

[6 December 2022] Agenda Pack - Full Authority

MEETING
6 December 2022 10:00

PUBLISHED
1 December 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
DoubleTree by Hilton Manchester Piccadilly, One Piccadilly Place, 1 Auburn Street, Manchester, M1 3DG	6/12/22		10:00
1. Apologies		Chair	
2. Declarations of Interest		All	
3. Minutes		Chair	
4. Actions		Chair	
5. Risk Profile		Chief Executive	10:00
5.1. [Background Pack] Joint Strategic Risk Register			
6. [TO FOLLOW] British Transport Police Budget and Medium-Term Financial Plan 2024/2028		Director of Finance and Commercial Services	10:10
6.1. [Background Pack] Strategy and Planning [15 November 2022]		Chair Strategy Committee	
6.2. British Transport Police Authority Budget and Medium-Term Financial Plan 2024/2028		Chief Executive	
7. 21/22 Net Wash Up Charge		Chief Executive	10:40
8. 2021/22 Wash Up Process and Permanent Removal		Chief Executive	10:50
9. 2023/24 Charges Update & New Methodology		Chief Executive	11:00

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DoubleTree by Hilton Manchester Piccadilly, One Piccadilly Place, 1 Auburn Street, Manchester, M1 3DG	6/12/22		10:00
10. Policing Plan Annual Review 2022/23		Head of Strategy, Planning and Engagement	11:10
11. Inclusion and Diversity		Project Director	11:20
11.1. [Background Pack] Draft Inclusion and Diversity Strategy		Joint Force/Executive	
11.2. Police Race Action Plan		Joint Force/Executive	
12. Chief Constable's Report		Chief Constable	11:40
13. Chief Executive's Report		Chief Executive	11:50
Break			12:00
14. Manchester Arena Inquiry		Assistant Chief Constable	12:10
14.1. [Background Pack] Audit and Risk Assurance [18 November 2022]		Chair Audit Committee	

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
DoubleTree by Hilton Manchester Piccadilly, One Piccadilly Place, 1 Auburn Street, Manchester, M1 3DG	6/12/22		10:00
15. Committee Minutes			12:30
15.1. [Background Pack] Appointments, Remuneration and Appraisal [7 November 2022]		Chair	
15.2. [Background Pack] Performance and Delivery [7 November 2022]		Chair Performance Committee	
15.3. [Background Pack] People and Culture [16 November 2022]		Chair People Committee	
15.4. Scottish Railways Policing Committee Chair - Verbal Update in advance 13 December 2022		Chair Scottish Railways Policing Committee	
16. Any Other Business		All	
17. Non-Public Minutes		Chair	12:40
18. Meeting Evaluation		Martin Richards	12:45

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Minutes

Full Authority

Tuesday 27 September 2022 at 11.00am at BTP FHQ, 25 Camden Road,
 London, NW1 and via Microsoft Teams

Present:

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

Apologies:

Mike Gallop
 Craig Mackey

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Rubeela Qayyum (Chief Financial Officer and Deputy Chief Executive)
 Stephanie Calvert (Co-Head of Governance and Compliance)
 Raquel Cortes (Member Engagement Manager) (Teams) (Item 8)
 Kate Carr (Project Director)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Lucy Yasin (Co-Head of Governance and Compliance)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Lucy D'Orsi (Chief Constable)
 Sean O'Callaghan (Assistant Chief Constable)
 Craig Ellis (Deputy Chief Information Officer) (Item 12)
 Rachael Etebar (Director of People and Culture)
 Mike Furness (Head of Deputy Chief Constable's Portfolio) (Item 18)
 Allan Gregory (Assistant Chief Constable)
 Tracey Martin (Director of Finance and Commercial Services)
 Karen Wiesenekker (Head of Strategic Diversity and Inclusion) (Teams)

External

Oliver Mulvey (Department for Transport Sponsor Team)

Hannah Walsh (Weightmans) (Item 18)
Kim Webster (Rail Delivery Group)

Apologies

Agenda Item 1

1. Apologies were received from Mike Gallop and Craig Mackey.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 29 June 2022 be approved.

Actions

Agenda Item 4

4. **RESOLVED**, that the update on Action 8/2022 be noted, and Actions 2/2022, 4/2022, 7/2022 and 9/2022-15/2022 be closed.

Risk Profile

Agenda Item 5

5. Members noted that the Performance and Delivery and People and Culture Committees had undertaken a joint risk deep dive on People and Legitimacy on 12 September 2022 (Item 15.6).
6. **RESOLVED**, that the risk profile be noted.

Q2 Financial Position and Medium-Term Financial Plan Development Update

Agenda Item 6

7. Members considered a report of the Director of Finance and Commercial Services regarding the Q2 Financial Position and the development of the Medium-Term Financial Plan and the following points were made.
 - a. Members were not convinced of the usefulness of modelling against a gross establishment figure, but acknowledged points made by the Force to the effect that a gross figure allowed for flex within which the Force could manage personnel need.
 - b. In response to a concern from a Member, an Assistant Chief Constable acknowledged that *reduction of investment in volume crime* could be better articulated to reflect that the Force would be targeting investment at combating high harm volume crime and the best outcomes for stakeholders.
 - c. Members agreed with the Chief Constable that it would be necessary for the Authority – and the Department for Transport – to make choices on what

activities the Force focused its efforts on, guided by the agreed Strategic Plan and Policing Plan(s).

- d. A Member noted that the Authority and Force should be prepared to manage a flat-cash scenario.
- e. In response to a question, the Director of Finance and Commercial Services noted that the Force would avoid using Reserves to fund business-as-usual activity. The Chief Executive added that use of Reserves would be subject to Authority approval.
- f. A DfT Sponsor Team representative noted that wider industry finances remained incredibly difficult and would likely remain so for the next couple of years.
- g. The Head of Strategy, Planning and Engagement noted that messaging around options within the MTFP would need to be well articulated in forthcoming Policing Plan Refresh stakeholder workshops.
- h. Members noted that the MTFP 22/28 would be submitted to Strategy and Planning Committee in November 2022 and the Full Authority in December 2022.

8. **RESOLVED**, that the paper be noted.

Strategic Diversity and Inclusion

Agenda Item 7

Force: External Scrutiny

Agenda Item 7.1

- 9. Members considered a report of the Head of Strategic Inclusion and Diversity regarding External Scrutiny and the following points were made.
 - a. Members welcomed the report and encouraged the Force to start making incremental progress on areas within the remit of the proposed review.
 - b. Members noted the importance of ensuring outcomes from the review should be aligned with the workplan of the Authority's Stakeholder Engagement Working Group.
 - c. All noted that there was potential for Members to attend meetings of external scrutiny groups (Action 16/2022).
 - d. In response to a question, the Head of Strategic Inclusion and Diversity clarified that next steps included completion of central oversight work and reporting lines should take place during October 2022.
 - e. The Chief Constable noted that the Force needed to consider where legitimacy was overseen within the Force in a strategic sense. Moreover the Force would need to proceed with care on the review to ensure the contribution of in many cases long standing critical friends was recognised. Lastly, the Authority had a crucial role in holding the Force to account.

- f. The Chief Executive noted that the review would aim to ensure messages arising from external scrutiny would be communicated to the right audiences within the Force – and that messaging should also be escalated to the Authority.
 - g. An Assistant Chief Constable added that there was a wider potential mapping exercise to include industry. Separately, he drew Members' attention to the involvement of an IAG to oversee Force stop and search tactics during Notting Hill Carnival.
10. **RESOLVED**, that a review of Force external engagement be undertaken to take forward the findings of the paper both with a view to ensuring mechanisms were streamlined and that key themes arising from the various elements of external scrutiny reach Force Chief Officer Group and BTPA Members in a timely way. The remit should be broadened to include the review making recommendations where existing external engagement could be streamlined e.g. reduction in groups.

Executive: Oversight of Diversity and Inclusion Agenda Item 7.2

11. Members considered a report of the BTPA Project Director regarding the challenges in providing effective and legitimate oversight of inclusion and diversity in policing; and the following points were made.
- a. A Member commented that, in her view, the cross-over in oversight between Performance and Delivery Committee and People and Culture Committee with regards to legitimacy was positive, given this ensured fresh and varying perspectives. The key question for the Authority was how it provided a *unique* level of challenge to the Force.
 - b. In response to a question, the Chair of Audit and Risk Committee noted that strategic inclusion and diversity was captured within the Committee's assurance framework, as well as the Executive's oversight mapping.
 - c. In response to an observation by a Member on the availability and use of data, there was a consensus that the data was already available at Committees and the focus should be on improving *how* the Authority and its stakeholders approached inclusion and diversity; how they could ensure they asked the right questions in the right way.
 - d. A Member noted the potential for Members to demonstrate their personal commitment by becoming equality and inclusion allies/sponsors as noted in section 6 of the paper and welcomed the opportunity to revisit their oversight of inclusion and diversity at their meeting on 6 December 2022.
12. **RESOLVED**, that Members,
- a. Acknowledge and reflect on the scale of the challenge, as described in the paper, in providing effective oversight of inclusion and diversity.
 - b. Confirm their commitment to further exploring and implementing the opportunities for effective oversight outlined within the paper at section 6. Specifically:

- i. How they will seek to develop their understanding of the impact of difference by engaging with impacted communities through external scrutiny mechanisms.
- ii. How they can support BTP's internal work on inclusion by sponsoring workstreams underpinning the I&D strategy.

Member Engagement

Agenda Item 8

13. Members considered a report of the Co-Heads of Governance and Compliance regarding Member Engagement and the following points were made.
 - a. Members welcomed the paper and requested that a forward calendar – covering medium-term and longer-term events be uploaded to *Board Intelligence* to allow Members to plan their commitments in good time (Action 17/2022).
 - b. A Member agreed that feedback forms were necessary but noted that some softer elements of engagement e.g. conversations on the margins of meetings did not lend themselves to formal feedback.
14. **RESOLVED**, that Members endorse the proposals outlined within the report, in summary that,
 - a. The Executive develop a menu of options for Member engagement outside of committees.
 - b. That Member engagement total circa 10 days of an individual Member's commitment to BTPA activity.
 - c. The provision of engagement briefing notes by the Executive, and submission, where appropriate, of feedback forms by Members.
 - d. The Member Handbook be updated in line with the proposals above.
 - e. The proposals be reviewed after six months to assess their effectiveness in practice (Action 18/2022).

The meeting was adjourned between 11.40am – 12.10pm.

Chief Constable's Report

Agenda Item 9

15. Members considered the Chief Constable's Report and the following points were made.
 - a. The Chief Constable placed on record her thanks to officers and staff for recent work in policing both the Queen's Funeral and Notting Hill Carnival. Planning had now started for New Year's Eve and the Coronation. The Chief Constable then summarised written sections of her report.
 - b. In response to a question regarding the staff survey, the Chief Constable replied that respondents felt leadership at a Superintendent and police staff-equivalent

level and above was too focused on management and lacked visibility. The Director of People and Culture added that the Force had launched its Leadership Development Programme to address the identified issues of which it had been aware.

- c. In response to a question regarding the effective use of CCTV, the Chief Constable replied that a centralised policy directive from central government would be necessary to ensure equality and consistency of coverage.
- d. In response to a question, the Chief Constable replied that she was not aware of any changed behaviours from stakeholders in light of economic challenges e.g. reduced lighting at stations.
- e. In response to a question on the Force's conversion of its vehicle fleet to electric vehicles, the Chief Constable confirmed that the Force's strategic ambition was unchanged despite the wider economic context, but ultimately this would be subject to receiving clarity from the Full Authority/Department for Transport by end of October 2022 on whether the Force could proceed. Any decision to the contrary would have its own economic implications e.g. procurement of new petrol/diesel vehicles and hire costs.

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

Chief Executive's Report

Agenda Item 10

- 17. Members noted the Chief Executive's Report. A Member commented that the Authority should be mindful, when engaging with the Scottish Government, of the original BTP/A position regarding operations in Scotland when integration was discussed in 2018.

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

Business Case: London Estate

Agenda Item 11

Committee Cover Report – Business Case: London Estate

Agenda 11.1

- 19. Members considered a committee cover report regarding the Outline Business Case: FHQ Data Relocation and the associated outline business case. The following points were made.
 - a. A Member commented that the business case could be made more robust through including more detail on the advantages of the more expensive single-site recommended option, alongside detail on how BTP/A would contract and fund TfL to deliver the capital works. The business case could also include a description, in the financial case, for how much contingency was required within, or in addition to, the proposed [REDACTED]
 - b. Whereas Members felt it was not required within a refreshed business case, they nevertheless felt that detail could be provided to them, in parallel, of how much BTP/A needed to spend to reach RIBA Stage 4 (including on procurement),

whether it was possible for BTP/A to fund the project to Full Business Case in parallel with seeking Cabinet Office approval.

- c. Members felt that a degree of engagement with the Cabinet Office was necessary to ensure the Outline Business Case was given as much additional context as possible.
- d. In light of the comments made, Members were not minded to approve the Outline Business Case in its current form and requested that an amended business case taking into account points made at the meeting be submitted to them for decision outside of the meeting.
- e. Members noted the fact that the decision-making timeline was reaching a critical stage given the lease expiry of FHQ, and therefore requested a one-pager timeline setting out the critical decision-making path of all stakeholders up to and including delivery of the project.
- f. Members endorsed the various comments made by Strategy and Planning Committee made on 15 September 2022 regarding points of detail within the business case, albeit deferred taking a decision on the overall business case pending the further amendments outlined above being made.

20. RESOLVED, that Members request,

- a. That the Director of Finance and Commercial Services amend current London Estate Outline Business Case prior to submission to DfT/Cabinet Office. In being condensed the business case should,
 - i. make clear the benefits of a single location over the cheaper split site location – and quantify those benefits as far as possible.
 - ii. Include in the commercial case a description how BTP/A will contract with and fund TfL to deliver the capital works.
 - iii. Include in the financial case a description on how much contingency is included within the [REDACTED] (e.g. inflation, delivery risk) including alternative accommodation (adding that info if it is not already included within the [REDACTED]).
 - iv. Use 'hub' in place of 'HQ' e.g. London 'hub'.
- b. That the Director of Finance and Commercial Services provide in parallel but not within the business case,
 - i. Confirmation of how much BTP/A needs to spend to reach RIBA Stage 4, including procurement.
 - ii. Confirm if BTP/A can fund the project to Full Business Case in parallel with seeking Cabinet Office approval.
 - iii. Have a one-page appendix setting out critical decision-making path to delivery.

- c. That alongside an amended business case, the Chief Executive identify key Cabinet Office stakeholder(s) with whom BTP/A can engage/make London Estate presentation to.
- d. That the Force and Executive work towards, as far as possible, an amended outline business case being circulated to Members by 7 October 2022 with a decision deadline of 11 October 2022 (Action 19/2022).

[Background Pack] Business Case: London Estate
Agenda Item 11.2

21. **RESOLVED**, that the Business Case: London Estate be noted.

Business Case: FHQ Data Relocation
Agenda Item 11

Committee Cover Report – Business Case: FHQ Data Relocation
Agenda 12.1

22. Members considered a committee cover report regarding the Business Case: FHQ Data Relocation and the associated business case.
23. **RESOLVED**, that Members, noting the endorsement provided by Strategy and Planning Committee,
- a. Approve Option 1 (Complete delivery of phase 1 to relocate main data centre from FHQ to an external data centre at [REDACTED] as well as install additional disaster recovery infrastructure at [REDACTED]).
 - b. Approve total project funding of £[REDACTED] capital and £[REDACTED] revenue.
 - c. Approve ongoing business-as-usual revenue funding of £[REDACTED] over five years with funds identified within the Medium-Term Financial Plan.

[Background Pack] Business Case: FHQ Data Relocation
Agenda Item 12.2

24. **RESOLVED**, that the Business Case: FHQ Data Relocation be noted.

TfL & Train Operating Companies: 21/22 Outturn vs Budget
Agenda Item 13

25. Members considered a report of the Chief Financial Officer regarding the 21/22 Outturn vs Budget and the following points were made,
- a. The Chief Executive noted that, while it was important to agree upon the correct allocation of the 21/22 overspend between TfL and other PSA holders, it was not yet necessary to decide how that overspend should be funded (e.g. via a charge out to PSA holders in 23/4 or via funds from Reserves). That decision would better be taken in the round with all other funding pressures once crystallized by the current MTFP exercise.

26. **RESOLVED**, that Members,

- a. Approve a total wash-up charge of [REDACTED]m for 21/22, noting that this was allocated as wash-up charge to TfL of [REDACTED]m and a charge to core PSA holders of [REDACTED].
- b. Approve that the Authority take a decision once the MTFP is near finalised whether the wash-up charge for core PSA holders be carried forward and included as part of the 23/24 provisional charge calculation and TfL charge be charged directly or for the overspend to be funded differently within the MTFP.

British Transport Police Annual Report 2021/22

Agenda Item 14

27. **RESOLVED**, that the British Transport Police Annual Report 2021/22 be noted, in line with s56(1) of the Railways and Transport Safety Act 2003.

Committee Minutes

Agenda Item 15

[Background Pack] Audit and Risk Assurance [8 September, 5 July and 23 June 2022]

Agenda Item 15.1

28. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 23 June 2022 be noted.
29. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 5 July 2022 be noted.
30. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 8 September 2022 be noted.

[Background Pack] Appointments, Remuneration and Appraisal [28 June and 4 May 2022]

Agenda Item 15.2

31. **RESOLVED**, that the minutes of the Appointments and Remuneration Committee meeting held on 4 May 2022 be noted.
32. The Chair noted that the appointment of the preferred candidate for the Director of Digital, Data and Technology had not been successful, and that he had suggested to the Chief Constable that she take the opportunity to review the future of this proposed post.
33. **RESOLVED**, that the draft minutes of the Appointments and Remuneration Committee meeting held on 28 June 2022 be noted.

[Background Pack] People and Culture [6 September and 21 July 2022]

Agenda Item 15.3

34. **RESOLVED**, that the minutes of the People and Culture Committee meeting held on 21 July 2022 be noted.

35. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 6 September 2022 be noted.

[Background Pack] Scottish Railways Policing [2 September 2022]

Agenda Item 15.4

36. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 2 September 2022 be noted.

[Background Pack] Performance and Delivery [7 September 2022]

Agenda Item 15.5

37. **RESOLVED**, that the draft minutes of the Performance and Delivery Committee meeting held on 7 September 2022 be noted.
38. The Chief Executive drew Members' attention to the levels of disproportionality facing BAME persons with regards to Stop and Search and reassured Members this continued to be monitored.

[Background Pack] Joint Risk Deep Dive – People and Legitimacy [12 September 2022]

Agenda Item 15.6

39. **RESOLVED**, that the draft note of the joint risk deep dive into People and Legitimacy held on 12 September 2022 be noted.

[Background Pack] Strategy and Planning [15 September 2022]

Agenda Item 15.7

40. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 15 September 2022 be noted.

Any Other Business

Agenda Item 16

Full Authority Appreciation for Officers and Staff

41. **RESOLVED**, that Members note their gratitude for the hard work, professionalism and dedication of Force officers and staff in recent weeks, given the high tempo of operational commitments to Op London Bridge, Notting Hill Carnival, and routine yet important deployments across the network to keep the travelling public safe.

Meeting Evaluation

Agenda Item 17

42. Bill Matthews delivered an evaluation of the meeting and the following points were made.
- a. Members had dealt with some significant items of business including the Medium-Term Financial Plan, Equality, Inclusion and Diversity, and London Estate and FHQ Data Relocation business cases.

- b. In welcome contrast to his experience on other Boards, Members had spent little time discussing *how* they approached items on the agenda, thus allowing space for more insight.
- c. He welcomed the robust oversight of the Force as evidenced by the handling of the London Estate business case. On the other hand, he noted the importance of celebrating the good work of the Force e.g. delivering Op London Bridge.
- d. The high calibre of challenge, in his view, belied the fact five Members of the Board were relatively new and that the wider Board had not spent much time together face-to-face.

Manchester Arena Inquiry: Management of Civil Claims

Agenda Item 18

- 43. Members considered a report of the Deputy Chief Constable regarding Manchester Arena Inquiry – Civil Claims¹.

The meeting ended at 2.43pm.

¹ Please refer to the Non-Public Minutes of the 27 September 2022 Full Authority meeting for the full minute text of this item.

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ACTIONS FROM PREVIOUS MEETING(S)

No	Date	Item	Action/Paper	Owner	Due Date	Outcome
8/2022	29 June 2022	<i>A Force on the Move</i> Portfolio Update	Members requested that the Force provide re-statement of strategic intent of <i>A Force on the Move</i> alongside a phased timeline of its delivery.	Deputy Chief Constable	6 December 2022	Recommended for Closure Strategy and Planning Committee considered an <i>A Force on the Move</i> portfolio update at its 15 November 2022 meeting which included a portfolio roadmap to delivery as an appendix. See Item 11 here (NB link only works if you have downloaded the BI app).
16/2022	27 September 2022	Strategic Diversity and Inclusion	Members to contact Member Engagement Manager with availability to attend external oversight group meetings.	Member Engagement Manager	6 December 2022	In Progress A BTPA Member attended Use of Force External Scrutiny Panel & Taser External Scrutiny Group during November 2022. BTPA Executive is liaising with Head of Strategic Diversity and Inclusion to identify further opportunities to ensure as broad sample of engagement as possible is achieved. It is recommended this action is retained until the next

						meeting of the Full Authority.
17/2022	27 September 2022	Member Engagement	Engagement Calendar to be uploaded to <i>Board Intelligence</i> and regularly refreshed.	Member Engagement Manager	6 December 2022	Recommended for Closure New BI bookcase created – <i>Member Engagement</i> – on which there is a <i>Member Engagement Activity</i> shelf containing a forward look of Member engagement opportunities.
18/2022	27 September 2022	Member Engagement	Member Engagement proposals to be reviewed after six months (April 2023)	Head(s) of Governance and Compliance	April 2023	Recommended for Closure Added to Full Authority workplan.
19/2022	27 September 2022	Business Case: London Estate	Amended business case to be submitted to Members for approval in correspondence.	Director of Finance and Commercial Services	7 October 2022	In Progress Strategy Committee on 15 November noted that work was ongoing to amend the business case ahead of submission to Cabinet Office following the departure of the Head of Estates Transformation. A significant reduction in costs had been achieved. No delay in overall delivery of programme was anticipated.

Report to: Full Authority
Date: 6 December 2022
Subject: Cover Report – Risk Profile & Joint Strategic Risk Register
Sponsor: Chair Audit and Risk Assurance Committee
Author: Board Secretary
For: Decision

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Purpose of paper

1. To update the Full Authority on scrutiny of risk and seek its approval for recommended changes to the joint strategic risk register arising from the November 2022 cycle of Committees.

Summary

2. Performance and Delivery Committee (7 November 2022)

- a. Performance Committee noted the level of mitigating activity undertaken by the Force with respect to Legitimacy, and the scrutiny the Committee gave that risk at its deep dive on 12 September 2022. Nevertheless the Committee recommended that the risk score be retained at 16 pending further evidence of risk assurance.

3. People and Culture Committee (16 November 2022)

- a. People Committee recommended that the Recruitment and Retention (formerly People) risk score be reduced to 12 following the risk deep dive held on 12 September 2022.
- b. People Committee recommended that the Wellbeing, Health and Safety risk score be maintained at 16.
- c. People Committee also recommended that the strategic risk title wording for the Wellbeing, Health and Safety Risk be amended from,
 - i. *BTP/A may fail to realise the opportunity to embed a culture where the wellbeing, health and safety of employees is engrained in everything we do. Failure would lead to lack of understanding of responsibilities, which could lead to a suboptimal low productive workforce, operational inefficiencies, serious injury or loss of life for BTP/A employees, stakeholders or the public, to*
 - ii. *Due to a lack of understanding of Health, Safety & Wellbeing responsibilities and inadequate H&S resourcing, BTP/A may fail to embed a culture where the wellbeing, health and safety of staff is engrained in everything we do. This could lead to harm to our people and the public, legislative non-compliance and enforcement action.*

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4. **Audit and Risk Assurance Committee (18 November 2022)** considered the revised joint strategic risk register, noted the scrutiny afforded by its peer BTPA Committees and endorsed the proposed amendments for approval.

Recommendations

5. That following the scrutiny of the relevant Committees as outlined within this report, the Full Authority
 - a. Note the Risk Profile (November 2022)
 - b. Approve the revised Joint Strategic Risk Register [Background Papers].

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Report to: Strategy & Planning Committee / Full Authority

Agenda #: 6.2

Date: 15 November 2022 / 6 December 2022

Subject: BTPA 23/24 Budget and 5-year MTFP

Sponsor: Chief Financial Officer

Author: Finance and Audit Manager

For: Endorsement

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1. Purpose of paper

- 1.1 The purpose of this paper is to request endorsement of the BTPA 2023/24 budget and 2023-28 Medium Term Financial Plan. To note, some of the totals may not add up due to rounding.

2. Background – Current BTPA 2022/23 Budget and Q2 Full Year Forecast

	2022/23 Q2 Forecast £'000	2022/23 Budget £'000	Variance	
			£'000	%
Executive	2,276	2,425	-149	-7%
Members	349	382	-33	-9%
	2,624	2,806	-182	-7%

- 2.1 **Executive** – The 22/23 forecast is below budget largely due to an underspend in staff pay (£1,174k vs £1,352k).
- 2.2 **Members** – The 22/23 forecast is below budget largely due to underspends in training costs (£2k vs £25k).

3. Proposed BTPA 2023/24 Budget

	2023/24 Budget £'000	2022/23 Q2 Forecast £'000	2022/23 Budget £'000
Executive	2,314	2,276	2,425
Members	364	349	382
	2,678	2,624	2,806
Variance to 23/24 budget		54	-128
% Variance to 23/24 budget		2%	-5%

- 3.1 The Executive's budget allocation is 87% of the total Authority's budget for 23/24 (86% in the 22/23 budget). The Members' budget allocation is 13% of the total Authority's budget for 23/24 (14% in the 22/23 budget).

4. BTPA 2023/24 – Executive Budget key assumptions

	2023/24 Budget £'000	2022/23 Q2 Forecast £'000	2022/23 Budget £'000
Staff Pay	1,256	1,174	1,350
Temporary Staff	47	1031	50
Supplies & Services	841	896	868
Communications	29	38	27
Insurance, Legal & Claims	76	12	70
Training	50	45	45
Travel	17	7	15
	2,314	2,276	2,425
Variance to 23/24 budget		38	-111
% Variance to 23/24 budget		2%	-5%

- 4.1 The 2023/24 budget is below the current year budget, but above the current year forecast due to the following factors:

- Staff Pay and Temporary Staff:
 - Staff Pay makes up 54% of the Executive's total budget in 23/24 (52% in Q2 Forecast 22/23 and 56% in 22/23 budget).
 - The Executive is at full capacity, with interim maternity cover for the Chief Finance Officer and interim agency cover for the Finance and Audit Manager. Recruitment is underway to hire a permanent replacement for the Finance and Audit Manager.
 - The Authority approved a c.5% staff pay award in 2022.
 - Total Staff Pay has been increased by £82k compared to 22/23 Q2 forecast due to the expectation that the permanent Finance and Audit Manager will be in post in 23/24 with a resulting fall in Temporary Staff costs in 23/24 compared to the 22/23 Q2 forecast, falling from £103k to £47k.
- Supplies and Services:
 - Costs under Supplies and Services have been increased in line with inflation. This includes external audit (£159k), HMIC (£175k) and GIAA (£175k).

¹ Temporary Staff costs of £21k was included in error in the Members' Q2 22/23 Forecast due to cost centre misallocation. The Q2 forecast figures in this report have been updated to reflect this.

- Under Consultancy, costs for a one-off piece of work in 22/23 on the Financial Governance and Ways of Working Review were removed before increasing in line with inflation resulting in a fall from £322k in 22/23 to £252k in 23/24.
- Communications:
 - Communications costs, including the software licence for Board Intelligence (£24k) and the provision of maintenance and security of the website (£5k), have been increased in line with inflation compared to the 22/23 budget.
- Insurance, Legal & Claims:
 - Legal costs have been increased in line with inflation from £85k in 22/23 budget to £92k in 23/24. The Authority is not expecting there to be additional activity in these areas.
- Training:
 - Staff training and development cost have been increased in line with inflation, from £45k in the 22/23 budget to £50k for 23/24.
- Travel:
 - All Travel related costs have been increased in line with inflation from £15k in 22/23 to £17k in 23/24.

5. BTPA 2023/24 – Members’ Budget key assumptions

5.1 The 2023/24 budget is below the current year budget and the current year forecast due to the following factors.

	2023/24 Budget £'000	2022/23 Q2 Forecast £'000	2022/23 Budget £'000
Staff Pay	302	324	324
Supplies & Services	16	10	15
Training	17	2	15
Travel	30	14	28
	364	349	382
Variance to 23/24 budget		15	-33
% Variance to 23/24 budget		4%	-9%

Staff Pay:

- Staff Pay makes up 84% of the Members’ total budget in 23/24 (88% in Q2 Forecast 22/23 and 85% in 22/23 budget).
- There will be some rotation of Members during 23/24 as new members come in thus members’ staff costs are budgeted to decrease from £324k in 22/23 to £302k in 23/24.

Supplies and Services:

- Consultancy costs have been increased from £12k in the 22/23 budget to £13k in the 23/24 budget in line with inflation.

Training:

- Despite the underspend forecasted on members' training for 22/23, we would like to maintain an adequate budget for members' training and development should the need arise. The 23/24 budget allocation for training and development, therefore, has been based on the 22/23 budgeted amount £15k and increased in line with inflation to £17k in 23/24.

Travel:

- All Travel costs have been increased broadly in line with inflation to £30k (22/23: £28k).

6. BTPA 2023-28 MTFP

- 6.1 The table below details the BTPA proposed budget position for 2023/24 to 2027/28. These have been rolled forward as an estimate of current costs using assumptions in line with the overall BTP/A MTFP.
- 6.2 Staff costs are expected to increase as per the pay award assumptions. The BTPA Executive and Member team sizes are expected to remain consistent from 2024/25 onwards.
- 6.3 Total non-pay costs are assumed to broadly increase by inflation. The main exception to this is consultancy costs which are expected to remain broadly flat up to 25/26 before increasing in line with inflation.

5 Year Medium Term Financial Plan

	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	2027/28 Budget £'000
Executive	2,425	2,314	2,355	2,407	2,459	2,517
Members	382	364	356	365	373	382
	2,806	2,678	2,711	2,771	2,832	2,899
Year-on-year change		-129	33	60	61	67
% change		-4.6%	1.2%	2.2%	2.2%	2.4%

7. Recommendations

- 7.1 Members are asked to approve the 2023/28 BTPA MTFP and 23/24 budget to be included within the overall budget and MTFP.

Report to: Full Authority

Agenda #: 7

Date: 6 December 2022

Subject: 2021/22 net wash-up charge

Sponsor: Chief Executive

Author: Chief Financial Officer

For: Approval

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1. Purpose of paper

- 1.1 The purpose of this paper is to ask for approval to recover the 21/22 net adjusted wash-up charge of c.£1.7m for core PSA operators through inclusion in the 23/24 provisional charge calculation and the 21/22 net adjusted wash-up charge of c.£0.3m for TfL to be charged direct to TfL.

2. Background

- 2.1 Following approval by the Authority of the 21/22 net adjusted wash-up charge of c.£2m (split c.£1.7m to core PSA operators and c.£0.3m to TfL) at the September 2022 meeting, different options to recover the charges were considered such as including the core PSA operator wash-up charges as part of the 23/24 provisional charge calculation and charging out to the TfL charge direct to TfL or funding the wash-up charge differently within the MTFP.
- 2.2 After consideration we recommend including the core PSA operators wash-up charges as part of the 23/24 provisional charge calculation and charging out to the TfL charge direct to TfL for the following reasons:
 - this is in line with prior years
 - funding the transformation ambitions of the Force would be a better use of the reserves than BAU overspend
 - by allowing the use of reserves we may be creating an easier option for funding any future overspends rather than addressing the issue in-year through tighter financial control

3. Recommendation

- 3.1 Members are requested to approve the recovery of the 21/22 net adjusted wash-up charge of c.£1.7m for core PSA operators through inclusion in the 23/24 provisional charge calculation and the 21/22 net adjusted wash-up charge of c.£0.3m for TfL to be charged direct to TfL.

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Report to: Full Authority

Agenda #: 8

Date: 6 December 2022

Subject: 2021/22 wash-up process and permanent removal

Sponsor: Chief Executive

Author: Chief Financial Officer

For: Approval

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1. Purpose of paper

- 1.1 To provide members with an update on the removal of the 21/22 wash-up and the risks associated with the recommended decision.
- 1.2 To provide members with the latest on the proposal to remove the wash up on a permanent basis which will eliminate the in-year volatility caused by the elongated annual wash up process.

2. Background

- 2.1 BTPA are required, as per the 2013 core Police Service Agreement (PSA), to issue two sets of charges to operators for any given financial year i.e. a provisional charge that is issued before the start of the financial year and a wash-up charge that is issued after the financial year end. In calculating those two sets of charges BTPA are required to use the most recent available datasets within its cost allocation model (CAM). This creates several issues and added complexity to the BTPA funding arrangements, including the age of the datasets used due to the time lag between model runs. By issuing two sets of charges for any given year, it adds additional volatility to a core PSA holder's charges, as the wash-up charges is calculated approx. 9 months after the financial year-end and charged out as part of the following financial year charge i.e. the additional charges/credits for each operator which relate to 21/22 would be collected/credited in the 23/24 provisional charge.
- 2.2 The requirement to calculate a wash-up charge applies to 30 PSA holders including passenger services, infrastructure managers/owners, freight operators and a tram provider.
- 2.3 The proposal to remove the 21/22 wash-up and the permanent removal thereafter will provide certainty to operators of their annual policing costs and assist financial planning as the current volatility PSA holders see in their annual charges caused by delayed communication of actual costs for the same year would be removed. Once PSA holders have been notified of their annual charge, they will not have to estimate further future costs for that same year.

- 2.4 Removal of the wash-up would still allow BTPA to be compliant with legislation, as any potential under or overspend can be rolled forward to the following financial year's PSA charges ensuring that all costs are defrayed appropriately. This was done successfully for 20/21 when the wash-up was suspended and the underspend was offset against the budgeted cost defrayed through the 22/23 charges.
- 2.5 Following the endorsement by the Authority at the June 2022 meeting, a submission was made to the DfT SOAP Board to approve the removal of the wash-up process for 21/22 and all future years. Consistent with 20/21, the SOAP Board endorsed the removal of the wash-up process for 21/22 pending the outcome of the required consultation with the core PSA holders. DfT also approved consulting on the permanent removal of the wash-up for future years but asked that we come back to them with the responses before making a decision.
- 2.6 For BTPA to eliminate the wash-up process all core PSA holders need to sign a Deed of Amendment (DoA) to formally enact the change.

3. Consultation

- 3.1 BTPA issued letters to affected PSA holders on the 14 September 22 seeking approval for the removal of the 21/22 wash-up process and views on the permanent removal of the wash-up.
- 3.2 As of 30 November, 17 responses have been received all supporting both proposals. No responses have been received raising concerns about the proposals.
- 3.3 Due to the need to receive DoAs in December to allow a decision to be made on the removal of the 21/22 wash-up removal process and notify PSA holders in good time to assist with financial planning, DoAs were sent to PSA holders for signature on the 11 November 22.
- 3.4 As of 30 November, 4 signed DoAs have been received, 3 of whom had sent a positive response to the initial consultation letter and 1 who had not sent a response. We continue to remind the remaining 26 PSA holders to return their DoAs as soon as possible. BTPA will be writing out to all PSA holders in December to notify them their 23/24 charges will be communicated in February and we can use this opportunity to remind them to send their signed and sealed DoAs for the 21/22 wash-up removal.

4. Options and Risks

- 4.1 There remains a risk that not all of the PSA holders sign a DoA. The suspension of the wash-up process for 20/21 was received positively by the majority of the PSA holders with all except 2 signing the required DoA. At the time members took the final decision to eliminate the wash up and therefore an actual charge for 20/21 was not calculated or issued to operators. A decision was made to issue a wash-up charge to the two core Freight operators. Alongside this, a credit was issued to both Grand Central and Hull Trains due to the fact that they suspended services during 20/21 as a direct result of the pandemic. To date the 2

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outstanding core PSA holders are still to sign their DoA and no challenges have been received.

4.2 Currently there are 26 signed DoAs outstanding, of which 14 sent a positive response to the initial consultation letter so we would expect these to be signed.

4.3 We have two options on how to proceed:

- **Option 1** would be to continue to chase the outstanding DoAs, providing the PSA holders with a final deadline for submission, and setting out the fact that BTPA still intend to proceed with the proposal. This was the option adopted in the previous year. This does pose a risk to the Authority as a PSA holder could lodge a challenge that BTPA are in breach of their signed PSA. Were a TOC to invoke DfT arbitration, we could anticipate a positive outcome for BTPA – we have proceeded with our proposal only after achieving the agreement of DfT. Alternatively, there remains a possibility of a Judicial Review application on the grounds that the DoA was irrational and outside the BTPA's authority. However, given the number of DoAs that have already been returned and given the general direction of travel towards a greater degree of central funding via DfT a prolonged Judicial Review process would seem disproportionate and unlikely. Of the 12 operators who have neither sent a positive response to the initial consultation letter nor a signed DoA, 6 have a direct financial and contractual relationship with DfT and 3 are TfL concessions with the remaining 3 under Other categories. BTPA could potentially speak to DfT and TfL to see if they were able to assist in progressing this matter with the operators they have a relationship with; and
- **Option 2** would be the fall-back position of running the wash-up process for 21/22 ideally by end December 22. This option would have an adverse impact on BTPA reputation within the industry due to the change of position. Running the wash-up process for 21/22 would involve significant extra work that could risk the 23/24 provisional charges process. The additional charges/credits for each operator which relate to the 21/22 financial year would be collected/credited in 23/24.

5. Recommendations

5.1 Members are requested to:

- Approve the removal of wash-up charge for 21/22
- Approve further discussion with DfT on the removal of the wash-up for all future years given the responses received

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Report to: Full Authority
Agenda #: 9
Date: 6 December 2022
Subject: Update on 23/24 charges and new methodology
Sponsor: Chief Executive
Author: Chief Financial Officer
For: Information

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1. Purpose of paper

- 1.1 The purpose of this paper is to update the Full Authority on the 23/24 charges and the new methodology.

2. Background

- 2.1 A cost allocation model (CAM) is used to allocate annual charges to operators. Not all operator costs go through the model, notably TfL costs (other than concessions) do not go through the model. Several proxy datasets feed into the model and are subject to QA beforehand. The process for 23/24 is underway and this paper provides an update.
- 2.2 There are a number of weaknesses with the current model. These are:
 - Volatility year on year – due to the proxy data sets used. There is volatility in the charges to operators year on year which can be difficult for operators to in their business planning
 - Complexity – there are currently several proxy datasets used and simplification is needed
 - Robustness – a lot of resource is dedicated to the QA of datasets
 - Fairness – the current model includes a number of legacy agreements which are beneficial to certain operators
- 2.3 To address the above, research into a new methodology to allocate costs began in Summer 2022.

3. 22/23 charges update

- 3.1 The majority of the proxy datasets used in the CAM have been received, passed through a QA process and input into the model. The last dataset to be received is a disaggregation based on the 21/22 estimates of station usage released by ORR late November. Crime Data is currently undergoing QA.

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- 3.2 DfT are due to receive business plans from those operators they cover in early December. We have agreed with DfT to provide draft figures by mid-December to feed into the business planning. For other operators draft charges will be available on request. We plan to communicate final charges mid-February.
- 3.3 We will be writing out to all operators in December with an update on 23/24 charges.

4. New methodology

- 4.1 During Summer 2022 we looked at different methodologies to allocate costs and assessed them against the agreed aims of reducing volatility, reducing complexity, increasing robustness and comfort over datasets, and having a fairer system across operators. In addition, we looked at whether the methodology met legislation.
- 4.2 Our initial proposal was to apportion the annual core policing budget using train Km (TTK). This was discussed with a group of members in September and a draft paper was shared and discussed with DfT in September.
- 4.3 We received feedback from DfT on our proposed option that they were particularly concerned about the increase to Freight and Open access operators and whether that could be justified.
- 4.4 Using this feedback, we developed a new methodology which included splitting the overall budget into four pots – Core, Freight, Light Rail and Tram, and Small PSAs to help address DfT's concerns. We discussed our new approach with member in November. Feedback received was the new approach added complexity back into the methodology and members suggested other datasets we could use.
- 4.5 We are currently modelling options using the suggested datasets and hope to have an agreed approach in January.
- 4.6 We have started planning for the consultation including reviewing Cabinet Office guidance.

5. Recommendations

- 5.1 Members are requested to:
 - Note the progress on the 23/24 charges
 - Note the progress on identifying a new methodology for charges

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REPORT TO: Police Authority
DATE: 6th December 2022
SUBJECT: Policing Plan annual review 2022/23
SPONSOR: BTP and BTPA
AUTHOR: Jennifer Crowther and Sam Elvy

1. PURPOSE OF PAPER

- 1.1 This paper invites the full Authority to endorse the minor updates emerging from the year one annual review of the 2022-25 Policing Plan as recommended by the Strategy and Planning Committee.

2. BACKGROUND

- 1.2 The Policing Plan is complementary to and runs concurrently with the Force Strategy and provide the operational arm for delivery
- 1.3 The three-year Policing Plan was set in 2022 and committed to a 'light touch', annual review to ensure objectives remain relevant to the Force and local subdivisions.

3. ENGAGEMENT AND CONSULTATION

- 3.1. The existing Policing Plan has been subject to extensive engagement including;
- 3.2. A comprehensive programme of local stakeholder events in October 2022 that were well attended by key industry and partners including Transport Focus, Rail Delivery Group, Transport for Wales, Transport for West Midlands and the Scottish Police Authority. Every effort has been made to ensure stakeholders had the opportunity to review and confirm that the existing priorities are fit for purpose at a local level.
- 3.3. BTP's Public Attitude Survey 2022. 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 opened on 26th September and is due to run to 30th November. Further booster sampling via telephone interviews has also been added to the data collection plan.
- 3.4. The feedback from these activities has received detailed consideration and has shaped the proposals for amendments contained in this paper.

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4. FINDINGS

- 4.1. At the time of writing the Public Attitude Survey is still live and has generated 1,039 valid responses. To improve representation, BTP has commissioned an additional set of booster telephone interviews to supplement the survey responses.
- 4.2. Respondents were asked to grade a number of crime types by priority (1= Highest Priority), whilst currently only a small sample (and therefore possibly subject to change), the crimes concerning the public are Terrorism, Anti-Social Behaviour, Football, Violence and Sexual Offending.
- 4.3. To encourage completion of the Survey we have circulated this across all our social media channels, created posters and business cards for use at various sites forcewide. These are for officers to utilise when engaging with the public to encourage responses and share with the public to complete at a later date. Support groups, community groups and rail industry partners have been sent these details to share with their local contacts.
- 4.4. The initial BTP findings are broadly aligned to work being concluded by Transport Focus alongside NWR to inform Control Period 7. Whilst this is due to be published in November 2022 draft findings on 'what is important to customers', states personal security being a top issue with low level disorder and ASB being specifically stated.
- 4.5. **Stakeholder Feedback.**
- 4.5.1. Anti-Social Behaviour has been a key issue raised by operators, with particular emphasis placed on low level disorderly behaviour which has deteriorated post-pandemic.
- 4.5.2. Suicidal behaviour and Mental Health incidents and the associated officer abstraction, is seen to be increasing and the perception is that this will continue and be influenced by the cost of living crises.
- 4.5.3. Overall agreement was reached at all meetings that the existing objectives are fit for purpose and allow for local issues and locations to be raised.
- 3.3 The wider policing context¹ was reviewed when the Plan was commissioned and is deemed to still be relevant. There is good alignment on the following themes – partnership working to

¹ The Beating Crime Plan for England and Wales issued by the Home Office 2021 and The Strategic Policing Plan and local community plans for Scotland 2020

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deliver outcomes, tackling violence, antisocial behaviour and public order, public protection/protecting vulnerable people, counter terrorism, crimes of theft, sexual offences and hate crime including violence against women and girls.

5. PROPOSALS

- 5.1. Anti-Social Behaviour has been a theme identified throughout both stakeholder and public feedback. In-keeping with the discussion and decision at the Strategy and Planning Committee (March 2022), when initially setting the three-year Plan, we are confident that ASB is covered within the objective to '**Tackle those crimes and incidents that most impact on the confidence of those who work and travel**', with specific measures already in place. However, it would be appropriate to ensure coverage of this key theme within the accompanying Policing Plan narrative.
- 5.2. Consideration was given to having a separate objective on Mental Health and Suicides; however, we believe this is best placed within the existing objective regarding vulnerability; '**Protect, support and safeguard vulnerable people and those at risk of exploitation and harm**'. We have identified an additional measure regarding the use of powers to protect people in crises. This information is already captured and will provide stakeholders with oversight on any trends in the next year.

Recommendation – to include an additional measure regarding powers used to protect people in crisis. Annex A: Policing Plan 2022-25. 2023 Annual Review

6. NEXT STEPS

- 6.1. BTP is running an internal process in early 2023 to ensure our departmental Key Performance Indicators (KPI's) a selection of which are set out in the plans for A-Division are still relevant and fit for purpose.
- 6.2. The Scottish Railways Policing Committee will review and endorse the proposals for D-Division at its meeting on 13th December.



7. PUBLICATION

- 7.1. As in previous years the final published plans will include specific sections setting out the objectives and measures for Wales, Scotland and TfL (B-Div Central) reflecting the unique operating environments and relationships in those areas. Introductions from the Chair, Chief Constable and Divisional leads will be updated for the refreshed version along with details on sub-Divisional leadership, budgets and resourcing.

8. RECOMMENDATION

- 8.1. Subject to the discussion on budget and Medium Term Financial Plans earlier on this agenda, the Authority is asked to review and approve the proposals set out above and at Annex A.

Annex A: Policing Plan 2022-25. 2023 Annual Review

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POLICING PLAN

Annual Review - proposals

November 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><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 Use of powers to protect people in crises (\$136/297)* 	<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 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 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"> • 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"> ○ 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 • Use of powers to protect people in crises (S136/297)* 	<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 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	<u>Violence & Aggression Against Passengers</u>	<u>Violence & Aggression Against Rail Staff</u>					
	<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	<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• Use of powers to protect people in crises (\$136/297)*	<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			

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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><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• Use of powers to protect people in crises (S136/297)*	<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>

Report to: Full Authority

Agenda #: 11

Date: 6 December 2022

Subject: Inclusion and Diversity Strategy

Sponsor: Hugh Ind

Author: Kate Carr

For: Discussion

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1. Purpose of paper

- 1.1 To update on BTP's developing strategy on Inclusion and Diversity (2023-2028) and familiarise Members with the strategic objectives and the proposed targets against which progress will be monitored.
- 1.2 To generate discussion and feedback for the ongoing GIAA audit of I&D governance, which aims to help ensure that structures and supporting controls are in place and operating effectively to enable BTP to deliver its I&D objectives.

2. Background

- 2.1 In common with the rest of policing, BTP continues to have unexplained disproportionality in its use of powers. The workforce is not yet representative of the communities it serves, and the proportion of female officers is lower than all Home Office forces. Levels of disclosure within the force around protected characteristics (disability and sexuality specifically) are also low.
- 2.2 The force has refreshed the leadership of strategic I&D and bolstered the team's resources to redouble efforts to deliver the modern and inclusive workplace envisioned in the Force on the Move strategy. Nailing down the approach to I&D has been a key focus and the I&D strategy is now due for presentation to FEB in January, having previously been seen in draft by the People and Culture Committee.
- 2.3 The Full Authority meeting on 27 September took a paper on the challenges in providing effective oversight of Inclusion and Diversity and anticipated a further discussion at the December meeting, with I&D likely to remain a standing agenda item, given its centrality to issues of trust and legitimacy in policing and to the culture of the organisation.
- 2.4 The slides at Annex A are an extract from the draft strategy showing the five strategic objectives identified by the force, the top five priorities under each objective and the anticipated benefits. Also included are the key metrics against which the force intends to monitor progress and the proposed

governance. The full strategy is included in the background pack for anyone desiring further context.

3. Issues encountered

- 3.1 The previous I&D Strategy (2019-2022) reflected much of the same ambition as the current strategy. The aim of building inclusive cultures and trust in communities featured strongly, as did the aim of reducing or mitigating disproportionality. The strategy did not, however, quantify the level of ambition and the issues set out at paragraph 2.1 remain.
- 3.2 The force has historically been reliant on the individuals working in the I&D sphere to 'do' the work necessary to deliver cultural change. The refreshed I&D team are taking a business partnering approach, working alongside teams and divisions to educate and embed consideration of inclusion throughout the organisation. Nevertheless, the risk remains that some might see work under the banner of I&D as a nice to have, or something a central team can do whilst the rest of the organisation gets on with the day job. There is a cultural shift required to ensure that understanding inclusion in all its facets is universally seen to be just a necessary part of delivering effective policing.
- 3.3 Opinion has been divided on whether setting targets for the areas in which the force wants to see improvements is the right thing to do. Concerns have been expressed that this could create perverse incentives, or degenerate into a tokenistic, tick box exercise. The counterargument is that policing is accustomed to managing performance targets and in the spirit of 'what gets measured gets done' I&D should not be left behind.
- 3.4 Progress against the strategy will be overseen by a strategic board chaired by the Chief Constable, attended by the Authority Chief Executive. Delivery will be driven by a steering group chaired by the Head of Strategic I&D and attended by the Executive team I&D lead. Tactical delivery of change in the workplace and on the front line will fall to divisional/departmental leadership.

4. Conclusions

- 4.1 Effective leadership and governance are the main mitigations of the concerns about the impact of setting numerical targets. The current GIAA audit on I&D governance will provide a useful test of the structures and plans in place to deliver the objectives.
- 4.2 There is a risk that creating governance separate from core performance management reinforces the separation of I&D considerations from the day job. This could be mitigated by managing the I&D related targets in the same way and in the same forum as any other performance indicator.
- 4.3 Strong, visible engagement by COG, Divisional Commanders and Heads of Department will be key to achieving the necessary impact throughout the organisation and this needs to be sustained to avoid any loss of momentum.

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- 4.4 BTPA has a significant role to play in maintaining focus on these issues which go to the heart of legitimacy, by holding the force to account for delivery against the strategy and in leading by example by striving to operate in the same spirit.

5. Recommendations

- 5.1 That the Authority records its agreement or disagreement with each of the conclusions in section 4.
- 5.2 That the Authority explicitly endorses the application of numerical targets in relation to I&D.
- 5.3 That feedback from this discussion insofar as it is relevant to the GIAA governance audit is fed back through the appropriate channels.
- 5.4 That PDC and PCC continue their scrutiny of the elements of inclusion, diversity, trust, and legitimacy that fall under their respective remits.
- 5.5 That the Full Authority keeps a central thematic grip on I&D by taking progress reports on the targets within the I&D strategy under a standing agenda item as well as thematic deep dives into the strategic priorities as appropriate.

Annex A: Extracts from draft Inclusion and Diversity Strategy

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A modern and inclusive place to work

1 Inclusive Culture

Creating 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. Building inclusive cultures and leadership through procedural justice and fair and transparent activities by removing disproportionality and disadvantage in our institutional systems and processes and providing opportunity for learning and development.

2 Engaged and Involved

Engaging with our people is critical to understanding lived experiences, removing barriers and providing a fair and equitable service. Involving our Employee Staff Associations, TSSA, Federation and Superintendents Association ensures we can hear the voices of our people to influence change and improvement. This engagement also safeguards our intention to avoid silos and build an intersectional approach to I&D activity.

3 Workforce representation

Improving workforce representation is critical to achieving a force which understands, and can provide an effective service to, our community.

4 Confident, engaged and protected communities

Ensuring trust, legitimacy, engagement and protection for our people and our communities. 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.

5 Education and learning

Building knowledge and capacity will equip our people to better understand and then apply I&D. Educating around ethical behaviours, language and terminology, prejudice and disadvantage and inclusive cultures and leadership will drive inclusion and belonging as well as fair and equitable processes.



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A modern and inclusive place to work

A plan summary to keep us on track

Strategic Objective	Our priorities	Benefits this will deliver
Inclusive Culture Creating 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. Building inclusive cultures and leadership through procedural justice and fair and transparent activities by removing disproportionality and disadvantage in our institutional systems and processes and providing opportunity for learning and development	<ol style="list-style-type: none"> 1. Improved inclusive practices for Disability and Neurodiversity 2. Improved Equality Impact Assessments 3. Workplace adjustments and passports roll out 4. Fair and transparent application of flexible working options 5. Understanding and mitigating cultural issues linked to bullying and harassment 	<ul style="list-style-type: none"> • A culture where our people feel valued and included and free to be their true selves in work • Increased trust leading to better understanding of the workforce with disability and neurodiversity through self-declarations • Increased opportunities for recruitment and progression and a more representative workforce • Workplace adjustment passports providing access to progression, wellbeing and flexible working • Better understanding of, and reduction in, disproportionality and disadvantage from using EIAs



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A modern and inclusive place to work

A plan summary to keep us on track

Strategic Objective	Our priorities	Benefits this will deliver
Engaged and Involved Engaging with our people is critical to understanding lived experiences, removing barriers and providing a fair and equitable service. Involving our Employee Staff Associations, TSSA, Federation and Superintendents Association ensures we can hear the voices of our people to influence change and improvement. This engagement also safeguards our intention to avoid silos and build an intersectional approach to I&D activity.	<ol style="list-style-type: none">1. Improving our family friendly offer.2. Engagement with our internal stakeholders.3. Improved support and guidance for our people.4. Positive Action across promotions, talent and leadership initiatives.5. Increased representation of in higher grades, ranks and specialist roles.	<ul style="list-style-type: none">• BTP will be an employer of choice for working parents encouraging diversity of thought and increased representation.• ESAs will be engaged and involved in improving inclusion, intersectionality, diversity and belonging.• Managers will be better equipped to support gender diverse employees and BTP will be recognised as an inclusive employer.• Our promotions process will be more transparent and inclusive resulting in better leadership representation.• Under-represented groups and seldom heard communities will feel more confident in policing as a career which will also increase representation longer term





A modern and inclusive place to work

A plan summary to keep us on track

Strategic Objective	Our priorities	Benefits this will deliver
Workforce representation Improving workforce representation is critical to achieving a force which understands, and can provide an effective service to, our community.	<ol style="list-style-type: none">1. Developing an inclusive employee experience from joining to exit2. Early identification and action for any workforce under-representation3. A retention and exit strategy that enables organisational learning and improvements4. Improved workforce data to inform positive action activity5. A focus on protected groups where there is disadvantage or disproportionality	<ul style="list-style-type: none">• A workforce that better represents the communities we serve• A diverse workforce which understands individuality and difference• Improved representation at all levels• Retention of talent and exit with dignity• Inclusion for all ages• Reduced gender and ethnicity pay gaps



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A modern and inclusive place to work

A plan summary to keep us on track

Strategic Objective	Our priorities	Benefits this will deliver
Confident, engaged and protected communities Ensuring trust, legitimacy, engagement and protection for our people and our communities. 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.	<ol style="list-style-type: none">1. Delivering the Race Action Plan and Moving the Needle and supporting VAWG2. Reducing disproportionality in Use of Powers3. Improved service and understanding around Hate Crime4. Diversionary activities for young people5. Effective use of external scrutiny to improve trust and legitimacy	<ul style="list-style-type: none">• Improved policing for Black people• An anti-racist and anti-sexist culture• Effective and accurate reporting of use of powers• Reduced disproportionality amongst those most affected• Improved confidence and satisfaction internally and externally



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A modern and inclusive place to work

A plan summary to keep us on track

Strategic Objective	Our priorities	Benefits this will deliver
Education and learning Building knowledge and capacity will equip our people to better understand and then apply I&D. Educating around ethical behaviours, language and terminology, prejudice and disadvantage and inclusive cultures and leadership will drive inclusion and belonging as well as fair and equitable processes.	<ol style="list-style-type: none">1. I&D education for new joiners2. I&D learning provision for all employees3. Ethical behaviour awareness for all employees4. Positive action development for progression5. Developing cultural awareness	<ul style="list-style-type: none">• Diverse thinking and understanding of different cultures to enable better service delivery• Understanding of acceptable behaviour in the workplace• Better representation at all levels• Consistent understanding and learning embedded at all levels



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Target Area One

Workforce representation (all staff including Specials)

	Current 2022	Target 2028
Female officers	22% female	At least 30%
Ethnic minority officers	12%	At least to match national census data (add after 29 th Nov)
Disability Prefer not to say – all employees	84%	A maximum of 50% who tick prefer not to say
Sexual orientation Prefer not to say – all employees	71.33%	A maximum of 50% who tick prefer not to say



Community Trust and legitimacy (August 2022)

A key indicator of any trust deficit is disproportionality in the use of powers. The likelihood of being stopped and searched, be the subject to use of force or to be a victim is significantly higher if you are from an ethnic minority background.

Current data (date)	Black (times more likely)	Asian (times more likely)	Mixed heritage (times more likely)
Stop and Search	7.64	1.17	3.35
Use of force	9.35	1.24	3.22
Being a victim	2.9	2.1	2.65

**Where there is disproportionality, we will
Explain or Reform**

Monitoring of data will be via Disproportionality Boards, Strategic I&D Board, Police Race Action Plan and findings from Public Attitude Surveys.

Dip sampling for **compliance** and subsequent **developmental actions** will take place:

1. All stop and search records will contain the self-defined ethnicity of the subject or as officer defined with full rationale for 'No SDE'
2. All stop and search records will contain grounds that are reasonable
3. Disproportionality will be identified and escalated to relevant manager who will adopt an 'explain or reform' approach



Target Area Three

Culture

100% of EIA's will be completed

Every station, team or department will undertake annual Inclusion and Culture Audits

We will measure people's feelings, especially those from under-represented groups, of inclusion through the annual People Survey and initiate action

Target Area Four

Retention and Exit

All employees from underrepresented groups leaving the organisation will be offered an exit interview with the I&D team or the relevant Employee Staff Association

All employees from underrepresented groups will be signposted to Employee Staff Associations on joining

We will have all officer and staff roles and posts being advertised as available with all flexible working options

Target Area Five

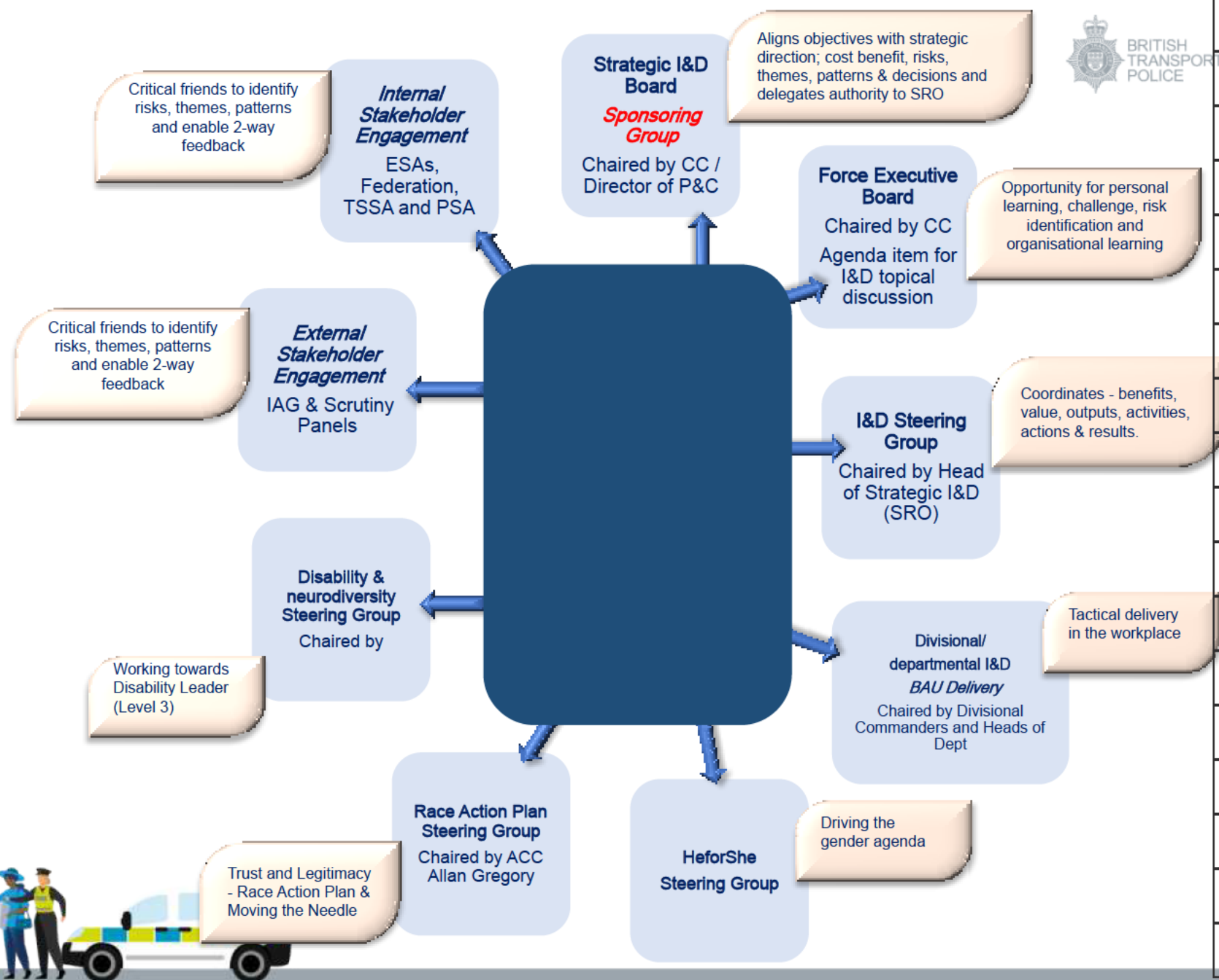
Promotion/Progression

All candidates from under-represented groups will be offered positive action support



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Report to: Full Authority

Agenda #: 11.2

Date: 6 December 2022

Subject: Police Race Action Plan

Sponsor: Hugh Ind

Author: Kate Carr

For: Decision

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1. Purpose of paper

- 1.1 To summarise the actions committed in the Police Race Action Plan (PRAP) for all parts of policing to become anti-racist and trusted by Black people.
- 1.2 To make Members aware that in addition to the broad commitment to becoming an anti-racist organisation, there are specific recommendations for PCCs, which read across to the Authority.

2. Background

- 2.1 The Police Race Action Plan was developed jointly by the National Police Chiefs' Council (NPCC) and the College of Policing with input from stakeholders, including the National Black Police Association, the Independent Scrutiny and Oversight Board Chair, and the Association of Police and Crime Commissioners. The draft plan was published in May 2022. Consultation is ongoing and the final iteration is expected in Spring 2023.
- 2.2 Meanwhile, forces and their oversight bodies are expected to be making progress with the activities necessary to deliver the plan. BTP's plan to deliver the PRAP incorporates the previous work on race equality under the banner of 'Moving the Needle' and sits within the governance of the I&D strategy. ACC Allan Gregory has recently agreed to chair a dedicated Race Action Plan steering group which is due to meet for the first time on 11 January 2023.

3. Issues encountered

- 3.1 The PRAP commits the whole of policing to becoming anti-racist and trusted by Black people. The document itself is quite long and repetitive in parts, but boils down to the following four workstreams:
 - Represented (internal culture and inclusivity)
 - Respected (not over-policed, use of powers)
 - Involved (community engagement and relations)
 - Supported (not under-supported)

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- 3.2 The Executive team has produced a summary of the actions committed within the plan broken down by each of the four workstreams, for ease of reference.
- 3.3 The actions highlighted in the attached summary are some of the more relevant/impactful of which Members will want to be aware.
- 3.4 The full plan can be accessed here should more context be required:
<https://cdn.prgloo.com/media/3618aba8b25b4a2494ad20d9b793eb25.pdf>

4. Recommendations

- 4.1 That Members acknowledge the commitment to becoming an anti-racist organisation; familiarise themselves with the extent of the commitments in the plan and agree how they will be discharged.
- 4.2 That BTP's progress against the plan is monitored at Full Authority meetings under the standing agenda item on Inclusion and Diversity.

Annex – Summary of PRAP Actions with particularly relevant actions for BTPA highlighted in yellow.

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NPCC Race Action Plan – Summary of actions

Outcome framework: to be anti-racist and trusted by black people.

Responsible for making sure black people feel not under-protected; not over-policed; involved; represented.

Commitments: Zero tolerance; Explain disparity or reform; Understanding history and ongoing impact of trauma; Representative workforce; Involve and support black communities and victims.

Notable force level actions:

- Every police force in England and Wales will review their policies, procedures and practices, embedding an anti-racist stance.
- Chief officers will be accountable for the identification and remedy of areas of potential conscious bias, unconscious bias or discrimination, at both personal and institutional levels.
- They will also ensure the effective investigation of any concerns raised by officers and staff and will ensure that those who raise these concerns receive appropriate support.
- Misconduct panels will be made appropriately diverse, and members will receive anti-racism training that emphasises the gravity of racist and discriminatory behaviour.
- Chief officers in forces will be responsible for promoting increased levels of self-awareness, ensuring that everyone in policing feels able to always do the right thing and is confident to challenge colleagues irrespective of their rank, role or position.
- There will be a particular focus on the lawfulness, proportionality and necessity of the use of police powers to ensure demonstrable legitimacy.
- Greater understanding of the national and local history of policing Black communities. [note BTP history of policing black communities]
- Forces will map community confidence, produce local action plans to support community engagement, publish outcomes of their engagement and publish their response to issues raised by Black communities locally (including young black people.)
- Understand which crime types have a disproportional impact on Black people and the service level that Black victims receive

PCC action

- Police and crime commissioners will lead a refresh of local crime prevention plans to improve support to Black communities, to reduce the victimisation and marginalisation experienced by Black people, and to improve victim satisfaction.
- With NPCC work to secure additional funding to support more effective outcomes for Black people.

Detailed delivery actions by workstream

1) REPRESENTED (internal culture and inclusivity)

- Forces will review local products and existing initiatives concerning the understanding of Black history and the relationship between policing and Black communities
- Forces will work with their local BPA and Race Equality Network to develop an action plan to deliver and implement a local bespoke version of the national product produced by the College
- The College will develop national guidance on mentoring and coaching support (including anti-racism training awareness for mentors and coaches) Forces will develop an implementation plan for this guidance
- Forces will actively encourage Black officers and staff to complete the questionnaire (to be developed by the college), discussing its context and potential impact on policing.
- Forces will produce a local action plan for addressing issues and will implement learning from the survey
- Forces will be required to contribute to a national strategic assessment around race – this survey baseline will inform the assessment and the results will be published.

2) RESPECTED (not over-policed)

- Consider where racial inequality in the application of police powers is amplified due to overlapping with other protected characteristics, such as age and gender.
- Leaders must demonstrate and welcome scrutiny of the use and impact of police powers within the communities they serve
- Forces will adopt an agreed method of consistency of publishing data and put in place processes to effectively scrutinise the information
- Forces will implement the national approach for scrutiny of stop and search (being developed by NPCC and College by 2023)
- Forces will carry out an audit of training provision in place.
- Forces will carry out a self-assessment as to whether they are complying with APP and provide feedback on its suitability to the College.
- Forces will commence local scrutiny and monitoring of authorisations of section 60 CJPOA usage.
- Forces will carry out an audit of training provision in place.
- Forces will carry out a self-assessment as to whether they are complying with APP and provide feedback on its suitability to the College
- Chief constables will develop a framework to implement the recording of vehicle stops under section 163 of the RTA.
- Forces will assess changes to APP, ensuring that local training delivery is amended to demonstrate compliance.
- Forces will implement the NPCC guidance (once issued) for use and scrutiny of BWV.
- Policing will develop an ethical approach governing the use of digital forensics, eliminating the influence of unconscious bias, assumptions or discriminatory practice (to include the use of biometric data, facial recognition and artificial intelligence)

3) INVOLVED (community engagement and relations)

- Forces will self-assess their ability to deliver on priorities identified to improve engagement of black people and communities.
- Forces will produce an action plan for addressing actions and implementing the learning from the engagements.
- Forces will publicise the level of representation from Black communities on local governance and oversight bodies that shape and influence policing issues
- Forces will undertake local activities from the suite of options (discovered through a rapid review by College and NBPA) appropriate for their Black communities and publish an overview of their intended actions.

4) SUPPORTED (not under supported)

- Forces will complete a problem profile for race disparity that has an impact on Black people in their communities
 - Forces will work alongside their local BPA, Race Equality Network and external partners to review local policies, guidance and training delivery, to ensure that police personnel have the knowledge, training and understanding of how to deliver the most appropriate service to Black people who are victims of hate crime and their families.
 - The number of hate crime incidents, criminal allegations, victim satisfaction levels and outcome rate will continue to be subject to national monitoring
 - Forces will work alongside their local BPA, Race Equality Network and external partners to review local policies, guidance and training delivery, to ensure that police personnel have the knowledge, understanding and awareness to deliver the most appropriate care to missing people from the Black community.
 - Forces will work alongside their local BPA, Race Equality Network and external partners to review local policies, guidance and training delivery, to ensure that police personnel have the knowledge, understanding and awareness to deliver the most appropriate care to a Black person suffering from mental distress.
 - Chief officers will work with local BPAs and Race Equality Networks to develop a cohort of Black mentors to work with frontline officers and those aspiring to become future police leaders.
 - Police and partners will refresh crime prevention plans to improve the support to Black communities.
 - Forces will be asked to focus on areas within plans that introduce initiatives designed to reduce victimisation and marginalisation experienced by Black people.
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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report to: Police Authority
Date: 06/12/2022
Subject: Chief Constable's Report
For: Noting

1. PURPOSE OF PAPER

1.1 The Chief Constable's report brings to the attention of Members of the Police Authority, items that the Chief Constable wishes the Committee to note. The report is aligned to the core domains of 'A Force on the Move'.

1.2 As I highlight the excellent work completed by our officers and staff regularly through my weekly newsletter, I will not touch upon that particular aspect of their work in this report. However, I did wish to highlight that we are coming up to an extremely busy period for the Force as we move into the Christmas period especially with the number of union strike actions taking place. We have anticipated the increased demand and mitigations are in place and I look forward to updating the committee around our performance and the good work across this period.

2. A FORCE ON THE MOVE

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

3. FOCUSSED ON THE FUTURE

3.1. **Operation London Bridge** – With the death of Her Majesty Queen Elizabeth II, Operation London Bridge dominated our activity during September, with years of planning transitioning into reality. ACC O'Callaghan and his team were excellent in delivering our plans, and, when I managed to get out to see officers, I was struck by the positivity, proactive engagement and pride of those I met, as well as how well briefed BTP were. This was an excellent collaborative effort and clearly demonstrated the capacity and capability BTP have in meeting commitments to such extraordinary demands.

Although we and partners were well prepared for Operation London Bridge, we had to make challenging decisions regarding resourcing to meet the unprecedented number of

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people travelling on the network to attend events across Great Britain. We resourced most of our deployments both for the Operation and as part of our business as usual and I wish to extend my thanks to those who volunteered to help cover these. I remain extremely grateful for those officers and staff who went above and beyond to ensure that we were fully resourced and keeping the network safe. I have never felt such a strong sense of #onebtp and hope as a Force this will continue. I was enormously proud of UK policing throughout this period. It was showcased at its best.

- 3.2. **Manchester Arena Inquiry** – The recent publication of Volume 2 of the Manchester Arena Inquiry (MAI) was certainly conflicting for me. I felt a mixture of anger and sadness when I reviewed the report and attended the Arena shortly after its publication. As you know, the report considered the response of each emergency service to the attack and the events after the explosion, in particular the emergency services response and the experience of those who lost their lives. I fully accepted the findings and recommendations of Volume 2 in relation to BTP. We know that in the hours leading up to this horrendous terrorist attack and in the immediate aftermath significant errors were made. For those errors, I apologised to the families of the victims affected by that terrible night. This is part of our history we will never forget.

The report is a valuable aid to build on the improvements we have already made – and are continuing to make - since May 2017. We have made progress to address the errors on the night and to adopt the recommendations of the Inquiry, particularly in strengthening our exercise and testing capability. We strive to be better every day and our response is testament to that. We are proud to protect and will continue to always do the best we can for the communities we serve as one BTP.

When discussing the MTFP I feel strongly that we should ensure that decisions do not undermine our commitment to the investment required to deliver on the MAI recommendations. I do maintain that we should defray the costs of this to ensure we are an efficient and effective police force.

CT Review – This month, we opened consultation with E Division colleagues on proposed changes to some of our Counter Terrorism functions following the BTP CT Review. Our aim is to ensure that we have the right resources at the right locations to provide a swift and capable response to live incidents and emerging threats. As Guardians of the Railway, reducing the likelihood of people coming to harm on the network is one of our six strategic objectives. We must continually review our capability and preparedness to mitigate potential threats and ensure that we can respond effectively in the event of an attack. I am confident that a meaningful consultation process will help us test and identify the best options for moving forward. I know that ACC O’Callaghan and his team have

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been working with colleagues to ensure that the notification of the consultation not only goes to those who maybe affected but across the Force as a whole.

4. A NEW GENERATION OF PARTNERSHIPS

4.1. **Integrated Security and Policing Pilot (ISPP)** – Our Integrated Security and Policing Pilot began in April this year and I have updated the Authority on several occasions as to the progress it has been making. Since its initiation the pilot has generated new partnerships with over 36 external stakeholders including Network Rail, Land Sheriff, London Underground, Grand Central Security, LNER, Google and more. There have been over a thousand dial-ins involving 20 individual partners with our officers during the course of the pilot, and intelligence from our briefings has allowed us to tailor our patrols to accommodate various issues around pilot stations and the footprint we work across. Twice-daily huddle meetings have strengthened working relationships with stakeholders and facilitated a more collaborative environment focussed upon agreed priority areas.

We now have an increased familiarity and channels of communication amongst our stakeholders which is crucial when raising respective concerns and I am encouraged by the feedback that this is increasing their confidence and understanding in how we devise and implement solutions. Regular communication with stakeholders enables us to work more efficiently to combat rising crime trends and has enabled a proactive, more integrated response to more serious incidents. The ISSP is not a new idea or principle, but it's such an effective one which clearly demonstrates the benefits of unifying safety and security efforts on the railway under one umbrella.

4.2. **Operation Alert** – The public rightly expect us to be visible, alert, engaged and approachable and – in these times of intense public and media scrutiny – it's vital for us to deliver on these expectations if we are to earn and keep public trust and confidence in our effectiveness and legitimacy as a police force. Operation Alert is not new, it is a return to something that our people told us worked. It is focused on ensuring that deployments are effective and visibly is felt at peak times to protect the rail community and create a hostile environment for crime. This means that every uniformed officer, PCSO and Special Constable, wherever they are deployed, and whatever their rank or role, are expected to be out on patrol during peak times Monday to Friday – on platforms, trains and at crime hotspots to achieve maximum visibility. Other operational support teams will participate when not responding to calls by patrolling hot spot locations, undertaking risk assessments or managing high risk contacts during these times.

Operation Alert applies to all stations across our jurisdiction, with visibility and public reassurance being just as vital at our more rural locations as at our main hubs, and we know only too well from past experience that incidents large and small can be deterred or mitigated by our presence. Our focus for Operation Alert is that everyone is to be vigilant

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to the signs of potential hostile activity, always maintain professional curiosity and to go out on patrol with a preventative mindset, ready to protect. From the initial feedback, ranging from busy city centre stations and transport hubs to rural and coastal locations, the response has been positive with excellent proactive work.

4.3. **Scotland Visit** – I recently visited Scotland in late November to meet with D-Division colleagues, industry and political stakeholders. It was great to meet with the BTP Federation, HMICS, and the Shadow Scottish Transport and Justice spokespersons, which resulted in really meaningful dialogue regarding the present and future state of the Force. Notably, these meetings took place against the backdrop of the Supreme Court's ruling regarding the proposed independence referendum which generated further debate with our stakeholders and was one of the key subjects of interest when I was out on patrol with officers. I fully appreciate that this will likely be an increasingly contentious issue in political spheres over the coming months, but our plan, vision and commitment remains to be One BTP.

5. A MODERN AND INCLUSIVE WORKPLACE

5.1. **Us at our best Awards** – Congratulations to all the winners and nominees of our inaugural us at our best Awards which took place on 1st November held at the National Railway Museum in York. I was proud and delighted to host the awards which showcased some of the brilliant work taking place across the Force. The commitment and dedication of all those nominated was evident and I know the shortlisting panels struggled to narrow the field down. In all there were 274 nominations for the various categories which included over 700 individuals from almost all aspects of the force, and I wish to give my heartfelt thanks to all of those who made those submissions to recognise their colleagues. All the finalists clearly demonstrated what a great Force this is – truly reflecting our Values as Guardians of the Railway.

5.2. **Black History Month** – In close collaboration with SAME, we hosted a range of presenters and discussions across October to celebrate Black History Month. I was pleased with the feedback which we received from across the Force, with over 500 people attending various inputs over 11 sessions during the course of the month – this is the highest level of engagement for BHM we have had to date and I am determined that we will continue to build on this and expand their availability to as many of our people as possible. We also engaged with 16 other Forces to share materials, experiences and any initiatives which we can replicate or join. I entirely agree with the feedback we received on our internal activity where 100% of attendees wish to see more such of these sessions on a regular basis not just within October to ensure that critical issues remain at the forefront of our equality and diversity plans.

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5.3. **Special Constables within CID** – Earlier this year we sought expressions of interest from serving Specials who were interested in learning more about CID and supporting us in our investigations. In early November, we welcomed 19 existing Specials from across the country into CID teams, while a further 8 will be permanently attached to CID. Our Specials have unique skills from outside of policing and this opportunity allows us to use and develop these skills to support victims, interview suspects and solve crime. All the Specials will be given an opportunity to complete a portfolio to evidence their learning and development in this new role. This demonstrates the ambition we have as a force to be as modern and inclusive as we can be and to maximise talent and provide opportunities to those who can bring their skills and experience to bare.

5.4. **Senior Leadership Away Day** – We held a senior leadership event in October to update our senior managers on the ‘Guardians of the Railway’ strategy and to get their feedback. Not only was it great to get so many of our people together in one space, it is really important to me that we keep our senior leaders informed so that they understand our direction of travel and can in turn ensure that their people understand our purpose and how we will get there. A lack of understanding of why we make changes has been a key area of previous people survey feedback that I am committed we will improve on. Our people deserve to know what we do and why we do it.

6. OUR SERVICE DELIVEREY

6.1. **Estates Update** – The lease for FHQ ends in December 2024 and the private landlord has alternative plans for the building. The revised Cabinet Office Property Controls preclude new private leases in London. There is, therefore, no “do nothing” option – although a baseline has been retained in the OBC for comparison purposes. Similarly, elements of B Division are currently housed, at TfL cost, in Albany House. This lease also ends in 2024 and TfL intend on moving B Division to Buckingham Palace Road. Final clarifications on the OBC for the 200 Buckingham Palace Road proposal will be submitted to the Authority imminently, along with the Cabinet Office Property Controls (PCAR) form for review and onward submission by the Authority to the CO.

Due to the critical time constraints TfL – who support the proposal to co-locate B Division resources funded and housed by TfL under their PSA with BTP FHQ resources in a Hub location at their building at 200 Buckingham Palace Road – have unilaterally appointed consultant surveyors to undertake a Feasibility Study on the proposed wholesale refurbishment of that building, and its separation from their adjoining building at 172 Buckingham Palace Road, and this is now fully under way.

Design work has been undertaken for a first phase of works on the Manchester Hub proposal, which will involve work at Peninsula to enable the vacation of the Portland Street

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offices, and the Business Case for this is due to be presented at PCIB on 24th November. Scoping work is still progressing on a Glasgow Hub proposal.

6.2. **IT Update** – The consultation for the structure element of Fixing the Fundamentals has now concluded. Any staff who may be placed at risk will be having their interviews over the forthcoming weeks. Recruitment of approximately 60 roles within Technology has now commenced. This is a mix of existing roles which were held due to the consultation, and new roles as well as the Technology Cadre roles who will solely be working on the A Force on the Move portfolio. The Skills Framework for the Information Age (SFIA) review will commence in January which will ensure that all job descriptions are updated to the necessary standards and that a comparison against the market is undertaken. I am excited about this growth which will be crucial to improving our technological footprint and enable us to go onto the front foot to develop our IT capabilities. A project to replace the telephony in the FCC/FCR is ongoing, which will ensure that we have the most up to date and resilient telephony solution and will bolster business continuity by enabling non-emergency calls to be taken from home. Data Centre Relocation has now been approved through DfT.

Fixing the Fundamentals is central to our success. We have accepted a historic under-investment in technology which the Force and Authority have committed to putting right. Whilst we will endeavour to do this with care and caution, taking every opportunity to be efficient along the journey, the recent uncertainty around funding causes me great concern. Any decision to offset this investment through core resourcing reductions within the Force will, in my view, undermine our ability to deliver a technology function which is fit for servicing our demand. A lack of sustainable funding is likely to increase costs in future years, which we know is a product of under-investment. This does not excuse us from scrutinising the spend at every stage to achieve efficiency, which myself and the technology team are fully committed to. I, therefore, once again, ask the Authority to determine this investment as necessary to the maintenance of an efficient and effective police force, and therefore defray the expense to operators as set out in legislation.

7. RECOMMENDATIONS

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

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Report to: Police Authority
Agenda #: 13
Date: 6 December 2022
Subject: Chief Executive's Report
Author: Hugh Ind, CEO
For: Information

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BTPA Goals

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

Purpose of paper

To update and inform Members of current issues and activity relevant to the British Transport Police Authority.

To complement the associated report of the Chief Constable provided at the Full Authority's 6 December 2022 meeting.

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

1.1 2022/23 Forecast Outturn

We have previously reported a forecast £5.3m overspend for 2022/23, both to Full Authority and to Performance and Delivery Committee, of which around half is agreed AFoTM spend, to come from Reserves and to be paid back later. DfT have reacted unfavourably to this forecast – paying closer interest than in previous years, both due to the size of the forecast overspend and the prevailing financial pressures in the industry. We have said we will do what we can to manage this down. I expect the Q3 forecast to show a significantly reduced overspend.

The extra costs of policing London Bridge (£1.3m) are in addition to the forecast £5.3m overspend. We remain in discussion with DfT on budget cover (and cash funding) for the £1.3m and DfT are much more disposed to help us with that pressure.

1.2 BTP/A Workshop – 5 December

Just a reference to the workshop for Members and COG on 5 December which provides valuable time to reflect on and improve on how we work together in direct pursuit of BTPA Goal 1.

1.3 Cost Allocation Model

A separate paper for this meeting reports progress towards introduction of a substantially simplified cost allocation model from 2024/5. We are still working through a laborious process of signing individual Deeds of Amendment with each PSA holder in order not to run a 21/22 'wash up' process - as required by the current cost allocation arrangements. Since it is unlikely we will acquire 100% signatures in time – mostly through bureaucratic inertia and lack of engagement from some PSA holders, there will remain a residual risk in proceeding without the 21/22 wash-up as we plan.

1.4 Integration with DfT/TOC business planning

Rubeela and the team have made good strides this year in working with the DfT team responsible for the TOC business planning process. Whereas we have not been able to tell TOCs of BTPA charges for 23/24 in advance of their 3 December submissions to DfT, we are able to share likely information on total and individual charges with DfT before they conclude the business planning exercise with TOCs in February, so removing the risk of 'nasty surprises' for some PSA holders which has been a feature in previous years.

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1.5 2018 Officer Pension Valuation

I have not reminded Members for some time that we are yet to conclude the 2018 valuation of the Police Officer Pension Scheme. Whereas we had previously been ready to assess a £10m surplus, the Pension Regulator advised they see a £350m deficit and would require action from us to make that good. We have previously agreed not to conclude the valuation while discussions with DfT and HMT continue. Those discussions are not concluded. The most recent letter from The Pension Regulator assured us of no enforcement activity up to end of March 2023. That is also the date by which the 2021 Officer Pension Valuation should be concluded. So, more activity to resolve this significant financial risk will be needed in the first quarter of 2023.

1.6 Member Recruitment

Further slippage has meant that I now wonder about the achievability of DfT's stated ambition to advertise for new Members before Christmas.

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

2.1 Inclusion and Diversity Strategy

Some draft excerpts from the BTP Inclusion and Diversity Strategy are before this meeting. We expect to have a steering discussion in which Members can express their view on the Targets they may want to see under the Strategy. Separate work will be needed to ensure monitoring of its implementation in full.

2.2 Police Race Action Plan

This meeting will also consider the panoply of commitments and actions under the NPCC/APCC Police Race Action Plan, some of which are for the Authority itself. Again, it will be clear that the Authority, as well as the Force, needs to increase its level of oversight of the whole range of actions covered on this subject which is core to the Legitimacy of policing in the UK.

2.3 Training for New Recruits

BTP is the last force in England and Wales to procure a provider to deliver training for Apprenticeships for new recruits. This (approx. £24m) procurement has yet to be agreed by the Cabinet Office.

Separately, the Home Secretary has announced a review of the current apprenticeships for new recruits (covering non-graduates, policing graduates and non-policing graduates respectively). This review risks further delay. In the meantime, BTP constable training is not as equivalent as it once was to that for Home Office forces, while approximately £600k BTP apprenticeship levy is

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handed back to HMT each year. This complex subject is one which BTPA, via its People and Culture Committee, will want to progress early in the New Year.

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

3.1 HMIC Inspection

During this month, BTP are expecting to see a draft for factual accuracy of the overall PEEL inspection recently conducted by HMIC. Early indications are of a comparatively positive assessment.

3.2 Manchester Arena Inquiry

This meeting has a separate item on the implications for BTP of the recently published Volume 2 of the Manchester Area Inquiry. Audit, Risk and Assurance Committee has been assessing BTP implications of the recommendations of Volume 1 and Members will want to consider if that remains appropriate for Volume 2.

3.3 External Scrutiny

Between Force and Authority, we have been slow to take forward activity following on from the paper to the September Authority meeting on external scrutiny of BTP. But we have begun to advertise some external scrutiny activity to Members and will be joined at dinner on 5 December by Members of both the C Div Independent Advisory Group and the overall Strategic Independent Advisory Group which should help Members take a view on the levels of engagement with those Groups they want to pursue.

3.4 Police Conduct

Members have seen the comments of the Home Secretary and Sir Mark Rowley questioning the current system of overseeing Police Conduct – and specifically the independent legal chairs for Conduct Panels. BTPA did have a choice as to whether to opt into these arrangements established by the Home Office. We will monitor closely any decisions from the Home Office and will bring decisions to Members as necessary and in due course.

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

4.1 Policing and Security

Members have seen Kate Carr's report on the need for better integration of policing and security effort on the railway and the action plan subsequently agreed with DfT. In the absence of resource at DfT, with the uncertain momentum around Rail Reform and with the expiry in January 2023 of Kate's role at BTPA, moving this work forward at the strategic level is proving an uphill struggle.

In the meantime Allan Gregory's Integrated Security and Policing Pilot (ISPP) at five stations continues to prove the operational concept.

I will work with Kate over the remaining weeks to retain what momentum we can against the current backdrop.

4.2 EPSAs

On a related matter, the Chief Constable and I continue to have concerns over the viability of the 'additionality' of EPSAs in the current environment. Issues stem from whether BTP can resource these agreements, whether the rail industry should retain this extra ability to spend and why it makes sense to sign up to these piecemeal agreements while the holistic integrated approach remains absent.

I am personally becoming more resistant to the concept of EPSAs as time goes by, but this will require a fuller conversation with Members lest I risk cementing such an approach without Member agreement.,

5&6 'We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing.'

'We want continuously to deliver efficiencies and keep improving productivity'

5&6.1 A key deliverable from the MTFP/budget setting process to be concluded at this meeting is that it will enable us to allocate and communicate charges for 2023/24 to PSA holders. This helps planning both for PSA holders and for DfT.

In parallel, we need to consider potential investments which may not result in increases in charges (if we access our Reserves) but which nonetheless

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require DfT approval (spend from our Reserves contributes an additional spend across the rail network even though it is not charged out).

Our belief is that there remain legitimate reasons for spending in 23/24, funded from reserves, for some or all of the following items :

- Fixing the Fundamentals (IT investment)
- Electric Vehicles (spending permission given in Spending Review)
- London Estate (spending permission given in Spending Review)
- Staff Pay Reform (£5m investment, repaid in 3 years)
- AFoTM
- Exercising and Testing for Major Incidents (response to CT Review and MAI)

In total, this could amount to around £15m spend from reserves in 23/24 (across revenue and capital of which, bar the capital investment, the investment would be recouped via efficiencies during the MTFP period.

Members should note this discussion with BTP and DfT is proceeding in parallel with the budget (and industry charges) approval sought today. Assuming DfT agreement, decisions will be brought back to Members before the start of the financial year.

7. Decisions between Scheduled Meetings (since September 2022)

- a. **Serial A036 ARAC Replacement Audit (12 October 2022).**
Members of the Audit and Risk Assurance Committee approved replacing a scheduled internal audit of vetting with an internal audit of the travel booking system. This change is designed to minimise duplication with planned HMICFRS inspection activity.
- b. For completeness Members should noted that Serial A035 was a paper regarding the new charging methodology that was issued to Members for consultation on 22 September, rather than a formal decision between scheduled meetings.

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