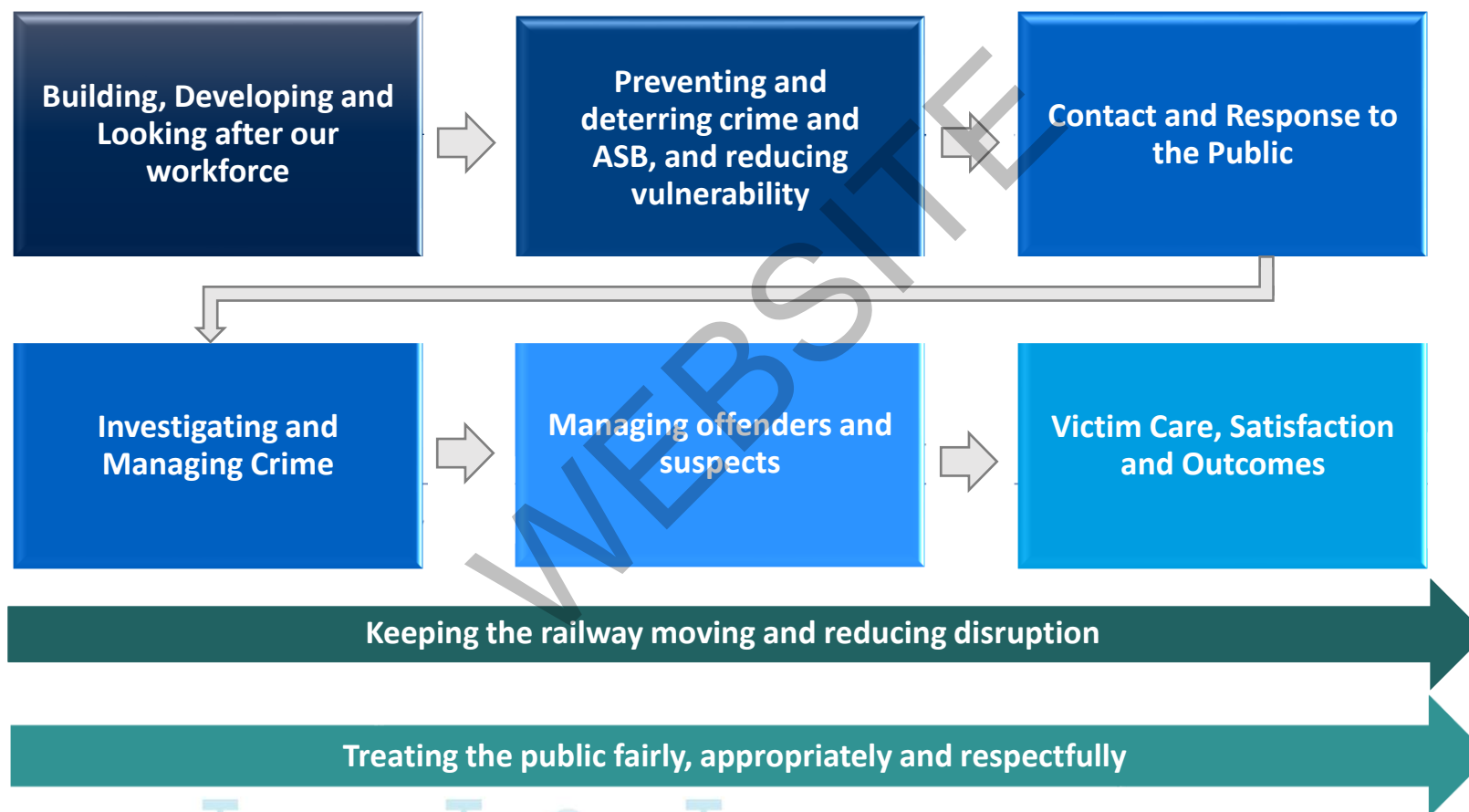
# New Performance Approach



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# Refreshed End to End Performance Focus

The new process aims to look at performance from an end-to-end perspective – from initial call to final outcome and all the key stages in-between. Helping us identify blockers in the process or identify areas of focus. These categories are mapped against the HMICFRS assessment categories to ensure we align our activity to best practice

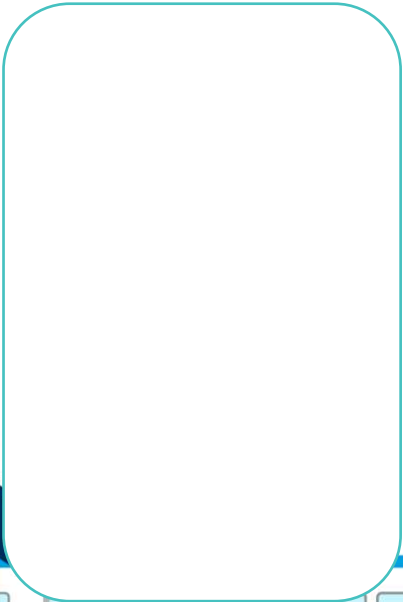


# Performance Reporting

Focus on reducing sexual offending and violence towards women and girls on the railway network



Ensure every effort is made to prevent offending or reduce its likelihood

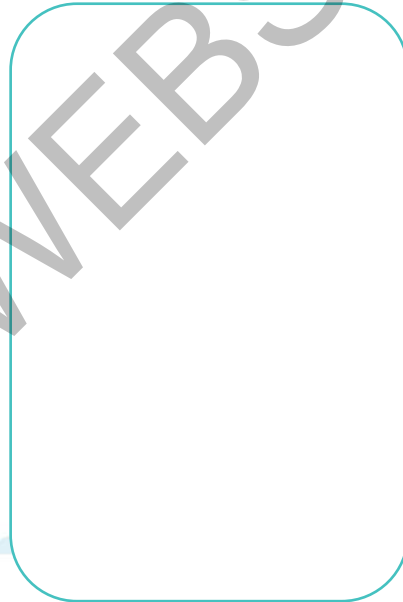


Ensure quick and appropriate response to incidents that occur

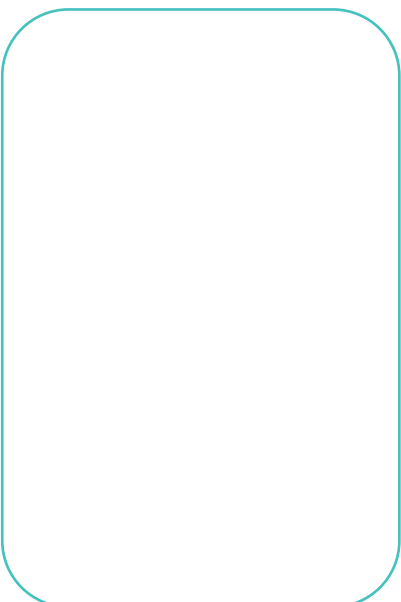
- BTP currently attends 79% of all immediate and priority crimes within the allocated timeframe
- All sexual offences recorded in 24 hrs in July and August
- Average of 80 days per Sex offences investigation from report to outcome
- 65% of Sex offence victims are contacted within 0-24 days of reporting



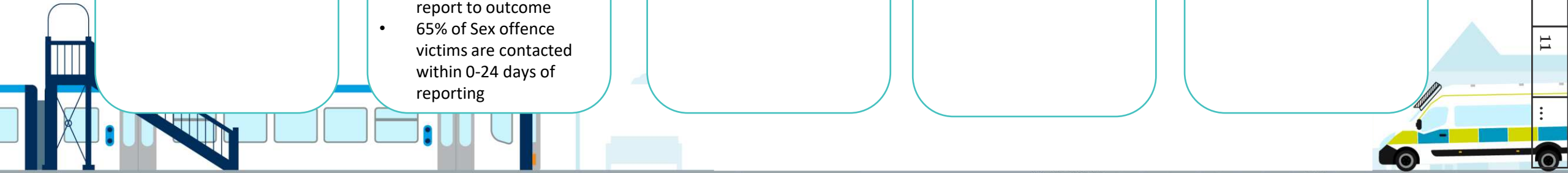
Apply robust offender management to known suspects and offenders



Ensure timely, thorough investigation



Ensure high levels of victim care and support through to outcome



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# Performance Reporting

Focus on reducing sexual offending and violence towards women and girls on the railway network



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Ensure quick and appropriate response to incidents that occur



Apply robust offender management to known suspects and offenders



Ensure timely and thorough investigation



Ensure high levels of victim care and support through to outcome

Dials give quick overview of exceptional areas

The outcome statements align to our HMICFRS assessment criteria

- SHPO applications
- SA intelligence reports acted on
- DOCU referrals responded to
- Prisoner release follow up
- No of DOCU considerations responded to by TOCs

- SA incident response times
- Control room response times
- % of Sexual offence CCTV requests responded in 3 days
- 61016 reports of VAWG offences

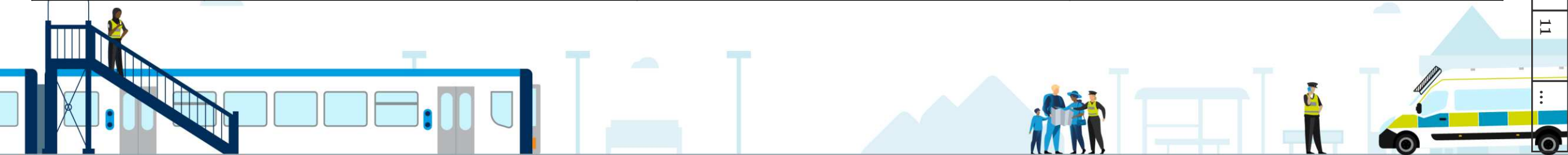
**i** To make the RAG assessments BTP will assess performance against a range of KPI's and performance areas through constant monitoring – these will then be flagged as exceptions to inform risk areas and areas of good practice or improvement.





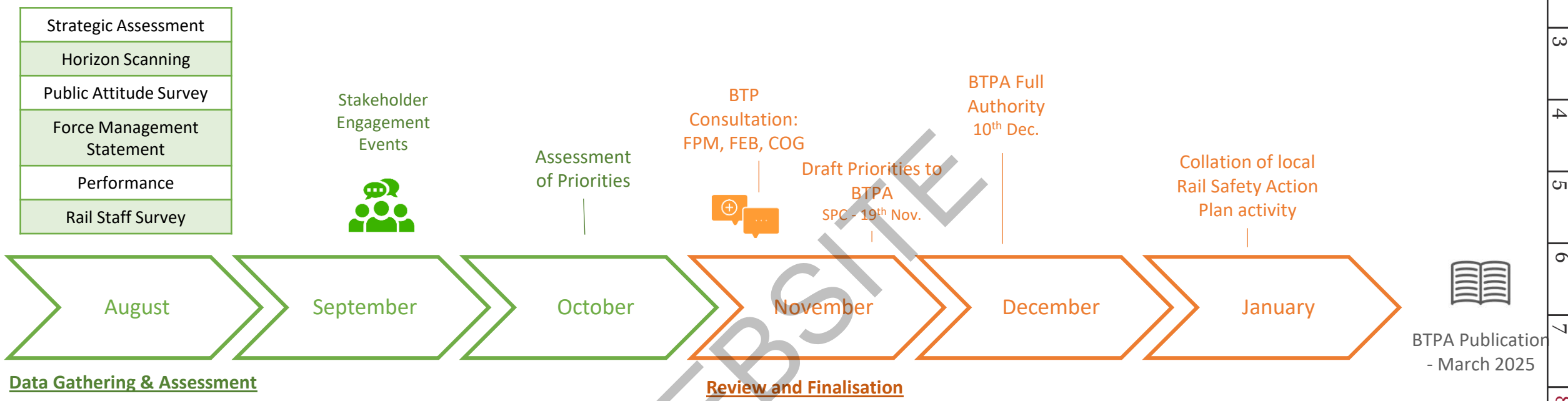
# Example Performance Metrics

	Create a hostile environment for crime and harm by	Prevent and reduce violence and intimidation of women and girls by	Disruption and Delay: Strive to keep the network running by
Outcome Statements and reporting metrics (aligned to HMICFRS assessment criteria).		<b>Ensure every effort is made to prevent offending or reduce its likelihood.</b> <ul style="list-style-type: none"><li>• SHPO applications</li><li>• SA intelligence reports acted on</li><li>• DOCU referrals responded to</li><li>• Prisoner release follow up</li><li>• DoCU considerations responded to be TOCs</li></ul>	
		<b>Ensure quick and appropriate response to incidents that occur</b> <ul style="list-style-type: none"><li>• SA incident response times</li><li>• Control Room response times</li><li>• % of sexual offences CCTV requests responded to in 3 days.</li><li>• 61016 reports of VAWG</li></ul>	
		<b>Apply robust offender management to known suspects and offenders.</b> <ul style="list-style-type: none"><li>• xyz</li></ul>	
		<b>Ensure timely, thorough investigations</b> <ul style="list-style-type: none"><li>• xyz</li></ul>	
		<b>Ensure high levels of victim care and support through to outcome</b> <ul style="list-style-type: none"><li>• xyz</li></ul>	





# Timeline.



## Strategy and Planning Committee Workplan 2024/25

### [November 2024]

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

March 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> <li>1. Apologies</li> <li>2. Declarations</li> <li>3. Minutes</li> <li>4. Actions</li> <li>5. Strategic Risk</li> <li>6. Legitimacy Map</li> <li>7. London Estates Progress Report</li> <li>8. Unfunded Pressures Update</li> <li>9. AFOTM Investment and Benefits Dashboard</li> <li>10. Strategic Plan Reporting</li> <li>11. Workplan</li> <li>12. Any Other Business</li> <li>13. Meeting Evaluation</li> </ol>	

June 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> <li>1. Apologies</li> <li>2. Declarations</li> <li>3. Minutes</li> <li>4. Actions</li> <li>5. Strategic Risk</li> <li>6. Legitimacy Map</li> <li>7. Unfunded Pressures Update</li> <li>8. AFOTM Investment and Benefits Dashboard</li> <li>9. Strategic Plan Reporting</li> <li>10. Workplan</li> <li>11. Any Other Business</li> </ol>	

12. Meeting Evaluation	
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September 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> <li>1. Apologies</li> <li>2. Declarations</li> <li>3. Minutes</li> <li>4. Actions</li> <li>5. Strategic Risk</li> <li>6. Legitimacy Map</li> <li>7. Unfunded Pressures Update</li> <li>8. AFOTM Investment and Benefits Dashboard</li> <li>9. Strategic Plan Reporting</li> <li>10. Workplan</li> <li>11. Any Other Business</li> <li>12. Meeting Evaluation</li> </ol>	

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# BTPA Committee / Full Authority

## oversight of legitimacy

