

# [29 March 2023] Agenda Pack / Full Authority

MEETING  
29 March 2023 11:00

PUBLISHED  
24 March 2023

WEBSITE

# Agenda

| <i>Location</i>   | <i>Date</i> | <i>Owner</i>                                  | <i>Time</i> |
|---|-------------|---|-------------|
| Meeting Room G1/G2, BTP, 25<br>Camden Room, London, NW1 9LN | 29/03/23    |   | 11:00       |
| 1. Apologies  |             | Chair   | 11:00       |
| 2. Declarations   |             | All   |             |
| 3. Minutes  |             | Chair   |             |
| 4. Actions  |             | Chair   |             |
| 5. Risk Profile   |             | Chief Executive                               |             |
| 6. Business Planning / BTP Budget and MTFP 2024/28          |             | Joint<br>Force/Executive                      | 11:15       |
| 7. Professionalism  |             | Co-Head of<br>Governance<br>and<br>Compliance | 11:35       |
| 8. Oversight of Inclusion and Diversity                     |             | Project Director                              | 11:45       |
| 9. Chief Constable's Report                                 |             | Chief Constable                               | 12:05       |
| 10. Policing Plan Dashboard Q3 2022/23                      |             | Chief Constable                               | 12:20       |
| Lunch Break   |             |   | 12:30       |
| 11. Chief Executive's Report                                |             | Chief Executive                               | 12:45       |

# Agenda

| <i>Location</i>   | <i>Date</i> | <i>Owner</i>               | <i>Time</i> |
|---|-------------|----------------------------|-------------|
| Meeting Room G1/G2, BTP, 25<br>Camden Room, London, NW1 9LN                                     | 29/03/23    |                            | 11:00       |
| 12. BTPA Priorities   |             | Chief Executive            | 13:00       |
| 13. Management Assurance Return 2022/23   |             | Chief Financial<br>Officer | 13:10       |
| 14. Contract Award - National Network Services  |             | Chief Constable            | 13:20       |
| 15. Terms of Reference Refresh - Pension Working Group  |             | Board Secretary            | 13:25       |
| 16. Committee Minutes   |             |                            | 13:30       |
| 16.1. [Background Pack] Strategy and Planning / 8 February<br>2023                              |             | Andy Cooper                |             |
| 16.2. [Background Pack] Performance and Delivery / 16<br>February 2023                          |             | Craig Mackey               |             |
| 16.3. [Background Pack] Scottish Railways Policing / 13<br>December 2022                        |             | Bill Matthews              |             |
| 16.3.1. [Background Pack] Non-Public Minutes / Scottish<br>Railways Policing / 13 December 2022 |             | Bill Matthews              |             |
| 16.4. [Background Pack] Scottish Railways Policing / 2 March<br>2023                            |             | Bill Matthews              |             |
| 16.5. [Background Pack] People and Culture / 7 March 2023                                       |             | Bev Shears                 |             |
| 16.6. [Background Pack] Audit and Risk Assurance / 10 March<br>2023                             |             | Kenna Kintrea              |             |
| 17. Full Authority Workplan   |             | Chair                      | 13:40       |
| 18. Any Other Business  |             | All                        |             |
| 19. Exclusion of the Public   |             | All                        |             |

# Agenda

| <i>Location</i>   | <i>Date</i> | <i>Owner</i>    | <i>Time</i> |
|---|-------------|-----------------|-------------|
| Meeting Room G1/G2, BTP, 25<br>Camden Room, London, NW1 9LN                       | 29/03/23    |                 | 11:00       |
| 20. British Transport Police Force Superannuation Fund<br>(BTPFSF) 2021 Valuation |             | Chief Executive | 13:45       |
| 21. Meeting Evaluation  |             | Bill Matthews   | 14:00       |

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## Minutes

### Full Authority

Tuesday 6 December 2022 at 10.00am in Atholl and Linlithgow Meeting Room,  
 DoubleTree by Hilton, 1 Auburn Street, Manchester, M1 3DG and via Microsoft Teams

#### Present:

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

#### Apologies:

Emir Feisal  
 Bev Shears

#### 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)  
 Kate Carr (Project Director)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Alistair MacLellan (Board Secretary / Minutes)

##### **British Transport Police**

Lucy D'Orsi (Chief Constable)  
 Steff Sharp (Chief of Staff)  
 Alistair Sutherland (Deputy Chief Constable)  
 Sean O'Callaghan (Assistant Chief Constable)  
 Charlie Doyle (Assistant Chief Constable)  
 Allan Gregory (Assistant Chief Constable)  
 Tracey Martin (Director of Finance and Commercial Services)  
 Johnny Shilton (Head of External Affairs)

**External**

Oliver Mulvey (Department for Transport) (until Item 12)

Steve Marshall-Camm (Department for Transport (from Item 12))

**Apologies**

## Agenda Item 1

1. Apologies were received from Emir Feisal and Bev Shears.

**Declarations of Interest**Agenda Item 2<sup>1</sup>

2. Fiona Brunskill and Mike Gallop, through the Chair, highlighted their respective potential conflicts of interest in Item 6 (BTP Budget and MTFP) and Items 7—9 (Wash-Up and Charging Methodology) given the nature of their employment declared in their standing register of interests.
3. Bill Matthews chose to highlight his board membership of the Independent Office for Police Conduct listed on his standing register of interests<sup>2</sup>.

**Minutes**

## Agenda Item 3

4. **RESOLVED**, that the minutes of the meeting held on 27 September 2022 be approved.

**Actions**

## Agenda Item 4

5. **RESOLVED**, that Actions 16/2022 and 19/2022 be noted, and Actions 8/2022, 17/2022 and 18/2022 closed.

**Risk Profile**

## Agenda Item 5

6. Members considered a report of the Board Secretary and associated risk profile and the following points were made.
  - a. The Chair of Audit and Risk Assurance Committee noted the scrutiny undertaken by respective sponsor Committees and the Audit and Risk Assurance Committee.

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<sup>1</sup> Nick Hawkins later declared an interest as a Legally Qualified Chair when discussing Police Conduct at Agenda Item 13 (Chief Executive's Report).

<sup>2</sup> Members' standing register(s) of interests, including their current employers e.g. Network Rail, Transport for London, can be viewed online on the [British Transport Police Authority website](#) (link accessed 8 December 2022).

- b. The Chief Executive noted the recommendation to retain the Legitimacy risk score at ■ pending further evidence of assurance, and its significance given the importance attached to Legitimacy by Force, Executive and Members at the Board Away Day on 5 December 2022.

7. **RESOLVED**, that Members,

- a. Note the Risk Profile (November 2022)
- b. Approve the Joint Strategic Risk Register including,
  - i. A Legitimacy risk score of ■
  - ii. A Recruitment and Retention risk score of ■
  - iii. A Wellbeing, Health and Safety risk score of ■
  - iv. A change in strategic risk title wording for the Wellbeing, Health and Safety risk.

**Strategic Risk Register**

Agenda Item 5.1

- 8. **RESOLVED**, that the Strategic Risk Register be approved as per the resolution at Item 5.

**British Transport Police Budget and Medium-Term Financial Plan 2024/28**

Agenda Item 6

- 9. Members considered an Executive cover report and report of the Director of Finance and Commercial Services regarding the British Transport Police Budget and Medium-Term Financial Plan 2024/28 and the following points were made.
  - a. The Chief Executive thanked counterparts in the Force for their engagement during the development of the budget and MTFP. He recommended that Members approve an amalgamation of the two elements of Option 2 i.e. approve that the Force construct a Budget for 23/24 and MTFP that assumed a Police Services Agreement (PSA) increase in charges of 4.5%, plus £4m expenditure in 23/24 on items listed at paragraph 5.9 specifically Fixing the Fundamentals, National Enabling Programme, Private healthcare, exercise and testing, and Coronation public holiday.
  - b. In making his recommendation, the Chief Executive noted the Authority would therefore carry an income risk of £4m, alongside some elements of capital, which would require mitigation through conversations with the Department for Transport. Those conversations had started, and he expected them to be concluded by February 2023. Those conversations would also cover wider areas of spend e.g. London Estates, and would be

based on seeking DfT agreement for BTP/A access to Reserves. Members would then be invited to review the Budget and MTFP in March 2023, in line with an updated position on how this would be funded. In his view, the income risk was one that the Authority could accept at the current point in time.

- c. The Chief Constable thanked counterparts in the Executive for their advice and challenge during the development of the budget and MTFP. The paper before Members set out the challenges facing the Force, and any decision to come in at a PSA percentage increase less than that recommended at Option 1 would mean tough choices would have to be made by the Force in delivering against the Strategic Plan and Policing Plan.
- d. The Chief Constable continued, noting that the Force had already taken steps to identify efficiencies including savings identified through the Counterterrorism Review. Key areas of focus, including Legitimacy and Professional Standards, had been absorbed by the Force to date rather than charged out to industry.
- e. The Chair concluded the item by noting the degree of scrutiny provided by Members at Strategy and Planning Committee, the wide range of discussions between Executive and Force over a period of weeks that autumn as well as the Full Authority briefing held on 23 November 2022. Members in coming to their decision were mindful of the wider fiscal environment facing industry and public sector finances.

#### 10. RESOLVED, that Members

- a. approve a British Transport Police Budget and MTFP 23/28 based on an increase in charges of to 4.5% and additional expenditure in 23/24 to cover items listed at paragraph 5.9 of the report, on understanding that the £4m income risk was deemed acceptable by the Authority and would be progressed via discussions with Department for Transport.
- b. Note that Executive discussions with the DfT will also include prioritised 23/24 business planning for London Estates, Electric Vehicles, and *A Force on the Move*.
- c. Note that the Executive will work with the Force to understand the increase in TfL, EPSAs, CL and other income/grants, and ensure BTP/A remains in line with Managing Public Money in terms of not cross-subsidising across services.



**Minutes – Strategy and Planning Committee [15 November 2022]****Agenda Item 6.1**

11. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 15 November be noted.

**British Transport Police Authority Budget and Medium-Term Financial Plan 2024/28****Agenda Item 6.2**

12. **RESOLVED**, that Members approve the British Transport Police Authority Budget and Medium-Term Financial Plan 24/28 for inclusion within the wider BTP Budget and MTFP, as set out in paragraph 6 of the report.

**2021/22 Net Wash-Up Charge****Agenda Item 7**

13. **RESOLVED**, that Members 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 for the 21/22 net adjusted wash up charge of c£0.3m for Transport for London (TfL) to be charged to TfL.

**2021/22 Wash-Up Process and Permanent Removal****Agenda Item 8**

14. Members considered a report of the Chief Financial Officer regarding the 21/22 Net Wash Up Charge and the following points were made.
- a. The Chief Executive emphasised the risk that one or more PSA holders that had not signed a Deed of Amendment could seek to challenge the Authority through the Department for Transport and/or judicial review. That said, there was no indication to date this risk was high. Moreover, the Department for Transport had been sighted on the Authority's emerging proposals to date.
  - b. An observer from the Department for Transport noted that permanent removal of the wash-up would be subject to approval by Department for Transport (DfT) SRO Operational Advisory Panel (SOAP).
15. **RESOLVED**, that Members,
- a. Approve the removal of the wash-up charge for 21/22 under Option 1 at paragraph 4.3 (chase outstanding deed of amendments, provide operators final deadline).
  - b. Approve further discussions with Department for Transport on the removal of the wash-up for future years, on basis of responses received.

## Update on 2023/24 Charges and New Methodology

### Agenda Item 9

16. Members considered an update report of the Chief Financial Officer regarding 23/24 Charges and a new Charging Methodology and the following points were made.
- a. A Member welcomed the dialogue on these issues to date and noted the importance of adopting a simplified charging methodology, whilst noting the Authority would need to manage any transition to the new methodology carefully.
  - b. The Chief Executive was heard in response, noting that the current methodology had both winners and losers and this dynamic would continue into any transition period. That said, the dynamic in any transition would likely focus on how each *class* of operator was charged.
  - c. Members cautioned against a model that sought to allocate cost according to recorded crime, given this could lead to negative reporting behaviours. Instead the Authority should seek to utilise planned, forward looking data sets.
  - d. The Chief Constable noted the read-across from a new methodology to the ambition for more efficient and integrated policing and security spend across the industry and emphasised that any reduction in charging would have to be made up through increased industry spend on security.
17. **RESOLVED**, that the report be noted.

## Policing Plan Annual Review 2022/23

### Agenda Item 10

18. Members considered a joint Executive/Force report on the Policing Plan Annual Review 2022/23 alongside the relevant section of the Strategy and Planning Committee minutes (Item 6.1) and the following points were made.
- a. The Head of Strategy, Planning and Engagement noted that the relevant Plan(s) would be reviewed by Scottish Railways Policing Committee at its meeting on 13 December 2022.
  - b. Members discussed the issue of vulnerability and noted examples from the Metropolitan Police and Humberside Police where peer forces were being more robust in setting limits on the extent to which they absorbed demand not being met by partner agencies. The Deputy Chief Constable noted the Force had a collaborative model in operation in Liverpool that had the potential for wider roll out by the Force, following review, across other areas of the UK.

- c. An Assistant Chief Constable cautioned that a more hands-off approach to mental health would be amplified in a railways context through e.g. increased delays. The Chief Constable added that the Force's approach was complicated by fact it was obliged to liaise with a range of healthcare providers across its national footprint whereas peer forces had more defined geographic focus.
- d. The Chief Constable noted her belief that there was a role for policing and the Force in particular in the vulnerability and mental health space. That said, the Force would require policies to ensure strong and appropriate processes were in place if it ever decided to withdraw from certain areas. On top of this, there was scope for the Force to be more imaginative e.g. in providing enhanced training in mental health for its officers. At some point the Force would be in a position to come back to the Authority with an authoritative cost for the Force in dealing with non-crime demand.
- e. A Member noted that the Scottish Police Authority had convened a mental health conference on 9 December 2022.

19. **RESOLVED**, that Members approve the annual refresh of the Policing Plan(s) including,

- a. Updated narrative on anti-social behaviour,
- b. An additional measure regarding powers used to protect people in crisis.
- c. Refreshed sections for Wales, Scotland and Transport for London.
- d. Refreshed introductions from the Chair, Chief Constable and Divisional Leads.
- e. Refreshed detail on sub-Divisional leadership, budgets and resourcing.

*The meeting was adjourned between 10.58am – 11.08am.*

## **Inclusion and Diversity**

### **Agenda Item 11**

20. Members considered a report of the Project Director regarding the draft BTP Inclusion and Diversity Strategy and the following points were made.

- a. A Member welcomed the report as practical and pragmatic, noting it was logical to have targets at the heart of performance management but cautioned against the Full Authority venturing too far into operational oversight of areas such as legitimacy.
- b. Those present discussed the draft strategy,
  - i. A Member suggested that more definitive measures be considered on how positive action was delivered to under-represented groups seeking promotion and progression.

- ii. A Member was not clear on how the target percentages on self-declaration of disability or sexuality would be achieved by 2028.
  - iii. A Member commented that the governance underpinning inclusion and diversity looked congested and at risk of sitting separately to mainstream Force activity – steps should be taken to ensure I&D activity was embedded throughout Force governance.
  - iv. Members welcomed reference to importance of leadership and stressed that the strategy would only succeed if there was deep understanding and belief of its importance at all levels of the Force. Any cynicism needed to be openly acknowledged and tackled constructively.
- c. Those present discussed the proportion of female and ethnic minority officers,
- i. A Member noted it would be helpful to use comparative data alongside timelines drawn from peer forces. It would perhaps also be helpful to disaggregate female/ethnic minority figures by Division.
  - ii. The Chief Constable noted the Force had a significant number of transferees which, given demographics of experienced officers in other forces, meant this had the potential to impact female/ethnic minority officer targets.
  - iii. The Chief Constable added that the recent direct entry detective scheme had been positive in terms of the number of female candidates it had attracted.
  - iv. A Member commented that People Committee had recently noted a report on Learning and Development Transformation which had outlined barriers to recruiting a more diverse range of officers. In his view barriers were well understood and the focus should now move to removing those.
  - v. A Member noted that retention was as important as recruitment and suggested an intermediate target of c.2026 be adopted to take stock on progress towards female / ethnic minority targets.
- d. Those present discussed efforts to improve self-defined ethnicity figures (SDE) following a stop and search,
- i. An Assistant Chief Constable noted that improving SDE was a focus of the Force – it had improved from 40% non-recording of SDE to 29% currently and was under continuing review by the Force's Stop and Search Board.
  - ii. The Chief Financial Officer noted that the process to SDE should be as simple and streamlined as possible, with a clear explanation for how the data was used.

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- iii. The Chief Constable highlighted that the main barriers to improving SDE included options not being relevant to respondents and reluctance to disclose following encounters with officers.
- e. Those present also discussed the ambition to improve self-defined protected characteristics among officers and staff, and noted a common barrier was a lack of trust among respondents on how the data would be used. The Chief Financial Officer noted that, from experience, it was necessary that the processes to capture self-defined characteristics should be as simple and streamlined as possible to be effective.
- f. Those present discussed the adoption of numerical targets,
  - i. A Member noted trends within Staff/Officer Surveys reviewed by People Committee and emphasised the importance of effective messaging to explain the importance of inclusion and diversity across the Force. Communication needed to be sensitive, professional and progressive to avoid inadvertently excluding anyone.
- g. Those present discussed the communication of inclusion and diversity targets and measures,
  - i. A Member noted trends within Staff/Officer Surveys reviewed by People Committee and emphasised the importance of effective messaging to explain the importance of inclusion and diversity across the Force.
- h. A Member commented that the Authority's focus on increasing diversity and inclusion should be rigorously applied to forthcoming Member recruitment, and the Department for Transport / Public Appointments team in central government informed accordingly.
- i. Members noted that the draft strategy would be subject to approval by Force Executive Board in early 2023.

**21. RESOLVED,** that Members,

- a. Record their agreement with the conclusions set out at section 4 of the report.
- b. Approve the application of numerical targets in relation to inclusion and diversity.
- c. Direct the Executive to highlight the outcome of this item to Government Internal Audit Agency officials engaged in an internal audit of Force inclusion and diversity governance (Action 21/2022).
- d. Confirm the continued responsibilities of the Performance and Delivery Committee and the People and Culture Committee for scrutiny of elements

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of inclusion, diversity, trust and legitimacy that currently fall within their respective remits.

- e. Notwithstanding the above, approve that the Full Authority keep a central thematic grip on targets within the Inclusion and Diversity Strategy under a standing agenda item at future meetings, alongside thematic items on strategic I&D priorities as appropriate (Action 22/2022).

### **Draft Inclusion and Diversity Strategy**

#### **Agenda Item 11.1**

22. **RESOLVED**, that the British Transport Police draft Inclusion and Diversity Strategy be noted.

### **Police Race Action Plan**

#### **Agenda 11.2**

23. Members considered a report of the Project Director regarding the Police Race Action Plan and the following points were made.
  - a. The Project Director noted there was work for BTPA to do to become compliant with the plan, in addition to overseeing BTP's progress. A Force-level Steering Group for the Action Plan would meet for the first time early in 2023 and would include representation from the BTPA Executive.
  - b. Updates on progress by the BTP/A against the Race Action Plan would form part of the new standing item on inclusion and diversity on Full Authority agendas.
  - c. The Chief Constable noted, for transparency, that she was the national lead for use of powers under the Plan.
24. **RESOLVED**, that Members,
  - a. Acknowledge the commitment to becoming an anti-racist organisation and note the commitments within the Police Race Action Plan.
  - b. Agree to monitor delivery against the Race Action Plan as part of their new standing item on inclusion and diversity.

### **Chief Constable's Report**

#### **Agenda Item 12**

25. Members considered the Chief Constable's Report and the following points were made.

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*Operation London Bridge*

- a. Further to the Full Authority meeting in September 2022 the Chief Constable reiterated her thanks to ACC O’Callaghan and officers and staff for their delivery of the Force’s contribution to Operation London Bridge.

*Manchester Arena Inquiry*

- b. The Chief Constable noted she had felt a strong mix of anger and sadness on reading Volume 2 of the Inquiry. The Force continued to work on recommendations arising from both Volume 1 and Volume 2. She acknowledged that the Manchester bombing was now embedded in the history of the Force, and it would take time for the Force to recover reputationally.
- c. The Chief Constable continued, noting she had made a press statement on the day Volume 2 had been released in which she apologised to families, and accepted the recommendations of the report.

*Counterterrorism Review*

- d. [REDACTED]

*Operation Alert*

- e. The Chief Constable noted the proven model of Op Alert, and the fact it was a popular initiative among officers and staff.

*Scotland Visit*

- f. The Chief Constable noted her visit to Scotland in late November 2022 and her engagement with HMICS, BTP Federation, shadow politicians and Scottish Transport Minister.

*Us at Our Best Awards*

- g. The Chief Constable highlighted the inaugural *Us at our Best Awards* which had seen 274 nominations involving 700 individuals showcasing the excellent work taking place across the Force.

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*Black History Month*

- h. The Chief Constable noted the 11 sessions held across Black History Month had proved popular with the highest level of engagement to date. 100% of attendees had noted they hoped to see more of such activity on a regular basis.

*Special Constables within CID*

- i. The Chief Constable noted that 19 Specials had moved into CID teams with a further 8 Specials due to be permanently attached to CID.

*Estates Update*

- j. In response to a question, the Chief Constable replied that she was feeling more confident regarding delivery of the London Estates business case than she was in September 2022.
- k. In response to a question, the Director of Finance and Commercial Services clarified that reference to a Glasgow Hub referred to an options appraisal for the Force's presence in Cowcaddens.

*IT Update*

- l. The Chief Constable noted the dire state of information technology within the Force when she first joined and was reassured by the level of investment to date. She felt the Force had a credible plan in *Fixing the Fundamentals* to continue to deliver IT improvements.

26. The Chair concluded the item by thanking those officers involved in both Operation London Bridge, and the ongoing Manchester Arena Inquiry and resulting activity to meet the inquiry's recommendations.

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

**Chief Executive's Report****Agenda Item 13**

28. Members considered the Chief Executive's Report and the following points were made.

*Forecast Outturn 2022/23*

- a. In the previous quarter, the Force had been forecasting an outturn of £5.3m overspend not including Op London Bridge. An updated forecast was expected by mid-December 2022 and it was the Chief Executive's view that Members could expect the £5.3m overspend figure to have reduced. The

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updated forecast would be circulated to Members once available (Action 23/2022).

#### *2018 Officer Pension Valuation*

- b. [REDACTED]

#### *Police Conduct*

- c. The Chief Executive noted the comments by the Home Secretary and Sir Mark Rowley regarding the current system overseeing police conduct, and the fact the Authority would have some decisions to make regarding that system once any changes had been made.
- d. The Chief Constable noted that the Force was in a good position regarding its approach to conduct and was the best Force nationally with regards to reflective practice.
- e. Nick Hawkins took the opportunity to declare an interest as a Legally Qualified Chair (LQC) and noted that any new system would likely continue to involve LQCs. He noted that LQCs were often obliged to consider cases that could arguably be addressed by Chief Constables in a more timely and decisive way.

#### *Enhanced Policing Services Agreements*

- f. The Chief Executive noted his increasing aversion to the piecemeal nature of EPSAs given the absence of an integrated approach to policing and security spend and recommended the Full Authority take a view on a policy position around end Q1 2023/24 (Action 24/2022).

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

#### **Manchester Arena Inquiry**

##### **Agenda Item 14**

30. An Assistant Chief Constable was heard regarding the Manchester Arena Inquiry and the following points were made.

- a. The Assistant Chief Constable noted the release of Volume 2 of the inquiry on 3 November 2022, which concerned the emergency response on the

night of the bombing. The report contained 149 recommendations of which 6 related directly to the Force.

- b. The National Police Chiefs' Council would be discussing the overall UK policing response to the inquiry recommendations at a meeting on 7 December 2022. The Assistant Chief Constable concluded by noting Audit and Risk Assurance Committee had tasked him with ensuring the Force captured any relevant lessons learned from those recommendations not directed at the Force.
- c. Volume 1 of the inquiry had concerned preparedness ahead of the bombing and had included 34 deliverables for the Force of which 6 were outstanding and being reported to and overseen by the Audit and Risk Assurance Committee, most recently at its meeting on 18 November 2022. The Assistant Chief Constable provided a brief summary of progress against those recommendations.
- d. The Assistant Chief Constable continued, noting that Volume 1 had included Monitored Recommendations, which in practice required the Chief Constable to write to the Chair of the Inquiry ahead of providing a corporate statement. The Assistant Chief Constable would likely appear before the Inquiry during 2023.
- e. In response to a question, the Assistant Chief Constable replied that the Force's current advanced communications system was fit for purpose but not future proof. It would be replaced in early 2023.

31. **RESOLVED**, that the verbal update regarding the Manchester Arena Inquiry be noted.

#### **Minutes – Audit and Risk Assurance Committee [18 November 2022]**

##### **Agenda Item 14.1**

- 32. The Chair of the Audit and Risk Assurance Committee noted key items at the Committee's meeting, including Committee Training on Professional Standards, and receipt and scrutiny of a Government Internal Audit Agency (GIAA) Internal Audit Report regarding IFRS16, which was graded *Moderate*.
- 33. **RESOLVED**, that the draft Audit and Risk Assurance Committee minutes of the meeting held on 18 November 2022 be noted.

**Committee Minutes**

## Agenda Item 15

**Appointments, Remuneration and Appraisal [7 November 2022]**

## Agenda Item 15.1

34. **RESOLVED**, that the draft minutes of the Appointments, Remuneration and Appraisal Committee meeting held on 7 November 2022 be noted.

**Performance and Delivery [7 November 2022]**

## Agenda Item 15.2

35. **RESOLVED**, that the draft minutes of the Performance and Delivery Committee meeting held on 7 November 2022 be noted. The Chair of Performance and Delivery Committee noted the Committee's focus on addressing disproportionality.

**People and Culture [16 November 2022]**

## Agenda Item 15.3

36. The Deputy Chair of the People and Culture Committee meeting summarised key items of business, noting the Committee's review of Force delivery of its *Well Cared For* pillar. The Chief Constable added an update on progress made towards returning officers to operational duty following injury and/or ill health.
37. **RESOLVED**, that Members note and endorse the Wellbeing, Health and Safety Annual Statement 2021/22.
38. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 16 November 2022 be noted.

**Scottish Railways Policing [13 December 2022]**

## Agenda Item 15.4

39. The Chair of Scottish Railways Policing Committee noted that its scheduled 22 November 2022 meeting had been postponed to 13 December 2022. The agenda for that meeting included a review of Scotland Division's Policing Plan, a thematic on Stop and Search, and the annual report on delivering value for money / best value in Scotland.

**Any Other Business**

## Agenda Item 16

**Risk Deep Dive Schedule 2022/23 Review**

40. The Chair of the Audit and Risk Assurance Committee reminded Members to reply to the Risk Deep Dive Schedule Review by the deadline of 10 January 2023 to allow

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for lessons learned to be applied to the development of the 2023/24 Schedule in good time.

### **Non-Public Minutes**

#### **Agenda Item 17**

41. **RESOLVED**, that the non-public minutes of the meeting held on 27 September 2022 be approved.

### **Meeting Evaluation**

#### **Agenda Item 18**

42. Martin Richards delivered a meeting evaluation and the following points were made.
- a. The agenda was well structured any covered key areas of focus for the Full Authority.
  - b. Both Members and wider attendees had contributed to the meeting.
  - c. The overall away day (5 December) stakeholder dinner (5 December) and Full Authority meeting (6 December) had been well orchestrated. The focus now needed to move to identifying and delivering outcomes.
  - d. The exchanges on the Budget and Medium-Term Financial Plan over the past few months had been a case study in healthy tension between Authority and Force, culminating in the agenda item that day.
  - e. On a personal note, the generosity of spirit demonstrated by Figen Murray at the stakeholder dinner had been inspirational.
43. The Chair concluded the meeting by noting this was Martin Richards' final Full Authority meeting before his term as BTPA Member came to an end in January 2023. The Chair thanked Martin for his service, advice and counsel and noted that Members would have the opportunity say goodbye properly in the New Year.

The meeting ended at 12.35pm.

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## ACTIONS FROM PREVIOUS MEETING(S)

| No      | Date              | Item                              | Action/Paper   | Owner                                       | Outcome  |
|---------|-------------------|-----------------------------------|--|---|--|
| 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                   | <b>Completed</b><br>Factored into business-as-usual activity.  |
| 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 | <b>Completed</b><br>Outline Business Case approved on 8 February 2023 (BI Serial A037)   |
| 20/2022 | 6 December 2022   | Budget and MTFP 24/28             | Members to review Budget and MTFP once conversations with DfT completed in February 2023 – to be added to Full Authority Workplan.   | Board Secretary                             | <b>Completed</b><br>Full Authority workplan updated  |
| 21/2022 | 6 December 2022   | Inclusion and Diversity           | The Executive to highlight the outcome of this item to Government Internal Audit Agency officials engaged in an internal audit of Force inclusion and diversity governance.  | Project Director                            | <b>Completed</b><br>GIAA debriefed by Project Director following Full Authority December 2022 meeting ahead of completion and delivery of GIAA report. |
| 22/2022 | 6 December 2022   | Inclusion and Diversity           | Full Authority keep a central thematic grip on targets within the Inclusion and Diversity Strategy under a standing agenda item at future meetings, alongside thematic items on strategic I&D priorities as appropriate / to include monitoring of Police Race Action Plan delivery. | Board Secretary                             | <b>Completed</b><br>Full Authority workplan updated  |

|         |                 |                          |  |                 |   |
|---------|-----------------|--------------------------|--|-----------------|---|
| 23/2022 | 6 December 2022 | Chief Executive's Report | The updated forecast outturn 22/23 to be circulated to Members once available.   | Board Secretary | <b>Completed</b><br>Circulated to Members as an annexe to Chief Executive's Monthly Report (January 2023) (Serial D002) |
| 24/2022 | 6 December 2022 | Chief Executive's Report | The Chief Executive noted his increasing aversion to the piecemeal nature of EPSAs given the absence of an integrated approach to policing and security spend and recommended the Full Authority take a view on a policy position around end Q1 2023/24 (June 2023). | Board Secretary | <b>Completed</b><br>Full Authority workplan updated   |

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Report to: Full Authority  
 Date: 29 March 2023  
 Subject: BTP/A Business Planning and 2023-24 Budget Cover Paper  
 Sponsor: Chief Executive Officer  
 Author: Chief Financial Officer  
 For: Approval

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## 1 Purpose

1.1 To ask the Full Authority to approve the 2023-24 BTP/A budget. No decisions are being asked on 2024-25 spend which instead will form part of the 2024-25 MTFP.

## 2 Background

2.1 The Full Authority approved the following on 6 December 2022:

- a. *“approve a British Transport Police Budget and MTFP 23/28 based on an increase in charges of to 4.5% and additional expenditure in 23/24 to cover items listed at paragraph 5.9 of the report, on understanding that the £4m income risk was deemed acceptable by the Authority and would be progressed via discussions with Department for Transport.*
- b. *Note that Executive discussions with the DfT will also include prioritised 23/24 business planning for London Estates, Electric Vehicles, and A Force on the Move.*
- c. *Note that the Executive will work with the Force to understand the increase in TfL, EPSAs, CL and other income/grants, and ensure BTP/A remains in line with Managing Public Money in terms of not cross-subsidising across services.”*

2.2 The £4m income risk relates to the following:

| Description   | £                 |
|---|-------------------|
| Fixing the Fundamentals                                 | £1,500,000        |
| National Enabling Programme                             | £900,000          |
| Wellbeing services                                      | £300,000          |
| Exercise and testing following Manchester Arena Inquiry | £650,000          |
| Coronation public holiday                               | £650,000          |
|   | <b>£4,000,000</b> |

2.3 All bar the Coronation public holiday are recurring asks and will need to be managed as part of the 2024-25 MTFP process.

### 3 2023-24 and 2024-25 DfT Business Planning

- 3.1 Departments and their bodies are being asked to remain where possible within SR control totals for 2023-24 and 2024-25 and to identify savings to manage pressures from higher inflation, supported by an Efficiency and Savings Review.
- 3.2 BTP/A submitted a Business Planning return to DfT in February 2023 which asked for budget cover for the items in paragraph 2.2 as well as the following:
- a. EV top-up to existing budget cover
  - b. Net Carbon Zero
  - c. Covid Inquiry support
  - d. Reprofile of London Estates including an update to IFRS16 requirement
  - e. Manged Services to supplement the PSD team of Investigators
  - f. AFotM transformation
  - g. Increased cyclical capital budget
  - h. Police Staff Pay Review
- 3.3 Following the business planning process, we agreed with DfT that the budget cover previously earmarked for Fleet Electrification of £2.4m in 2023-24, could be used for others capital spend. This could include Net Zero Carbon, AFotM and other capital.
- 3.4 We did not receive the £5m budget cover for Police Staff Pay Review in 2024-25. This could be revisited with DfT again or a decision could be made to fund through charges.
- 3.5 Due to a delay in the London Estates business case, we need a reprofile of spend from the current 2022-23 and 2023-24 profile to 2023-24 and 2024/25 profile. As per the OBC the total will remain the same, however we need DfT to agree the reprofile as we receive an annual delegated budget. While the reprofile of budget cover for London Estates including an update to IFRS16 requirement was not agreed, DfT recognise we are unable to accommodate this within our exiting budgets. DfT have agreed to revisit this as a priority in year.
- 3.6 We have been informed Coronation spend may be funded centrally.

### 4 2023-24 Budget

- 4.1 The approved 2023-24 budget by the Full Authority in December as part of the MTFP was £365.3m. Following further work by the Force, the proposed budget load is £365.2m due to savings from Layers & Spans and CT reviews. The budget of £365.3m remains the approved budget.
- 4.2 In addition, the Full Authority in December approved the recovery of the 2021-22 net adjusted wash-up charge of c.£1.7m for core PSA operators through inclusion in the 2023-24 charge calculation and the 2021-22 net adjusted wash-up charge of c.£0.3m for TfL to be charged direct to TfL in 2022-23.
- 4.3 BTPA recognises the net establishment of 4,896 FTE. There are a number of vacancies against the net establishment, particularly in B Division due to difficulties recruiting in London and South East. The Force will start 2023-24 with an

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establishment of 4,808 and plan to end the year at 4,841 which is 55 FTE below net establishment. Peak establishment will be 4,860 in P9.

4.4 For 2023/24, the TfL budget of £81m should be included with the realism factor requested by TfL being recognised in the forecast. We have agreed an initial Purchase Order of £37.7m for the first six months of 2023-24 with TfL which represents flat cash against the 2022-23 net realism agreement. We will then provide further information on our costs within the first half of 2023-24 as well as have a better understanding of the PRRB pay settlement after which we hope to get agreement on the £78.5m net realism forecast. To note, the current pay settlement assumption included as part of 2023-24 MTFP is 4%.

4.5 As well as the £4m in paragraph 2.2 above, £1.1m was approved by the CEO in February 2023 to be managed within the delegated budget for PSD investigation. The Force have now identified a further £4.4m of new pressures in March 2023 bring total overprogramming to £9.5m (3.7%). The Force have managed a similar overprogramming in 2022-23 of £5.4m on BAU following PRRB pay settlement and up to an agreed £4.2m cover for AFotM. It should be noted there was a £5m error in 2022-23 budget relating to pay which helped accommodate this. The £9.5m overprogramming will not be included within the 2023-24 budget as this would breach the DfT DEL. Instead the Force will manage these pressures within the forecast. If the DfT group underspends in-year we can bid for budget cover and use reserves to fund these pressures. To help monitor spend against delegated limits, forecast against delegated limit should be reported to PDC.

4.6 The Force are rightly proud of their £0.7m of savings (£0.3m of this was in 2021/22 and £0.4m in 2022/23) from the 'Every Penny Counts' initiative. We would encourage this initiative to continue to achieve savings across BTP/A.

4.7 The 2023-24 SR capital delegation is £24.1m which includes £12.1m cyclical, £6m IFRS 16 requirement, £3.6m London Estates and £2.4m as per paragraph 3.3 above.

## 5 Recommendation

5.1 To approve the budget of £365.3m and the Force to manage the budget and pressures in-year within the delegated budgets as per the letter of delegation consistent with the role of an Additional Accounting Officer. If there is a risk of breaching budget delegations from DfT, corrective action must be taken. The reserves cannot be used without corresponding budget cover. To help monitor this, the forecast against DfT delegations should be provided to PDC.

5.2 To approve the TfL 2023/24 budget and approach to budget realism.

5.3 To approve the capital budget on the condition it remains within the DfT delegated SR total of £24.1m in 2023-24.

5.4 Not to approve the Reserves plan proposed by the Force until further work has been done to establish how this will not breach delegated limits.

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**Report to:** BTPA Full Authority  
**Date:** 29<sup>th</sup> March 2023  
**Subject:** 2023/24 Budget  
**Sponsor:** Tracey Martin, Director of Finance, Commercial and Estates Services  
**Author:** Richard Dronfield, Deputy Director – Decision Support  
**For:** Endorsement

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### 1. PURPOSE OF PAPER

1.1 To update the Full Authority on:

- the 2023/24 budget position for Revenue and Capital including planned overprogramming
- the 2023/24 budget position relating to TfL including an approach to budget realism
- the income risk inherent in the DfT rejection of DEL cover in 2023/24 for the approved use of reserves

### 2. DECISION REQUIRED

- 2.1 To approve the 2023/24 revenue and capital budget  
2.2 To approve the TfL 2023/24 budget and approach to budget realism  
2.3 To approve the planned overprogramming in the 2023/24 budget

### 3. BACKGROUND

3.1 The BTPA approvals in December 2022 of the 2023/24 budget and Medium Term Finance Plan (MTFP) were:

- a. *Approve a British Transport Police Budget and MTFP 23/28 based on an increase in charges of to 4.5% and additional expenditure in 23/24 to cover items listed at paragraph 5.9 of the (December 2022) report, on understanding that the £4m income risk was*



*deemed acceptable by the Authority and would be progressed via discussions with Department for Transport.*

- b. Note that Executive discussions with the DfT will also include prioritised 23/24 business planning for London Estates, Electric Vehicles, and A Force on the Move.*
- c. Note that the Executive will work with the Force to understand the increase in TfL, EPSAs, CL and other income/grants, and ensure BTP/A remains in line with Managing Public Money in terms of not cross-subsidising across services.*

### **Revenue budget 2023/24**

- 3.2 The original BTP budget submission to the BTPA was based on PSA inflationary uplifts of pay and non-pay plus a small element of growth. Funding the Force gross establishment would require a 13.5% uplift in the PSA (note only net establishment was funded in 2022/23) taking the PSA from £247.3m in 2022/23 to £280.7m in 2023/24. Funding the net establishment would require an 8.4% uplift in the PSA taking the PSA to £268.2m in 2023/24.
- 3.3 The BTPA took the decision to approve a 4.5% uplift in the PSA taking the PSA to £258.4m. This is £9.8m less than the net establishment ask. In addition, the BTPA approved £4.0m of funding from reserves for 2023/24 to cover Fixing the Fundamentals, National Enabling Programme, Private Health Care, Exercise & Testing and the additional bank holiday for the Coronation. We note that all of these (except the additional bank holiday) are recurring pressures which will need to be managed into the 2024/25 budget.
- 3.4 Since approving the budget and reserves we now understand that:
  - The additional bank holiday costs may be funded centrally (this is not yet certain)
  - An additional £1.1m of reserves usage was approved by the BTPA in relation to PSD investigations
  - The outcome of the DfT business planning process was a rejection of the BTPA bids to secure DEL cover for our planned use of reserves. Bids for funding for EVs and additional spend on AFotM were also refused.

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- Train Operating Companies have been given a price increase of 5.9%. Had we been given the same settlement we would have been able to manage the additional pressures, and the recurring impact, within the budget settlement.

3.5 AFotM revenue costs will be managed in 2023/24 from the available change budget plus rebalancing from the Layers & Spans and CT Reviews.

### **TfL**

3.6 The TfL budget requirement in the Force submission to the BTPA was a 6.8% uplift (£77.2m to 82.4m in 2023/24). The impact of the BTPA decision to limit PSA increases to 4.5% impacted on the TfL budget too (via the overhead recovery) reducing the uplift to 4.9% (£81.0m).

3.7 In 2022/23 TfL requested that the BTPA agree a budget realism of £1.7m (effectively an agreed planned underspend). This is being partially delivered in the 2022/23 outturn – although the higher than budgeted national police pay settlement has reduced the underspend). BTP continued to budget at gross for TfL with the realism playing out in the forecast.

3.8 For 2023/24 TfL requested that BTPA approve a similar budget realism. The CFO to the BTPA wrote to TfL to propose a £2.5m realism bringing the TfL forecast expenditure and income recovery to £78.5m. As this is a transitory reduction representing the continuing challenge to recruit to the required roles for TfL the force proposes that we continue to budget for the £81.0m agreed by the Authority in December 2022. This is consistent with our approach in 2022/23. Note the final budget load position includes a small reduction in the total cost due to the TfL impact of the Layers and Spans proposals. The force is looking to target recruitment into TfL roles in 2023/24 to bring them back closer to net establishment.

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## The final budget

3.9 The final approved 2023/24 budget is set out below.

|                            | 2022/23 Q1     | 2023/24        |
|----------------------------|----------------|----------------|
|                            | £m             | £m             |
| <b>Expenditure:</b>        |                |                |
| Pay                        | 260.918        | 269.622        |
| Discretionary              | 9.560          | 10.357         |
| Non Pay                    | 61.411         | 68.872         |
| Projects                   | 3.580          | 3.393          |
| Other                      | 13.218         | 13.060         |
| <b>Total</b>               | <b>348.686</b> | <b>365.303</b> |
| <b>Funded by:</b>          |                |                |
| PSA Charge                 | 247.336        | 258.360        |
| TfL                        | 77.191         | 80.950         |
| EPSA                       | 15.529         | 16.541         |
| County Lines               | 4.425          | 4.787          |
| Other income / grants      | 4.206          | 4.665          |
| <b>Total</b>               | <b>348.686</b> | <b>365.303</b> |
| <b>% Change in funding</b> |                |                |
| PSA Charge                 |                | 4.5%           |
| TfL                        |                | 4.9%           |
| EPSA                       |                | 6.5%           |
| County Lines               |                | 8.2%           |
| Other income / grants      |                | 10.9%          |
| <b>Total</b>               |                | <b>4.8%</b>    |

## Process and timeline

3.10 Following the BTPA approval of the MTFP in December 2022 the Chief Constable commissioned COG to collectively agree a plan for the 2023/24 budget load given that the approved PSA uplift of 4.5% was less than the 8.4% required. The specific task was to review the approved MTFP settlement and a number of new emerging pressures to make recommendations that demonstrate what they wished to prioritise to deliver a one-year plan.

3.11 COG undertook this work in two rounds of meetings with COG members (with Finance and P&C colleagues):

- 27<sup>th</sup> January – 1<sup>st</sup> planning session including triage and prioritisation of pressures (total £8.3m)
- 31<sup>st</sup> January – Initial discussions re draft recommendations with the Chief Constable and Deputy Chief Constable

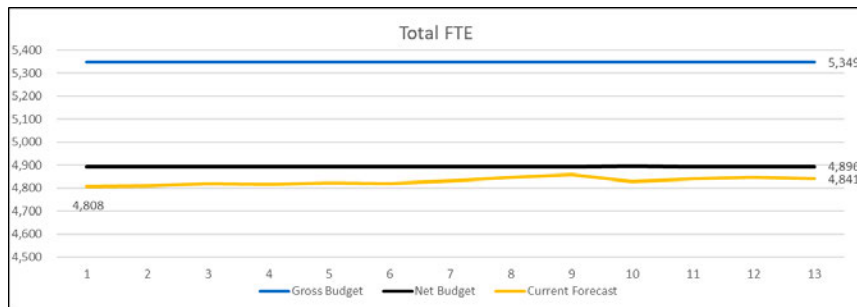
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- 1<sup>st</sup> March – 2<sup>nd</sup> planning session including final prioritisation of pressures
- 8<sup>th</sup> March – Final agreement of 23/24 plan and recommendations with the Chief Constable.

3.12 Key recommendations that were agreed at COG are:

- a) That the Force will load the BAU budget including AFotM Revenue to the BTPA approved total of £365.3m.
- b) Due to the approved budget being below the required level to sustain the net establishment in 2022/23 the Force will load a budget that is needed to fund the current forecast FTEs for 2023/24. In doing so the force recognises that there will be minimal underspend on pay in-year to manage other pressure. The Force recognises that this is a temporary fix which is only possible due to the challenges we are facing in recruitment. The existing gross establishment remains the Force base requirement to deliver the appropriate level of policing to the railway.



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Note – the above gross line excludes posts that have been removed for Layers & Spans and the CT Review. It also excludes Fixing the Fundamentals which is now to be managed from reserves or within the forecast in 2023/24. The net line is the affordable line on the basis that all TfL and other funded roles are filled. As this is not the case the Force can only afford the Current Forecast line.

c) The Force proposed budget load is:

|                            |              | Approved     | Proposed     |
|----------------------------|--------------|--------------|--------------|
|                            |              | MTFP         | Load         |
|                            | 2022/23 Q1   | 2023/24      | 2023/24      |
|                            | £m           | £m           | £m           |
| <b>Expenditure</b>         |              |              |              |
| Pay                        | 260.9        | 269.6        | 267.0        |
| Discretionary              | 9.6          | 10.4         | 11.3         |
| Non Pay                    | 61.4         | 68.9         | 66.2         |
| Projects                   | 3.6          | 3.4          | 6.8          |
| Other                      | 13.2         | 13.1         | 13.8         |
| <b>Total</b>               | <b>348.7</b> | <b>365.3</b> | <b>365.2</b> |
| <b>Funded by:</b>          |              |              |              |
| PSA Charge                 | 247.3        | 258.4        | 258.4        |
| TfL                        | 77.2         | 81.0         | 80.8         |
| EPSA                       | 15.5         | 16.5         | 16.5         |
| County Lines               | 4.4          | 4.8          | 4.8          |
| Other Income / Grants      | 4.2          | 4.7          | 4.7          |
| <b>Total</b>               | <b>348.7</b> | <b>365.3</b> | <b>365.2</b> |
| <b>% Change of funding</b> |              |              |              |
| PSA Change                 |              | 4.5%         | 4.5%         |
| TfL                        |              | 4.9%         | 4.7%         |
| EPSA                       |              | 6.5%         | 6.5%         |
| County Lines               |              | 8.2%         | 8.2%         |
| Other Income / Grants      |              | 10.9%        | 10.9%        |
| <b>Total</b>               |              | <b>4.8%</b>  | <b>4.7%</b>  |

The proposed budget load differs from the approved budget. There are two main drivers for this. Firstly, the TfL income budget has been reduced for the TfL-share of Layers & Spans savings (£128k) reducing the overall expenditure and income. Secondly, savings from Layers & Spans and the CT Review have been delivered with the budget moving to fund the AFotM portfolio (as per the June 2022 BTPA approval) via the Projects budget.

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- d) The Force will not load the expenditure or reserves draw down discussed at 3.3 and 3.4 above into the budget as this would breach the DfT DEL for the force. Instead the Force will manage these issues within the forecast through overprogramming (discussed later in this paper).
- e) The Force will manage an additional £4.4m of overprogramming (out of a pre-prioritisation £8.3m) due to new pressures that need to be covered in 23/24. This is the result of the prioritisation exercise conducted by COG.

**Overprogramming**

3.13 Since submitting the MTFP for BTPA approval in December 2022 the Force Chief Officer Group (COG) has identified additional £4.4m pressures that need to be managed in 2023/24 (significant other pressures were discussed and have been set aside). The COG proposal is that these items are managed at risk in 2023/24.

| Grouping               | Values            |
|------------------------|-------------------|
|                        | Sum of 23/24 cost |
| Overtime               | 2,000,000         |
| Compliance             | 1,230,773         |
| Health & Safety        | 131,785           |
| Improved analysis      | 224,000           |
| Stakeholder Management | 245,300           |
| Wellbeing              | 788,500           |
| Estates Savings        | -235,000          |
| <b>Grand Total</b>     | <b>4,385,358</b>  |

Further details of these overprogramming plans is set out in Appendix 1.

3.14 COG recommend that the BTPA approve this element of overprogramming for 2023/24. It equates to 1.7% of the PSA and is considered manageable.

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3.15 In addition to the above COG recommend that the original £4.0m of expenditure that was to be funded from reserves, plus the new agreement for a further £1.1m be managed as a forecast pressure. This results in two possible outcomes:

- That the DfT Group underspends in-year and allows headroom for BTPA to overspend against the approved DEL totals and to use reserves to fund the shortfall.
- That the DfT Group does not underspend in-year and does not allow this - meaning that BTP need to manage this further pressure as overprogramming taking the total to £9.5m (3.7%). COG would remind the BTPA that, following the Police Remuneration Review Board recommendation for pay inflation in 2022/23 the force faced an overprogramming of £5.4m on BAU and up to an agreed £4.2m cover for AFotM at Quarter 1 2022/23. This was a total of £9.6m which was 3.9% of the 2022/23 PSA. In year the force has managed this position down to a P12 forecast of just £2.2m excluding the impact of the changes to the annual leave accrual in the financial accounts (which is expected to result in a small underspend overall).

3.16 BTP is planning a formal Capability Review to address the 2024/25 budget position.

3.17 COG will use the existing control arrangements to manage this overprogramming including regular COG review, monthly FEB review, monthly strategic Workforce Planning Meetings and weekly Recruitment Steering Groups.

### **Capital budget**

3.17 The Force has a capital core budget of £12.1m plus £0.9m approved as part of AFotM from reserves (with DfT DEL cover), bringing the total annual budget to £13.0m.

3.18 In 2023/24 we have plans to spend (including overprogramming):

- £4.7m cyclical
- £4.4m continuing projects that are already in flight
- £5.6m on new projects

The total is £14.7m. Through overprogramming (13%) we will deliver an overall spend of £13.0m. COG considered this to be a prudent approach and the level of overprogramming to be realistic.

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We would note that the result of the DfT business planning process is that we have a further DEL approval to spend £2.5m more than this sum – although this will need reserves funding for the cash requirement.

3.19 The proposed projects are set out for BTPA approval below. Externally funded projects will only commence when additional funding is identified.

| <u>Cyclical</u>                   | <u>Approved &amp; In-flight</u>  | <u>23-24 priorities</u>   | <u>Externally funded</u>                         |
|-----------------------------------|----------------------------------|---|--|
| BWV cyclical                      | ISO Accreditation Programme      | Desk-based investigations<br>Justice & Public Contact Transformation Ph 2 | London Estate                                    |
| CCTV assets                       | Identification Procedure Remodel | NICHE Intel Portal<br>Partner <u>Intell</u> App<br>Socrates Replacement   | Fleet Electrification                            |
| CCU assets                        | Estates Minor Works              | Data Architecture & Integration   | VLOS Drones - Subject to approval                |
| CIU assets                        | Estates Fitness for Purpose      | Data Science Futures  | BVLOS Drones                                     |
| TSU assets                        | ORIGIN Mobile                    | Integrated Systems - Orbit  | Drones Streaming                                 |
| SSU Assets                        | Warrant and ID Cards             | Integrated Systems - Early Integration                                    | Bristol  |
| Health & Safety Assets            | Occupational Health Futures      | Commercial TFM Contract<br>Sunderland relocation                          | Net-Zero Carbon (Estates)                        |
| L&D Assets                        | Technology Minor Works           | Croydon Relocation<br>Glasgow <u>Cowcaddens</u> Refurbishment             | Innovative Solutions                             |
| Cyclical Fleet Replacement        | Unified Communications           | <u>Ivason</u> House refurbishment<br>Luton Relocation                     | Safer Streets R4 - London                        |
| E-Division Assets (cyclical)      | FHQ Data Centre Relocation       | Leicester Relocation<br>L&D Transformation                                | Overground CCTV Connectivity                     |
| Prior Year & <u>Misc</u> Projects | Change resources                 | Intranet Replacement Project<br>Fleet Electrification                     | SR CCTV Enhancement bid to <u>Dft</u> / Industry |
| Technology Infrastructure Assets  |                                  | Capability Review   | Emergency Services Network (ESN)                 |
| Technology Network Assets         |                                  | New Origin contract   |  |
| Cyclical End-User-Compute         |                                  | Northern Firearms Capability  |  |
| Airwave cyclical                  |                                  | CT Review   |  |
|                                   |                                  | ARV CBRN Capability   |  |
|                                   |                                  | NNS 2   |  |

### Cash

3.20 We have a Reserves Strategy that sets out how much cash the Force needs to hold to manage working capital and how the BTPA may use cash to fund activity.

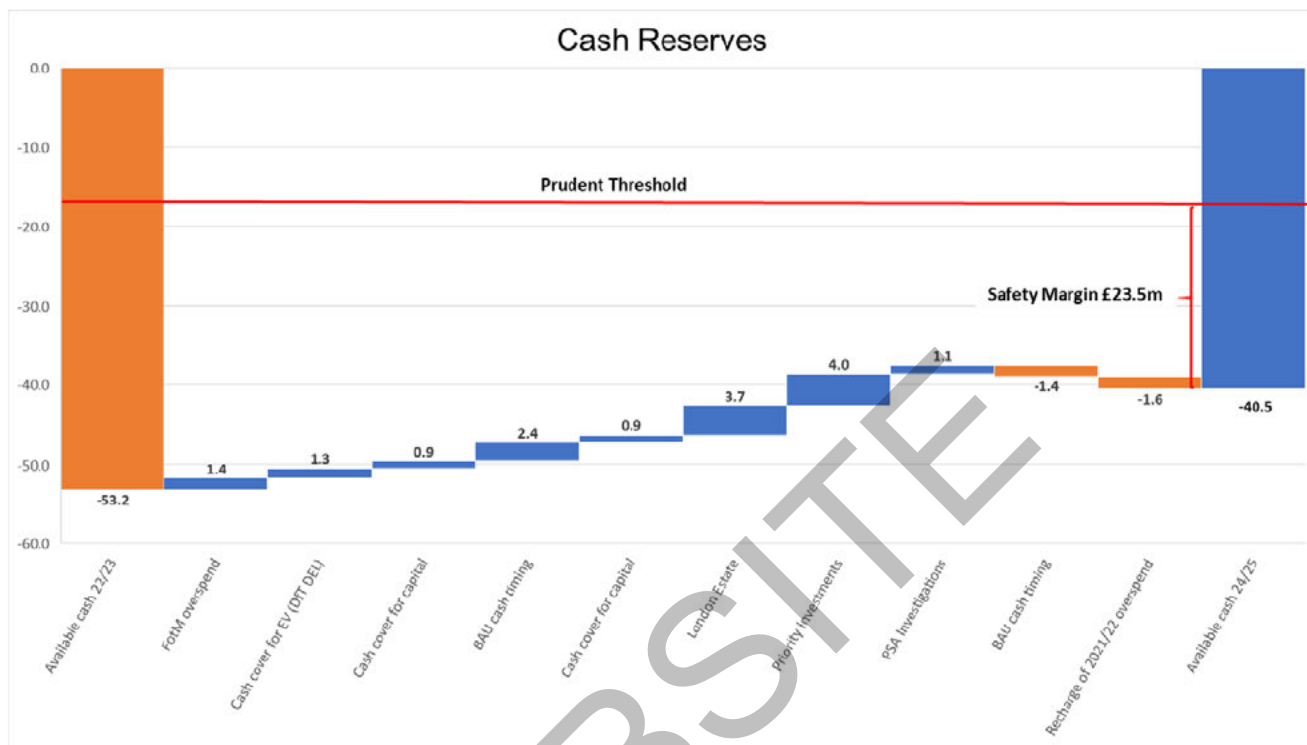
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3.21 The current working capital requirement is £17.0m. This will rise with estimated inflation to £20.0m in 2027/28 (the end of the current MTFP).

3.22 Against the current cash balance (P12 2022) of £53.2m we have the following plans:

- **2022/23**
  - £1.4m for AFotM in 2022/23 (AFotM requires no further cash allocations in future years)
  - £0.9m top up for the capital programme
  - £1.3m to cover the additional DEL for Fleet EVs
  - £2.4m impact of BAU cash timing
- **2023/24**
  - £0.9m top up for the capital programme
  - £3.7m for London Estates (DEL cover from the DfT in place)
  - £4.0m for Priority Investments (original plans to use reserves as approved by the BTPA in December 2022 (contingent on ability to manage as overprogramming in 2023/24))
  - £1.1m addition plan for reserves (PSD) as approved by the Chief Executive separately (also contingent on overprogramming)
  - -£1.4m impact of BAU cash timing
  - -£1.6m recharge of 2021/22 overspend (BTPA to confirm)

3.23 The maximum use of reserves up to the end of 2023/24 is therefore £12.7m taking the worst case balance to £40.5m. This is £23.5m above the prudent threshold. COG recommend that the BTPA approve this plan.



**Appendix 1 – Overprogramming details**

| Grouping               | Values            |
|------------------------|-------------------|
|                        | Sum of 23/24 cost |
| Overtime               | 2,000,000         |
| Compliance             | 1,230,773         |
| Health & Safety        | 131,785           |
| Improved analysis      | 224,000           |
| Stakeholder Management | 245,300           |
| Wellbeing              | 788,500           |
| Estates Savings        | -235,000          |
| <b>Grand Total</b>     | <b>4,385,358</b>  |

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**Overtime** – relates to a requirement to allow for overtime spend to cover vacancies in the establishment as the funding only supports the pay actuals. Where there are vacancies the work will need to still be done using overtime. Do we want to state that this represents X Officer FTE's - Y% of current FTE's

**Compliance** – relates to areas where there is a new requirement linked to improving compliance such as:

- Update to the professional standards system
- Workforce planning lead (GIAA audit recommendation)
- Support to the national Covid Inquiry
- Improved management of information assets
- MOPI – result of High Court judge's published opinion
- Office365 compliance requirements
- Systems auditing requirements for PND to ensure we comply with the Code of Connection as we are currently not resources for the audits required.

**Health & Safety** – relates to an additional resource for H&S assessments and a Trauma and post incident coordinator recommended in the Manchester inquiry.

**Improved analysis** – relates to building the force ability to use research and analysis to leverage performance improvements for the future. Also supports an additional role to further develop reporting through PowerBI.

**Stakeholder Management** – relates to improvement to our Public Survey to allow for better understanding public perceptions.

**Wellbeing** – related to investment in our current student accommodation following concerns regarding the current location as well as investment in our Efficacy contract and establishing a Psychological Framework.

**Estates Savings** – relates to the exit of Manchester Portland Street (post MTFP adjustment)

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**Report to:** Full Authority  
**Date:** 29 March 2023  
**Subject:** Professionalism  
**Sponsor:** Chief Executive  
**Author:** Head of Governance and Compliance  
**For:** Information & Discussion

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## 1. Purpose of paper

- 1.1 To brief Members on the work and focus that is being progressed in the professionalism space, both nationally and locally within BTP. To offer assurance that the organisation is responding proactively with the necessary steps being progressed at pace.

## 2. Background

- 2.1 There has been and continues to be a spotlight on police conduct following a number of abhorrent, disturbing and criminal acts committed by people serving in the police. These continue to dominate headlines and the message from the Metropolitan Police Commissioner is that the most recent cases represent the tip of the iceberg within the MPS with much more still to come. BTP's Professional Standards Department (PSD) also remains busy with a steady stream of misconduct hearings taking place. As can be expected, the increased scrutiny has triggered further focus in this area.
- 2.2 Public interest in these cases will remain and further erosion of trust and confidence appears inevitable. As such, it is imperative that we work as hard as possible to restore trust and confidence where we can. We need to demonstrate that this behaviour has no place in a modern police force and we will continue to root it out to ensure that those who remain truly embody the values we and the public expect in its police.
- 2.3 There are a number of activities taking place nationally and across BTP focused in the following areas:
- Proactively ensuring that officers and staff who should not be in policing are removed.
  - Reviewing and making amendments, where appropriate, to misconduct processes to ensure those who should not be in policing can be removed as efficiently and effectively as possible.
  - Inspection of vetting and counter corruption arrangements and a review of professional practice in this area to ensure it is clear and robust.

## 3. The Home Office and Scotland workstreams

### Activity to identify those who should be removed

- 3.1 Following the murder of Sarah Everard by a serving police officer in 2021, BTP took immediate action to make sure the public felt they could have trust and confidence in BTP and that our people felt safe and supported to report wrongdoing. This action was in the form of the revitalisation of the confidential reporting service which was rebranded as 'Speak Up' and the 'trust your gut' campaign to encourage people to come forward and reassure them that they would be listened to. The campaign proved

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a success with a 67% increase in reports of wrongdoing year to year from 2021 to 2022. The Force released a video to officers and staff on 13 February 2023 reinforcing this messaging and ensuring that employees are clear that BTP is not immune to this sort of wrongdoing.

- 3.2 There has also been a significant **uplift in the resourcing of PSD** to ensure that the vetting position for the Force is up to date and the department has investigative capacity to deal with the increased level of activity resulting from the ‘trust your gut’ campaign and growing societal intolerance of misogyny and sexual harassment.
- 3.3 An **historical data wash of the Police National Database (PND)** is underway for current officers and staff in policing (including BTPA staff and Members). This is a national exercise for all forces, the aim of which is to establish if individuals have had any contacts with the police which ought to have been declared or intelligence recorded about them since their last vetting check. This is being led nationally by Merseyside Police but BTP have already been proactively carrying out manual checks of both PND and the Police National Computer (PNC). BTP has completed checks for all officers and staff. Out of 5317 checks conducted 721 individuals (14%) were identified for initial triage. Initial triage has been completed and there remains 344 people requiring closer inspection, which equates to 6% of the workforce. It is expected that many of these will result in no further action. A trace in itself is not negative and does not necessarily mean that there have been undisclosed negative police contact or intelligence. It is likely that many of these will relate to previously disclosed matters or matters where the individual has been a witness or victim. BTPA has approved additional resource to help BTP to manage the output from this exercise.
- 3.4 Further work is being carried out nationally to establish how this process can be automated for the future ensuring that Forces are notified as soon as any intelligence or police contact with their officers and staff is recorded.

#### Review and amend misconduct processes

- 3.5 The Home Office launched a **‘Dismissals Review’** following the David Carrick case. This is focused on the regulatory framework which underpins the process for removing police officers and will focus on:
- the effectiveness of the existing system to dismiss those who fall seriously short of the standards expected by policing and the public;
  - the impact of the introduction of changes to misconduct panels, including Legally Qualified Chairs (LQC); and
  - whether Forces are making use of their powers to discharge officers during their probationary period.
- 3.6 BTP has fed into the Dismissals Review and BTPA was provided with the opportunity to comment on its submission. BTP/A will examine regulations and processes against any proposed changes resulting from this review.
- 3.7 **Baroness Casey of Blackstock’s damning report into the standards of behaviour and internal culture of the MPS** was published on 21 March, labeling the MPS as institutionally racist, sexist and homophobic. It raises a concern that police forces are not fully alive to the risk that policing can attract predators and bullies. It recognises the scale of the challenge to ensure they are kept out and root the out where they exist to enable policing to regain public trust and confidence. A breakfast briefing covering this and the BTP response will be arranged for April.

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- 3.8 **Dame Angiolini** completed a review assessing the **effectiveness of current law and practice in Scotland** in relation to complaints handling, investigations and misconduct issues as set out in primary and secondary legislation in November 2020. A number of improvements have already been made across Police Scotland and BTP in response to the recommendations arising, which have previously been reported on. Many of the remaining recommendations require legislation to implement fully. The Police Complaints and Misconduct Handling Bill is due to be introduced into Scottish Parliament this year. BTPA and BTP will examine regulations and processes against any proposed changes resulting from the Bill but based on the recommendations of Dame Angiolini's report it is expected that most of these are already in place for BTP.

#### Vetting and Counter Corruption

- 3.9 Following the conviction of Wayne Couzens for the murder of Sarah Everard, **HMICFRS** conducted an inspection focused on **vetting, misconduct and misogyny on the police**. This was published in November 2022 and provided a damning assessment of vetting with 43 recommendations for Forces. The inspection examined vetting at eight Home Office forces. HMICFRS has been asked to do a **rapid review of progress** against the recommendations and this is currently underway.
- 3.10 A number of the recommendations in the HMICFRS report require amendments/clarifications to the **Authorised Professional practice (APP)** for vetting which is owned and published by the **College of Policing**. The deadline for the updated APP is October 2023.
- 3.11 In addition to the above workstreams, **Dame Angiolini** was commissioned by the Home Office to undertake a further review in 2022 following Sarah Everard's murder focused on **misogyny and predatory behaviour in the police** and measures to protect women and girls. This review is in two parts and sits across a number of the above workstreams.
- 3.12 Part Two has just begun and focuses on the extent to which systems, policies and procedures for recruitment, vetting and transfer of police officers are fit for purpose and help to identify those who display misogynistic/predatory attitudes. It will also look at the role of culture as an enabler and how existing measures work to protect women and manage risks posed by perpetrators. Again BTP/A will compare itself against the findings and work to progress the recommendations as appropriate.

#### **4. BTP specific workstreams**

- 4.1 BTPA holds responsibility for the implementation of BTP Regulations including any revisions. These largely mirror the Home Office Regulations with some variations due to some legislative differences and our national makeup. Prior to the current regulations being implemented, the Authority entered into a formal agreement with the Home Office and Independent Office for Police Conduct (IOPC). The arrangements are different in Scotland with a Police Investigations and Review Commissioner (PIRC) whom we have a formal Memorandum of Understanding (MOU) with. The processes to be followed throughout the organisation are the same, supported by policy. It is the involvement of these agencies which differ.
- 4.2 As part of the organisation's efforts to ensure that the systems and practices which are adopted within the police conduct arena are efficient and effective, the BTP/A has been exploring potential changes with improvements in mind. Some of the key workstreams under consideration have been set out below. It is worthy of note that these are still in the developmental stage and any changes to the regulations would need to be formally

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agreed by the Authority and would then subject to consultation with the Staff Associations.

#### Reduction in rank

- 4.3 BTP/A did not to adopt reduction in rank as a sanction when this was reintroduced for Home Office Forces in 2020. This was as a result of complications to the pension arrangements, which are specific to BTP. There was also previous uncertainty around the benefits and a feeling this sanction could be considered as a double edge sword. Input was sought from LQCs representatives last year who revealed that this was not a sanction which was commonly utilised. This was discussed at the People and Culture Committee on 7 March and the steer was that this was not considered to be a barrier in our current application of the regulations, its usage was low nationally, as such, the work required to bring in the change would be disproportionate to its usefulness.

#### Barred List

- 4.4 This is an area of divergence for non-Home Office Forces. The Barred list contains details of employees who have been dismissed from policing, overseen by the College of Policing. Owing to legislative differences, the BTP was not able to adopt this aspect of the regulations in full. Steps have been taken to mitigate the risk which has included markers being placed on intelligence systems, but this is not without risk.
- 4.5 BTP/A has been advocating for change for some time. It is understood that this can be achieved through the introduction of a Statutory Instrument. It is hoped that in the current climate that Government colleagues will be more persuaded by the urgency of this. BTPA is working with DfT colleagues to take this forward.

#### Expanded use of Accelerated Misconduct Hearings

- 4.6 BTP does not currently have the ability to hold Accelerated Misconduct Hearings for former officers. It does however have regulations in place to hold a normal track Misconduct Hearing for officers who are no longer part of the organisation, thus resulting in an outcome to the case but is far more time consuming and comes at a significant cost to the organisation. It was agreed at the People and Culture Committee that there was an appetite to amend the regulations to enable AMHs for former officers and a consultation should take place as soon as BTPA is in a position to make the changes.
- 4.7 There is also an appetite within BTP to live stream AMHs. There is no legal impediment to introduce this change, though it is recognised that there are some political implications and BTP will need to ensure it has the appropriate infrastructure in place to support this.

#### Constitution of Panels

- 4.8 BTP is keen for BTPA to consider making a regulatory change to enable police staff representatives of at least the equivalent rank of Superintendent to act as the third panel member. The incentive behind this is to be more inclusive of BTP police staff members and to present the opportunity to have representatives from a wider range of specialist areas.
- 4.9 Following the introduction of the most recent regulations, it is the responsibility of the BTPA to appoint the panel for Misconduct Hearings. Currently, this would be a departure from the approach taken by our Home Office counterparts and requires a regulatory amendment. BTP/A will be weighing up the benefits and risks of change whilst waiting to hear the outcome of the Home Office's Dismissals Review as to whether this will be recommended across policing.

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Briefing Opportunities

4.10 In May 2022 BTP/A jointly held a briefing session for LQCs and Independent Panel Members (IPM). This event was set up as an opportunity to highlight the legislative nuances for BTP, setting out the organisation’s direction of travel as well as its internal values and messages. The intention was that this engagement would offer a greater understanding of the organisation, ultimately leading to the right decisions being made at Misconduct Hearings. This led to some positive feedback and is believed to have helped in securing panel members without delay, even during a period where there has been challenges around legal indemnities.

4.11 It was agreed that such an event would be held on an annual basis and we are looking to hold this later in the year. BTP/A were encouraged to ensure that Superintendent representatives were also present at any future event as the third panel member.

**5. Tracking progress**

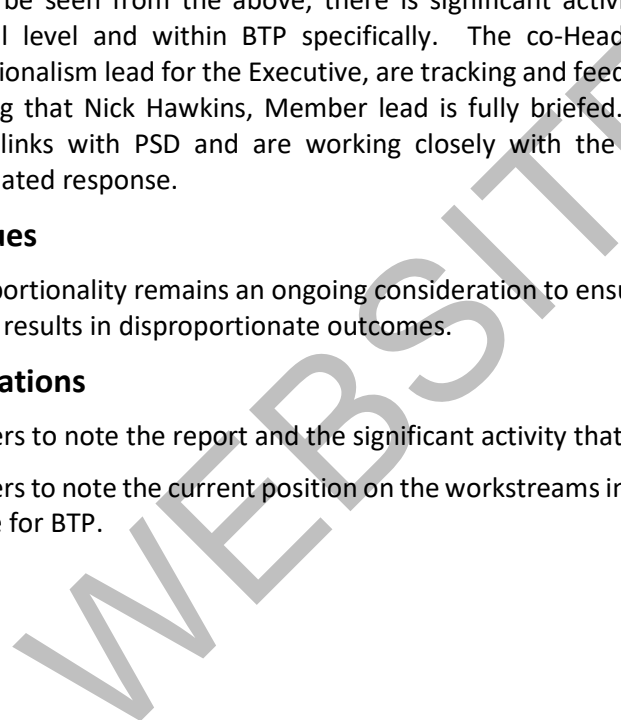
5.1 As can be seen from the above, there is significant activity taking place at both a national level and within BTP specifically. The co-Heads of Governance, as the professionalism lead for the Executive, are tracking and feeding into this activity whilst ensuring that Nick Hawkins, Member lead is fully briefed. The co-Heads also have strong links with PSD and are working closely with the Department to ensure a coordinated response.

**6. Diversity issues**

6.1 Disproportionality remains an ongoing consideration to ensure that none of the above activity results in disproportionate outcomes.

**7. Recommendations**

- 7.1 Members to note the report and the significant activity that is taking place.
- 7.2 Members to note the current position on the workstreams in respect of the regulations in place for BTP.



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Report to: Full Authority  
Date: 29 March 2023  
Subject: Oversight of Inclusion and Diversity (I&D)  
Sponsor: Chief Executive  
Author: BTPA Project Director  
For: Discussion

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## 1. Purpose of paper

- 1.1 In September 2022 the Full Authority took a paper on the BTPA's roles and responsibilities in relation to I&D which described the challenges in offering effective scrutiny and set out some opportunities to strengthen our contribution.
- 1.2 This paper seeks to provoke discussion around progress made and seeks feedback from Members on activity and engagement undertaken in the intervening months.

## 2. Background

- 2.1 The September paper set out that under the Public Sector Equality Duty (PSED) imposed by the Equality Act 2010 BTPA must, in the exercise of its functions, have due regard to (i.e., consciously consider in all its activities) the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.

## 3. Consideration

- 3.1 Aiming to eliminate unlawful discrimination, harassment and victimisation is probably a non-controversial aim, particularly in the world of law enforcement. However, successive reviews and reports over decades have highlighted the continued occurrence of discrimination, harassment, and victimization in policing, towards officers and staff and towards members of the public and communities. These are indicators of ongoing systemic failings under the PSED, and we have a collective responsibility to do better.
- 3.2 This is a proactive duty on public authorities, and we are vulnerable to legal challenge on these grounds. Provisions within the Equality Act have the effect of reversing the burden of proof in relation to claims of discrimination. In

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practice, this means that if a claimant can prove facts from which conclusions could be drawn that they have been treated less favourably on the grounds of a protected characteristic, it is for the organisation to provide a non-discriminatory explanation to prove that the treatment was in no sense whatsoever on the grounds of, or significantly influenced by, the characteristic. If they do not, a court would be entitled to make a finding of discrimination by inference.

- 3.3 If we reflect on this in the context of our scrutiny, some of the long-standing items on Committee agendas become more urgent. If challenged, could we say that we have done enough to advance equality of opportunity for women in, or joining, the force around flexibility of training delivery, or uniform policy or flexible working, for example?
- 3.4 Could we confidently say that the facts of disproportionate use of powers and workforce representation disparity are ‘in no sense whatsoever’ influenced by protected characteristics? It brings into sharp focus the requirement under the Police Race Action Plan (PRAP) to explain the legitimacy of the disparity, or to reform the practice.
- 3.5 In support of the acknowledged need for culture change in policing, the Executive Team has been supporting BTPA to step up the scrutiny it offers across inclusion and diversity, trust, and legitimacy. Work is underway to progress this aim, including:
- The appointment of an Executive Team member responsible for keeping focus on I&D.
  - Supporting the development of BTP’s Inclusion and Diversity Strategy.
  - Encouraging BTP critically to examine their own use of external scrutiny, how mechanisms are constituted and used, whether they are sufficiently independent and representative.
  - Introducing a standing agenda item on I&D at every meeting of the Full Authority.
  - Delegating specific scrutiny on legitimacy and the use of police powers to the Performance and Delivery Committee.
  - Delegating specific scrutiny on workforce representation to the People and Culture Committee.
- 3.6 The September paper described the challenge for police oversight bodies as two-fold. Firstly, in determining how best to support and challenge their force on their journey towards improved trust and legitimacy and second, how to establish their own legitimacy to offer scrutiny on I&D, where they themselves are somewhat detached from the deep-rooted systemic issues underpinning inequality and may struggle to ask the right questions and challenge effectively.
- 3.7 The APCC recognises this challenge and through its Equality Framework for Police and Crime Commissioners and their Offices is issuing guidance on the

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kinds of questions to ask Chief Constables to help improve the forces' discharge of their equality duties. An example is attached at Annex A and, if helpful, further material can be made available on BI as it becomes available.

3.8 In recent Committees the Chief Constable has called for the Authority to be more challenging on I&D and trust and legitimacy. The September paper set out the following opportunities available for BTPA to become more involved in activity that might build confidence and competence to do so.

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

#### 4. Recommendations

- 4.1 That Members share their reflections on discussions around inclusion, diversity, trust, and legitimacy happening in their Committees or observations from extra-Committee activity.
- 4.2 Acknowledging our collective lack of ethnic diversity, that the May Board development day is dedicated to deepening our understanding of the impact of policing on Black people and the commitment in the PRAP to being anti-racist.
- 4.3 That the Executive explores with the force the programme of ongoing I&D education being provided to FEB to see what is transferrable to BTPA.

#### **Annex A – 10 Questions to ask your Chief**

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## 10 questions to ask your Chief

Taken from the APCC Equality Framework for Police and Crime Commissioners and their Offices (2023 edition), below are some suggested questions you could put to your Chief Constable to hold them to account on equality and diversity, in line with your duties under the Police Reform and Social Responsibility Act. The purpose of these questions, is to help improve the force's discharge of their equality duties locally.

- 1. Do records of Stop and Search and other incidents where powers or force have been used include detail of the self-defined ethnicity of the subject?**  
This will help to provide data as to whether any disproportionality exists locally in the use of police powers.
- 2. Is the Chief Constable regularly engaging with the force's Black Police Association, Race Equality Network, or other similar partners and staff networks, to review relevant local policies, and training delivery?**  
This will enable the force to gain a deeper understanding of issues faced by groups with shared protected characteristics, both within the force and in the wider community.
- 3. Can the Chief Constable demonstrate that the force is driving clear local progress on the aims of the NPCC and College of Policing Police Race Action Plan, in dialogue with local Black communities?**  
The Plan's vision is for a police service that is anti-racist and trusted by Black people locally. Black communities locally are aware of the work that the force is doing to address disparities.
- 4. How are local communities - - particularly those which historically have lower confidence in the police - engaged with on force decisions, particularly on the use of powers which disproportionately impact some groups with shared protected characteristics (e.g., use of TASER, Stop and Search)?**  
Community members should be able to inform force policy, practice, guidance, and training, and be able to understand how their input has made a difference.
- 5. In terms of the use of Artificial Intelligence, has the Chief Constable ensured that the force has implemented the [Equality & Human Rights Commission's guidance on artificial intelligence in public services](#)?**  
Doing so may help to ensure that any risks relating to algorithmic bias and disproportionality in the use of AI are mitigated.
- 6. Has the Chief Constable carried out a self-assessment as to whether the force is complying with the [College of Policing Authorised Professional Practice on the use of Stop and Search](#)?**  
This could help ensure that the force's use of this power is in line with latest national guidelines.

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# APCC Briefing



7. **Has the Chief Constable ensured that the force has referred to the Equality and Human Rights Commission’s guidance [Buying Better Outcomes](#) with regard to the force’s procurement practices?**

This could help ensure that as many communities as possible within the force area are able to benefit from the force’s procurement practices.

8. **How is the Chief Constable monitoring progress of people who share protected characteristics that are under-represented within the force, and ensuring that there is a clear, transparent process for promotion opportunities?**

This will help ensure that the force is more representative of all the communities that it serves.

9. **Does the force have a clear policy in place in terms of the use of social media and instant messaging applications in a professional context, which is clearly understood by all in the workforce?**

This could help ensure that when problems do arise, they are dealt with effectively and sensitively.

10. **How is the Chief Constable ensuring that police recruits have the emotional competencies and behaviours necessary to work with highly vulnerable people?**

This will help ensure that police recruits are able to deal with the wide range of situations that they will face with sensitivity, tact, and professionalism, and able to better earn the trust of the communities that they serve.

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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



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**Report to:** British Transport Police Authority

**Date:** 17/03/2023

**Subject:** Chief Constable's Report

**For:** Noting

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## 1. PURPOSE OF PAPER

1.1 The Chief Constable's report sets out items for Members to note, within the core domains of 'A Force on the Move'. As the excellent work of the force is highlighted regularly through the weekly Letter to Chair, it will not be covered in this report.

## 2. PORTFOLIO FUNDING

2.1 The portfolio continues to proceed, centred on the BTPA agreed one-year investment budget for 2022-27, in July 2022. As part of the planning for 23/24 MTFP the portfolio has been subject to several COG reviews shaped by a 'save first and spend later' approach, maximising existing revenue and rebalancing streams. This assumes that reserves funding is available to accelerate key transformative efficiencies. Arrangements are also dependent on reinvestment from re-balancing projects. Layers & Spans and CT Review are now post consultation, and the financial planning to reinvest these savings is underway as part of the budget setting exercise. Re-balancing savings are £3.489m per annum and the portfolio is profiled against this revenue budget. The Police Staff Pay model is subject to further review centred on future recruitment and retention and the BTP offer, in light of the current economic and employment market conditions.

## 3. FOCUSED ON THE FUTURE

3.1 The **Capability Review** will determine whether the Force is currently set up to deliver the strategy now, and over the next 3-5 years. Phase 1 has been completed, with each capability area providing an assessment on their ability to meet future demand, and to propose a range of changes (process/policy/structure/people/technology) to the operating model. Key areas for progression are updates to the Force Crime Screening Policy and Desk Based Investigator model, Distress to Crisis Review, Analysis & Insights review, and

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

the Strategic Centre, which will additionally consider joint BTP/A efficiencies. The Crime Screening and Allocation principles have been endorsed at FEB subject to some additional work around the calculation and realisation of benefits; this will take place through a 3-month time and motion study to ensure confidence in the policy's impact.

3.2 The **Layers and Spans** proposals were approved at the Force Executive Board on 9 March 2023. This includes recommendations in relation to the spans of command for Superintendents, Inspectors, and their personal administrative support (Personal Assistants and Staff Officers). Following communication to the workforce and our partners, the next steps will be the more detailed work to commence incremental implementation across all three strands from April 2023 onwards. There has been extensive engagement with the workforce throughout and we recognise this is a worrying time for those affected.

3.3 Technological innovation is an ever-changing landscape. An exciting **Data Transformation and Innovation** programme will deliver a new way of using data, exploiting new technology and ensuring we remain at the forefront of technological innovation. This will ensure we can access, store and transform our data effectively to make best use of it, that everyone understands their responsibilities around data quality, that our data science focus is on our toughest policing problems and that we develop partnerships with industry experts to identify innovation and pilot and adopt those solutions under the guidance of the Data Innovation Advisory Group (DIAG).

3.4 As a multi-strand capability, we are developing the deployment of **Drones** to all response vehicles in the Force, streaming footage from drones and trialling the use of Beyond-Visible-Line-of-Sight (BVLOS) drones with greater range to patrol the rail network and respond to incidents. In December 2022, PCIB approved the strategic outline proposals for BVLOS Drones and Streaming discovery pilot phases. The conditions to proceed are based on external funding being made available. Pilot work will be overseen with a broad stakeholder working group to ensure visibility of the work to industry partners and support the development of the benefits measures and economic case. I have recently met with Network Rail and we have discussed how to make faster progress through deeper collaborative working.

#### 4. A NEW GENERATION OF PARTNERSHIPS

4.1 In terms of the **Integrated Security and Policing Pilot (ISPP)**, five project sites are live, and they are Kings Cross/St Pancras, London Bridge, Stratford (TfL), Birmingham New Street and Leeds. Policing and non-policing partners are brought together daily for joint briefing. A common information picture then emerges of resourcing numbers for the day ahead (from all agencies), nuisance and crime-generating nominals regularly seen on the station or its environs, the preceding 24 hour crime picture, hotspot locations and people to be on the lookout for – people who are wanted or persons of interest. The support and

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warm reception of partners continues to demonstrate the qualitative outcomes from the pilot sites.

4.2 **Operation Golden Orb** is the operation led by the Department of Culture, Media, and Sport (DCMS) in relation to the Kings coronation in May 2023. BTP is running a full Gold, Silver and Bronze structure linked directly with the MPS and TVP Commands. Those structures include several other agencies such as the MoD and leads for the Event Company (Identity) who are delivering for the DCMS. BTP has working groups still actively developing the MoD train movements into London. Resources for the operation will be significant, which will create a budget pressure for the additional Bank Holiday working.

## 5. A MODERN AND INCLUSIVE WORKPLACE

5.1 The five-year **Inclusion and Diversity Strategy** has now been agreed and contains targets which provide sobering challenges as well as a variety of opportunities for us to be progressive in this space. Similarly, the **Police Race Action Plan**, under Allan's leadership, is embedding across the force, and our senior leaders are readily engaging in the workstreams to ensure that the principles are ingrained within our DNA. Supporting this is the creation of a new framework for external scrutiny which will ensure we use lived experience and community engagement with improved diversity and independence to improve trust and legitimacy. BTP is an icebreaker force that will inform the national work around this for the NPCC and the College of Policing.

5.2 BTP celebrated **International Women's Day** in March, which saw a week-long programme of events and activities with internal and external speakers covering a range of topics with a particular focus on equity rather than equality. #EmbraceEquity. We are signed up to the 'HeForShe' initiative and we will be driving our activity to improve equity for our women with the support of our male allies. There were thought provoking topics such as Incels, Gender Pay Gap, Assertiveness and Imposter Syndrome and there were some key take-aways to address some of the cultural issues for gender in policing.

5.3 **Operation Tahoma** has brought together the workstreams to improve trust and legitimacy, particularly relating to violence against women and girls. PND/PNC checks have now been completed for all of our people and we have some triage work to complete on the returns. This process saw the checking of 5317 people on both databases and I am very grateful to PSD who oversaw this work and those staff that were abstracted from their day jobs to support it. The Force notes the BTPA and Federation are currently working through a failure to agree in relation to Random Drugs and Alcohol testing.

5.4 On 17 March the **Judicial Review** found in BTP's favour and overturned the decision of an independent Police Misconduct Panel to hand PC Imran Aftab a final written warning, which allowed him to keep his job in BTP after being found guilty of gross misconduct. Aftab abused his power for sexual gain and this ruling means that he is now dismissed

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Security Classification and Handling Instructions of document are detailed on page 1 from BTP. This is a landmark ruling for many reasons and will become case law for future abuse of the warrant card.

5.5 The **Casey report** is due to be published next week and it is expected to be sobering. BTP will continue to create an internal environment where people can speak up confidentially and take swift and credible action and demonstrate transparency throughout our decisions. We currently have a 62% increase in internal wrongdoing reporting and workloads remain high in PSD.

5.6 An outline business case for the **London Estate Strategy** has been submitted to the Cabinet Office, with £7.4m earmarked from reserves. The recommended option is [REDACTED], with Transport for London employing contractors to carry out all works by the end of December 2024. A full business case will be drafted post tender and brought back to BTPA for approval in the second quarter of 2023/24. Timescales (52 weeks preconstruction, 65 weeks on site) are extremely tight and a key enabling project, the relocation of the data centre from FHQ, is already underway. Concurrently, the work on floorplans to create a modern and inclusive estate are particularly impressive.

5.7 The **Detective Constable accelerated entry scheme** pilot course is well underway with three of the four planned intakes having started training. High standards have been maintained with all recruits embarking on the AES and, as a result, of the 22 successful at interview stage, 17 now remain. The progress of all recruits is reviewed in line with standard recruit processes with additional support provided from the AES mentor to embed the recruits into the force. This ensures the legitimacy of the recruits upon completion of their probation and quality assurance for the force as a whole. The diversity of DC recruits is impressive at 56% female and 13% ethnic minority.

5.8 The **new salary sacrifice scheme for electric vehicles** has been approved, adding to the range of existing employee benefits which the Force offers. A salary sacrifice scheme with fixed, tax-free payments and no initial upfront costs can be better value than traditional ownership. The salary reduction includes vehicle servicing, maintenance, tyre replacement, accident, and glass management, and 24/7 breakdown recovery, as well as fully comprehensive insurance, and where applicable, an at-home car charger. It is also a positive step that the intended provider is an NHS organisation and therefore any surplus generated from the scheme is reinvested back into public services. This is an important step to reduce BTP's carbon footprint and become a modern and inclusive workforce. It complements the intended transition to an all-electric fleet, subject to funding.

## 6. OUR SERVICE DELIVERY

6.1 The **Chief Officer Group** are fundamental to ensuring effective and efficient service delivery. In this quarter, Allan Gregory has been confirmed as the preferred candidate for

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

the role of ACC Network Policing, leading colleagues in B, C and D Divisions. This role was reintroduced on a trial basis, where Allan made a significant impact. It is encouraging that the Authority has seen the value of this role and the commitment and service within BTP that Allan brings. Alongside this news, Members should note that Tracey Martin – Chief Officer for Finance & Commercial Services has submitted her resignation and after four years with BTP, will leave us in May to go to the Civil Aviation Authority. This may be her last meeting so I would like to take this opportunity to thank her for her commitment and leadership. She has been a valued member of the Chief Officer team and as the additional accounting officer I have really valued her support and advice. We wish her every success in the future and know that she will be our supporter from the outside.

6.2 The **Counter Terrorism Review** Full Business Case was reviewed and approved at the Force Executive Board on 9 February 2023. Implementation is expected to be substantially complete by early April and will deliver cashable savings of £1.75m p.a. while ensuring effective and proportionate Armed Policing and Specialist Response Unit capabilities. Implementation of the remaining strategic and tactical recommendations is well underway, with work to explore technology innovation linked into other relevant 'Force on the Move' programmes and additional investment in exercising and testing approved to address this priority area.

6.3 The County Lines Taskforce routinely encounter young and vulnerable people on the railway who have been exploited by gangs to carry drugs between locations. Nearly one in five (19%) UK teenage boys say they or their friends have been offered work by drug suppliers and more than a quarter (27%) of boys aged 13 to 19 have seen drugs being offered or sold either at school or on social media. To counter drug suppliers' attempts to groom, manipulate, and seduce children into the drug trade, BTP launched a new campaign. **'Don't Take the Bait'** highlights tactics drug gangs use to coerce and exploit teens, delivering a counter-narrative to county lines drug gangs' claims on the same social platforms they use to recruit vulnerable teenagers. Advertising will run on Snapchat in intelligence-led locations during March 2023, to target victims before drugs gangs do. A reminder that our county lines team is fully funded by the Home Office. We will receive £12.9m over three years from 2022/23 to 2024/25. We are spending the 22/23 budget of £4.3m in full this year. This team is not factored into our BAU financial plans.

6.4 The third, and final volume, from the **Manchester Arena Inquiry** was published on 2 March 2023. This does not end the work being carried out across the Force to ensure preparedness to a similar event. Just three months ago, the Chief Constable promised that, should an attack happen again, BTP would do better. The Force continues to make vital changes and improvements, such as all officers and staff being issued a first aid pack containing a tourniquet, bleed bandages and tough cut scissors, and Behavioural Detection Awareness training which will enable an additional 1,700 of our people to spot

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the signs of suspicious behaviour associated with terrorism. The Force is also hoping to invest more than £0.6m in the next financial year to ensure everyone in the force is fully trained, exercised and tested as a result of the Manchester Arena Enquiry. The BTPA decision in December was to fund this from cash reserves in 2023/24 or to manage the pressure in the in-year forecast. ACC O'Callaghan has written to all Home Office forces to ensure clarity as to jurisdiction for a major incident at BTP locations.

6.5 The Technology Department launched the **Fixing the Fundamentals** structure in January 2023, to address historic under-investment and single points of failure. The team have been heavily focussed on recruiting to outstanding vacancies. 18 posts have been recruited to, with a further 23 under offer. The **Skills Framework for the Information Age (SFIA)** review also commenced in January and we are in the process of ensuring that all job descriptions are updated to the necessary standards and that a comparison against the market is undertaken.

6.6 The **Data Centre Relocation** project will increase resilience, whilst being a critical enabler of the safe relocation to the new FHQ. It is now underway, end of life technology is being replaced, and the migration plan is being defined. This will provide stronger business continuity and improved disaster recovery with the reduction of any down time. Similarly, 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 remotely. This will go live in October 2023 and will integrate into MS Teams, replacing the Avaya phone sets.

6.7 Significant progress has been made through **IT Health Checks (ITHC)**. These checks allow our systems to be tested to identify significant weaknesses that could impact on security. This year's ITHCs show a reduction of risks by 25% in comparison to last year. A recent **technology resilience audit** by the GIAA involved a deep dive into governance, risk, and project activity. We have received a draft 'substantial' assurance rating from GIAA which is fantastic. I would like to thank Caroline Sparks and her team for their leadership and everyone in technology for their hard work on driving forward recovery and reform. The review does highlight the need for the fixing the fundamentals investment, subject to confirmation of a funding route outside of our core budget, and the stable leadership of the department.

6.8 Design work has been undertaken for a first phase of works on the **Manchester Hub**, which will involve work at Peninsula to enable the vacation of the Portland Street offices. Scoping work is still progressing on a **Glasgow Hub** proposal, which is linked to requirements from the OH Futures, ISO Accreditation, and Fleet Electrification projects. Scoping and design is underway for the relocation of **Croydon** and **Luton** offices, in collaboration with operators. The Estates Fitness for Purpose Programme is on track to expend the budget of £1m capital and £1m revenue by the end of the financial year, with works in this programme benefitting 37 different sites across the UK. Similarly, the Estates

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Minor Works Programme is on track to spend the budget of £500K capital and £120K revenue within the Financial Year, benefitting some 22 sites.

## 7. RECOMMENDATIONS

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

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# BTP Forcwide Policing Plan Update

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| Ensure passengers and staff can work and travel free from the threat of violence                  | Against passengers                     | <p>2,815 (+14%)<br/>S.R. 24% (+8%)<br/>Serious violence offences</p>  | <p>1,163 (+30%)<br/>S.R. 10% (-0.1%)<br/>Robbery offences</p>                   | <p>911 (+4%)<br/>S.R. 40% (+2%)<br/>Weapon-enabled offences</p>           | <p>9,067 (+24%)<br/>S.R. 14% (-1%)<br/>Public order</p>                 | 3.   |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   | Against rail staff                     | <p>2,307 (+11%)<br/>S.R. 30% (+3%)<br/>Violence against the person</p>  |   | <p>2,340 (+2%)<br/>S.R. 19% (-1%)<br/>Public order against rail staff</p> |   | 4.   |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
| Tackle those crimes and incidents that most impact on the confidence of those who work and travel |  | <p>4,204 (+42%)<br/>S.R. 15% (-4%)<br/>Volume crime at key locations<br/><i>(1 Apr – 31 Dec)</i></p>  | <p>9,099 (-11%)<br/>ASB Incidents<br/>Immediate and Priority Incidents only</p> | <p>267 (-10%)<br/>S.R. 24% (+13%)<br/>Football related offences</p>       |   | 5.   |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
| Tackle violence against women, and girls, sexual harassment and hate crime                        |  | <p>8,087 (+26%)<br/>S.R. 14% (+1%)<br/>Violent crimes against women and girls</p>   | <p>1,665 (+85%)<br/>Crimes involving sexual harassment</p>                      | <p>1,963 (+4%)<br/>S.R. 15% (+1%)<br/>Sexual offences</p>                 | <p>2,760 (+5%)<br/>S.R. 18% (+4%)<br/>Hate crimes</p>                   | 6.   |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
| Protect, support and safeguard vulnerable people and those at risk of exploitation and harm       |  | <table border="1"> <tr> <td rowspan="5">Vulnerability reports</td> <td>Adults at risk</td> <td>3,457 (-7%)</td> </tr> <tr> <td>Children and young persons</td> <td>8,700 (-4%)</td> </tr> <tr> <td>Lifesaving interventions</td> <td>1,937 (-4%)</td> </tr> <tr> <td>Crisis interventions:</td> <td>7,087 (-40%)</td> </tr> <tr> <td>Missing persons:</td> <td>749 (-37%)</td> </tr> </table> | Vulnerability reports   | Adults at risk  | 3,457 (-7%)   | Children and young persons   | 8,700 (-4%) | Lifesaving interventions | 1,937 (-4%) | Crisis interventions: | 7,087 (-40%) | Missing persons: | 749 (-37%) | <table border="1"> <tr> <td rowspan="6">County Lines Disruptions</td> <td>Charges</td> <td colspan="2">128</td> </tr> <tr> <td rowspan="3">Drug/weapons/cash seizures</td> <td>Drugs</td> <td>94,509g</td> </tr> <tr> <td>Weapons</td> <td>110</td> </tr> <tr> <td>Cash</td> <td>£359,699</td> </tr> <tr> <td rowspan="3">Safeguarding interventions &amp; referrals</td> <td>CYP</td> <td>126</td> </tr> <tr> <td>AAR</td> <td>29</td> </tr> <tr> <td>NRM Referrals</td> <td>18</td> </tr> </table> | County Lines Disruptions | Charges | 128 |  | Drug/weapons/cash seizures | Drugs | 94,509g | Weapons | 110 | Cash | £359,699 | Safeguarding interventions & referrals | CYP | 126 | AAR | 29 | NRM Referrals | 18 | 7. |
| Vulnerability reports   | Adults at risk                         | 3,457 (-7%)   |   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   | Children and young persons             | 8,700 (-4%)   |   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   | Lifesaving interventions               | 1,937 (-4%)   |   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   | Crisis interventions:                  | 7,087 (-40%)  |   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   | Missing persons:                       | 749 (-37%)  |   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
| County Lines Disruptions  | Charges                                | 128   |   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   | Drug/weapons/cash seizures             | Drugs   | 94,509g   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  | Weapons   | 110   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  | Cash  | £359,699  |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   | Safeguarding interventions & referrals | CYP   | 126   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  | AAR   | 29  |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
| NRM Referrals   |  | 18  |   |   |   |  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
| Reduce disruption on the network through collaboration  |  | <p>328<br/>Disruption incidents at key locations<br/>(up to P12)</p>  | <p>532,592 (+1%)<br/>Primary disruption mins</p>                                | <p>217,181 (-12%)<br/>Trespass – Primary disruption mins</p>              | <p>151,112 (+22%)<br/>Fatalities/injuries – Primary disruption mins</p> | <p>94 mins<br/>Average handback time for non-suspicious fatalities</p> | 8.          |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 9.   |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 10.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 11.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 12.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 13.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 14.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 15.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 16.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 17.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 18.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 19.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 20.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |
|   |  |   |   |   |   | 21.  |             |                          |             |                       |              |                  |            |  |                          |         |     |  |                            |       |         |         |     |      |          |  |     |     |     |    |               |    |    |

## Overall notifiable offences

- Notifiable crimes recorded by BTP saw a 31% increase compared to the same period last year, to 61,068. However, this was 10% fewer than the same period in 2019/20 and 1% fewer than 2018/19.
- The increase compared to last year has in part been driven by increases in theft type offences such as theft of passenger property (+87% to 15,108) and vehicle crime (+76% to 2,419), including theft of Catalytic Convertors linked to the high prices of copper and precious metals against a backdrop of the increasing “cost of living”. The largest crime increases have been for theft of passenger property (+7,036), public order (+1,865/24% to 9,633) and cycle offences (+1,634/38% to 5,887). BTP’s 2022-27 Crime Prevention Strategy has been rolled out in the Divisions. This aims to prevent crime and incidents on the railway by addressing the underlying causes and using partnership orientated problem solving.
- The number of crimes solved by BTP increased by 20%, to 8,318. However, the 31% increase in crimes recorded means that the solved rate has reduced slightly from 15% to 14%.

## Robbery

- Robbery (+32% to 1,278) has continued to show notable increases compared to previous years. The majority (87%) of offences are in B Division. The increase in robbery was highlighted in the BTPA Performance and Delivery Committee (PDC) meeting on 16 February, where it was noted that the Force would be implementing mitigation activities, including operations with partners over coming months to deter offending and reassure the public, and continued plain clothed and uniform patrols across known hotspots with a focus on deterring and detecting offences.

## Crime recording

- January and February saw notable increases in the percentage of crimes recorded within 24 hours (KPI 90%)\*. For the year to date, 48% were recorded within 24 hours. This was at 65% for the month of January and 67% for February. The February PDC received a report on this matter, where it was noted that the recruitment of additional staff, clearing of a crime recording backlog and refinement of processes have led to an improvement in performance.

\* The National Crime Recording Standard (NCRS) requires that crimes in England and Wales be recorded within 24 hours. The Scottish Crime Recording Standard (SCRS) requires crimes to be recorded within 72 hours.



**Report to:** Police Authority  
**Agenda #:** 11  
**Date:** 29 March 2023  
**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 29 March 2023 meeting.

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

### 1.1 2022/23 Forecast Outturn

At this late stage in the financial year, the final outturn looks likely to be close to the budget. DfT have confirmed plans for a £1.3m grant payment this month to cover the costs of policing the Queen's Funeral.

### 1.2 Charges for 2023/24

Members approved the allocation of charges as per paper A038 on Board Intelligence. A few PSA holders have requested meetings further to understand their charges. But, overall, there has not been a loud reaction – consistent, perhaps, with the reasonableness of an overall 4.5% increase in charges in the current economic climate.

### 1.3 Reserves call for 2023/24

At BTPA's Manchester meeting in December, a budget was set with some further conversations to be had with DfT over access to Reserves to support spending this year. By and large DfT are happy to see Reserves spend on capital (including London Estate and EV) over the next year, but not so on revenue. This does increase the pressure on BTP planned spend in 2023/24 and that is the subject of a separate paper to this meeting.

### 1.4 Management Assurance Return

The annual Management Assurance Return is an important element of the assurance framework for DfT, and so for Parliament, that we are an Arms Length Body with effective controls. Our return has to be self-critical and credible. Audit, Risk and Assurance Committee approved the work of BTP and the Executive Team on the 2023 return at its meeting earlier this month. This is now before today's meeting for sign off by the Full Authority.

### 1.5 Policing Plan

Following review and approval by the Authority in December, the Executive is completing work to refresh the contents of the 2022-25 policing plan ahead of re-promulgation in April. That work includes updates to the Chair and Chief Constable's forewords, the MTFP and Divisional/Sub-Divisional contacts. There is also an opportunity to include additions to the plan to capture headline commitments and year one actions from the recently approved BTP Inclusion and Diversity Strategy and the Police Race Action Plan.

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### 1.6 Officer Pension Valuation

The statutory deadline for BTPA and the Trustee to approve the valuation of the Officer Pension Scheme at 31/12/21 falls at the end of this month. Members have a separate paper on this topic to consider in private session.

### 1.7 Member Recruitment

Members will have seen plenty of reference to the current recruitment campaign for up to 7 New Members. The deadline for applications is 26 March. The Executive Team will work closely with DfT and the Chair to appoint new Members as soon as possible.

### 1.8 Member Departures

Just to note that Martin Richards has completed his term of office at BTPA since the Authority Meeting in December. Bill Matthews will finish his term (since 1 Nov 2012) at the end of April, before the next meeting. Both have made significant contributions over a long period of time and will be very much missed by the Executive Team.

### 1.9 BTPA Goals and Priorities

Part of my role is to assist Members to identify and deliver on a clarity of purpose and focus. To that end, Members agreed six Goals a year ago – these feature at the top of this note and my updates are usually structured around these six Goals. Since those Goals are intended to endure, Members and COG also offered thoughts in Manchester in December on what BTPA should prioritise within those enduring Goals over the next 18 months or so. The Executive Team's synthesis of those discussions is submitted to this meeting of the Authority for comment and approval.

### 1.10 Regional Dinners

Following on from the larger scale dinner with external partners in Manchester in December, the Chair, Nick Hawkins, Chief Constable and Tracey Martin are due to meet a smaller selection of partners from the West Midlands over dinner in Birmingham on 22 March. We have plans to repeat this in Scotland in June.

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

### 2.1 Inclusion and Diversity

Following discussion and agreement in December, Kate Carr has tabled an updated assessment of BTPA's progress on Inclusion and Diversity for this meeting. I note four points in particular:

- Performance and Delivery Committee has started to probe in respect of the disproportionate use of powers against black people.
- Kate and I both attend BTP's Race Action Plan Steering Group, chaired by Allan Gregory. With the Chief Constable's approval, we adopt a more 'executive' stance in that meeting than some others. With the aim both of demonstrating BTPA's commitment and to help BTP make substantive progress.
- The Executive Team plans to give most or all of the May Board Development Day to consideration of the lived experience of policing as a black person and what BTPA can do to change that.
- Addressing BTPA's own 'legitimacy' is one of the priorities proposed to Members in the BTPA Priorities paper at Item 12 on this meeting's agenda.

### 2.2 Staff Pension Scheme

Two years after approval by BTPA, HMT has approved the introduction of a Defined Contribution Pension Scheme for new police staff joiners – though DfT approval is still awaited. An implementation plan for 1 July 2023 is in place. One clear benefit of the scheme is to offer new staff flexibility over the rates at which they contribute – and so minimise the risk of new staff opting out entirely.

### 2.3 Tracey Martin

As the Chief Constable notes in her update, Tracey Martin has resigned to start a new role at the Civil Aviation Authority in May. I would like to record my thanks to Tracey who has been a pleasure to work with for all of my (nearly four) years at BTPA. The Executive Team wishes her well. The Chief Constable and I are yet to complete a proposal for how to replace Tracey, but an interim arrangement will be inevitable.

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

**3.1 Professionalism**

It would be otiose to list the reasons why a focus on professionalism in policing is important at the moment. A separate paper for this meeting summarises the latest initiatives of Force and Authority. The Scottish Railways Policing Committee and the People and Culture Committee have also discussed this subject in March. A rolling cycle of reports and high-profile cases underline the need to retain this focus.

**3.2 HMIC Report**

[REDACTED]

**3.3 BTP Performance**

Some Members have expressed concern that a focus on BTP performance has been too much the preserve of the Performance and Delivery Committee and not enough of a focus for the Full Authority. A monthly summary on BI for all Members to review has proved too passive an approach. A two slide summary of BTP performance against policing plan objectives is tabled for this meeting with a view to making this a regular agenda item should Members so wish.

**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 Current work relating to this Goal includes:**

- The continuation and development of the five pilot stations of the Integrated Security and Policing Pilot (ISPP).

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- Development of an integrated security partnership with Southeastern and Network Rail.
- Development of an integrated security partnership with GTR and Network Rail.
- Close working with security partners at Avanti West Coast.
- A stated enthusiasm from Transport for Wales to firm up coordination of BTP Resource with two security contactors working to TfW.
- Some coordination of effort from Rail Delivery Group.

In the absence of resource from DfT or GBR properly to develop this work further, these ‘bottom up’ initiatives represent the best chance to retain momentum and prove the concept at a larger scale.

**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 London Estate Business Case**

The business case was approved by the Full Authority and sent to the Cabinet Office. [REDACTED]

**5&6.2 Efficiency and Transformation Narrative**

More needs to be done to articulate a sufficiently compelling story about efficiency and transformation plans which has impacted TfL’s acceptance of their 2023/24 charges. [REDACTED]

- [REDACTED]
  - [REDACTED]
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## 7. Decisions between Scheduled Meetings (since December 2022)

- a. **Serial A037 London Estate Outline Business Case.** Members approved the London Estate Outline Business Case on 7 February 2023. The Outline Business Case was an updated version of that seen and commented upon by Members at their September 2022 meeting, at which more detail on benefits, risks and scheduling was requested.
- b. **Serial A038 Core Policing Services Agreement (PSA) Charges 2023/24.** Members approved the Core PSA Charges 2023/24 on 3 March 2023. A PSA Holder & Charges Update is available in the Chief Financial Officer's Report to the Audit and Risk Committee (10 March 2023) [available on BI p.44 here](#).
- c. **Serial A039 Strategy and Planning Committee Review / National Network Services Contract Award.** Strategy and Planning Committee endorsed on 17 March 2023 the proposed contract award for National Network Services which features as an item for Members' approval elsewhere on today's agenda.
- d. At its meeting on 10 February, the Pensions Working Group approved a proposal to procure life assurance for employees who have opted out of any pension scheme. This would affect around 175 employees at a cost of an estimated £12k per annum. Cover would be one year's salary in the event of death in service. For those in a pension scheme, this cover is 4 year's salary.

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Report to: Police Authority  
 Date: 29 March 2023  
 Subject: BTPA Priorities  
 Sponsor: Chief Executive  
 Author: Head of Governance and Compliance  
 For: Discussion

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## 1. Purpose of paper

- 1.1 This paper demonstrates how the inputs to the joint BTPA and BTP workshop in Manchester in December have been developed. A number of finalised priorities for BTPA are proposed. These have been mapped against the Authority's overarching goals.

## 2. Background

- 2.1 BTPA and BTP are developing our open and transparent relationship as we deliver our statutory role of providing efficient and effective policing of the railway. On 5 December 2022, BTPA and BTP representatives participated in a joint workshop which was split into two parts. The first part was focused on BTPA's role, its goals and what the focus of the priorities under each of these should be over the next two years. The second part was focused on how BTPA and BTP work together and looked at Member engagement, the potential for greater interoperability and governance alignment. This note deals with the next steps following the first part of that workshop.
- 2.2 The workshop followed our 2022 Board Effectiveness Evaluation (BEE) and a Deloitte review of financial governance and ways of working. One of the recommendations arising was that the BTPA should co-develop a clear vision of the priority areas and outcomes it wants to drive over the course of an 18 to 24-month period.
- 2.3 The BTPA Goals were formally agreed on 30 March 2022. The December workshop was the first time BTPA reported against them. It was noted that given the breadth of the goals it was not sufficiently clear what near term success looked like in achieving these. Also, that the scorecard tracking progress needed more rigor and a clearly communicated scoring criterion. The development of *priorities* under the Goals would provide greater clarity of focus. The scorecard was a work in progress and subject to further refinement and development as it matured.

## 3. The priorities

- 3.1 All BTPA and BTP representatives in attendance at the workshop were invited to offer one or two areas which they felt should be the *priority* focus for BTPA for the following 24 months. This discussion led to a number of potential priorities having been identified, with a high degree of consensus.
- 3.2 Following the workshop, the Executive reviewed all the inputs and mapped these against the BTPA Goals. The following are proposed as priority areas of focus for BTPA over the next two years:



| BTPA Goal  | Priorities to 2024/25   |
|--|---|
| 1. We want to be a well-run Arm's Length Body, trusted by all our stakeholders.  | <ul style="list-style-type: none"> <li>Improved communications with stakeholders.</li> <li>Improved governance processes to remove duplication and facilitate effective scrutiny.</li> </ul>                |
| 2. We want to promote and enable a modernised and inclusive culture in the BTP.  | <ul style="list-style-type: none"> <li>Address BTPA legitimacy.</li> <li>Clarify the wellbeing support for officers and staff and ensure delivery.</li> </ul>   |
| 3. We want to provide effective supportive and challenging police oversight for today and tomorrow across the full range of BTP activity.          | <ul style="list-style-type: none"> <li>Identify and resolve disproportionality in the use of powers</li> <li>Ensure the right investment in right areas with agreed performance measures.</li> </ul>        |
| 4. We want to develop our vision for security and lead the conversation with industry and DfT to improve outcomes for industry and passengers.     | <ul style="list-style-type: none"> <li>To develop a larger proof of concept beyond the station pilots, retaining a lead influence with DFT, GBR and the rail industry</li> </ul>                            |
| 5. We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing. | <ul style="list-style-type: none"> <li>Ensure BTP is maximising potential collaboration with partners when dealing with mental health.</li> <li>Ensure effective use of technology/digital/data.</li> </ul> |
| 6. We want continuously to deliver efficiencies and keep improving productivity.   | <ul style="list-style-type: none"> <li>Shared efficiency narrative to communicate to strategic partners.</li> </ul>   |

- 3.3 The Executive felt that the areas set out above reflect those which featured most frequently and/or were expressed most strongly during the workshop discussions.
- 3.4 The scorecard has been updated with these priorities and an updated version is attached with the current position.

#### 4. Future work

- 4.1 Progress against the 2022 BEE action plan and the Deloitte recommendations continues to develop and will be reported to the June Authority meeting. Given the timescales of this work the next BEE will take place in 2024.
- 4.2 Work has been taking place on the scorecard that was presented in December tracking progress against the BTPA goals. The structure and content of the scorecard were the subject of discussion. An updated template has been attached which aims to address the December comments (see Appendix A). This includes work to demonstrate a clearer understanding of what success looks like against the goals, through the linkage to the priorities, providing a clearer understanding of success criteria and trajectory. This remains a work in progress as the priorities are presented for endorsement. A fully populated version will be available at the June meeting.

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## 5. Recommendations

- 5.1 Members note the report and endorse the priorities set out with a view to greater focus and attention being applied to these through oversight and engagement activity.
- 5.2 Members to note the proposed structure for the goals scorecard and provide any comments.

### Appendix A – BTPA Goals Scorecard

WEBSITE

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## BTPA Goals Update: 2022/23 Quarter 4

| Goals  | Status (RAG) | Priorities to 2024/25   | What does success look like? | Progress |
|--|--------------|---|------------------------------|----------|
| 1. We want to be a well-run Arm's Length Body, trusted by all our stakeholders.  | G            | <ol style="list-style-type: none"> <li>Improved communications with stakeholders.</li> <li>Improved governance processes to remove duplication and facilitate effective scrutiny.</li> </ol>                |                              |          |
| 2. We want to promote and enable a modernised and inclusive culture in the BTP.  | A            | <ol style="list-style-type: none"> <li>Address BTPA legitimacy.</li> <li>Clarify the wellbeing support for officers and staff and ensure delivery.</li> </ol>   |                              |          |
| 3. We want to provide effective supportive and challenging police oversight for today and tomorrow across the full range of BTP activity.          | A            | <ol style="list-style-type: none"> <li>Identify and resolve disproportionality in the use of powers</li> <li>Ensure the right investment in right areas with agreed performance measures.</li> </ol>        |                              |          |
| 4. We want to develop our vision for security and lead the conversation with industry and DfT to improve outcomes for industry and passengers.     | A            | <ol style="list-style-type: none"> <li>To develop a larger proof of concept beyond the station pilots, retaining a lead influence with DFT, GBR and the rail industry</li> </ol>                            |                              |          |
| 5. We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing. | A            | <ol style="list-style-type: none"> <li>Ensure BTP is maximising potential collaboration with partners when dealing with mental health.</li> <li>Ensure effective use of technology/digital/data.</li> </ol> |                              |          |
| 6. We want continuously to deliver efficiencies and keep improving productivity.   | A            | <ol style="list-style-type: none"> <li>Shared efficiency narrative to communicate to strategic partners.</li> </ol>   |                              |          |

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## BTPA Goals Update: 2022/23 Quarter 4

| Goal 1: We want to be a well-run arms length body, trusted by all our stakeholders (part 1/2) |   |   |                     |
|---|---|---|---------------------|
| Workstream  | Key activity this/previous quarter  | Key activity next quarter   | Link to other Goals |
| Establish stakeholder engagement WG   | <ul style="list-style-type: none"> <li>Special session on passenger engagement – input from Transport Focus</li> <li>BTPA strategy – initial progress report</li> <li>Liaison with BTP on their emerging strategy and points of alignment</li> </ul>  | <ul style="list-style-type: none"> <li>May agenda and workplan</li> <li>May meeting – proposed focus on citizens</li> <li>Quarterly update on progress with BTPA strategy (CEO 1:1s, dinners, charges comms)</li> <li>BTP strategy to be presented for info and alignment with BTPA</li> </ul>  | 3, 5                |
| Scotland Committee development  | <ul style="list-style-type: none"> <li>Annual vfm report endorsed, agreed as template for future annual reports</li> <li>Further industry voice item – recommended first commission from the Committee on a trespass reduction strategy</li> </ul>  | <ul style="list-style-type: none"> <li>Outgoing Chair – letter to Convener on state of play at handover</li> <li>Planning for 2023/24 meeting cycle – inputs from SPA on agenda development</li> <li>Consider a new evaluation report template with SPA for incoming Chair</li> <li>Industry voice focus – generate further awareness/engagement</li> </ul> | 3                   |
| Governance project supported by Deloitte  | <ul style="list-style-type: none"> <li>Report supported by executive summary circulated</li> <li>BTP/A follow-up workshop took place on 8 November</li> <li>Themes were discussed at 5 December workshop.</li> <li>The recommendation that BTPA co-develops a vision of priority areas was progressed. Finalised priorities will be proposed at the March Authority meeting.</li> </ul> | <ul style="list-style-type: none"> <li>BTP/A implementation of the remaining elements of the BEE action plan including Deloitte recommendations</li> <li>For the Executive and Members to commit greater focus and attention to the priority areas identified</li> <li>The BTPA to support the work being lead by BTP on the Strategic Centre</li> </ul>    |                     |
| 2023/24 PSA Charges and confirmation of TfL budget  | <ul style="list-style-type: none"> <li>Assurance of input date</li> <li>Model run and analysis</li> <li>2023-24 Charges received approval from Authority and communicated to PSA holders</li> </ul>   | <ul style="list-style-type: none"> <li>Work with TfL to provide further efficiency narrative in order to agree full year budget.</li> </ul>   | 3, 6                |
| Removal of wash-up charges from PSA charging mechanism  | <ul style="list-style-type: none"> <li>The majority of operators responded positively to removing the wash-up process for 2021/22 and future years.</li> </ul>  | <ul style="list-style-type: none"> <li>Speak to DfT with feedback on removing the wash-up for future years.</li> </ul>  |                     |
| Year to date spend  | <ul style="list-style-type: none"> <li>P12 forecast of £2.2m overspend excluding the impact of the changes to the annual leave accrual (which is expected to result in a small underspend overall).</li> <li>Business Planning return to department for budget cover to use Reserves</li> </ul>   | <ul style="list-style-type: none"> <li>Monitor spend so risks can be highlighted as soon as possible to allow remedial action to be taken</li> </ul>  |                     |
| Review of charging mechanism and development of new methodology                               | <ul style="list-style-type: none"> <li>Continued work to devise options for a simpler charging model through the process of achieving DfT and industry acceptance of any changes</li> </ul>   | <ul style="list-style-type: none"> <li>Agree new model with DfT</li> <li>Begin Consultation with operators</li> </ul>   |                     |

## BTPA Goals Update: 2022/23 Quarter 4

| Goal 1: We want to be a well-run arms length body, trusted by all our stakeholders (part 2/2) |  |   |                     |
|---|--|---|---------------------|
| Workstream  | Key activity this/previous quarter   | Key activity next quarter   | Link to other Goals |
| Meet the Government Counter-Fraud standards by end of March 2022                              | <ul style="list-style-type: none"> <li>BTP/A have met all but one of the standards - "ability to detect fraud". BTP Finance leading a project to look at systems that might be able to assist and is included as an action in our fraud action plan. Meeting with DfT to see what they can share</li> </ul>                              | Complete  | 3, 6                |
| Permanent – Finance Audit and Risk Manager post   | <ul style="list-style-type: none"> <li>Following numerous unsuccessful recruitment campaigns, including use of an agency, a review of the required accountabilities and skillset is being carried out.</li> <li>New job description drafted for role</li> </ul>  | <ul style="list-style-type: none"> <li>To recruit to the revised role</li> </ul>  | 2                   |
| Welsh Language Act  | <ul style="list-style-type: none"> <li>Action plan and policy finalised</li> <li>Welsh language section of website set up and largely populated</li> <li>Training identified and delivery started</li> </ul>   | <ul style="list-style-type: none"> <li>BTPA website updates completed</li> <li>All Exec team to complete training</li> <li>Welsh section of ARA – and ARA translation delivered</li> </ul>                    |                     |
| Complaint reviews   | <ul style="list-style-type: none"> <li>Consideration of reviews with specific focus on reputational and organisational learning considerations</li> <li>Seeking to enhance BTP/A communication with the public</li> <li>Attendance at a conference in December offered further learning and insight to other OPCC experiences</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing reviews are considered on a monthly basis. The Executive is currently experiencing an uptick in the number of cases and is monitoring this closely.</li> </ul> |                     |
| Member succession planning  | <ul style="list-style-type: none"> <li>Approval was received from Ministers in to advertise in Feb</li> <li>Member reappointments approved in March</li> <li>BTPA recruitment Webinar held on 13 March</li> </ul>  | <ul style="list-style-type: none"> <li>Member candidate shortlisting and interviews</li> <li>Further succession planning factoring in recruitment timetable</li> </ul>  | 3                   |
| Public accessibility  | <ul style="list-style-type: none"> <li>Increased publication and access to Committee and Board papers</li> <li>Introduced Welsh principles and guidance</li> </ul>   | <ul style="list-style-type: none"> <li>Increased publication and access to Committee and Board papers</li> </ul>  |                     |
| Policing Plan   | <ul style="list-style-type: none"> <li>Developing updated Policing Plan for publication</li> </ul>   | <ul style="list-style-type: none"> <li>Publication of Policing Plan</li> </ul>  | 2, 3                |
| Horizon scanning  | <ul style="list-style-type: none"> <li>Development of BTPA Executive horizon scanning process</li> </ul>   | <ul style="list-style-type: none"> <li>Produce initial horizon scanning updates</li> </ul>  |                     |

## BTPA Goals Update: 2022/23 Quarter 4

| Goal 2: We want to promote and enable a modernised and inclusive culture in the BTP                                   |  |   |                     |
|---|--|---|---------------------|
| Workstream  | Key activity this/previous quarter   | Key activity next quarter   | Link to other Goals |
| Inclusion and diversity – improvements to how BTPA can more effectively provide oversight                             | <ul style="list-style-type: none"> <li>I&amp;D and External Scrutiny opportunities added to Member engagement calendar.</li> <li>Executive participation in BTP I&amp;D Strategic Board and Steering Group.</li> <li>Increased I&amp;D focus in Executive team meetings.</li> <li>BTP I&amp;D strategy for discussion at December Full Authority (incl. progress on Police Race Action Plan.)</li> </ul> | <ul style="list-style-type: none"> <li>Development of BTPA's position on the Police Race Action Plan.</li> <li>I&amp;D discussion paper on effective scrutiny to FA in March</li> <li>Further I&amp;D related engagement opportunities to be added to Member engagement calendar</li> <li>Board Development day to focus on policing of black communities and anti racism.</li> </ul> | 3                   |
| Pensions - introduction of a new DC pension scheme and administration. Life assurance procurement and administration. | <ul style="list-style-type: none"> <li>Approval from HMT</li> <li>Reset project plan and engaging with relevant parties on need to restart procurement for pension benefits and auxiliary benefits</li> </ul>  | <ul style="list-style-type: none"> <li>Following HMT approval, prepare for DC introduction Apr 23</li> </ul>  |                     |
| People and Culture Committee  | <ul style="list-style-type: none"> <li>Focus on culture continues to grow. A 12 month workplan identified aligned to the key pillars of the People Strategy.</li> </ul>  | <ul style="list-style-type: none"> <li>A focus on pay and allowances, including the direction of travel with regards to the Police Staff Pay Reform Programme</li> </ul>  |                     |
| Staff pay reform  | <ul style="list-style-type: none"> <li>BTP considering whether to proceed with staff pay reform</li> </ul>   | <ul style="list-style-type: none"> <li>Consultation process to commence if decide to proceed</li> </ul>   | 6                   |
| London Estates  | <ul style="list-style-type: none"> <li>Authority approved OBC</li> <li>OBC submitted to Cabinet Office – initial queries dealt with</li> <li>Initial engagement with PMO on process for development and approval of FBC</li> </ul>   | <ul style="list-style-type: none"> <li>TfL approval</li> <li>London Estates added as a standing item to S&amp;PC from May 23 (development and approval of FBC)</li> <li>Member lead allocated – Kenna Kintrea</li> </ul>  | 3, 5, 6             |
| Policing Plan   | <ul style="list-style-type: none"> <li>Add sections to the published version of the Policing Plan on:               <ul style="list-style-type: none"> <li>The refreshed Equality, Diversity and Inclusion Strategy and associated activities planned for year 1</li> <li>The Police Race Action Plan and key deliverables for year 1</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>Publication of Policing Plan</li> </ul>  | 1, 3                |

## BTPA Goals Update: 2022/23 Quarter 4

| Goal 3: We want to provide effective, supportive and challenging police oversight for today and tomorrow across the full range of BTP activity |  |   |                     |
|--|--|---|---------------------|
| Workstream   | Key activity this/previous quarter   | Key activity next quarter   | Link to other Goals |
| Oversight mapping  | <ul style="list-style-type: none"> <li>Detailed review and update of oversight map in early 2023, which resulted in a number of changes to the strands of oversight identified for each Committee and the assessments of their priority and level of oversight provided.</li> <li>Updated oversight map fed into review of Committee Terms of Reference and workplans</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing review and update of oversight map to ensure it reflects ongoing Committee business</li> </ul>   | 1                   |
| External scrutiny oversight  | <ul style="list-style-type: none"> <li>BTP's review of External Scrutiny Groups endorsed by PDC and Full Authority in September.</li> </ul>  | <ul style="list-style-type: none"> <li>Mapping of activity to support member engagement with process</li> <li>Receive and evaluate BTP's review of external scrutiny and consider next steps.</li> </ul>  |                     |
| 2022-27 Strategy oversight   | <ul style="list-style-type: none"> <li>Reporting product reviewed and endorsed – roadmap added</li> </ul>  | <ul style="list-style-type: none"> <li>Clarity on emerging changes to AFOTM/FOTF/capability review and associated narrative – brief to 22 May S&amp;PC</li> <li>Continued SPC oversight of performance against the Strategy</li> <li>Mature reporting to SRPC</li> </ul>                |                     |
| Risk management  | <ul style="list-style-type: none"> <li>Continued oversight of BTP/A risks</li> </ul>   | <ul style="list-style-type: none"> <li>Continued oversight of BTP/A risks</li> </ul>  | 1                   |
| Legitimacy oversight   | <ul style="list-style-type: none"> <li>Map updated</li> <li>Template for Committee legitimacy action plans developed and partially populated</li> </ul>  | <ul style="list-style-type: none"> <li>Ensure Authority activity (including via committees) is sufficiently focused on a range of matters driving legitimacy</li> <li>Through committee planning identify topics better handled via Exec and or/out of Committee activity</li> </ul>    | 1                   |
| Member engagement  | <ul style="list-style-type: none"> <li>A review of Member engagement with a populated calendar including a suite of opportunities has been completed</li> <li>CEO monthly written updates</li> </ul>   | <ul style="list-style-type: none"> <li>Continue to improve the flow of communication between parties increasing effectiveness of engagements</li> </ul>   |                     |
| BTPA Committee meetings  | <ul style="list-style-type: none"> <li>Quarter 3 – Committee effectiveness kept under continuous review</li> <li>Earlier planning and commissioning adopted for Q3 round of meetings</li> <li>Review of Committee ToRs and workplans</li> <li>Development of self-service BI dashboard for PDC Members</li> </ul>  | <ul style="list-style-type: none"> <li>Seamless planning and commissioning for Q4 round of Committee meetings</li> <li>Ensuring all Committees have oversight of relevant HMICFRS/HMICS reports and recommendations</li> <li>Developing the HMIC inspection plan for 2023/24</li> </ul> |                     |

## BTPA Goals Update: 2022/23 Quarter 4

| Goal 4: We want to develop our vision for security and lead the conversation with industry and DfT to improve outcomes for industry and passengers |  |  |                     |
|--|--|--|---------------------|
| Workstream   | Key activity this/previous quarter   | Key activity next quarter  | Link to other Goals |
| Policing and Security of the Railway   | <p>Report recommendations accepted by DfT and action plan agreed.</p> <p>Findings presented to RDG Security Manager's Conference.</p> <p>RDG working group established to address report recommendations.</p> <p>Action plan shared with Members on BI</p> | <p>Take stock with GBRTT on changes in personnel and posture.</p> <p>Work with RDG working group to develop their thinking on the future of security.</p> <p>Support RDG on their Policing and Security Programme including programme manager transition</p> <p>Application of learning into BTP Capability Review .</p> | 1,6                 |

| Goal 5: We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing |   |   |                     |
|--|---|---|---------------------|
| Workstream   | Key activity this/previous quarter  | Key activity next quarter   | Link to other Goals |
| Ensure there is sufficient focus on transformation planning and delivery at S&PC (and P&CC and SRPC)   | <ul style="list-style-type: none"> <li>Regular reports to S&amp;PC</li> <li>Workplan updated to reflect new transformation roadmap</li> <li>Offer of transformation narrative from DCC to assist with partner engagement</li> </ul> | <ul style="list-style-type: none"> <li>Secure transformation narrative from BTP</li> <li>Clarity on emerging changes to AFOTM/FOTF/capability review and associated narrative – brief to 22 May S&amp;PC</li> <li>Continued S&amp;PC and P&amp;CC oversight of performance against the transformation programme</li> <li>Mature reporting to SRPC</li> <li>Secure opportunities for members to be engaged in individual programmes</li> </ul> | 1                   |
| Electric vehicles  |   | <ul style="list-style-type: none"> <li>Possibilities being considered in light of ongoing financial uncertainty</li> </ul>  |                     |

| Goal 6: We want continuously to deliver efficiencies and keep improving productivity |                                    |  |                     |
|--|------------------------------------|--|---------------------|
| Workstream   | Key activity this/previous quarter | Key activity next quarter  | Link to other Goals |
| Draft the Efficiency narrative   |                                    | <ul style="list-style-type: none"> <li>Develop Efficiency narrative</li> </ul> | 1                   |



Report to: Full Authority  
 Date: 29 March 2023  
 Subject: Management Assurance Return (MAR) 2022-23  
 Sponsor: Chief Financial Officer  
 Author: BTP Head of Audit & Assurance & BTPA Chief Financial Officer  
 For: Approval

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## 1 Purpose

1.1 To ask the Full Authority to approve the 2022-23 Department for Transport (DfT) Management Assurance Return (MAR) assurance scores and Action Plan. The 2022-23 DfT MAR was endorsed by Audit and Risk Assurance Committee (ARAC) on 10 March 2023. The deadline for submission to DfT is 31 March 2023.

## 2 Background

2.1 The DfT MAR is an annual exercise whereby DfT gains assurance from all of its agencies and departments including Non-Departmental Public Bodies on specific issues of internal governance and internal control. It is usually the case that this is required twice a year, however, DfT has lifted the requirement for the 12-month submission this year and has requested a single submission based on work undertaken between April and December 2022 (period 9). Where the question score is Moderate or less, DfT requires actions to be set out to improve the assurance in that business area.

## 3 2022-23 MAR assessment

3.1 The MAR consists of a series of questions across a number of business areas. The questions in the MAR tend to be very specific and only address one element of a business area. In line with the last few years, BTPA have asked BTP to consider not just the narrative and evidence provided for the MAR questions, but that the assessment includes a more holistic view of business area to provide a greater level of assurance. Where there is sufficient evidence (e.g. external reports) the scoring may be changed from the strict results from the question set with an accompanying explanation. This approach should only be adopted where there is sufficient evidence without requiring too much judgement otherwise this would not allow consistency across organisations for DfT. It should be noted that the assurance scoring for the MAR does not necessarily align with third party assurance e.g. GIAA, but the findings in such reports give a useful indication of actions required in certain areas.

3.2 As was the case in 2021-22, Fraud & Bribery, Analytical Assurance, Impact Assessments & Post Implementation Reviews, Long-term Business Planning and Grant Management are scored as N/A this year either because BTP/A do not produce

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work in these areas or BTP/A are participating in other assurance activity co-ordinated by DfT and so do not need to provide additional assurance in the MAR.

3.3 [Redacted]

**4 MAR ratings**

4.1 There has been some movement in the scores this year. There has been a reduction in the number of Substantial areas, but a reduction in the number of Limited areas meaning that overall, there is Medium to High level of assurance for business areas across the force. A brief summary is set out below for information:

| Assurance Rating | Number of Areas in 2022-23 | Number of Areas in 2021-22 | Number of Areas in 2020-21 |
|------------------|----------------------------|----------------------------|----------------------------|
| Substantial      | 14                         | 16                         | 7                          |
| Moderate         | 19                         | 15                         | 22                         |
| Limited          | 2                          | 4                          | 3                          |
| Unsatisfactory   | 0                          | 0                          | 0                          |
| N/A              | 5                          | 5                          | 8                          |

4.2 [Redacted]

4.3 A full list of the scores compared with the 2020-21 and 2021-22 MAR are below, and the full MAR along with an Action Plan for scores of Moderate or less is enclosed.

| Business Area        |  | 2020/21 MAR Assurance Ratings | 2021/22 MAR Assurance Ratings | 2022/23 MAR Assurance Ratings | Position on Previous Year |
|----------------------|--|-------------------------------|-------------------------------|-------------------------------|---------------------------|
| Assurance Activities | Integrity, Regularity, Propriety & Conduct | [Redacted]                    | [Redacted]                    | [Redacted]                    | [Redacted]                |
|                      | Counter Fraud, Bribery & Corruption        | N/A                           | N/A                           | N/A                           |                           |
|                      | External Assurance Recommendations         | [Redacted]                    | [Redacted]                    | [Redacted]                    |                           |
| Business Delivery    | Project Delivery                           | [Redacted]                    | [Redacted]                    | [Redacted]                    |                           |
|                      | Risk Management Maturity                   | [Redacted]                    | [Redacted]                    | [Redacted]                    |                           |
|                      | Performance Management                     | [Redacted]                    | [Redacted]                    | [Redacted] tial               |                           |
|                      | Procurement                                | [Redacted]                    | [Redacted]                    | [Redacted]                    |                           |
|                      | Contract Management                        | [Redacted]                    | [Redacted]                    | [Redacted]                    |                           |

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|----------------------|--|--------|--------|--------|--|
|                      | Research Procurement and delivery                  | ██████ | ██████ | ██████ |  |
|                      | Digital/Technology Project Spend Approvals         | ██     | ██████ | ██████ |  |
|                      | Property Management                                | ██████ | ██████ | ██████ |  |
|                      | Sustainability                                     | ██     | ██████ | ██████ |  |
| Policy Development   | Analytical Assurance                               | N/A    | N/A    | N/A    |  |
|                      | Business Critical Models                           | ██████ | ██████ | ██████ |  |
|                      | Impact Assessments and Post Implementation Reviews | N/A    | N/A    | N/A    |  |
|                      | Equality Duties: Obligations                       | ██████ | ██████ | ██████ |  |
| Financial Management | Medium-Term Business Planning                      | ██████ | ██████ | ██████ |  |
|                      | Long-term Business Planning                        | N/A    | N/A    | N/A    |  |
|                      | Budget Management                                  | ██████ | ██████ | ██████ |  |
|                      | Financial Accounting                               | ██████ | ██████ | ██████ |  |
|                      | Financial Controls                                 | ██████ | ██████ | ██████ |  |
|                      | VAT  | ██████ | ██████ | ██████ |  |
|                      | Grant Management                                   | N/A    | N/A    | N/A    |  |
|                      | P2P  | ██████ | ██████ | ██████ |  |
|                      | Manual Payments                                    | ██████ | ██████ | ██████ |  |
|                      | Government Procurement Card (GPC) Process          | ██████ | ██████ | ██████ |  |
|                      | Managing Cash Forecasts and Spending               | N/A    | ██████ | ██████ |  |
| Staff Management     | Workforce Planning                                 | ██████ | ██████ | ██████ |  |
|                      | People Performance                                 | ██████ | ██████ | ██████ |  |
|                      | Health & Safety                                    | ██████ | ██████ | ██████ |  |
|                      | Operational Health & Safety                        | ██████ | ██████ | ██████ |  |
|                      | Absence Management & T&S Management checks         | ██████ | ██████ | ██████ |  |
|                      | Line Manager Development                           | ██████ | ██████ | ██████ |  |
| Protective Security  | Access to Systems                                  | ██████ | ██████ | ██████ |  |
|                      | Knowledge & Information Management                 | ██████ | ██████ | ██████ |  |
|                      | Information and Cyber Assurance                    | ██████ | ██████ | ██████ |  |
|                      | Physical Security                                  | ██████ | ██████ | ██████ |  |
|                      | Personnel Security                                 | ██████ | ██████ | ██████ |  |
|                      | Business Continuity Planning                       | ██████ | ██████ | ██████ |  |
|                      | Cyber Security                                     | ██████ | ██████ | ██████ |  |

## 5 Recommendation

5.1 To approve the 2022-23 MAR as endorsed by Audit and Risk Assurance Committee at its meeting on 10 March 2023.

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MANAGEMENT ASSURANCE : ACTION PLAN  
For: British Transport Police Authority

This Action Plan records scores for each category of assurance from your management assurance return for each of your subject assurance categories.  
Please complete details of actions to be taken for each category with a score of 'Moderate' or below, by whom and by when, so as to provide an auditable record of actions to be taken to mitigate the impact in meeting your Business Plan objectives.

Table with 6 main categories: Assurance activities, Business delivery, Policy development, Financial management, Staff management, and Protective security. Each category contains multiple rows with columns for scores and action details.

Report to: Full Authority  
 Date: 29 March 2023  
 Subject: Contract Award – National Network Services  
 Sponsor: Chief Financial Officer  
 Author: Contracts and Compliance Manager  
 For: Endorsement - Approval

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## 1. Purpose of paper

- 1.1 Following the endorsement from Strategy and Planning Committee, this paper requests approval from the Authority to award a new contract to [REDACTED]. The total life costs of the contact being [REDACTED] inc VAT. For the Members to note that this request will require Cabinet Office approval as set out in the spend controls.

## 2. Background

- 2.1 Following a robust tendering process [REDACTED]. At the time, and in accordance with the Cabinet Office approval given, BTPA were only able to award a five year contract with no extension options. The current contract end in July 2023 and a replacement agreement is required to ensure continuity of service.
- 2.2 The current network being provides meets BTP current needs and had flexible capacity. But there are some challenges in relation to some locations losing connection to systems and it can take months for new locations to be connected, if new fibre cables are required.

## 3. Contract

- 3.1 The CCS framework that was used to carry out the original tender is no longer available. There is an alternative CCS Framework – RM3808 Network Services 2 available to BTP. The new framework has updated service level agreements that are more applicable to the current requirements.
- 3.2 BTP with the support of Masons Advisory have carried out a desk-top competition based on price only. This is in accordance with the rules of the framework, and the framework also allows for Direct Awards. BTP Commercial have confirmed that this is a legal and compliant route to market to ensure continuation of services.
- 3.3 The proposed contract is for an initial two year period with a 1 year extension that would only be exercised if needed. The total costs of the new contract are expected to provide a year on year savings of approx. [REDACTED] compared to the current contract costs.

3.4 BTP Finance have confirmed that the funding for the new contract is already included in the MTFP for Technology and that the new contract is affordable.

3.5 It is important to note that in order for the data services hardware to operator [REDACTED] are required. These also expire in July'23, but their renewal sits outside of the [REDACTED] contract.

#### 4. Next Steps

4.1 It is BTP's intention to start the process to allow for a longer term managed contract to be procured once this contract is in place. The anticipated duration for this agreement will be between seven and ten years under the current guidelines of CCS.

4.2 Based on the current high level timeline, BTP is expecting to have awarded the new longer term agreement by the end of December 2024. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

#### 5. Comments from Strategy and Planning

5.1 The Committee members endorsed the proposal as submitted, but also noted the below: -

- Supportive of the longer-term strategy to procure a longer-term agreement for the national network services.
- Recognises the risks of the short extension and the additional work this will mean for key teams within BTP.
- Ensure that any lessons learnt are captured and reflected on.

#### 6. Recommendations

6.1 For the Members to endorse and recommend to the Authority the contract for [REDACTED]  
[REDACTED], subject to gaining Cabinet Office approval for the spend.

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Report to: Full Authority  
 Date: 29 March 2023  
 Subject: Terms of Reference Refresh / Pension Working Group  
 Sponsor: Chief Financial Officer  
 Author: Board Secretary  
 For: Decision

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## 1. Purpose of paper

- 1.1 To provide a refreshed version of the Pension Working Group's terms of reference for approval by the Full Authority.

## 2. Background

- 2.1 Pension Working Group reviewed its terms of reference at its 10 February 2023 meeting and resolved to put a refreshed version to the Full Authority for approval. Working Group Terms of Reference are subject to approval by the Full Authority as per the BTPA Code of Governance (paragraph 5.56).

## 3. Summary of Changes

- 3.1 The terms of reference have been inserted into the common format for BTPA Committee/Working Group terms of reference(s) used in the Code of Governance i.e. section headings such as *Purpose, Reporting, Responsibilities* etc.
- 3.2 Reference to Appointments and Remuneration Committee has been substituted with the Group's new parent Committee, People and Culture Committee.
- 3.3 An additional line in red text has been added to the Group's responsibilities around the Group's obligation to have regard for equal opportunities and requirements set out in equalities legislation. This is in response to a gap identified during BTPA Executive's oversight mapping exercise.

## 4. Recommendations

- 4.1 That the Full Authority approve the refreshed Pension Working Group terms of reference.

## Pension Working Group Terms of Reference

### Purpose

To oversee and scrutinise, on behalf of the Full Authority, issues related to all pension schemes and valuations supported by or relevant to the British Transport Police Authority and the British Transport Police Fund.

### Reporting

A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each meeting will be reported to the next meeting of the People and Culture Committee.

### Responsibilities

- Assess on an ongoing basis ALL pensions schemes supported by or relevant to the British Transport Police Authority (BTPA) and the British Transport Police Fund in terms of funding, benefits and issues which would impact on delivery of the objectives set out on these schemes including supporting the schemes' valuations.
- Agree funding principles and action plans which address funding issues where appropriate such that agreement with the Trustee of the schemes is obtained.
- Seek appropriate advice from qualified individuals which allow the Group to fulfil its aims.
- Highlight and either seek advice or decisions from the Full Authority on matters that present significant risk to the correct operations of the schemes.
- Consider matters impacting on the transfer from external pension schemes to those administered by BTPA or internal transfers impacting the same schemes.
- Seek and assess guidance on new regulatory requirements in terms of impact on schemes and to ensure that risks are appropriately communicated to the Full Authority.
- To ensure that appropriate life insurance and other auxiliary benefits associated with and linked to any of the BTPA schemes are appropriate and provide the required level of cover.
- Assess and agree pension related policy positions in relation to issues that have been brought to the Group for decision to ensure consistency and transparency in the way employees are treated regarding pensions.
- **To have regard to Full Authority responsibilities regarding equal opportunities and requirements set out in equalities legislation.**

### Meetings

The Pension Working Group will meet quarterly, or as required.

### Chair and Deputy Chair

The Chair and Deputy Chair of the Pension Working Group will be appointed by the Chair of the Full Authority.

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### Quorum

At least half of Voting membership (where overall membership is an odd number, the quorum is rounded up e.g. membership of three = quorum of two).

### Membership

Voting Members: at least three Members of the Full Authority.

Non-Voting Members: any expert advisors and independent advisors appointed by Voting Members.

Actuarial advisors and representatives of other relevant external organisations will attend by invitation.

WEBSITE

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**British Transport Police Authority – Full Authority Workplan**

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| 29 March 2023                                       | 28 June 2023                             | 26 September 2023                              | 5 December 2023                       |
|---|--|--|---------------------------------------|
| <b>Standing Items</b>                               |  |  |                                       |
| Minutes   | Minutes                                  | Minutes  | Minutes                               |
| Committee Minutes                                   | Committee Minutes                        | Committee Minutes                              | Committee Minutes                     |
| Actions   | Actions                                  | Actions  | Actions                               |
| Risk Profile  | Risk Profile                             | Risk Profile                                   | Risk Profile                          |
| Policing Plan Performance                           | Policing Plan Performance                | Policing Plan Performance                      | Policing Plan Performance             |
| Inclusion and Diversity                             | Inclusion and Diversity                  | Inclusion and Diversity                        | Inclusion and Diversity               |
| Chief Constable's Report                            | Chief Constable's Report                 | Chief Constable's Report                       | Chief Constable's Report              |
| Chief Executive's Report                            | Chief Executive's Report                 | Chief Executive's Report                       | Chief Executive's Report              |
| Workplan  | Workplan                                 | Workplan                                       | Workplan                              |
| <b>Planned Items</b>                                |  |  |                                       |
| BTPA Priorities                                     | Draft Annual Report and Accounts 2022/23 | British Transport Police Annual Report 2022/23 | Budget and Medium-Term Financial Plan |
| Management Assurance Return 2022/23                 | Code of Governance Refresh 2023          | TfL/TOCs Final Outturn vs Budget               | Policing Plan Annual Review           |
| Police Officer Pension Valuation 2021               | Board Effectiveness Evaluation           |  |                                       |
| Business Planning – BTP Budget and MTFP 24/28       | BTPA EPSA Policy                         |  |                                       |
| Professionalism                                     |  |  |                                       |
| Contract Award – National Network Services          |  |  |                                       |
| Terms of Reference Approval – Pension Working Group |  |  |                                       |