

[27 September 2022] Agenda Pack - Full Authority

MEETING
27 September 2022 11:00

PUBLISHED
26 September 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Hybrid / Meeting Room G1/G2, BTP, 25 Camden Room, London, NW1 9LN	27/09/22		11:00
1. Apologies		Chair	11:00
2. Declarations of Interest			
3. Minutes		Chair	
4. Actions		Chair	
5. Risk Profile		Chief Executive	
6. Q2 Financial Position and Medium-Term Financial Plan Development Update		Director of Finance and Commercial Services	11:15
7. Strategic Diversity and Inclusion			11:40
7.1. Force: External Scrutiny (Cover paper from the Executive)		Strategic Head of Equality, Diversity and Inclusion	
7.2. Executive: Oversight of Strategic Diversity and Inclusion		Project Director - Rail Policing and Security	
8. Member Engagement		Head of Governance and Compliance	12:05
9. Chief Constable's Report		Chief Constable	12:20
10. Chief Executive's Report		Chief Executive	12:40

Agenda

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Hybrid / Meeting Room G1/G2, BTP, 25 Camden Room, London, NW1 9LN	27/09/22		11:00
11. Business Case: London Estate		Director of Finance and Commercial Services	12:50
11.1. Committee Cover Report - Business Case: London Estate			
11.2. [Background Pack] Business Case: London Estate			
Break			13:00
12. Business Case: FHQ Data Relocation		Deputy Chief Information Officer	13:30
12.1. Committee Cover Report - Business Case: FHQ Data Relocation			
12.2. [Background Pack] Business Case: FHQ Data Relocation			
13. TfL & Train Operating Companies: 21/22 outturn versus budget		Chief Financial Officer	13:40
14. British Transport Police Annual Report 2021/22		Chief Constable	13:50

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Hybrid / Meeting Room G1/G2, BTP, 25 Camden Room, London, NW1 9LN	27/09/22		11:00
15. Committee Minutes			14:00
15.1. [Background Pack] Audit and Risk Assurance [8 September, 5 July & 23 June 2022]		Kenna Kintrea	
15.2. [Background Pack] Appointments, Remuneration and Appraisal [28 June & 4 May 2022]		Chair	
15.3. [Background Pack] People and Culture [6 September & 21 July 2022]		Bev Shears	
15.4. [Background Pack] Scottish Railways Policing [2 September 2022]		Bill Matthews	
15.5. [Background Pack] Performance and Delivery [7 September 2022]		Craig Mackey	
15.6. [Background Pack] Joint Risk Deep Dive - People and Legitimacy [12 September 2022]		Craig Mackey/Bev Shears	
15.7. [Background Pack] Strategy and Planning [15 September 2022]		Andy Cooper	
16. Any Other Business		All	14:15
17. Meeting Evaluation by Bill Matthews			14:20
18. [PRIVATE SESSION] Manchester Arena Inquiry: Management of Civil Claims		Deputy Chief Constable	14:25

Minutes

Full Authority

Wednesday 29 June 2022 in Rooms G1/2, British Transport Police Force
Headquarters, 25 Camden Road, NW1 at 11.45am

Present:

Ron Barclay-Smith (Chair)
Andy Cooper (Deputy Chair)
Fiona Brunskill
Graham Evans
Emir Feisal
Willie Gallagher
Mike Gallop
Nick Hawkins
Stewart Jackson
Kenna Kintrea
Craig Mackey
Bill Matthews
Martin Richards
Bev Shears

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
Sarah Church (Chief Financial Officer and Deputy Chief Executive)
Stephanie Calvert (Co-Head of Governance and Compliance)
Kate Carr (Project Director – Policing and Security)
Lucy Yasin (Co-Head of Governance and Compliance)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Lucy D’Orsi (Chief Constable)
Steff Sharp (Chief of Staff)
Sean O’Callaghan (Assistant Chief Constable)
Charlie Doyle (Assistant Chief Constable)
Rachael Etebar (Director of People and Culture)
Allan Gregory (T/Assistant Chief Constable)
Tracey Martin (Director of Finance and Commercial Services)

External

Oliver Mulvey (Department for Transport)

Andy Odell (Rail Delivery Group)

Kim Webster (Rail Delivery Group)

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 30 March 2022 be approved.

Actions

Agenda Item 4

4. Members considered the actions arising from previous meetings and the following points were made.
 - a. Members agreed that Actions 13/2022; 15/2022; 17/2021; 1/2022; 3/2022; 5/2022; 6/2022 could be closed.
 - b. Members noted with regards Action 2/2022 that the Railway Guardian app would be launched on 4 July 2022, and the proposed briefing would be convened thereafter.
 - c. Members noted that Actions 4/2022 and 7/2022 remained in progress.
5. **RESOLVED**, that the report be noted.

[Background Pack] Action 17/2021 [Comparison of Performance Reporting]

Agenda Item 4.1

6. **RESOLVED**, that the paper in support of Action 17/2021 [Comparison of Performance Reporting] be noted.

Risk Profile

Agenda Item 5

7. Members considered the risk profile and the following points were made.
 - a. The Chief Executive noted that, in light of issues identified during the current reporting period, the People risk would be elevated in the profile's forthcoming iteration.
 - b. The Chair of the Audit and Risk Assurance Committee noted that the strategic risks would be refreshed in light of feedback arising from the informal risk workshop held on 30 May 2022.
8. **RESOLVED**, that the risk profile be noted.

Draft Annual Report and Accounts 2021/22

Agenda Item 6

9. Members considered the draft Annual Report and Accounts 2021/22 and the following points were made.
 - a. The Chair noted Members had scrutinised the Annual Report and Accounts at walkthrough sessions held on 13 June 2022 and 21 June 2022, and a note of the substantive points made was included as a Background Paper.
 - b. Members noted the report regarding Financial Statements P14 (31 March 2022) hyperlinked at paragraph 2.4, as explaining significant movements between P13 and the year-end position set out in the Annual Report and Accounts.
 - c. Members noted that the draft Annual Report and Accounts had been reviewed by the Audit and Risk Assurance Committee at its meeting on 23 June 2022, with substantive points arising summarised in the cover report.
 - d. The Chief Financial Officer noted that the Accounts had been audited by National Audit Office/KPMG and nothing overly material was expected to arise between the time of the meeting and the laying of the report before Parliament.
 - e. The Chief Financial Officer drew Members' attention to yellow highlighted areas of the report that denoted significant updates.
 - f. The Chair, on behalf of the Full Authority, thanked both the Executive and Force teams involved in the preparation of the Annual Report and Accounts.

10. **RESOLVED**, that subject to comments made, Members approve the Annual Report and Accounts 2021/22 for submission to Parliament pending final review by the Audit and Risk Assurance Committee at its meeting on 5 July 2022.

Note of Draft Report and Annual Accounts Walkthrough Sessions – 13 June 2022 and 21 June 2022

Agenda Item 6.1

11. **RESOLVED**, that the note of the draft Annual Report and Accounts Walkthrough sessions held on 13 June 2022 and 21 June 2022 be noted.

A Force on the Move

Agenda Item 7

Mitigation of Outstanding Financial Pressures

Agenda Item 7.1

12. Members considered a report of the Chief Executive regarding the mitigation of outstanding financial pressures affecting *A Force on the Move* and the following points were made.
 - a. The Chief Executive noted that Strategy and Planning Committee had considered the *A Force on the Move* portfolio update provided in Background Papers at its meeting on 1 June 2022. Members of that Committee had expressed concern over funding pressures outside of *A Force on the Move* and had asked for reassurance, which the paper before Members was designed to provide.
 - b. The Chief Executive continued, highlighting four of the largest identified pressures namely Emergency Services Network (ESN), CCTV, Electric Vehicles and London Estates. With London Estates, he hoped that assistance would be forthcoming from Department for Transport but the Authority would need to plan for a scenario where this was not possible.
 - c. The Chief Executive concluded by noting that he had not quantified a further potential pressure of cost of living. The Force planned to address this through a paper to the People and Culture Committee in July 2022 and there was potential that any recommendations brought to Members would cut across funding available for *A Force on the Move*.
 - d. The Chief Constable was heard regarding Electric Vehicles, noting that if EV were not adopted then the Force would continue to purchase petrol and diesel vehicles. Moreover the ongoing war in Ukraine had prompted a growing backlog in EV parts which would impact Force procurement. Lastly, there existed a natural partnership with Transport for London to develop EV infrastructure.

- e. A Department for Transport representative noted that the wider financial context of the rail industry meant that a compelling efficiencies narrative should accompany any forthcoming funding bids.
- f. The Chief Constable noted the Force had some flexibility of choice in profiling spend e.g. investigation of certain types of theft.
- g. In response to a question, the Chief Executive confirmed that, where an identified funding route existed, the Force was free to bring forward business cases to Members albeit many such business cases had yet to crystallise.
- h. A Member commented that future financial narrative should make clear how savings would be achieved in succeeding years.

13. **RESOLVED**, that Members,

- a. Note the proposed treatment of each of the financial pressures described within the report.
- b. Accept that the proposed treatment(s) contains sufficient reassurance for them to consider funding *A Force on the Move* for 2022/23.
- c. Note that the forthcoming Medium-Term Financial Plan process will permit a review of *A Force on the Move* funding, the pressures described within the report, and progress on identification of future efficiencies.

2022/23 Funding of *A Force on the Move*

Agenda Item 7.2

14. Members considered a report of the Chief Financial Officer regarding 2022/23 Funding of *A Force on the Move* and the following points were made.

- a. The Chief Financial Officer concurred with a point made by a Member that projects should not be de-funded prior to any benefits being realised; and that this risk would be mitigated by the governance structure outlined in the report appendix alongside the current year spend, which would build a robust Programme Management Office capability within the Force.
- b. The Director of Finance and Commercial Services noted that her Finance team had worked hard to increase Cash Reserves. Allied with this, the Force had ambition to spend and therefore pressure on the Budget would increase, with the Force likely to seek to use those Reserves.



- d. In response to a question, the Director of Finance and Commercial Services replied that forecast underspend sat with headcount and vacancies, and therefore other potential spend included overtime, IT *Fixing the Fundamentals* and any inflationary pressures on Non-Pay.

15. **RESOLVED**, that Members approve,

- a. That the Force should proceed with their plans for 22/23 *A Force on the Move* activity, noting that it was currently expected that much of the cost would be absorbed through budget underspends as a result of recruitment and retention challenges.
- b. That in proceeding with the investment plans for 22/23, the spend be subject to the *A Force on the Move* governance arrangements set out within the report's appendix, and approvals as set out in the Code of Governance.
- c. That quarterly financial results and forecasts be provided to the Executive as early as possible such that the point at which the 22/23 budget was likely to be exceeded in the year (should that be the case) could be identified and funding implications considered by the Authority.
- d. That should the 22/23 spend exceed budget as a result of the planned *A Force on the Move* investment, that Members would look favourably on funding such investment from Cash Reserves [REDACTED] – subject to a clear understanding of, and confidence in, delivery of the benefits.
- e. That the incremental capital spend estimated to be required for *A Force on the Move* in 22/23 could be absorbed through the current capital budget control total delegated by Department for Transport and hence no additional request to Department for Transport should need to be made.
- f. That decisions over the funding of *A Force on the Move* investment and thus cash reserves in future years be deferred until the completion of the Medium-Term Financial Plan planning to allow for a complete analysis and quantification of cost pressures currently sitting outside of the current Medium-Term Financial Plan and *A Force on the Move* programme (as outlined at agenda item 7.1 and section 6 of the report).

[Background Pack] *A Force on the Move* Portfolio Update

Agenda Item 7.3

- 16. Members considered an update report of the Deputy Chief Constable and Director of Financial and Commercial Services regarding the *A Force on the Move* portfolio. Given the discussion had at the meeting, the length of time since Members had first had sight of proposals in July 2021, and the changing membership of the Full Authority in the meantime, Members requested that the Force provide re-

statement of strategic intent of *A Force on the Move* alongside a phased timeline of its delivery (Action 8/2022).

17. **RESOLVED**, that the report be noted.

Medium-Term Financial Plan 2022/23: Forecast Pay Miscalculation

Agenda Item 8

18. Members considered a report of the Chief Executive regarding Medium-Term Financial Plan 2022/23: Forecast Pay Miscalculation and the following points were made.

- a. The Chief Executive introduced the report, noting the Authority was charging industry £3.2m more in 22/23 than was needed on the basis of the pay assumptions in the MTFP. This would be mitigated by the likely higher than anticipated pay award for 2022. Any remaining excess would be well within the usual margins of the Authority's usual over or under spends in year. Therefore, no action was proposed for the time being, pending clarity on the forthcoming pay award.
- b. The Chief Financial Officer noted that the issue had been identified by management, which was a positive reflection on management oversight.
- c. Members welcomed the transparency provided by the report, and the fact that the scale of the sums involved should not be considered material. Nevertheless, Members noted the Executive and the Force should develop a communication plan and proactive messaging for engagement with Police Service Agreement (PSA) holders (Action 9/2022).

19. **RESOLVED**, that subject to comments made, the report be noted.

The meeting adjourned for lunch between 12.55pm – 1.15pm

Modernising Industry Charges

Agenda Item 9

Principles for Change

Agenda Item 9.1

20. Members considered a report of the Chief Financial Officer regarding principles for change in modernising industry charges, and the following points were made.

- a. The Chief Financial Officer introduced the report, noting the proposals therein sought to remedy the current charging model that was demonstrably out-of-date and produced such volatility that the Authority was often engaged in difficult conversations with operators. The Executive had undertaken some initial engagement with Department for Transport to

express an ambition to identify a charging model that remedied the current volatility whilst encompassing operators that sat outside the current model.

- b. An Assistant Chief Constable noted that those within the Force responsible for generating the data that any model would be based on should be involved in its development.

21. RESOLVED, that Members,

- a. Endorse the direction of travel and high-level principles set out at section 3 of the report, namely
 - i. That any future charging methodology adheres with statutory requirements set out in the Railways and Transport Safety Act 2003
 - ii. Any new methodology shall follow high-level principles
 - 1. Simplification whilst aligned with legislation
 - 2. Reduced volatility in-year and year-to-year
 - 3. Predictability and consistency
 - 4. Based on meaningful and available information
 - 5. Equitable to all operators
 - 6. Scalable to ensure all new and varied operators can be easily accommodated
 - iii. Any new methodology must be simple so as to justify its introduction for possibly only c.2-3 years until the advent of Great British Railways
 - iv. Any new methodology should be scheduled to be in place for calculation of 2024/25 Police Service Agreement charges.
- b. Endorse next steps set out at section 5 of the report namely
 - i. Further research into other charging methodologies
 - ii. Establishment, in principle, of a working group to discuss and test options
 - iii. Develop 3-5 charging options for sharing with the Full Authority and Department for Transport
 - iv. Develop consultation and stakeholder engagement plan.

Future of Police Service Agreement Wash-Up Charges

Agenda Item 9.2

22. Members considered a report of the Chief Financial Officer regarding the future of Police Service Agreement Wash-Up Charges and the following points were made.

- a. In response to a question, the Chief Financial Officer confirmed the Executive had a full understanding of the rationale underpinning both Arriva Rail London's and Croydon Tramlink's decisions to not sign their respective Deed of Amendments.
- b. The Chief Financial Officer acknowledged there was some risk in proceeding with elimination of the wash-up without full agreement from industry, and that she would revert to Members in the event that was the case.

23. **RESOLVED**, that Members,

- a. Endorse the proposal for removing the wash-up process for core Police Service Agreement holders for all future years.
- b. Endorse that the Executive engage with Department for Transport to seek their approval for the proposal and, if given, proceed with consulting all core Police Service Agreement holders.

Board Effectiveness Evaluation and Action Plan

Agenda Item 10

Cover Report

Agenda Item 10.1

24. Members considered the cover report to the Board Effectiveness Evaluation 2022 and the following points were made.

- a. The Chief Executive noted there was scope to reduce the number of proposed actions within the associated action plan. A Member added that each action could also be prioritised as high/medium/low (Action 10/2022).
- b. Members noted they would welcome sight of the full Deloitte report on the Authority's scheme of delegation and ways of working, once available (Action 11/2022).

25. **RESOLVED**, that Members,

- a. Subject to comments made, approve the final Board Effectiveness Evaluation Report and Action Plan for publication and submission to the Department for Transport.

Board Effectiveness Evaluation and Action Plan

Agenda Item 10.2

26. **RESOLVED**, that the Board Effectiveness Evaluation and Action Plan be noted.

Code of Governance Refresh 2022

Agenda Item 11

27. Members considered a report of the Head of Governance and Compliance regarding the Code of Governance Refresh 2022.

28. **RESOLVED**, that Members

- a. Approve the proposed amendments to the terms of references of each of the Full Authority's Committees.
- b. Approve the proposed amendments to the wider BTPA Code of Governance.

[Background Pack] BTPA Code of Governance [June 2022]

Agenda Item 11.1

29. **RESOLVED**, that the BTPA Code of Governance [June 2022] be noted.

Appointment of Stakeholder Engagement Working Group

Agenda Item 11.2

30. Members considered a report of the Head of Strategy, Planning and Engagement regarding the appointment of a Stakeholder Engagement Working Group.

31. **RESOLVED**, that Members,

- a. Approve the appointment of a Stakeholder Engagement Working Group in place of the existing Policing Plan Working Group and,
- b. Approve the Stakeholder Engagement Working Group's terms of reference.

Chief Constable's Report

Agenda Item 12

32. Members considered a report of the Chief Constable and the following points were made.

- a. The Chief Constable encouraged Members to consult the Police Race Action Plan and her associated blog post, alongside the Authority's existing reading list on diversity (Action 12/2022).

- b. A Member commented that Great British Railways would be composed of regional companies and therefore the Force could consider one policing and security pilot site per region.
- c. A Member requested a report or briefing outlining the engagement strategy to promote greater diversity among direct entry detective scheme applicants (Action 13/2022).

33. **RESOLVED**, that the report be noted.

Chief Executive's Report

Agenda Item 13

34. Members considered a report of the Chief Executive and the following points were made.

- a. The Chief Executive noted that Members should be mindful of the likelihood of civil claims arising during the course of 2023, following the conclusion of the Manchester Arena Inquiry. An Assistant Chief Constable agreed to provide a paper setting out the Force approach to managing civil claims (Action 14/2022).
- b. The Chief Executive agreed to share the Executive's report on opportunities in policing and security with Members prior to its submission to the Department for Transport (Action 15/2022).

35. **RESOLVED**, that the report be noted.

Emir Feisal left at this point of the meeting.

Committee Minutes

Agenda Item 14

[Background Pack] Performance and Delivery Committee [10 May 2022]

Agenda Item 14.1

36. **RESOLVED**, that the minutes of the Performance and Delivery Committee meeting held on 10 May 2022 be noted.

37. The Committee Chair highlighted the inclusion of a Committee Member on the Force-level Force Performance Board.

[Background Pack] Scottish Railways Policing Committee [18 May 2022]

Agenda Item 14.2

38. **RESOLVED**, that the minutes of the Scottish Railways Policing Committee meeting held on 18 May 2022 be noted.
39. The Committee Chair noted that the Committee was exploring ways in which it could engage with industry through its workplan.

[Background Pack] Strategy and Planning Committee [1 June 2022]

Agenda Item 14.3

40. **RESOLVED**, that the minutes of the Strategy and Planning Committee meeting held on 1 June 2022 be noted.
41. The Committee Chair noted that the substance of that meeting i.e. *A Force on the Move* had been dealt with earlier on the agenda of the Full Authority meeting that day.

[Background Pack] People and Culture Committee [8 June 2022]

Agenda Item 14.4

42. **RESOLVED**, that the minutes of the People and Culture Committee meeting held on 8 June 2022 be noted.
43. The Committee Chair highlighted the following points,
 - a. The Committee had been briefed on recruitment and retention issues and risks arising.
 - b. The Committee would hold an extraordinary meeting in July 2022 to consider financial wellbeing proposals.
 - c. The Committee had been briefed on the emerging People Strategy.
 - d. The Committee had considered a RM3 risk management maturity assessment.
 - e. One concern of the Committee had been the factor that good progress was being made on Occupational Health staffing, but this progress was at the mercy of practitioners being offered better remuneration elsewhere.

[Background Pack] Audit and Risk Assurance Committee [23 June 2022 & 11 March 2022]

Agenda Item 14.5

44. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 11 March 2022 be noted.
45. The Committee Chair noted that the minutes of the Audit and Risk Assurance Committee meeting held on 23 June 2022 were not yet available, but highlighted the following points from that meeting with Members,
- a. The Committee had received the remaining 2021/22 internal audit reports, including risk management which had been graded Limited, which was disappointing given the level of effort given to managing strategic risk. The grading reflected the work that remained to embed risk at the operational level within the Force.
 - b. The Committee had noted the *Moderate* internal audit opinion 2021/22 which was deemed positive, albeit the Deputy Chief Constable had been challenged to ensure the Force continued to strengthen its processes over the coming year.
 - c. The Committee had noted its standing report on the progress of the Manchester Arena Inquiry.

[Background Pack] Non-Public Minutes

Agenda Item 15

46. **RESOLVED**, that the non-public minutes of the meeting held on 30 March 2022 be approved.

Any Other Business

Agenda Item 16

47. There was no other business.

Meeting Evaluation

Agenda Item 17

48. Kenna Kintrea delivered an evaluation of the meeting and the following points were made.
- a. There had been a good, substantive discussion on *A Force on the Move* that had resolved issues arising from its consideration at Strategy and Planning Committee.
 - b. Participation had been good, given it was only the second Full Authority meeting for some attendees.

- c. Papers had been issued in good time and were of good quality.

The meeting ended at 2.36pm.

DRAFT

ACTIONS FROM PREVIOUS MEETING(S)

No	Date	Item	Action/Paper	Owner	Due Date	Outcome
2/2022	30 March 2022	Safer Streets App Breach of Digital Spending Control	Online Member briefing to be convened on the app, its application, market testing and due diligence and post implementation review and reporting proposal.	Charlie Doyle/BTPA Executive	Summer 2022	Recommended for Closure An update on the success of the app has been included within the Chief Constable's report. A dedicated briefing can be set up for any Members who wish to learn more.
4/2022	25 May 2022 Workshop	Working Towards BTPA Goals	Executive to develop proposal setting framework for Member engagement with BTPA issues outside of formal meeting process.	Hugh Ind	27 September 2022	Recommended for Closure Member Engagement Proposal on September 2022 agenda.
7/2022	25 May 2022 Workshop	Microaggressions	Executive to develop proposal to ensure BTPA had covered each of the Head of Strategic Diversity and Inclusion's key questions.	Hugh Ind	27 September	Recommended for Closure Agenda Item on September 2022 agenda.
8/2022	29 June 2022	<i>A Force on the Move</i> Portfolio Update	Members requested that the Force provide re-statement of strategic intent of <i>A Force on the Move</i> alongside a phased timeline of its delivery.	Deputy Chief Constable	27 September 2022	S&PC received an updated 'plan on a page' at its meeting on 15 Sept and awaits an indicative timeline for yr1 delivery ahead of its next meeting.
9/2022	29 June 2022	MTFP Forecast Pay Miscalculation	Members noted the Executive and the Force should develop a communication plan and proactive messaging for engagement with Police Service Agreement (PSA) holders.	Chief Financial Officer	27 September 2022	Recommended for Closure CEO/CFO to provide a verbal update on the latest position.

10/2022	29 June 2022	Board Effectiveness Evaluation	The Chief Executive noted there was scope to reduce the number of proposed actions within the associated action plan. A Member added that each action could also be prioritised as high/medium/low.	Co-Heads of Governance and Compliance	27 September 2022	Recommended for Closure The BEE actions have been reviewed alongside the Deloitte Recommendations. Progress against the consolidated action plan will be reported at the Authority meeting in December.
11/2022	29 June 2022	Board Effectiveness Evaluation	Members noted they would welcome sight of the full Deloitte report on the Authority's scheme of delegation and ways of working, once available.	Co-Heads of Governance and Compliance	27 September 2022	Recommended for Closure The Deloitte report was shared with Members and COG in early September.
12/2022	29 June 2022	Chief Constable's Report	The Chief Constable encouraged Members to consult the Police Race Action Plan and her associated blog post, alongside the Authority's existing reading list on diversity.	Board Secretary	27 September 2022	Recommended for Closure Police Race Action Plan added to Member Institutional Racism and Policing Briefing Materials on <i>Board Intelligence</i> on 29 June 2022.
13/2022	29 June 2022	Chief Constable's Report	A Member requested a report or briefing outlining the engagement strategy to promote greater diversity among direct entry detective scheme applicants.	Director of People and Culture	27 September 2022	Recommended for Closure Provided in background papers.
14/2022	29 June 2022	Chief Executive's Report	The Chief Executive noted that Members should be mindful of the likelihood of civil claims arising during the course of 2023, following the conclusion of the Manchester Arena Inquiry. An Assistant Chief Constable agreed to provide a paper setting out the Force approach to managing civil claims	Assistant Chief Constable	27 September 2022	Recommended for Closure Item on September 2022 agenda.

15/2022	29 June 2022	Chief Executive's Report	The Chief Executive agreed to share the Executive's report on opportunities in policing and security with Members prior to its submission to the Department for Transport	Chief Executive	27 September 2022	Recommended for Closure Shared with Members on 3 August 2022 (BI Bookcase Full Authority / Bookshelf Full Authority Briefing Notes)
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Report to: Full Authority
Agenda #: 7
Date: 27 September 2022
Subject: External Scrutiny (cover paper)
Sponsor: Hugh Ind CEO BTPA
Author: Kate Carr

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1. Purpose of paper

- 1.1 The Authority has collective responsibility to oversee the effectiveness of BTP's delivery and give appropriate scrutiny to its legitimacy to operate. The Force's paper, iteratively commissioned by the Performance and Delivery Committee (PDC), sets out issues of sufficient strategic importance as to merit consideration by the Full Authority.
- 1.2 Members will want to:
 - Be aware of the extent of external scrutiny of the Force's activity and to digest the current landscape, which may hitherto not have been visible.
 - Understand the Force's plan to improve the arrangements and the opportunities this may generate for greater Member engagement.

2. Background

- 2.1 To increase assurance around the legitimacy of BTP's operational delivery, the PDC has been seeking to understand the range and extent of public scrutiny over BTPs activity.
- 2.2 After initial high-level mapping of the full gamut of scrutiny, including statutory (HMICFRS etc.) focus narrowed to the non-statutory infrastructure including thematic panels and independent advisory groups.
- 2.3 BTP were encouraged to map out and describe the current landscape of non-statutory external scrutiny and Karen Wiesenekker (Head of Strategic Inclusion and Diversity) undertook this work on behalf of ACC Allan Gregory. The paper tabled today is the product.

3. Conclusions

- 3.1 After reviewing the current landscape BTP have concluded that the current proliferation of groups and panels lacks coordination and may be insufficiently 'independent' or representative.

- 3.2 Whilst the groups are considered to provide useful input to decision makers in the Force, the process by which groups are created, their terms of reference and ways of working are inconsistent. Their activity is uncoordinated, which risks gaps and overlaps in the matters being considered. There is an opportunity being missed to take a holistic look at the themes arising and ensure learning is shared and applied across all relevant areas.
 - 3.3 The work has benefitted from Karen's fresh perspective and this is probably the first time the picture has been pulled together in this way. There seems to be consensus amongst the thematic lead owners within the Force that they would benefit from a reset, with clearer purpose, better structure, and coordination.
 - 3.4 PDC welcomed the report and encouraged the Force to act swiftly on the findings where possible, whilst noting the risk that any rationalization of scrutiny panels might be perceived as a reduction in scrutiny and that communications would need careful handling. In centralising management of the groups to bring about more consistent good practice the Force would need to ensure the coordination function properly understood the roles and unique characters of each group, so that local insight is not lost.
 - 3.5 The current lack of strategic oversight means there is no managed route into the Force for the advice and perspectives coming from the groups, and likewise no mechanism to ensure feedback to the groups on how their input has been used. There is a risk therefore that COG misses the chance to digest and take account of these external perspectives in their decision making, and that volunteers become disenfranchised.
 - 3.6 Likewise, the Authority has no clear line of sight to the group's inputs and insights and our oversight of legitimacy is poorer for it. Members may have a role to play in hearing and amplifying the feedback and supporting the groups to feel they have meaningful access and are valued.
4. Diversity issues
- 4.1 The paper that was before the PDC contained less information than is presented today on the demographic make-up of the scrutiny panels, which are of course intended to be representative of communities and of groups who are impacted by the activity/policy. This shows work in progress.
 - 4.2 The Force acknowledges there is more to do to understand and improve representation generally, and specifically under the requirements of the Police Race Action Plan. Ethnicity monitoring, for example, is not undertaken in all groups and where it is, there are differences in terminology (e.g., BAME vs non-white.)
 - 4.3 Leading this work from within the Head of Strategic Diversity and Inclusion team stands the Force in good stead to ensure external scrutiny work is established, developed, and managed with an inclusion lens at its heart and in a way that supports delivery of the Force's Inclusion and Diversity strategy and underpinning plans.

5. Recommendations

- 5.1 That Members reflect on the current arrangements and endorse the Force's plan to improve.
- 5.2 Members may wish to probe on next steps and timelines. Who is now taking this work forward and under whose leadership?
- 5.3 Members may wish to engage with groups dealing with the scrutiny of areas of particular interest and expertise, and to consider what they can offer, collectively or individually, in terms of support and drive on external scrutiny.

Report to: Performance & Delivery Committee
Date of meeting: 27th September 2022
Subject: External Scrutiny
COG Sponsor: ACC Allan Gregory
Author: Karen Wiesenekker, Head of Strategic Inclusion and Diversity
For: Endorsement

1. PURPOSE OF PAPER

- 1.1 This paper articulates a review of the current state of non-statutory external scrutiny (hereinafter described as 'external scrutiny') as it applies to BTP's work. It describes how such assurance and scrutiny is currently managed, and highlights opportunities for an improved, streamlined approach.
- 1.2 The encouragement for a review of arrangements arose from April's Performance and Delivery Committee, with its focus upon trust and legitimacy. This area of BTP business is recognised as being a critical strategic priority, and therefore is also likely to be a subject for consideration by Full Authority.
- 1.3 This review is not reflecting on HMICFRS or similar statutory scrutiny.
- 1.4 This review will provide an opportunity to consider improvements in line with imminent HMICFRS recommendations from their most recent PEEL inspection activity.

2. PROPOSAL

- 2.1 The proposal – beyond scoping the current state of external scrutiny - is to understand current strengths, and consider further opportunities for effective and efficient critical friendship.
- 2.2 An initial mapping exercise has been conducted to review the current position of all external scrutiny (see Appendix 1). This review has found that there are twenty-five external scrutiny groups made up of Independent Advisory Groups and others. These groups are owned and managed to varying degrees across BTP. It is clear from the mapping exercise that the outcomes from external scrutiny are critical for BTP's drive for trust and legitimacy, with a strong link to the National Race Action Plan and our Violence Against Women and Girls (VAWG) workstream. It would be advantageous to embrace the scrutiny that currently exists and use innovative improvements to enhance the opportunities and add greater value.
- 2.3 This initial mapping exercise has been conducted by the Head of Strategic Inclusion and Diversity (I&D) which has enabled a fresh perspective on diversity, equity and organisational learning.
- 2.4 The current state is described thus:

Governance: There is no centralised oversight, ownership or management in place to grasp the totality of external scrutiny and its contribution. Groups are serviced – to varying degrees - by Strategic I&D, Network Policing Support, Departments and Divisions. Links between each group are ad hoc and can be strengthened. Feedback is gathered from the work of each one although this can also potentially be more co-ordinated to ensure that COG, BTPA and other interested parties have sight, and are able to benefit from the outcomes and learning.



Assurance: The assurance provided by each group is considered to be credible and beneficial, with feedback from the work of each being shared internally for decision-makers, and published where appropriate. There is opportunity to streamline, remove duplication and share learning from and between each group to identify and develop thematic issues and solutions. Feedback to the external scrutiny groups could also be enhanced to provide assurance to the groups of the activities which are undertaken as a direct result of their engagement, advice and support.

Membership: Members have been recruited through various routes. Some have been head-hunted for specific skills, experience and diversity, and others have been recruited through more formal application processes. Divisionally, B-IAG has 19 members, C-IAG has 22 members, D-IAG has 7 members. The strategic IAG (S-IAG) has 16 members. A youth membership is being developed and has a specific intent to ensure it is diverse; we have recruited the first ethnic minority female neurodivergent youth member for B-IAG, and a youth from an ethnic minority background is being interviewed for the C-IAG. Records are maintained that provide equality monitoring data as well as capturing the backgrounds and credentials of members. This provides an overview of diversity and fair representation, and an ability to target individuals for their skill and experience (Appendix two describes). Recruitment is based on individuals rather than organisations and is focused on those with strong community ties who can represent communities. By way of example, we have a member who represents the Hasidic Jewish community. Some members sit on more than one group and have multiple areas of interest or expertise. In one IAG alone the membership's diversity around skills and expertise is considerable - cultural intelligence, child exploitation, safeguarding, social work, communications, HR, leadership, homelessness and broadcasting.

Themes: Appendix 1 outlines the themes and topics for scrutiny. At the IAGs the themes vary and are based on local need, current problems, risks, issues and questions of BTP's strategic direction. Typically, the groups are fed the information by BTP reactively, and proactive engagement driven by the groups themselves is less frequent. Some recent examples of themes and focus for the various panels:

- **B-IAG** – Layers & Spans Project; County Lines operations.
- **C-IAG** – Community impact of Stephen Port and Sarah Everard murders; Special Constabulary and TASER carriage; Neighbourhood Policing Strategy; Manchester Arena Inquiry.
- **D-IAG** – Youth ASB and carrying of weapons.
- **S-IAG** – Institutional Racism; Victim of Crime Survey; Race Action Plan.
- **Stop & Search Panel** – Reasonable grounds panel at the University of Law; body worn video scrutiny; dip sampling of search records.
- **Other Group Activity** – Decision making around domestic abuse cases; review of Out of Court Disposals process; full review of every rape case; review of every fatality and injurious attempt within the force footprint that is being considered for closure; best practice; improvement plans; training plans and tools in order to deter, prevent and reduce assault on staff.

Summary: Although the observations from the various scrutiny panels are recognised as adding benefit, these observations are not always being transferred into organisational learning. The



identification of strategic issues from this scrutiny is also inconsistent. Knowledge and outcomes are too often remaining within the commissioning local Division or Department and are not always amplified wider or to COG for their awareness. Additionally, and in terms of frequency, there is no agreed operating model for external scrutiny, and the groups themselves manage their schedule of meetings. Some have interim contact with members of the Force between scheduled meetings in order to engage on late notice issues, and others have little meaningful contact in between scheduled meetings. Many concerns have been resolved using our external scrutiny groups. Input to complaints or operational challenges are most common - TASER and use of force; commentary around Institutional Racism, and hearing the voice of those impacted by Violence Against Women and Girls. The benefits primarily revolve around informing our own thinking about issues with community resonance, ensuring ethical decision making, and educating those with ownership responsibilities within BTP, all with the aim of better informing operational decision-making.

3. RISKS

3.1 The risks - should the current external scrutiny arrangements remain - are estimated as follows:

- Organisational learning, the identification and management of thematic issues, and the sharing of knowledge is not going to be maximised or escalated to inform strategic awareness and policy making.
- Duplication of effort, duplication of themes being explored by groups, and duplication of membership will remain.
- Diversity and representation will not always be fully reflected in the membership of external scrutiny groups, reducing the ability to truly understand community issues and perspectives.
- A lack of group self-selection of themes for scrutiny will continue to reduce the impact of their critical friendship.
- No central governance, ownership or formal strategic direction to gauge the totality of external scrutiny.
- No mature channels of feedback to external scrutiny groups from the Force to inform the work and the value-adding of their advice and direction.
- Terms of Reference and definitions for the groups will remain inconsistent.
- An absence of resourcing to support the work of external scrutiny groups.
- Vetting, and the levels of vetting not being consistently applied to members of external scrutiny groups.

4 ENGAGEMENT

4.1 All owners of the current groups have been consulted during the mapping exercise.

4.2 The College of Policing have been engaged and are currently conducting research on external scrutiny with the aim of updating the 2015 College guide for IAGs. This is for the NPCC Race Action Plan remit to employ external scrutiny against our service delivery. They are working with



National Association of IAGs and other relevant stakeholders and partners. This should be complete in October and we will have early sight of the findings.

- 4.3 The Home Office are leading work to create a community scrutiny framework however this is unlikely to be complete until Summer 2023.

5. RECOMMENDATION

- 5.1 That a comprehensive transformational review of external scrutiny takes place to unify present efforts, identify additional opportunities and mitigate risk.
- 5.2 The transformation review would be led by the Head of Strategic Inclusion and Diversity, reporting to ACC Allan Gregory with the senior sponsorship sitting with the DCC Alistair Sutherland as the Force's lead for Legitimacy. The review would have the remit to:

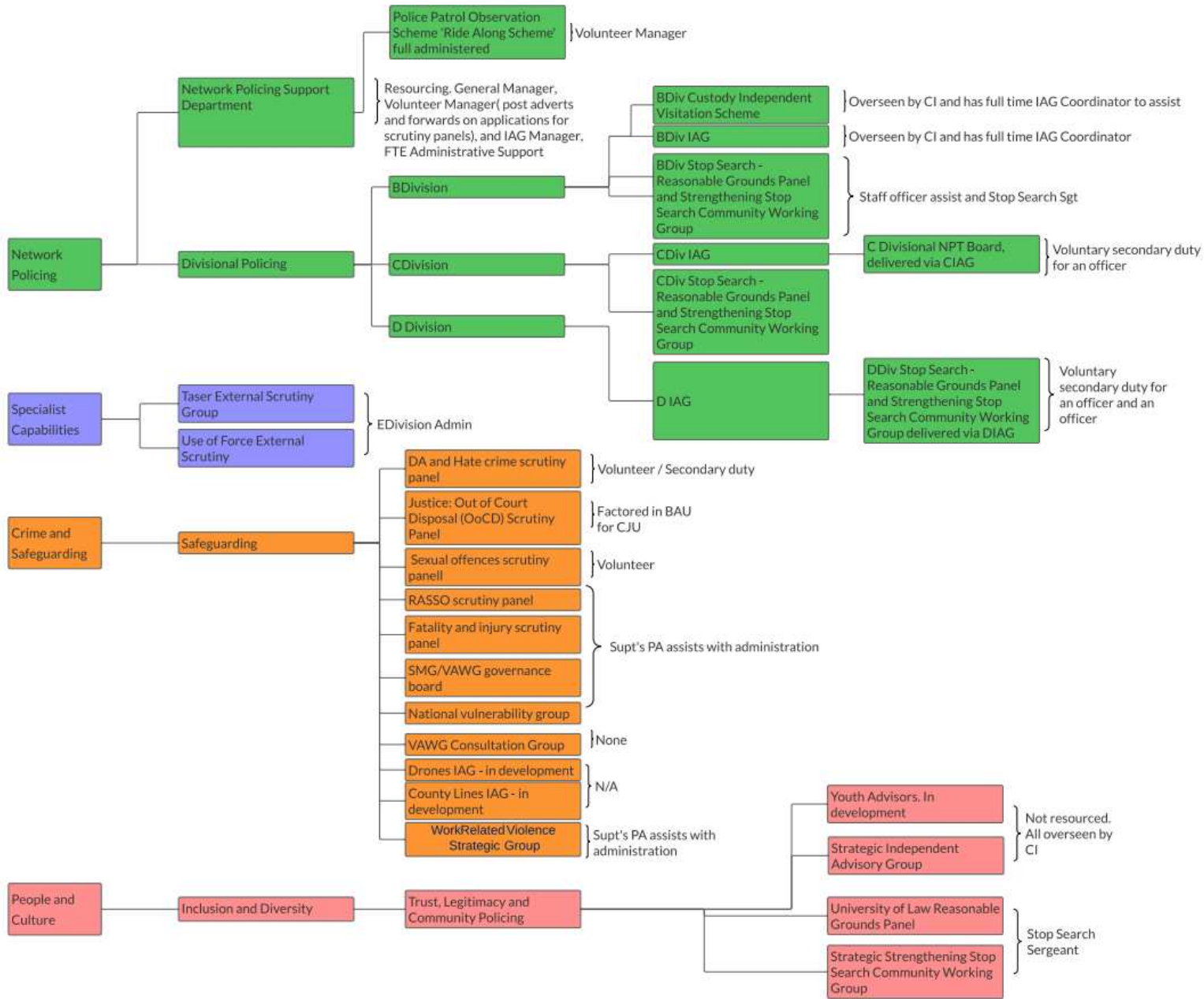
- Create a framework and mechanisms that will allow the Chief Officer Group and the Authority to benefit from and feed into the outcomes and outputs from external scrutiny groups.
- To codify the framework for centralised ownership of external scrutiny.
- Streamline all current external scrutiny to remove duplication and overlaps.
- Ensure all scrutiny groups and IAGs have clear links and relationships to be able to work collaboratively.
- Create new governance structures and processes that support each group.
- Create Terms of Reference and definitions for external scrutiny.
- Review diversity of membership and manage campaigns to attract and recruit new and diverse members by fair, open and inclusive methods.
- Consider the recommendations from reviews conducted by HMICFRS, IOPC, College of Policing and Home Office.
- Provide clarity of ownership and links between the Divisions and Departments who currently have roles linked to external scrutiny.
- Work with current members of IAGs and scrutiny groups to develop processes and build engagement.

6. FINANCIAL, LEGAL & EQUALITY IMPACT

- 6.1 As a consequence of a transformational review, the potential for streamlining through a reduction of external scrutiny groups along with improved collaboration would likely reduce the resourcing impact and release BTP resource time back to BAU.
- 6.2 Improving the diversity of the groups would enhance our insights and our decision-making. It would also support our public sector equality duties.
- 6.3 Central governance may require resourcing. A comprehensive review would indicate the numbers and levels required.



Appendix One



Appendix Two

Understanding of diversity within the membership of External Scrutiny is best described as patchy. Some members rotate and vary and others have not been asked to provide equality monitoring details.

B Division Custody	Unknown
B Division IAG	15 members: 10 ethnic minority, 8 males, 7 females. B Division has a diverse range of people from all different walks of life, we are actively reviewing our membership and looking for new ways to attract new members.
C Division IAG	19 members: 9 males and 10 females. 6 ethnic minority 6 members. Further work taking place to add youths 13-17 years old to the groups as a standalone to the IAG to hear the youth voice.
D Division IAG	The panel, whilst diverse with representation from several groups, consists of only 7 members with sporadic attendance. Efforts are ongoing to broaden the diversity and increase the membership. We have found that prospective candidates already sit on other similar forums and cannot commit to joining further forums.
SIAG	19 members. 11 females / 8 males; of which 11 (white), 6 (ethnic minority) and 2 (not disclosed)
Stop and Search • University of Law concept collaboration. Reasonable Grounds Panel	On the stats returns we have a broad range of ages, black and minority ethnic backdrops and genders. The only area this panel tends to lack, anecdotally, is lived experience.
Stop and Search • Strengthening Stop Search Community Working Group (which includes the Reasonable Grounds Panel but Reasonable Grounds Panel can be delivered separately as well).	Unknown
Stop and Search • Strategic Stop Search Community Working Group	BDiv showing as 14% ethnic minority from a count of 6 out of 41 CDiv showing as 22% ethnic minority on a count of 2 out of 9 DDiv delivery through their IAG - data unknown

Ride Along Scheme Police Patrols Observation Scheme)	N/A
Youth Advisors	Unknown
DA and Hate crime scrutiny panel	<p>12 members 10 Females 2 males 4 identify as Black 1 as Asian. 5 identify as white</p> <p>Contains members from a variety of charities and organisations (both industry and 3rd sector) providing a diverse and inclusive group. As the external candidates are supplied by the charities and organisations it is their choice as to who they put up. All work in the respective fields so can be considered to be subject matter experts.</p>
Justice: Out of Court Disposal (OoCD) Scrutiny Panel	<p>Representatives from BTP, BTPA, IAG, judiciary, YOTs, YJB, Victim Support & CPS: members have a variety of backgrounds and lived experiences</p> <p>Internal delegates – 11 o 4 female o 4 black and minority ethnic (3 are black)</p> <p>• External delegates – 9 o 2 female o 1 black and minority ethnic (0 are black)</p> <p>However it is important to note that 3 members are rotating so we have a different attendee each time. As such, their make up is impossible to represent</p>
Sexual offences scrutiny panel	<p>12 members 10 Females 2 males 4 identify as Black 1 as Asian. 5 identify as white</p> <p>As the external candidates are supplied by the charities and organisations it is their choice as to who they put up. All work in the respective fields so can be considered to be subject matter experts. Contains members from a variety of charities and organisations (both industry and 3rd sector) providing a diverse and inclusive group.</p>

RASSO scrutiny panel	Total number on the panel is 6 to 8 depending on the investigations being reviewed. Within this group we have 2 independent members who are both female, one being a black female. It is a mixture of BTP and external partners and represents all the stages and individuals involved in a RASSO investigation. We have those externally representing the victim and CPS (CPS due to join the panel this summer); together with a variety of SME's. It may be beneficial to seek members from minority groups, but I am confident the external volunteers we have provide a diverse and ethical contribution
Fatality and injury scrutiny panel	There are no independent members on this panel, but we are looking to enrol an individual who has lived experience of a Fatality investigation and whom would be interested and willing to improve our response. Would benefit from 2-3 external representatives, to address diversity
Drones IAG - in development	N/A
County Lines IAG - in development	N/A
SMG/VAWG governance board	Contains members from a variety of charities and organisations (both industry and 3rd sector) providing a diverse and inclusive group.
National Vulnerability Strategic group	Not a panel or IAG as such but more of group brought together as a joint agency improvement partnership. Representatives from each industry /department is represented in group.
Work Related Violence Strategic Group	Not a panel or IAG as such but more of group brought together as a joint agency improvement partnership. Representatives from each industry /department is represented in group.
Taser External Scrutiny Group	Needs much more work to seek that inner city and outer London representation
VAWG Consultation Group	Not all groups are currently represented - working with Rob Olatilu and team to increase representation
Use of Force External Scrutiny	Needs much more work to seek that inner city and outer London representation
C Divisional NPT Board	It is two of the IAG dedicated to the board meetings

Report to: Full Authority
Agenda #: 7.2
Date: 27 September 2022
Subject: Oversight of Inclusion and Diversity (I&D)
Sponsor: Hugh Ind
Author: Kate Carr
For: Discussion

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1. Purpose of paper

- 1.1 This paper seeks to provoke action to improve BTPA's engagement in and oversight of Inclusion and Diversity.
- 1.2 It summarises the duties and responsibilities of all parties; attempts to describe current activity and highlights some opportunities to strengthen performance.

2. Background – what we are required to do.

- 2.1 Under the Public Sector Equality Duty (PSED) imposed by the Equality Act 2010 BTP/A must, in the exercise of its functions, have due regard to (i.e., consciously consider in all its activities) the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 2.2 The Act explains that having 'due regard' for advancing equality involves:
 - Removing or minimising disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 2.3 In addition to the general PSED, the Code of Governance also sets out I&D responsibilities for the committees, Chief Executive and Chief Constable, the Full Authority, Members and Chair as follows:

Strategy and planning	To oversee development of subordinate strategies including those relating to people, equality and diversity
People and Culture	To have oversight of legitimacy with respect to the representation, equality and diversity of BTP’s workforce
Performance and Delivery	To have oversight of ‘Legitimacy’ with respect to the representation, equality and diversity of BTP’s workforce and BTP’s use of its policing powers and service delivery, in conjunction with People and Culture Committee.
Chief Exec and Chief Constable	In their respective areas ensure that the rules for recruitment and management of staff create an inclusive culture in which diversity is fully valued; appointment and advancement is based on merit: there is no discrimination on grounds of gender, marital status, sexual orientation, race, colour, ethnic or national origin, religion, disability, community background or age.
Full Authority	Cultural focus – setting the vision for the culture of the organisation and ensuring clear, consistent and comparable information is provided to measure this and address any cultural concerns arising.
Members and Chair	You should promote an inclusive and diverse culture in the body and your actions should help create an environment where different perspectives and backgrounds are encouraged and valued.

2.4 In addition, there is an expectation that all committees and working groups when they are considering strategies, proposals or business cases take account of whether what is on the table has been equality impact assessed.

3. Consideration – how does our activity stack up?

3.1 All BTP/A strategies and plans contain elements which can be seen to contribute to delivery of our PSED. There are specific commitments in the 2022-2027 strategy around reducing the likelihood of people coming to harm on the railways; building trust and confidence of passengers and staff to defeat criminality and building a modern inclusive Force where our people reflect the best of our communities.

3.2 The 2022-2025 policing plan contains specific commitments to tackle discrimination harassment and victimisation through focus on VAWG, USB and hate crime. The draft overarching I&D strategy attempts to corral the myriad action plans and activity in this space and, crucially, to set some targets for improvement.

- 3.3 As explored under agenda item 7.1 today there is a wealth of external scrutiny activity taking place across the Force, which demonstrates a willingness to involve communities and their representatives. However, the Force have themselves identified that these groups may be insufficiently challenging, independent or representative to constitute effective scrutiny. This activity has been largely invisible to the Authority and consideration needs to be given to how BTPA can most constructively engage with it.
- 3.4 The Authority's approach to scrutinising legitimacy has been maturing, with PDC (and SPC for Scotland) focusing on front line operational activity; stop and search, arrest, use of powers etc and the more recently established PCC taking on internal workforce and other HR related matters. Progress is being made, yet we remain a long way from being able to explain our disproportionality or to understand what reform would need to look like.
- 3.5 Furthermore, the ongoing Authority/Executive oversight mapping exercise, which was the subject of a breakfast briefing on 23 September, points to several medium and high priority areas in relation to equality, diversity and inclusion with partial or no scrutiny.

4. Conclusions

- 4.1 It is easy to be aware of the PSED and not fully engage with what it requires of us. To consciously consider how to remove or minimise disadvantages suffered by people due to their protected characteristics requires a level of understanding of the disadvantages caused by difference that most people are not born with.
- 4.2 To take steps to meet the needs of people with protected characteristics, where those needs differ from the needs of other people requires a sophisticated understanding of those differences and the impact they have. Where policy and decision makers do not share those characteristics, it becomes additionally challenging to understand them.
- 4.3 The challenge for police oversight bodies is two-fold. Firstly, to determine how best to support and challenge their Force on their journey towards improved trust and legitimacy and second, how to establish their own legitimacy to offer scrutiny on I&D. Credibility to do so can be undermined if there is insufficient understanding of the deep-rooted systemic issues underpinning inequality to be able to ask the right questions and challenge effectively.

5. Diversity issues

- 5.1 It is important to recognise that conversations about I&D can have the effect of making people who are in the majority feel defensive, threatened, or excluded.
- 5.2 Taking action to tackle disadvantage for some groups risks making others feel like they are being blamed or judged for not having those challenges. People may feel they are being attributed advantages that they do not recognise, by virtue of who they are, or that assumptions are being made that their life has been without struggle.

- 5.3 This is a significant undercurrent in I&D discussions in the Force in response to positive action on recruitment and in feedback on the people survey. There is a strongly held view that 'not having a protected characteristic' is a disadvantage. It is worth acknowledging this dynamic, which plays out in public debate around inclusion and is likely to be present in most organisations.

6. Opportunities

- 6.1 Members may wish to reflect on the extent to which they routinely and actively consider the requirements of PSED and the Code of Governance in the discharge of their duties.
- 6.2 Members could seek to develop their understanding of the impact of difference by engaging with impacted communities through external scrutiny mechanisms, to build understanding of real impact and amplify relevant feedback in to the BTPA.
- 6.3 Members could support BTP's inclusion journey by signing up as senior sponsors of specific themes underpinning the I&D strategy.
- 6.4 Committee chairs may wish to give increased agenda time to equality impact considerations or consider peer reviewing to assure the effectiveness of challenge in this area.
- 6.5 Full Authority/Chair may choose to use development days or other learning opportunities to explore I&D considerations in more depth.
- 6.6 Full Authority could decide to keep a central thematic grip on I&D by taking progress reports on the targets within the I&D strategy as well as thematic deep dives in to the 5 pillars of the strategy.

7. Recommendations

- 7.1 That the Authority acknowledges the scale of the challenge as described in providing effective oversight of I&D.
- 7.2 That the Authority gives a steer as to its appetite for the menu of opportunities set out at paragraph 6, to guide further work.

Report to: Police Authority
 Agenda #: 8
 Date: 27 September 2022
 Subject: Member Engagement
 Sponsor: Chief Executive
 Author: Head of Governance and Compliance
 For: Approval

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1. Purpose of paper

- 1.1 To present proposals for consideration which are intended to support Members in maximising engagement opportunities outside of the formal committee cycle.

2. Recommendations

- 2.1 Members discuss the proposals and agree the way forward.

3. Background

- 3.1 In discussion at the Board Development Workshop on 25 May 2022, Members and the Executive considered the focus of activity outside the formal committee structure and how this could be better aligned to the proposed goals. The discussions identified a desire for an enhanced structure supporting Member engagement maximising the impact for BTPA and BTP, as well as contributing to the achievement of the goals.
- 3.2 The Executive was asked to develop a proposal setting out a framework for Member engagement aligned to the achievement BTPA's goals outside of the formal committee cycle.
- 3.3 A number of different models for engagement have been tried and tested since the establishment BTPA, including but not limited to pairing Members with Chief Officers, sub-divisions, special interest areas (i.e. projects, topics etc) or transformation strands. To ensure best use of Member time the approach has varied and evolved dependent on the key issues of the day, but central to success is always a clear purpose and communication.
- 3.4 Member time is limited, and we want to ensure that the engagement has a positive impact, so it is imperative each engagement has a clear objective. The objectives will vary and a non-exhaustive list of what these may cover is provided below:
 - Learning about and/or celebrating things BTP are proud of.
 - Fill gaps identified in our oversight activity through oversight mapping and seeing policy decisions in action.

- Taking the temperature of officer and staff morale through informal chats to understand thinking and feelings and reality test messaging received at committees.
- ‘Buddying’ with the COG or Force Executive Board representatives which include superintendents, heads of departments etc
- Taking on special interest areas, such as professionalism or health and safety or a particular project or piece of work where a Member can lend expertise (remembering the line).
- Raising the profile, understanding and visibility of BTPA’s role (Deloitte was clear that this was not well understood).
- Engagement with external partners including government, industry, passengers, community groups and other parts of policing UK.

3.5 Member feedback is vital to the success of the above, as is follow up with BTP to demonstrate the value add of BTPA.

4. Proposals

4.1 It is proposed that the Executive develop a menu of options for engagement outside of committees aligned to the goals. This is under construction and a working example of what this could look like is attached as Appendix A for consideration. The Executive continues to engage with BTP colleagues to get a more in depth understanding of meetings and events that could be included and are aligned to our goals.

4.2 The intention is that this activity would fill around 10 of the 30 days that Members are committed to, with the exception of the Chair and Deputy Chair who are committed to 60 and 50 days respectively. As a general guide Member time is seen as being split as follows but recognise that this will vary between Members depending on their allocations:

Activity	Average days per annum
Formal meetings including preparation (i.e. Full Authority, Committees, Chair’s Forum and working groups)	15 days
Engagement activity	10 days
Board Development/Training	3 days
Breakfast and other briefings	2 days

4.3 As the second most significant portion of Member time, the Executive recognises the importance of this work and the need to get the most out of each engagement. For the majority of engagements, the Executive will provide a one-page brief which will outline the objective of the engagement. As required, the Executive will also provide a brief to BTP, or whoever the engagement is with, to clarify the purpose of the visit and provide any other pertinent information. It is imperative that Members submit the feedback form to the Executive after each engagement with a focus on the BTPA value

add from the engagement to demonstrate impact, including any proposed actions. The current feedback template is attached as Appendix B. If Members have any comments on the current feedback template, please provide these to Raquel Cortes, Member Engagement Manager for consideration.

- 4.4 Assuming Members are content with the proposed approach, the Member Handbook will be updated to cover this and will act as a guide and reference tool during Members' term with the BTPA. The menu of engagement options will be made available to Members via BI and bookings can be made via the Member Engagement Manager. A summary of Member visits and feedback will be shared via the activity log.
- 4.5 It should be noted that the delivery of this proposal is likely to be challenging to the Executive Team given its existing capacity. It is suggested that the approach is reviewed after six months from both a Member and Executive perspective.

Appendix A – Working example of a Menu of Engagement Opportunities

BTPA Goals

1. We want to be a well-run Arm’s Length Body, trusted by all our stakeholders.
2. We want to promote & enable a modernised and inclusive culture in the BTP.
3. We want to provide effective, supportive and challenging police oversight for today and tomorrow across the full range of BTP activity.
4. We want to develop our vision for security and lead the conversation with industry and DfT to improve outcomes for industry and passengers.
5. We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing.
6. We want continuously to deliver efficiencies and keep improving productivity.

Engagement opportunities	Goal alignment	Details	Dates/spaces	Steps to take to support engagement/further comms
BTP Chief Officers	All	Chair and Deputy meet with CC and DCC at fortnightly for Chief & Chairs. Committee Chairs to meet with COG leads for commissioning and agenda-based discussions. Ad hoc 1-1’s can be arranged with members of COG.		Members have been provided with the latest version of the BTP Organogram which sets out the current structure. The Executive will obtain details of portfolios.

BTP Divisional and sub-divisional Commanders (formal/informal)	2 & 3	Ad hoc 1-1's can be arranged with members of FEB and/or their teams.		
Senior leadership days	All	Examples include the July '21 AFOTM launch session in which the CC set out her vision and the session due to take place on 4 October updating on progress.	4 Oct 22	
Long service, Commendations, and other Awards Events / Pass Out Parades	2 & 3	Member representation and interest as the employer.	TBC Limited numbers.	Dates of forthcoming events is available.
External Scrutiny Groups	1, 2 & 3	25 groups set up by BTP, including Strategic Independent Advisory Group (SIAG)	SIAG 19/10/22	The Executive to establish the identities of the volunteers who attend on the groups.
Attendance at internal BTP Boards. Some examples: <ul style="list-style-type: none"> • Force Executive Board (FEB) • Portfolio, Change & Investment Board (PCIB) • Audit, Risk, Integrity Compliance Board (ARIC) • Information Management Board 	2, 3, 5 & 6	Varying frequency.	TBC	The Executive continues to seek details of BTP governance structure.

<ul style="list-style-type: none"> • Central Health and Safety Committee • Force Custody Board 				
Industry Engagement	1, 4, 5 & 6	Inaugural Stakeholder Engagement Working Group meets on 30 September.		To be driven by the Stakeholder Engagement Working Group
Recruit Operational Scenario Training (ROST)	2 & 3	All Members encouraged to attend at least one.		
BTP Departments	2 & 3	Examples are Justice, People and Culture, Finance and Commercial, Custody, Contact Centre/Control Rooms, Professional Standards, Technology etc.		
Specialist Interest Areas	2 & 3	Some Members have Special Interest Areas and this could be extended across the remaining membership.		The Executive to make some introductions with key representatives.

Appendix B: Current Visit Feedback Form

VISIT /EVENT	
MEMBER NAME	
DATE	

Key Takeaways from the Engagement	

Concerns (if any arising)	Actions to be progressed or areas to be probed further

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report to: Police Authority
Date: 27/09/2022
Subject: Chief Constable's Report
For: Noting

1. PURPOSE OF PAPER

- 1.1 The Chief Constable's report brings to the attention of Members of the Police Authority, items that the Chief Constable wishes the Committee to note. The report is aligned to the core domains of 'A Force on the Move'.
- 1.2 As I highlight the excellent work completed by our officers and staff on a daily basis through my weekly newsletter, I will not touch upon that particular aspect of their work in this report. However, I did wish to highlight the outstanding work of BTP following the death of Her Majesty Queen Elizabeth II. With the focus on Scotland, London and Windsor, BTP was at its absolute best in all locations reassuring the crowds and comforting those who simply found everything overwhelming. As Op London Bridge was a no notice event the flexibility and resilience of *everyone* was simply remarkable. I am enormously proud of BTP.
- 1.3 Operation London Bridge followed a very busy Notting Hill Carnival weekend and of course we are now focussing on New Years Eve and the forthcoming Coronation.

2. A FORCE ON THE MOVE

- 2.1. A full update regarding A Force on the Move (AFoTM) will be provided under a separate agenda item as part of this committee.

3. FOCUSED ON THE FUTURE

- 3.1. **Great British Railways (GBR)** – The first consultation on the primary legislation to begin the transition to GBR was published recently. However, the 75 page document only made passing reference to BTP, in the same way that the Williams-Shapps Plan for Rail mentioned BTP just twice. Policing and security is not among the GBR Transition Team's immediate priorities. We are aware that the Authority made a short input into this

consultation. DfT has made clear that BTP, as well as security and policing on the network more widely will be a matter for a later consultation.

3.2. Currently, the overall direction of GBR is unclear. Anne-Marie Trevelyan has been appointed as Secretary of State, but there is currently no replacement for the Rail Minister, and two Ministers of State have been appointed with portfolios yet to be determined. I met with the Secretary of State virtually last week to brief her and her team on Operation London Bridge. We have reached out to officials to try and secure a meeting with the SoS and Rail Minister as soon as is possible. My efforts will continue to centre on ensuring that everyone is aware of the work BTP undertakes and the opportunities that are available to deliver a safe, secure and reliable railway. As guardians of the railway, it remains important that we ensure that there is joint focus on achieving a cohesive and integrated policing and security response across the rail network now and in the future.

3.3. **Transport Select Committee** – As members will be aware, I appeared before the Committee in July, for a general accountability hearing into the work of BTP. This was the first such session in around 10 years. The questions covered all aspects of BTP's work, from safeguarding to metal theft, and provided a unique opportunity for BTP to raise issues with MPs in a public forum.

Internally, the feedback from this session was excellent, with many officers and staff praising the way in which the two witnesses addressed a number of sensitive and complex issues. External partners have also been complimentary of the appearance, which drew attention to BTP's unique offer (and unique challenges), as well as showing a deep understanding of the network. I have subsequently written to the Chair of the Select Committee at his request to draw attention to a range of particular issues on which he felt he would like to offer to support BTP. A copy of my letter is **annexed to this report** and I look forward to working with all parties on the matters which arose.

4. A NEW GENERATION OF PARTNERSHIPS

4.1. **Integrated Security and Policing Pilot (ISPP)** – I have previously mentioned that we are working with strategic partners at NWR and TfL on a Policing and Security pilot. Operationally, BTP together with station staff, passenger operators, security teams and other non-policing partners are now working closely as part of this new pilot project to tackle crime, vulnerability and disruption on the railway network. At 5 key locations, BTP have begun chairing daily meetings to share the latest information – specifically the previous 24-hour crime and disorder picture, upcoming public order events, individuals to be on the lookout for, and CCTV images of offenders. All attendees are encouraged to raise any suspicious activity they have witnessed and share their insights.

4.2. There are already early positive signs of the impact of this wide engagement of all the key partners focussed on security and policing:

- At Birmingham New Street - members of Avanti staff told officers at a partnership meeting that teenagers were regularly travelling and paying with £20 Scottish notes at the booking office. BTP's dedicated County Lines team investigated culminating in an arrest the following day at the station, and the seizure of £50,000 worth of cannabis.
- At other pilot sites at Kings Cross / St Pancras, London Bridge, Stratford and Leeds, officers are also providing virtual briefing packs - accessible through mobile devices - with all of the latest information and images, supporting all non-policing partners working across these pilot sites, alongside these daily meetings.
- Following circulation of our weekly briefing pack to partners at Birmingham New Street, a Birmingham City Council CCTV operator identified a nominal of interest and guided West Midlands Police in using live CCTV monitoring. A Stop Search was conducted and a knife was recovered. This arrest was another positive result of bringing people together and briefing them effectively.

4.3. An interim performance is due in late September to consider the impact of ISPP across all metrics. A regular data feed is now in place between Force and University of Cambridge, who we are working closely with, for data analysis. A strategic summary of the pilot will be share with industry and DfT senior colleagues.

5. A MODERN AND INCLUSIVE WORKPLACE

5.1. **All People Survey Results** – We have recently concluded our internal All People Survey which saw a 63% return rate – a 12% increase compared with last year – and the results of which we have published so that all of our people can see what the perceptions are across the Force.

The survey identified a number of areas which required improvement, particularly around wellbeing, leadership capability and direction and recruitment and retention. Positively, 89% of respondents stated that they knew how to speak up and report inappropriate behaviour, and I also was delighted to see that 73% of respondents felt that the Force was taking positive steps to improve technology as this has been a particular bone of contention for many years but is now seeing the delivery of a far improved service.

In September, I have been hosting 'Have Your Say' sessions open to everyone in the Force. This is a good opportunity to get more specific insight through Mentimeter, and ideas that we can bring to the Senior Leaders Forum on 4th October. I look forward to the BTPA Executive SLT attending this event with us, where we will discuss the people survey, performance and A Force on the Move.

- 5.2. **Pay and Allowances** – I am grateful to the Authority for supporting our proposed pay, allowance, and expense changes. This is an investment in our people of £15m and means that all, regardless of grade, rank, location or length of service will receive a pay uplift of £1,902. To the lowest paid person at BTP, this represents approximately a 9% increase. The TSSA have now accepted the pay offer proposed and this means that pay changes will come into effect in September and will be backdated to 1 July for police staff.
- 5.3. We have also reviewed allowances linked to our recruitment challenges evidenced in certain locations and functions as a result of Home Office force rates, whilst remaining cognisant of fairness across the Force and our One BTP value. Changes to location allowances means that BTP will now either match or exceed Home Office rates across England and Wales.
- 5.4. **Coaching and Mentoring** – In September we launched our coaching and mentoring App to everyone across the Force. We have a diverse pool of 104 qualified BTP coaches and mentors – colleagues from a range of backgrounds who volunteer their time to help you achieve your full potential and career aspirations. It aims to ensure coaches and mentors are more accessible and our people can now browse the profiles of our coaches and mentors on the app and select a colleague whose skills and experiences best match their needs. As a force on the move, we want our organisation to be a place where we can all flourish and achieve our full potential. We are committed to upskilling, developing new skills and approaches, promotional opportunities and developing leadership skills, and this App will be a key enabler for us to achieve this.
- 5.5. **Violence Against Women and Girls (VAWG)** – In May, we submitted three proposals to round four of the Safer Streets Home Office funding process. The fund supports initiatives that will reduce VAWG offences within public spaces and increase feelings of safety from VAWG and ASB. I am delighted to say that we have secured two successful bids and we are now in the process of working towards implementation.
- Improved CCTV Connectivity: This bid seeks to enhance our current CCTV capabilities. by increasing the number of stations which can be monitored in 'real time'. The aim is to use the improved capabilities to assess movement and activities at night time economy hotspots to inform deployment and intervention decisions in-order to tackle all forms of VAWG and behaviours which make women and girls feel unsafe on the rail network.
 - Drones: The bid aims to reduce incidents of ASB and VAWG offending through a combination of novel tactics including: the deployment of tether drones to both deter offences and improve Police response; the use of an educational outreach programme based on VR technology aimed at educating people about the dangers of the railway;

a peer-to-peer communications campaign designed for and by students aimed at educating young people around the dangers of the railway and the impact of their behaviour and finally the use of 'trusted persons' scheme to provide a visible means of reassurance. This initiative will be focussed on the Manchester Victoria to Bolton line.

- 5.6. **Railway Guardian App** – The Railway Guardian App was released on Monday 4th July 2022 and has exceeded 7k downloads in its first 8 week. The launch has been supported by the 'Speak up, Interrupt' campaign, targeting males to feel empowered to act when they see a woman being sexually harassed on the network. A number of influencers have been driving the campaign, supported by social media and stakeholder liaison. We still need to push greater engagement. The next phase of the App is under development with future inclusion of podcasts and info videos, location sharing & SOS notification to designated contacts, geo-fencing messages and 999 emergency button.

6. OUR SERVICE DELIVERERY

- 6.1. **Estates Update** – As the Authority are aware, the lease on Force Headquarters (FHQ) ends in December 2024 and the private landlord has alternative plans for the building. New Government Property Controls preclude new private leases in London. There is, therefore, no "do nothing" option – although a baseline has been retained for comparison purposes. Similarly, elements of B Division are currently housed in Albany House. This lease also ends in 2024 and TfL intend on moving B Division to Buckingham Palace Road. FHQ has significant amount of unused space with a majority of corporate functions delivered in an agile way, which reduces the floorspace requirements in a new estate. Business interruption and costs of relocating large numbers of roles in a new location are also under consideration. I remain of the view that there is a strong operational, strategic and financial rationale for co-location in London.

At a national level, Our Estate Strategy proposes a reduction in the number of properties occupied by BTP from 146 (2021/22) to 120 properties (2025/26). Our London estate will reduce from 38 to 33 properties. Overall, we will deliver a 30% net reduction in occupied floorspace taking a completely different approach to the use of floorspace enabled by smarter working. Our plans rely on the delivery of 5 Divisional HQs in London, Birmingham, Manchester, Cardiff and Glasgow. This is aligned to the Government's commitment to moving 22,000 civil service jobs out of London by the end of 2030 into a series of identified 'hub' locations across the UK.

- 6.2. **IT Update** – We have made significant investment into our IT infrastructure both in terms of people and technology, and our team have delivered some outstanding results. Most striking for me is the insight from the people survey, which is a fundamental turn around

and a testament to the hard work and dedication of the Technology team. A year ago, the Technology Service Desk were only triaging 26% of calls within 4 hours but they're now triaging 86% meaning that there is more effective customer service across the Force. The Team have also demonstrated their initiative through the donation of 600 old mobile devices to the Northamptonshire Police which had been scheduled for destruction. By redeploying them we have not only assisted our colleagues, but we have also demonstrated our commitment to reducing our impact on the environment.

6.3. **CT Review** – As you know, I commissioned an independent review of our CT capability which Sir Mark Rowley has overseen these past few months. It is important that we have a strong function with capabilities aligned to the threats that we police in a rail operating environment. The report has now been submitted and will be tabled at a Chief Officer Group meeting for decision in the coming weeks.

6.4. **Capability Review** – the Capability Review process has been designed to determine whether the Force has the capacity and capability to deliver our strategy over the next 3-5 years. The impact of the pandemic and the need to address the ever evolving and emerging policing priorities mean there are shifting variables against which operational demand may need to be re-set. Phase 1 of the Review covers Network Policing and Crime & Safeguarding. Each operational area has completed an assessment of their ability to meet future demand, and to propose a range of changes (process/ policy/ structure/ people/ technology). Returns were collated, assessed and stress-tested during challenge panels led by the DCC in August, resulting in options and recommendations for further exploratory work. The Capability Review's recommended outcomes will be shared with the Authority once COG has reached its consensus on the most appropriate next steps.

7. RECOMMENDATIONS

7.1. That the content of this report is noted by Members.

ANNEX A – Correspondence Between Chief Constable Lucy D’Orsi QPM and Huw Merriman MP

Huw Merriman MP
Transport Select Committee Chair,
House of Commons,
SW1A0AA

13th September 2022

Dear Huw,

Following on from our appearance before the Select Committee earlier this month, I agreed to write to you about several matters, details of which I have appended to this letter.

I wanted to thank the Committee for taking the time to speak to BTP, and please do get in touch if there are other matters you would like to raise.

I look forward to working with you.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Lucy D'Orsi', written in a cursive style.

Chief Constable Lucy D’Orsi QPM

Recruitment and Retention

We are not included in the Home Office's Police Recruitment Uplift programme, and yet owing to the scope of our work we are placed in direct competition with most, if not all, 43 Home Office forces. Whilst BTP has a modest budget for recruitment campaigns, this summer's national advertising schedule funded by the Home Office has so far included:

- ITV, Channel 4, Sky, Red Media, Spotify, MIQ and Collective.
- Cinemas in England and Wales.
- Screens in the following locations: Kings Cross, Liverpool One, Newcastle, Brighton and Battersea. Birmingham, Manchester, Bradford, Leeds and Woolwich.
- YouTube, Twitch, Captify and Rezonence.
- Facebook, Instagram, Snapchat, LinkedIn and Reddit.

BTP also endures a large amount of advertising by other forces across the rail network, recent examples of which include:

- Metropolitan Police digital recruitment campaign on the London Underground.
- Metropolitan Police recruitment campaign posters on West Midlands Train Services.
- Metropolitan Police careers stand at Kings Cross.
- West Midlands Police careers stand at Birmingham New Street Station.

We are already feeling the impact of the investment in what is essentially a rival campaign:

- Student officer applications down to 90 per week from 185 in 2021. For PCSOs this is now 17 per week down from 32 per week last year.
- Since 2018, the average turnover rate for police officers with less than 2 year's service was 8%. Since 2021 this rate has increased to 12%.
- The estimated training and uniform cost for BTP police officer and PCSO leavers with less than two years' service during 21/22 was £1.1m

We are simply not able to compete with such a strong and sustained national effort to recruit and retain police officers in Home Office forces and have experienced a noticeable upturn in transfers this year, driven by the national campaign and the drift towards the 'monetisation of policing' as a result of initiatives such as the MPS' £5,000 signing bonus.

Despite efforts, we remain well below our target establishment by 555 – a vacancy factor of 10%. This figure rises to 19% for Detectives. This will likely worsen as our more recent campaigns are attracting fewer and fewer candidates.

BTP is special in that we belong to both the policing and rail families. It is a fantastic place to work. We are seeking support from the rail family to help refine our offer to leverage and retain talent within the policing family. The impact of targeted Home Office force advertising on trains and in stations can be demoralising for BTP officers, policing our patch often with depleted resources. I would appreciate Members' support in restricting the advertising of police recruitment on the railway, to BTP led campaigns.

Recommendation 1: *When selling advertising space to agencies, rail operators should include a clause in contracts which prohibits the sale of said space to police forces other than BTP.*

Travel Concessions for BTP Officers

Members asked BTP to write to them specifically concerning travel concessions.

BTP officers intervening with unruly passengers, or those needing detention or support, offers great value to the rail network and those who travel conscientiously and lawfully. It is their 'patch' and they have a strong understanding of the law, including relevant railway byelaws, in addition to the unique operating environment and the impact of railway crime and disorder. When a BTP officer is on-duty, they travel freely without expense across the network on the production of their warrant card, as would be expected. When BTP police staff travel in the course of their duty, separate tickets must be purchased for each instance which is not only bureaucratic but creates a cyclical funding model where the operating costs of BTP are defrayed to the rail industry.

Notably, when BTP officers are off-duty, in possession of the same expertise and experience as they would be on duty, there is no national travel concession. If an officer makes an off-duty intervention or arrest, as they do more frequently than you might expect, they place themselves on duty and deal with the incident. For these officers, even where they have intervened in a serious incident, their travel is not concessionary – in some instances, even when they are commuting to or from their BTP base.

When off-duty, BTP officers like any member of the public will navigate a range of rail routes and operators. Some operators voluntarily offer a form of concession through local arrangements, others do not. A number of Home Office forces also benefit from local arrangements with operators, where BTP officers do not, despite their jurisdiction and capability to intervene.

Specials have identical powers on and off duty to paid regular police officers but perform their duties entirely on a voluntary basis. I informed the Committee that in the past year, BTP Specials gave over 100,000 hours to police the railways; a fantastic asset to transport safety. Currently, BTP funds any travel expenses Specials have to and from work. We believe that as volunteers they must not be left out-of-pocket for giving their time to police the network. This can be a barrier to some people volunteering, particularly as they are not reimbursed until a month later.

A single, simplified approach on travel arrangements would go a long way towards helping to support our officers in difficult economic times. In addition, this would help BTP not only to recruit new officers to support us in an increasingly challenging environment, but also to retain the experienced ones we still have, many of whom are leaving for better remunerated roles across policing.

Concessionary travel has an impact on prospective employees' decisions when deciding which force to join. Research by [Opinium](#), indicates the need for a competitive concessionary travel package.

Ahead of the onset of Great British Railways, there is an opportunity to standardise concessionary rail travel for BTP. It would formalise arrangements which are already happening in some areas and improve our offer relative to Home Office forces. It would also be in keeping with similar offers across the industry, such as that recently made to Network Rail staff.

Recommendation 2: *On appointment, BTP officers (including Specials) should be provided with an all lines pass for concessionary leisure and commuting travel, valid alongside the production of a BTP warrant card.*

It is likely that there would be a revenue impact for the industry, although this is yet to be accurately determined.

Recommendation 3: *BTP police staff should be provided with concessionary on-duty travel, on production of a monitored use card, valid alongside the production of a BTP staff ID card.*

This would be a cost neutral exercise for the industry due to existing charging arrangements, but would reduce administrative overheads for all parties.

A Safe and Secure Railway

Members asked that I write to clarify these areas, where BTP and the wider rail industry could work better together to protect vulnerable people and make the rail environment more secure for passengers.

Safeguarding on Rail Scheme and Secure Stations Scheme

There are two key schemes, the Safeguarding on Rail Scheme (SRS) and Secure Stations Scheme (SSS) which are currently in place. The policy and contractual obligations regarding compliance are owned and managed by the DfT.

The SRS provides reassurance to both passengers and staff that the accredited organisation is committed to protecting those who are most vulnerable. Operators are assessed annually against 5 criteria. These are:

- 1) Senior leadership and commitment.
- 2) Safeguarding communications.
- 3) Responding to vulnerability.
- 4) Staff recruitment.
- 5) Roles, responsibility; and training.

While the SRS is mentioned in most operator contracts, the responsibilities and requirements imposed are vague, and there is minimal monitoring from a contractual perspective. Although this scheme launched in late 2017, only four out of twenty-eight operators are fully accredited, with more due to be assessed within the next 3 months.

There is currently no consequence (financial or otherwise) for operators who do not actively work towards meeting these requirements.

Recommendation 4: *DfT should ensure that all bodies responsible for delivering rail customer services (including Network Rail) should be required to achieve SRS accreditation within a proscribed timeframe.*

Recommendation 5: *DfT should actively work to scrutinise and monitor progress, as well as take appropriate action to ensure that all operators fully engage by imposing consequences for non-compliance.*

The SSS is an assessment for individual train stations which recognises that security and safety can benefit from improved management practices, including placing a firm emphasis on the importance of well-trained frontline staff as well as through physical design.

As with the SRS, requirements for stations to obtain and maintain accreditation are mentioned in contractual obligations. There is a fragmented approach to the prioritisation of stations selected to join the SSS. Some operators are required to have all operated stations accredited, while others have a list of named stations. Some operators will be required to accredit a fixed number of stations of their choosing, and still others have no requirement to have any stations accredited at all. The current approach is inconsistent, poorly targeted, and ineffective.

It is evident that to date that some stations have been selected on the grounds that they are considered quiet and safe and therefore likely to achieve SSS accreditation more easily and without significant additional work. Rather, selection should be focused on an evidence-based assessment of the extent to which each station presents threat, risk and harm. Under this

approach, passengers can be confident that efforts to design out crime are collectively focused on the places where they are most needed, to ensure a safe rail network.

By applying a national prioritisation and selection model such as this, BTP has generated a list of 400 most 'at risk' stations. However, since the scheme was launched in 1998 (and subsequently relaunched in 2017), a mere 201 of these stations have achieved accreditation.

More than half of the stations considered at highest risk are not currently required to seek accreditation, and BTP's finite resources are often spent assessing and re-assessing hundreds of lower risk stations which do not feature on our prioritised list.

Although DfT notionally oversees compliance with the scheme, we are unaware of attempts at standardisation of contractual obligations or enforcement.

Recommendation 6: *The SSS should rely on BTP's evidence-based model for determining the selection criteria for individual stations. SSS accreditation should be determined by DfT, independently of the owning operator to ensure that the most at risk stations receive the attention they deserve.*

Recommendation 7: *DfT should take active ownership of the SSS, standardising the obligations of the Operators to ensure that it is a mandatory requirement for all stations deemed at risk. This should be a contractual requirement, and DfT should take steps to ensure that it is proactively enforced.*

Suicide Prevention Plans (SPPs)

Although there is a contractual requirement for each operator to develop a Suicide Prevention Plan, the industry lacks a centrally owned set of minimum standards for suicide prevention on the network.

The progress of the limited number of operators which do have a Suicide Prevention Plan in place is not centrally monitored or managed by DfT. The industry previously developed a 9 Point Plan for Suicide Prevention which indicates that operators must train their staff in suicide awareness and how to intervene when they become aware of an individual in crisis.

In April 2021, a teenage girl died by suicide at Southbourne Station. Following the inquest, the Coroner issued a Report to Prevent Future Deaths which clearly articulated the concerns that the operator had not delivered the levels of training in the rail industry's Suicide Prevention framework.¹ Formal governance and compliance arrangements could prevent such tragic incidents.

Recommendation 8:

Suicide Prevention Plans should be included as one of the formal criteria in SRS accreditation, monitored and governed by DfT, who should design and implement a monitoring process to ensure adoption and implementation of effective suicide prevention controls and mitigations outlined in the rail industry's own suicide prevention 9 point plan. There is no process to monitor compliance and or penalise an operator who does not have a suicide prevention plan in place. There is an opportunity for DfT to provide centrally monitored governance and assurance for this by including it within the SRS scheme

The central grip around SSS, SRS and SPPs is in contrast to the Counter Terrorism (CT) requirements set out in the National Rail Security Programme (NRSP), which includes detailed

¹ The Regulation 28 Prevention of Future Deaths report can be found here:

<https://www.judiciary.uk/publications/kaja-spiewak-prevention-of-future-deaths-report/>

standards, duties and responsibilities for all relevant bodies as well as detailed directions which must be followed to mitigate any attack.

The NRSP is closely monitored by the Land Transport Security (LTS) team in DfT. The framework sets out the requirements of compliance, how compliance will be monitored and sanctions applicable in the event of failure to comply. However, their remit is wider than just CT and should be expanded to include monitoring, and enforcement of, compliance with these schemes.

Recommendation 9: *A model of monitoring compliance to the SRS, SSS and Suicide Prevention Plans which mirrors the high standards of the NRSP is essential to ensure these schemes deliver the best outcomes.*

Attacks by Young Girls in Scotland

Members asked whether there was an ongoing issue with young female suspects offending against young female victims in Scotland. There is no ongoing issue in this respect, nor is there any notable trend in suspect gender for female violence in Scotland. Similarly, there is no notable trend apparent in female youth offenders against female youth victims.

Metal Theft

Members asked about our satisfaction with sentencing rates for metal theft and the efficacy of legislation in this area. Generally, we are satisfied with the sentencing for breaches in the Scrap Metal Dealers Act 2013 (SMDA), however prosecutions remain very low. A factor in this is that a high proportion of railway property is not protectively marked, which means that even in instances where officers believe they have located stolen material, it can be hard to prove.

Generally, the SMDA (2013) is effective provided it is supported by appropriate enforcement. However, legislative anomalies remain. These will be shared with the Committee separately.

Inconsistencies with CCTV access

BTP's remit covers over 2,500 stations and 20,000 miles of track, in a CCTV rich environment which is estimated to have over 150,000 CCTV cameras. In the last year CCTV provided positive assistance to 106 fatality incidents, helped us to conduct 1069 priority reviews covering the most serious offences including robbery, sexual offences, GBH, kidnap and firearms offences, allowed us to provide still images supporting investigation of 2,527 incidents and enabled BTP to handle 25,000 requests for footage to support investigations after an incident. It is a vital and well-used operational resource.

Obtaining rapid access to CCTV is a serious concern. A significant number of systems and cameras across the network are not yet accessible by BTP. This fragmented access leads to:

- Decisions being made based on incomplete information and intelligence assessments.
- Delayed investigations.
- An increased cost to industry through the use of multiple systems, combined with inconsistent investment.
- Unequal service. For example, a woman at a rural station late at night does not have the same protection as exists in a large London station.

Our National Visual Forensic Centre in London is one of the largest integrated CCTV hubs in Europe with access to approximately 46,000 cameras across the network. BTP can push both live and reviewed images to decision in real time.

In real terms BTP have connection to approximately 38% of all stations, with 25% of industry cameras fully integrated into our systems.

A study of Sussex route fatalities in 2021 found an average classification time for an incident of 74 minutes. Where we are able to connect directly to the CCTV, classification time reduces to as little as 5 minutes. This represents an up to 93% reduction in delay for passengers and industry.

There are examples of operators with multiple CCTV providers across a single fleet, and multiple different providers of Body-Worn Video (BWV) within a single organisation. There is no coordination across the whole network, gaps and overlaps are inevitable and nobody responsible for ensuring value for money in a holistic way, which is a hinderance on both network performance and operational outcomes. A lack of front-facing CCTV is a major cause of fatalities being classified as unexplained – a significant influencer of delay minutes and a substantial cost to the rail industry.

The potential benefits to passengers of a more holistic approach with the advent of GBR are immense, as this will reduce the time taken to access CCTV for investigations. It will also mean that more suspects can be identified in real time. This will have a tangible impact on the safety of women and girls travelling on the network, as 65% of related offences on the network take place on trains. When combined with rising uptake of BWV, this will have a significant long-term impact on reducing staff assaults and other on-train crime.

We currently work with individual operators to obtain access with the support of Network Rail and DfT, however the advent of GBR provides an opportunity for CCTV with centralised management of the railway CCTV estate with a requirement for BTP to have direct integrated access to common systems. This would see an end to fragmentation and allow a joined-up approach in the best interests of operators and the travelling public.

Currently, it can often take days to obtain footage, resulting in the requested footage being automatically wiped before it can be shared with BTP for review.

Recommendation 10: *BTP should have greater access to operators' CCTV systems, preferably with full integration where possible, allowing immediate image sharing and promoting joint decision making. As the platform would be managed by BTP – connected operators benefit from round the clock use of CCTV even when stations and local CCTV offices are closed. This allows us to focus on core Policing activities and for the operators' staff to support key business activities and service delivery. Or with partial connection via standalone terminals which can reduce requests for out of hour call outs. Where BTP have visibility remotely, officers are able to reduce footage requests to operators and support downloads during periods of high demand or major incidents.*

Report to: Police Authority
Agenda #: 10
Date: 27 September 2022
Subject: Chief Executive's Report
Author: Hugh Ind, CEO
For: Information

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BTPA Goals

- We want to be a well-run Arm's Length Body, trusted by all our stakeholders.
- We want to promote & enable a modernised and inclusive culture in the BTP.
- We want to provide effective, supportive and challenging police oversight for today and tomorrow across the full range of BTP activity.
- We want to develop our vision for security and lead the conversation with industry and DfT to improve outcomes for industry and passengers.
- We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing.
- We want continuously to deliver efficiencies and keep improving productivity.

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 27 September 2022 meeting.

2. 'We want to be a well-run Arm's Length Body, trusted by all our stakeholders'

2.1 2022/23 Forecast Outturn

Outturn for 22/23 has been very hard to predict. Underspends created by continued difficulties in recruitment need to be balanced against a variety of pressures. The latest (Quarter 2) assessment from BTP is shared with the papers for this meeting. At this stage, the forecast (including all transformation expenditure) sits at a £5.3m overspend for 22/23. Experience would suggest this forecast overspend is likely to reduce as the year progresses, though extra costs from Operation London Bridge have yet to be factored in.

2.2 Cost Allocation Model

The Executive Team continues to press on with devising a simplified model for allocating out BTP costs across the rail industry. Some Members have the chance to discuss progress on 23 September, before the Executive Team next meet with DfT on 28 September.

2.3 Stakeholder Engagement

The first meeting of BTPA's Stakeholder Working Group will take place on 30 September. The aim of the Group is to devise a more proactive approach to stakeholder engagement across BTP and BTPA as appropriate.

2.4 Deloitte Report on Governance

We have shared with Members Deloitte's report on our financial governance documentation and related governance matters. A workshop to progress this between the Executive Team and key BTP colleagues was postponed due to Operation London Bridge pressures. The workshop will be rescheduled.

2.5 Scotland

BTP report some renewed interest from the Scottish Government in the reasons for not proceeding with integration with Police Scotland in 2018. BTP, BTPA and DfT will need to agree the best way for responding to the new questions.

2.6 Member Activity outside Committees

The Executive Team have tabled a paper for this meeting aimed at better orchestrating Member activity outside of the formal BTPA committee structure. This responds to requests from Members and is a workstream we will need to develop further.

2.7 Member Recruitment

DfT report their current plan to start a new BTPA Member recruitment exercise in November.

3. **'We want to promote & enable a modernised and inclusive culture in the BTP'**

3.1 Diversity and Inclusion Oversight

Kate Carr has started her work on how BTPA can improve its oversight of BTP's inclusion and diversity agenda and of how BTPA can itself lead on this work. There is some space on today's agenda to test Member thoughts and appetite for this important work.

3.2 London Estate

The London Estate business case is before today's meeting. While it may seem on the face of it to be a straight forward property business case, a key element of the case for integrating the largest element of BTP accommodation in London stems from the opportunity it provides to enable a modernised and inclusive culture within BTP. This is not the cheapest option.

4. **'We want to provide effective, supportive and challenging police oversight for today and tomorrow across the full range of BTP activity.'**

4.1 Voluntary External Oversight of BTP

With BTP, the Authority's Performance and Delivery Committee has sponsored work to map all the existing voluntary sources of oversight of BTP operational activity. This is with a view to ensuring that both COG and BTPA appreciate the range of these voluntary contributions to BTP's legitimacy agenda and are able to make best use. A paper before today's meeting summarises this activity and invites views from Members on how best BTPA can value and use this important seam of oversight.

4.2 BTP Annual Report

Our legislation requires BTP to report annually on its activity to the Authority, which report must then be published. This year's report is on today's agenda. Of note is the statistical annex, shared in the background pack for this meeting for ease of access.

4.3 HMICFRS activity

In addition to the substantial PEEL inspection of BTP in train this autumn, HMICFRS are also inspecting BTP's vetting and counter corruption operations as part of a thematic inspection across police forces in England and Wales.

5. **'We want to develop our vision for security and lead the conversation with industry and DfT to improve outcomes for industry and passengers'**

5.1 Future of Railway Policing and Security

Kate Carr completed her work on her assessment of current policing and security arrangements for the railway in July. This has been shared with Members. We have since been working on an action plan with DfT to respond to her recommendations. That plan is close to completion and we intend that it should form the basis of forward collaboration with DfT, RDG and GBR transition team as the plans for the establishment of GBR progress. We will share the action plan with Members once it is complete.

6. **'We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing.'**

6.1 Operation London Bridge

This note represents a formal opportunity for me to express my own appreciation of the work of teams across BTP in contributing to the safe period of national mourning leading up to and including the State Funeral. These efforts were appreciated across GB by the public as well as at the most senior levels. In many instances, BTP's contribution relied on the railway specialisms which only BTP can provide.

7. **'We want continuously to deliver efficiencies and keep improving productivity'**

7.1 Medium Term Financial Plan

BTP have shared for this meeting some of their thoughts to date on what it will take to live within the indicative envelope for future funding supplied by BTPA and by DfT. This will remain a major focus for BTP and the Executive Team leading up to decisions by the end of this calendar year. This will include a strong focus on the 22/23 forecast financial outturn (see para 2.1 above) which will provide a strong indicator of what may be achievable (financially and operationally) across the MTFP period.

7.2 Layers and Spans, CT Review

These two early projects which may both enhance BTP's effectiveness and provide opportunities for reprioritisation of resource are very close to fruition and we expect BTP will be able to share their findings shortly.

8. Decisions between Scheduled Meetings (since June 2022)

8.1 **A032 Actuary Services Award (12 July 2022).** The Full Authority approved entry into a new 7-year contract with XPS Pensions Group for actuary services.

8.2 **A033 Contract Approval – Chief Financial Officer Maternity Cover (22 July 2022).** The Appointments, Remuneration and Appraisal Committee approved a contract regarding maternity cover for the BTPA Chief Financial Officer post.

8.3 **A034 BTP 2022/23 Pay Award and Allowance Proposals (2 August 2022).** Following scrutiny by the People and Culture Committee the Full Authority approved,

- A pay award of average 5% increase effective for officers and staff
- Increase of 5% in London weighting
- Increase of dog handler allowance of 5%
- Recruitment of all officers and staff at spine point 2
- An increase in pay for Control Room staff
- Changes to a variety of allowances to assist with recruitment and tackle issues of unfairness.

For completeness Members will note **Serial A31** offered Members opportunity to comment on a draft BTPA response to a DfT consultation on legislation to implement rail transformation and was not strictly, therefore, a formal decision between meetings under the Code of Governance.

2021/22

Annual Report

FOCUSED ON OUR PERFORMANCE



BRITISH
TRANSPORT
POLICE

Context of the report

Section 56 of the Railways and Transport Safety Act 2003 requires that, as soon as reasonably practicable after the end of each financial year, the Chief Constable of the British Transport Police (BTP) submits to the British Transport Police Authority (BTPA) a report about the policing of the railways in that year. The Chief Constable has to publish a report under this provision.

Our Strategic Plan for 2018/21, extended into 2022 due to the COVID-19 pandemic, set out our ambitions, addressed our priorities and tackled what mattered most to the rail industry, their staff and passengers.

The vision and mission for the strategy was delivered by:

- Protecting and safeguarding people
- Reducing delays and disruption
- Providing value for money
- Building a skilled and specialist workforce

This annual report focuses on how we performed against those four strategic objectives in 2021/22.



Chief Constable's foreword

With the world heading into a new phase of the COVID-19 pandemic, the last 12 months have been a busy time for BTP. We've seen passenger numbers steadily on the rise, with many of our biggest stations returning to the crowded hubs of shops, bars and restaurants of pre-pandemic levels.

The year saw us record a 38% increase in the number of notifiable crimes compared to the previous year – though still a third less than in the year preceding the pandemic. I'm pleased to report that our response times saw a big improvement, with 76% of priority incidents being attended within 20 minutes, and our year-end solved rate also improved – though we know we still have more work to be done.

This was also the year we launched our new strategy and our ambitious and transformative vision for the future of BTP – “a force on the move”. Together as a force, we developed five values which underpin everything we do and set out our goal to become a truly world leading police force, trusted to provide a safe and reliable railway.

With that in mind, we've made great strides in improving technology, simplified cumbersome internal processes and created a culture of ensuring we're “striving to do better every day”.



We are proud to protect



We care



We are one BTP



We do the right thing



We strive to be better every day

Chief Constable foreword

This year, we also welcomed our new Deputy Chief Constable, Alistair Sutherland, who joined us from the City of London Police in autumn 2021, having previously worked for the Metropolitan and City of London Police. Alistair has been a very welcome addition to our Chief Officer Group. He is the national lead for Counter Terrorism Command and Control, Course Director for the National CT Commanders and NPCC lead for CSAS and Private Security Industry. It's going to be an exciting future for BTP.

These are interesting times to be working within the railway, particularly with the announcement of the Great British Railway in 2021. We're already linked in with the team who will be delivering GBR and are committed to ensuring BTP are in a prime position to continue delivering the service which the public and rail staff rightly expect from us.

It won't have escaped anyone's notice that policing is under intense scrutiny at the moment. We are dedicated to ensuring that BTP is the best force in the UK – highly regarded for both its expertise and the professionalism of our people. To that end, we have ensured that we have robust processes in place with our Professional Standards Department to make sure that anyone who falls below our expected standards is dealt with quickly and fairly. We launched our Speak Up app earlier this year, which allows staff to anonymously report anything that "doesn't feel right" and be fully supported throughout the process.

Together we will ensure we are all playing our part in rebuilding public trust in policing.

The focus for us this year remains on those crimes which cause the most harm. We have led on the Violence against Women and Girls agenda, and I'm proud to report that our Railway Guardian app launched in 2022. We're committed to ensuring the railway is a hostile environment for those who want to do harm and hope this one-stop shop will make it easier for victims or witnesses to report incidents to us.

Our new campaign, Speak Up Interrupt, also switches the focus from victims to bystanders – empowering people to feel able to interrupt sexual harassment if they see it happening, or report to police. It's a shift in our messaging that we know is right and we hope it will lead to more reports of sexual harassment and more offenders brought to justice.

Our new five year strategy launched in 2022 and with the incredible support of our entire workforce – we are one BTP – I'm excited for the future.

“
striving to
do better
everyday
”

Lucy D’Orsi

Chief Constable
British Transport Police



Achievements this year



Technology

The force delivered a three month roll-out of new IT infrastructure in 145 offices, which saw the issuing of 2,500 laptops, new monitors and associated hardware. These improvements have seen an 80% improvement in terminal logon times from 13 to three minutes.



Planned launch of the Railway Guardian app

This year saw significant work to develop a new free app to report crime to BTP - a one-stop-shop for tools and advice to assist in their safe travel across the railway. The app includes hints/tips for staying safe and advice on calling out inappropriate behaviour.



Our first Electric Vehicles

The public will soon see BTP's first electric vehicles on patrol, with 25% of the fleet electrified by Christmas. We have set the ambitious aim of being the first police force in the UK to have a fully electrified fleet by the end of 2025.



Rollout of TASER devices

BTP officers in Scotland are now able to carry TASER devices on duty, since September 2021. In England and Wales, BTP Specials became the first specials in the country to have been trained to carry and use TASER devices.



Baskerville House opens in Birmingham

In January 2022, our new multi-million pound hub in Birmingham opened. The new Midlands base is a flagship for Smarter Working at BTP, with hot desking and technology to provide agile working for everyone there.



Introduction of Digital Evidence Management System (DEMS)

The force completed its implementation of the DEMS system, a one-stop shop for officers to manager digital evidence.



Smarter Working

The force continues to deliver a Smarter Working programme, which includes investment in Office365 packages and use of Microsoft Teams to enhance collaboration and enable a blended working approach.



White Ribbon Accreditation

In November 2021, BTP were awarded White Ribbon accreditation, which recognises the force's commitment to tackling violence against women.



BTP TikTok account

As part of a remit to reach young people with our messaging, the force launched TikTok in September 2021. In the first six months, the account reached 140,000 followers, with video views running into the many millions.

Major events and incidents this year

COP26

The 2021 United Nations Climate Change Conference was held in Glasgow in October and November 2021.

We joined forces from across the UK in offering mutual aid for one of the largest operations in policing history, providing 300 officers and staff.

Euro 2020

The delayed Euro 2020 tournament was held in the summer of 2021 and BTP played a key role, patrolling stations and trains nationwide and supporting fans on their journeys.

Operation Forth Bridge

April 2021 saw the sad death of HRH Prince Philip, Duke of Edinburgh. BTP officers supported the policing operation around the Duke's funeral and burial in Windsor.

Salisbury rail crash

A major incident was declared when two trains collided on 31 October near Salisbury Railway station in Wiltshire. Fifteen people were taken to hospital, with the driver of one of the trains suffering life changing injuries. BTP took primacy for the incident and an investigation is currently ongoing.

G7 summit in Cornwall

The first meeting of world leaders since the pandemic took place in Cornwall in June 2021. BTP officers offered mutual aid to the huge policing efforts, as well as working within the BTP operation.



BTP in numbers



990 million

rail passenger journeys in the last year



100,264 hours

volunteered by our specials in 2021/22



20,000

miles of track



2,500

stations

There were **27.4** crimes per million passengers

3,171
police officers

235
PCSOs

1,492
police staff

279
special
constabulary
officers

Our new Strategic Plan for 2022-2027

- Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways
- Target our efforts to ensure fewer victims of the most serious crimes
- Innovate and collaborate with our partners to reduce disruption
- Build trust and confidence of passengers and rail staff to defeat criminality together
- Generate value for money through the exploitation of technology, adapting to meet the future
- Build a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well cared for and reflect the best of our communities



Protecting People



Our focus is – and will always be – to protect the network and passengers from crimes that cause the most harm.

Protecting People

The COVID-19 pandemic continued to have an impact on passenger numbers this year, but saw an overall increase as the year went on – with the Office of Rail and Road (ORR) reporting a 132% increase in passenger journeys during the first three quarters of 2021/22.

Last year saw a 38% increase in the number of notifiable crimes recorded by BTP compared to the previous year. Notifiable crimes went from 37,312 in 2020/21 to 51,597 in 2021/22.

This was 29% fewer offences than in the year preceding the COVID-19 pandemic (72,836 in 2019/20).

Our response times saw a big improvement, with number of priority incidents attended within one hour increasing from 87% to 93%. A total of 76% of those were attended within 20 minutes.

Our year-end solved rate also saw an improvement of 1.5% to 16.3% of all recorded crime, one of the highest in UK policing. We are, however, committed to improving this further and have detailed work taking place to make this a reality.



Protecting People

Counter terrorism

Every day, we police some of the busiest and most crowded publicly accessible spaces in the UK. With the national threat from terrorism to the UK being 'substantial', we know many of those places remain an attractive target for terrorism.

E Division is our home to Specialist Capabilities within BTP, including armed policing, counter terrorism intelligence, dogs and Disruptive Effects Officers.

During 2021/22, there were 13,125 counter-terrorism armed patrols carried out at national railway station hubs. Eight multi-agency exercises took place with industry partners and 32 Action Counters Terrorism (ACT) sessions were carried out.

We also continue to conduct high visibility engagement deployments across the country as part of Project Servator. These are unpredictable and highly visible police deployments, aimed to disrupt and deter hostile activity, as well as building a culture of vigilance with partners and the public.

Violence Against Women and Girls

Tackling Violence Against Women and Girls (VAWG) on the rail network is one of our top priorities.

The last year saw 515 additional deployments on the network to target sexual harassment, resulting in 2,237 additional train patrols and 47 arrests.

We recorded a 177% increase in reports of sexual harassment to BTP, which demonstrates an increased awareness of the issue and a willingness to report to police. We are grateful to each member of rail staff or public who has the courage to report this behaviour to police.

Over the next year, our new Speak Up Interrupt campaign will encourage bystander intervention to incidents of sexual harassment. The campaign will demonstrate how simple acts like asking a person if they're ok, or where the next station is, can interrupt sexual harassment, as well as highlighting the importance of reporting to police.

This campaign coincides with the launch of the Railway Guardian app, which aims to simplify reporting of crime to BTP and offers guidance on what to do if a person witnesses sexual harassment – amongst other crime types - on the rail network.

Together, we're committed to making the railway a hostile environment for sexual harassment.

Protecting People

County Lines

BTP has been at the forefront of national efforts to stop the trafficking of drugs from cities to rural areas, often by train, since 2019. Intelligence shows that gangs use vulnerable people, often children, to move the drugs and so much of our work focuses on identifying and protecting those exploited people.

During 2021/22, BTP officers made 548 arrests and seized 165 weapons, 12.8kg of drugs and £518,989 in cash. A total of 153 interventions were made involving children or young people.

The force has secured a further £12.9m investment from the Home Office to continue funding our County Lines taskforce for another three years.

We are also partnered with The Children's Society and their #LookCloser campaign to encourage professionals and the public to 'Look Closer' for signs that a child may be at risk of criminal exploitation.

Key signs of exploitation include children travelling alone, particularly during school hours, late at night or on a regular basis. They may also look lost or in unfamiliar surroundings and may be carrying large amounts of money.

Antisocial behaviour

ASB accounts for an average of around 18% of all reported incidents to BTP – with a total of 32,754 incidents reported to us in the last year. A total of 51% of those were in London and the South East, with 38 % in the rest of England and Wales, and 11% in Scotland.

Trends over the last five years show these numbers have remained fairly static but we're working tirelessly to bring those numbers down.

We have Neighbourhood Policing Teams at key locations across England, Scotland and Wales, targeting their activity on local priorities and areas of concern. They work with local agencies and communities to ensure that problems are identified and dealt with in the best way – whether that's through local school visits, targeted patrols or multi-agency problem solving.

In 2021, we took part in the national Neighbourhood Policing Week of Action, showcasing the vital, and often underrepresented, work being carried out by our NPTs every single day.



Protecting People

Hate Crime

Preventing and tackling hate crime is a BTP priority. No one should be subjected to violence or harassment because of who they are.

There were 2,957 hate crime incidents recorded last year, which is a 17% decrease when compared to 2019/20 before the COVID-19 pandemic. The majority of these offences were race-related public order offences.

We have highly visible patrols and dedicated operations across the network to ensure the safety and security of passengers and staff.

In October, we supported Hate Crime Awareness Week with our refreshed “We Stand Together” campaign and increased presence at stations across England, Scotland and Wales. We also continue to work with charity partners and encourage reporting of incidents to us.

A new generation of partnerships

We are proud of our partnerships with colleagues across the rail industry, charitable sector and other emergency services.

We work together each and every day to ensure the safety of the travelling public – but we’re always looking for ways to improve.

We have long acknowledged that there is duplication in patrol and response work at many stations, with rail staff, security officers and police operating in the same space.

With this in mind, our Integrated Security and Policing Pilot is currently live at five sites across the UK.

This pilot brings policing and non-policing partners – such as station staff and security teams - together on a daily basis for joint briefings at Kings Cross/St Pancras, London Bridge, Stratford (TfL), Birmingham New Street and Leeds. It means the different teams can share information and a real picture of the resourcing at the station is achieved.

This is just the beginning of our plans to collaborate with partners to make the railway an even more hostile place for criminality.

Reducing Delays and Disruption

We aim to reduce the impact of trespass on the network, both through prevention and with partnership working to identify lasting solutions. We also continue to return possession of the lines to railway operators as soon as incidents are declared safe.

Reducing Delays and Disruption

This year, the number of disruption incidents increased by 38%, from 19,890 last year to 27,380 in 2021/22.

This is in the context of a greater passenger footfall following the COVID-19 pandemic, with a 132% increase in passenger journeys in the first three quarters of 2021/22.

Trespass

We continue to work with our partners at Network Rail to promote the 'You vs Train' campaign, demonstrating the dangers of trespass to young people. Officers regularly attend schools across the three countries to talk about trespass at both a primary and secondary level, often using the innovative Trespass Improvement Programme-funded virtual reality kits, and conduct targeted patrols across the network.

However, disruption minutes caused by trespass increased from 237,304 to 285,050 – a 20% increase in the last year. This should be seen against the context of reduced numbers in the previous year due to the impact of COVID, both upon individual activity and the reduction in the number of train services.

Further bursts of campaign activity with Network Rail are planned for the coming months, alongside focussed and targeted media and social media activity.

Fatalities and life saving interventions

The number of life saving interventions carried out by BTP increased by 20% this year – from 1,998 to 2,403 occasions over the 12 months. For every life lost on the railway, there are eight incidents reported as a life saving intervention.

Despite the increased passenger footfall, the number of suspected suicides remained at a similar level, with 275 in the last 12 months, compared to 277 in the previous year. That is in addition to 91 suspected attempted suicides.

We continue to work very closely with the Samaritans. We joined a new suicide prevention charity, and together with our charity partners and Network Rail, our Small Talk Saves Lives campaign continues. It shows how, if a person thinks someone might need help, trusting their instincts and starting a conversation could save a life.

Our Suicide Prevention and Mental Health teams – made up of staff, officers and NHS workers - work tirelessly to protect people from coming to harm on the railways and to protect life.



Providing Value for Money

We want our partners and public to be confident that we use our budget efficiently and that we can demonstrate how we provide value for money in delivering the services they need.

Providing Value for Money

Efficiencies

Our BTP 2021 efficiencies programme concluded this year – a year which saw us achieve another £2.9m in new efficiencies, with another £1.4m identified for the coming year. This included the rationalisation of our estates, a restructure of our Strategic Centre and streamlining of technology.

Over the next few years, our Force on the Move transformation portfolio will see more initiatives created to deliver value for money whilst absorbing anticipated additional demand.

Our move to Baskerville House in Birmingham delivered cash savings, but also allowed the force to introduce smarter working initiatives leading to an overall reduction in floorspace. This will be replicated in decisions regarding our estate going forwards.

Elsewhere, improvements such as our transfer of BTP's uniform procurement to

the National Uniform Delivered Service (NUMS) had major financial benefit. Improved technology means fewer officer and staff hours are wasted, whilst a CCTV network migration project saved money whilst improving quality.

We will continue to work with the British Transport Police Authority to identify any further opportunities to make efficiencies throughout our operating model, and we have bold plans in place for the year ahead

CT review

This year, we commenced a review into our counter terrorism structure and capability.

The purpose of the review is to ensure that we have an efficient and proportionate model that meets the current terrorist threat level with capabilities that effectively protect the railway and those who use it.



Providing Value for Money

Specials

Our incredible Special Constables volunteered a total of 100,264 hours on duty last year – an average of more than 28 hours each; one of the highest performing force in the UK.

They arrested or reported 635 people, attended 90 fatalities and conducted 2,985 train patrols. They also worked 2,548 event duties.

Our Special Constables are an integral part of our frontline policing capability. It is because of our confidence in them that this year, we became the first force in the UK to train Specials with TASER devices, with officers being trained in England. We will be working with partners to expand this to Wales and Scotland soon.



Building a Skilled and Specialist Workforce



Building a Skilled and Specialist Workforce

This year, we launched “a force on the move” – setting out our ambitious transformation portfolio for BTP in the coming years. The aim was to give direction to our people and demonstrate our ambition to increase our sphere of influence in rail and beyond.

Together as a force, this led to the creation of five values which will underpin all we do, both individually and as an organisation:

We are proud to protect
We care
We do the right thing
We strive to be better
We are one BTP

In the past year, a great number of achievements have been made to improve equipment, training and the wellbeing of our officers and staff.

This investment enables our people to be better supported and equipped, which will lead to a better service for the public and our colleagues working on the railways.

These have included:

- Launch of the wellbeing hub – with 25,000+ hits already
- Rollout of end-user computer equipment – with 2,500 installations in five weeks
- Gender neutral uniforms being made available
- MyLearn launch
- Moving from 43 uniform suppliers to one, including self service
- Securing £3.6m to address urgent estates issues, benefitting 2,000 colleagues across 150 sites
- Introduction of welfare dogs

In addition to these improvements, the force has become a leader in providing support for new parents and those that experience loss by:

- Paying parental bereavement leave at full pay
- Introducing paid baby loss leave
- Increasing the partner parental entitlement to the best provision in UK policing



Building a Skilled and Specialist Workforce

Attracting new people

We're also investing in campaigns to recruit new people – be that transferees, staff, PCSOs, officers or specials – as part of our commitment to become the most modern and inclusive force in the UK.

A campaign to launch our new Accelerated Entry Scheme for detectives – the first time we've done this as a force – proved hugely successful. A total of 280 participants attended the pre-application sessions, with 30.1% of those from an ethnic minority and 51.5% female.

The scheme goes live in September and our ambition is that the 22 selected participants and subsequent intakes bring new perspectives, abilities and diversity to the future of our investigative capability.

Trust Your Gut

In February 2022, we launched our internal "Trust Your Gut" campaign – encouraging staff to hold each other to account and report anything that "doesn't feel right". The campaign has been rolled out across all divisions and is supported by our anonymous Speak Up app.

The aim is to create a culture of zero tolerance to unwanted sexual behaviour, ensuring that people feel able to report their concerns and know they'll be supported throughout the process.

Reporting to the Speak Up app increased by 32% in the three month periods before and after the launch of the campaign, and by 88% compared to the same three month period last year.

Gender Pay Gap

We are pleased that our gender pay gap reduced for the fourth consecutive year, to a mean gap of 6% and medium gap of 12.3%. This puts us on the right path to real change – but we know there is more work to be done.

Our focus for the next year will be on increasing our recruitment, promotion and retention of female officers and staff.

We will do this by continuing to develop flexible ways of working and offering development opportunities, as well as removing barriers to progression in BTP.







**British Transport Police and the
British Transport Police Authority
welcome your feedback.**

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