

Report to: Full Authority
 Date: 28 September 2021
 Subject: Chief Executive's Report
 Sponsor: Chief Executive
 Author: Chief Executive
 For: Information

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

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

www.btpa.police.uk

1. Purpose of paper

- 1.1 To update and inform Members of current issues and activity relevant to the British Transport Police Authority.
- 1.2 To complement the associated report of the Chief Constable provided at the Full Authority's 28 September 2021 meeting.

2. Strategic Financial Issues

Spending Review / Medium-Term Financial Plan

- 2.1 We have significant financial planning issues to work through over the next three months. The Government's Spending Review (SR) will conclude in that period, we are establishing a better handle on the investments needed to deliver the Chief Constable's blueprint approved by the Authority in July 2021 and we have a deadline to agree a Medium-Term Financial Plan (MTFP) and to communicate charges to our customers by Christmas 2021.
- 2.2 The overall picture is as laid out in my letter of 4 August 2021 to Dan Moore at Department for Transport (DfT). That letter accepts that the SR exercise is likely to resolve little for us. This means constant dialogue with colleagues in DfT and across the rail industry will be needed for the next months (and years) to give us the best chance of meeting the financial challenge.
- 2.3 In the short term, DfT have said will award us a grant of up to £10m (capital) this year - expressly to fund the move to Axis House and other urgent estates work. The award of this cash shows DfT confidence in BTP/A stewardship of the BTP Fund. Importantly, it will provide more flexibility to meet the challenges of funding the Chief Constable's blueprint. The plan had been either to take the £6m for Axis from reserves or to charge this out to customers in 22/23.
- 2.4 In simple terms, the Chief Constable's blueprint was costed at £59m upfront investment in July 2021 - repayable over the MTFP period. To fund this £59m up front, BTPA has four possible sources:
 - cashable efficiencies delivered from within BTP

- cashable reserves released by BTPA
- increased charges for PSA holders beyond what is required to pay for business as usual
- further 'grants' from DfT or Home Office.

2.5 The work of the next three months is to test those potential sources and to see how much of the upfront funding they can deliver and then to prioritise investment accordingly.

BTPA Charging Model and Wash-Up Process

2.6 The Executive Team is completing the laborious process of acquiring signatures on Deeds of Amendment for all PSA holders consequent to the Authority and DfT decision not to run a wash up process for 20/21. More detail on this process and the risks which remain will be provided to Members separately as a background paper on Board Intelligence.

2.7 Alas, this agreement is for one year only. But it is our intention next to propose to the Authority and DfT that the wash up process is dispensed with on a permanent basis. This would be one step along the road to a much greater simplification of our charges in line with the opportunity presented by Williams-Shapps.

2.8 In the meantime, proposals for the 22/23 allocation of charges will come to Committee and Authority meetings this November 2021 and December 2021 in the usual way.

3. Leadership, Strategy and Risk

Williams-Shapps

3.1 Members have previously remarked on the lack of an opportunity to discuss the implications of Williams-Shapps for the policing and security of the railway. In truth, what was published in Williams-Shapps was consistent with what BTPA was anticipating when we discussed these issues in June 2020 and again with Polly Payne (DG DfT) in February of this year.

3.2 Since publication, the Chief Constable, her team, the Chair and myself have engaged a variety of partners at DfT, RDG and GBR on the need to prioritise a work stream on an integrated approach to policing and security across the rail industry from the inception of GBR. Those conversations are yet to deliver a 'seat at the table' nor a clear idea of when GBR and DfT can schedule a project on policing and security. But all agree that time is coming. With the Chair and Chief Constable, we will ensure Members can engage at the optimum juncture.

BTP/A Strategy 2022/25

3.3 Work continues on the translation of the Chief Constable's blueprint into a Strategy for 22/25, with separate reporting on this work into our 28 September 2021 meeting. Some complex scheduling and relationship with the MTFP

discussion are involved. But the Executive Team have heard an early steer from Members that the 22/25 Strategy will need a more overtly external focus than the July 2021 blueprint which was for an internal audience.

- 3.4 When I have been pressed by industry partners on how we derive our 22/25 Strategy in the face of the uncertainty created by Williams-Shapps, I have stated that for the most part we see the 22/25 Strategy setting out our plans for the delivery of rail policing within existing structures and in a pre-Great British Railways world. That may be over simplifying in order to make a point. But it is an important principle that we still have 2-3 years of policing to deliver under current structures and we need to show a clear focus on that in our 22/25 Strategy.

Police and Crime Commissioners Review

- 3.5 The Executive Team and BTPA colleagues have been keeping an eye on the Review of Police and Crime Commissioners being conducted by the Home Office. This review, to be completed by the end of November 2021, looks at some of the powers, functions and constitution of PCCs. We have been paying close interest for any learning for good governance and oversight of policing with potential read across to us. Actually, at this point, the Review appears to have a focus on areas of less direct read across - the commissioning aspect of the PCC role, relations with probation teams, other local crime partnerships, powers of recall over PCCs and possible extension of their role to include Fire services. We continue to keep an eye on developments.

Strategic Risks

- 3.6 I am pleased to see that months of hard work with Members, COG and others on refreshing our approach to Strategic Risk has borne fruit in the shape of a new set of risks being brought forward from Audit and Risk Assurance Committee to this meeting. I believe the process of settling on these risks has been of benefit as much as will be the experience of working with them. I would like to recognise the drive and experience of BTPA's Lynsey Marshall in getting us to this point.

Board Effectiveness Action Plan

- 3.7 I note the separate agenda item on the current Action Plan. Just to say that I feel the developments and improvements over the last year have been more tangible than before and I commend progress made to Members while requesting their continued active endorsement of and engagement in the process. That makes it much easier for the Exec Team to maintain momentum.

Governance and Ways of Working with British Transport Police

- 3.8 Members will note in the Board Effectiveness Evaluation update later the Request for Quotes to help us update our Service Level Agreement with BTP, our financial delegations to the Force and to help improve ways of working/the

culture between BTP Exec and BTP COG and beyond. This is an important piece of work - we need much more than updated words and numbers in our formal documentation. I encourage Members to seek out and engage with progress as this work develops.

- 3.9 BTPA new accommodation on 4th floor FHQ is a totem of the new era. The work we plan will encompass a review of both the detail of who does what in practice (for example BTP carry out the great majority of day to day functions involved in BTPA's role as an employer and as owner of the BTP Fund) and the ways in which colleagues at all levels engage.

Senior Staff

- 3.10 Just to add to the Chief Constable's update, our personal and corporate gratitude to Adrian Hanstock for his many years of service and achievements. Alongside his constructive approach to working with BTPA. We will all look for chances to mark his departure in an appropriate fashion.
- 3.11 Ministers are currently considering recommendations for the 5 Member spaces on BTPA. We hope to hear news shortly and certainly before the December 2021 meeting of the Authority. It is worth mentioning, too, that Ministers must take a view soon on the BTPA Chair (expires March 2022) and Deputy Chair (interim role expires December 2021).

4. Other Strategic Issues

HMICFRS Inspection

- 4.1 HMICFRS, with HMICS, will shortly be conducting their first inspection with a sole focus on BTP for more than two years. They will be on site during October and November. They will be conducting an inspection on Crime Data Integrity and carrying out a Victim Service Assessment. We expect to receive a hot debrief in November and a formal report will follow in the New Year.

London Estate

- 4.2 The Chief Constable's report to the Authority reports an ambition for swift decisions in principle on the future of key BTP accommodation in London. This is an area in which BTP Exec Team and BTP are yet to achieve a meeting of minds. Members have been party to discussions around this for some months. In simple terms, BTP see a short window to commit to a meaningful collaboration on accommodation with TfL. BTPA Exec are concerned about the justification for any financial outlay (no costs for London accommodation are included in the £59m investment referenced at para 2.4 above). BTPA Exec are concerned, too, that a wider range of options should be considered before decisions are taken. This subject may merit discussion at the 28 September meeting.

5. Pensions

Staff Scheme Valuation

- 5.1 The Authority agreed the 2019 valuation of the Staff Pension Scheme in March 2021. Consultation is now starting, for 60 days, on the consequent proposal to increase staff contribution rates by 0.62%. Members should note, once more, that Exec Team staff have a direct personal interest in this exercise

New Staff Pension Scheme

- 5.2 I have no progress to report on the Authority's proposed introduction of a Defined Contribution pension scheme for new staff. This remains with the Secretary of State for approval.

Officer Scheme Valuation

- 5.3 Commentary on the officer scheme valuation will be supplied via an update from the Pension Working Group. Background is available within the report at [Item 5.1 \(Police Officer Pension Scheme: 2018 Valuation\)](#) that was considered at Pension Working Group on 17 September 2021.

6. Executive Team

Away Day

- 6.1 The Executive Team had an awayday in person on 13 September. We evaluated and discussed our preferred working styles and how this could help us work better individually and as a team. This provided a welcome chance to catch up with the whole team in person and gave us pointers for further discussion over the coming weeks
- 6.2 Exec Team staff are working a minimum one day a week in the office for September and October. We will review that policy in the light of all the circumstances towards the end of October.

Association of Police and Crime Commissioners

- 6.3 The Chair has agreed that BTPA should join the APCC as an associate member at a cost of £7.5k per annum. From the Exec Team perspective, this provides us with easier access to a wealth of material on developments in police funding and oversight under the umbrella of Home Office policing. It has otherwise been difficult to keep abreast of that latest thinking. The Chair, Chief Constable and I are due to present to APCC on 14 October to explain our constitution and discuss matters of strategic and operational common interest.

BTP Support Association for Minority Ethnic Staff (SAME)

- 6.4 I have recently accepted an offer from SAME to act as their senior sponsor. I intend to coach/help the SAME Committee in their attempts to work with BTP leadership to improve conditions and prospects for ethnic minority employees and to contribute to their work shoring up BTP' legitimacy with ethnic minority

communities. Having discussed this role with the Chief Constable and Director of People, we believe such a role complements rather than conflicts with my role as CEO of BTPA. I believe it will enable me personally to make more of a contribution to BTP's diversity agenda which I am strongly motivated to do.

BTPA Donations to Care of Police Survivors (COPS)

- 6.5 The recent passing of a member of BTP staff following a Covid infection, prompts me to observe to Members that the Exec Team has previously instituted a system whereby BTPA donates £200 to COPS in memory of each BTP officer or staff member who dies in service. COPS is a charity that supports the families of police officers and staff who have lost their lives on duty. See ukcops.org for more information.

7. Executive Decisions

Healthcare Services in Custody

- 7.1 As CEO, I have delegated authority to sign BTP contracts up to a value of £2m where a full competition has been conducted. Since the June Authority meeting, I have approved a contract with Mitie Healthcare Services worth £1.9m over 4 years for the provision of healthcare services in custody. This was within my delegated remit but it is so close to the limit of my personal delegation that I am sharing this information with Members for maximum transparency.

Safer Streets

- 7.2 I have authorised BTP to go to market for the development of an app to improve access to the Force for those feeling unsafe. BTP have a bid in with the Home Office for the development of this app worth [REDACTED]. I took the decision to approve going to market despite outstanding questions from Govt Digital Service (GDS) whose approval may be required strictly in the terms of my delegation from DfT. I have formally recorded my rationale for doing so which is twofold. First, no funding will be committed or contract awarded until a further approval has been sought. Second, the Home Office funding decision is not due until October 2021 but the Home Office will then expect the funds to be committed in year. To ensure there is a chance that can happen, the competition has to start now. Certainly, it would be too late if that competition waited until Home Office funding were confirmed and before GDS approval were confirmed.

8. Decisions between Scheduled Meetings

- 8.1 The following decisions have been taken in between scheduled meetings of the Full Authority and its Committees since the 23 June 2021 meeting.
- 8.2 **A017 Appointments and Remuneration Committee – Deputy Chief Constable’s Contract [20 August 2021].** The Committee reviewed and approved the incoming Deputy Chief Constable’s draft contract.

- 8.3 **A018 Appointments and Remuneration Committee – Senior Officer and Staff Recruitment and Selection Procedure [9 September 2021].** The Committee approved a refreshed senior officers and staff recruitment and selection procedure which sought to update the procedure in line with current legislation.
- 8.4 **A019 Appointments and Remuneration Committee – Police Officer Pay Review [21 September 2021].** The Committee approved the pay award for 21/22 and introduction of pay progression standards from April 2022.
- 8.5 Members will have noted at Item 4 (Actions) that Action 10/2021 concerns a review of the way in which these decisions between meetings are reported. Given the low tempo of decision-making at present it is proposed to continue reporting these within the Chief Executive’s report at each Full Authority meeting. Should the tempo increase markedly this approach can be reviewed further. The number of decisions taken across the year can be monitored through the annual board effectiveness review.