

[30 March 2022] Agenda Pack - Full Authority

MEETING
30 March 2022 11:00

PUBLISHED
28 March 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Meeting Room G1/G2, BTP, 25 Camden Room, London, NW1 9LN	30/03/22		11:00
1. Apologies		Chair	11:00
2. Declarations		All	
3. Minutes (8 December 2021)		Chair	
4. Actions		Chair	
5. Risk Profile		Chief Executive	
6. Railways Policing Strategy 2022-27		Joint Force/Executive	11:15
7. Medium-Term Financial Plan 2022/2027		Joint Force/Executive	11:30
7.1. Establishment of Investment and Transformation Working Group		Chief Executive	11:45
8. Policing Plans 2022/2025		Joint Force/Executive	11:50
9. [Public] Contract Management and Financial Controls			
9.1. Contract Variation - Tomlinson		Joint Force/Executive	12:05
9.2. Safer Streets / Railway Guardian App Breach of Digital Spending Control		Chief Executive	12:10
Recommended Break Point [Lunch]			12:15
10. Chief Constable's Report		Chief Constable	12:30

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Meeting Room G1/G2, BTP, 25 Camden Room, London, NW1 9LN	30/03/22		11:00
11. Chief Executive's Report		Chief Executive	12:45
12. Committee Minutes			12:55
12.1. [Background Pack] Scottish Railways Policing Committee (15 February 2022)		Bill Matthews	
12.1.1. [Verbal] Appointment of BTPA Member to Scottish Railways Policing Committee		Chair	
12.2. [Background Pack] Performance and Delivery Committee (16 February 2022)		Craig Mackey	
12.3. [Background Pack] Strategy and Planning Committee (2 March 2022)		Andy Cooper	
12.4. [Background Pack] [To Follow] People and Culture Committee (9 March 2022)		Bev Shears	
12.4.1. [Background Pack] Complaints Reviews Annual Report 2021/22			
12.4.2. [Background Pack] Gender Pay Gap Report 2021			
12.5. [Background Pack] [To Follow] Audit and Risk Assurance Committee (11 March 2022)		Kenna Kintrea	
13. Any Other Business		All	
14. Exclusion of the Public		All	
15. Non-Public Minutes (8 December 2021)		Chair	13:15
16. [Background Pack] Confidential Appointments, Remuneration and Appraisal Committee (30 January 2022)		Chair	13:20
17. 2020/21 Wash-Up Process Final Update		Chief Financial Officer	13:25

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Meeting Room G1/G2, BTP, 25 Camden Room, London, NW1 9LN	30/03/22		11:00
18. [Non-Public] Contract Management and Financial Controls			
18.1. Contract Variation - End User Compute		Joint Force/Executive	13:35
18.2. Microsoft Licenses Renewal Procurement Strategy		Joint Force/Executive	13:40
18.3. Fleet Electrification		Joint Force/Executive	13:45
18.3.1. [Background Pack] Fleet Electrification Business Case			
19. Any Other Business in Non-Public Session			
20. Meeting Evaluation		Nick Hawkins	13:50

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Minutes

Full Authority

Wednesday 8 December 2021 at 10.30am at Room G1/G2, British Transport Police Force Headquarters, 25 Camden Road, London, NW1 9LN and via Microsoft Teams (Hybrid Meeting)

Present:

Ron Barclay-Smith (Chair)
 Andy Cooper (Deputy Chair)
 Graham Evans
 Willie Gallagher (*Teams*)
 Kenna Kintrea (*Teams*)
 Craig Mackey
 Bill Matthews (*Teams*)
 Andrew Pollins
 Martin Richards
 Bev Shears
 Stella Thomas (*Teams*)

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Sarah McGarel (Chief Financial Officer & Deputy Chief Executive) (*Teams*)
 Stephanie Calvert (Co-Head of Governance and Compliance) (*Teams*)
 Sam Elvy (Head of Strategy, Planning and Engagement) (*Teams*)
 Lucy Yasin (Co-Head of Governance and Compliance) (*Teams*)
 Pam Christie (Stakeholder Engagement and Communications Manager)
 (*Teams*)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police Force

Lucy D'Orsi (Chief Constable)
 Alistair Sutherland (Deputy Chief Constable)
 Steff Sharp (Chief of Staff) (*Teams*)
 Simon Downey (Director of Strategy and Change) (*Teams*)
 Rachael Etebar (Director of People and Culture) (*Teams*)
 Paddy Kidwell (Business Operations Manager) (*Teams*)

External

Nobby Goodband (Chair, BTP Federation)

Oliver Mulvey (Deputy Director, Rail Strategy, Department for Transport)
(*Teams*)

Andy Odell (Rail Delivery Group) (*Teams*)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations.

Public Minutes of the meeting held on 28 September 2021

Agenda Item 3

3. **RESOLVED**, that the public minutes of the meeting held on 28 September 2021 be approved.

Actions

Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
 - a. **1/2021 (Independent Assurance on Wellbeing, Health and Safety)**. Members agreed this action could be closed subject to a report being made to the Full Authority in March 2022.
 - b. **12/2021 (MPS Peer Review of IT)**. Members noted this action was on the agenda at the Chief Constable's report and could therefore be closed.
 - c. **13/2021 (Contact Centre/Vetting)**. Members noted the recent vetting briefing held on 9 November 2021, albeit noted the action should remain open pending the provision of further assurance on contact centre performance.
5. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

6. Members considered the risk profile and the following points were made.

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- a. The Chief Executive noted that the refreshed risk profile aligned with his assessment of the risks he perceived to be of greatest current concern to the Authority.
 - b. The Chief Financial Officer noted that, following a request made by the Audit and Risk Assurance Committee, all strategic risks would be subject to a deep dive by allocated Committees within the next 12 months.
 - c. The Chair welcomed the recent appointment of a Head of External Engagement as part-mitigation of the Partnership Working risk and opined that partnership working was an area where there was scope for improved co-operation between the Authority and the Force.
 - d. A Member requested that a column be added to the profile to demonstrate movement of risk (Action 14/2021).
7. **RESOLVED**, that the risk profile be noted.

Chief Constable's Report

Agenda Item 6

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

Operational Context

- a. Recorded crime was 32% less than 2019/20 levels. There was some work to do in areas such as victim charter compliance, where levels were currently 84%, a 4% reduction on compliance in the summer months. There was also some work to do on metrics applied to crime reporting given an average of 55 days was spent completing a crime report where the outcome was often known early on in the reporting process.
- b. The Chief Constable had attended the scene of the Salisbury train crash and had been impressed with the partnership working between the Force, Network Rail and the operators in responding to the unique challenges posed by such an incident.
- c. The Chief Constable highlighted the Force's contribution to the COP26 Climate Change summit with 300 Force officers deployed to police the network at a time when it was used by 4000 delegates each day, and when 46 escorted train movements took place within a two-week period.
- d. The Chief Constable highlighted Operation Tungsten, a county lines operation during October 2021 that resulted in 17 arrests, 10 drug / 9 weapon seizures and 10 safeguarding interventions.

- e. In response to a question regarding the impact of county lines operations on other BTP operations, the Chief Constable replied that the Force was looking to rotate officers and staff through the county lines team, as well as reviewing its recruitment and selection process. Currently the Force was choosing to proceed with its county lines activity at risk due to the lack of confirmed funding from the Home Office.
- f. The Chief Constable noted the planned pilot of a collaborative policing and security model led by T/ACC Gregory's Network Policing portfolio.
- g. The Chief Constable noted that the Force had achieved its White Ribbon accreditation through demonstrating its ongoing commitment to talking violence against women and girls (VAWG).
- h. The Chief Constable continued, highlighting that there had the performance year to date had seen 166 suspected suicides and 59 injurious attempts across the network. The Chief Constable continued to be impressed by the scale of effort the Force allotted to supporting officers and staff who were called upon to respond to such incidents.
- i. The Chief Constable continued, noting the Force was continuing to improve its work to both prevent and respond to instances of suicide on the network through embarking on an intelligence collection pilot involving 45 forces across the UK with an aim of developing appropriate suicide prevention strategies.
- j. In response to a question regarding work to reduce the number of suicides on the network, the Chief Constable replied that she had undertaken initial discussions with Network Rail to explore the potential to reprofile the monies available across the industry towards mental health support.
- k. In response to a question regarding facemask compliance, the Chief Constable and Deputy Chief Constable noted the Force had increased its physical presence on the network since further restrictions had been introduced and so far, high compliance had been observed. Interventions were currently taking place at a similar rate to previous periods.

Challenges – Manchester Arena Inquiry

- l. The Chief Constable noted she had written to the solicitor to the Inquiry at on 2 December 2021 to update them on progress the Force was making against each of the Inquiry's recommendations.
- m. The Chief Constable continued, noting that ACC O'Callaghan was due to give evidence at the Inquiry in January 2022 and that DCC Sutherland had

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assumed GOLD responsibility for the Force response following DCC Hanstock's retirement.

London Estate

- n. The Chief Constable noted that the Belgravia option had not, following review, provided a value for money option and therefore the Force was liaising with TfL's Commercial Property Director to identify alternative options, including one option within TfL's existing estate. The Chief Constable noted she would welcome being able to identify a shortlist of preferred options prior to Christmas 2021 with a view to choosing a preferred option in January 2022.

Changes – A Force on the Move

- o. The Chief Constable highlighted the intensive activity undertaken to engage with the wider Force on *Force on the Move* during November 2021.

Changes – Shift Roster / Accrued Annual Leave

- p. The Chief Constable noted the recent shift roster trial of 6 days on / 4 days off with a view to consulting later in December 2021 ahead of implementation in February 2022. Underpinning the potential move to a revised shift roster, and recent move towards encouraging timely use of accrued annual leave, was a focus on officer wellbeing.

Changes – IT

- q. The Chief Constable highlighted the recent delivery of 600 new laptops allied with the commissioning of a peer review of Force IT by the Metropolitan Police, which had recently been delivered. The Chief Constable committed to providing a Member briefing on the outcome of the IT review (Action 15/2021).

People – Recruitment

- r. The Chief Constable noted the recent launch of a recruitment campaign focused on increasing applicant numbers from underrepresented groups, with an emphasis on paid-for social media coverage to ensure females and persons from ethnic minorities were aware of the campaign.

People – Senior Personnel Changes

- s. The Chief Constable noted the recent appointment of DCC Sutherland, and Caroline Sparks as Head of Technology.

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People - Recognition

- t. The Chief Constable concluded her report by highlighting three recent Long Service and Good Conduct Ceremonies recognizing the work of 41 officers, 2 special constables and 11 members of police staff.

Chief Executive's Report**Agenda Item 7**

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

Charges

- a. The Chief Executive highlighted his view that the Cost Allocation Model was approaching obsolescence and that Department for Transport was likely to share that view as Great British Railways came into being.

BTP/A Service Level Agreement

- b. The Chief Executive briefed Members to expect a paper requiring a decision outside of the meeting on consultancy support (Action 16/2021).

British Transport Police Performance

- c. In response to a question, Members requested a comparison of performance reporting templates, perhaps drawn from APCC, for review prior to providing feedback to the Executive on how performance data could be most effectively provided to Members outside of formal meetings (Action 17/2021).

Policing and Security for the Future Railway

- d. The Chief Executive noted the twin interventions of a policing and security pilot as mentioned by the Chief Constable, allied with employment of an individual with a task and finish role to identify opportunities and necessary decisions needed in building towards the Future Railway.

Pensions: Staff Scheme Valuation

- a. The Chief Executive briefed Members to expect a paper requiring a decision outside of the meeting on the response to a recent staff consultation (Action 18/2021).

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Data Breach

- b. In response to a question, the Chief Executive noted that the professional advice received by the Executive was that the data breach had been effectively mitigated.

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

BTPA Cover Paper: British Transport Police Budget 2022/23 and 5-Year Medium-Term Financial Plan

Agenda Item 8

10. Members considered a cover report of the Chief Executive regarding the 2022/23 Budget and 5-year Medium-Term Financial Plan, and the associated reports in the background pack, and the following points were made.

- a. In response to a question, the Chief Financial Officer noted that Transport for London's forecast charge was aligned with the Force's budget, and therefore a revision would be required in the event of any significant changes to the TfL forecast charge
- b. Members agreed that future financial sustainability for Force spending should be met from a 'hierarchy of choice' consisting of efficiencies, reserves, DfT grant(s) and then charge-outs to industry.
- c. In response to a question, the Chief Constable noted that the scale of likely investment required for currently unquantified items e.g. IT would be clear by April 2022.

11. **RESOLVED**, that Members,

- a. Approve a total expenditure control budget for 2022/23 of £347.5m;
- b. Approve an increase to PSA charges in line with RPI at 3.8% with an additional 1% for the uplift in service provision consisting of,
 - i. Expenditure of £600k for the Workplace Violence Coordination Unit in 22/23, charged out to industry operators
 - ii. The £3m cost of the previously approved permanent uplift to core resources for the Elizabeth Line.
- c. Approve the core Transport for London budget of £77.25m for TfL including the washup, noting an additional allocation of c.£500k for the Elizabeth Line.
- d. Approve that any subsequent additional requests for funding would need to be met from (in order of priority) BTP internal cashable efficiencies; cash

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reserves; Department for Transport grant-in-aid; and charge out to industry.

- e. Request that an updated Medium-Term Financial Plan be submitted to the March 2022 Full Authority meeting for approval, supported by a comprehensive strategy and investment and benefit profile (Action 19/2021).

12. **RESOLVED**, that the British Transport Police Budget 2022/23 and 5-Year Medium-Term Financial Plan provided in the background pack be noted.

British Transport Police Authority Budget 2022/23 and 5-Year Medium-Term Financial Plan

Agenda Item 8.1

13. Members considered a report of the Chief Financial Officer regarding the British Transport Police Authority Budget 2022/23 and 5-Year Medium-Term Financial Plan and the following points were made.

- a. The Chief Financial Officer noted the budget was incorporated within the wider British Transport Police budget at Item 8 but was provided separately for Member oversight. The Chief Financial Officer drew Members' attention to the bridge between the recommended budget and previous budget set out as an appendix.
- b. In response to a question, the Chief Financial Officer replied that there had been a saving of c£200k arising from co-location of the Authority with the Force, which was first realized in year 20/21.

14. **RESOLVED**, that Members approve the 2022/27 British Transport Police Authority Medium-Term Financial Plan and 2022/23 Budget.

Reserves Management

Agenda Item 9

15. Members considered a cover report of the Chief Financial Officer regarding Reserves Management and the following points were made.

- a. The Chief Financial Officer highlighted that Members were asked to approve the use of cash reserves in principle only, pending any detailed requests being made to the Full Authority for approval. Moreover the recommendation made to Members had been endorsed by the Audit and Risk Assurance Committee.

16. **RESOLVED**, that Members,

- a. Approve cashflow threshold Model 1 (£14.9m) going forward with an amended threshold calculation, effective immediately regardless of when the released cash may be spent.
- b. Approve *in principle* cash investment Model 1 (£6m investment in 22/23 and smaller amounts thereafter) with a reassessment at a later date to determine whether a move towards cash investment Model 2 (investment up to £13.2m) was appropriate, noting this would allow the Force to continue with their planning, but those plans, including the profiling of investment and benefits, be required to be presented back to Strategy and Planning Committee and the Full Authority before any spend against cash reserves could be incurred.
- c. Note the continuing of conversations with Transport for London on setting a regular payment schedule aligned with PSA direct debits.

The Full Authority adjourned for lunch between 12.05pm – 12.25pm.

Violence against women and girls action plan (VAWG) Summary of Activity Agenda Item 10

17. Members considered both a cover report of the Head of Governance and Compliance and a report of the Chief Constable regarding a summary of activity on the Violence against Women and Girls Action Plan and the following points were made.
 - a. The Chief Constable introduced her report, noting that more progress needed to be made in order to improve key metrics such as the Force's detection rate. Moreover the Chief Constable was disappointed regarding the mixed take-up by industry on the external communications and engagement in support of the action plan.
 - b. In response to a question, the Director of Strategy and Change replied that there were no supply issues affecting the production of the Force's new warrant card.
 - c. Members noted positive examples of the efficacy of the 61016 text reporting service shared on social media, albeit acknowledged there was a potential risk that the text reporting service was overly-associated with counter-terrorism rather than being a tool to raise concerns regarding violence against women and girls and unwanted sexual behaviour.
 - d. Members agreed it was appropriate to conflate officer identification and legitimacy with activity to counter violence against women and girls.

18. **RESOLVED**, that the cover report and the report be noted.

Strategy 2022/25 Update

Agenda Item 11

19. Members noted the Strategy 2022/25 update provided within the Strategy and Planning Committee minutes at Item 14.2.

Policing Plan 2022/25 Update

Agenda Item 12

20. Members noted a verbal update of the Head of Strategy, Planning and Engagement, noting that while progress was good, work was ongoing to review the lack of representation from specific groups within the Passenger Survey, and that the Plan would be submitted to Scottish Railways Policing Committee and Strategy and Planning Committee in February/March 2022 ahead of approval by the Full Authority at the end of March 2022.

Board Effectiveness Evaluation

Agenda Item 13

21. Members considered a report of the Head of Governance and Compliance regarding Board Effectiveness and the following points were made.
- a. Progress against the 2021 action plan was on track. The benefits from the implementation of the actions was evident from the positive feedback on the last two committee cycles.
 - b. Independent input would form part of the next Evaluation, in accordance with best practice.
 - c. The Chief Executive noted that Members had a workshop scheduled for 1 February 2022 at which, it was hoped, the five new Members of the Authority would be present. The workshop would be an ideal opportunity to have a high-level conversation regarding the Full Authority's core purpose.

22. **RESOLVED**, that Members,

- a. Note progress against the 2021 Board Effectiveness Action Plan.
- b. Approve the proposals for the 2022 Board Effectiveness Evaluation as set out in the report at Section 4.

Committee Minutes

Agenda Item 14

Performance and Delivery Committee – 5 November 2021

Agenda Item 14.1

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23. The Chair of the Committee noted that he was in touch with the new Deputy Chief Constable with a view to further improving performance reporting to the Committee.

24. **RESOLVED**, that the draft minutes of the Performance and Delivery Committee meeting held on 5 November 2021 provided in the background pack be noted.

Strategy and Planning Committee – 17 November 2021

Agenda Item 14.2

25. The Chair of the Committee highlighted the scrutiny afforded by the Committee to the Force Budget, and Strategy 2022/25 development.

26. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 17 November 2021 provided in the background pack be noted.

People and Culture Committee – 17 November 2021

Agenda Item 14.3

27. The Chair of the Committee highlighted the new Police Superintendents' Association recognition agreement; family friendly policies, and scrutiny of the Force's psychological framework.

28. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 17 November 2021 provided in the background pack be noted.

Audit and Risk Assurance Committee – 18 November 2021

Agenda Item 14.4

29. The Chair of the Committee highlighted the substantial rating achieved in the recent Procurement internal audit report; the first iteration of the Force's Manchester Arena Inquiry reporting to the Committee, and the Committee's request for revisions to its format; and the Committee's direction that risk deep dives should be submitted to Committees over 12 months rather than the proposed 24-months.

30. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 18 November 2021 provided in the background pack be noted.

Scottish Railways Policing Committee – 23 November 2021

Agenda Item 14.5

31. The Chair of the Committee highlighted Committee scrutiny of issues including unwanted sexual behaviour; face-mask compliance; and its thematic deep dive of support services in Scotland. The Chair also noted the positive participation by Police Scotland.

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32. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 23 November 2021 provided in the background pack be noted.

Any Other Business

Agenda Item 15

33. There was no other business.

Exclusion of the Public

Agenda Item 16

34. **RESOLVED**, that the public be excluded from the meeting for the following items of non-public business in accordance with the BTPA's Procedural Standing Orders (Annex 5, Code of Governance).

SUMMARY OF NON-PUBLIC SESSION

Non-Public Minutes of the meeting held on 28 September 2021

Agenda Item 17

35. **RESOLVED**, that the non-public minutes of the meeting held on 28 September 2021 be approved

2020/21 Wash-Up Process Update

Agenda Item 18

36. Members considered a report of the Chief Financial Officer regarding the 2020/21 Wash-Up Process.

2020/21 Outturn versus Budget

Agenda Item 19

37. Members considered a report of the Chief Financial Officer regarding the 2020/21 outturn versus budget.

Any Other Business in Non-Public Session

Agenda Item 20

38. There was no other business in non-public session.

The meeting returned to public session.

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Meeting Evaluation

Agenda Item 21

39. Andrew Pollins delivered an evaluation of the meeting and the following points were made.

- a. Papers were of appropriate length albeit further effort should be made to avoid any being marked 'to follow'.
- b. The hybrid arrangements for the meeting had worked well albeit virtual attendees should be mindful physical attendees could not engage in Teams meeting chat.
- c. The inclusion of a risk review at the outset of the meeting was welcome.
- d. There was a risk that Member engagement on the finance items of the agenda could have come across as passive to outside observers. It should be reflected in the minutes therefore that the reports before Members at the meeting incorporated a significant level of engagement both at Committee and in breakfast briefings e.g. the Member breakfast briefing on the budget and medium-term financial plan held on 2 December 2021.
- e. The focus on efforts to counter violence against women and girls was welcome.

Farewell to Stella Thomas and Andrew Pollins

40. Before closing the meeting the Chair took the opportunity to say farewell to outgoing Members Stella Thomas and Andrew Pollins, whose respective terms concluded at the end of December 2021. The following points were made.

Stella Thomas

41. The Chair was sorry Stella had not been able to attend the meeting in person albeit this was understandable given the COVID-19 situation. Once the pandemic had subsided it was the Chair's ambition to ensure the Full Authority met in Wales. In the meantime, he was thankful for Stella's input to the Full Authority, which had ensured the interests of the Force, passengers and other stakeholders in Wales had always been passionately advocated to the Full Authority. Stella had been a great colleague with the canny ability to reach the nub of each issue under consideration – on behalf of the Full Authority, the Chair offered his sincere thanks for her contribution over eight years.

Andrew Pollins

42. The Chair next spoke on behalf the Full Authority to thank Andrew Pollins for his eight years of service as a Member, noting he had been a fantastic colleague

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during that time who could be counted on to provide challenging and constructive points of view on issues under consideration. On behalf of the Full Authority, the Chair wished Andrew well in his forthcoming endeavours.

Best Wishes to Sarah McGarel

43. On behalf of the Full Authority, the Chair next wished Sarah McGarel well ahead of her wedding on 21 December 2021.

The meeting ended at 1.45pm.

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ACTIONS FROM PREVIOUS MEETING(S)

No	Date	Item	Action/Paper	Owner	Due Date	Outcome
13/2021	28 September 2021	Chief Constable's Report	Briefing note for Members to be provided on Contact Centre performance.	Rachael Etebar	30 March 2022	Recommended for Closure Briefing note provided in background pack.
14/2021	8 December 2021	Risk Profile	Column to be added to show risk movement.	Lynsey Marshall	27 January 2022	Recommended for Closure Column added to Q3 iteration of the profile
15/2021	8 December 2021	Chief Constable's Report	Member briefing to be convened on outcome of Metropolitan Police Service peer review of Force IT.	Paddy Kidwell	30 March 2022	Recommended for Closure Topic has been included in Member Breakfast Briefing Schedule
16/2021	8 December 2021	Chief Executive's Report	Decision paper to be submitted to Members on consultancy work for BTP/A Service Level Agreement et. al.	Sarah McGarel	ASAP following 8 December 2021	Recommended for Closure Completed as BI Serial A023 on 14 December 2021
17/2021	8 December 2021	Chief Executive's Report	Members requested a comparison of performance reporting templates, perhaps drawn from APPC, to inform how performance data could be most effectively provided to Members outside of formal meetings.	Jon Newton	30 March 2022	In Progress Review was completed on 4 March 2022 and can be made available to Members on request. Chief Executive / Head of Strategy, Planning and Engagement currently considering points raised in the review.
18/2021	8 December 2021	Chief Executive's Report	Decision paper to be submitted to Members on Pensions: Staff Scheme Valuation.	Sarah McGarel	ASAP following 8 December 2021	Recommended for Closure Completed as BI Serial A022 on 10 December 2021

19/2021	8 December 2021	BTPA Cover Paper: Budget 22/23 and MTFP	Updated Medium-Term Financial Plan be submitted to the March 2022 Full Authority meeting for approval, supported by a comprehensive strategy and investment and benefit profile	Tracey Martin	16 February 2022 (Strategy and Planning Committee deadline) 16 March 2022 (Full Authority deadline)	Recommended for Closure On agenda at 30 March 2022 meeting
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RISK PROFILE UPDATE – January 2022

The below strategic risks were discussed at the November 2021 ARAC and have since been updated by risk owners.

Residual Risk Score (inherent risk score) *

Residual Risk score Direction of Travel (6m forecast)

[Redacted]	[Redacted]	[Redacted]	[Redacted]
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*Residual risk is the remaining risk with existing controls in place. It is calculated as the likelihood x impact. This is subjective, calculated following discussions with BTP COG and BTPA. In brackets is the inherent risk score, i.e. the score of likelihood x impact before any controls or mitigations are put in place.

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Report to: Police Authority
 Agenda #: 6
 Date: 30 March 2022
 Subject: Railways Policing Strategy 2022-27
 Sponsor: Chair, Strategy and Planning Committee
 Author: Sam Elvy
 For: Approval

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1. Purpose of paper

- 1.1 To present the Authority with the final draft of the 2022-27 Railways Policing Strategy.
- 1.2 To seek approval of that Strategic Plan subject to any discussions prompted by the matters highlighted at section 4 below.

2. Background

- 2.1 This paper seeks approval of the final draft of a Railways Policing Strategy for the period 2022-27. This is in accordance with Section 55 of The Railways and Transport safety Act 2003; also in accordance with that section of the Act the current draft has been developed by the Chief Constable and her team with periodic inputs from the Authority and its Executive.

3. Issues encountered

- 3.1 As previously reported, the Chief Constable has led work to develop a draft Railways Policing Strategy from 2022 with support from the Authority's Strategy Working Group and the Strategy and Planning Committee.
- 3.2 An early draft of the Plan was socialised with a small 'critical friend' group drawn from industry, passenger and other partners in January and February. Following positive feedback from those early sessions, the Authority wrote to a wider range of stakeholders in February during a period final consultation for four weeks ending on Monday 14 March.
- 3.3 The Authority received written or verbal feedback from over 25 partners including Network Rail, Transport for London, The Rail Delivery Group, individual freight and train operators, passenger representative groups, metro mayors, the BTP Federation, The Department for Transport's WISP team, Scottish Police Authority and Scottish Government.

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- 3.4 The draft attached to this paper at Appendix A reflects the discussion of that feedback at Authority's Strategy and Planning Committee on 2 March and follows a review of final submissions from consultees as at 14 March.

4. Themes emerging from the feedback

- 4.1 As reported to the Strategy and Planning Committee (see Item 6 of that agenda for more detail) overall there was good support for the both the contextual analysis underpinning the draft plan and for the strategic objectives emerging from it.
- 4.2 Feedback provided on that initial draft was constructive and helped the Force and Authority to refine the detail of the Plan. A number of recurring themes emerged from our engagements with partners including;
- Insufficient focus on **freight** – given the prominence of freight in the Government plans for the railways, a number of respondents suggested that the draft could be strengthened in this regard. BTP has updated the Plan in several areas to address those comments.
 - Make clear the importance of Anti-Social Behaviour (**ASB**) to both passengers and staff particular as footfall starts to increase. ASB has been now been mentioned in several additional areas.
 - The proposed objective on **earning trust and confidence** – the original wording was challenged as it implied BTP would be starting from a zero base. This has been updated to say 'build trust and confidence' acknowledging the ongoing journey.
 - Focus on **rail staff** – many of the issues BTP proposed to address were primarily described from the perspective of rail passengers; respondents identified that many of the issues were common to the experience of rail staff while they are working on the network. The wording has been changed in a number of places to better reflect this key service use group.
 - Clarify plans for the **workforce and sustainability** – wording has been refined to give more detail on BTP's proposed areas of focus where this is known
- 4.3 Members may wish to explore two further matters in the current draft which currently do not align with partner feedback.
- **Mission statement** – as currently worded this seems to be focused entirely on crime. Several respondents suggested that the current wording does not fully reflect the breadth of BTP's activity particularly in preventing and responding to non-crime incidents which have an impact on the operation of the railway. This wider focus, partners feel, is what sets BTP apart from Home Office forces.

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- **Commitments to reduce crime, disruption and fatalities** over the life of the Strategy - several partners welcomed the scale of this ambition but urged some caution given the baseline from which BTP will be working. i.e. crime and disruption levels are abnormally low post Covid owing to low passenger numbers and a reduced timetable. Both will very likely increase over the next 3-5 years as the network returns to some sense of normality.

4.4 Some other more general themes were raised in the feedback will be considered via the Chair and Chief's forewords. Those included;

- Restate the scale and duration of uncertainty in the current planning environment
- Why the plans cover 5 years rather than the usual 3
- Recognising BTP's specialism and pride in it
- Overarching ambitions for innovation and collaboration
- Examples of effective partnerships we plan to build on – i.e. safer travel partnerships
- The need to ensure learning from MAI
- Working with partners to maximise visibility - signpost to references later in the document, though not setting a specific objective
- BTP's role in working with partners to maintain good order on the network – an important factor in building public confidence in returning to the railway

We will also record our thanks to partners for their help in developing plans; the quality of the engagement we've had sets the tone for our shared strategic ambition for closer partnership working.

5. Recommendations

- 5.1 The Authority is asked to review the final draft of the Plan attached to this paper at Appendix A; noting that it does not yet contain the Medium Term Financial Plan (MTFP) details to be discussed elsewhere on today's agenda. Members are also asked to note that the final plan will also need to include an explanation of what is, and isn't, included in the MTFP at time of publication.
- 5.2 Subject to any discussion arising from section 4 above, to approve the final draft for publication.

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BTPA / BTP Strategic Plan 2022-2027

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Executive Summary

British Transport Police provides specialist policing for millions of rail, metro and underground passengers, thousands of rail staff and a growing number of freight customers every day. We deliver a secure place for passengers, a hostile place for those who would do harm, and a safe place for vulnerable people encountered on the network. We do this in partnership with the rail and underground industry, wider law enforcement, safeguarding agencies and passenger groups.

The environment in which we police is changing. The importance of anticipating and planning for the future is critical.

This strategy covers the period 2022-27 and has taken account of the risks and opportunities over this time. The years covered by the strategy will see long-term changes to passenger journeys and ways of working influenced by the pandemic, the first steps in the Government's ambitious programme of rail reform, an increase in freight traffic, and the delivery of new services. All of these factors will influence the demand for our policing services, how those services are accessed, how we deliver them and the partnerships through which we achieve success. During this time, we will offer our professional expertise to help rail reform to improve outcomes for passengers and freight customers. Given the significant change faced by the railway industry, we will review this strategy after three years.

There are exciting opportunities to achieve better outcomes for our service users, and to do so more effectively and more efficiently. Our strategy will deepen our partnerships in order to improve the visibility of policing and security resources, by exploiting innovation, information and technologies. It will continue to build the legitimacy, trust and confidence essential to working closely with the public, rail staff and industry to tackle the threats to the rail community.

The context and planning assumptions that support our strategy are:

- The **passenger experience** is central to our success. This is a key ambition for the reform of the railways. Our strategy will:

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- Increase passenger and staff confidence by reducing the most harmful crime and the fear of crime
 - Support the improved reliability of services by reducing police-related disruption to passenger services.
- Whilst incidents of crime on the network have remained low compared to UK norms, the railway and underground will continue to see a wide range of potential **threats, risks and harms**. These include terrorism, organised crime, violence against women and girls, cyber-crime, and the vulnerability of those who use the railway. We will tackle these through strong partnerships, innovation, and specialist policing capabilities.
- The pandemic has highlighted the **importance of freight** to our economy. We will support the Government's ambition to move more goods off the road and onto the railway through reducing police-related disruption to freight services.
- The **demand** for railway policing will change over the next 5 years given trends in passengers, emerging legislation, changes to society and advancements in technology. We will anticipate and adjust our policing approach accordingly.
- **Rail reform** will have significant implications for the delivery of policing and security. We will play our part in the success of this ambitious initiative and help to shape it to maximise public benefit.
- The rail industry will face significant economic challenges over the life of the Strategy. **Efficiency and demonstrating value for money** will be key to our approach.
- Similarly, supporting the rail industry with a sustainable and regenerative approach to policing will be at the heart of how we operate. We are committed to a relentless long-term **net-zero carbon** delivery strategy to realise this ambition.

Our strategy is framed around our vision and mission and will be delivered through 6 objectives:

- Crime prevention and safeguarding to **Reduce the likelihood of people coming to harm on the railways**

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- Target our efforts to ensure **fewer victims of the most serious crime**
- Innovate and collaborate with our partners to **reduce disruption**
- Build **the 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

We are ambitious for the future and the opportunities ahead. This strategy will allow us to work towards our vision of being:

A world leading police force trusted to provide a safe and reliable railway.

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About Us

The British Transport Police is the specialist and dedicated police force for Britain's railways. It provides a service to all passenger and freight operators, their staff and customers across England, Scotland and Wales; policing the London Underground, Docklands Light Railway, the Midland Metro tram system, Croydon Tramlink, Sunderland Metro and Glasgow Subway.

The BTP operates across three major Divisions covering:

- Scotland
- The North, the Midlands, South West and Wales
- London, the South and the South East

At a local level, BTP's seven sub-divisions are broadly aligned with the rail network's major routes and Transport for London's operating area.

A Division encompasses BTP Force Headquarters and central services.

E Division provides BTP's specialist capabilities, including counter terrorism. This is integrated into our wider territorial policing. The strategy had seen an expansion in response to the threat and increased geographic operating capability.



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Our Vision, Mission and Objectives

British Transport Police:

Guardians of the railway, focused on your safety

Our Vision:

A world leading police force trusted to provide a safe and reliable railway

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Objectives:

- 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 crime**
- Innovate and collaborate with our stakeholders to **reduce disruption**
- Build **the 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

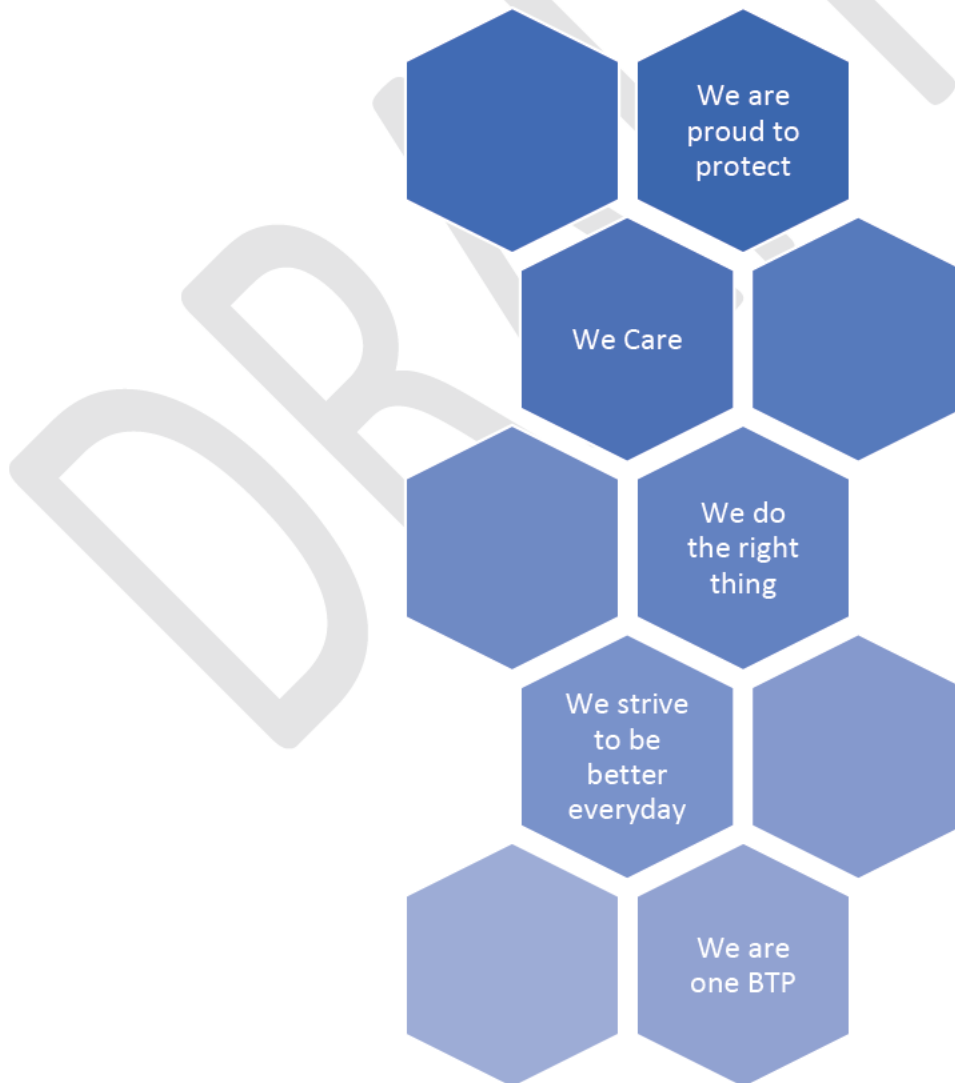
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Us at our Best: Our Values

Values are essential to how we work together, serve the public, and engage with partners. They are the foundations of a police force that is trusted, respected, and whose policing actions are felt as legitimate.

Our people have carefully considered Our Values through engagement across BTP. Our Values will enable us to evidence each day that we are

Us at our Best.



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The Strategic Context

The rail industry is facing a period of change. Working closely with partners, we will anticipate how these changes will affect the demand for the policing services we offer and exploit the opportunities to improve public safety.

The Railways and the Underground

- The railways, Underground, tram and metro systems will increase in their importance over the life of our strategy. Combined with the Government's levelling-up agenda, connecting communities and environmental sustainability, these modes of transport will be critical to the UK economy.
- The railways will need to adapt to significant challenges; from the short-term need to build passenger confidence following the pandemic to adjusting to long-term changes in ridership. Financial pressures will remain considerable as rail providers adjust their business model to meet the new demand. In an uncertain environment, we must be agile in our approach to change.
- Britain's railways are undergoing major reform through the Williams-Shapps proposals. The management of rail services will be transformed with the creation of Great British Railways and reform will deliver improvements to the passenger and freight customer experience.
- The ultimate success of rail will be dependent on more integrated and efficient services, better reliability, increased freight usage and an improved passenger experience that provides a feeling of safety and security.
- A safe and secure environment is the result of a partnership of policing, industry, security professionals, welfare organisations and the public. Rail reform provides the opportunity to deepen these partnerships to deliver policing and security in a more coordinated, effective and efficient way than ever before.

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The Evolving Policing Landscape

- The railway network has long been an attractive target for those who commit crime and exploit the vulnerable – organised crime gangs, including those who profit from County Lines models, sexual predators, terrorists and opportunist offenders. To tackle these perennial threats, reform of the operating environment is essential to making the network a hostile place for offending.
- Tackling the most serious harms (including Violence Against Women and Girls and County Lines), will remain a Ministerial and public priority and the focus for all our people.
- Policing is being transformed by technology, globalisation and the emergence of new, complex social problems; we will anticipate, plan for and adapt to these changes.
- Digitalisation and advancing technologies create vulnerabilities that can be exploited by criminals, yet also provide new opportunities to exchange information and insight, problem solve and tackle threats to public safety together.

Trust and Legitimacy

- Recent years have seen significant public concern over the legitimacy of national institutions, including the police. Britain's policing is based on the principle of consent and having the trust and confidence of the public and rail staff is therefore fundamental to our ability to keep people safe.
- We will have a clear focus on equality and impartiality across all that we do, identifying where our service and outcomes are felt disproportionately by the communities we police, and challenging ourselves to understand why, whilst promoting a learning culture throughout the Force.
- We will build trust and legitimacy through improving our professional standards, actively encouraging internal scrutiny of our organisational policies and processes, and external scrutiny of our policing activities.

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National and Local Accountability

- Accountability to local communities, passenger groups, metro mayors, and the Scottish and Welsh devolved Governments is an important strand of reform.
- Our strategy will seek to deepen accountability nationally, regionally and locally through a consistent ambition delivered by empowered, locally led teams. We will offer a consistent core policing service which recognises local differences and tailors the approach to meet the needs of each environment.
- The Scottish Railways Policing Committee of the BTPA will provide an additional level of assurance and oversight of operations in Scotland through:
 - Accountability and transparency for railway policing in Scotland
 - Oversight and scrutiny of the safe and effective management of railway policing in Scotland
 - Assessing and reporting on value for money in relation to the investment in railway policing for Scotland.

Sustainability

- The railways have an important role to play in contributing to the UK's ambitious sustainability targets. As guardians of the railway, BTP will provide a safe and secure environment through sustainable policing and business practices.
- Evidencing how we consider sustainable options throughout our operations is pivotal to our strategy. It will be a key expectation of our partners and the public.

What are the Implications for our Policing of the Railway?

The strategic summary illustrates challenges in the years ahead, but also emerging opportunities which are yet to be fully understood or exploited. We are committed to an ambitious and innovative approach to keeping passengers and staff safe and the railway running. This will be based on:

- Playing our part in the success of rail reform and the formation of Great British Railways. The 3-year review point of our strategy will ensure we remain aligned to its evolution and delivery.

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- Deepening partnerships to share our ideas and capabilities and to address railway threats and harms together.
- Better integration of policing and security deployments to maximise our collective impact, reach and visibility. The integrated neighbourhood policing programme and its pilot locations is an important initiative in support of this.
- Daring to share information with our partner organisations ethically and legally to better understand and tackle criminality together with all those affected.
- Harnessing the benefits of emerging technologies such as drones, integrated data, artificial intelligence, social media, cyber protection and CCTV to create an 'all informed' railway community and ensure that our resources are deployed at the right place, at the right time.
- Ensuring agile and reflective organisational learning where insights are embedded and assured.
- Committing to the proportionate use of police powers, and welcoming independent scrutiny by providing transparent and easily understood data

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Our Strategic Objectives

Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways

It is vital that everyone who works on or uses the railways to travel for leisure or work, feels safe and is confident to do so. BTP will work with industry, security and wellbeing agencies to ensure that the railway is a hostile environment for the criminal, and to support vulnerable people on the network.

Our Priorities will be:

- Crime prevention by design, target hardening the railway environment to deter volume crime and anti-social behaviour
- An evidence-based approach to tackle each priority crime type, taking learning about what works into how we police the railway
- Developing effective control strategies to tackle threat and harm
- Partnership with wellbeing agencies to protect those most vulnerable to harm or exploitation
- Maximise opportunities throughout the criminal justice system to increase positive judicial outcomes and deter offenders from using the rail network
- Visible policing targeting crime hotspots to provide reassurance to the public and rail staff

This will deliver:

- Fewer victims of crime and anti-social behaviour, per million passenger journeys
- Fewer suspected suicides on the rail network
- An improved positive outcome rate for victims of crime

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Our Strategic Objectives

Target our efforts to ensure fewer victims of the most serious crime

Our people and partners work together to keep the railway safe. There are some who seek to exploit the network for criminal purposes, including terrorism, organised crime and exploitation and sexual offences. Whilst we are keen to apprehend these criminals, our ultimate goal is for fewer people who use the railway to become victims of crime.

Our priorities will be:

- Deliver a Counter Terrorism capability to play our part in keeping the underground and rail network safe
- Target crime that is most harmful to the public, rail staff and our communities, including serious and organised crime and exploitation
- Address the under reporting of sexual offending by making it easier for people to make reports and giving them confidence that we'll take those reports seriously

This will deliver:

- A proportionate counter terrorism capability, integrated with partner resources, and equipped, trained and tested to protect and prepare
- Fewer victims of major, serious and organised crime and exploitation
- A true baseline of unwanted sexual behaviour through an improved victim confidence to report crime and satisfaction in victim care
- From the true baseline, fewer victims of unwanted sexual behaviour

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Our Strategic Objectives

Innovate and collaborate with our stakeholders to reduce disruption

The impact of disruption to the rail network is far reaching – from individual journeys, disruption to the supply chain, and inefficiency for people and businesses across the country. We have a vital role to play in preventing and limiting disruption events caused by fatalities and trespass whilst dealing with the aftermath with compassion and professionalism, so that services can run safely and on time. Throughout this strategy we will build on our world-leading capability to find new and innovative ways to reduce disruption to passenger and freight services.

Our priorities will be:

- Identifying and tackling together, the causes of police-related disruption
- Return the railways to operators as soon as we can, balancing the impact of disruption, public safety, and legal responsibilities
- Work with statutory agencies and the voluntary sector to reduce disruptive incidents
- Collaborate by exploiting new technology, proactively sharing data to ensure our collective approach is targeted, effective and efficient

This will deliver:

- Improved engagement and joint planning with the rail industry
- Reduced police related primary delay minutes per incident
- Reduced societal and economic impact from police related disruption on the rail network per incident

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Our Strategic Objectives

Build the trust and confidence of passengers and rail staff to defeat criminality together

Legitimacy in policing is dependent on public consent and trust so that we can continue to work with our community to understand and tackle potential harms. We understand and accept the public confidence challenges in policing. We will broaden our engagements, strengthen our professional standards and reinforce the internal and external scrutiny by which our policing is held to account.

Our Priorities will be:

- Improve our standards of professional behaviour
- Continue to build public trust through a better understanding of public sentiment
- Enhance external scrutiny of our operational activities, including our use of policing powers
- Listening and adapting to passenger and rail staff voices to shape the services we provide
- Encourage our communities to share perspectives, ideas, information and report crime and incidents to us at the earliest opportunity
- Understanding how we use our powers across all of our communities and tackling disproportionality

This will deliver:

- Improved public accountability of our policing services
- Increased satisfaction with an empathetic and proactive complaints handling process
- Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrongdoing
- Improved external advice, oversight and scrutiny of our policing standards
- Improved public attitude survey results for confidence in policing and sense of public safety

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Our Strategic Objectives

Generate value for money through the exploitation of technology, adapting to meet the future

We can only spend £1 once and have a duty to use our resources in the most effective and efficient way. National and rail industry financial challenges re-emphasise the importance sustainable and value adding investments in public services. We will be ambitious in exploiting technology, modernising how we work and contributing to environmental targets.

Our Priorities will be:

- Targeting our people, assets and activities to the things that generate the most value for the rail community
- Challenging inefficiency, ensuring 'every penny counts' towards our strategic goals
- Transforming our operating model in a sustainable way, to reset where our core capabilities will be most effective
- Meet the key milestones in our plan to become a net-zero carbon police force by 2035
- Designing and delivering a digital, data and technology strategy to enable value driven policing outcomes
- Working closely with our partners to drive better value throughout the rail industry

This will deliver:

- Evidenced steps over the life of the strategy to achieve our sustainability plan
- Strong performance amongst policing in delivering services efficiently against independent audit reports
- The production of evidenced and quantifiable efficiency savings to reinvest where they will have the most impact on our strategy
- A firm belief from our partners that BTP represents good value for money and helps them drive improved value in their own businesses
- Progress against major transformation milestones, evidencing the benefits we deliver

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Our Strategic Objectives

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.

We are proud to be the specialist police force for the railways. An effective and legitimate police force has strong values, an inclusive modern culture, comprises the best aspects of the communities it polices and has the skills and equipment required to do the job. Successful policing requires fresh and modern capabilities that keep ahead of threats and crime; but it is fundamentally about people. We are proud of our people and the difficult job they do. We will ensure they feel valued in a diverse and inclusive working environment. They will have the leadership, skills, tools and first-rate care they need to provide a safe and reliable railway.

Our Priorities will be:

- Better representing the diverse backgrounds and experiences of the communities we serve
- Developing leadership capabilities and ratios to ensure empowerment, empathy and effective support
- Strengthening how we care for our people through a new wellbeing programme
- Modernising our technology, equipment, learning and estates services
- Understand and learn from history, opportunity for reflection and learning and evolution

This will deliver:

- Improved people engagement (survey benchmark increase)
- Improved representation, particularly of gender and ethnicity
- An inclusive workplace where everyone can bring their whole selves to work, evidenced through sentiment analysis
- A more efficient and effective leadership model and upskilling of our leaders to lead
- A workforce with the capabilities and experiences necessary to deliver our strategic plan

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- The most comprehensive wellbeing package in UK policing, reflective of our unique demands; including a peer support network, role specific support, an enhanced psychological support offer and a hub to provide advice and guidance
- Stable, secure, and available technology that supports our digital and data ambitions
- An estate that meets our operational, sustainability and business needs

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Our Medium Term Financial Plan

[Section to be completed]

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Our Delivery Plan

Our Strategic Objectives	Our Priorities	What we will deliver	Major Projects
<p>Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways</p>	<ul style="list-style-type: none"> • Crime prevention by design, target hardening the railway environment to deter volume crime and anti-social behaviour • An evidence-based approach to tackle each priority crime type, taking learning about what works into how we police the railway • Developing effective control strategies to tackle harm and threat • Partnership with wellbeing agencies to protect those most vulnerable to harm or exploitation • Maximise opportunities throughout the criminal justice system to increase positive judicial outcomes and deter offenders from using the rail network • Visible policing targeting crime hotspots to provide reassurance to the public and rail staff 	<ul style="list-style-type: none"> • Fewer victims of crime and anti-social behaviour, per million passenger journeys • Fewer suspected suicides on the rail network • An improved positive outcome rate for victims of crime 	<ul style="list-style-type: none"> • Integrated Security and Policing project. • NICHE Intelligence Module • Agile CCTV • Develop Analytics CCTV • Connect to Industry CCTV • Mobile Platform Interface CCTV • Identification Procedure Remodel • National Law Enforcement Data Project (NLEDP) • Transforming Forensics • Modernising Briefing Project • Resolution Centre • Enhanced Biometrics (HOBS)
<p>Target our efforts to ensure fewer victims of the most serious crime</p>	<ul style="list-style-type: none"> • Deliver a Counter Terrorism capability to play our part in keeping the underground and rail network safe • Target crime most harmful to the public, rail staff and our communities, including serious and organised crime and exploitation • Address the under reporting of sexual offending by making it easier for people to make reports and giving them confidence that we will take those reports seriously 	<ul style="list-style-type: none"> • A proportionate counter terrorist capability, integrated with partner resources, and equipped, trained and tested to protect and prepare • Fewer victims of major, serious and organised crime and exploitation • A true baseline of unwanted sexual behaviour through an improved victim confidence to report crime and satisfaction in victim care • From the true baseline, fewer victims of unwanted sexual behaviour 	<ul style="list-style-type: none"> • CT Review • Violence Against Woman and Girls Programme • Force Capability Review • OSU Capability Review

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Report to: Full Authority
 Date: 30 March 2022
 Subject: BTPA Cover Paper: 5-year MTFP
 Sponsor: Hugh Ind, Chief Executive
 Author: Sarah McGarel, Chief Finance Officer
 For: Approval

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1. Purpose of paper

- 1.1 To act as a cover paper for BTP's 5-year MTFP, providing an update on progress since this was last presented to the Authority in December 2021, and to make recommendations to the Full Authority for approval.

2. Background

- 2.1 The 5-year MTFP was originally presented alongside the 22/23 budget to the Strategy and Planning Committee on 17 November 2021. It was agreed during that Committee that given the strategy was still being developed, *A Force on the Move* was still in the design phase, and the SR outcome was unknown, that the approval of the 5-year MTFP would be deferred to this March Full Authority meeting.

3. Progress since the last quarter

- 3.1 A draft of the Strategic Plan was presented to Strategy&Planning Committee on 2 March 2022, and is presented for final approval at this Authority Committee.
- 3.2 As part of the outcome of the Spending Review 2021, BTPA were successful in securing additional budget cover for spend on Fleet Electrification and London Estates only. This amounts to just over £12m for the 3 years commencing 22/23. This additional budget delegation is not currently cash-backed, and therefore discussions are continuing with DfT as to whether they can provide the cash in the form of a grant-in-aid or a loan.
- 3.3 BTP continue to develop their *A Force on the Move* program, however the investments and benefits plan and profile is not sufficiently mature such that it can reliably be built into the 5-year MTFP. As a result, the MTFP presented for approval to members remains unchanged to that presented previously, completely excluding the elements of *A Force on the Move*.

4. Years 2-5 of the MTFP

- 4.1 Full details of the proposal including the underlying pay and non-pay assumptions are included within the document in the background reading pack and so will not be repeated in this paper. This document is the same document originally presented in November/December, updated for developments as outlined in Section 3. Key points to note are:
 - This is the BAU MTFP. It does not include any possible costs or savings associated with *A Force on the Move*. The March SPC noted that an Investment and Transformation Working Group is in the process of being established by the Full Authority to monitor *A Force*

on the Move issues under discussion. Critical to those discussions will be understanding the process of prioritising the projects planned, relative to their investment and benefits profile.

- The most significant risk to this MTFP is the potential pay award for officers and staff. Currently a pay award of 2% has been assumed within the plan. Any pay award announced by HO/HMT in excess of this assumption will present a challenge and potential financial pressure on BTP given we have followed their decisions on police officer pay awards for the past 40 years. An incremental 1% increase in pay will cost BTP an additional £3m for each full year.
- Further more general inflationary pressures arising from the increasingly tough economic circumstances present a financial risk to non-pay, particularly in areas such as fuel and utilities.
- Members had previously been concerned about the omission of currently unquantifiable items such as the IT remediation costs. This is more relevant to the 22/23 budget (year 1 of the MTFP) given the likely urgent nature of this work. During the December Authority meeting the Chief Constable noted that the scale of likely investment required for IT would be clear by April 2022. BTP is reminded of, and will need to work through, the funding prioritisation framework (referenced in section 6) previously agreed by the Authority when these costs have crystallised.

5. Efficiencies

- 5.1 The 5-year MTFP presented to the Authority in December 2020 was balanced on a commitment by BTP to deliver £24m of efficiencies over the 5 years, although at that time there was no firm delivery plan. The 5-year MTFP presented today removes this efficiency assumption completely, though a small number of efficiencies have been banked in the 22/23 budget as part of closing out BTP2021.
- 5.2 Efficiencies and rebalancing of resources are anticipated within the 5-year plan, however these are expected to materialise as a result of *A Force on the Move* which requires significant upfront investment. In part due to the delay in the development of these plans, the current absence of a strong narrative on future efficiency plans to accompany the new strategy and MTFP is noticeable and we are coming under increasing pressure from DfT as well as some of our operators to be able to demonstrate this.

6. Future Financial sustainability

- 6.1 Members should be reminded that in the December Authority meeting, they approved that any subsequent additional requests for funding, starting with the approved 22/23 budget, would need to be met from (in order of priority) BTP internal cashable efficiencies; cash reserves; Department for Transport grant-in-aid; and finally the option of charging out to industry. This funding prioritisation framework remains critical to the future financial sustainability of the fund, particularly in light of the risks and possible future planned activities which are currently not included within the budget or MTFP, either because they cannot be quantified or because the plans are still being developed.

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7. Recommendations

Members of the full Authority are being asked to:

- Approve the 5-year MTFP, noting that this currently excludes all elements of A Force on the Move.
- Note that the investment and benefits profile associated with *A Force on the Move* is expected to be ready to discuss further with the Executive and Members in Q1 of the new financial year.
- Note the increasing scrutiny on efficiencies and driving out cost, with pressure coming from DfT as well as the wider industry.

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Medium Term Financial Plan 2022/23 to 2026/27

Tracey Martin, Director of Finance & Commercial Services

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Executive Summary

The MTFP was presented to the Strategy and Planning Committee in November 21 and Main Authority in December, which approved 22/23 (Year 1). This pack subsequently seeks approval for the full five years of the MTFP.

Key highlights:

- Total MTFP grows by 5.2% in Year 1 with an average of 3.0% over the MTFP
- Core Police Service Agreement increases by 4.8% in Year 1 with an average of 2.7% over the MTFP:
 - Like for like net increase on the current cost base £4.1m (1.6%). Embeds vacancy factor and efficiencies.
 - New financial pressures responding to Violence Against Women and Girls £1.6m (0.7%)
 - Statutory / fiscal policy changes £3.3m (1.4%)
 - Service expansion of £2.2m (0.7%) for Elizabeth Line and Workplace Violence coordination £2.1 (0.2%)
- TfL Contract value in year 1 is £77.3m; includes Elizabeth Line and estimate for year end adjustments
- Capital investment funded at £12.1m with costs recovered through depreciation
- Revised cash holding policy reducing from £21m to £7.8m, with surplus of £13.2m available to fund new strategy. Drawdown of cash subject to finalisation of investment and rebalancing plan.
- To note that the Portfolio are finalising the strategic investment and rebalancing plan following extensive staff engagement.
- Note the outcome of the Spending Review that:
 - CCTV, Situational Awareness and ESN have not been supported in this round.
 - Fleet electrification and London estates has been supported.
- Note the inherent risks around general cost of living and pay award. NPCC are recommending 3.5% to the Home Office Pay Review Body, which would mean £2.4m in 22/23.

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Planning Context

- This MTFP funds the priorities set out in the overall Policing Plan, delivering through a number of contractual agreements with a range of Funders; including Train Operating Companies, Transport for London, Welsh Government, and the Home Office.
- The MTFP also includes an overview of the proposed new strategy, A Force on the Move, centred around creating a modern and inclusive workforce, pioneering new partnerships, optimising our delivery model and ensuring we are at the heart of future policy changes and sector reform such as Great British Railways integrating policing and security.
- The effects of COVID and Brexit have contributed to volatile economic and supply conditions. In contrast to this time last year, RPI has increased from 1.6% to 3.8% with the recent Budget indicating inflation is expected to continue to rise.
- Public sector pay freezes have been lifted and expectations are high. Pay Review Remuneration Bodies are expected to announce recommendations by April 2022 and are to consider affordability. Pay awards may well fall below inflation and represent a real terms reduction.
- Employee expectations are changing with a greater move to agile, remote and flexible working patterns, and a buoyant employment market as private sector pay has increased to attract staff given the record number of vacancies across the UK that have emerged as a result of the “Great Resignation”.
- Social and public outcries and expectation of Policing to change culture and behaviour seen in recent high profile cases of unwanted sexual behaviour, misogyny, racism, vulnerability, all leading to more complex crime requiring better skilled, trained and equipped officers.
- All of which is changing commuter patterns, demand and the nature of crime, impacting on BTP, which is being addressed through ongoing work and the new strategy to make conscious investment and prioritisation decisions into services which will achieve the most effective outcomes for the travelling public and maintain public confidence in the rail network.

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MTFP Financial Summary

Expenditure	Q1 Budget	22/23	23/24	24/25	25/26	26/27	Total
Pay	248.750	262.461	271.311	280.875	286.654	294.694	1,395.994
Discretionary	7.567	8.420	8.027	8.174	8.324	8.476	41.421
Non Pay	59.694	61.522	62.653	65.018	65.695	66.721	321.608
Projects Revenue	1.900	1.900	1.900	1.900	1.900	1.900	9.500
Tax & Depreciation	12.383	13.175	13.188	13.529	11.468	10.894	62.253
Total	330.294	347.478	357.079	369.496	374.040	382.684	1,830.777
Total %		5.2%	2.8%	3.5%	1.2%	2.3%	3.0%

The overall financial plan sees an increase in expenditure of 5.2% in Year 1, with an average increase of 3.0% across the life of the plan.

Income	21/22	22/23	23/24	24/25	25/26	26/27	Total
PSA Charge	235.076	244.187	249.818	257.738	262.131	266.699	1,280.573
Elizabeth Line - PSA	1.000	2.554	2.612	2.694	2.739	2.786	13.385
Workplace Violence PSA		0.594	0.608	0.627	0.637	0.648	3.113
PSA Income	236.076	247.335	253.038	261.059	265.507	270.133	1,297.072
PSA Charge %		3.9%	2.3%	3.2%	1.7%	1.7%	2.6%
Elizabeth Line - PSA %		0.7%	0.0%	0.0%	0.0%	0.0%	0.1%
Workplace Violence - PSA %		0.3%	0.0%	0.0%	0.0%	0.0%	0.1%
PSA Income % & Ave %		4.8%	2.3%	3.2%	1.7%	1.7%	2.7%

TfL Core	72.458	75.956	79.057	82.621	86.277	89.486	413.397
Elizabeth Line - PSA		0.529	0.551	0.574	0.599	0.622	2.875
Wash Up		0.769	0.786	0.802	0.796	0.809	3.962
Total	72.458	77.254	80.394	83.997	87.672	90.917	420.234
TfL Core %		4.8%	4.1%	4.5%	4.4%	3.7%	4.3%
Elizabeth Line - PSA %		0.7%	0.0%	0.0%	0.0%	0.0%	0.2%
Wash Up %		1.1%	0.0%	0.0%	0.0%	0.0%	0.2%
Total % & Ave %		6.6%	4.1%	4.5%	4.4%	3.7%	4.6%

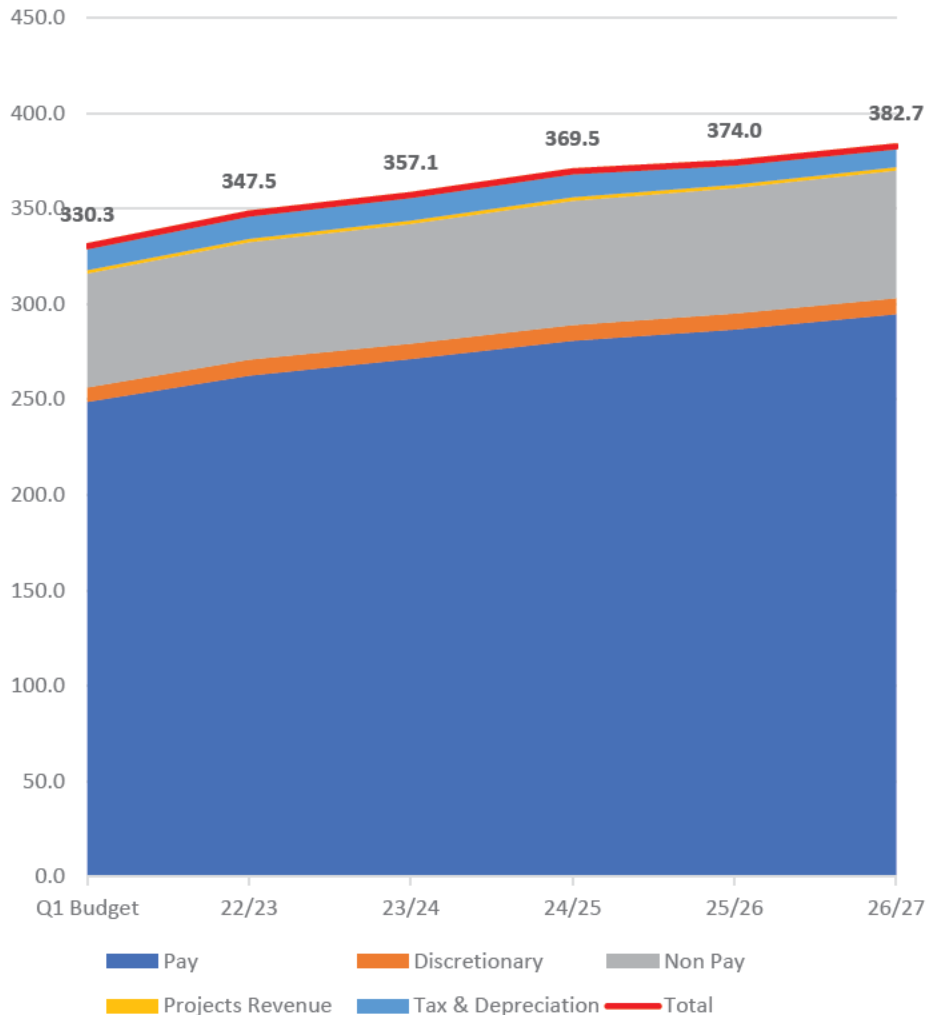
TOC - EPSA Income	14.615	16.382	17.055	17.760	18.514	19.202	88.913
County Lines	4.428	4.428	4.428	4.428			13.284
Other Income / Grants	2.718	2.079	2.164	2.252	2.347	2.433	11.276
Other Income	21.761	22.889	23.647	24.440	20.861	21.635	113.473
Other Income % & Av %		5.2%	3.3%	3.4%	-14.6%	3.7%	0.2%

Total BTP/A Income	330.295	347.478	357.079	369.496	374.040	382.685	1,830.779
Total BTP/A Income % & Av %		5.2%	2.8%	3.5%	1.2%	2.3%	3.0%

Surplus / (Deficit)	0.001	0.000	0.000	0.000	0.000	0.000	0.002
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MTFP Financial Summary

Expenditure Plan £m



- Pay** increases by 5.7% in year 1 with an overall average of 3.4% over the MTFP. No underlying growth in establishment has been included except where funded through agreed contracts. The main cost drivers for the pay award and spine points have been included, with the pay award provisioned at 2% effective from the end of the Pay Freeze, and spine points funded as contractually obligated. Growth for national insurance increases, pension contributions and pension deficit top up is included along with an additional bank holiday for the Queen's Jubilee. Chancellor announced Pay Review Bodies would announce pay proposals by April 2022. A 1% increase is circa is £1.5m in year 1 and £3m thereafter.
- Non pay** has increased by 3.1% with an overall average of 2.2% over the MTFP. Indexation linked to contracts and known price increases on the existing cost base. Cost pressures seen for Home Office collaborations (Single On-Line Home, Forensics, national IT charges), Blue Light insurance premiums, vehicle fuel and maintenance and utilities. The three year rent free period for Baskerville ends in 24/25, updated rent liabilities are included linked to lease expirations and subsequent renewals, flatlining uniform costs from the newly established DHL contract. An increase of 1% on the relevant cost base circa £400k.

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MTFP Financial Summary

- **Depreciation** has increased in year 1 by 6.4% with an overall average of 0.98% over the MTFP. Year 1 due to increasing much needed IT spend and reducing asset replacement cycles from 5 to 4 years. Later year reductions due to reducing depreciation for capitalised improvements on leasehold buildings, driven by length of time of lease to expire. As leases expire and replaced, new capitalised improvements depreciated over the life of the lease, which reduces depreciation.
- **Other financial pressures** - The MTFP includes £2.0m (0.62%) to address demand, operational, organisational and reputational risk identified through internal risk management processes. £1.4m relates to developing our priority regarding the Violence Against Women and Girls / Sexual Misconduct agenda in response to the Everard / Couzens case. £0.54m relates to gaining accreditation of BTP's Forensics service in mitigating risk of prosecution failures due to potentially unsafe evidence, impacting on BTP's legitimacy. £100k relates to increasing capacity to undertake payroll checks following a limited internal audit opinion.
- **Service expansions** – Elizabeth Line, Workplace Violence Co-ordination Team, EPSAs. Workplace Violence one year ending September 2022. MTFP assumes this will continue, evaluation to be completed by June 2022.
- **Cash holdings** - The plan proposes to review minimum cash holdings following analysis of cashflow / credit risk to pump prime investment into the new strategy. If BTP continues with its current treasury policy, the average cash balance across the MTFP is £38.5m against. BTP is taking an extremely prudent approach to cash and is not optimising use of such a valuable asset. A range of options have been modelled against risk appetite, evaluating supplier credit risk and security of income. The Most Likely option recommends reducing the minimum cash threshold from £21m to £7.8m, making £13.2m available for investment without breaching working capital limits and minimising liquidity risk. Paper submitted to ARAC 18th November.
- **County Lines** - The plan assumes continuation of County Lines from the Home Office as part of their 10 year drugs strategy. Home Office SR settlement indicates funding is highly likely to continue.
- **Capital investment** is funded through depreciation charges. The plan £12.1m per annum and continues to invest heavily in Force Infrastructure for technology, estates, fleet, and equipment.

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MTFP Expenditure Bridge

MTFP Bridge Grouping	22/23		23/24		24/25		25/26		26/27		Total		
	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%	Av %
Jubilee Bank Holiday	0.538	0.2%	- 0.538	-0.2%							0.000	0.0%	
External - Pension Contribs	1.270	0.4%									1.270	0.4%	
External - NI	2.810	0.9%									2.810	0.9%	
External - Pensions	0.450	0.1%									0.450	0.1%	
Statutory sub total	5.068	1.5%	-0.538	-0.2%	0.000	0.0%	0.000	0.0%	0.000	0.0%	4.530	1.4%	0.3%
Pay inflation	3.059	0.9%	5.458	1.6%	6.063	1.7%	6.542	1.8%	6.807	1.8%	27.929	7.8%	
Spine points	5.587	1.7%	5.767	1.7%	5.877	1.6%	6.542	1.8%	4.626	1.2%	28.400	8.0%	
Non Pay Inflation	1.259	0.4%	0.934	0.3%	0.970	0.3%	0.660	0.2%	1.160	0.3%	4.983	1.4%	
Rebalance	0.135	0.0%									0.135	0.0%	
Rent Reviews	0.053	0.0%	0.274	0.1%	1.059	0.3%	0.148	0.0%			1.533	0.4%	
Baskerville rent			0.050	0.0%	0.465	0.1%					0.515	0.1%	
Depreciation	0.792	0.2%	0.012	0.0%	0.341	0.1%			- 0.574	-0.2%	0.571	0.2%	
Cost increase sub total	10.884	3.3%	12.495	3.6%	14.775	4.1%	13.892	3.8%	12.018	3.2%	64.065	18.0%	3.6%
Capitalisation of pay	- 0.200	-0.1%									-0.200	-0.1%	
Churn and Strain	- 2.143	-0.6%	- 2.326	-0.7%	- 2.303	-0.6%	- 2.692	-0.7%	- 3.171	-0.8%	-12.636	-3.5%	
Remove Severance	- 0.165	-0.1%									-0.165	-0.1%	
Baskerville rent free period	- 0.515	-0.2%									-0.515	-0.2%	
Baskerville savings	- 0.599	-0.2%									-0.599	-0.2%	
Depreciation							- 2.061	-0.6%			-2.061	-0.6%	
Cost reduction sub total	-3.623	-1.1%	-2.326	-0.7%	-2.303	-0.6%	-4.753	-1.3%	-3.171	-0.8%	-16.176	-4.5%	-0.9%
Net cost increase / decrease	7.261	2.2%	10.169	2.9%	12.473	3.5%	9.138	2.5%	8.847	2.4%	47.889	13.5%	2.7%
Other Financial Pressures	2.038	0.6%									2.038	0.6%	
Other Financial Pressures sub total	2.038	0.6%	0.000	0.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	2.038	0.6%	0.1%
Elizabeth Line - Disc	0.177	0.1%	0.004	0.0%	0.004	0.0%	0.004	0.0%	0.004	0.0%	0.192	0.1%	
Elizabeth Line - Non-pay	0.245	0.1%									0.245	0.1%	
Elizabeth Line - Pay	1.800	0.5%	- 0.034	0.0%	- 0.060	0.0%	- 0.129	0.0%	- 0.207	-0.1%	1.370	0.4%	
Workplace Violence Co-ord	0.594	0.2%									0.594	0.2%	
County Lines end							- 4.426	-1.2%			-4.426	-1.2%	
Service expansion sub total	2.817	0.9%	-0.031	0.0%	-0.056	0.0%	-4.552	-1.2%	-0.203	-0.1%	-2.025	-0.5%	-0.1%
Year on Year Change	17.184	5.2%	9.601	2.8%	12.417	3.5%	4.587	1.2%	8.644	2.3%	52.432	15.0%	3.0%

Cost movements categorised:

- Statutory obligations as a result of government fiscal policy (Year 1 £5.0m, 1.5%)
- Cost changes on the current expenditure base (Year 1 £7.2m, 2.2%)
- Expenditure to mitigate risk (Year 1 £2.0m, 0.62%)
- Service expansions (Year 1 £2.8m, 0.9%)

Police Service Agreement



PSA Bridge Grouping	22/23		23/24		24/25		25/26		26/27		Total		
	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%	Av %
External - NI	1.841	0.8%									1.841	0.8%	
External - Pension Contribs	0.832	0.4%									0.832	0.4%	
External - Pensions	0.295	0.1%									0.295	0.1%	
Jubilee Bank Holiday	0.352	0.1%	-0.319	-0.1%							0.033	0.0%	
Statutory sub total	3.320	1.4%	-0.319	-0.1%	0.000	0.0%	0.000	0.0%	0.000	0.0%	3.001	1.3%	0.3%
Pay inflation	2.004	0.8%	3.242	1.3%	3.917	1.6%	4.190	1.6%	3.534	1.3%	16.888	6.7%	
Spine points	3.661	1.5%	3.425	1.4%	3.761	1.5%	4.119	1.6%	2.476	0.9%	17.442	6.9%	
Non Pay Inflation	0.825	0.3%	0.555	0.2%	0.627	0.3%	0.646	0.3%	0.621	0.2%	3.273	1.3%	
Rebalance	0.088	0.0%									0.088	0.0%	
Rent Reviews	0.034	0.0%	0.163	0.1%	0.684	0.3%	0.145	0.1%			1.026	0.4%	
Depreciation	0.519	0.2%	0.007	0.0%		0.1%	-2.017	-0.8%	-0.307	-0.1%	-1.799	-0.6%	
Baskerville rent					0.300	0.1%					0.300	0.1%	
Cost increase sub total	7.131	2.9%	7.392	3.0%	9.288	3.8%	7.083	2.7%	6.323	2.4%	37.218	14.9%	3.0%
Baskerville rent free period	-0.337	-0.1%	0.030	0.0%							-0.308	-0.1%	
Baskerville savings	-0.393	-0.2%									-0.393	-0.2%	
Capitalisation of pay	-0.131	-0.1%									-0.131	-0.1%	
Churn and Strain	-1.308	-0.6%	-1.400	-0.6%	-1.488	-0.6%	-2.635	-1.0%	-1.697	-0.7%	-8.528	-3.5%	
Remove Severance	-0.108	0.0%									-0.108	0.0%	
Washup changes	-0.746	-0.3%									-0.746	-0.3%	
Cost reduction sub total	-3.024	-1.3%	-1.370	-0.6%	-1.488	-0.6%	-2.635	-1.0%	-1.697	-0.7%	-10.213	-4.2%	-0.8%
Net cost increase / decrease	4.108	1.6%	6.022	2.5%	7.801	3.2%	4.448	1.7%	4.626	1.7%	27.005	10.7%	2.1%
Other Financial Pressures	1.683	0.7%									1.683	0.7%	
Other Financial Pressures sub total	1.683	0.7%	0.000	0.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	1.683	0.7%	0.1%
Elizabeth Line - Disc	0.116	0.1%									0.116	0.1%	
Elizabeth Line - Non-pay	0.161	0.1%									0.161	0.1%	
Elizabeth Line - Pay	1.277	0.5%									1.277	0.5%	
Workplace Violence Co-ord	0.594	0.3%									0.594	0.3%	
Service expansion sub total	2.148	1.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	0.000	0.0%	2.148	1.0%	0.2%
Year on Year Change	11.259	4.8%	5.703	2.3%	7.801	3.2%	4.448	1.7%	4.626	1.7%	33.837	13.7%	2.7%

The PSA element of the overall MTFP seeks a 4.8% uplift in year 1 and an average of 2.7% over the MTFP

- Statutory obligations as a result of government fiscal policy (Year 1 £3.3m, 1.4%)
- Cost changes on the current expenditure base (Year 1 £4.1m, 1.6%)
- Expenditure to mitigate risk (Year 1 £1.6m, 0.7%)
- Service expansions (Year 1 £2.1m, 1.0%)

Capital and Depreciation

	Q1 Budget		21/22 to					
	21/22	22/23	23/24	24/25	25/26	26/27	26/27 Mvt.	% Mvt.
Depreciation	12.372	13.164	13.176	13.517	11.456	10.882	- 1.490	(11%)
Main Assets	9.267	8.649	8.439	8.552	7.519	7.026	- 2.240	(26%)
Leasehold Improvements	2.740	2.889	2.880	2.875	2.250	2.194	- 0.546	(19%)
End User Compute	0.366	1.625	1.858	2.091	1.687	1.662	1.296	80%

	22/23	23/24	24/25	25/26	26/27
Capital Budget	12.100	12.100	12.100	12.100	12.100
Fleet	1.468	1.395	1.342	2.263	2.635
Technology/Software	2.811	2.056	1.814	0.388	0.375
Cyclical replacement	1.180	2.016	2.243	1.924	1.894
Equipment	2.528	2.520	1.749	0.436	1.072
Leasehold Improvements	3.004	3.702	3.238	4.265	3.032
End User Compute	1.109	0.411	1.713	2.825	3.093
London Estates	0.500	7.000			

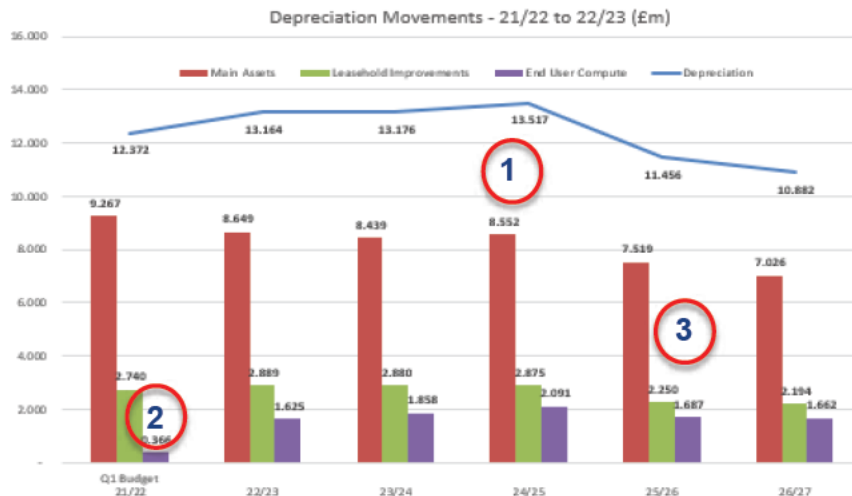
Explanation of key movements:

Includes fixtures & fittings, plant & machinery, motor vehicles and IT related spend with depreciation declining as a result of a reducing proportion of capital budget allocated to these asset types over the MTFP.

Increase in EUC depreciation due to purchasing an additional 2500 new laptops to 21/22

Leasehold depreciation relates to capital spend over the years on improving our buildings. This spend is depreciated over the life of each building's lease. A drop in depreciation levels occurs 25/26 onwards, despite capital spend remaining above £3m a year and London Estates spend of £7.5m. This is as a result of:

- A large proportion of leasehold improvement assets become fully depreciated near the end of 24/25 with the completion of lease terms including Blundell St and FHQ. There is replacement spend in place e.g. London Estates however this value is far less than the value becoming fully depreciated. E.g. the asset value for FHQ was £20.5m.
- London Estates spend is expected to be depreciated over a long period based on an assumed lease life of 20 years. We are therefore only seeing under a quarter of the cost in the MTFP depreciation figures.



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The BTP Spending Review bids submitted (all capital) for 2022/23 onwards were:

- CCTV enhancements to extend coverage
- InfoX technological improvements to CCTV systems
- Emergency Services Network
- Fleet Electrification
- London Estates (capital investment required to support a new operational and corporate hub)

The outcome was that we were successful on just Fleet Electrification and London Estates. We note that the DfT has given us budget cover but no cash funding for these items to date. Finance are in negotiations with the DfT regarding the cash. The budget cover approved is set out below. We would note that the Force plans for London Estates have changed since the bid was made.

	22/23	23/24	24/25
	£'m	£'m	£'m
Fleet Electrification	1.254	2.378	2.444
London Estate Changes	3.598	3.598	0.000
Total	4.852	5.976	2.444

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MTFP Risk / Unfunded Projects

The table below outlines the projects that are currently not funded in the MTFP, and also risk of further cost increases. The majority of projects were submitted as part of the Spending Review and early outcomes indicate they will not be approved.

Risk	MTFP Financial Impact £m	Prob	Mitigation
<p>General inflationary pressures arising from current economic circumstances, including pay and non pay above that funded. Public pressure on pay and general supplies, utilities and energy, and IT hardware.</p> <p>A 1% pay increase has been modelled from 2% to 3% as well as 1% on non-pay.</p>	<p>Pay Rev £14.0m Non pay Rev £2.0m</p>	M	<p>Fund 22/23 from reserves with a view either:</p> <ul style="list-style-type: none"> a) Identify cash efficiencies from current resources b) Charge out in 23/24 MTFP
<p>Possible investment in Technology needed pending the Peer Review by MPS.</p>	TBC	H	<ul style="list-style-type: none"> a) Identify cash efficiencies from current resources b) Charge out in future MTFP
<p>HM Treasury rejecting SR bids for CCTV and Situational Awareness. The capability will support Policing and Security under the GBR construct.</p> <p><i>Risk has crystallised with the outcome of the SR.</i></p>	<p>Cap £25.5m Rev £18.4m</p>	H	<ul style="list-style-type: none"> a) Incorporate into GBR negotiations b) The integrated policing pilot will demonstrate proof of concept and help future negotiations
<p>HM Treasury reject SR bid to fund the transition to ESN</p> <p><i>Risk has crystallised with the outcome of the SR.</i></p>	<p>Cap £17.4m Rev £13.2m</p>	H	<ul style="list-style-type: none"> a) Continue discussions with the Home Office
<p>Additional cost of implementing Police Educational Qualifications Framework (PEQF)</p>	Rev £8.0m	L-M	<ul style="list-style-type: none"> a) Hard review on requirement b) Identify cash efficiencies from current resources c) Charge out in 24/25 MTFP
<p><i>Transport for London Risk impacting on BTP - London Estates capital funding. BTP/TfL 50/50 contribution. The Spending Review has approved BTP's share. The risk is that TfL's financial situation does not allow them to fund their contribution.</i></p>	Cap £7.5m	M-H	

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Report to: Full Authority
 Date: 30 March 2022
 Subject: Appointment of an Investment and Transformation Working Group
 Sponsor: Chair, Strategy and Planning Committee
 Author: Sam Elvy
 For: Decision

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1. Purpose of paper

- 1.1 To propose the establishment of an Investment and Transformation Working Group to the Authority for approval.
- 1.2 To also propose a draft Terms of Reference for that Group to the Authority for review and approval.

2. Background

- 2.1 In support of the BTP2021 change programme, the Authority established a Transformation Working Group which proved to be a useful forum for understanding the emerging detail and subsequent delivery of that transformation programme. It is therefore recommended that a similar forum, with updated terms of Reference, is established to offer the same support and oversight of the ambitious 'A Force on the Move' programme of change.
- 2.2 The Group is proposed as a collaborative endeavour, designed to assist delivery and minimise the risks associated with this ambitious programme of change. In carrying out its work, the Group will seek to minimise the production of new information to service its requirements, instead using briefings and papers developed by BTP for its own planning and oversight discussions.
- 2.3 Under the Code of Governance, such Working Groups may be established in year and their terms of reference are subject to approval of the Full Authority.

3. Recommendations

- 3.1 That Members approve the appointment of an Investment and Transformation Working Group to support and oversee the 'A Force on the Move' programme of change.
- 3.2 Subject to the above, approve the draft Terms of Reference for an Investment and Transformation Working Group attached at Annex A.

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Annex A

DRAFT Terms of Reference – Investment and Transformation Working Group

Purpose

- a. The Investment and Transformation Working Group contributes to the delivery and oversight of the Force's forthcoming change programme, A Force on the Move, by offering opportunities for detailed engagement and advice on behalf of the Authority's Strategy and Planning Committee.

Reporting

- b. A digest of key issues discussed at each meeting will be circulated to the Full Authority for information.
- c. Minutes of Investment and Transformation Working Group meetings will be reported to the Group's parent Strategy and Planning Committee, for information and discussion. The parent Committee shall, if necessary, bring key reports and issues to the attention of the Full Authority.

Responsibilities

- d. To support the Authority in undertaking its assurance role in relation to BTP's forthcoming change programme 'A Force on the Move'. Ensuring risks and interdependencies are identified and considered as part of the planning process.
- e. To support and advise the Force in the design and delivery of the change programme.
- f. To ensure delivery of the key business change and associated business benefits described with the programme.
- g. To ensure that appropriate stakeholder engagement and communication has been undertaken as part of the development and delivery of change proposals.
- h. To support the delivery of recommendations arising from any related internal or external audit or inspection reports.
- i. To make recommendations to the Strategy and Planning Committee with respect to investment approvals following the review of draft business cases.
- j. To commission, with the Force, additional gateway or major project reviews.

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Meetings

- k. The Investment and Transformation Working Group will meet at least quarterly; the exact cycle of meetings will be designed to align with the Force’s programme of change.

Quorum

- l. Half of Group membership (where overall membership is an odd number the quorum is rounded up e.g. membership of five = quorum of three).

Membership

- m. A permanent membership of at least three Members of the Full Authority, to be agreed, with other Members being invited to attend meetings depending on the content of each agenda.

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Report to: Police Authority
 Agenda #: 8
 Date: 30 March 2022
 Subject: 2022-25 Policing Plans
 Sponsor: Chair, Strategy and Planning Committee
 Author: Sam Elvy
 For: Approval

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1. Purpose of paper

- 1.1 To invite the Authority to review and approve the final recommendations for the 2022-25 Policing Plan as endorsed by the Strategy and Planning Committee at its meeting on 2 March 2022.

2. Background

- 2.1 The Strategy and Planning Committee (S&PC) brings together oversight and scrutiny of all strategic planning activities from across the business; this includes the preparation of the annual plans for policing the railways in accordance with section 52 of the Railways and Transport Safety Act 2003.
- 2.2 The Committee is supported in this work by the Authority's Policing Plan Working Group (PPWG) which carries out the detailed research and testing of the emerging plans; and the Scottish Railways Policing Committee (SRPC) which reviews the detail of the proposals for D-Division (Scotland).

3. Engagement and Consultation

- 3.1 The final Policing Plan proposals presented today at Annex A have been developed through extensive research and engagement including:
 - A comprehensive programme of local stakeholder events in October 2021 that were well attended by key industry stakeholders and other partners.
 - Further discussions with the Rail Delivery Group's Policing and Security forums.
 - BTP's Public Attitude Survey 2021. This Public attitude survey assists in identifying policing priorities that matter most to the travelling public who work or travel on the rail network. The survey ran from 5th October to 12th December 2021 and a total of 3,048 valid responses were collected and analysed. This work included

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engagement with the Force's Independent Advisory Groups and booster sampling via panels to improve the representation of respondents.

- BTPA's formal online consultation which was held during January and February 2022 with feedback received from a range of industry stakeholders and other interest groups.

3.2 Engagement with BTPA's Scottish Railway Policing Committee. Members of that Committee have again observed the process throughout, some attending the D-Division local engagement meeting. The Committee was invited to review and comment on the final recommendations for D-Division (Scotland) at its most recent meeting on 15 February 2022. The Committee again recorded that the work to develop the 2022-25 plan was a good example of engagement between BTP and Police Scotland and the respective Authorities; noting that there was alignment of the respective plans for policing where appropriate.

4. Matters to note

- 4.1 The plans are informed by the new Railways Policing Strategy (2022-27) which is presented elsewhere on this agenda for approval; the Chair's foreword will make explicit reference to the relationship to that new Strategy.
- 4.2 For the first time, our new plans cover a three-year period with an annual commitment to review and refresh them with partners to ensure their ongoing relevance and alignment with the new Strategic Plan. That annual review process is described in some detail in the submission to the Strategy and Planning Committee's meeting on 2 March 2022. The intent behind the extended duration of the plans is to help create the conditions to support the Chief Constable's ambition for a new era of partnership working. The improved line of sight on the priorities for the next three years should create greater certainty to encourage a joint focus on those priority topics.
- 4.3 Based on stakeholder feedback, the plan for 2022-25 is again based on a two-tier structure of;
- A forcewide plan
 - Local plans for each Division including A-Division (support functions). Members will note that there is significant alignment of the Divisional and Forcewide plans with local detail primarily being added via nuancing of the measures and indicators.
- 4.4 As in previous years, several themes were identified as being more suitable to address via the various supporting narratives which will appear in the final publication, rather than adopting them as a specific priority with associated metrics. These themes included:

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- Legitimacy will again be shown as a consistent theme throughout the Policing Plan narrative and links to objective 4 in the new Strategic Plan
- Visibility which clearly remains an important area for the Force, passengers and industry partners. As such the commitment to maximising visibility will also be outlined in the Plan’s narrative as it is in the new 2022-27 Strategy.
- The ongoing uncertainty and extent of transformation in the rail environment and the challenge that presents to BTP and its partners to identifying areas of focus.

4.5 As in previous years the final published plans will again include specific sections setting out the objectives and measures for Wales, Scotland (D-Division) and TfL (B-Div Central) reflecting the unique operating environments and relationships in those areas.

4.6 Members are asked to note that BTP has not yet finished work to identify the proposed priorities for A-Division (key support functions) and this work will need to be completed before Plans can be published.

5. Recommendations

- 5.1 Subject to any further comments, the Authority is asked to review and approve the Policing Plans for 2022-25 as set out at Annex A to this paper. Noting that BTP is yet to conclude work to identify the commitments for A-Division.
- 5.2 That the Authority commissions the Executive to work with BTP in concluding the development of the A-Division priorities for 2022-25.
- 5.3 Following approval, that the Authority’s Performance and Delivery Committee reviews its reporting dashboard to identify the key indicators it now wishes to review at its quarterly meetings.

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BTP Policing Plan Proposals

2022 - 25

– 18th March 2022



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We will work with our partners to tackle the following for the railway and Underground:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
<ul style="list-style-type: none"> • Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA 	<p style="text-align: center;"><u>Violence & Aggression Against Passengers</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for; <ul style="list-style-type: none"> ○ Serious violence ○ Weapon-enabled offences ○ Robbery ○ Public Order • Officer tasking activity output for serious violence & weapons crimes; <ul style="list-style-type: none"> ○ Stop & Search ○ Intelligence submissions ○ Weapons seized • Victim Code of Practice Compliance 	<p style="text-align: center;"><u>Violence & Aggression Against Rail Staff</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance 	<ul style="list-style-type: none"> • Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences 	<ul style="list-style-type: none"> • Number of disruption incidents & primary minutes at key locations broken down by category; <ul style="list-style-type: none"> ○ Cable theft ○ Vandalism/ theft ○ Trespass ○ Drunks/disorder/trespass ○ Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots 	<ul style="list-style-type: none"> • Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions 	<ul style="list-style-type: none"> • Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions <i>measure under development</i>

We will work with our partners to tackle the following for the railway and Underground:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
<ul style="list-style-type: none"> • Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA 	<p style="text-align: center;"><u>Violence & Aggression Against Passengers</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for; <ul style="list-style-type: none"> o Serious violence o Weapon-enabled offences o Robbery o Public Order • Officer tasking activity output for serious violence & weapons crimes; <ul style="list-style-type: none"> o Stop & Search o Intelligence submissions o Weapons seized • Victim Code of Practice Compliance 	<p style="text-align: center;"><u>Violence & Aggression Against Rail Staff</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance 	<ul style="list-style-type: none"> • Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) <ul style="list-style-type: none"> o to tackle issues of concern (i.e. graffiti) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences 	<ul style="list-style-type: none"> • Number of disruption incidents & primary minutes at key locations broken down by category; <ul style="list-style-type: none"> o Cable theft o Vandalism/ theft o Trespass o Drunks/disorder/trespass o Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots 	<ul style="list-style-type: none"> • Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions 	<ul style="list-style-type: none"> • Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders, CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions <i>measure under development</i>
			<ul style="list-style-type: none"> • Agreed key locations – TBD with Divisions in new performance year 			

Central Sub Division Policing Plan

We will work with our partners to tackle the following for the railway and TfL (London Underground, London Overground, TfL Rail, Docklands Light Railway, Trams and Emirates Airline):

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
<ul style="list-style-type: none"> Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it Maintain command capability which enables effective command and control of the BTP response to a terrorist attack Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA 	<p style="text-align: center;"><u>Violence & Aggression Against Passengers</u></p> <ul style="list-style-type: none"> Number and % of positive outcomes for; <ul style="list-style-type: none"> Serious violence Weapon-enabled offences Robbery Public Order Officer tasking activity output for serious violence & weapons crimes; <ul style="list-style-type: none"> Stop & Search Intelligence submissions Weapons seized Victim Code of Practice Compliance 	<p style="text-align: center;"><u>Violence & Aggression Against Rail Staff</u></p> <ul style="list-style-type: none"> Number and % of positive outcomes for VAP and public order against rail staff Outcome types for offences against rail staff Through collaboration with TOCs, improvement in % of positive outcome types for rail staff Victim Code of Practice Compliance 	<ul style="list-style-type: none"> Number and % of positive outcomes for volume crime at agreed key locations Officer activity output at agreed key locations (on and off train) Number of ASB incidents Satisfaction levels as determined by the Victim Crime Survey Incident response times, broken down by category (Priority/ Immediate) Number and % of positive outcomes for football related offences 	<ul style="list-style-type: none"> Number of disruption incidents & primary minutes at key locations broken down by category; <ul style="list-style-type: none"> Cable theft Vandalism/ theft Trespass Drunks/disorder/trespass Fatality/injuries involving a train Average fatality handback times Number of PSPs created for PiPP hotspots 	<ul style="list-style-type: none"> Vulnerability concern reports by category Number of repeat presenters and high frequency presenters County Lines data by outcome category No of life saving interventions 	<ul style="list-style-type: none"> Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) Number and % of positive outcomes for sex offences (including breakdown of victim engagement) Number of known offenders being actively monitored Number of applications for Sexual Harm Prevention Orders CBO and wider preventative orders. % of compliance with prohibitive orders for managed offenders Number and % of positive outcomes for hate crime (broken down by factor) Officer tasking activity output for sexual offences & hate crimes Satisfaction levels as determined by the Victim Crime Survey Victim support of prosecutions <i>measure under development</i>
				<ul style="list-style-type: none"> TfL provided lost customer hour 		76

C Division Policing Plan *

We will work with our partners to tackle the following for the railway and Merseyrail underground network:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
<ul style="list-style-type: none"> • Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA 	<p><u>Violence & Aggression Against Passengers</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for; <ul style="list-style-type: none"> ○ Serious violence ○ Weapon-enabled offences ○ Robbery ○ Public Order • Officer tasking activity output for serious violence & weapons crimes; <ul style="list-style-type: none"> ○ Stop & Search ○ Intelligence submissions ○ Weapons seized • Victim Code of Practice Compliance 	<p><u>Violence & Aggression Against Rail Staff</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance 	<ul style="list-style-type: none"> • Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/Immediate) • Number and % of positive outcomes for football related offences 	<ul style="list-style-type: none"> • Number of disruption incidents & primary minutes at key locations broken down by category; <ul style="list-style-type: none"> ○ Cable theft ○ Vandalism/ theft ○ Trespass ○ Drunks/disorder/trespass ○ Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots 	<ul style="list-style-type: none"> • Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions 	<ul style="list-style-type: none"> • Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions <i>measure under development</i>
			<ul style="list-style-type: none"> • Agreed key locations – TBD with Divisions in new performance year 			

We will work with our partners to tackle the following for the railway and subway:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
<ul style="list-style-type: none"> • Maintain specialist operational capabilities which provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist • Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it. • Increase the awareness of the rail industry of the terrorist threat and how they are able to mitigate against it • Maintain command capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT StRA • Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the Ct StRA 	<p style="text-align: center;"><u>Violence & Aggression Against Passengers</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for; <ul style="list-style-type: none"> o Serious violence o Weapon-enabled offences o Robbery o Public Order • Officer tasking activity output for serious violence & weapons crimes; <ul style="list-style-type: none"> o Stop & Search o Intelligence submissions o Weapons seized • Victim Code of Practice Compliance 	<p style="text-align: center;"><u>Violence & Aggression Against Rail Staff</u></p> <ul style="list-style-type: none"> • Number and % of positive outcomes for VAP and public order against rail staff • Outcome types for offences against rail staff • Through collaboration with TOCs, improvement in % of positive outcome types for rail staff • Victim Code of Practice Compliance 	<ul style="list-style-type: none"> • Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations (on and off train) • Number of ASB incidents • Satisfaction levels as determined by the Victim Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football related offences 	<ul style="list-style-type: none"> • Number of disruption incidents & primary minutes at key locations broken down by category; <ul style="list-style-type: none"> o Cable theft o Vandalism/ theft o Trespass o Drunks/disorder/trespass o Fatality/injuries involving a train • Average fatality handback times • Number of PSPs created for PiPP hotspots 	<ul style="list-style-type: none"> • Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category • No of life saving interventions 	<ul style="list-style-type: none"> • Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment (measure for public & rail staff) • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored • Number of applications for Sexual Harm Prevention Orders, CBO and wider preventative orders. • % of compliance with prohibitive orders for managed offenders • Number and % of positive outcomes for hate crime (broken down by factor) • Officer tasking activity output for sexual offences & hate crimes • Satisfaction levels as determined by the Victim Crime Survey • Victim support of prosecutions – <i>measure</i>

Finance	Stop & Search	Contact Management	CCTV & Justice
<ul style="list-style-type: none"> • Fleet Availability - 95% of vehicle fleet to be available during course of each month • Uniform & Equipment Supply - Standard items held in stock to be issued within 7 days 	<ul style="list-style-type: none"> • Supervisor Reviews - % of stop and search forms to have had a Supervisor review completed • iPatrol compliance - % of Officers form to be completed using the iPatrol app to record their searches • Object Found - % of Stop Search forms with object found 	<ul style="list-style-type: none"> • Recording Standards - Priority Crimes (Sex, Robbery, Hate, Staff Assault) to be recorded within 24 hours • Emergency calls – achievement of at least 95% answer rate • Service Delivery - 85% of crime is reported through Non-Telephony channels 	<ul style="list-style-type: none"> • Priority Crimes - 75% of validated CCTV priority crime requests managed services within 24 hours • Pre-Charge Team - to review and respond to 80% of priority cases within 3 working days

Report to: Authority
 Agenda #: 9.1
 Date: 30 March 2022
 Subject: Contract Variation - Tomlinson
 Sponsor: Sarah McGarel - CFO
 Author: Vicky Tanner – Contracts and Compliance Manager
 For: Approval

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1. Purpose of paper

- 1.1 To request approval from the Authority for a £1.76m (inc VAT) retrospective variation to the contract held with J Tomlinson Ltd in connection with the work being carried out to complete the move into Baskerville House.
- 1.2 Per the Scheme of Financial Delegation within the Code of Governance, where a contract needs to be increased in value by more than 15%, approval is to be sought from the original authorising body. The original contract value was £4.08m (incl VAT). An increase of £1.76m represents a variation to the contract value of 43%.

2. Background

- 2.1 The business case for Baskerville House was approved by the Authority in 2021 in support of the move out of Axis House and into Baskerville. The overall budget that was approved was £6.35m (inc VAT, excluding EUC) capital and £0.9m (inc VAT) revenue.
- 2.2 Following a competitive tender process, BTP awarded a contract to J Tomlinson Ltd for the construction contract to fit out the new floor. The total value of the awarded contract was £4.08m capital (inc VAT). Due to the challenges faced by the programme, a decision was made to use J Tomlinson Ltd to procure additional material and services that were outside the original scope of their contract but included with the scope of the overall programme.

3. Contract Variation

- 3.1 The rationale provided by BTP behind the contract variation related to the complexity and time pressures of the project which were further compounded by the impact of COVID on availability of supplies and workforce. By utilising the J Tomlinson Ltd contract these challenges were deemed to be reduced as BTP were able to use the existing workforce to carry out the required works.
- 3.2 The additional works added to this contract covered a wide spread of items ranging from a drainage pump to a sink, to furniture, to costs related to out of hours working. Two of the more significant items of spend were for the outsourcing of the IT cabling installation, and a generator. In respect of the generator, originally the landlord had undertaken to carry out the design works and procurement but had subsequently reneged which left BTP to undertake this work.

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- 3.3 Gleeds was engaged to act as the Prime Contractor on the project, with robust processes to review scope, costs, prices, value for money and assure cost certificates enabling BTP to sign off, approve and pay invoices. This includes where J Tomlinson Ltd subsequently tendered work to sub-contractors.
- 3.4 BTP has acknowledged that due process to secure the variation in writing in advance of instructing J Tomlinson Ltd to carry out this significant additional work had not been followed, but that all parties involved were happy to proceed to ensure the success of the project. The rationale for not following due process provided by BTP was outlined in section 3.1.
4. BTPA Executive review
- 4.1 The Executive has reviewed the blue folder which includes the briefing from the Head of Estates (attached) and minute sheets from Finance, Procurement and the Director of Strategy and Change.
- 4.2 The Executive understands the significance of this project, however does not accept the reasons provided as to why the contract variation was not put in place before the additional work was commissioned. It appears that all parties were aware of and discussed the need for the contract variation at the time, it simply was not actioned.
- 4.3 The Executive accepts the level of scrutiny applied by the Director of Finance & Commercial services to gain assurance that best value for money has been obtained, supported by the assurance from Gleeds that they applied the same process and level of rigour to the additional work as they did to the main work.
5. Strategy and Planning Committee Review
- 5.1 At the meeting held on the 2 March 2022, the Committee members reviewed the contract variation request. BTP acknowledged that the project had not followed the correct commercial governance advice that was provided at the time. BTP were also unable to confirm if they had suffered any loss but confirmed that the process that they had followed had been assured by the project's cost engineers.
- 5.2 It was also noted by a Member of the Committee that if the contract variation had been 50% or greater it could have potentially triggered a challenge. There was also a concern as to whether similar misunderstandings of the current commercial governance processes could occur on other projects and contracts. BTP confirmed that the correct processes were disseminated through BTP via finance workshops and Force meetings.
- 5.3 Following the discussion at the meeting the Committee agreed to endorse and recommend the contract variation to the Authority to approval. The requested lessons learnt paper was presented to the Audit and Risk Committee on the 11 March 2022.
6. Recommendations
- 6.1 For the Members to approve the retrospective approval of the J Tomlinson Ltd contract variation to the value of £1.76m (inc VAT) in accordance with the code of governance and financial delegations.

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Minute Sheet

Subject: Baskerville House – Main Contractor PO Extension

File No. CP/
Minute Sheet 2

This minute sheet requests a variation to the contract value for the Main Contractor at Baskerville House – J. Tomlinson Ltd. This approach has been agreed with finance and commercial colleagues as an appropriate means to deliver the overall programme to cost and time.

Whilst the request is to vary the main contract amount, the programme budget will remain within the original programme budget agreed in the Baskerville House Business Case.

Background

BTP are required to exit Axis House, Birmingham by February 28th 2022. The Business Case for BTP's exit from Axis House to Baskerville House was approved by BTPA during Spring 2021. The funding breakdown within the Business Case consisted of:

Capital - £6.7m (inclusive of £0.4m EUC provision)
Revenue - £0.9m

Further to competitive tender using the CCS framework, J Tomlinson were awarded the construction contract to fit out the new floor. The value of this contract is £3.4m. This cost principally covers works services. Post tender following advice from BTP Commercial a significant part of the overall technology works were added to this contract.

Rationale

The programme has faced some unprecedented challenges. These have been managed by using the Tomlinson contract to procure materials and services that were outside of the contract scope, but within the stated deliverables of the programme. These include:

- Time. The programme is bound by tight timescale with limited ability for flex. BTP need to exit Axis House by Feb 22 (lease end) to enable the site to be prepared for demolition with cost borne by the Department if that demolition is delayed. Time pressures have been compounded by COVID which has had a major impact on the building sector.
- Skills & Services. The COVID pandemic has caused shortages in workforce availability to meet the demands of the timescales stated above. Use of the Tomlinson's contract has provided access to a guaranteed pool of trades people at a time when many suppliers had ceased operations due to the pandemic.
- Materials. Similar to the above, the Covid pandemic and Suez Canal crisis created severe supply issues across the construction industry. By using Tomlinson's contacts, we have benefitted from access to a wider pool of suppliers and have been able to procure materials ahead of critical delivery timescales.
- Technology. There are resourcing pressures within the BTP Technology department that have required some IT specific activity to be outsourced to 3rd party providers to ensure our

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deadline is met. Using the Tomlinson contract for items as cabling installation and procurement has enabled the programme to remain on track.

- Additional or late instructions: The Control Room and Contact Centre at Baskerville must have resilience. This is provided through 2 x uninterruptible power supplies (UPS) and a generator. The Landlord undertook to design, procure and deliver a generator for BTP sole use. After the contractor had commenced on site, the LL reneged on this decision, and requested that BTP design, procure and deliver a generator for BTP use. This became a very late instruction to the contractor and a substantial piece of work and alteration to the contract. Failure to deliver this work risked the transition of the Control Room to schedule.

Costs

The existing Tomlinson contract value is £3.4m. It is requested that this is varied to £4.87m. The additional elements that this has included are shown below:

ADD DESCRIPTION	Inst Nr	
Steelwork Strengthening and Spreader Beams	PMI002 / CE02	£13,000
TER Room Changes - Increase Size, Substitute Racks	PMI006 / CE06	£9,694
Additional IT items in TER	PMI007	£16,371
Early Start on Site	CE07	£20,800
Mechanical Variations - Flushing, Sampling etc	CE08	£13,000
Relocate Chilled Water Valves TER Room	PMI008 / CE09	£4,370
Sub-Ceiling Works to TER, UPS, SB and DSU	PMI008 / CE09	£0
Generator Works	PMI009 / CE10	£520,000
Trench Heating Revisions - South Side	PMI010 / TBC	£1,377
Below and Above Desk Power Requirements	PMI011 / CE049	£19,026
Taser Safe	PMI012 / TBC	£2,194
Mains Cables 4c to 1c	PMI014 / TBC	£58,337
Additional Elite Furniture	PMI015 / TBC	£26,000
Heating Changes Reception Radiators	PMI016 / TBC	£4,363
TER Room Retractable Socket	PMI017 / CE015	£878
Additional Power & Data	PMI018 / TBC	£13,000
CCTV & Access Control Changes	PMI019 / TBC	£6,500
UPS Out of Hours Delivery	PMI020 / TBC	£6,500
Offsite Storage	PMI021 / TBC	£83,353
Control Room Chairs	PMI022 / TBC	£58,426
Sitelink	PMI025 / TBC	£54,353
BITEA	PMI026 / TBC	£107,179
Axis Generator	PMI027 / TBC	£15,192
Basement Storage	PMI028 / TBC	£16,804
Additional Cabling in UPS Room - Riello	PMI029 / TBC	£6,500
CR Locker Room Changes	PMI030 / TBC	£10,400
Radio Controlled Clocks inc Power & Data requirements	PMI032 / TBC	£6,612
Replacement Mesh Ceiling Tiles	PMI034 / TBC	£21,234
Landscaping Amendments	PMI035 / TBC	£1,040
Accelerated M&E Costs	PMI036 / TBC	£26,000
Additional Ductwork Fire Stopping in UPS Room	PMI037 / TBC	£2,954
5th Floor Fibre (BTP IT)	PMI038 / TBC	£1,300
Post Room Changes	PMI039 / TBC	£6,500
Cleaners Sink	PMI040 / TBC	£6,500
Additional Chlorination and Dosing to CWS and LTHW	CE020	£7,203
Clean Earth within TER	CE027	£8,696
Additional Power & Data for Kromers/Snellings	CE028	£4,043
Adaptions to Special Branch Electrical Connections	CE029	£2,230
Additional Data Containment in Ceiling Void	CE031	£7,558
Changes to TER and UPS Lighting	CE032	£13,723
Desk Fit Out Attendance by FMS	CE049	£9,665
Temporary Supplies to TER Room	CE052	£2,979
Changes to Comms Cabinet Isolators	CE053	£3,782
Additional IT Works in TER	TBC	£2,786
Internal Signage	TBC	£11,337
Seating Booth	TBC	£10,327
Pre-Water Samples of existing services prior to commencement	TBC	£1,715
Replace damaged flexible hoses to chilled tiles	TBC	£15,904
Cable Basket Containment for BT and Virgin	TBC	£4,970
Drainage Pump to FCR Breakout Sink	TBC	£2,104
Modifications to trench heating pipework	TBC	£2,737
Replacement end caps to Chilled Tiles	TBC	£4,464
Additional Lockers to Vulnerability Office	TBC	£1,346
Covid Screens to FCC	TBC	£6,687
Covid Screens to FCR	TBC	£19,659
Additional Elite Monitor Arms	TBC	£19,970
Prelims to cover potential revised Completion Date	TBC	£41,600
Temporary Generator Works	TBC	£19,500
Site Manager to Cover Out Of Hours Working	TBC	£23,660
Electrical TER Room Out of Hours Working	TBC	£910
Planet Partitioning Changes - Phased Working, Strike Plates, Additional Manifestations	TBC	£15,600
Mechanical Variations Holding Sum	TBC	£13,000
General Sundries allowance (White boards, coat stands, fridges etc etc)	TBC	£32,500
	Total (£)	£1,470,410



Programme overview

The programme is on track to complete in Feb 22. By the end of January all but the Force Control Room will have transitioned from Axis House.

The current spend for the project as at P11 is £4.4m capital, with a final forecasted spend being £6.1m. Thus leaving a projected underspend of £0.25m.

Whilst this minute sheet is requesting an increase to spend on the J Tomlinson contract, it does not have an impact on the overarching programme spend.

All additional works commissioned through Tomlinson's were commissioned by Gleeds, who are the appointed consultants and assured value for money and delivery.

Professional overview

This has been a challenging project because of the items noted above. Whilst there have been extensions of time added to the original building contract, these have been well managed, and the team have worked with the contractor to reduce delays. There have been variations to the contract throughout the works which have been managed in accordance with the contract. This note recommends that the variation to the contract sum, required because of the extraordinary pressures described above be approved.

Ciara Ryan
Head of Estates Transformation
Estates Transformation

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Report to: Full Authority
 Agenda #: 9.2
 Date: 30 March 2022
 Subject: Breach of Digital Spending Control
 Sponsor: Chief Executive
 Author: Hugh Ind
 For: Decision

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Purpose of Report

1. To share with Members the proposed memo to Department for Transport outlining the circumstances of a breach in Digital Spending Control.

Background

2. Members will read elsewhere on the agenda within my Chief Executive's Report the following update (paragraph 7.1).
 - a. Members will recall that in my September 2021 update to Members (paragraph 7.2) I informed them that I had authorized BTP to go to market for the development of an app, despite outstanding questions from the Govt's Central Data and Digital Office (CDDO). In December 2021's update (paragraph 4.5) I updated that the CDDO had refused to authorise this development, but that further engagement was planned.
3. This separate paper asks Members to approve a memo for DfT/NAO to inform them of this failure to adhere to the strict terms of my Accounting Officer delegation and the reasons for that.

Recommendation(s)

4. That Members support and approve the contents of the memo ahead of its submission to Department for Transport.

Memorandum

To: Dan Moore, DFT
 From: Hugh Ind, CEO
 Subject: Breach of Digital Spend Control
 Date: 22 March 2022

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Annex B of my Accounting Officer delegation letter links to a series of controls on different of types of expenditure. One of those sets of controls is the Cabinet Office Spending Control – described as including ‘controls over most types of discretionary expenditure’. Within this, there are specific controls on Digital and Technology spend. I believe version 4 of that document (updated 10/8/21) covering the ‘non pipeline’ process applies to me as Accounting Officer at BTPA.

This memorandum informs you that I have approved the development of an application aimed at helping to keep women safe on the rail/underground network in the absence of Central Digital and Data Office (CDDO) approval. Funding for this development had been approved by the Home Office as part of their ‘Safer Streets’ initiative. In their, and our, assessment this initiative has the potential to deliver a material improvement on female travellers’ feelings of safety. The Home Office are expecting to pay BTP £550k to cover the costs of development and marketing. However, I believe that in approving this expenditure, I have acted outside paragraph 5.8.1 of the relevant Cabinet Office control which requires CDDO approval on all “non business as usual digital spend of over £100k”.

My attached note to the Chief Constable of 9 December grants my approval for this expenditure and details my rationale for doing so at that time and in the face of a decision from CDDO not to approve the expenditure. From consideration of the reasons given for that decision and after discussion with the relevant BTP team, I concluded there was a reasonable chance that CDDO would reconsider their decision and that development should proceed in the meantime.

Now that we have reached the end of the financial year, and with the development of the app well advanced, it has become clear that CDDO do not plan to revisit their initial decision to refuse permission. I can see that, given the passage of time and the advanced state of development any revisit now of the original CDDO permission process may seem moot. I do take comfort, though, from the continued engagement of CDDO with the development including around the user acceptance testing process.

That there is no prospect to re-engage on the initial decision leaves me with a breach of the control as linked via Annex B to my Accounting Officer delegation letter and as described above. This memorandum formally informs you of that fact.

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BTP expect to spend £550k against the Home Office Safer Streets grant for this development and launch is planned for May/June of this year. The Chief Constable and colleagues within BTP remain firmly of the view that improvements in the feelings of safety can be delivered via this mechanism and for that reason BTPA has continued to support its development.

I understand that the Home Office are reviewing some of the Grants under their 21/22 Safer Streets Fund and have selected this Grant to BTP as one of the ones for closer attention. This process may throw up lessons including on how to deal with such Grants which also need CDDO approval. I imagine BTP/A are in a small minority amongst Safer Streets Grant recipients of being subject to central govt spend controls as well as the normal controls of the Grant Regime.

I am copying this memorandum to Matt Kay at the NAO.



Hugh Ind
CEO

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Memorandum

To: Lucy D'Orsi, Chief Constable

CC: ACC Doyle, DCS Furnell, DCI White, Sarah McGarel,
Vicky Tanner, Lynsey Marshall

From: Hugh Ind, CEO

Subject: Spending on Safer Streets App

Date: 9th December 2021

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This note records my approval for BTP to spend the grant the Home Office has awarded for the development of a digital platform accessible across Great Britain to help BTP ensure passengers are, and feel, safer on the rail network. Specifically, I am content that BTP commits this grant in advance of Cabinet Office approval of this project.

In authorising this spend, I have reviewed the original application to the Home Office, the grant agreement with the Home Office and the reservations expressed by the Central Digital and Data Office to date. I have also reviewed the terms of my delegation from the Department for Transport. Finally, I have had a useful conversation with DCI Sarah White on development to date.

In strict terms, a review of Cabinet Office controls on digital spending (linked to Annex B, attached to my delegation letter from DfT) should mean that expenditure of this scale and type should not be committed in the absence of CDDO approval. We have explained the situation and consulted with DfT and the NAO to understand the risks of non-compliance. I judge that on this occasion, it is reasonable to seek that approval in parallel with the development of the platform.

My reason for reaching this conclusion is based on the time limited nature of this grant. It is clear that the Home Office, up to and including Ministers, see value in the development of this application for keeping passengers safe. It is also clear that their own restrictions mean this grant needs to be spent in 21/22. Further, I have reviewed the concerns of CDDO which have led them to withhold approval to date and I am satisfied that it is reasonable to anticipate those concerns will be resolvable before the end of March 22 and/or that those concerns go to matters which are ultimately for the judgement of BTP/A.

Principal among the CDDO concerns is the requirement for more information on the market research undertaken. This is a key part of CDDO usual assessment criteria. I am reassured by what I have read and by conversations with DCI White that the research and reports of London Travelwatch, Rail Delivery Group, White Ribbon and the Suzy

Lamplugh Trust (amongst others) should be enough to assuage this concern in due course.

I note CDDO also expressed concerns over deliverability in the available timescale. Clearly, further delays in approving the spend will not help there. More importantly, I am reassured that BTP has found a partner who will be able to rely mostly on what they have previously developed. This offers reassurance on deliverability and, indeed, should bring down costs.

I have had a further conversation with DCI White re the CDDO concerns about the ongoing costs of running this platform beyond the expiry of the Home Office Grant. I am reassured that such costs will be absorbable as business as usual and no additional request will be made of BTPA for the ongoing funding of this platform.

CDDO raise legitimate concerns about GDPR compatibility. DCI White reminded me of the existing compatibility and process within BTP to ensure GDPR capability across a range of functions. It is valuable that CDDO highlight this risk. But responsibility will continue to rest with BTP/A for ensuring compliance and I am confident we have mechanisms in place.

Last, CDDO express concerns on the reputational risk to BTP were this public facing platform to misfire in some way. I know DCI White is fully alive to this risk over this platform – as with others BTP operate. CDDO advice is welcome but the reputational risk rests with BTP/A. At this stage, I assess the potential benefit outweighs this risk.

I note that the Home Office has awarded the funds, remains convinced by the business case and is anxious to see development in this financial year. As such, I see no material financial risk to BTP/A. The financial risk of failure, such as it is, rests with the Home Office and they continue to be happy to hold that risk.

All this leads me to conclude that development of the platform should proceed. As it does, I take comfort from DCI White's assurance that she will continue to seek CDDO approval and I have seen offers of help from DfT colleagues also to facilitate that dialogue. I ask that the BTP continues to press for this approval and keeps BTPA closely informed of progress.

As part of that I would be grateful to receive from the Project Team by the middle of January a breakdown of the anticipated spend on the Project.



Hugh Ind
CEO

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report to: Police Authority
Date: 30/03/2022
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 has recently been reformatted with sections now corresponding to the 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.

2. FOCUSED ON THE FUTURE

2.1 **Great British Railways (GBR)** – It is vital that we seek to engage with Great British Railways (GBR) as it takes shape, given the impact which the creation of GBR will have on the entire industry as well as BTP. However, I am cognisant that the 120 page Williams-Shapps Plan for Rail mentioned BTP just twice, and policing and security is not among the GBR Transition Team's key priorities. Ultimately, if we do not successfully engage with GBR and secure a position from which we can shape the landscape, then there is a palpable risk that BTP will not be involved or considered in key decisions which may have safety and security implications.

2.2 Given that there is an estimated cost of £1bn for security for rail annually, and the cost of BTP is approximately £330m, there are inevitably efficiencies which can be made. BTP has recently employed an economist to demonstrate BTP's value for money. The ambitious review work being undertaken by ACC Gregory - alongside BTPA's Kate Carr - is also vital to this. It will be advantageous for us both to be propositional about the future of policing and security on the railway, particularly for BTPA as an independent public body. There are a number of challenges in this area, not least the entrenched views of some industry stakeholders around BTP's priorities. This is an opportunity to demonstrate

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Security Classification and Handling Instructions of document are detailed on page 1

the unique value of BTP, and our ambitions for the future of the railway as reflected in our proposed 5 year strategy.

2.3 Our economist is looking into how we can capture the value we provide to the industry, wider society and where our return on investment (internally) varies – offering us choices in relation to tactics and deployments. I understand we are the first police service in the UK to make such an appointment. Once this work matures, I envisage more compelling submissions to key Committees to improve accountability.

3 A NEW GENERATION OF PARTNERSHIPS

3.1 **Security pilot schemes** – The current policing and security structure in the UK railway network's major hubs and public spaces sees BTP and a range of non-police partners undertake a variety of roles and responsibilities. e.g. security contractors, retail security, customer response (with a partial role in passenger security) etc. Each location has a unique complexion. There is significant variation in the current levels of collaboration to oversee the management of public space and the focus on policing and security and, as the Manchester Arena Inquiry has demonstrated, security arrangements around key public spaces can lack interoperability and purpose.

3.2 The Security & Policing Integration Project seeks to discover whether a more consistent and collaborative policing and security arrangement can be realised to match the passenger-focussed ambitions of the Williams Shapps Plan for Rail. This is an opportunity to harness the collective energy of the rail industry, its policing and its contractors to drive a more consistently value-adding approach to policing and security on the network.

3.3 The project, led by ACC Allan Gregory has selected five pilot sites at Kings Cross & St Pancras, London Bridge, Stratford, Leeds and Birmingham New Street. The present plan is for the first site – Kings Cross / St Pancras – to operationalise first during April with other sites joining in short succession. The whole project will last for twelve months to extrapolate the learning. It is possible – depending upon early positive assessments – that further locations could be added into the project as it progresses.

3.4 To date, the aims and objectives of the project have been comprehensively socialised with industry colleagues with the support of the Authority, and BTP's own baseline assessment of policing and security arrangements at the five pilot sites has been completed. Network Rail and TfL have agreed a common baseline assessment for all of their sites – the report on their baselining activity is due in shortly and will be assessed in conjunction with BTP's own assessment for the most thorough view of policing and security activity at each site – everything from frequency of current meetings and shift strengths through to contractual hourly obligations for non-policing partners. BTP-specific metrics have been agreed and shared with Analysis & Insight who intend to support performance monitoring with a

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Security Classification and Handling Instructions of document are detailed on page 1 dedicated micro-site. Further partner-specific metrics will be captured to provide an aggregated assessment of the impact of the project. In terms of network staff confidence levels, the academic partner will have a role to survey staff objectively as part of the academic assessment.

4 A MODERN AND INCLUSIVE WORKPLACE

4.1 **Senior leadership structure** – A Force on the Move will ensure we have the right structures and capabilities in place across the Force to achieve our future ambitions. As part of this work, we have recently completed a review of roles and responsibilities within the Chief Officer Group which senior leaders contributed to late last year. Organisational Change has moved to the Deputy Chief Constable’s portfolio, the Smarter Working programme to the Director of People and Culture, and Estates to the Director of Finance and Commercial. Information Management and the Senior Information Risk Owner responsibilities to the DCC and Technology will report directly to me, until a Chief Officer for Digital, Data and Technology (DDaT) is appointed, and the new Directorate formed. The recruitment for this role is currently with the Authority – I am keen to support this to ensure we make a strong appointment at pace to realise our DDaT ambitions. I would like to take this opportunity to formally thank Simon Downey who has left us recently for his exceptional work over many years. As my longest serving Chief Officer, Simon has delivered significant transformation, from the tough efficiencies the Force needed through BTP2021 to a state-of-the-art new Birmingham hub in Baskerville House. He has worked tremendously hard to get our Force to where it is today, ready for the next chapter.

4.2 **Recruitment** – Diversity has improved across our intakes for 2021 in comparison with the preceding year. Our ethnic minority entry is in line with the ethnic minority working age population, and above it for PCSOs (24%). However, despite a 9% increase in female entrants, there is far more to do to become representative of the female working age population. From April we have officer intakes planned every three weeks, plus 5 PCSO and 3 transferee intakes throughout the year. A recruitment plan is underway, to get us to establishment sooner than our current forecasts suggest. The key areas of focus are a PCSO and Transferee Campaign, being developed with the support of Corporate Comms, a re-joiner scheme and the exploration of temporary investigators to support Crime. We do of course need to take a careful approach to transferee’s to ensure that we do not negatively impact on our desire to reflect the diverse makeup of the communities we serve.

4.3 **Inclusion & Diversity** – Karen Wiesenecker has joined BTP as Strategic Head of Inclusion and Diversity (I&D) following 30 years in policing including secondments to Liverpool John Moore’s University and College of Policing. Karen has worked for many years within I&D either heading up the teams or chairing and being part of internal and national staff associations. Key milestones for I&D include creating a team who feel valued

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Security Classification and Handling Instructions of document are detailed on page 1 and have a sense of belonging and who are capable, competent and credible, setting up a robust, consistent and sustainable performance management approach with supportive governance structures and creating safe spaces to learn through conversations.

5 OPTIMISING OUR SERVICE DELIVERY

5.1 **Crime** – Our recorded crime year to date (47,641) is 32% less than 2019-20 levels (69,747). With the end of all lockdown restrictions across England & Wales in February, it was predicted that crimes may start to increase. However, crime levels have remained relatively steady & close to patterns seen in 2019-20. Other points of note include:

- The number of active investigations has now increased back to pre-pandemic (12,778) with the bulk of the investigations being over 6 months in duration (3,184). There principal causes and response to this is being led by our Crime Command and is being monitored through the Force’s Assurance, Risk, Integrity and Compliance Board chaired by the DCC, with a view to reducing this figure where appropriate.
- Victim code of practice compliance is currently sitting at 79%, slightly lower than what was recorded in December (84%). The DCC has a clear focus on improving delivery in this area.
- Year to date, the 24hr crime recording level is at 72% and the 72hr crime recording is at 84%). Priority crimes (robbery, sex & violence) have all been recorded within the 90% target time.

5.2 **Violence Against Women and Girls (VAWG)** – Our drive to optimise our policing services through tackling of VAWG in all its forms continues. This year to date we have recorded 1,946 sexual offences. Whilst this is 12.6% reduction compared to 2019/20, there have been an additional 917 incidents involving some form of sexual harassment an increase of 177% compared to 2019/20. I consider this increase to be a measure which demonstrates greater awareness of the types of behaviour constituting harassment and increased confidence in reporting to BTP due to the focussed campaigns with RDG, Crimestoppers and TfL. Reports will continue to rise, with the Crimestoppers campaign being launched across Scotland this month. Similarly, the ‘**Railway Guardian**’ app is being developed through a £550k grant from the Home Office Safer Streets initiative and is due to launch in May. This will be accompanied by a campaign targeting bystanders, designed to complement the recently released Government ‘Enough’ campaign.

5.3 Our commitments under Op Cerium lead by DCS Paul Furnell have seen national operational activity focussed on increasing visibility during the night-time economy period. Since December, there have been 515 separate patrol activities carried out, including 2,216 train patrols generating 46 arrests, 473 stop and accounts, 67 stop

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Security Classification and Handling Instructions of document are detailed on page 1

searches and 45 safeguarding interventions. This has now been supplemented by all non-frontline officers at BTP committing to carrying out 2 days activity a month to support our VAWG strategy.

- 5.4 An enduring challenge continues to be our understanding of the true picture around the vetting of staff across the industry. Whilst we are working closely with TfL and RDG and in the process of commissioning research to provide greater clarity, this is a particular area of concern which I believe will need pragmatic standardisation to mitigate the potential risks to staff and public posed by the lack of an agreed approach presents.
- 5.5 I have also previously mentioned our desire to enhance our response to victims of Rape and Serious Sexual Offences (RASSO) to ensure that the victims receive the best support possible and that offenders are rigorously pursued. Sadly, we have recorded 16 instances of rape on our jurisdiction this calendar year¹ and whilst we have secured 5 charges in 2022 raising our detection rate to 31%, we must do better, and we will. Consequently, all rape offences are now investigated by our most experienced detectives within Major Serious and Organised Crime, with responsibility resting with a DI overseen by a DCI. A Rape Review Panel is now conducted every two weeks to ensure that each investigation is being robustly conducted, and we have recently introduced independent membership to provide further oversight and expertise.
- 5.6 **Technology** – The Technology Department has recently overseen several major updates to our IT infrastructure. All BTP sites will benefit from end user computing refresh the by the 31st March which will result in upgrades to 147 locations and the rollout of 2,500 new equipment installations. The Department has played a vital role in supporting the relocation from Axis House to Baskerville House, enabling a seamless transition for BTP’s Birmingham colleagues and ensuring that critical technology was moved across with limited disruption. We have also released a new Cyber Security strategy; a key milestone in ensuring that the Force is given the required protection, especially given the increasing cyber threat levels. IT colleagues have overseen the delivery of a new network migration to deliver new high-speed data circuits at Ebury Bridge which will drastically improve reliability of CCTV with our railway partners.
- 5.7 **London Estate:** Work progresses on rationalising our London Estate under the leadership of Tracey Martin. A board has been established to monitor the programme and a steering group including TfL partners to review the consolidation options. We are currently preparing two business cases – the first is to demonstrate the benefit of collaboration and a single site for all of our people. Authority support of this option will then inform the second business case, which will analyse a number of sites, with a

¹ this figure does not include instances where reports are made to us but occurred off our jurisdiction.

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recommendation to develop one. The lease expires on FHQ on 22 12 2024, so in order to complete the necessary commercial and governance approvals, develop a new site, move from Albany and FHQ and carry out dilapidations, a decision needs to be reached with the Authority as whether to proceed with the single site option by the end of April 2022. This is to ensure that we achieve the transition before the lapse of the existing FHQ lease. Should an agreement be reached in April, then a full business case for this option will be completed and submitted to the Authority in June and, anticipating this is ratified, we then plan to submit this to the Cabinet Office and DfT for their ratification prior to the commencement of a 12 month procurement and design process.

6 RECOMMENDATIONS

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

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Report to: Full Authority
 Agenda #: 11
 Date: 30 March 2022
 Subject: Chief Executive's Report
 Author: Hugh Ind, CEO
 For: Information

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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 30 March 2022 meeting.

2. Strategic Financial Issues

2.1 2021/22 Outturn

At the February Performance and Delivery Committee, BTP reported a forecast of 21/22 outturn approximately on budget. Within this, a forecast underspend of £5m on pay costs had permitted BTP to manage various pressures including pension deficit payments, continuing Covid costs, extra costs of IT contractors and provision for the Stockwell Six. In the eventuality that BTP recruits and retains staff and officers to plan during 22/23, this financial flexibility will no longer be available

As expected, we received just over £10m DfT grant this month and just over £1m from London Continental Railways as part of the settlement for early exit from Axis House in Birmingham in February. This removed any risk that the approx £6.5m costs of moving to Baskerville House would represent a further financial pressure. It also provided funds for urgent remedial estates work elsewhere on BTP estates. These extra estates funds must be committed by the end of this month or be returned to DfT.

2.2 MTFP 2022/23

This meeting will take a paper on the MTFP for 2022/23 which decision the Authority had deferred from its December meeting. In the event, this is a relatively straightforward financial plan for approval. It does not yet include provision for some of the key elements of A Force on the Move or parallel BTP investments. Proposals for such are beginning to crystallise. However, BTP and Strategy and Planning Committee are in agreement that the time properly to assess the viability and affordability of these Investments is in the first quarter of 22/23.

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Two potential investments are already on the table - Advanced Fleet Electrification (£9m in 23/4 and £8m in 24/25) and Staff Pay Reform (£5m in 23/4, repayable over 3 years subject to successful negotiation and delivery). The costs of moving out of Force HQ in 24/25 are not yet as clear. Our expectation is that those costs – along with some other elements of A Force on the Move - should be clearer during the first quarter of 22/23 to enable BTP and BTPA fully to consider relative priority and funding options. As a reminder, at its December meeting, the Authority decided that such further funding should come from (in order of priority):

- BTP internal cashable efficiencies
- Cash reserves
- DfT grant in aid (or loans)
- Charges to the rail industry

Contemplation of these competing potential investments may well prove difficult in Q1 2022/23. In addition, a separate key financial risk for 22/23 already lies simply in the potential pay award for officers and staff. The 22/23 budget assumes a 2% pay rise. As inflation rises, the pressures on HMT/HO for a larger increase will grow. We have followed the HO/HMT decisions on police officer pay for the last 40 years, so would have limited options to depart from any decision to award a higher than 2% increase. Each additional 1% increase in pay requires an additional £3m per full year to fund it.

2.3 Charges

We have communicated the 22/23 Charges to Police Service Agreement holders as per the recent approval of Authority Members (A027 on BI). The 4.1% increase includes an investment in policing for the Elizabeth Line and in combatting workplace violence for rail staff. Executive Team colleagues will meet DfT officials on 1 April to demonstrate our Cost Allocation Model and to make the case for simplification even before GBR is likely to engender significant changes. It remains my shared view with Sarah McGarel that we should persuade DfT colleagues to accept changes earlier than GBR and that we may need to bring in extra support to help make this change.

A separate paper for this meeting seeks formal BTPA agreement to us setting aside the usual 'wash up' process for our 20/21 charges (instead the 20/21 underspend was topsliced from 22/23 charges). Some risk remains in making that change. That to effect such a small non-controversial change has required such a great deal of time and process underlines the resource that would be needed more fundamentally to adapt or alter the Model.

2.4 Efficiencies

While efficiencies from BTP21 and otherwise continued to contribute to the budget build for 22/23, we currently lack a sufficiently compelling shared

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strategic narrative with BTP on future efficiency plans. Sarah and I have started this dialogue with COG colleagues. In separate fora, both TfL and DfT colleagues have been pressing for this strategic narrative in recent weeks. That pressure is only likely to grow.

3. Leadership, Strategy and Risk

3.1 Authority Members

Just to note formally the arrival of five new Members of BTPA who have begun to observe and contribute to our work since the beginning of February. With colleagues in the Executive Team, I look forward to working with all the new Members over the coming years.

3.2 Assistant Chief Constable

At its meeting on 31 January, the Appointments, Appraisal and Remuneration Committee agreed to the extension of Allan Gregory's appointment as ACC until the end of 2022. This is in line with the recommendation of last year's review by PA Consulting into the Chief Officer Group Structure and ways of working and to allow time for further consideration of COG ways of working in the light of the A Force on the Move programme. The PA Report is on BI at BI30. We expect to reach a decision on the future of this role this summer, leaving time to organise an open recruitment should that follow from the further consideration.

3.3 Other COG roles

The same PA Report covered a range of issues which the Chief Officer Group continue to consider. One recommendation was for the creation of a COG lead role of Director for Digital, Data and Technology. The Authority is currently looking for a search partner to help with that recruitment. This role was recommended at the expense of the role of Director of Strategy and Change – as explained in more detail at B126 on BI. Simon Downey has left BTP since the last meeting of the Full Authority with the thanks and appreciation of many colleagues at BTP and BTPA past and present.

3.4 Board Effectiveness

At our workshop on 1 February, Members agreed six Goals to guide our work over the next couple of years. After the Authority meeting on 30 March, we will have a further chance to discuss how to meet these Goals and any implications for our ways of working. This focus contributes one element of our implementation of last year's Board Effectiveness Action Plan. The results of our 2022 review of Board Effectiveness will be shared with Members in May.

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In my December 2021 report to Members, I stated my own belief that there is more BTPA needs collectively to do to support and challenge BTP on Equality, Diversity and Inclusion matters, in particular. This is also true of the oversight of BTP's Legitimacy in general. These continue to be areas of significant public focus as well as areas where precisely what constitutes effective oversight are hard to pin down. It's notable that APCC and NPCC are grappling with much of this currently too. Last week's breakfast briefing as well as the arrival of a new lead for Strategic Inclusion and Diversity at BTP should help us galvanise and focus on this important work.

3.5 Risk Management

Since the last meeting of the Full Authority, two risk deep dives have taken place and been presented in Audit Committee – covering Major Incidents and Technology. BTP's Risk Manager has since left the organisation which, combined with Lynsey Marshall's planned departure from BTPA, presents a concern for the progress of the risk deep dives and the continued embedding of risk management overall. It is relevant to note also that a Risk Management Internal Audit is in progress and alongside looking at the resourcing requirements of the team, it is expected that there will be other findings to address.

3.5 COG/BTPA Ways of Working

I have previously shared information with Members on the work awarded to Deloitte to update our Codes of Financial Governance and to look at BTPA/COG ways of working (A023). Deloitte start work with us this week.

4. **Other Strategic Issues**

4.1 BTPA Strategy 2022/27

It's important to reference here the separate paper before this meeting on our new Strategy. Many partners have commented on the good quality of engagement in this process. Beyond this, I leave the separate paper and draft Strategy to speak for themselves.

4.2 Policing Plan 2022-25

Similarly, I should reference that this meeting has before it a draft new policing plan (shorter term and more granular about our ambitions than the Strategy).

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4.3 Manchester Area Inquiry

The Authority has previously remitted to its Audit Committee the role of applying oversight to BTP's response to the ongoing Manchester Arena Inquiry. The Audit Committee's 11 March meeting took a comprehensive and informative report on progress to date. Papers from that meeting are available on BI as are monthly updates from Lynsey Marshall drawing on her role as a member of BTP's Gold Group. Members are welcome to ask for further information at any time.

4.4 Home Office Policing

Part of BTPA's role is the need to stay across developments in policing more generally just as much as we need to stay across strategic developments in the rail industry. Both spheres are particularly 'busy' at the moment. In terms of policing only, I would draw Members' attention just in the last month to:

- [The Police Foundation: Strategic Review of Policing in England and Wales](#) :
- [Home Office: Part 2 of the Police and Crime Commissioner Review](#)
- [Inclusive Britain Review: Govt response to the Commission on Race and Ethnic Disparities](#)
- [Lord Harris' follow up report to his 2016 review of London's preparedness for a terrorist attack](#). While the follow up review has found significant progress has been made by all agencies in responding to the 2016 recommendations; the 2022 report makes a series of new recommendations including a number for BTP.

As usual, BTP & Exec Team colleagues will ensure relevant issues for BTP and BTPA are progressed, but we welcome questions or comment from Members on any of the above.

4.5 Policing and Security on the Railway

Members know that Kate Carr joined BTPA in January to further develop our thinking on the future possibilities for policing and security on the Railway. She is working closely with ACC Allan Gregory on his focus on this joint work at five stations. I expect to be able to share the products of Kate's work with Members over the next quarter. Her contract with BTPA finishes early in July.

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5. Pensions

5.1 New Staff Scheme

Members approved the introduction of a Defined Contribution pension scheme for staff a year ago. The Secretary of State has yet to approve the introduction of this new Scheme. In the last quarter, Sarah McGarel and I have discussed the proposal with officials at HMT so we hope to be able to share developments soon.

5.2 Officer Scheme Valuation

Members will recall the expressed concern of The Pension Regulator that the Police Officer Pension Scheme had a significant deficit at December 2018, a position not shared by RPMI or BTPA. In recent months, DFT/HMT and RPMI discussions have made significant progress such as to lead to The Pension Regulator confirming in writing (twice) that they have no current intent to take enforcement action against BTPA. This provides welcome breathing space for progress to be made, though we now have the added complication of running the Dec 2021 valuation exercise alongside the as yet unresolved Dec 2018 valuation exercise. The BTPA Pension Working Group continues to have a closer view of developments.

6. Executive Team

6.1 Since the last Authority Meeting, we have welcomed Katie Stanton (Stakeholder Engagement and Communications Manager) back from maternity leave. Pam Christie, her maternity cover, duly left us in January. Lynsey Marshall (Finance, Audit and Risk Manager) has secured a role as Director within an Arts Venue closer to home and will leave us early in June. Kate Carr's contract is up early in July and we will also be looking for maternity cover for Sarah McGarel from September. So, a fair amount of change to be worked through in this small Executive Team over the next few weeks.

6.2 As some Members will already have seen, we have moved to 2nd floor of FHQ which accommodation we expect to occupy until the planned exit from FHQ in 2024. We are grateful to BTP colleagues for the fact of and smoothness of our moves.

7. Controls

7.1 Railway Guardian

Members will recall that in my September update to Members (paragraph 7.2) I informed them that I had authorized BTP to go to market for the development of an app, despite outstanding questions from the Govt's Central Data and Digital Office (CDDO). In December's update (paragraph 4.5) I updated that the CDDO had refused to authorise this development, but that further engagement was

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planned. A separate paper for this meeting asks Members to approve a report for DfT/NAO to inform them of this failure to adhere to the strict terms of my Accounting Officer delegation and the reasons for that.

7.2 Tomlinsons Contract

A separate paper before this meeting explains the circumstances in which a contract with Tomlinsons to fit out Baskerville House went beyond its original value without the necessary permissions and what steps are being taken to prevent an occurrence. This was considered by the Audit Committee on 11 March.

7.3 Oracle Licences

Earlier this month, Members approved an £800k spend retrospectively to pay for Oracle Licences which had not been updated over a period of two decades (A026 on BI). The paper had been endorsed by Strategy and Planning Committee at its meeting on 2 March. A further paper on the management of Licences will be commissioned for further consideration by the Audit Committee.

8. **Decisions between Scheduled Meetings since December 2021**

- 8.1 **A022 Pension Consultation Proposals.** The Full Authority approved a proposed increase in contributions for the Staff Pension Scheme effective from 1 April 2022, and for the Executive to engage further with TSSA on the continued viability of the Scheme (10 December 2021).
- 8.2 **A024 Redundancy Package.** Appointments, Remuneration and Appraisal Committee approved a proposed package, in accordance with its terms of reference (7 February 2022).
- 8.3 **A026 Oracle Licenses Renewal.** The Full Authority approved a capital spend to renew Oracle Licenses to support key IT systems (8 March 2022).
- 8.4 **A027 Police Services Agreement Charges 2022/23.** Following scrutiny by Strategy and Planning Committee, the Full Authority approved the Police Service Agreement (PSA) Core Charges 2022/23, and the wash-up charges for two freight operators for 2020/21 (14 March 2022).
- 8.5 **A028 Contract Variation – End User Compute.** Strategy and Planning Committee provided scrutiny and approval for a contract variation for End User Compute to be submitted to the Full Authority for consideration at its meeting on 30 March 2022 (21 March 2022).
- 8.6 For completeness Members will note that Serials A023 (Corporate Financial Governance Consultancy Work) and A025 (Draft Director of Digital, Data and Technology Job Description) were issued to Members for consultation, rather than as formal decisions in between scheduled meetings.

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