

# **Appointment of the Deputy Chief Constable**

Information about the  
appointment and candidate brief

June 2014

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**British Transport Police Authority's** current Policing Plan and the Strategic Plan 2013-19 are available on the website at: <http://btpa.police.uk/publications>

## Letter from the Chairman

Thank you for seeking information about this appointment. I hope you find the following will excite your interest.

We are recruiting a new Deputy Chief Constable following Paul Crowther's appointment as Chief Constable.

The reputation of British Transport Police (BTP) with its stakeholders and amongst its peer Home Office forces and the Police Service for Scotland has never been higher. Crime on the railway continues to fall; detection rates have sharply increased and continue to improve. All in all there have been significant performance improvements – some of which are dramatic –over the past four years. BTP has much to be proud of, which is a glowing testament to the leadership that BTP has been given and the dedication and commitment of its senior team, as well as its officers and staff.

The changes to the senior leadership come at an important time as we are in the second year of implementing our new Strategy having moved to a new operating model that will significantly change our command structure and the way we operate. I am looking forward to working with the new Deputy Chief Constable, in building on the successes enjoyed so far and in achieving the demanding objectives we have set ourselves.

I hope what follows will encourage you to apply. There are tough challenges ahead in spite of past success so this job will be demanding. The Authority will be looking for someone with drive and energy to work with them. If you think you have the commitment, dedication and leadership to take BTP forward, I will be pleased to hear from you.

Yours sincerely



**Millie Banerjee CBE**  
Chairman

## How to apply

You are asked to submit your application by way of a CV and supporting statement. Your supporting statement should demonstrate how you will deliver the five overarching accountabilities of the role as described on pages 8-10. The evidence provided must be specific and focused on your personal involvement, experience and actions. A personal statement outlining your motivation for the role should also form part of the supporting statement.

On submission of your application we request that you include the following documents, in addition to your CV and supporting statement:

- Senior Police National Assessment Centre Report, where available
- Strategic Command Course Report, where available
- Reference from your current Chief Constable or Police and Crime Commissioner
- Performance Development Review Reports for the last three years, where available
- Completed Equal Opportunities Monitoring Form (voluntary)

All applicants will be informed of the outcome of their application. Applicants successful at the short-listing stage will be invited to an assessment day followed by a final panel interview in central London in July 2014.

For an informal discussion or if you want to know more about the role of the Force or the Police Authority, please contact **Paul Crowther**, Chief Constable, on 020 7830 8811 and **Andrew Figgures**, Chief Executive, on 020 7383 7708.

Applications should be sent as follows:

**By email to:** lucy.yasin@btp.pnn.police.uk  
**By post to:** Millie Banerjee  
Chairman  
c/o Lucy Yasin  
British Transport Police Authority  
The Forum, 5th Floor North  
74-80 Camden Street  
London  
NW1 0EG

The closing date for applications is **Friday 11 July 2014**.

Email applications are encouraged. If you have any questions about the application process please contact **Lucy Yasin** on 020 7383 3844.

## Background information for candidates

### British Transport Police Authority

The Authority was established by the Railways and Transport Safety Act 2003 and became operational on 1 July 2004. The Authority's primary statutory purpose is to secure the maintenance of an efficient and effective police force for the railways in England, Scotland and Wales.

The Authority is comprised of 15 Members drawn from the key stakeholder groups, all appointed by the Secretary of State for Transport.

The 2003 Act sets out the statutory powers and responsibilities of the Authority, which are to:

- Secure the maintenance of an efficient and effective police force known as the British Transport Police
- Ensure the efficient and effective policing of the railways
- Appoint the Chief Constable, Deputy Chief Constable, Assistant Chief Constables and their staff equivalents
- Appoint the Chief Executive and Treasurer to the Authority
- Enter into Police Service Agreements with railway operators
- Employ police constables and civilian employees
- Regulate the government, administration and conditions of service of those employed by the Authority in the service of the police force
- Set a strategy for policing the railway
- Set objectives for the policing of the railway
- Issue an annual Railways Policing Plan
- Set the budget of expected income and expenditure for policing the railways each year, defray the expenses and recover the cost
- To obtain the opinions about the policing of the railways from the Authority's stakeholders from time to time

### British Transport Police

BTP polices within a commercial environment. As such, understanding the needs and pressures facing the railway industry – including railway passengers, commercial railway operators and their employees – is crucial. Success requires effective partnership with the rail industry and other forces.

Following a major investment programme from 2004 to 2009 the BTP budget has had two standstill years (2011/12 and 2012/13) followed by a 1.8% increase in cash terms in 2013/14 and 2.4% in 2014/15. This has been in response to austerity measures but more specifically the Department for Transport's Rail Command Paper published in March 2012, and its subsequent High Level Output Statement (HLOS), which have launched a period of fundamental reform to the way the rail industry works. Government has directed the industry to improve service reliability at the same time as catering for continued high levels of passenger and freight growth, delivering major infrastructure modernisation schemes, and making radical

improvements in efficiency. The Command Paper set a cost reduction target of £2.5 billion for the rail industry by 2018/19; the Government's HLOS for Control Period 5 describes average passenger traffic growth of 16% by April 2019; and freight growth of 23% over the same period. The Mayor of London's Transport Strategy to 2020 also forecasts significant growth in rail passenger journeys on the heavy rail, tube and tram networks within and around the capital.

As the dedicated and specialist railway police force, BTP has an important part to play in delivering this future vision for rail. BTP's activities in combating crime help reduce disruption to services and make the railway more attractive and safer for passengers and staff. As such, BTP can make a significant contribution to the industry's ambition for rail to become the transport mode of choice. However, the extent of the role depends on BTP continuing to demonstrate that it is the most effective and efficient body to exercise policing functions across the national network in both its statutory and non-statutory tasks. This led to the large scale review of the operating model referred to in the Chairman's letter.

The current Medium Term Financial Plan (MTFP) sets the direction to 2019 and commits to increases remaining within the Retail Price Index (RPI) envelope. BTP's 2014/15 annual gross revenue budget is £289.7 million. The BTP is funded by the freight and train operating companies, Network Rail, Transport for London and some smaller operators. The executive team is based at its headquarters in London but BTP itself covers the rail network throughout England, Wales and Scotland.

The current chief officers of British Transport Police are:

- **Chief Constable:** Paul Crowther OBE
- **Deputy Chief Constable:** Vacant
- **Assistant Chief Constable B Division & Crime:** Mark Newton
- **Assistant Chief Constable C Division & Operations:** Stephen Thomas QPM
- **Assistant Chief Constable D Division:** David McCall (currently Acting DCC)
- **Director of Capability and Resources:** Simon Downey OBE

A description of current responsibilities is set out on page 7.

BTP currently has 2906 officers, 247 specials, 1484 civilian staff and 369 Police Community Support Officers (PCSOs).



Chief Constable
Overall command, direction and control of BTP <b>National Police Lead:</b> Metal Theft, Digital Forensic Triage, CCTV and Suicide Prevention

Deputy Chief Constable	B Division & Crime	C Division & Operations	D Division	Director of Capability & Resources
<ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Analysis &amp; Performance</li> <li>• Portfolio Management</li> <li>• Business Change</li> <li>• Audit &amp; Inspection</li> <li>• Strategic Planning</li> <li>• Strategy &amp; Development</li> <li>• Professional Standards</li> <li>• Media &amp; Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• TP B Division</li> <li>• Major Crime</li> <li>• Intelligence</li> <li>• Covert Policing</li> <li>• Metal Theft</li> <li>• Offender Management                             <ul style="list-style-type: none"> <li>○ Justice</li> <li>○ Custody</li> </ul> </li> <li>• Forensic Science</li> <li>• CCTV</li> </ul>	<ul style="list-style-type: none"> <li>• TP C Division</li> <li>• Welsh affairs</li> <li>• Counter Terrorism</li> <li>• Firearms</li> <li>• Response Policing</li> <li>• Disruption</li> <li>• Civil Contingencies</li> <li>• Business Continuity</li> <li>• Major Incident Planning</li> <li>• Public order, events and football</li> <li>• Community Engagement (IAGs)</li> <li>• Stop &amp; Search</li> <li>• Complementary Policing</li> <li>• Police Dogs</li> </ul>	<ul style="list-style-type: none"> <li>• TP D Division</li> <li>• Scottish affairs</li> <li>• Contact Management</li> <li>• Crime Recording</li> <li>• Mobile Data</li> <li>• Misconduct matters</li> </ul>	<ul style="list-style-type: none"> <li>• Finance &amp; Procurement</li> <li>• Estates</li> <li>• Fleet</li> <li>• People &amp; Development</li> <li>• Technology</li> <li>• Information Management</li> <li>• SIRO</li> <li>• Health &amp; Safety</li> <li>• EDHR (policy)</li> <li>• Airwave</li> </ul>

## Job description and person specification

**Post title:** Deputy Chief Constable

**Accountable to:** Chief Constable

The Deputy Chief Constable is responsible for ensuring that BTP is at the forefront of implementing best practice in policing. Passionate about BTP's contribution to the wider policing agenda, the Deputy Chief Constable will play a national role to maintain constructive relationships with Home Office Forces, the National Crime Agency, the College of Policing and the Scottish Police Service. The ideal candidate must have the intellect and flexibility to understand the commercial imperative that drives the rail industry and operational requirements to police it. They will be able to draw on their experience and adapt it to the demanding environment of a national police force operating in two jurisdictions. A willingness to take a risk based approach is essential.

### Dimensions

DCC budget £8.2m

### Accountabilities

To ensure that the day to day activity of the BTP meets the Chief Constable's intent;

#### 1. Effectiveness

- a. To oversee and drive performance across all functions, including the monitoring of the agreed structure and organisation of BTP;
- b. To develop, design and implement the systems and processes within BTP to ensure optimum use of resource to deliver the agreed outcomes;
- c. To build strong relationships across the organisation ensuring that the teams work proactively with each other to maximise synergies and eliminate unnecessary duplication;
- d. To ensure coherence and consistency of operational and organisational delivery by coordinating the execution of territorial and functional responsibilities by the individual Chief Officers;
- e. Advise the Chief Constable on the effectiveness and contribution of the individual chief officers.

#### 2. Strategic Planning

- a. To ensure that there are effective strategic analysis and forward planning mechanisms within BTP;



- b. To ensure that the service is at the forefront of implementing best practice in policing;
- c. To ensure that the quality of performance of BTP against the strategic plans are monitored and reported upon.

### **3. Business Management**

- a. To ensure that the capability plan developed by the Director of Capability and Resources to deliver the new operating model for the BTP is implemented;
- b. To ensure that Standards of Professional Behaviour are maintained and provide the strategic lead to embed the Code of Ethics across the force;
- c. To ensure the proper and efficient investigation of public complaints against British Transport Police officers and any matters affecting internal discipline which may arise;
- d. To maintain liaison and good working relationships with the Independent Police Complaints Commission (IPCC); and directing the Professional Standards of BTP.
- e. To identify risks to effectiveness and efficiency of the force or compliance with statutory duties and responsibilities in order to bring these to the attention of the Chief Constable with options for their management;
- f. To ensure on behalf of the Chief Constable that all information and analysis necessary for the force to carry out its function is readily available;
- g. Provide leadership coordination and delivery of the project framework within BTP, ensuring compliance with the Corporate Governance Code and that investment decisions are consistent with strategic planning and prioritisation.
- h. To have responsibility for the assessment and inspection of the Force, including ensuring effective internal and external audit functions exist within BTP;
- i. To take the lead in developing a continuous improvement agenda within the culture, training and standard operating procedures of BTP;
- j. To ensure that technological innovation and mobile working is used to the maximum in order to deliver better corporate and operational outcomes.
- k. When required to deputise for the Chief Constable during periods of leave, sickness or other temporary duty;

#### **4. External Liaison**

- a. To develop and lead the delivery of a comprehensive and effective stakeholder engagement plan ensuring coherence with the activities of the Authority.
- b. To play an appropriate national role within wider policing to maintain effective relations with Home Office forces, National Crime Agency and Scottish Police Service;
- c. Develop and lead strong and effective relationships with the College of Policing such that BTP is a fully integrated partner in the professional body.
- d. To lead on the effective engagement and use of media and marketing to project the effectiveness of the BTP to partners and travelling public;
- e. To develop and lead effective employee engagement and internal communications.

#### **5. Operational Command**

- a. To take command and direct operational policing matters on behalf of the Chief Constable, wherever necessary, including availability on a 24-hour basis to deal with any operational or other matter requiring his/her attention, including rapid decision-making on bomb threat categorisation matters and giving appropriate advice to the railway industry.

### **Knowledge, skills and experience**

1. *Transformational leadership* – previous experience as a transformational leader at Deputy or Assistant Chief Constable level and the ability to demonstrate successful implementation of change programmes.
2. *Strategic clarity* – experience in setting and implementing organisational vision and mission with a focus on long-term capability with all activities directly or indirectly contributing to the strategy.
3. *Commercial awareness* – an appreciation of the commercial imperatives that drive the rail industry such that these are supported by operational outcomes whilst demonstrating value for money.
4. *Communication skills* – persuasive and collegiate approach to problem solving with the ability to work with commercial operators and other stakeholders. Ability to work alongside the Authority Chair and Members as the public face of the organisation.

5. *Governance* – an understanding of governance requirements in a public sector organisation, including sound financial and risk management. Working within statute and policy and challenging non-compliance.
6. *Resource focus* – experience of developing and implementing people strategy and succession planning arrangements to ensure the Force's capability to meet current and future needs. The ability to operate within a tight budget.
7. *Self-awareness* – the ability to be self aware and adapt management style to individual circumstances.
8. *Results focus* – evidence of delivery focus and implementation of robust finance and performance management regimes with accurate, clear, consistent and comparable information, in order to drive continuous improvements.

## Remuneration package

### Salary

The salary will be £140.5k per annum.

The appointment will be for an initial fixed period of 5 years. The role is based in London but will include the requirement to visit BTP's operational areas throughout the country.

Salary will be reviewed annually in line with the national settlement of police pay for chief officers. There will be an annual appraisal of the Deputy Chief Constable's performance carried out by the Chief Constable. The Authority does not operate any performance-related pay or bonus schemes.

### Allowances

In accordance with Police Regulations the Deputy Chief Constable will receive annually:

- London Allowance of £4,388 or £1,011 if in receipt of housing/rent allowance
- London Weighting of £2,301
- Housing/rent allowance if in receipt as a legacy allowance

### Benefits

Taxable benefits include:

- Provision of a car for personal use or a cash equivalent of £7,269
- Family Healthcare Insurance

Other benefits include:

- 42 days annual leave
- Under arrangements made with the railway companies, the Deputy Chief Constable will have first class travel, free of charge, to and from work within a 70 mile radius of London.
- A first class all stations season ticket providing first class rail travel both on and off duty. This is not a contractual entitlement but is provided at the discretion of the Association of Train Operating Companies (ATOC) and may be withdrawn at any time without notice or compensation.
- Payment for the membership of CPOSA and associated insurance (currently under review)

## **Pension**

### Those in the Home Office 30 year scheme

Following the closure of the Police Pension Scheme 1987 to new members from 1 April 2006, the analogous scheme under the British Transport Police Superannuation Fund (BTPSF) did likewise. The reciprocity between the schemes ended on 1 April 2006.

Where the successful candidate has not completed 30 years reckonable service the Authority will work with the candidate's employer to negotiate an arrangement where they may stay in the Home Office Scheme until the end of their 30 years service. This is not guaranteed however and the candidate may be offered enrolment into the Authority's 35 year scheme as an alternative.

### Those who have completed 30 years in a pension scheme

Any person who has already completed 30 years in a Home Office Force will be auto-enrolled into the Authority's Staff Scheme.

A high level summary of each of the 35 year and staff schemes is provided in Annexes A&B respectively.

The Authority has a legal responsibility to auto-enrol its employees into the relevant pension scheme but membership is not compulsory and you will have the option to opt-out of either scheme within the first month of joining. The Authority will engage a suitably qualified pension consultant to provide independent pension advice to the successful candidate, where required.

## Appointment process

The timetable for shortlisting and interviews will be as follows:

**Short listing to take place:** w/c 14 July 2014

**Assessment to take place:** late July 2014

**Interviews to take place:** late July 2014

Shortlisted candidates will be asked to submit the name of a further referee who may be contacted in advance of the final panel interview. At this stage shortlisted candidates will be given the opportunity of informal discussions with the **Chairman and Chief Executive** to give them a closer understanding of the role and its context.

Shortlisted candidates will be asked to participate in an assessment process, which will be designed to obtain evidence of fit against the required specification. This will be followed by a formal interview. Both stages will take place in central London. The finalised dates will be notified to applicants as soon as possible.

The selection panel will be chaired by **Millie Banerjee**, Chairman of the British Transport Police Authority. Other panel members will be:

- **Brian Phillpott**, Deputy Chairman of the Police Authority;
- A **Police Authority Member** to be announced;
- **Paul Crowther**, Chief Constable; and
- An **Independent Panel Member** to be announced

**Andrew Figgures**, Chief Executive to the Police Authority, will be in attendance.

The appointment is subject to ministerial approval.

## Equal opportunities

BTP is an equal opportunities employer and is determined to ensure that:

- The workforce reflects the diverse community which it serves and that the working environment is free from any form of harassment, intimidation, bullying or victimisation;
- No job applicant or employee is treated more or less favourably on the grounds of gender, sexual orientation, age, marital status, race, colour, nationality, ethnic or national origins, creed, religion or disability;
- No job applicant or employee is disadvantaged by conditions or requirements which cannot be justified by the requirements of the job.

### **Data protection**

Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The equal opportunities monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted. If you are unsuccessful, personal details relating to your application will be destroyed after 6 months.

### **Pre-employment checks**

The successful candidate will be subject to the satisfactory completion of pre-appointment enquiries including vetting and references, before an appointment can be offered formally. The successful candidate will be required to sign a contract with the Authority before taking up appointment.

### **Travel costs**

There are no arrangements for the reimbursement of travel costs.

## **Annex A: British Transport Police Force Superannuation Fund - Benefit level 2007: summarised structure**

The following is a brief summary of the benefits and contribution rates payable under the British Transport Police Force Superannuation Fund (BTPFSF) 2007 Benefit Level.

This summary is only a broad summary of the key features of the fund. Any entitlement to benefits from the fund is governed by the trust deed, not this summary.

<b>Description</b>	<b>Benefit calculation</b>
Contributions	Based on Basic Pay plus London Weighting (if applicable) at 1 November each year. Contributions are revised each 1 January.
Member Contribution Rate	The member's contribution rate is currently 10%.
Employer Contribution rate	Twice the contribution rate for members, plus any additional lump sums due under the Schedule of Contributions.
Contribution Rate Reviews	Contributions rates will be reviewed every three years after each actuarial valuation. The next valuation will be as at 31 December 2015. Any contribution changes usually happen 12 to 18 months after the valuation date.
Pension	This is based on the average Basic Pay plus London Weighting in the last 12 months' service.
Lump Sum	This is based on your average Basic Pay plus London Weighting in your last 12 months' service.
Normal Retirement age	Age 55 (in service). With less than 35 years' service at age 55 an officer may continue to contribute and accrue benefits. Age 65 (if you leave service before taking benefits)
Pension at Retirement Fraction per year of service (proportion for days)	1/70 <sup>th</sup>
Lump Sum at Retirement Fraction per year of service (proportion for days)	4/70 <sup>th</sup>



<p>Ill Health Pension</p>	<p>There are two levels after completion of 5 years of qualifying service:</p> <ul style="list-style-type: none"> <li>a) If the officer is incapable of performing any duties, as a Police Officer or otherwise, the pension earned to date is enhanced by one half of future potential service to age 55 up to a maximum of 35 years' membership. The additional pension may be suspended if the officer recovers sufficiently to be able to take up full-time regular employment.</li> <li>b) If the officer is unable to perform their duties as a Police Officer, but is considered fit enough to perform other duties, they will receive an immediate un-enhanced pension.</li> </ul> <p>In addition to any ill-health pension, a lump sum of 4 times the amount of pension is payable.</p>
<p>Death in Service Payment</p>	<p>Four times Pay</p>
<p>Dependant's pension (upon death in service)</p>	<p>After two years' service a pension of one half of the pension that would have been payable had the officer been granted an enhanced incapacity pension.</p> <p>Pensions would be payable to cohabiting, non-married, (including same-sex) partners.</p> <p>Pensions are also payable to dependent children until they reach age 18, age 23 if they are in full time education, or for life if they are mentally or physically handicapped.</p>
<p>Dependant's pension (after leaving service)</p>	<p>A pension of one half of the member's basic pension.</p> <p>Pensions would be payable to cohabiting, non-married (including same sex) partners.</p> <p>Pensions are also payable to dependent children until they reach age 18, age 23 if they are in full time education, or for life if they are mentally or physically handicapped.</p>

<p>Benefits on leaving service (including leaving under redundancy with lump sum compensation)</p>	<p>If more than two years' membership:</p> <ul style="list-style-type: none"> <li>• Pension and lump sum are payable at age 65 based on service and salary at date of leaving. Benefits are increased before and after retirement as described below.</li> </ul> <p>If less than two years membership:</p> <ul style="list-style-type: none"> <li>• Refund of contributions (less tax and other deductions) or a transfer payment provided three months' service have been completed.</li> </ul>
<p>Increases in benefits after you have left service or after your pension has started.</p>	<p>As determined by the Pensions Increase Act 1971, which currently refers to increases in line with the Consumer Price Index each September.</p>
<p>Additional Voluntary Contributions</p>	<p>Additional Voluntary Contributions (AVCs) allow a member to provide for increased benefits at retirement.</p> <p>The fund's AVC arrangement is called AVC Extra which allows flexibility to choose:</p> <ul style="list-style-type: none"> <li>• how much to contribute;</li> <li>• where to invest contributions;</li> <li>• when to start making contributions; and</li> <li>• when to stop contributing.</li> </ul>

## **Annex B: British Transport Police Staff Scheme - summarised structure**

The following is a brief summary of the benefits and contribution rates currently payable under the Railways Pension Scheme – British Transport Police Section.

This summary is only a broad summary of the key features of the fund. Any entitlement to benefits from the scheme is governed by the trust deed & rules, not this summary.

<b>Description</b>	<b>Benefit calculation</b>
Contributions	Based on Basic Pay plus London Weighting (if applicable) at 1 April each year less one-and-a-half times the basic state pension. Contributions are revised each 1 July.
Member Contribution Rate	The member's contribution rate is currently 10.06%.
Employer Contribution rate	One-and-a-half times the member contribution rate, plus any additional lump sums due under the Schedule of Contributions.
Contribution Rate Reviews	Contributions rates will be reviewed every three years after each actuarial valuation. The next valuation will be as at 31 December 2013. Any contribution changes usually happen 18 months after the valuation date.
Pension	This is based on the average Basic Pay plus London Weighting, less one-and-a-half times the basic state pension in the last 12 months' service.
Lump Sum	This is based on the average Basic Pay plus London Weighting in the last 12 months' service.
Normal Retirement age	Age 60
Pension at Retirement Fraction per year of service (proportion for days)	1/60 <sup>th</sup>
Lump Sum at Retirement Fraction per year of service (proportion for days)	1/40 <sup>th</sup>
Ill Health Pension	After 5 years of qualifying service, if the member is incapable of performing any duties [as a Police Officer or otherwise] the pension earned to date is enhanced by the lesser of 10 years and number of years of potential service to age 60, up to a maximum of 40 years' membership. The additional pension may be suspended if the member recovers sufficiently to be able to take up full-time regular employment.
Death in Service Payment	Four times Pay

<p>Dependant's pension (upon death in service)</p>	<p>A pension of one half of the pension that would have been payable had the member been granted an incapacity pension.</p> <p>Pensions would be payable to cohabiting, non-married (including same sex) partners.</p> <p>Pensions are also payable to dependent children until they reach age 18, age 23 if they are in full time education, or for life if they are mentally or physically handicapped.</p>
<p>Dependant's pension (after leaving service)</p>	<p>A pension of one half of the member's basic pension.</p> <p>Pensions would be payable to cohabiting, non-married (including same sex) partners.</p> <p>Pensions are also payable to dependent children until they reach age 18, age 23 if they are in full time education, or for life if they are mentally or physically handicapped.</p>
<p>Benefits on leaving service (including leaving under redundancy with lump sum compensation)</p>	<p>If more than one month's membership:</p> <ul style="list-style-type: none"> <li>• Pension and lump sum are payable at age 60 based on service and salary at date of leaving. Benefits are increased before and after retirement as described below.</li> </ul> <p>If less than one month's membership:</p> <ul style="list-style-type: none"> <li>• Refund of contributions (less tax and other deductions).</li> </ul>
<p>Increases in benefits after you have left service or after your pension has started.</p>	<p>As determined by the Pensions Increase Act 1971, which currently refers to increases in line with the Consumer Price Index each September.</p>
<p>Additional Voluntary Contributions</p>	<p>Additional Voluntary Contributions (AVCs) allow a member to provide for increased benefits at retirement.</p> <p>The scheme's AVC arrangements are called BRASS and AVC Extra which allow flexibility to choose:</p> <ul style="list-style-type: none"> <li>• how much to contribute;</li> <li>• where to invest contributions;</li> <li>• when to start making contributions; and</li> <li>• when to stop contributing.</li> </ul>