

# [5 December 2023] Agenda Pack / Full Authority

MEETING  
5 December 2023 11:00 GMT

PUBLISHED  
30 November 2023

WEBSITE

# Agenda

Location  
Hybrid / British Transport Police Force Headquarters, Meeting Room G1/2, 25 Camden Road, London, NW1 & Microsoft Teams

Date  
5 Dec 2023

Time  
11:00

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17.1	[Background Pack] BTPA Strategic Independent Advisory Group / 18 October 2023		-

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	Item	Time	Page
17.2	[Background Pack] Performance and Delivery Committee / 7 November 2023		-
17.3	[Background Pack] Strategy and Planning Committee / 15 November 2023		-
17.4	[Background Pack] People and Culture Committee / 16 November 2023		-
17.5	[Background Pack] Audit and Risk Assurance Committee / 17 November 2023		-
17.6	[Background Pack] Scottish Railways Policing Committee / 22 November 2023		-
17.7	[Background Pack] Appointments, Remuneration and Appraisal Committee / 23 November 2023		-
18	Workplan 2023/24	14:15	157
19	Any Other Business in Public Session		-
20	Exclusion of the Public		-
21	Non-Public Minutes	14:20	159
22	Any Other Business in Non-Public Session		-
23	Meeting Evaluation	14:25	-

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## Minutes

### Full Authority

Tuesday 26 September 2023 at 9.00am at The Angel Hotel, Castle Street,  
 Cardiff, CF10 1SZ and via Microsoft Teams

#### Present:

Ron Barclay-Smith (Chair)  
 Andy Cooper (Deputy Chair)  
 Fiona Brunskill  
 Emir Feisal  
 Nick Hawkins  
 Lord Jackson of Peterborough  
 Kenna Kintrea  
 Craig Mackey

#### Apologies:

Willie Gallagher  
 Bev Shears

#### In attendance:

##### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Sarah Church (Chief Financial Officer)  
 Kate Carr (Project Director)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Susan Kohler (Head of Governance and People)  
 Alistair MacLellan (Board Secretary / Minutes)

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

Alistair Sutherland (Deputy Chief Constable)  
 Sean O'Callaghan (Assistant Chief Constable)  
 Charlie Doyle (Assistant Chief Constable)  
 Rachael Etebar (Director of People and Culture)  
 Allan Gregory (Assistant Chief Constable)  
 Andy Morgan (Superintendent – C Division Wales) (up to Item 6)  
 Vanita Patel (Head of Deputy Chief Constable's Portfolio)  
 Steff Sharp (Director of Corporate Development)

##### **External**

Stuart Cowan (BTP Federation)  
 Mark Marshallsay (BTP Federation)  
 Oliver Mulvey (Department for Transport)



## Apologies

### Agenda Item 1

1. Apologies were received from Willie Gallagher and Bev Shears.
2. Members noted the Chief Constable was represented at the meeting by the Deputy Chief Constable, to permit her attendance at Windsor Castle for her investiture as Commander of the Royal Victorian Order.

## Declarations of Interest

### Agenda Item 2

3. Fiona Brunskill declared an interest in Item 10 (*An Estate Fit for the Future – London Regional Hub Update*) due to her employment with Transport for London.
4. Nick Hawkins declared an interest in relation to the Home Office Dismissals Review referenced at Item 9 (Chief Executive's Report) due to his role as a Legally Qualified Chair (LQC).

## Minutes

### Agenda Item 3

5. **RESOLVED**, that the minutes of the meeting held on 28 June 2023 be approved.

## Actions

### Agenda Item 4

6. Members considered a report on actions arising from previous meetings and the following points were made.
  - a. Members noted that Action 6/2023 (External Scrutiny Plan) remained open.
  - b. Members noted that the Chief Executive's letter to the Comptroller and Auditor General had been sent and agreed that Action 11/2023 could be closed once the letter had been uploaded to *Board Intelligence* for Members' information.
  - c. Members noted an update on Action 19/2023 would be provided under Matters Arising in Non-Public session.
  - d. Members agreed that Actions 4/2023, 5/2023, 7/2023, 8/2023, 9/2023, 10/2023, 12/2023, 13/2023, 14/2023, 15/2023, 16/2023, 17/2023 and 18/2023 could be closed.
7. **RESOLVED**, that the report be noted.

**Policing the Railways in Wales**  
Agenda Item 5

8. A Superintendent briefed Members on policing the railways in Wales and the following points were made.
- a. The Superintendent welcomed the fact policing the railways in Wales had been discussed during the BTPA Stakeholder Dinner the previous evening, and he was reassured to note the issues highlighted by attendees corresponded with his own assessment of policing the railways in Wales.
  - b. The Superintendent referenced the geographic challenge facing the Force in Wales, noting the fact that his officers were involved in policing issues that arose across the border in areas such as Shrewsbury and Liverpool. The length of time it took for officers to respond to incidents could give rise to rail staff feeling vulnerable.
  - c. The Superintendent expanded on the geographic challenge, noting his officers were responsible for 247 stations of which only 60 were staffed. Many rural unstaffed stations offered shelters and free Wi-Fi that attracted youths, giving rise to potential anti-social behaviour, vulnerability and disruption.
  - d. Recruitment and retention were a challenge, given the Force was competing against four local forces for recruits. Retention-wise, Members were asked to note that a forthcoming train drivers' cohort of nine individuals included five from a policing background, of which three were from British Transport Police. These individuals could look forward to a starting salary of £63,000 rising to £68,000 and beyond. It was also sometimes the case the officers chose to transfer to local forces to specialise, due to a perceived inconvenience of traveling to Birmingham and/or London to specialise within the Force.
  - e. The Superintendent took the opportunity to emphasise the importance of the Welsh Language (Wales) Measure 2011 and provided an example in how the Wales Sub-Division supported the Force as a whole in terms of Welsh Language compliance.
  - f. The forthcoming delivery of transformation of the Core Valleys Lines would pose a challenge for the Force to effectively police expanded rail infrastructure that included new retail units and licensed premises. It had been difficult to engage with stakeholders involved in planning and delivery of the transformation programme to ensure policing and security measures were taken into account from the outset.
  - g. The Superintendent noted the likely financial challenges facing the Force during the 2024/25 financial year, as external funding stakeholders such as

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the Welsh Government faced financial challenges of their own. This had the potential to negatively impact on the Force's performance measures in Wales, given the level of funding provided for e.g., PCSOs.

9. Members welcomed the Superintendent's briefing, and the following points were made.

- a. A Member had been interested to learn at the stakeholder dinner that Transport for Wales noted that security did not feature highly in passenger survey data, given this suggested the rail travelling public were not linking security with other perceived issues such as anti-social behaviour.
- b. In response to a question regarding metal theft, the Superintendent confirmed that the Force were included in the group responsible for the national policing response. Metal theft had been a significant issue in the mid-late 2010s, but this had diminished as the price of metal declined. For example, the Welsh Government had funded two officers as metal theft leads across Wales, but this funding had ceased in 2015. Metal theft would not feature as a leading priority across the four local forces.
- c. In response to a question regarding intelligence sharing with local forces, the Superintendent replied that the current situation was satisfactory, but the effectiveness often relied on individual personalities, which was subject to churn as those persons were posted elsewhere or moved on.
- d. Members noted the challenge posed by theft from areas adjacent to the railway e.g., associated temporary rail repairs material stores, which has the potential to affect stakeholder perception of Force performance.
- e. The Chief Executive noted, in relation to the Core Valleys Lines, the construction of a new depot at Taff's Well, and noted the Authority was open to assisting in making an assessment of the likely additional financial burden posed by the need to police new rail infrastructure. Members noted that such instances could be addressed through application of the Force's new Capacity Planning Tool.
- f. The Chair concluded discussion by noting the Full Authority's recognition of the hard work and professionalism displayed by officers of the British Transport Police in Wales.

10. **RESOLVED**, that the Superintendent's briefing on policing the railways in Wales be noted.

## Strategic Risk Register Q1 2023/24

### Agenda Item 6

11. Members considered the Strategic Risk Register Q1 2023/24, and associated cover report and the following points were made.
- a. The Chair of the Audit and Risk Assurance Committee welcomed the scrutiny afforded to strategic risk by peer Committees.
  - b. The Chief Executive referenced the length and level of detail of the register and noted work would continue to ensure Members were provided with as concise a strategic risk product as possible.
  - c. A Member commented that changes from the previous quarter's risk register should be highlighted through e.g., tracked changes.
  - d. The Chair noted that work was ongoing to ensure the strategic risk product provided to the Scottish Railways Policing Committee was as relevant as possible to Scotland, but cautioned against provision of a wholly distinct product that proved a burden on efficient reporting.

12. **RESOLVED**, that the Strategic Risk Register Q1 2023/24 be noted.

## Policing Plan Performance Q1 2023/24

### Agenda Item 7

13. Members considered Policing Plan Performance during Q1 2023/24, and the following points were made
- a. The Deputy Chief Constable introduced the report and highlighted,
    - i. There has been a volume increase in crime, with serious and high harm offences a concern.
    - ii. The Force was arresting and charging more people, but these efforts were being diluted by the overall volume of crime.
    - iii. The Force was seeing more success on combatting hate crimes.
    - iv. A campaign against unwanted sexual behaviour would commence shortly.
    - v. There was an upward trend in suicides on the network.
    - vi. Hand back times were at 97mins and proving increasingly challenging.
    - vii. Disproportionality in the use of powers during the quarter was likely driven by Operation Invert, focusing on robbery offences.
  - b. A Member praised the Force on its efforts to combat robbery and noted this was a pan-London challenge which, if the Force's efforts bore fruit, had the potential to significantly improve policing plan performance.

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- c. A Member noted that comparative data on solved rate / disproportionality would be welcome in future reporting (Action 20/2023).
- d. In response to concerns at the level of assaults against rail staff, the Deputy Chief Constable added his concerns albeit Members were asked to note a significant number of assaults were towards the lower end of harm e.g., verbal assault.
- e. Those present discussed the barriers to achieving convictions for rail staff assaults, including the fact staff required time off work to attend court. Members expressed the hope that the Force could engage with industry line managers in a bid to facilitate increased staff attendance.
- f. An Assistant Chief Constable noted that Members were welcome to attend the Force's Stop and Search Governance Board (Action 21/2023) and added that reporting could include the safeguarding upside of stop and search activity.
- g. An Assistant Chief Constable expressed his willingness to provide a briefing to magistrates on the Force's stop and search oversight (Action 22/2023).
- h. In response to a question, the Deputy Chief Constable replied that the Force's performance in London was on a par with the Metropolitan Police and the City of London Police.
- i. The Chair concluded the item by noting the Full Authority's concerns over the levels of assault faced by rail staff and the Force's officers, and expressed hope that Train Operating Companies would take any necessary steps to support their staff in engaging with the criminal justice process.

14. **RESOLVED**, that Policing Plan Performance Q1 2023/24 be noted.

#### **Chief Constable's Report Q1 2023/24**

##### Agenda Item 8

15. Members considered the Chief Constable's Report Q1 2023/24, and the following points were made.

##### *Police Sgt Graham Saville*

- a. The Deputy Chief Constable expressed his sorrow at the tragic death of Police Sergeant Graham Saville of Nottinghamshire Police on 29 August 2023, having been struck by a train whilst attempting to assist a person in distress on the railway five days earlier. The Force would be supporting the College of Policing to ensure lessons learned were applied across UK policing.

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*Financial Update*

- b. The Deputy Chief Constable summarised the financial update provided within the report, highlighting efforts made by the Force to address pressures such as more proactive management of overtime.
- c. The Chair noted the Chief Constable's belief, expressed at paragraph 2.7, that financial decisions to address the Force's forecast overspend lay with the Full Authority. The Chair, on behalf of the Authority, made clear that the Authority required and expected the Force to meet, and not exceed, its budget limits. It was not for the Authority to determine the operational priorities for the Force, but rather the Force would need to determine the range of specified savings, with the impact clearly described, to allow the Force to meet its budget.
- d. In response to a query from the Director of Corporate Development, the Chair replied that the minimum contribution towards achieving a balanced Budget meant, in practice, reducing the forecast overspend by £5m.
- e. Members noted that the Force had predicted the likelihood of financial pressures due to increased demand and committed to supporting the Force when any tough financial decisions had to be communicated to stakeholders. Members agreed that it would be important that the Force and Authority did not make any financially unachievable commitments during the forthcoming round of Policing Plan consultation sessions.
- f. Members noted that Force leadership would be liaising with the Chief Executive to determine appropriate approaches to managing the forecast overspend.
- g. The Chair concluded discussion on finance by emphasising that the Force should be taking immediate action to mitigate its forecast overspend, in parallel with the planned liaison with the Chief Executive.

*Ticket Office Closures Consultation*

- h. In response to a question, an Assistant Chief Constable noted the Force welcomed rail staff presence at stations and acknowledged a point from a Member that proposed closures risked excluding older and vulnerable persons from travel on the network.

**16. RESOLVED**, that Members,

- a. Taking into account the Chief Constable's comments at paragraph 2.7, affirm the Full Authority's position that in-year funding pressures were within the remit of the (Additional) Accounting Officer, and it was a requirement for the Force to come within its set Budget and, in

consultation with the Chief Executive, reduce its forecast overspend by a minimum of £5m for 2023/24.

- b. Note the wider updates within the report.

### **Chief Executive's Report Q1 2023/24**

#### **Agenda Item 9**

17. Members considered the Chief Executive's Report Q1 2023/24, and the following points were made.

#### *Cost Allocation Model Reform*

- a. The Chief Executive noted that the consultation period commenced that day. He would be interested to see what level of engagement there was from industry.
- b. Members noted key factors underpinning the proposed reform were how costs were apportioned among operators (not the quantum of costs), and the simplification of the model through the introduction of different data sets.
- c. Members noted they should expect discussion on which operators benefited more than others under the proposed model to take place at a later date once the consultation had progressed.

#### *Dismissals Review*

- d. A Member noted his interest in the Home Office Dismissals Review given his capacity as a Legally Qualified Chair (LQC). He expressed his disagreement with the findings of the review and felt that the Authority should not be afraid to take stock – as proposed within the report – and decide which elements benefited the Authority and Force the most.

#### *Policing Plan 2024/5*

- e. The Chief Executive noted Members were welcome to attend the forthcoming Policing Plan 2024/25 consultation meetings and committed to circulating joining details outside of the meeting (Action 23/2023).

#### *Executive Team*

- f. The Chief Executive noted the level of churn within the Executive Team which, in his view, was mitigated by the return of two former members of the Team to resume roles they previously held.

- g. The Chief Executive placed on record his thanks to Head of Strategy, Planning and Engagement Sam Elvy, who was departing the Executive Team after 18 years' service.

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

*The meeting was adjourned between 10.40am – 10.50am.*

### **An Estate Fit for the Future – London Regional Hub Update**

#### **Agenda Item 10**

19. Members considered an update report on *An Estate Fit for the Future – London Regional Hub* and the following points were made.

- a. Fiona Brunskill declared an interest in the item in her capacity as an employee of Transport for London.
- b. A Member noted that the Authority and Force could not assume project costs would reduce, and therefore the final Full Business Case should make adequate provision for risk.
- c. A Member added that the Full Business Case should include reference to secondary projects that had not been assumed earlier in the project development phase.
- d. The Director of Corporate Development confirmed that the Force was liaising closely with the contractor.
- e. In response to a question the Director of Corporate Development noted that the contingency option in the event the planned location did not materialise on time for any reason, was either to continue to occupy the current Force Headquarters in Camden or adopt options involving redeployment and/or home working arrangements.

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

### **Transport for London / Train Operating Companies' Final Outturn vs Budget**

#### **Agenda Item 11**

21. Members noted that the planned report on Transport for London / Train Operating Companies' Final Outturn vs Budget 2022/23 had been withdrawn to enable it to be finalised. Instead, it would be circulated outside of the meeting for approval in line with the BTPA Code of Governance (June 2023) Annex 5 (Procedural Standing Orders) Paragraphs 24 & 25 (Action 24/2023).



**Committee Minutes**

## Agenda Item 12

**[Background Pack] Audit and Risk Assurance / 5 July 2023**

## Agenda Item 12.1

22. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 5 July 2023 be noted. The Committee Chair noted the Committee had signed off the Annual Report and Accounts having first sought assurances from the Chief Financial Officer regarding unadjusted errors not being deemed material.

**[Background Pack] Appointments, Remuneration and Appraisal / 4 August 2023**

## Agenda Item 12.2

23. **RESOLVED**, that the draft minutes of the Appointments, Remuneration and Appraisal Committee meeting held on 4 August 2023 be noted. The Committee Chair noted the Committee had approved a 7% pay rise for officers and staff.

**[Background Pack] Strategy and Planning / 5 September 2023**

## Agenda Item 12.3

24. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 5 September 2023 be noted. The Committee Chair highlighted the Committee's consideration of the Unfunded Pressures Update Q1 2023/24.

**[Background Pack] People and Culture / 6 September 2023**

## Agenda Item 12.4

25. **RESOLVED**, that the draft People and Culture Committee minutes of the meeting held on 6 September 2023 be noted. The Committee Deputy Chair noted his praise for the quality of the meeting papers and the excellent feel they gave Members for the nature of People and Culture issues facing the Force. He highlighted the report taken by the Committee on the Force's response to the recommendations within the Casey Review.

**[Background Pack] Performance and Delivery / 7 September 2023**

## Agenda Item 12.5

26. **RESOLVED**, that the draft Performance and Delivery Committee minutes of the meeting held on 7 September 2023 be noted. The Committee Chair noted the Committee had considered issues relating to Policing Plan Performance and Financial and Commercial Performance that had featured on the Full Authority agenda that day. He added that he understood His Majesty's Inspectors of Constabulary, Fire and Rescue Services (HMICFRS) planned to observe the next meeting of the Committee in November 2023, and it was his intention for their attendance involve two-way interaction on the Committee's business.

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**[Background Pack] Audit and Risk Assurance / 8 September 2023**

## Agenda Item 12.6

27. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 8 September 2023 be noted. Members endorsed the decision by the Committee for oversight of recommendations arising from the Manchester Arena Inquiry to be integrated into the Deputy Chief Constable's standing report to that Committee going forward. The Committee Chair highlighted the incongruity of the Force being subject to follow-up inspections on PEEL and counter-corruption when the relevant HMICFRS reports had not been released from their pre-publication embargo by HMICFRS/Department for Transport.

**[Background Pack] Scottish Railways Policing / 14 September 2023**

## Agenda Item 12.7

28. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee held on 14 September 2023 be noted.

**Workplan 2023/24**

## Agenda Item 13

29. **RESOLVED**, that the Workplan 2023/24 be noted.

**Any Other Business**

## Agenda Item 14

**Farewell to Sam Elvy**

30. The Chair noted this was the final meeting prior to Sam Elvy's departure as Head of Strategy, Planning and Engagement. He noted Sam's commitment to the British Transport Police Authority over the course of 18 years had been outstanding, and as he had noted at the recent Scottish Railways Policing Committee, he would personally miss her advice and counsel. On behalf of the Full Authority, he wished her well for the future.

**Exclusion of the Public**

## Agenda Item 15

31. **RESOLVED**, that the public be excluded from the meeting for the following items of business in accordance with the BTPA Code of Governance (June 2023) Annex 5 (Procedural Standing Orders) Paragraph 39.

**Non-Public Minutes**

## Agenda Item 16

32. **RESOLVED**, that the non-public minutes of the meeting held on 28 June 2023 be approved.

33. Members received an update from the Chief Executive regarding Action 19/2023 (BTPA/BTP Fed Conference)<sup>1</sup>.

#### **Any Other Business in Non-Public Session**

##### Agenda Item 16.1

34. Members received a non-public update from an Assistant Chief Constable regarding armed policing<sup>2</sup>.

#### **Meeting Evaluation**

##### Agenda Item 17

35. The Board Secretary invited those present to provide comments on the administration of the meeting, the blend of items on the agenda and content of the papers, and the dynamics of the meeting. The following points were made.
- a. Future meeting venues should be selected based on the quality of conference facilities on offer e.g. availability of Microsoft Teams.
  - b. Future meetings could be convened on BTP estate rather than external venues.
  - c. Future meetings that were convened away from Force Headquarters could include greater emphasis on Member engagement with rank-and-file officers and staff.
  - d. It was unfortunate that the length of financial periods during 23/24 combined with the date of the meeting had meant it was not possible to provide a P6/Q2 financial position paper that day.
  - e. The input from the local Superintendent had been welcome albeit it would have been helpful for much of the context and content he provided at the meeting to have featured in the Members' briefing for the Stakeholder Dinner the previous evening.

The meeting ended at 11.35am.

<sup>1</sup> Please refer to the Non-Public Minutes of the 26 September 2023 meeting for the full minute text of this item.

<sup>2</sup> Ditto

## FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

No	Date	Action	Owner	Outcome
6/2023	28 June 2023	A Member encouraged the Force and Executive to develop a time-bound plan on where BTP/A hoped to be in three-six months in terms of external scrutiny – the number of persons engaged, number of meetings etc.	Project Director / Strategic Head of Diversity and Inclusion	<b>In Progress</b> Verbal update to be provided at December 2023 meeting.
19/2023 (Non-Public)	28 June 2023	The Chair directed that an issue regarding backpay discussed at a recent BTPA/BTP Fed Conference be considered by the Chief Constable / Chief Executive outside of the meeting and an update provided to Members when appropriate	Chief Executive / Chief Constable	<b>Completed</b> Item on December 2023 Full Authority Agenda
20/2023	26 September 2023	A Member noted that comparative data on solved rate / disproportionality would be welcome in future Policing Plan Reporting to the Full Authority.	BTPA Analyst	<b>Completed</b> Incorporated into Policing Plan Performance item on December 2023 Agenda
21/2023	26 September 2023	An Assistant Chief Constable noted that Members were welcome to attend the Force's Stop and Search Governance Board	Member Engagement Manager	<b>Completed</b> Invitation for Stop and Search Governance Board (15 November 2023) issued to Members
22/2023	26 September 2023	An Assistant Chief Constable expressed his willingness to provide a briefing to magistrates on the Force's stop and search oversight.	Assistant Chief Constable – Network Policing	<b>In Progress</b> Chief Superintendent (B Division) on standby to provide briefing. Dates will be offered to interested Member.

23/2023	26 September 2023	The Chief Executive noted Members were welcome to attend the forthcoming Policing Plan 2024/25 consultation meetings and committed to circulating joining details outside of the meeting	Board Secretary	Completed Board Secretary highlighted dates with Members on 28 September 2023.
24/2023	26 September 2023	Members noted that the planned report on Transport for London / Train Operating Companies' Final Outturn vs Budget 2022/23 had been withdrawn to enable it to be finalised. Instead, it would be circulated outside of the meeting for approval in line with the BTPA Code of Governance	Chief Financial Officer	Completed Approved on 14 November 2023 as out-of-committee decision Serial A040.

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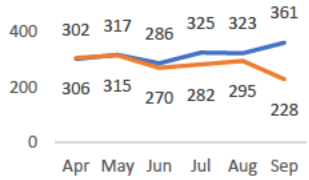
# Policing Plan

Ensure passengers and staff can work and travel free from the threat of violence

Tackle violence against women, and girls, sexual harassment and hate crime

## Total Offences

### YTD Serious Violence

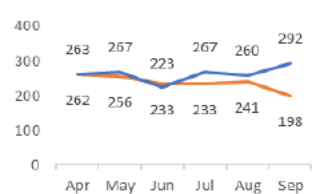


**+13%** **20%(-3%)**

Change from 22/23 Solved Rate (Change from 22/23)

## Against Passengers

### YTD Serious Violence

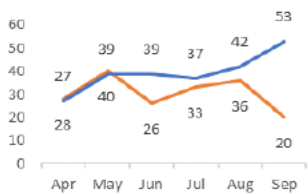


**+10%** **16%(-2%)**

Change from 22/23 Solved Rate (Change from 22/23)

## Against Staff

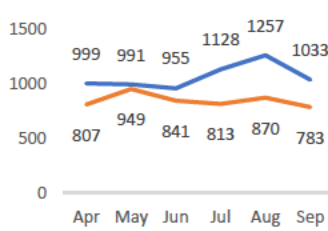
### YTD Serious Violence



**+30%** **27%(-6%)**

Change from 22/23 Solved Rate (Change from 22/23)

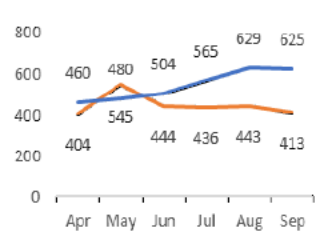
### YTD Public Order



**+27%** **11%(-3%)**

Change from 22/23 Solved Rate (Change from 22/23)

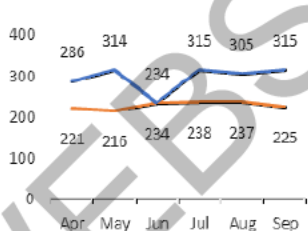
### YTD Public Order



**+22%** **6%(-2%)**

Change from 22/23 Solved Rate (Change from 22/23)

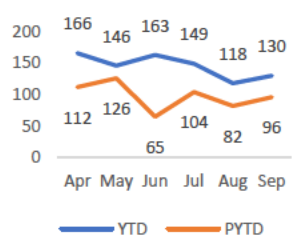
### YTD Public Order



**+29%** **14%(-3%)**

Change from 22/23 Solved Rate (Change from 22/23)

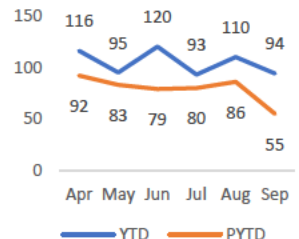
### YTD Robbery



**+48%** **12%(+2%)**

Change from 22/23 Solved Rate (Change from 22/23)

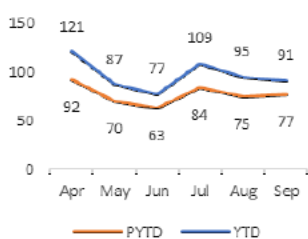
### YTD Weapon Enabled



**+29%** **46%(+8%)**

Change from 22/23 Solved Rate (Change from 22/23)

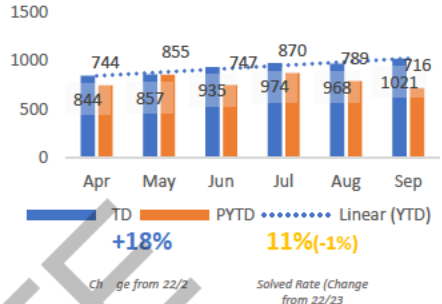
### YTD Assaults Against Officers



**+26%** **69%(-11%)**

Change from 22/23 Solved Rate (Change from 22/23)

## YTD VIAWG

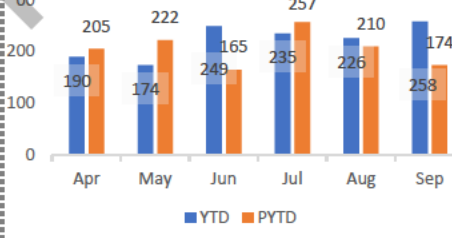


**+18%** **11%(-1%)**

Change from 22/23 Solved Rate (Change from 22/23)

VIAWG offences have seen an increase compared to last year, this is mainly related to the overall rise in public order seen.

## YTD Sexual Offences

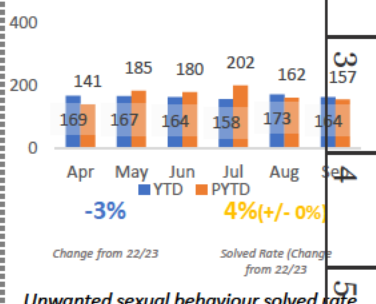


**+5%** **15%(+3%)**

Change from 22/23 Solved Rate (Change from 22/23)

Sexual Offences are up compared to last year but still in line with 2019-20 volumes. However we know this is still not the true level of crime, approx. 12-15% below offending levels.

## YTD USB

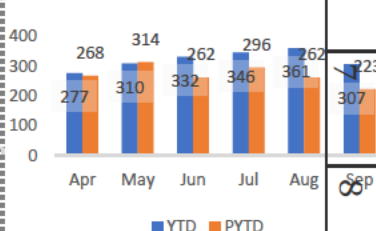


**-3%** **4%(+/- 0%)**

Change from 22/23 Solved Rate (Change from 22/23)

Unwanted sexual behaviour solved rate remains low due to limited investigative opportunities from the nature of offending.

## YTD Hate Crime



**+20%** **15%(-1%)**

Change from 22/23 Solved Rate (Change from 22/23)

Hate crime offences have seen an increase this YTD but remain within levels seen in 2019-20.

**Assaults Against Rail Staff** – when looking at the breakdown of YTD assaults, Violence accounts for 49% of the total mainly from common assaults (42%) with only 6% assault with injury. Public Order accounts for 48% with fear alarm (41%) top crime type followed by racially aggravated harassment (8%).

**Public Order** – Section 5 Public Order became a Non-Notifiable Offence in May '23 with the figures now reflecting the change in legislation

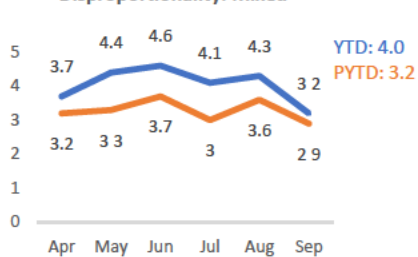
# Policing Plan

Ensure passengers and staff can work and travel free from the threat of violence

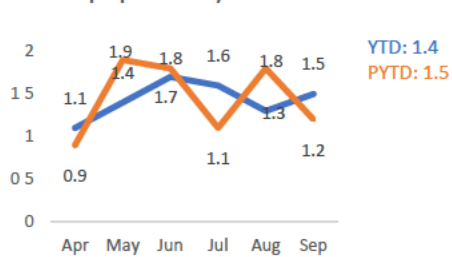
Tackle those crimes and incidents that most impact on the confidence of those who work and travel

## Stop and search

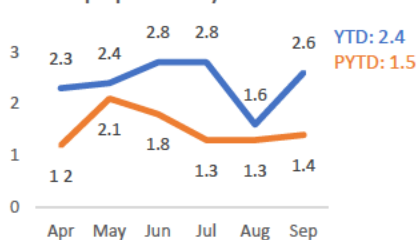
Disproportionality: Mixed



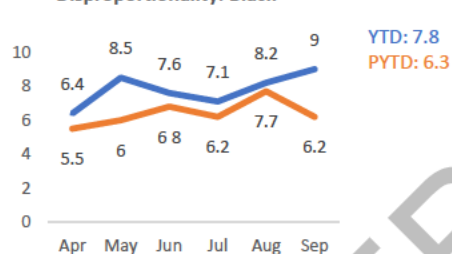
Disproportionality: Asian



Disproportionality: Other



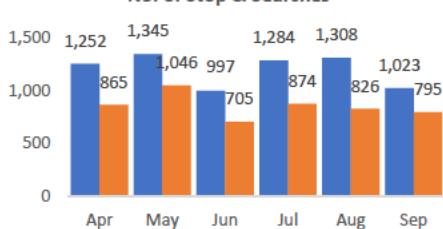
Disproportionality: Black



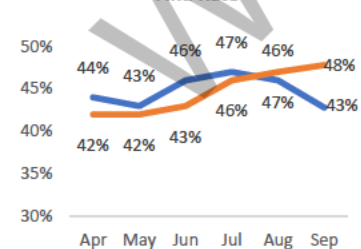
These figures relate to: Times more likely to be searched compared to White individuals.

The progress made in reducing self-defined 'not stated' directly affected disproportionality, though this may result in a growing disproportionality rate for all ethnic minority groups this is because fewer searches are excluded resulting in more accurate figures.

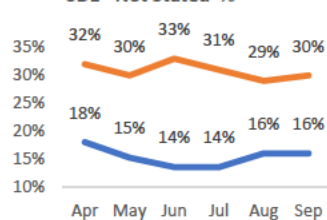
No. of Stop & Searches



Find Rate

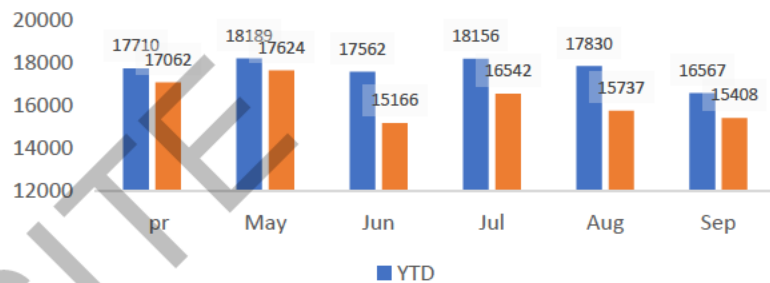


SDE 'Not Stated' %



Forcwide find rate was 43% in September, down from 46% & 45% previous two months. Looking at PYTD we saw a similar trend, so there may be seasonal factors at play in terms of deployments & barriers hindering proactivity. Volume is also a factor, as BTP activity in July/August was driven by summer plans & events such as Leeds and Reading Festival.

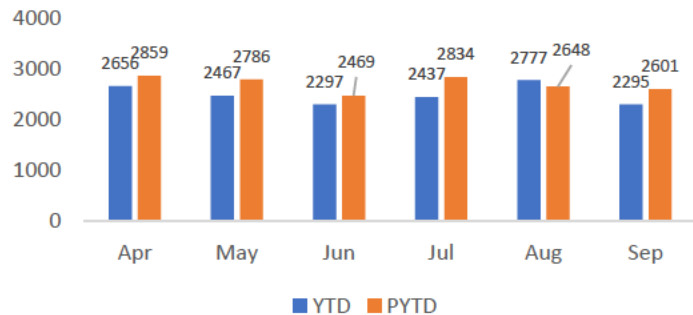
## Forcwide Incident Count



9% Increase from 22/23

Forcwide incidents have seen a gradual increase since Covid – surpassing volumes recorded during the same period in previous years. On average 30% of all incidents are crimes.

## YTD ASB Incidents



-4% Decrease from 22/23

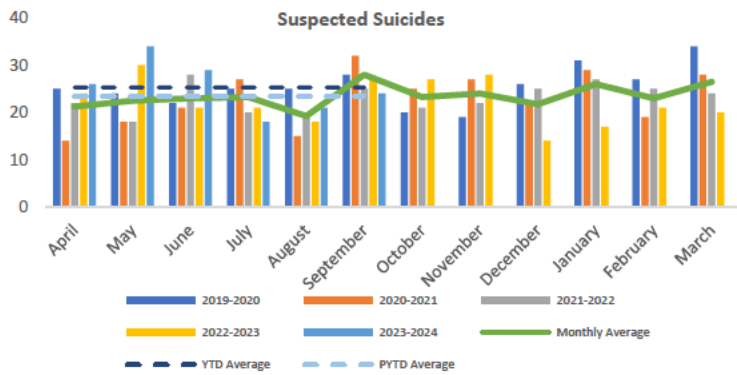
### YTD Breakdown:

B Division saw the highest number of YTD incidents accounting for 55% (8,331 incidents) followed by C Division (37%; 5,558 incidents) and D Division (8%; 1,211).

# Policing Plan

Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

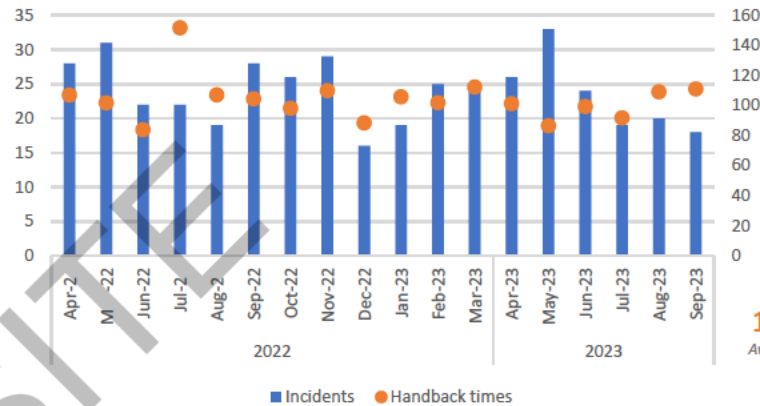
Reduce disruption on the network through collaboration



September saw a slightly lower level of suicides compared to previous years (24 sus suicides September).

YTD Average  
**25.3 incidents**  
Av. Sus. Suicides 23/24

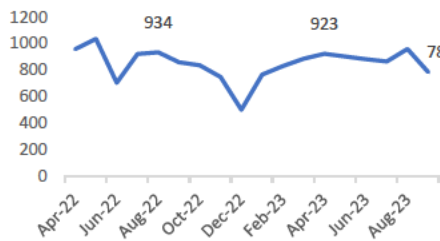
Fatalities Handback times April 2022 - September 2023 (Forcewide clearance times - Non suspicious)



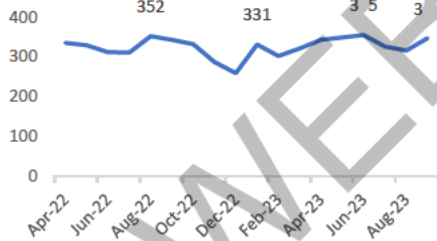
103 mins  
Av. Hand-back times 22/23

Average handback time YTD is 103 minutes from 138 incidents. For September is 111 minutes was recorded, mirroring the previous month of August where the handback times were 107 minutes. Number of incidents has decreased slightly to 18 incidents.

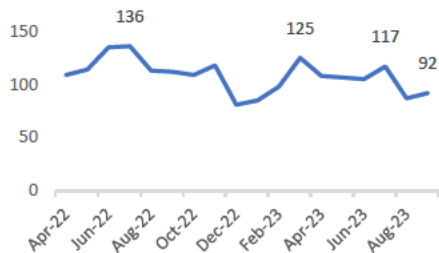
CYP Data Apr-22 to Sep-23



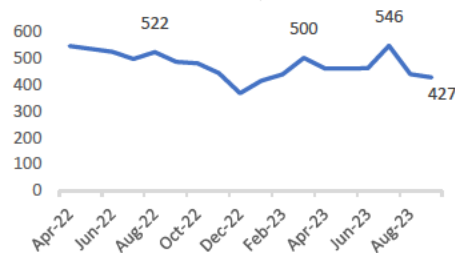
AAR Data Apr-22 to Sep-23



DASH Data Apr-22 to Sep-23

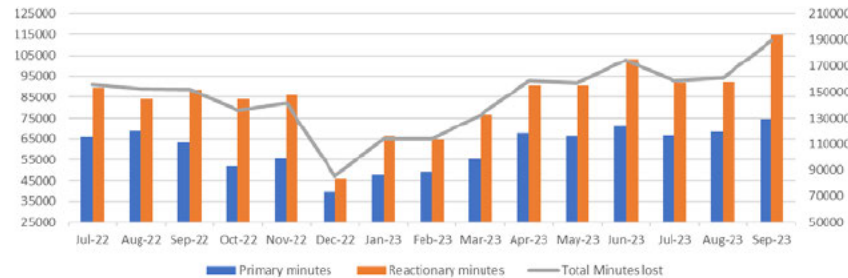


SPMH Data Apr-22 to Sep-23



Children Young Persons (CYPs) continue to have the highest data submissions in comparison to other areas of Vulnerability, having seen a steady increase since December.

Disruption - Primary & Reactionary July 2022 - September 2023



September reactionary minutes are higher when compared to the same period in 2022 similarly with Primary minutes. Recording a peak this month this is mainly due to delays; Trespass near North Kent Junction on 15th which started at 07:06 in the morning and brought all traffic in and out of London via New Cross to a standstill throughout the day. This generated 10,467 delay minutes (which accounts for 5.5% of total delay minutes for the month).



# Policing Plan Update (April to October)

## Overall notifiable offences

At the end of October, BTP had recorded 46,312 offences for the year to date. This was a 20% increase compared to the previous year to date (PYTD). It was a 13% rise compared to the same period in 2019/20 and 20% more than in 2018/19. The largest driver of the increase was theft of passenger property (+3,884 / 45% to 12,530 offences).

BTP solved 5,548 crimes between April and October, which was 9% more than the PYTD. The 20% increase in crimes recorded however meant that the the percentage of crimes solved reduced slightly from 13% to 12%.

## Police related disruption

A 13% increase in overall police related delay minutes for April to October compared to the PYTD was in the context of a 9% increase in police related disruption incidents. Primary delay was up by 7%.

The largest cause of delays continued to be trespass, which accounted for 50% of all police related delay. There was an 8% increase in trespass incidents and a 19% increase in associated delay minutes during this time.

## Hate crime

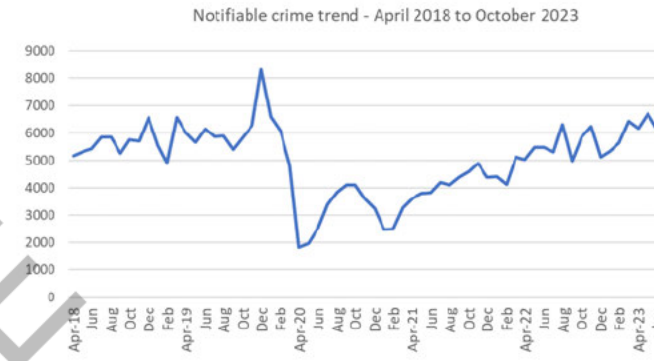
At the end of October there was a 24% increase in the number of hate crimes recorded for the year to date when compared to the PYTD, with the month of October seeing a 71% rise compared to the same month last year and 47% more than September. Most (74% of) hate crimes were public order offences.

## Next quarter challenge – establishment/resources

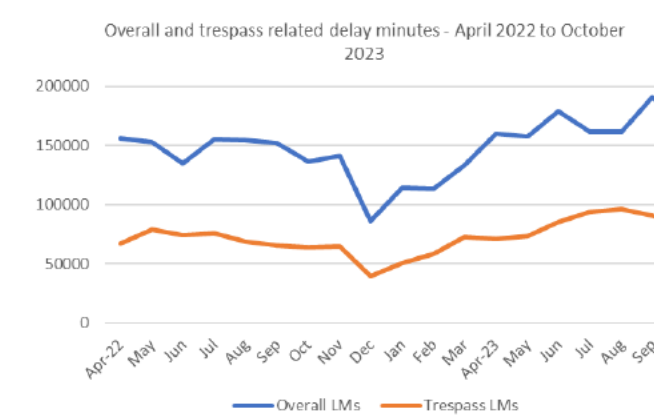
The Policing Plan update to the Q2 Performance and Delivery Committee (PDC) meeting reported that future challenges included the impact of the recruitment freeze until potentially January '24 on the vacancy gap the force is experiencing, where there wouldn't be the ability to reduce this, and the level of demand that BTP will be able to attend. Another measure in place is a limit of the overtime offered to officers. The Force is experiencing a higher level of operational demand in the short term and into Q3 with priority high harm operations, event/football policing, additional demand linked to the festive period and current events in Gaza and Israel.

It was also reported that the festive season could see an increase in acquisitive crime. Previously this increased demand could be partially managed with the use of overtime in areas which is not achievable this year. However, this presents a new opportunity for BTP to focus on the joint working approach with industry to help with forecasted increase in demand.

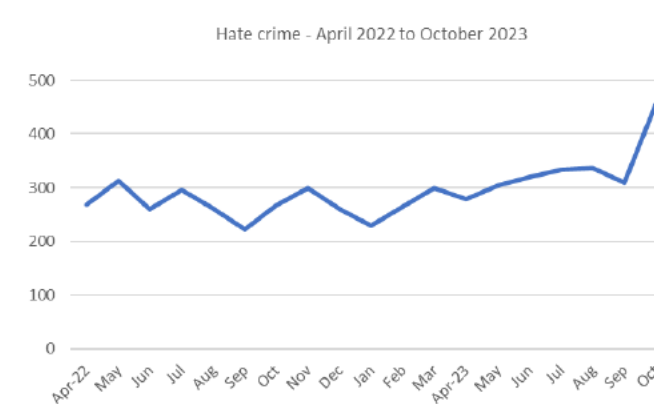
Notifiable crime: **+20%**  
Solved crime: **+9%**  
Solved rate: **-1 percentage point to 12%**



Police related delay minutes: **+13%**  
Primary delay minutes: **+7%**  
Disruption Incidents: **+9%**



Hate crime: **+24%**  
Solved hate crime: **+4%**  
Hate crime solved rate: **-3 percentage points to 14%**



Report to: Full Authority  
Date: 5 December 2023  
Subject: BTPA Cover Report / Annual Refresh of Policing Plan  
2022-25  
Sponsor: Chief Executive  
Author: Kate Carr  
For: Discussion

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[www.btpa.police.uk](http://www.btpa.police.uk)

## 1. PURPOSE OF PAPER

- 1.1 To encourage discussion of this year's refresh of the Policing Plan, the proposed amendments to which are set out in BTP's paper of 15 November to the Strategy and Planning Committee, which is now before the Authority.

## 2. BACKGROUND

- 2.1. Instead of creating a new Plan every year the approach agreed for the 2022-25 Plan was to move to a three year rolling Plan, aligned to the Guardians of the Railway Strategy with a commitment to carry out an annual light touch review and refresh. The rationale behind that proposal was to create a line of sight on topics of shared importance for BTP and its partners, to create the conditions to encourage deeper partnership working to tackle those shared priorities.
- 2.2. Every September/October, BTP hosts sub-divisional stakeholder meetings to inform industry colleagues of any proposed changes to the Policing Plan and to check that the identified priorities remain aligned, and the metrics remain relevant.
- 2.3. These meetings are well attended by industry and offer an annual opportunity to talk about their priorities and whether these align with the proposed Policing Plan.

## 3. THEMES

- 3.1. This year, each meeting was opened with an introduction from BTP on the force's financial challenges and the likely impact on resources, vacancies, and performance. The force's paper seeks to make explicit the link between delivery of the Policing Plan and the various potential outcomes of the MTFP discussions.
- 3.2. In this context, the following recurring themes came up across multiple meetings:
- Staff assaults and corresponding solved rates

- Trespass and collaborative intervention work
  - Anti-social behaviour (ASB)
  - Cable theft
  - Integrated security and policing
- 3.3. Similar themes were prominent in the feedback from BTP's latest available public consultation (2022) and rail staff survey (2022/3) with sexual offences, violence and anti-social behaviour named the top priorities by the public. For rail staff, anti-social behaviour was of top concern, with worryingly low perceptions of personal safety at work.
- 3.4. At stakeholder engagement sessions questions were asked by industry colleagues about the relative priority of each of the Policing Plan priorities. Assurance was sought that trespass is taken sufficiently seriously, given the impact of disruption (reliability) on passenger confidence.
- 3.5. Reducing disruption does feature in the plan as a priority, however there were views expressed that the wording could be more tangible and proactive. Had the associated MTFP scenarios been presented to industry, concerns would likely be expressed that disruption incidents; fatality hand back times and problem solving at disruption hotspots are flagged as areas where performance will degrade, and that delivering progress on rail staff survey confidence plans is removed altogether.
- 3.6. At the Scottish Railway Policing Committee there was significant discussion of ASB as a policing priority, in that where s performance data shows a reduction in ASB incidents, that's not how it eels, and the level of public concern about it seems to be increasing. BTP/A have hitherto sought to reflect the importance of tackling ASB in the narrative attached to the Plan, in addition to including a metric under the objective to '**Tackle those crimes and incident that most impact on the confidence of those who work and travel**' and the same is proposed for this year's refresh.

#### 4. CONCLUSION AND NEXT STEPS

- 4.1. Overall, and subject to the challenges around priorities relative to each other, stakeholders were supportive of the existing priorities being carried forward into 2023/24. The priorities as drafted are considered sufficiently wide-reaching and broad to allow local issues to be addressed where necessary.
- 4.2. Visibility, anti-social behaviour, trespass, and violence against rail staff continue to be key themes raised by partners and Members may want to consider whether more can be done to demonstrate these messages are being heard and acted upon.
- 4.3. Subject to any feedback from the Authority work will commence to finalise the drafting and prepare for publication in March 2024.
- 4.4. Introductions from the Chair, Chief Constable and Divisional Leads will be updated for the refreshed plan along with details on local leadership, budgets and resourcing.

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**REPORT TO:** Strategy and Planning Committee / Full Authority  
**DATE:** 15 November 2023 / 5 December 2023  
**SUBJECT:** Policing Plan Annual Review 2024/25  
**SPONSOR:** Alistair Sutherland, BTP  
**AUTHOR:** Jennifer Crowther

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**1. PURPOSE OF PAPER**

1.1 This paper provides Members with an update on the annual review of the 2022-25 Policing Plan and proposals for 2024/25.

**2. CONTEXT**

2.1. The Policing Plan is complimentary to and runs concurrently with the Force Strategy and provides the operational arm for delivery.

2.2. The three-year Policing Plan was set in 2022 and committed to a 'light touch', annual review to ensure objectives remain relevant to the Force and local sub divisions.

2.3. This will be the second annual light touch review before a more detailed assessment in 2024 to compliment the review of the Guarantians of the Railway strategy.

2.4. The Policing Plan proposals are subject to the MTFP settlement for 2024/25, which will have an impact on policing activity and performance.

2.5. Annex 1, provides members with a range of scenarios:

a) Relating to MTFP Scenarios which **Maintain (2.a. and 2.b.)** or **Improve Performance (3.a. and 3.b.)**

b) Relating to MTFP Scenarios which **Reduce Performance (1.a. and 1.b.)**

2.6. The proposals have been reviewed and endorsed by BTP Force Executive Board.

**3. ENGAGEMENT AND CONSULTATION**

3.1. The existing Policing Plan has been subject to extensive engagement including;

3.2. A comprehensive programme of local stakeholder events in September and October 2023 that were well attended by key industry and partners including Transport Focus, Rail Delivery Group, Transport for Wales, Transport for West Midlands and the Scottish Police Authority.

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Every effort has been made to ensure stakeholders had the opportunity to review and confirm that the existing priorities are fit for purpose at a local level.

- 3.3. BTP's Public Consultation 2022, assists in identifying policing priorities that matter most to the travelling public who work or travel on the rail network.
- 3.4. BTP's Rail Staff Survey 2022/23, assists in identifying rail staff concerns and priorities and provides a measure for rail staff confidence.
- 3.5. An internal review with department leads on Priorities, Metrics and availability of reporting information.
- 3.6. The feedback from these activities has received detailed consideration and has shaped the proposals contained in this paper.

#### 4. FINDINGS

- 4.1. The **Public Consultation 2022**<sup>1</sup> received 1,790 responses.
  - There is an increase in the number of respondents who feel safe from crime whilst travelling on the railways 66% (1,165) of respondents feel safe while using the rail network with 11% of respondents feeling unsafe (195) *This is an increase compared to last year's findings where 53% respondents said they felt safe while using the rail network. 26.3% said they felt unsafe whilst travelling on the railway network in 2021, this has dropped significantly in 2022.*
  - Confidence in BTP has increased as 70% of respondents who had contacts with a police officer in the last 12 months agree that 'BTP treats everyone according to their needs', *when compared to 2021 when only 55% of respondents agreed with this statement.*
  - The statement 'BTP deal with the things that matter to passengers' had 69% of respondents agree with this statement *compared to 2021 when only 58% agree with this statement.*
  - Top policing priorities; Sexual Offences, Violence and anti-social behaviour were regarded as the top 3 priority offences for BTP from respondents.
- 4.2. The **Rail Staff Survey**<sup>2</sup> received 1,650 responses across all Train Operating Companies.
  - 53.1% (849) of all respondents feel unsafe in relation to crime whilst at work, whilst only 23.5% (376) said they feel safe – the results of the Public Consultation survey showed that only 11.0%

<sup>1</sup> Public Consultation 2022 Report – Analytics & Insight, BTP

<sup>2</sup> Rail Staff Survey Headline Analysis – Analytics & Insight, BTP

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of people feel unsafe on the railways, so rail staff are significantly more fearful than the public. Driving this result were comments that there is a lack of presence and visibility from BTP, as well as certain social events involving alcohol (football games, music festivals) which leads to increased Anti-social behaviour on the railways.

- Anti-social behaviour was the crime type that most rail staff (91.4%, 1,508) find a problem where they work, with fare evasion (85.6%, 1,411) and alcohol-related disorder (83.4%, 1,375) making up the top three. Rail staff believe that the forces top priority in policing should be to have a larger presence at train stations to help deter these types of offences and to improve the response time to incidents.

#### 4.3. Stakeholder Feedback.

- Overwhelming support at all meeting for the existing Priorities to be continued into 2023/24. Assessment that Priorities are wide reaching and broad enough to allow local issues to be addressed.
- Visibility, anti social behaviour, violence against rail staff and trespass (focus on non-mental health related), continue to be key themes raised by the Train Operators.
- Concerns were raised by stakeholders regarding a freeze upon recruitment, availability of officers within the context of existing vacancy gaps and the impact upon delivery of the Priorities.

#### 4.4. Policing Context

- The wider policing environment<sup>3</sup> was reviewed when the Plan was commissioned and is deemed to still be relevant. There is good alignment on the following themes – partnership working to deliver outcomes, tackling violence, sexual offences and hate crime including violence against women and girls, anti- social behaviour and public order, public protection/protecting vulnerable people, counter terrorism and crimes of theft.

<sup>3</sup> [Strategic Policing Requirements](#) has included Violence Against Women and Girls in its most recent publication, [Scotland Strategic Policing Priorities](#), [National Police Chiefs Council Policing Vision for 2030](#) and Home Office [Beating Crime Plan](#) (2021).

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## 5. DRAFT PROPOSALS

5.1. Anti-Social Behaviour has been a theme identified throughout both stakeholder and public feedback. In-keeping with the discussion and decision at the Strategy and Planning Committee (March 2022), when initially setting the three-year Plan, we are confident that ASB is covered within the objective to '**Tackle those crimes and incidents that most impact on the confidence of those who work and travel**', with specific measures already in place. However, it would be appropriate to ensure coverage of this key theme within the accompany Policing Plan narrative.

- Hate Crime (and its associated metrics) is moved to the Confidence Priority. This is due to the natural alignment of hate crime and confidence and enables the force priority on Violence against women and girls to align with national definitions. This was raised at each of the stakeholder events with no objections raised.
- Metrics have been reviewed and updated to reflect newly available information such as rail staff survey data, drone activity, Counter Terrorism and the inclusion of offences recorded under less serious public order which is recorded in Scotland. These were raised at each stakeholder event with no objections noted.

5.2. The delivery and performance of the Policing Plan is naturally linked to the MTFP settlement and affordable workforce numbers. As these two processes are running concurrently through the Strategy and Planning Committee, proposals have been endorsed by the Force dependant on the settlement reached and associated level of proactivity. Within Annex 1:

- Slides 3-7 provide the metrics relating to MTFP Scenarios which **Maintain (2.a. and 2.b.)** or **Improve Performance (3.a. and 3.b.)**
- Slide 8, demonstrates areas of cessation or where we anticipate a **Performance Reduction** relating to MTFP Scenarios **1.a. and 1.b.**

**Recommendation** – Hate crime to move to the confidence priority.

**Recommendation** – The Policing Plan Priorities and Metrics published will be subject to the MTFP agreement.

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**6. NEXT STEPS**

- 6.1. We are in the process of running an internal review of our Key Performance Indicators (KPI's) to ensure robust alignment to Guardians of the Railway Strategy. These will be available in the new calendar year for inclusion within the published plan.

**7. PUBLICATION**

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

**Annex 1: Policing Plan 2022-25. 2024/25 Annual Review**

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# BTP Policing Plan 2022 - 25 Annual Review

Strategy and Planning - November 2023

WEBSITE



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# Content

- Amendments to the Policing Plan subject to MTFP **Maintain** (2.a. and 2.b.) or **Improve Performance** (3.a. and 3.b.)  
*Changes and additions are highlighted in Yellow*
- Adjustments to the Policing Plan subject to MTFP Scenarios which **Reduce Performance** (1.a. and 1.b.)  
*Removal or degradation in performance is highlighted in Grey.*

Slides 3 - 7

Slide 8



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

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes (inc. Hate Crime), and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
<ul style="list-style-type: none"> <li>Compliance against specialist training (%)</li> <li>Number of officers in post vs establishment for specialist roles</li> <li>Number of delivered internal training programmes for Initial Behaviour Detection and Major Incident Operational Cmdr training (for all Sgts to CI)</li> <li>Number of briefings delivered internally and to wider Force via email / intranet and Viva Engage.</li> <li>Number of inputs into new recruit training</li> <li>Number of Viva Engage posts and intranet articles</li> <li>No of SCaN / ACT inputs delivered. No of rail staff reached</li> <li>Number of PSIA undertaken at CAT A stations.</li> <li>Number of 'Command of CT incident' inputs given to Senior Duty Officers as CPD</li> <li>Number of CPD inputs delivered to Specialist Command roles.</li> <li>Number of internal/ multi-agency Exercise &amp; Training events completed</li> <li>No of Local Resilience Forums attended bi-annually</li> <li>No of firearms response Tactical Information Packs (TIP's) reviewed and created annually</li> </ul>	<p><b>Violence &amp; Aggression Against Passengers</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for;                             <ul style="list-style-type: none"> <li>Serious violence</li> <li>Weapon-enabled offences</li> <li>Robbery</li> <li>Public Order</li> </ul> </li> <li>Officer tasking activity output for serious violence &amp; weapons crimes;                             <ul style="list-style-type: none"> <li>Stop &amp; Search</li> <li>Intelligence submissions</li> <li>Weapons seized</li> </ul> </li> <li>Victim Code of Practice Compliance</li> </ul>	<p><b>Violence &amp; Aggression Against Rail Staff, Officers &amp; PCSOs.</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for VAP and public order against rail staff</li> <li>Outcome types for offences against rail staff</li> <li>Through collaboration with TOCs, improvement in % of positive outcome types for rail staff</li> <li>Victim Code of Practice Compliance</li> <li>Number and % of positive outcomes for assaults on Officers/ PCSOs</li> </ul>	<p><del>Number and % of positive outcomes for volume crime at agreed key locations</del></p> <ul style="list-style-type: none"> <li>Number of volume crimes (broken down by crime group)</li> <li>Officer activity output at agreed key locations (on and off train)</li> <li>Number of ASB incidents</li> <li>Satisfaction levels as determined by the Victim Crime Survey</li> <li>Incident response times, broken down by category (Priority/ immediate)</li> <li>Number and % of positive outcomes for football related offences</li> <li>Progress against Public Consultation Divisional action plans</li> <li>Progress against Rail Staff survey Divisional action plans</li> <li>Number and % of positive outcomes for hate crime (broken down by factor)</li> </ul>	<ul style="list-style-type: none"> <li>Number of disruption incidents &amp; primary minutes at key locations broken down by category;                             <ul style="list-style-type: none"> <li>Cable theft</li> <li>Vandalism/ theft</li> <li>Trespass</li> <li>Drunks/disorder/trespass</li> <li>Fatality/injuries involving a train</li> </ul> </li> <li>Average fatality handback times</li> <li>Number of PSPs created for disruption PIP hotspots</li> <li>Number of drone flights (by category)</li> <li>Cost saving impact &amp; minutes saved for drone flights (spontaneous flights only)</li> <li>Designing Out Crime Unit post incident site visit reports &amp; recommendations responded to by Rail Industry</li> </ul>	<p><del>Vulnerability concern reports by category</del></p> <ul style="list-style-type: none"> <li>Number of repeat presenters and high frequency presenters</li> <li>County Lines data by outcome category</li> <li>No of life saving interventions</li> <li>Number and % of positive outcomes for stalking/harassment &amp; modern slavery offences</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)</li> <li>Number and % of positive outcomes for incidents involving sexual harassment (measure for public &amp; rail staff)</li> <li>Number and % of positive outcomes for sex offences &amp; domestic abuse (including breakdown of victim engagement)</li> <li>Number of known offenders being actively monitored</li> <li>Number of applications for Sexual Harm Prevention Orders (SHPO), Sexual risk orders (SRO), Stalking Protection Orders (SRO), Restraining Orders (RO) and Criminal Behaviour Order (CBO)</li> <li>% of compliance with prohibitive orders for managed offenders</li> <li><del>Number and % of positive outcomes for hate crime (broken down by factor)</del></li> <li>Officer tasking activity output for sexual offences &amp; hate crimes</li> <li>Satisfaction levels as determined by the Victim Crime Survey.</li> </ul>

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

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes (inc. Hate Crime), and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate crime and sexual harassment
<ul style="list-style-type: none"> <li>Compliance against specialist training (%)</li> <li>Number of officers in post vs establishment for specialist roles</li> <li>Number of delivered internal training programmes for Initial Behaviour Detection and Major Incident Operational Command training (for all Sgts to CI)</li> <li>Number of briefings delivered internally and to wider Force via email / intranet and Viva Engage.</li> <li>Number of inputs into new recruit training</li> <li>Number of Viva Engage posts and intranet articles</li> <li>No of SCan / ACT inputs delivered. No of rail staff reached</li> <li>Number of PSIA undertaken at CAT A stations.</li> <li>Number of 'Command of CT incident' inputs given to Senior Duty Officers as CPD</li> <li>Number of CPD inputs delivered to Specialist Command roles.</li> <li>Number of internal/ multi-agency Exercise &amp; Training events completed</li> <li>No of Local Resilience Forums attended bi-annually</li> <li>No of firearms response Tactical Information Packs (TIP's) reviewed and created annually</li> </ul>	<p><b>Violence &amp; Aggression Against Passengers</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for;                             <ul style="list-style-type: none"> <li>Serious violence</li> <li>Weapon-enabled offences</li> <li>Robbery</li> <li>Public Order</li> </ul> </li> <li>Officer tasking activity output for serious violence &amp; weapons crimes;                             <ul style="list-style-type: none"> <li>Stop &amp; Search</li> <li>Intelligence submissions</li> <li>Weapons seized</li> </ul> </li> <li>Victim Code of Practice Compliance</li> </ul>	<p><b>Violence &amp; Aggression Against Rail Staff, Officers &amp; PCSOs</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for VAP and public order against rail staff</li> <li>Outcome types for offences against rail staff</li> <li>Through collaboration with TOCs, improvement in % of positive outcome types for rail staff</li> <li>Victim Code of Practice Compliance</li> <li>Number and % of positive outcomes for assaults on Officers</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for volume crime at agreed key locations</li> <li>Number of volume crimes (broken down by crime group)</li> <li>Officer activity output at agreed key locations (on and off train)</li> <li>Number of SB incidents</li> <li>Satisfaction levels as determined by the Victim Crime Survey</li> <li>Incident response times, broken down by category (Priority/Immediate)</li> <li>Number and % of positive outcomes for football related offences</li> <li>Progress against Public Consultation Divisional action plans</li> <li>Progress against Rail Staff survey Divisional action plans</li> <li>Number and % of positive outcomes for hate crime (broken down by factor)</li> </ul>	<ul style="list-style-type: none"> <li>Number of disruption incidents &amp; primary minutes at key locations broken down by category;                             <ul style="list-style-type: none"> <li>Cable theft</li> <li>Vandalism/ theft</li> <li>Trespass</li> <li>Drunks/disorder/trespass</li> <li>Fatality/injuries involving a train</li> </ul> </li> <li>Average fatality handback times</li> <li>Number of PSPs created for disruption PIPP hotspots</li> <li>Number of drone flights (by category)</li> <li>Cost saving impact &amp; minutes saved for drone flights (spontaneous flights only)</li> <li>Designing Out Crime Unit post incident site visit reports &amp; recommendations responded to by Rail Industry</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerability concern reports by category</li> <li>Number of repeat presenters and high frequency presenters</li> <li>County Lines data by outcome category</li> <li>No of life saving interventions</li> <li>Number and % of positive outcomes for stalking/harassment &amp; modern slavery offences</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)</li> <li>Number and % of positive outcomes for incidents involving sexual harassment (measure for public &amp; rail staff)</li> <li>Number and % of positive outcomes for sex offences &amp; domestic abuse (including breakdown of victim engagement)</li> <li>Number of known offenders being actively monitored</li> <li>Number of applications for Sexual Harm Prevention Orders (SHPO), Sexual risk orders (SRO), Stalking Protection Orders (SRO), Restraining Orders (RO) and Criminal Behaviour Order (CBO)</li> <li>% of compliance with prohibitive orders for managed offenders</li> <li>Number and % of positive outcomes for hate crime (broken down by factor)</li> <li>Officer tasking activity output for sexual offences &amp; hate crimes</li> <li>Satisfaction levels as determined by the Victim Crime Survey.</li> </ul>
			<ul style="list-style-type: none"> <li>Agreed key locations TBD with Divisions in new performance year</li> </ul>			



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

<p><b>Create a hostile environment for terrorism through the CONTEST strategy</b></p>	<p><b>Ensure passengers and staff can work and travel free from the threat of violence</b></p>		<p><b>Tackle those crimes (inc. Hate Crime), and incidents that most impact on the confidence of those who work and travel</b></p>	<p><b>Reduce disruption on the network through collaboration</b></p>	<p><b>Protect, support and safeguard vulnerable people and those at risk of exploitation and harm</b></p>	<p><b>Tackle violence against women and girls, hate crime and sexual harassment</b></p>
<ul style="list-style-type: none"> <li>Compliance against specialist training (%)</li> <li>Number of officers in post vs establishment for specialist roles</li> <li>Number of delivered internal training programmes for Initial Behaviour Detection and Major Incident Operational Command training (for all Sgts to CI)</li> <li>Number of briefings delivered internally and to wider Force via email / intranet and Viva Engage.</li> <li>Number of inputs into new recruit training</li> <li>Number of Viva Engage posts and intranet articles</li> <li>No of SCan / ACT inputs delivered. No of rail staff reached</li> <li>Number of PSIA undertaken at CAT A stations.</li> <li>Number of 'Command of CT incident' inputs given to Senior Duty Officers as CPD</li> <li>Number of CPD inputs delivered to Specialist Command roles.</li> <li>Number of internal/ multi-agency Exercise &amp; Training events completed</li> <li>No of Local Resilience Forums attended bi-annually</li> <li>No of firearms response Tactical Information Packs (TIP's) reviewed and created annually</li> </ul>	<p><b>Violence &amp; Aggression Against Passengers</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for;             <ul style="list-style-type: none"> <li>Serious violence</li> <li>Weapon-enabled offences</li> <li>Robbery</li> <li>Public Order</li> </ul> </li> <li>Officer tasking activity output for serious violence &amp; weapons crimes;             <ul style="list-style-type: none"> <li>Stop &amp; Search</li> <li>Intelligence submissions</li> <li>Weapons seized</li> </ul> </li> <li>Victim Code of Practice Compliance</li> </ul>	<p><b>Violence &amp; Aggression Against Rail Staff, Officers &amp; PCSO's</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for VAP and public order against rail staff</li> <li>Outcome types for offences against rail staff</li> <li>Through collaboration with TOCs, improvement in % of positive outcome types for rail staff</li> <li>Victim Code of Practice Compliance</li> <li>Number and % of positive outcomes for assaults on Officers</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for volume crime at agreed key locations</li> <li>Number of volume crimes (broken down by crime group)</li> <li>Officer activity output at agreed key locations (on and off train)</li> <li>Number of ASB incidents</li> <li>Satisfaction levels as determined by the Victim Crime Survey</li> <li>Incident response times, broken down by category (Priority/ Immediate)</li> <li>Number and % of positive outcomes for football related offences</li> <li>Progress against Public Consultation Divisional action plans</li> <li>Progress against Rail Staff survey Divisional action plans</li> <li>Number and % of positive outcomes for hate crime (broken down by factor)</li> </ul>	<ul style="list-style-type: none"> <li>Number of disruption incidents &amp; primary minutes at key locations broken down by category;             <ul style="list-style-type: none"> <li>Cable theft</li> <li>Vandalism/ theft</li> <li>Trespass</li> <li>Drunks/disorder/trespass</li> <li>Fatality/injuries involving a train</li> </ul> </li> <li>Average fatality handback times</li> <li>Number of PSPs created for disruption PIPP hotspots</li> <li>Number of drone flights (by category)</li> <li>Cost saving impact &amp; minutes saved for drone flights (spontaneous flights only)</li> <li>Designing Out Crime Unit post incident site visit reports &amp; recommendations responded to by Rail Industry</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerability concern reports by category</li> <li>Number of repeat presenters and high frequency presenters</li> <li>County Lines data by outcome category</li> <li>No of life saving interventions</li> <li>Number and % of positive outcomes for stalking/harassment &amp; modern slavery offences</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)</li> <li>Number and % of positive outcomes for incidents involving sexual harassment (measure for public &amp; rail staff)</li> <li>Number and % of positive outcomes for sex offences &amp; domestic abuse (including breakdown of victim engagement)</li> <li>Number of known offenders being actively monitored</li> <li>Number of applications for Sexual Harm Prevention Orders (SHPO), Sexual risk orders (SRO), Stalking Protection Orders (SRO), Restraining Orders (RO) and Criminal Behaviour Order (CBO)</li> <li>% of compliance with prohibitive orders for managed offenders</li> <li>Number and % of positive outcomes for hate crime (broken down by factor)</li> <li>Officer tasking activity output for sexual offences &amp; hate crimes</li> <li>Satisfaction levels as determined by the Victim Crime Survey.</li> </ul>
				<ul style="list-style-type: none"> <li>TfL provided lost customer hour data compared to long term trends, broken down by</li> </ul>		

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

<p><b>Create a hostile environment for terrorism through the CONTEST strategy</b></p>	<p><b>Ensure passengers and staff can work and travel free from the threat of violence</b></p>		<p><b>Tackle those crimes (inc. Hate Crime), and incidents that most impact on the confidence of those who work and travel</b></p>	<p><b>Reduce disruption on the network through collaboration</b></p>	<p><b>Protect, support and safeguard vulnerable people and those at risk of exploitation and harm</b></p>	<p><b>Tackle violence against women and girls, hate crime and sexual harassment</b></p>
<ul style="list-style-type: none"> <li>• Compliance against specialist training (%)</li> <li>• Number of officers in post vs establishment for specialist roles</li> <li>• Number of delivered internal training programmes for Initial Behaviour Detection and Major Incident Operational Cmdr training (for all Sgts to CI)</li> <li>• Number of briefings delivered internally and to wider Force via email / intranet and Viva Engage.</li> <li>• Number of inputs into new recruit training</li> <li>• Number of Viva Engage posts and intranet articles</li> <li>• No of SCaN / ACT inputs delivered. No of rail staff reached</li> <li>• Number of PSIA undertaken at CAT A stations.</li> <li>• Number of 'Command of CT incident' inputs given to Senior Duty Officers as CPD</li> <li>• Number of CPD inputs delivered to Specialist Command roles.</li> <li>• Number of internal/ multi-agency Exercise &amp; Training events completed</li> <li>• No of Local Resilience Forums attended bi-annually</li> <li>• No of firearms response Tactical Information Packs (TIP's) reviewed and created annually</li> </ul>	<p><b><u>Violence &amp; Aggression Against Passengers</u></b></p> <ul style="list-style-type: none"> <li>• Number and % of positive outcomes for;             <ul style="list-style-type: none"> <li>o Serious violence</li> <li>o Weapon-enabled offences</li> <li>o Robbery</li> <li>o Public Order</li> </ul> </li> <li>• Officer tasking activity output for serious violence &amp; weapons crimes;             <ul style="list-style-type: none"> <li>o Stop &amp; Search</li> <li>o Intelligence submissions</li> <li>o Weapons seized</li> </ul> </li> <li>• Victim Code of Practice Compliance</li> </ul>	<p><b><u>Violence &amp; Aggression Against Rail Staff, Officers &amp; PCSOs</u></b></p> <ul style="list-style-type: none"> <li>• Number and % of positive outcomes for VAP and public order against rail staff</li> <li>• Outcome types for offences against rail staff</li> <li>• Through collaboration with TOCs, improvement in % of positive outcome types for rail staff</li> <li>• Victim Code of Practice Compliance</li> <li>• Number and % of positive outcomes for assaults on Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Number and % of positive outcomes for volume crime at agreed key locations</li> <li>• Number of volume crimes (broken down by crime group)</li> <li>• Officer activity output at agreed key locations (on and off train)</li> <li>• Number of ASB incidents</li> <li>• Satisfaction levels as determined by the Victim Crime Survey</li> <li>• Incident response times, broken down by category (Priority/Immediate)</li> <li>• Number and % of positive outcomes for football related offences</li> <li>• Progress against Public Consultation Divisional action plans</li> <li>• Progress against Rail Staff survey Divisional action plans</li> <li>• Number and % of positive outcomes for hate crime (broken down by factor)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of disruption incidents &amp; primary minutes at key locations broken down by category;             <ul style="list-style-type: none"> <li>o Cable theft</li> <li>o Vandalism/ theft</li> <li>o Trespass</li> <li>o Drunks/disorder/trespass</li> <li>o Fatality/injuries involving a train</li> </ul> </li> <li>• Average fatality handback times</li> <li>• Number of PSPs created for disruption PIPP hotspots</li> <li>• Number of drone flights (by category)</li> <li>• Cost saving impact &amp; minutes saved for drone flights (spontaneous flights only)</li> <li>• Designing Out Crime Unit post incident site visit reports &amp; recommendations responded to by Rail Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Vulnerability concern reports by category</li> <li>• Number of repeat presenters and high frequency presenters</li> <li>• County Lines data by outcome category</li> <li>• No of life saving interventions</li> <li>• Number and % of positive outcomes for stalking/harassment &amp; modern slavery offences</li> </ul>	<ul style="list-style-type: none"> <li>• Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)</li> <li>• Number and % of positive outcomes for incidents involving sexual harassment (measure for public &amp; rail staff)</li> <li>• Number and % of positive outcomes for sex offences &amp; domestic abuse (including breakdown of victim engagement)</li> <li>• Number of known offenders being actively monitored</li> <li>• Number of applications for Sexual Harm Prevention Orders (SHPO), Sexual risk orders (SRO), Stalking Protection Orders (SRO), Restraining Orders (RO) and Criminal Behaviour Order (CBO).</li> <li>• % of compliance with prohibitive orders for managed offenders</li> <li>• Number and % of positive outcomes for hate crime (broken down by factor)</li> <li>• Officer tasking activity output for sexual offences &amp; hate crimes</li> <li>• Satisfaction levels as determined by the Victim Crime Survey.</li> </ul>
			<p>• Agreed key locations TBD with Divisions in new performance year</p>			

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

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence	Tackle those crimes (inc. Hate Crime), and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls, hate-crime and sexual harassment
<ul style="list-style-type: none"> <li>Compliance against specialist training (%)</li> <li>Number of officers in post vs establishment for specialist roles</li> <li>Number of delivered internal training programmes for Initial Behaviour Detection and Major Incident Operational Cmdr training (for all Sgts to CI)</li> <li>Number of briefings delivered internally and to wider Force via email / intranet and Viva Engage.</li> <li>Number of inputs into new recruit training</li> <li>Number of Viva Engage posts and intranet articles</li> <li>No of SCaN / ACT inputs delivered. No of rail staff reached</li> <li>Number of PSIA undertaken at CAT A stations.</li> <li>Number of 'Command of CT incident' inputs given to Senior Duty Officers as CPD</li> <li>Number of CPD inputs delivered to Specialist Command roles.</li> <li>Number of internal/ multi-agency Exercise &amp; Training events completed</li> <li>No of Local Resilience Forums attended bi-annually</li> <li>No of firearms response Tactical Information Packs (TIP's) reviewed and created annually</li> </ul>	<p><b>Violence &amp; Aggression Against Passengers</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for;                             <ul style="list-style-type: none"> <li>Serious violence</li> <li>Weapon-enabled offences</li> <li>Robbery</li> <li>Public Order (including offences under Less Serious Public Order)</li> </ul> </li> <li>Officer tasking activity output for serious violence &amp; weapons crimes;                             <ul style="list-style-type: none"> <li>Stop &amp; Search</li> <li>Intelligence submissions</li> <li>Weapons seized</li> </ul> </li> <li>Victim Code of Practice Compliance</li> </ul>	<p><b>Violence &amp; Aggression Against Rail Staff, Officers &amp; PCSOs</b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for VAP and public order (including offences under Less Serious Public Order) against rail staff</li> <li>Outcome types for offences against rail staff</li> <li>Through collaboration with TOCs, improvement in % of positive outcome types for rail staff</li> <li>Victim Code of Practice Compliance</li> <li>Number and % of positive outcomes for assaults on Officers</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for volume crime at agreed key locations</li> <li>Number of volume crimes (broken down by crime group)</li> <li>Officer activity output at agreed key locations (on and off train)</li> <li>Number of ASB incidents</li> <li>Satisfaction levels as determined by the Victim Crime Survey</li> <li>Incident response times, broken down by category (Priority/ Immediate)</li> <li>Number and % of positive outcomes for football related offences</li> <li>Progress against Public Consultation Divisional action plans</li> <li>Progress against Rail Staff survey Divisional action plans</li> <li>Number and % of positive outcomes for hate crime (broken down by factor)</li> </ul>	<ul style="list-style-type: none"> <li>Number of disruption incidents &amp; primary minutes at key locations broken down by category;                             <ul style="list-style-type: none"> <li>Cable theft</li> <li>Vandalism/ theft</li> <li>Trespass</li> <li>Drunks/disorder/trespass</li> <li>Fatality/injuries involving a train</li> </ul> </li> <li>Average fatality handback times</li> <li>Number of PSPs created for disruption PAPP hotspots</li> <li>Number of drone flights (by category)</li> <li>Cost saving impact &amp; minutes saved for drone flights (spontaneous flights only)</li> <li>Designing Out Crime Unit post incident site visit reports &amp; recommendations responded to by Rail Industry</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)</li> <li>Number and % of positive outcomes for incidents involving sexual harassment (measure for public &amp; rail staff)</li> <li>Number and % of positive outcomes for sex offences &amp; domestic abuse (including breakdown of victim engagement)</li> <li>Number of known offenders being actively monitored</li> <li>Number of applications for Sexual Harm Prevention Orders (SHPO), Sexual Risk Orders (SRO), Stalking Protection Orders (SRO), Restraining Orders (RO) and Criminal Behaviour Order (CBO)</li> <li>% of compliance with prohibitive orders for managed offenders</li> <li>Number and % of positive outcomes for hate-crime (broken down by factor)</li> <li>Officer tasking activity output for sexual offences &amp; hate-crimes</li> <li>Satisfaction levels as determined by the Victim</li> </ul>



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

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes (inc. Hate Crime), and incidents that most impact on the confidence of those who work and travel	Reduce disruption on the network through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm	Tackle violence against women and girls,-and sexual harassment
<ul style="list-style-type: none"> <li>Compliance against specialist training (%)</li> <li>Number of officers in post vs establishment for specialist roles</li> <li>Number of delivered internal training programmes for Initial Behaviour Detection and Major Incident Operational Cmdr training (for all Sgts to CI)</li> <li>Number of briefings delivered internally and to wider Force via email / intranet and Viva Engage.</li> <li>Number of inputs into new recruit training</li> <li>Number of Viva Engage posts and intranet articles</li> <li>No of SCaN / ACT inputs delivered. No of rail staff reached</li> <li>Number of PSIA undertaken at CAT A stations.</li> <li>Number of 'Command of CT incident' inputs given to Senior Duty Officers as CPD</li> <li>Number of CPD inputs delivered to Specialist Command roles.</li> <li>Number of internal/ multi-agency Exercise &amp; Training events completed</li> <li>No of Local Resilience Forums attended bi-annually</li> <li>No of firearms response Tactical Information Packs (TIP's) reviewed and created annually.</li> </ul>	<p><b><u>Violence &amp; Aggression Against Passengers</u></b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for;                             <ul style="list-style-type: none"> <li>Serious violence</li> <li>Weapon-enabled offences</li> <li>Robbery</li> <li>Public Order</li> </ul> </li> <li>Officer tasking activity output for serious violence &amp; weapons crimes;                             <ul style="list-style-type: none"> <li>Stop &amp; Search</li> <li>Intelligence submissions</li> <li>Weapons seized</li> </ul> </li> <li>Victim Code of Practice Compliance</li> </ul>	<p><b><u>Violence &amp; Aggression Against Rail Staff, Officers &amp; PCSOs.</u></b></p> <ul style="list-style-type: none"> <li>Number and % of positive outcomes for VAP and public order against rail staff</li> <li>Outcome types for offences against rail staff</li> <li>Through collaboration with TOCs, improvement in % of positive outcome types for rail staff</li> <li>Victim Code of Practice Compliance</li> <li>Number and % of positive outcomes for assaults on Officers/ PCSOs</li> </ul>	<ul style="list-style-type: none"> <li>Number of volume crime (broken down by crime group)</li> <li>Officer activity output at agreed key locations (on and off train)</li> <li>Number of ASB incidents</li> <li>Satisfaction levels as determined by the Victim Crime Survey</li> <li>Incident response times, broken down by category (Priority/ Immediate)</li> <li>Number and % of positive outcomes for football related offences</li> <li>Progress against Public Consultation Divisional action plans</li> <li>Progress against Rail Staff survey Divisional action plans</li> <li>Number and % of positive outcomes for hate crime (broken down by factor)</li> </ul>	<ul style="list-style-type: none"> <li>Number of disruption incidents &amp; primary minutes at key locations broken down by category;                             <ul style="list-style-type: none"> <li>Cable theft</li> <li>Vandalism/ theft</li> <li>Trespass</li> <li>Drunks/disorder/trespass</li> <li>Fatality/injuries involving a train</li> </ul> </li> <li>Average fatality handback times</li> <li>Number of PSPs created for disruption hotspots</li> <li>Number of drone flights (by category)</li> <li>Cost saving impact &amp; minutes saved for drone flights (spontaneous flights only)</li> <li>Designing Out Crime Unit post incident site visit reports &amp; recommendations responded to by Rail Industry</li> </ul>	<ul style="list-style-type: none"> <li>Number of repeat presenters and high frequency presenters</li> <li>County Lines data by outcome category</li> <li>No of life saving interventions</li> <li>Number and % of positive outcomes for stalking/harassment &amp; modern slavery offences</li> </ul>	<ul style="list-style-type: none"> <li>Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)</li> <li>Number and % of positive outcomes for incidents involving sexual harassment (measure for public &amp; rail staff)</li> <li>Number and % of positive outcomes for sex offences &amp; domestic abuse (including breakdown of victim engagement)</li> <li>Number of known offenders being actively monitored</li> <li>Number of applications for Sexual Harm Prevention Orders (SHPO), Sexual risk orders (SRO), Stalking Protection Orders (SRO), Restraining Orders (RO) and Criminal Behaviour Order (CBO)</li> <li>% of compliance with prohibitive orders for managed offenders</li> <li>Officer tasking activity output for sexual offences.</li> <li>Satisfaction levels as determined by the Victim Crime Survey.</li> </ul>



Report to: Full Authority  
 Date: 5 December 2023  
 Subject: BTPA Cover Report / Police Race Action Plan  
 Sponsor: Chief Executive  
 Author: Kate Carr  
 For: Discussion

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## 1. Purpose of paper

- 1.1 To set the context for BTP's update on delivery of the Police Race Action Plan (PRAP.)
- 1.2 To remind Members that the plan, developed by the NPCC and College of Policing commits policing as a whole to becoming anti-racist and trusted by Black people, a commitment which is reiterated in the Chair's foreword to the Policing Plan.

## 2. Background

- 2.1 The activities described are wide ranging given the breadth and depth of the ground covered in the plan. BTPA oversight of the underpinning work has been primarily through the legitimacy focus of the People and Culture Committee (PCC) on workforce representation and the Performance and Delivery Committee (PDC) on the use of powers and stop and search.
- 2.2 BTPA is also represented in the relevant steering groups and boards within the Force's internal governance.
- 2.3 Given the centrality of this work to trust and confidence in policing, the Full Authority decided in December 2022 that it would take periodic updates on progress as part of its oversight of inclusion and diversity.

## 3. Issues encountered

- 3.1 The scale of the plan's ambition is a real challenge, and the report sets out the wealth of activity under each of the four workstreams. To simplify, the key desired outcomes are:
  - Improving representation and experience of Black people in the workplace.
  - Explanation or reform of disproportionality in the use of powers.
  - Effective engagement of Black communities.
  - Better treatment and support for Black victims of crime.
- 3.2 Some of this is very hard to measure objectively, and where data is held (workforce representation; use of powers) there is, as yet little to see in terms of tangible improvement of the headline data.

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#### 4. Conclusions

4.1 It would be easy to focus on the apparent lack of impact of all the activity and initiatives described in the report, but that would be to underestimate the scale of the challenge, and to ignore that:

- The standards of reporting have improved considerably.
- Gaps in data and knowledge are being proactively filled.
- The willingness to engage in difficult conversations is improving.
- The maturity of the debate is developing.

4.2 Turning the collection of activities into sustainable cultural change is the leadership challenge and requires concerted and consistent focus from all angles to mitigate the risk of becoming just another action plan.

#### 5. Recommendations

5.1 Members are asked to note the progress update.

5.2 Members are asked to consider where they might bring their expertise and experience to bear in this context.

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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Not for external distribution

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



# Report

**Report to:** BTPA  
**Date:** 20/11/2023  
**Subject:** Police Race Action Plan Progress Update  
**Sponsor:** Karen Wiesenekker  
**Author:** Robert Olatilu  
**For:** Discussion

## 1. PURPOSE OF PAPER

1.1 To update members on the progress of the Police Race Action Plan (PRAP).

## 2. BACKGROUND

2.1 The PRAP was first published in May 2022. Broadly it aims to end operational practices and organisational disparities affecting Black people, and to tackle low levels of trust and confidence in policing amongst the Black community.

2.2 The PRAP consists of five commitments and four workstreams, with each workstream containing several actions, which are then broken down into steps to achieve our ambitions.

## 3. ACTIVITY TO DATE

3.1 We followed the 'Five Steps for Forces Framework', an initial recommendation from College of Policing specific to the PRAP. The first step was to conduct an internal audit to better understand our communities on the topic of race, with a view to assessing what existing networks, groups and associates we have in place and what opportunities those networks could provide to support the PRAP. We engaged with the workforce using focus groups and feedback sessions to raise awareness and held similar sessions with stakeholders and community members to offer reassurance and insight as well as for consultation.

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- 3.2 We actively supported the National Police Race Action Survey by inviting members of the public, police officers and staff, and representatives from policing and other organisations, to help shape the plan by sharing their thoughts to support and develop the plan.
- 3.3 We created 'Our Police Race Action Plan' strategy, which paves the way for a change in the existing culture, towards one which is actively anti-racist. This will inform all operational policing practice, improving experience and outcomes for Black people. We have also created a Police Race Action Plan Steering Group within Force responsible for delivery against the four workstreams. Meetings are held bi-monthly, chaired by ACC Allan Gregory.
- 3.4 We have been identified as an 'Icebreaker' Force for Use of Powers, and Community Engagement and Scrutiny, allowing us to work more closely with the Police Race Action Plan National Team at the College of Policing.
- 3.5 We have created a Police Race Action Plan Activity Tracker and are developing a performance management product to capture and track baseline evidence, gaps and risks, recommendations and actions, progress updates, and ratings. The Activity Tracker provides senior leaders with ownership and responsibility and identifies:
- Whether BTP is already meeting the required actions either partly or completely.
  - Whether BTP already has plans to address the actions we do not currently meet.
  - Where BTP must improve operational practice, policy or processes to discharge the actions within the PRAP.
- 3.6 Our Black Workforce Survey: We actively participated in both 2022 and 2023 surveys, inviting eligible colleagues from Black and Black heritage police officers and staff to share their perspectives. The survey focuses on gaining insights into lived experiences, covering topics like discrimination, interactions with management, career progression, and identity. By actively listening to their narratives, we aim to inform and implement targeted actions that enhance working conditions and foster a more inclusive and supportive environment for our colleagues.
- 3.7 Race at Work Awareness Programme: An external provider delivered sessions over a 6-month period to our officers and staff of various ranks and grades. The aim overall is to support participants to gain inner confidence and stability to identify, read, anticipate, and respond appropriately to racial (and wider diversity) dynamics with their colleagues and to lay foundations for good relationships and conversations about the topic of race, racism, and the implications.

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- 3.8 15 Indicators of Institutional Racism: We presented a comprehensive report to the Force Executive Board in October 2023. This report enables our leaders to identify and monitor areas of concern such as workforce representation, attraction and recruitment, progression and retention, and PDR disproportionality. The Board has committed to addressing and enhancing these specific areas, outlining their approach for analysis against action plans. An update on the progress made will be provided in six months, reflecting our dedication to continual evaluation and improvement.
- 3.9 Black History Month: In our 2023 All People Survey, approximately 40% of our colleagues expressed understanding of the Police Race Action Plan. In celebration of Black History Month, our four workstream leads organised informative sessions, each dedicated to a specific aspect of the plan. These sessions delved into targeted actions aimed at enhancing trust and confidence in policing, particularly within the Black community.

#### 4. PROGRESS TO DATE

- 4.1 We have made amendments to the accountability, ownership and responsibility arrangements within the PRAP Steering Group with a focus on four key strategic leads to coordinate the workstreams, rather than a multiplicity of workstream owners. The four workstreams are:
- Race Action Plan Workstream 1 - 'Represented' (Internal Culture & Inclusivity)
  - Race Action Plan Workstream 2 - 'Respected' (Not Over-Policed)
  - Race Action Plan Workstream 3 - 'Involved' (Community Engagement & Relations)
  - Race Action Plan Workstream 4 - 'Supported' (Under Protected)
- 4.2 To manage the PRAP differently, namely through four senior leads working on individual workstreams. This allows for smaller groups who will coordinate their own activity before reporting to the strategic PRAP Steering Group. Four senior leaders considered best placed to drive improvements and coordinate activity are:
- Workstream 1 – Claire Conie
  - Workstream 2 – Chris Casey
  - Workstream 3 – Dave Rams
  - Workstream 4 – Paul Furnell
- COG members to actively support PRAP's realisation within BTP given the cross-cutting nature of themes impacting all portfolios.
- 4.3 Substantial progress has been achieved in enhancing the Use of Powers, particularly with stop and search. Comprehensive changes have been implemented, including tailored Continuing Professional Development (CPD) sessions aimed at reducing disproportionality. This includes the incorporation of stop and search into the Step Up

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- to Sergeant Programme, providing sergeants on Higher Grade Duties with essential skills in understanding unconscious bias, addressing disproportionality, and understanding the impact of stop and search on Black communities. Improved data collection methods and a dynamic dashboard have been established to drive accountability within Divisions, fostering a proactive 'explain and reform' model to rectify disparities and achieve improved outcomes.
- 4.4 To fortify community involvement and collaboration, scrutiny mechanisms have been facilitated. External scrutiny during events like the Notting Hill Carnival involves live reviews of stop and search practices, allowing real-time feedback. Z cards, enhanced with QR codes, enable individuals subjected to stop and search to provide feedback, granting communities a platform to voice their experiences and concerns. This feedback loop contributes to policy and procedural improvements, as well as refining training methods. The overarching goal is to establish a more inclusive and community-centric approach, recognising patterns, identifying disparities, and implementing measures for positive change.
- 4.5 In 2022, we conducted a successful trial on B Division, mandating colleagues to digitally record vehicle stops under Section 163 of the Road Traffic Act. As of February 2023, we've extended this practice force-wide, ensuring the fair and proportional use of our powers in recording vehicle stops. This initiative aligns with our commitment to building trust and confidence within our communities, fostering transparency and accountability in the execution of our duties.
- 4.6 We have implemented a more efficient system to track our attendance at recruitment events by introducing an online form completion process. This enhancement allows us to gather data systematically, providing insights into the effectiveness of our recruitment initiatives. Additionally, our commitment is further strengthened with the appointment of forty Positive Action Recruitment Ambassadors. They play a crucial role in supporting and driving recruitment activities, ensuring that our outreach efforts are more targeted and impactful.
- 4.7 We acknowledge the need for better data accessibility to understand and address challenges related to recruitment, retention, and progression of Black individuals within our organisation. Currently, our data lacks depth, hindering our ability to make informed decisions. To bridge this gap, we are developing a robust strategy to enhance engagement with Black communities. This involves mapping community confidence through the newly launched monthly rail passenger survey and rail staff survey, started in October 2023. This proactive approach will enable us to monitor and analyse public perceptions regularly, considering both internal and external factors.
- 4.8 We have undertaken a comprehensive review of our external scrutiny processes. Recognising the importance of accountability and transparency, we have made

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significant enhancements to the effectiveness and efficiency of our previous structure. The implementation of a new framework with refined governance and structures ensures a streamlined system. This facilitates prompt and effective scrutiny, generating valuable learning, evidence, and feedback.

- 4.9 We are launching the Black Talent Programme, set to pilot in January 2024. Currently in the design phase, the project team is diligently creating modules that will contribute to the programme's success when it is rolled out in June 2024. This initiative aims to provide targeted support and development opportunities for individuals from Black backgrounds.
- 4.10 Our Learning and Development team is actively working on programs to enhance awareness and understanding of racism, anti-racism, Black history, and its relevance to policing. A potential mandatory training program is under consideration, emphasising the importance of education in creating an equitable, informed workplace and addressing systemic issues.
- 4.11 We have analysed the four recent promotion processes revealing insights into the representation of Black individuals. From Sergeant to Detective Inspector, Sergeant to Police Inspectors, Inspector to Chief Inspector, and Chief Inspector to Superintendent, we assessed 147 applicants, with only five (3%) from a Black and Mixed background, highlighting the need for continued efforts to address disparities. Our commitment to transparency is further proven through our first annual publication of the ethnicity pay report in March 2023 reinforcing our dedication to equitable practices.
- 4.12 Recognising the importance of ongoing support, we have established a Positive Action Support Group offering workshops, support, and advice for individuals from underrepresented groups. These sessions include guidance on challenging inappropriate behaviour and being an active bystander. We are actively working towards a more inclusive recruitment process, involving training for diverse assessors and external observers for promotion processes. By supporting post-recruitment and promotion reviews, we aim to address disproportionality and ensure we become more reflective of the community.
- 4.13 We have reviewed the way in which we publish intelligence, particularly images of suspects, to ensure it does not fuel biases and stereotypes. This involves scrutinising the placement of images and incorporating health warnings to advise officers and PCSOs. Recognising the importance of accurate data, it has been identified that there is a lack of recording of the self-defined ethnicity of victims for our more serious crimes. This gap hinders our ability to understand which crime types have a disproportional impact on Black people. The workstream lead for 'under protected' is

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collaborating with relevant departments to rectify this data gap and provide a more comprehensive understanding of the impact on different communities.

- 4.14 We are working to ensure a true reflection of hate crime incidents, addressing potential underreporting, including cases involving our police officers and staff who may be victims themselves. A crucial gap in our strategy has been identified, as there is currently no tactical lead to coordinate efforts at a force-wide divisional level, given that hate crime is currently investigated by uniformed officers. Our County Lines Task Force team is diligently working to enhance understanding and support for vulnerable groups being exploited, particularly young Black people.

**5. RISKS**

- 5.1 Represented: One significant risk identified is the uncertainty surrounding the delivery timeline of the mandatory training program aimed at raising awareness and understanding of racism, anti-racism, Black history, and their connection to policing. The College of Policing does not offer a specific product but provides digital digests with optional learning content. A contextualizing product, trailed in B Division, received feedback indicating it was not suitable for British Transport Police due to our unique organisational composition. The lack of a clear schedule for this essential training poses a challenge in ensuring that all our people receive the necessary education to address issues of racism. Additionally, in the efforts to enhance the recruitment, retention, and progression of Black individuals, the absence of comprehensive data tracking candidate progress during the recruitment stage hinders the ability to identify specific areas for improvement. Without this crucial information, implementing effective measures to address disparities in recruitment becomes challenging.

- 5.2 Over-policed: A critical risk identified is the underreporting of officers using the traffic stop power under section 163 of the road traffic act. This gap in quantitative data obstructs the ability to identify and address any racial disparities in the application of this power. Despite the creation of the Z card feedback option to facilitate communication due to the small number of stop and search complaints, the low uptake raises concerns. The reasons behind the low completion rate by subjects remain unknown, and ongoing efforts are underway to understand and rectify this issue. Without comprehensive data on stop and search encounters and their outcomes, we face challenges in implementing effective measures to address racial disparities in our practices.

- 5.3 Involved: Another area of concern is the reliance on pending results from the new monthly passenger survey to gain a better understanding of community confidence. The delay in obtaining this data impedes the timely formulation of local action plans to support community engagement. Without up-to-date information on community

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sentiment, it becomes difficult to proactively address issues affecting public trust. The lack of a current and comprehensive understanding of community perceptions hinders the development of targeted strategies to foster positive relationships.

- 5.4 Under-protected: The inadequate capture of Self Defined Ethnicity (SDE) data poses a significant risk. With 59.6% of victims lacking recorded SDE, there is an incomplete understanding of crime types that disproportionately impact Black people. To address the gap in Hate crime, there is a need for a tactical hate crime lead at the Superintendent rank, similar to stop and search. This strategic position aims to improve the approach to hate crimes, enhance portfolio management, and coordinate efforts across Divisional leads. The absence of a dedicated leadership role in addressing hate crimes may impede progress in effectively tackling crimes that disproportionately affect the Black community.

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Report to: Full Authority  
 Date: 5 December 2023  
 Subject: 2023 Police Remuneration Review Body Settlement  
 Sponsor: Chief Executive  
 Author: Chief Financial Officer  
 For: Approval

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## 1. Purpose of paper

- 1.1 The purpose of this paper is to set out the Executive's view on the funding of the part-year impact of the 2023 Police Remuneration Review Body settlement.

## 2. Background

- 2.1 Following the PRRB's recommendation in July 2023, the BTPA Appointments, Remuneration and Appraisals Committee approved an annual pay uplift of 7% for all Police Officers, Police Staff, Chief Officers and BTPA Executive. A 7% increase in London Weighting and Dog Handler's Allowance was also approved.
- 2.2 The 23/24 budget approved in December 2022 included a pay increase assumption of 4%.

## 3. Impact

- 3.1 The total impact of the 7% pay award is shown below:

**Table 1 - Total impact of 7%**

	<b>2023/24 (part year)</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
PSA	9.277	15.928	17.244	17.915	18.604
TfL	1.515	2.757	3.013	3.152	3.301
EPSA, grants etc	0.862	1.532	1.659	1.717	1.777
<b>Total</b>	<b>11.653</b>	<b>20.217</b>	<b>21.917</b>	<b>22.784</b>	<b>23.682</b>



The above table can be broken down into two parts. The 4% which was originally budgeted:

**Table 2 - Originally budgeted 4%**

	2023/24 (part year)	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
PSA	5.301	9.102	9.854	10.237	10.631
TfL	0.866	1.575	1.722	1.801	1.886
EPSA, grants etc	0.493	0.875	0.948	0.981	1.015
<b>Total</b>	<b>6.659</b>	<b>11.552</b>	<b>12.524</b>	<b>13.020</b>	<b>13.532</b>

And the impact of the incremental 3%:

**Table 3 - Additional 3%**

	2023/24 (part year)	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
PSA	3.976	6.826	7.390	7.678	7.973
TfL	0.649	1.181	1.291	1.351	1.415
EPSA, grants etc	0.369	0.657	0.711	0.736	0.761
<b>Total</b>	<b>4.994</b>	<b>8.664</b>	<b>9.393</b>	<b>9.765</b>	<b>10.149</b>

#### 4. Funding

- 4.1 As part of its approval in August 2023, the Appointments, Remuneration and Appraisals Committee noted that it did not have the remit to approve the funding strategy for the incremental costs as outlined in Table 3 above. These costs have therefore been recorded as a pressure for the remainder of the 23/24 financial year.
- 4.2 The Home Office has agreed to meet the cost differential between the Home Office forces' 2.5% pay budget and the 7% award from departmental efficiencies.
- 4.3 DfT have indicated their support for BTPA to charge out the part year incremental costs shown in Table 3. These costs would be charged out to stakeholders and the cash collected in 24/25. It is also expected that DfT will provide the additional budget cover required.
- 4.4 The full cost of the 7% pay award has been included within the MTFP for 24/25 and beyond.

5. Recommendation

- 5.1 The Executive recommend that Members approve that the incremental part-year impact of the 2023 pay award as outlined in Table 3 is charged out as part of the 24/25 charges.

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Report to: Full Authority  
 Date: 5 December 2023  
 Subject: 23/24 Forecast Overspend – Funding  
 Sponsor: Chief Executive  
 Author: Chief Financial Officer  
 For: Approval

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## 1. Purpose of paper

- 1.1 The purpose of this paper is to set out the Executive's view on the funding of the 23/24 forecast overspend of £8.5m.

## 2. Background

- 2.1 As at Q2 23/24, excluding the impact of the PRRB settlement, BTP were forecasting an £8.5m overspend against budget with reasonable degree of certainty.

- 2.2 The pressures relate to a spend which was not included within the original budget settlement for 24 25 and which BTP have not been able to manage internally. £6.2m of the £8.5m can be attributed to the following:

- Fixing the Fundamentals (£2.336m) – continued investment in IT capability
- PSD (£0.896m) – continuation of uplift to deal with the increased workload from the PNC/PND programme across the entire force
- Overtime (£2.961m) – additional spend over and above budgeted overtime, to cover vacancies in the establishment

- 2.3 During the year to date, the forecast overspend has been as high as £11m and efforts have been made by BTP to reduce this. Some of the more significant measures taken are:

- A temporary freeze on recruitment between 4th October and the end of the calendar year. This move delayed the recruitment of 47 officers, 13 PCSOs and 59 members of Police staff
- Redistribution of vacancies across funding streams
- Reduced spending on vetting, occupational health and fundamental technology improvements
- Banning first class travel (contractual entitlement for senior officers and staff)
- Travel and accommodation to be used for essential purposes only
- Reductions in overtime to ensure only essential overtime is being worked

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Although the Chief Constable has determined that the recruitment freeze cannot be sustained from January 2024 onwards, many of the other measures taken to reduce spend will remain.

### 3. DfT

- 3.1 The forecast overspend has been flagged consistently with DfT for a number of periods, and they have noted this internally as having a high probability of crystallising. A request has been made to DfT for the additional budget cover, and serious consideration is being given to this request as part of the supplementary estimates process over the coming weeks. It is likely that an agreement to provide the requested additional budget cover will come with certain conditions from DfT around financial management going forward.

### 4. Funding and Reserves

- 4.1 The main item to be discussed at this December Authority meeting is the 24/25 budget. The MTFP paper outlines all of the pressures which could potentially have an impact on next year's charges. As a result, focus has turned to reserves to fund part or all of the £8.5m pressure.
- 4.2 As at the start of the 23/24 financial year, the cash balance was £49.6m. Significant unexpected pressure has already been placed on the cash reserves throughout this financial year due to the higher than expected PRRB settlement with an impact of £4.7m, and the unbudgeted pressures to which this paper speaks. In order to fully assess the impact of fully funding up to £8.5m of pressures from reserves, BTP have carried out some sensitivity analysis of the 5 year cashflow projection. A copy of the cashflows can be seen in Appendix A.
- 4.3 Both scenarios modelled include the same set of assumptions with the exception of London Estates, where a worst-case scenario is modelled for the second cashflow (up to a cost of £18m). The modelling tells us that should the costs for London Estates stay within £15m, £2.8m of the £8.5m could be funded through reserves before the prudent reporting threshold is hit. If the entire £8.5m is absorbed, the cash balance would fall below the threshold in 27/28. If London Estates costs rose to £18m, none of the £8.5m could be absorbed through reserves without hitting the threshold.
- 4.4 The modelling does therefore suggest that with careful management, oversight and forecasting of the London Estates costs, and continuous monitoring and forecasting of the cashflow, up to a £8.5m overspend could be funded through reserves. Accurate forecasting will allow the Authority to react and plan ahead should costs escalate or unforeseen pressures are placed on reserves.

## 5. Recommendation

- 5.1 The Executive recommend that Members approve that up to £8.5m is permanently drawdown from cash reserves in order to fund the 23/24 unbudgeted pressure.
- 5.2 Members should note the risk of placing significant pressure on cash reserves and working capital management. Any spend above the current estimate for London Estates will likely see us dip below the prudent reporting threshold. Additionally, the cashflow will not have capacity to absorb unexpected events such as Operation Overhand. As a reminder, the prudent reporting threshold is in place primarily so that we can always pay the workforce.

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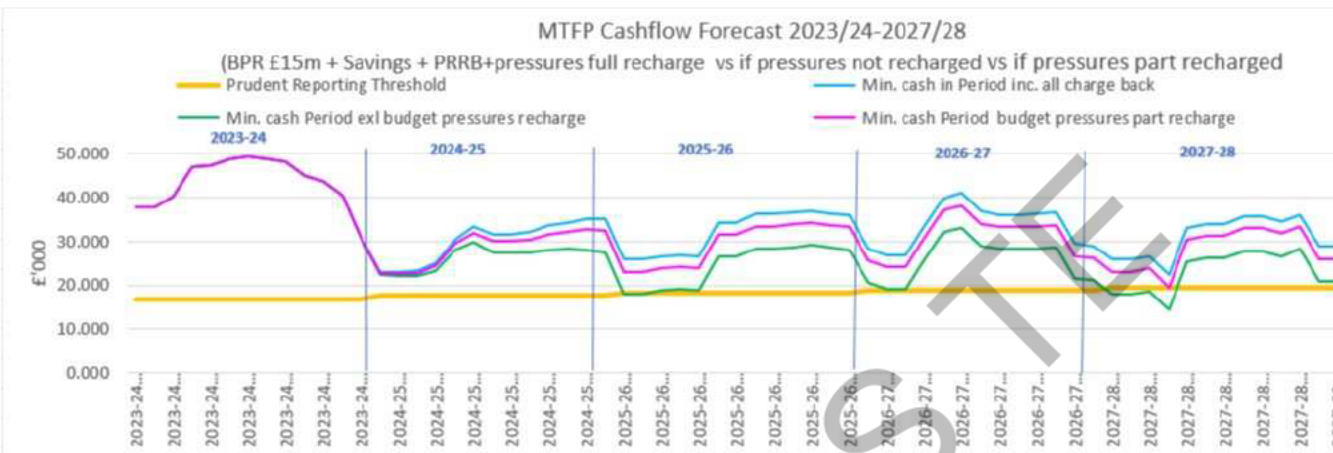
# London Estates- cashflow scenarios

Finance Department, BTP

Date:20/11/2023

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# Scenario 1- London Estates £15m



\*Threshold figures have been updated in line with current MTFP figures

## Green line assumes:

- London Estates expenditure of £15m
- 23/24 pressures of £7.876m funded through reserves
- £1.400m of London Estates savings retained to 27/28
- 23/24 PRRB impact is funded through a recharge in 24/25 charges (direct TfL funding also assumed to be received 24/25)
- £0.900m no longer taken from reserves to fund capital programme from 24/25 onwards.
- £1.028m collected from PSA holders for 22/23 overspend
- Impact of Op Overhand is not included in 23/24 figures.

## Blue line assumes:

- Same assumptions as above except
  - The 23/24 pressures are funded in full through charges in 24/25

## Pink line assumes:

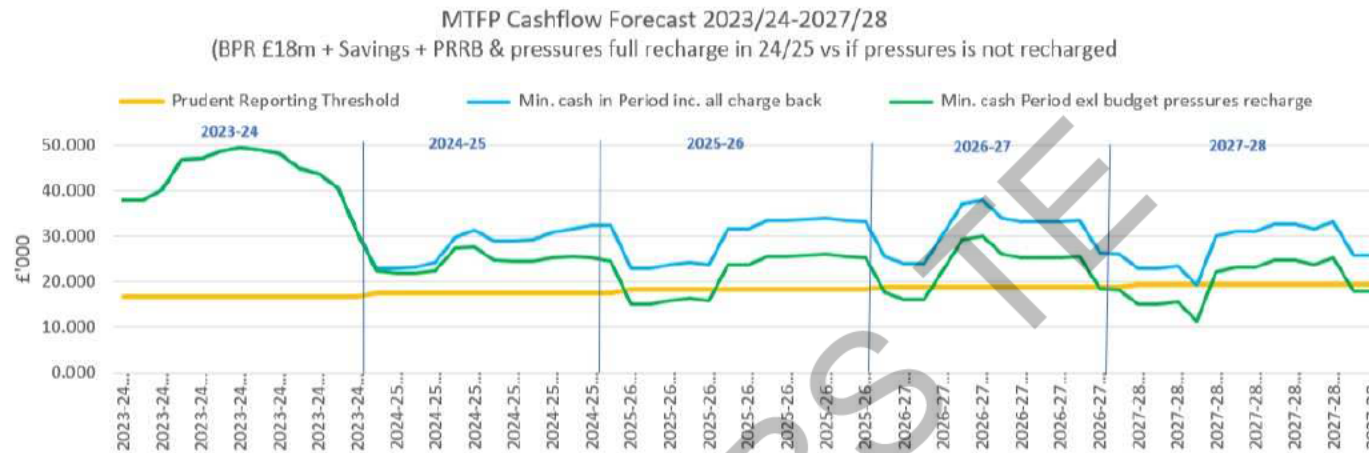
- Same assumptions as green except
  - £2.8m of the 23/24 pressures is funded from reserves and the remainder is charged through charges in 24/25

## Recommendation:

Were £2.8m of the 23/24 pressures funded from reserves and the remaining £5.076m included in the 24/25 charges it is likely that cash funds would remain above the threshold.

However – any future scenarios like Op Overhand where significant cost is incurred before funding is received will cause the balance to fall below the threshold.

# Scenario 2- London Estates £18m



## Green line assumes:

- **London Estates expenditure of £18m**
- **23/24 pressures of £7.876m funded through reserves**
- £1.400m of London Estates savings retained to 27/28
- 23/24 PRRB impact is funded through a recharge in 24/25 charges (direct TfL funding also assumed to be received 24/25)
- £0.900m no longer taken from reserves to fund capital programme from 24/25 onwards.
- £1.028m collected from PSA holders for 22/23 overspend

## Blue line assumes:

- Same assumptions as above apart from
  - **The 23/24 pressures is funded through charges in 24/25**

## Recommendation:

If the London Estates expenditure reaches £18m, the budget pressures would need to be charged out in full.

Even in this scenario, there is one period in 27/28 where cash may go below the threshold. In addition, any significant cost incurred in advance of receipt of funding would cause the balance to go below the threshold.

# Appendix / Current reserves policy

## Basis for threshold

- Value for one period of payroll costs
- Value for one period of non-pay and capital costs
- Less secure income\*

X

X

(X)

X

\*Secure income is calculated as the periodic PSA income charge less the largest PSA charge.

**The cash threshold is set to ensure the Force is able to settle a period's worth of costs without receipt of PSA income in full or any other income.**

The threshold value increases every year as costs are assumed to increase with inflation, pay uplift etc.



Report to: Full Authority  
 Date: 5 December 2023  
 Subject: Funding of backpay of London Allowance during Maternity Leave  
 Sponsor: Chief Executive  
 Author: Chief Financial Officer  
 For: Approval

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 E: general.enquiries@btpa.police.uk

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## 1. Purpose of paper

- 1.1 The purpose of this paper is to set out the Executive's view on the funding of backpay of London Allowance during Maternity Leave.

## 2. Background

- 2.1 For a number of years, BTPA (in common with other London police forces) did not pay London Allowance to women while they were on maternity leave. In 2021, a Court judgement found in favour of the London Allowance being paid to women on maternity leave.
- 2.2 While the Court decision requires backpay to 2021, the BTPA has provided approval to backpay the London Allowance to women during their period of maternity leave to 2015 which is the statute of limitation period.

## 3. Affordability and Approvals

- 3.1 As at September 2023, BTP had implemented a back payment to 2021 at a cost of £50,009. To backpay until 2015 would cost an estimated additional £240,204 including on-costs.
- 3.2 BTP are already forecasting a total overspend of £13.2m for 23/24, and so these payments will add further pressure onto this overspend. If any payment is not made by year end, the expense will be accrued/provided for so that the cost falls into 23/24 to align with the decision and approval to make the payments. Separate papers have been provided to Members to outline how the current pressure of £13.2m could be funded.
- 3.3 As per Managing Public Money, any payment which is novel, contentious or repercussive requires HM Treasury approval. The Chief Constable of BTP (as an Additional Accounting officer) has concerns that the back payment may be considered novel or contentious. The Executive also recognise the additional payment above the legal advice received would come under the definition of a Special Payment. A submission to HM Treasury is being prepared to request approval to backpay to 2015.

## 4. Recommendation

- 4.1 Assuming approval is received from HMT, the Executive recommends that Members approve that the backpay of London Allowance during Maternity Leave is charged out as part of the 24/25 charges, alongside the 2023 part-year effect of the PRRB settlement. £240,204 represents a charge increase of 0.09%. The income for both the PRRB settlement and the backpay of London Allowance during maternity leave will be accrued in 23/24.



Report to: Full Authority  
 Date: 5 December 2023  
 Subject: BTPA Cover: BTP Budget and Medium-Term Financial Plan  
 Sponsor: Chief Executive  
 Author: Chief Financial Officer  
 For: Approval

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## 1. Purpose of paper

- 1.1 The purpose of this paper is to set out the Executive's view on the affordability of the 24/25 PSA charges as part of the MTFP.

## 2. Background

- 2.1 In August 2023, BTPA commissioned BTP to develop the 24/25-28/29 MTFP incorporating certain key principles and assumptions. This commission aimed to reflect the ongoing challenging economic climate and DfT's continued expectations that the BTPA should respond at a similar level to the rest of the rail industry and in line with the rest of central government.
- 2.2 The scenarios concentrated on PSA charges - with EPSA, TfL and other charges continuing on a full cost recovery basis. Any efficiencies found in non-pay would naturally feed through into these contracts too.
- 2.3 The central scenario assumption for the increase to charges for 24/25 was a maximum of 6.5% uplift in PSA charges.
- 2.4 The Force has addressed this central scenario in its paper under Options 1a and 1b. BTP describes that both of these options will result in worse performance than today as well as station closures across C and D Divisions. Option 1b does however assume a remodeled workforce and preserves some elements of strategy delivery through a higher level of proactive policing (22%) than Option 1a would allow (15%).

BTP provides two further scenarios (2a and 2b), both of which would maintain the service currently provided today. Option 2a would keep the same operating model whilst maintaining the same level of proactive policing (28%), but at 'tomorrow's prices' this would require an uplift in funding of 12.2%. Option 2b would also maintain performance and proactive policing time but through remodeling and rebalancing the workforce, therefore requiring an uplift in funding of 8.7%.

Finally, two options (3a and 3b) have been provided to demonstrate the measures to be taken and the funding required in order to provide an improved service with increasing proactive policing time. Both would require the remodeling and rebalancing but would avoid station closures. Option 3a would result in a proactive policing level of 34% with a 12.2% funding uplift whilst Option 3b explores the funding uplift required (21.2%) to maximise the proactive policing time available (40%) which is what BTP considers is necessary to fully deliver the strategic plan.

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- 2.5 BTP has ultimately proposed Option 2b to the Authority which requires a PSA funding uplift of 9.8%. The funding above an 8.7% increase recognises the investment (both in time and cost) needed throughout 24/25 to move to a new delivery model. It also overlays a total uplift of 1% to take account of the additional £2m capital BTP is requesting, and a corresponding increase in project revenue:

	£m	% PSA	FTE
<b>Opening scenario</b>	<b>22.400</b>	<b>8.70</b>	<b>4,935</b>
Starting establishment (P7 forecast)			4,810
Pay variance	-3.125	-1.21	-125
To allow for:			
Extra OT (annual leave entitlement changes)	0.400	0.15	
Extra project revenue (uplift like capital)	0.664	0.26	
Investment in recruitment	0.400	0.15	
Project team (land new frontline model)	1.000	0.39	13
Non-recurring non-pay (land change to frontline)	1.500	0.58	
<b>Total change</b>	<b>0.839</b>	<b>0.32</b>	<b>-50</b>
<b>Revised "ask"</b>	<b>23.239</b>	<b>9.02</b>	<b>4,885</b>
Capital £2m	2.000	0.77	
<b>Total</b>	<b>25.239</b>	<b>9.80</b>	<b>4,885</b>

- 2.6 The capital budget has remained at £12.1m for a number of years (with the exception of the last couple where an uplift of £900k, funded through reserves, has been applied). This is always accompanied by a projects' revenue budget, which is £6.8m for 23/24 (£5m actual spend in 22/23). Last year the capital budget supported the delivery of 27 vehicles, a number of estates refurbishments, a significant investment in BWV (including the deployment of 4200 units) and the delivery of laptops and mobile devices through the Future Technology Programme.

The cash savings made to date through AFOTM portfolio roadmap total £3.5m per annum and are expected to increase to £3.8m from 24/25 onwards. These savings are planned for reinvestment (revenue spend) in a total of 98 projects over the 5-year period to 26/27. It is fair to say that AFOTM is now considered synonymous with the rest of the capital and projects' revenue budget which altogether funds the cyclical and transformational investment in the Force.

- 2.7 As part of its MTFP submission, BTP proposes to work towards a medium-term trajectory of increasing establishments, reaching 5,505 by 2027. It is suggested that this would deliver 40% proactivity, requiring funding of £422m.

### 3. Political context

- 3.1 With a general election on the horizon, this is a critical time for the Department for Transport. They are investing heavily in infrastructure and public transport to improve journeys, boost connections, level up the country and support

economic growth. Central to their mission is delivering transport that works for everyone in our society. The Secretary of State for Transport has displayed a significant amount of interest of late in BTP's operational policing and is a supporter of the policing they deliver on the railway.

#### 4. Additional charges impacting 24/25

- 4.1 As highlighted in the cover paper provided for members of Strategy & Planning Committee in November, there are a number of factors which have the potential to add to the increases in our charges on top of the MTFP settlement next year:

Factor	% PSA increase 23/24 - 24/25
BTP	9.8%
22/23 Overspend (£1.028m)	0.4%
23/24 Pay Award deficit (£5m)	1.5%
23/24 Unfunded overspend (£8.5m)	3.3%
Consolidation of Network Rail EPSAs (£8m)	3.1%
<u>Total</u>	18.1%

- 4.2 Members have approved the 22/23 Overspend charge of £1.028m, and consistent with recent years this will be added to the budget for 24/25 and allocated out to operators. DfT have also indicated their support to charge out the part-year impact of the pay award settlement and so for the purposes of this paper it is assumed that this will be charged to operators in 24/25. Together these two items add 1.9% to the charges levied this year. A paper is also presented to this Authority meeting asking for approval to charge out the cost of back pay of London Allowance during maternity leave. For the purposes of this paper it is assumed that £240,204 will be included within the 24/25 charges, which adds 0.09% to the overall 24/25 charge.
- 4.3 BTPA and BTP both share the strategic ambition that Network Rail EPSAs (c £8m in total) should be consolidated into core policing service delivery and thus the core budget. Recent conversation with Network Rail strategic leadership suggests they may share that view too. However, it is recognised that the pressures already being placed on next year's budget and charges mean it may not be the right time to add on to the PSA charge the impact of this change. Additionally, although the start of CP7 seems the most logical time to do this, discussions between BTPA and senior officials at Network Rail are in their infancy and so there is a fair amount of ground to cover before any formal change is made. As a result, the impact of an additional £8m on the PSA charges for next year as a result of the Network Rail EPSAs should be discounted.
- 4.4 BTP continue to forecast an £8.5m overspend for 23/24 with a degree of certainty. As the costs have been incurred, the funds have been temporarily taken from cash reserves in year, but a decision will need to be made as to how this overspend will be permanently funded. Members will have already seen a number of cashflow scenarios which consider the impact of this overspend on reserves alongside the impact of funding the London Estates Project from reserves. Appendix A provides two further scenarios where a 'stress test' was performed on the cash reserves to understand how much of



the overspend could be absorbed from reserves before we hit the prudent reporting threshold. The first scenario modelled a £15m cost for London Estates; the second an £18m cost. In both situations the prudent reporting threshold is hit, although this is only expected to happen in 27/28 if the costs for London Estates fall within the £15m current estimate. Should this rise to £18m, cash will fall below the prudent reporting threshold as early as 25/26.

All this being said, with a starting point of a 1.9% increase on the prior year charges, and with an ask from BTP to fund 9.8%, serious consideration needs to be given to funding part or all of this overspend from Reserves in order to minimise any additional pressure on charges for next year. The forecast overspend and the need for additional budget cover for this spend has been flagged with DfT consistently in recent months and it is understood that they are giving serious consideration to this as part of the supplementary estimates process over the next few weeks.

## 5. Transport for London

- 5.1 An increase of 8.7% on the prior year PSA charge would translate into a 9.22% increase for TfL. This would mean a charge for 24/25 of £86.9m against a 23/24 charge of £80.9m. Even though a level of ongoing vacancies in London will likely reduce this potential charge to a degree this would still be a very difficult increase to land. TfL have communicated a flat cash expectation for 24/25. We lack the mechanism for *requiring* payment at the levels BTPA determines from TfL as we enjoy with all other key funders. We will need to work through this budget figure with TfL which may only be resolved through reducing the service from BTP. To achieve this is not straightforward as the costings for TfL and the rest of BTP's services are very closely linked.

## 6. Efficiencies

- 6.1 BTP has included detail of its planned efficiencies which have been baked into the MTFP. The majority of the cashable savings relate to those delivered through the Layers and Spans Review and the CT Review as part of AFOTM. These savings amount to £14.8m over the 4 years to 26/27. All of these savings are to be reinvested in other AFOTM projects, none of which currently are planned to deliver further cashable savings. Stakeholders are likely to ask what these savings are being used for and where they will see the benefit. Some may go further and ask whether these savings could instead be used to offset some of the charges.
- 6.2 There are further savings (£1.4m pa) planned to be delivered as a result of the London Estates move. BTP has currently proposed to retain the savings through till 27/28 in order to ease the pressure on the cash reserves caused by the project costs of this move.
- 6.3 BTP has outlined monetisable non-cash releasing savings due to be delivered over 23/24 and 24/25. This includes a £9.2m efficiency as a result of the new model. Given it will take much of 24/25 to implement this, it is perhaps more likely that this will be delivered in 26/27. There is a further saving of £6.1m highlighted as due to BAU drones schedule 8 disruption costs avoided YTD. Though not currently recognised, Members may query whether these could be recurring savings in 24/25. Currently no further non-cash releasing savings are identified beyond next year.

- 6.4 BTP doesn't yet have a strong and cohesive narrative over its efficiencies which will be key to discussions with both DfT and operators over the charge increase for next year.

## 7. Recommendation

- 7.1 The Executive believes Members should support an 8.9% increase in PSA charges with respect to the 24/25 budget. This would support the model proposed at Option 2b with small further uplift (0.2%) towards the identified costs of moving to that model during 2024/25. As part of this, the Executive support a £2m increase to the capital budget taking it to a total of £14.1m and thus have agreed to signal this as a pressure with DfT from P1 next year. However, it is ultimately up to BTP to determine how it wishes to allocate its spend within the boundaries of the 8.9% total uplift. As it stands, taking into account the impact on 2024/25 charges of the 22/23 wash up charge, the 2023 pay settlement and the backpay of London Allowance during maternity leave, this represents a total increase to PSA charges of 10.9% next year. We would then work with the Force to understand the increase in TfL, EPSAs, County Lines and other income/grants and ensure we remain in line with Managing Public Money in terms of not cross subsidising across services.
- 7.2 That Members support the direction of travel that BTP is looking to embark on through the introduction of a new operating model but note that at this stage the Authority is not in a position to approve an MTFP beyond the first year. With a general election expected in the near future as well as 24/25 being the last year of the current spending review there is currently too much uncertainty to enable the Authority to make a long-term commitment to funding.
- 7.3 The proposed 10.9% charge increase is significant, and Members should consider the following risks when considering this proposal:
- Our Stakeholders – a proposed increase of 10.9% will be unexpected and will be a challenge to explain and justify to our Stakeholders.
  - Cash Reserves – agreeing an increase of 10.9% puts significant pressure on cash reserves and working capital management since it implies that the bulk of the 2023/24 overspend will come from reserves. Any spend above the current estimate for London Estates will likely see us dip below the prudent reporting threshold. Additionally, the cashflow will not have capacity to absorb unexpected events e.g just recently significant cost has been incurred on Operation Overhand. Although it is likely that this will be funded by the department, the money has been spent before the income is received. As a reminder, the prudent reporting threshold is in place primarily so that we can always pay the workforce.
  - Budget Delegations – BTPA is required to live within the budget delegations set by DfT. Although a request has been made for an increase in budget cover for the current year such that BTPA can access reserves to fund the overspend, the timing of DfT's supplementary estimates process means that this has not yet been guaranteed. If the additional budget cover is not agreed, BTPA will have breached the 23/24 delegation which is a significant



transgression. This will lead to a loss of trust in BTPA as well as increased scrutiny by DfT and HMT.

- Reputation – Passenger Rail Services are under huge budgetary pressures for next year with operators being asked to find efficiencies and continuing discussions around the possibilities of service cuts. With BTP having a significant overspend in 23/24, as well as a double-digit increase in charges for 24/25, BTP will stand out and questions are likely to be asked about BTPA’s role and responsibility in overseeing the spend and setting budgets.
- Efficiencies – As mentioned in Section 6 above, BTP does not yet have a strong narrative around efficiencies.

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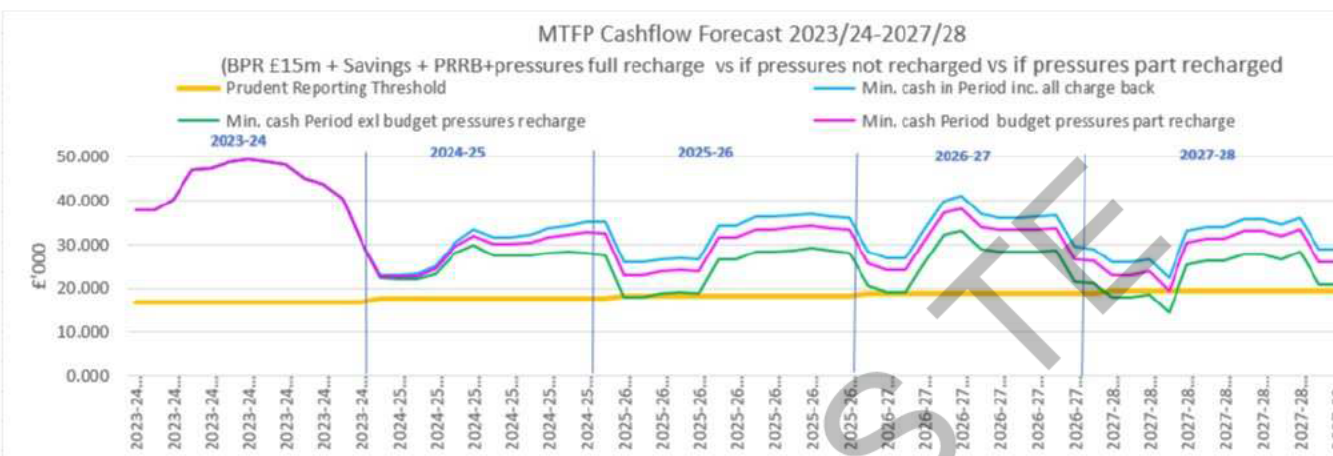
# London Estates- cashflow scenarios

Finance Department, BTP

Date:20/11/2023

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# Scenario 1- London Estates £15m



\*Threshold figures have been updated in line with current MTFP figures

## Green line assumes:

- London Estates expenditure of £15m
- 23/24 pressures of £7.876m funded through reserves
- £1.400m of London Estates savings retained to 27/28
- 23/24 PRRB impact is funded through a recharge in 24/25 charges (direct TfL funding also assumed to be received 24/25)
- £0.900m no longer taken from reserves to fund capital programme from 24/25 onwards.
- £1.028m collected from PSA holders for 22/23 overspend
- Impact of Op Overhand is not included in 23/24 figures.

## Blue line assumes:

- Same assumptions as above except
  - The 23/24 pressures are funded in full through charges in 24/25

## Pink line assumes:

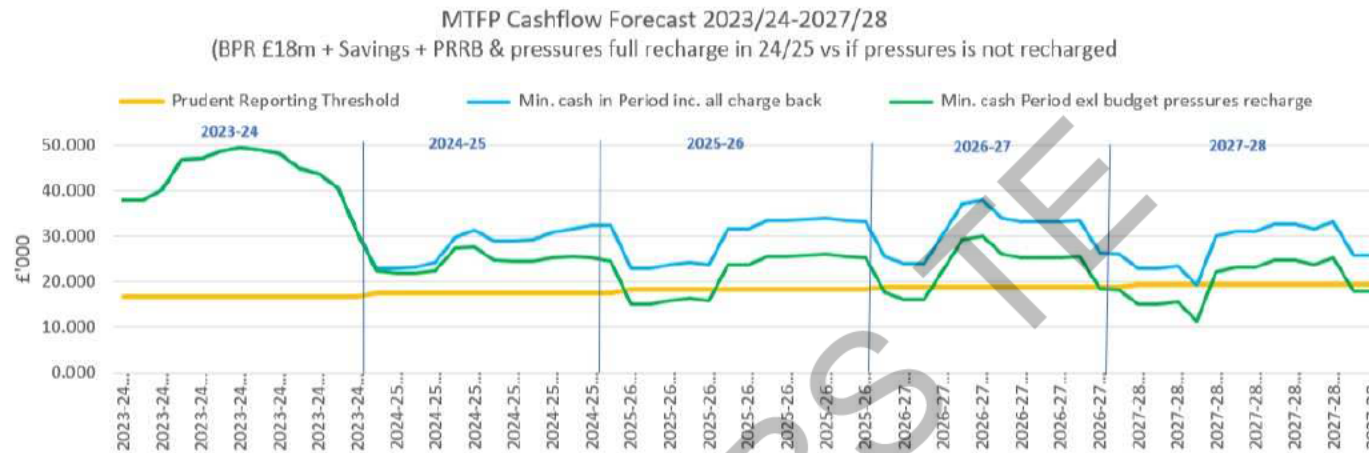
- Same assumptions as green except
  - £2.8m of the 23/24 pressures is funded from reserves and the remainder is charged through charges in 24/25

## Recommendation:

Were £2.8m of the 23/24 pressures funded from reserves and the remaining £5.076m included in the 24/25 charges it is likely that cash funds would remain above the threshold.

However – any future scenarios like Op Overhand where significant cost is incurred before funding is received will cause the balance to fall below the threshold.

# Scenario 2- London Estates £18m



## Green line assumes:

- **London Estates expenditure of £18m**
- **23/24 pressures of £7.876m funded through reserves**
- £1.400m of London Estates savings retained to 27/28
- 23/24 PRRB impact is funded through a recharge in 24/25 charges (direct TfL funding also assumed to be received 24/25)
- £0.900m no longer taken from reserves to fund capital programme from 24/25 onwards.
- £1.028m collected from PSA holders for 22/23 overspend

## Blue line assumes:

- Same assumptions as above apart from
  - **The 23/24 pressures is funded through charges in 24/25**

## Recommendation:

If the London Estates expenditure reaches £18m, the budget pressures would need to be charged out in full.

Even in this scenario, there is one period in 27/28 where cash may go below the threshold. In addition, any significant cost incurred in advance of receipt of funding would cause the balance to go below the threshold.

# Appendix / Current reserves policy

## Basis for threshold

- Value for one period of payroll costs
- Value for one period of non-pay and capital costs
- Less secure income\*

X

X

(X)

X

\*Secure income is calculated as the periodic PSA income charge less the largest PSA charge.

**The cash threshold is set to ensure the Force is able to settle a period's worth of costs without receipt of PSA income in full or any other income.**

The threshold value increases every year as costs are assumed to increase with inflation, pay uplift etc.



Report to: Strategy & Planning Committee  
 Date: 15 November 2023  
 Subject: BTPA 24/25 Budget and 5-year MTFP  
 Sponsor: Chief Financial Officer  
 Author: Risk & Assurance Manager  
 For: Endorsement

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## 1. Purpose of paper

- 1.1 The purpose of this paper is to request endorsement of the BTPA 2024/25 budget and 2024-29 Medium Term Financial Plan. To note, some of the totals may not add up due to rounding.

## 2. Background – Current BTPA 2023/24 Budget and Q2 Full Year Forecast

	2023/24	2023/24		
	Q2 Forecast	Budget	Variance	
	£'000	£'000	£'000	%
<b>Executive</b>	2,141	2,362	221	-9%
<b>Members</b>	342	316	26	8%
	<b>2,483</b>	<b>2,678</b>	<b>195</b>	<b>7%</b>

- 2.1 **Executive** – The 23/24 forecast is below budget largely due to an underspend in staff pay (£1,025k revised outturn at Q2 vs £1,354k budgeted).
- 2.2 **Members** – The 23/24 forecast is above budget largely due to an unbudgeted training cost (i-Cubed, diversity solution).

## 3. Proposed BTPA 2024/25 Budget

	2023/24 Budget £'000	2023/24 Q2 Forecast £'000	2024/25 Budget £'000
<b>Executive Members</b>	2,362	2,141	2,470
	316	342	353
	<b>2,678</b>	<b>2,483</b>	<b>2,823</b>
<b>Variance to 23/24 budget</b>	<b>145</b>	<b>340</b>	
<b>% Variance to 23/24 budget</b>	<b>5%</b>	<b>12%</b>	

- 3.1 The proposed 24/25 budget of £2,823k is 5% higher than the 23/24 budget and 12% higher than the 23/24 forecast outturn. The Executive's budget allocation is 87% of the total Authority's budget for 24/25 (87% in the 23/24 budget).

#### 4. BTPA 2024/25 – Executive Budget key assumptions

	2024/25 Budget £'000	2023/24 Budget £'000	2023/24 Q2 Forecast £'000
Staff Pay	1,532	1,354	1,025
Temporary Staff	50	0	73
Supplies & Services	783	841	876
Communications	30	29	34
Insurance, Legal & Claims	70	71	70
Training	30	50	49
Travel	16	17	15
	<b>2,432</b>	<b>2,362</b>	<b>2,141</b>
<b>£ Variance to 23/24 budget</b>		<b>70</b>	<b>291</b>
<b>% Variance to 23/24 budget</b>		<b>3%</b>	<b>14%</b>

- 4.1 The 2024/25 budget is higher than the current year budget, and the current year forecast due to the following factors:

- Staff Pay and Temporary Staff:

- Staff Pay makes up 59% of the Executive's total budget in 24/25 (41% in Q2 Forecast 23/24 and 57% in 23/24 budget). Including temp staff, at Q2 23/24 this is 51%. The reason for the slight reduction in Q2 is due to vacancies (Risk & Assurance Manager until Oct 2023; Head of Stakeholder Engagement; gap in filling the new Head of Governance & People).
- The Executive is expected to be at full capacity in the next financial year. Recruitment is planned for a Stakeholder Engagement role therefore this is budgeted from April.
- The Authority approved a 7% staff pay award in 2023 though only 4% was budgeted. 4% has been estimated for 2024.
- £50k of temporary staff costs has been budgeted, being some contingency for the current Finance Business Partner – Charging which has one month in 2024/25 and an allowance in case of other turnover requiring temporary staff.
- Supplies and Services:
  - Costs under Supplies and Services have been estimated based on anticipated usage. For long-standing suppliers such as GIAA and Sherry Design estimates have been sought.
  - Consultancy has a £50k allowance in case of consultancy work in addition to known work such as pensions.
- Communications:
  - Communications costs including the software license for Board Intelligence (£24.5k) and the provision of maintenance and security of the website (£5k), have been increased in line with supplier quote.
- Insurance, Legal & Claims:
  - Legal costs have been set at a level stable with the 23/24 budget and Q2 forecast. The Authority is not currently expecting there to be additional activity in these areas.
- Training:
  - Staff training and development costs included i-Cubed diversity training in 23/24 which is not expected to recur and so the budget for 24/25 has been reduced to £30k. This is in line with 22/23 actuals.
- Travel:
  - All Travel related costs have been averaged between 23/24 budget, forecast and also the 22/23 actuals. Rail travel costs have been increased by 9% which aligns with the increase in ticket prices anticipated to be announced for March 2024. It is assumed the

same number of national Authority meetings and stakeholder events (4) will take place in 24/25.

## 5. BTPA 2024/25 – Members’ Budget key assumptions

5.1 The 2024/25 budget is above the current year budget and the current year forecast due to the following factors.

	2024/25 Budget £'000	2023/24 Budget £'000	2023/24 Q2 Forecast £'000
Staff Pay	317	254	258
Supplies & Services	2	15	27
Training	17	17	37
Travel	17	30	20
	<b>353</b>	<b>316</b>	<b>342</b>
<b>Variance to 23/24 budget</b>		<b>37</b>	<b>11</b>
<b>% Variance to 23/24 budget</b>		<b>12%</b>	<b>3%</b>

### Member Pay:

- Member Pay makes up 89% of the Members’ total budget in 24/25 (75% in Q2 forecast 23/24 and 80% in 23/24 budget). Recruitment of six new members in Q3 and Q4 23/24 moves the total membership from 10 members to 16; this is the main driver for this cost increase
- One member is due to leave in January so we expect 15 members for most of 2024/25.

### Supplies and Services:

- Consultancy costs have been decreased to £0 since no spend in previous years.
- £2k added for event costs such as venue costs, guest speakers and catering.

### Training:

- Given the number of new members, and the importance of continuous training, a budget of c. £17k has been made. This is an uplift from the 2022/23 actuals of £11k, and lower than Q2 forecast in 2023/24 which included one-off costs for i-cubed.

### Travel:

- The assumption for Travel related costs aligns with the assumption for the Executive.

## 6. BTPA 2024-29 MTFP

- 6.1 The table below details the BTPA proposed MTFP position for 2024/25 to 2028/29. The proposed 24/25 budget has been rolled forward as an estimate of current costs using assumptions in line with the overall BTP/A MTFP.
- 6.2 Staff costs are expected to increase as per the pay award assumptions. The BTPA Executive and Member team sizes are expected to remain consistent from 2024/25 onwards.
- 6.3 Total non-pay costs are assumed to broadly increase in line with inflation.

	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	2027/28 Budget £'000	2028/29 Budget £'000
Executive	2,314	2,470	2,495	2,551	2,610	2,670
Members	364	353	362	370	378	386
	<b>2,678</b>	<b>2,823</b>	<b>2,858</b>	<b>2,921</b>	<b>2,988</b>	<b>3,057</b>
Year-on-year change		<b>145</b>	<b>35</b>	<b>63</b>	<b>67</b>	<b>69</b>
% change		<b>5.41%</b>	<b>1.23%</b>	<b>2.20%</b>	<b>2.30%</b>	<b>2.30%</b>

## 7. Recommendations

- 7.1 Members are asked to approve the 24/25 budget and the 2024/29 BTPA MTFP in principle.



Report to: Strategy & Planning Committee / Full Authority  
 Date: 15 November 2023 / 5 December 2023  
 Subject: BTPA 24/25 Budget and 5-year MTFP  
 Sponsor: Chief Financial Officer  
 Author: Risk & Assurance Manager  
 For: Endorsement

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## 1. Purpose of paper

- 1.1 The purpose of this paper is to request endorsement of the BTPA 2024/25 budget and 2024-29 Medium Term Financial Plan. To note, some of the totals may not add up due to rounding.

## 2. Background – Current BTPA 2023/24 Budget and Q2 Full Year Forecast

	2023/24	2023/24		
	Q2 Forecast	Budget	Variance	
	£'000	£'000	£'000	%
<b>Executive</b>	2,141	2 362	221	-9%
<b>Members</b>	342	316	26	8%
	<b>2,483</b>	<b>2,678</b>	<b>195</b>	<b>7%</b>

- 2.1 **Executive** – The 23/24 forecast is below budget largely due to an underspend in staff pay (£1,025k revised outturn at Q2 vs £1,354k budgeted).
- 2.2 **Members** – The 23/24 forecast is above budget largely due to an unbudgeted training cost (i-Cubed, diversity solution).

## 3. Proposed BTPA 2024/25 Budget

	2023/24 Budget £'000	2023/24 Q2 Forecast £'000	2024/25 Budget £'000
<b>Executive Members</b>	2,362	2,141	2,470
	316	342	353
	<b>2,678</b>	<b>2,483</b>	<b>2,823</b>
<b>Variance to 23/24 budget</b>	<b>145</b>	<b>340</b>	
<b>% Variance to 23/24 budget</b>	<b>5%</b>	<b>12%</b>	

- 3.1 The proposed 24/25 budget of £2,823k is 5% higher than the 23/24 budget and 12% higher than the 23/24 forecast outturn. The Executive's budget allocation is 87% of the total Authority's budget for 24/25 (87% in the 23/24 budget).

#### 4. BTPA 2024/25 – Executive Budget key assumptions

	2024/25 Budget £'000	2023/24 Budget £'000	2023/24 Q2 Forecast £'000
Staff Pay	1,53	1,354	1,025
Temporary Staff	50	0	73
Supplies & Services	783	841	876
Communications	30	29	34
Insurance Legal & Claims	70	71	70
Training	30	50	49
Travel	16	17	15
	<b>2,432</b>	<b>2,362</b>	<b>2,141</b>
	<b>£ Variance to 23/24 budget</b>	<b>70</b>	<b>291</b>
	<b>% Variance to 23/24 budget</b>	<b>3%</b>	<b>14%</b>

- 4.1 The 2024/25 budget is higher than the current year budget, and the current year forecast due to the following factors:

- Staff Pay and Temporary Staff:

- Staff Pay makes up 59% of the Executive's total budget in 24/25 (41% in Q2 Forecast 23/24 and 57% in 23/24 budget). Including temp staff, at Q2 23/24 this is 51%. The reason for the slight reduction in Q2 is due to vacancies (Risk & Assurance Manager until Oct 2023; Head of Stakeholder Engagement; gap in filling the new Head of Governance & People).
- The Executive is expected to be at full capacity in the next financial year. Recruitment is planned for a Stakeholder Engagement role therefore this is budgeted from April.
- The Authority approved a 7% staff pay award in 2023 though only 4% was budgeted. 4% has been estimated for 2024.
- £50k of temporary staff costs has been budgeted, being some contingency for the current Finance Business Partner – Charging which has one month in 2024/25 and an allowance in case of other turnover requiring temporary staff.
- Supplies and Services:
  - Costs under Supplies and Services have been estimated based on anticipated usage. For long-standing suppliers such as GIAA and Sherry Design estimates have been sought.
  - Consultancy has a £50k allowance in case of consultancy work in addition to known work such as pensions.
- Communications:
  - Communications costs including the software license for Board Intelligence (£24.5k) and the provision of maintenance and security of the website (£5k), have been increased in line with supplier quote.
- Insurance, Legal & Claims:
  - Legal costs have been set at a level stable with the 23/24 budget and Q2 forecast. The Authority is not currently expecting there to be additional activity in these areas.
- Training:
  - Staff training and development costs included i-Cubed diversity training in 23/24 which is not expected to recur and so the budget for 24/25 has been reduced to £30k. This is in line with 22/23 actuals.
- Travel:
  - All Travel related costs have been averaged between 23/24 budget, forecast and also the 22/23 actuals. Rail travel costs have been increased by 9% which aligns with the increase in ticket prices anticipated to be announced for March 2024. It is assumed the

same number of national Authority meetings and stakeholder events (4) will take place in 24/25.

## 5. BTPA 2024/25 – Members’ Budget key assumptions

5.1 The 2024/25 budget is above the current year budget and the current year forecast due to the following factors.

	2024/25 Budget £'000	2023/24 Budget £'000	2023/24 Q2 Forecast £'000
Staff Pay	317	254	258
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### Member Pay:

- Member Pay makes up 89% of the Members’ total budget in 24/25 (75% in Q2 forecast 23/24 and 80% in 23/24 budget). Recruitment of six new members in Q3 and Q4 23/24 moves the total membership from 10 members to 16; this is the main driver for this cost increase
- One member is due to leave in January so we expect 15 members for most of 2024/25.

### Supplies and Services:

- Consultancy costs have been decreased to £0 since no spend in previous years.
- £2k added for event costs such as venue costs, guest speakers and catering.

### Training:

- Given the number of new members, and the importance of continuous training, a budget of c. £17k has been made. This is an uplift from the 2022/23 actuals of £11k, and lower than Q2 forecast in 2023/24 which included one-off costs for i-cubed.

### Travel:

- The assumption for Travel related costs aligns with the assumption for the Executive.



## 6. BTPA 2024-29 MTFP

- 6.1 The table below details the BTPA proposed MTFP position for 2024/25 to 2028/29. The proposed 24/25 budget has been rolled forward as an estimate of current costs using assumptions in line with the overall BTP/A MTFP.
- 6.2 Staff costs are expected to increase as per the pay award assumptions. The BTPA Executive and Member team sizes are expected to remain consistent from 2024/25 onwards.
- 6.3 Total non-pay costs are assumed to broadly increase in line with inflation.

	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	2027/28 Budget £'000	2028/29 Budget £'000
Executive	2,314	2,470	2,495	2,551	2,610	2,670
Members	364	353	362	370	378	386
	<b>2,678</b>	<b>2,823</b>	<b>2,858</b>	<b>2,921</b>	<b>2,988</b>	<b>3,057</b>
Year-on-year change		<b>145</b>	<b>35</b>	<b>63</b>	<b>67</b>	<b>69</b>
% change		<b>5.41%</b>	<b>1.23%</b>	<b>2.20%</b>	<b>2.30%</b>	<b>2.30%</b>

## 7. Recommendations

- 7.1 Members are asked to approve the 24/25 budget and the 2024/29 BTPA MTFP in principle.

Report to: Strategy & Planning Committee / Full Authority  
 Date: 15 November 2023 / 5 December 2023  
 Subject: Update – Proposal for new charging methodology  
 Sponsor: Sarah Church - CFO  
 Author: Vicky Tanner – Contracts and Compliance Manager  
 For: Noting

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## 1. Purpose of paper

- 1.1 To provide members with an update on the proposal to introduce a new charging methodology.

## 2. Background

- 2.1 On 22 May 2023 BTPA Exec provided an update to Members concerning the proposal to introduce a new PSA charging methodology and the suggested next steps.
- 2.2 Over the last year BTPA have been developing a new charging methodology which could replace the current cost allocation model. The new methodology would align to the design principles agreed by the Authority in June 2022.

## 3. Update

- 3.1 On 4 August 2023, the BTPA Exec presented the preferred option to the DfT SOAP board requesting their endorsement of the methodology and requesting approval to consult with PSA holders. DfT endorsed the proposed methodology and gave approval to start the consultation process. But BTPA were given four actions to progress alongside the consultation process. These were:-

- Seek formal legal advice on whether the proposed model is compliant with Section 33 (4) of Railway & Transport Safety Act 2003. A meeting has been scheduled with the BTPA PSA solicitor for week commencing 13 November 2023.
- Data availability, specifically the timeliness of data sources was to be considered. Initial review highlights opportunities which require further evaluation with regards the transparency aspect of the consultations design principles.
- Passengers vs Distance as a potentially negatively impacting factor for specific operators was raised and given due consideration. Per the definition of Passenger Kilometres, it is felt that appropriate regard and weighting is applied within the proposed methodology through its use.

- Open Access operators and the associated relationship between charges and distance was explored with further works being undertaken to assess the impact crime has had on charges over the course of the assessment window.

3.2 BTPA started the consultation with stakeholders on 26 September 2023 and it ended on 7 November 2023. During this time BTPA have held two Town Halls where stakeholders have been able to ask questions concerning the proposed new methodology. Attendance at the first Town Hall was low, but improved for the second Town Hall that was held on 1 November 2023.

3.3 As of 8 November, BTPA have received 16 formal replies, with 2 not completing the formal feedback sheet. Of the 14 completed replies received, 6 of them stated that they were not supportive of the proposed option. Nearly all respondents have asked for additional information including an illustration on what their charges are under the current methodology vs what they would be under the proposed methodology. This is also echoed by those stakeholders who have not made a formal submission. Work is currently underway to further assure the calculations performed to produce the comparative charges for previous years using the proposed new model before a decision is made as to what is shared with stakeholders post consultation.

3.4 There has been a separate session with TfL, who also requested to see how the change in methodology would impact their concession holders, especially given that their concessions are up for renewal over the next 3 years. TfL did raise the issue of affordability for their concession holders. It must be remembered that the PSA charge is an operator's contribution to the cost of core policing, and it is a charge that they are required to pay in accordance with their licencing obligations.

#### 4. Next Steps

4.1 The consultation closed on the 7 November. The Exec are currently reviewing the responses received to date, and what if any additional information needs to be shared with the stakeholders.

4.2 The final recommendation will take into account the legal advice being sought, and how the change might be implemented if agreed.

#### 5. Recommendations

5.1 For the Members to note the contents of the paper and the continued work in this area, and that further decisions (with some potentially at short notice) will need to be made in the near future.

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Report to: Full Authority

Date: 5 December 2023

Subject: BTP/A Board Effectiveness Review Cycle 2024/2026 & Board Effectiveness Review 2024

Sponsor: Head of Governance and People

Author: Board Secretary

For: Decision

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## 1. Purpose of paper

- 1.1 To seek Member endorsement of a refreshed Board Effectiveness Review cycle based on [Cabinet Office Guidance to Arms-Length Bodies \(April 2022\)](#).

## 2. Background

- 2.1 At its meeting on 28 June 2023, the Full Authority approved a proposal for a joint BTPA/BTP ('BTP/A') board effectiveness evaluation framework to be developed and adopted.
- 2.2 This framework would follow on from the Board Effectiveness Evaluation 2022 and the associated Corporate Financial Governance and Policy Review delivered by Deloitte that same year.
- 2.3 The recommended framework is based on Cabinet Office guidance, and its effective delivery will depend on close collaboration between the Authority and the Force thus meeting Action 13/2023 arising from your June 2023 meeting.<sup>1</sup>

## 3. Cabinet Office Guidance / Arms-Length Body Board Effectiveness Reviews

- 3.1 Cabinet Office guidance for board effectiveness reviews notes they should be delivered annually, with an externally facilitated review delivered every three years.
- 3.2 There are 15 areas of focus recommended for board effectiveness reviews. One area *must* be considered annually – how the Full Authority and its Committees supporting the Accounting Officer in meeting the requirements set out in Managing Public Money.
- 3.3 The remaining 14 areas *may* be considered as part of each annual review. The 15 areas of focus are set out at Appendix 1, alongside a recommended annual focus for the period 2024/2026. NB the proposed areas of focus towards the end of the cycle are those measures which, in the view of the Board Secretary,

<sup>1</sup> Action 13/2023: '...a joint board effectiveness evaluation framework be drafted collaboratively between BTPA and BTP and reported back to the Full Authority'.

are best delivered through external facilitation e.g., how the Full Authority's practices, relationships and cultural norms compare with other ALBs / best practices.

#### 4. Refreshed BTP/A Board Effectiveness Review Cycle 2024/2026 & Board Effectiveness Review 2024

- 4.1 In light of the recommended three-year cycle of annual reviews interspersed with externally facilitated reviews, we recommend that each annual review consist of Area 1 (Supporting the Accounting Officer) plus a focus on up to five other Areas – with areas not subject to the annual review considered later in the three-year cycle. The intention is that the three-year cycle will (including the externally facilitated review in Year 3) cover all 15 recommended areas.
- 4.2 As noted above a proposed three-year cycle for the BTPA is set out at Appendix 1 with the suggested focus of each year. Members are invited to comment on it and suggest any amendments.
- 4.3 Subject to any comments on the recommended focus each year, also provided for comment at Appendix 2 is a headline summary of how the BTP/A Board Effectiveness Review 2024 would be delivered. Once Member feedback has been provided, BTPA Executive will work with the Chair to finesse the detail of the 2024 Review and move towards its delivery.
- 4.4 The Board Effectiveness Review Action Plan for each year in the cycle would refer, where relevant, to board effectiveness actions from the most recent [BTPA Board Effectiveness Action Plan 2022](#) to ensure continuity in BTPAs approach to board effectiveness.
- 4.5 Members will recall that a number of areas were graded green (delivered) through the 2022 Plan, including,
- More opportunities for informal and/or strategic engagement between BTPA/BTP
  - Adoption and monitoring of BTPA Goals
  - Revised Scheme of Financial Delegations
  - BTPA Oversight Mapping
  - Increased BTPA involvement in and oversight of People and Culture issues
  - Increased focus on Legitimacy
  - Regular tempo of Chief Executive written reporting to Members, and circulation of BTPA Key Messages
  - Tailored delivery of hybrid meetings
- 4.6 Nevertheless, some areas were graded amber (in progress) in the 2022 Plan and these will be factored into future Board Effectiveness Review activity. These include,



- Comprehensive implementation of Deloitte Report into BTP/A Ways of Working
- Improved BTPA Senior Leadership Team / BTP Chief Officer Group liaison
- Member Engagement outside of the formal meeting structure
- Delineation of strategic issues BTPA wishes to focus on when scrutinising the Force
- Supporting BTP cultural change through adopting relevant recommendations from Home Office Dismissals Review
- Commissioning of material for BTPA meeting cycle
- Identify opportunities for greater cohesion between BTPA and BTP in delivery of strategic planning cycle
- Increasing public accessibility to BTPA meetings.

## 5. Recent Board Effectiveness Activity

- 5.1 Finally, to provide some assurance to the Full Authority that board effectiveness activity continues to underpin the work of the BTPA Executive, some examples of recent board effectiveness activity and outcomes are provided below.
- 5.2 **BTPA Audit and Risk Assurance Committee Effectiveness Exercise and Action Plan.** Your Audit Committee adopted a Committee Effectiveness Programme for 2023/24 at its September 2023 meeting. The effectiveness programme is designed to address areas of improvement for that Committee, and its delivery is subject to quarterly monitoring.
- 5.3 **BTPA Full Authority Onboarding.** The impending appointment of a number of new Members to the Full Authority has prompted, at the direction of the Chair, the development of a Full Authority onboarding programme which will commence with a two-day induction event in early 2024. This is the subject of a paper elsewhere on today's agenda. Alongside this we have fully refreshed the Member handbook and hope this will prove a useful and informative document to all Members.
- 5.4 **BTPA Committee Onboarding.** BTPA Member for Scotland, Iain Whyte, took the chair of Scottish Railways Committee on 22 November 2023, having shadowed BTPA Chair & Interim SRPC Chair Ron Barclay-Smith. Iain has been provided an SRPC-specific induction plan, the delivery of which is tailored to his feedback. Committee-specific induction plans will be provided to all Members on joining Committees for the first time and the Chair will be leading a review of all Committee membership in early 2024.
- 5.5 **BTP/A Livestreaming.** In collaboration with the Force's Digital Workplace Team, BTPA aims to livestream a Full Authority meeting in the near future (potentially, at the time of writing, today's meeting), to bring the Authority into line with peers in terms of public accessibility and transparency.

## 6. Next Steps

6.1 The annual cycle of board effectiveness reviews under this refreshed approach will be,

- **December.** Confirm board effectiveness review focus for the following year / (from 2024) receive update on delivery of board effectiveness review action plan approved in June.
- **December – May.** Board Effectiveness Review fieldwork and completion of action plan approved the previous June.
- **June - Full Authority** approves board effectiveness review report and Action Plan / Report submitted to Sponsor Department.
- **June – December.** Delivery of action plan.

## 7. Recommendations

- 7.1 Members approve in principle the adoption of the Cabinet Office Arm’s Length Body Board Effectiveness Review Principles.
- 7.2 Members comment on the proposed annual focus each year under the proposed three-year board effectiveness review cycle (Appendix 1).
- 7.3 Subject to the above, Members approve the draft BTPA Board Effectiveness Review Action Plan 2024 (Appendix 2).

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## Appendix 1: BTPA Board Effectiveness Review Cycle 2024-2026

ALB BER Guidance	Serial	Area	2024	2025	2026
Must be considered annually	1	How the board and its committees support the Accounting Officer in meeting the requirements set out within <a href="#">Managing Public Money</a> .	Included	Included	Included
May be considered annually	2	The overarching culture and tone set by the board. Clarity of, and leadership given to, the purpose, direction and values of the ALB.			Included
	3	How the board has appropriately considered whether the ALB's policies and actions support Ministers' strategic aims.	Included		
	4	The quality of relationships between all board members and its relationships with the ALB's stakeholders. In particular, relationships between the executive and non-executive members, the board and its sponsoring department and Ministers.			Included
	5	How the board communicates with, listens and responds to, its organization and other stakeholders.		Included	
	6	The composition of the board and its committees; including the balance of skills, experience, knowledge, and diversity (including diversity in its broadest sense, i.e., diversity of place).	Included		
	7	Processes for identifying, reviewing and managing risks.		Included	
	8	Succession and development plans.	Included		
	9	Progress on the implementation of recommendations made in the last annual review.		Included	
	10	Quality of the general information provided on the ALB and its performance, in particular KPIs used.		Included	
	11	Evidence that the board is using high quality performance data to assess whether outcomes and KPIs are being achieved, and how the board is challenging whether the data it is provided represents best practice.			Included
	12	Quality and timing of papers and presentations to the board.	Included		
	13	Quality of discussions around individual proposals and time allowed. The process the chair uses to ensure sufficient debate for major decisions or contentious issues – including how constructive challenge is encouraged.		Included	

	14	Effectiveness of board committees, including their Terms of Reference, and how they are connected with the main board.	Included		
	15	How the board's practices, relationships and cultural norms compare with other ALBs / best practices.			Included

#### Draft BTPA Board Effectiveness Review 2024 Action Plan

ALB BER Guidance	Serial	Area	Headline Board Effectiveness Review Activity
Must be considered annually	1	How the board and its committees support the Accounting Officer in meeting the requirements set out within <a href="#">Managing Public Money</a> .	To be determined in consultation with Accounting Officer.
Annual Focus 2024	3	How the board has appropriately considered whether the ALB's policies and actions support Ministers' strategic aims.	Mapping exercise of BTP/A Activity in support of Secretary of State letter to Chair regarding DfT Priorities 23/24 [15 August 2023] [Board Intelligence Serial E019].
	6	The composition of the board and its committee ; including the balance of skills, experience, knowledge, and diversity (including diversity in its broadest sense, i.e. diversity of place)	BTP/A Skills Audit of new and existing Members and refresh of Committee membership.
	8	Succession and development plans.	Assessment of senior succession planning by Appointments Committee.
	12	Quality and timing of papers and presentation to the board.	Assessment of number of late papers throughout 23/24.  Questionnaire to Members on quality and timing of papers.  Case study of significant outline/full business case considered by Full Authority 23/24.
	14	Effectiveness of board committees, including their Terms of Reference, and how they are connected with the main board	Committee Effectiveness Exercises based on Audit Committee pilot (July 2023).  Annual Refresh of Terms of References.

Report to: Full Authority  
 Date: 5 December 2023  
 Subject: New Member Induction  
 Sponsor: Hugh Ind, CEO  
 Author: Susan Kohler, Head of Governance and People  
 For: Noting

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## 1. Purpose of paper

- 1.1 The paper provides an update on the appointment of new Members to the Authority and plans for their induction.

## 2. Background

- 2.1 The appointment of Iain Whyte in early November, as the Member for Scotland, made the Authority quorate whilst HMG considered the appointment of other Members following a recruitment exercise earlier this year.
- 2.2 On 22 November the Department for Transport (DfT) confirmed the Prime Minister had approved the appointment of four new Members and a Deputy Chair. The Deputy Chair and the four new Members have accepted the posts, subject to successful vetting clearance.
- 2.3 Those who have accepted are now going through the vetting process before DfT can formally offer them positions. If successful we expect them to be offered posts for a four-year term, and join in January/February 2024.

## 3. Consideration

- 3.1 Through discussion with the Chair, we have devised a two-day induction programme for new Members to participate in (attached as Annex A). The programme is illustrative of the content we plan but the timings, including the end time of day two, and sequencing may change depending on availability.
- 3.2 We expect the two-day induction to take place in mid-late January / early February 2024 and will be inviting current Members to join the induction as a refresher and the evening of the first day.
- 3.3 We welcome the support and input from the Force, current Members and the Executive team in making the two-day induction a success.
- 3.4 We also plan to deliver training on pensions, Health and Safety, risk management and whistleblowing to all Members. We are determining if this will form part of the two-day induction or take place as separate events and further information will follow.



- 3.5 Separately, Committee-specific induction plans will be provided to all Members ahead of joining Committees for the first time.
- 3.6 We have fully refreshed and shared the Member handbook and hope this will provide a useful and informative document for all Members.
- 3.7 We welcome comments and feedback from current Members based on their own induction experiences.

4. Recommendations

- 4.1 Members and Full Authority attendees are invited to note the two-day induction plan and support this along with other training and committee-specific induction plans as these are developed.

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**Annex A – Member Induction Event Programme**

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**Day 1 (BTPA / Industry)**

Time	Session	Lead	Venue
9.00am-10:00 am	<b>Introduction</b> Welcomes, brief outline of induction programme.	Chair	FHQ G1/2
10.00am-10:45am	<b>Chief Executive Officer Briefing</b> Key issues facing BTPA	Hugh Ind	FHQ G1/2
10.45am-11.00am	Comfort Break		FHQ
11.00am-11.45am	<b>Chief Financial Officer Briefing</b> Key financial issues facing BTPA Description of portfolio cluster, and key issues.	Sara Church	FHQ G1/2
11.45am-12.30am	<b>Head of Governance and People</b> Description of portfolio and its key issues	Susan Kohler	FHQ G1/2
12.30pm – 1.15pm	Lunch		FHQ G1/2
1.15pm – 2.00pm	<b>Strategy, Planning and Engagement</b> Description of portfolio and key issues	SLT Member TBC	FHQ G1/2
2.00pm-2.45pm	<b>BTPA Project Director</b> Description of portfolio and key issues	Kate Carr	FHQ G1/2
2.45pm – 3.00pm	Comfort Break		FHQ
3.00pm – 3.45pm	<b>Industry Briefing</b> View from industry on its headline issues, and expectations of BTP, policing and security.	Industry Attendee TBC	FHQ G1/2
3.45pm – 4.45pm	<b>Introduction &amp; Day 2 Lookahead</b>	Lucy D’Orsi	CC’s office

	Introduction from Chief Constable and lookahead for Day 2		
4.45pm – 5.00pm	Comfort Break		FHQ
5.00pm – 6.00pm	<b>Practical Interest Stand</b> Breakout session involving practical look & feel e.g. drones, VR, dogs, PowerBI, taser etc.	BTP	FHQ
6.00pm – close	<b>Informal Drinks and Snacks</b> Move to local venue for snacks, refreshments and social	Raquel Cortes	Pub TBC

### Day 2 (BTP / Sponsor)

Time	Session	Lead	Venue
9.00am-12.00pm	<b>BTP Site Visit(s)</b> New Members (in groups of 2/3 if necessary) to undertake site visit / observe BTP patrol. Each group to be accompanied by exec colleague.	Individual BTPA Exec Team Member	Stratford, TfL etc TBC
12.00pm-12.30pm	Lunch		FHQ
12.30pm – 1.15pm	<b>Chief Constable</b> Key issues facing the Force	Lucy D’Orsi	FHQ G1/2
1.15pm – 2.00pm	<b>Deputy Chief Constable</b> Description of portfolio and its key issues	Alistair Sutherland	FHQ G1/2
2.00pm-2.45pm	<b>Assistant Chief Constables</b> Description of individual portfolios and current issues	Sean O’Callaghan, Charlie Doyle and Allan Gregory	FHQ G1/2
2.45pm-3.00pm	Comfort Break		FHQ G1/2
3.00pm – 3.45pm	<b>Director of People and Culture</b> Description of portfolio and its key issues	Rachael Etebar	FHQ G1/2
3.45pm – 4.30pm	<b>Director of Corporate Development</b>	Steff Sharp	FHQ G1/2

	Description of portfolio and its key issues		
4.30pm – 5.15pm	<b>DfT Sponsor</b> View from Sponsor and expectations of BTPA	Oliver Mulvey	FHQ G1/2
5.15pm – 6.00pm	<b>Debrief and Lookahead to broader induction activity</b> Debrief and signposting to further induction activity	Ron Barclay-Smith, Hugh Ind and Lucy D’Orsi	FHQ G1/2
6.00pm – close	Depart		N/A

WEBSITE

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



**Report to:** British Transport Police Authority

**Date:** 05/12/2023

**Subject:** Chief Constable's Report

**For:** Noting

## 1. PURPOSE OF PAPER

1.1 This report brings to the attention of Members of the Police Authority items that I consider they will wish to note.

## 2. DEATH OF RON BROWNE

2.1 Sadly, I must inform you that one of our colleagues, Ron Browne, has passed away. Ron worked at BTP for a total of 19 years at the The Axis and then at Baskerville House in Birmingham, where he was Building Services Manager.

2.2 Ron returned to work after feeling unwell but was re-admitted to hospital on 7th November. Unfortunately, we were told on the 10th November that he had passed away. He was an incredibly kind and popular member of the team, for whom nothing was too much trouble. Ron loved his job and working for BTP. Steff has visited his family in the UK to give our condolences. He will be sorely missed by anyone who knew and worked with him.

## 3. FINANCIAL UPDATE

3.3 BTP received a funding settlement in 2023/24 that was significantly below our agreed activities. A settlement of 4.5% plus £5m access to reserves, coupled with significant inflation and pressures, has resulted in an overspend in-year. External pressure such as the PRRB settlement and, more recently, Operation Overhand have resulted in further significant budget pressures.

3.4 This year, we have submitted a demand-led and data driven plan for the MTFP. Never before has BTP (or, we believe, any other force) had the science do demonstrate how investment will lead to improved outcomes. Members will recall the capacity planning tool breakfast briefing that helped to frame our MTFP conversations. As Guardians of the Railway, we aim to be data-led in all that we do. This work has spanned several years, and many talented people have come together to link demand to policing performance, cost and outcomes – which was highlighted in the recently published Policing Productivity Review <https://www.gov.uk/government/publications/policing-productivity-review> It enables us to fully understand what we need and where we need it, through an evidence-based approach.

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3.4 For a long time, it has been accepted that BTP cannot articulate the value of our investment choices. Now we can. The MTFP proposal demonstrates, the power of a well-equipped, well cared for, well trained, well led and appropriately funded BTP to ensure that we are an effective and efficient Police Force.

#### 4. A FORCE ON THE MOVE (AFOTM)

4.1 The Transformation portfolio remains focused on delivering our ambitious programme of change. It has sought to reinvest the £14.67m cash releasing savings through the CT Review and Layers & Spans in a range of cyclical and change initiatives that will optimise the delivery of our objectives. The reinvestment also underpins the maintenance of a centralised change capability to ensure that transformation 'sticks'. which was a key theme in our all-people survey.

4.2 In line with the emerging Government Efficiencies Framework, we remain committed to the identification of Cash releasing. Future efficiency plans are developing, with the London Estates savings currently the primary cashable contributor as well as business as usual savings through our Every Penny Counts initiative, where £60k has been recorded so far this year, on top of the £730k rolled over as recurring savings from the baseline of 2022/23 when the enterprise started.

4.3 Whilst it is important to prioritise and reality test the benefits of all new investments, within the current capital allocation, there is limited space to do anything that makes us better than we are today. Irrespective of accounting treatment, the current annual capital allocation is not keeping pace with essential demands. An increase of £2m per year has been recommended, from 2024/25 onwards, to bring back into play a limited proportion of the improvement and upgrade initiatives. It is unlikely to provide sufficient cover for 2026/27 but may enable other works to be brought forward to 2025/26 to maintain some momentum. The additional £2.0m in 2024/25 would result in a 0.8% additional funding uplift for the PSA.

4.4 A personal disappointment to me has been the decision to pause work on data as we simply cannot afford the investment.

#### 5. PERFORMANCE

5.1 Crime and incident demand has continued to grow throughout this performance year. 47,432 crimes have been recorded across the force; an increase of 19.9% compared to same period last year. Although our officers have solved 11% more crimes than last year, due to the higher number of recorded crimes our overall solved rate is 12.2% compared to 13.1% in 2022-23.

5.2 Recently introduced in-year spend restrictions have inevitably impacted on other areas of performance and planned activity. We have had to scale back resourcing football and events policing and cancelled operations to prevent graffiti during Christmas. Intelligence submissions, Victims Code of Practice compliance and crime recording timeliness have also been detrimentally impacted.

5.3 As you would expect, the Chief Officer team and I are determined to improve performance and we have in place a rigorous performance management structure led by Alistair. At the last Force Delivery Board, chaired by Alistair, a number of actions were agreed to improve performance, particularly against high harm crime groups. This included improved crime management housekeeping, a greater focus on offender management opportunities, a focus on industry crime prevention opportunities, a better alignment of officer

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on Temporary Restricted Duties with our policing objectives and a more targeted use of the Special Constabulary.

## 6. OPERATION OVERHAND

6.1 Operation Overhand is the BTP operation for our response to the situation in Israel and Gaza. You will have seen that railway stations have become a focus for pre-planned protests; Remembrance Weekend and the following weekend were particularly busy for BTP. Decisions to cancel Rest Days are never easy but we had to do this for both of those weekends, which has had a significant impact on our people and their families and incurred unbudgeted cost. I am conscious that our people are tired so Rachael has worked with Kayad Dualeh (Deputy Director People and Culture) to ensure our wellbeing services are there for those who require them. [You will recall that Occupational Health services return in house from the 1st of December as a result of feedback from the All People Survey at an investment of approx. £766,000]. To further support our operational plan, we made Mutual Aid requests for public order trained officers to work under our command as we had exceeded our capability and capacity to deliver an effective policing operation. This was the first time Mutual Aid has been requested by BTP since the 2012 Olympics, which shows the gravity of the situation. To support the operation Sean and the team made use of our new powers under Section 14A Public Order, which prohibits trespassory assemblies. I am grateful for the work of many people who have worked tremendously hard to understand the legislation and work with the Department for Transport (DfT) to secure the consent of the Secretary of State for Transport for use of the legislation.

6.2 I continue to be in contact with our stakeholders including the Secretary of State for Transport – who was particularly complimentary of our policing and media response. Through the command structure there was regular contact with our railway stakeholders and with community representatives from our advisory group network. This is critical to ensure awareness of our operation.

6.3 A significant challenge has been resourcing our communications team. Being on the front foot with social media has been critical particularly to counter 'fake news'. You will be aware that we have lost a number of people from the department as we progress the review. I am enormously grateful to those staff who volunteered to support the command team and work unsociable hours to monitor and update social media. Suspect appeals were circulated quickly resulting in a number of arrests and subsequent charges.

6.4 I am very proud of how BTP has come together to police the significant number of protests across the three countries and particularly in London. All of our operational portfolios and police staff departments have gone above and beyond, and this has been noted at the highest level in Government and by all of our stakeholders.

6.5 Through Operation Overhand we have also been continually working to provide reassurance to all affected faith communities to make sure that they feel safe when using the network. We will continue to support those of all faiths who are impacted by the ongoing situation and ensure that they can travel free from any form of abuse.

6.6 Following concern at our operational capacity the Secretary of State has requested that the DfT and BTP discuss the structure of BTP going forward to ensure that we have a sustainable model to ensure an efficient and effective force. Conrad Bailey and I will be meeting soon and I have suggested to Hugh that the BTPA attends.

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## 7. CENTRAL LINE CCTV

7.1 Transport for London have agreed, after extensive lobbying from BTP over many years, to install CCTV on trains on the Central Line of the London Underground. The first train in this roll out went into service on 24th November at 10:30 am, with more to follow.

7.2 This development was achieved through close partnership working by the head of our Crime Command, Detective Chief Superintendent Paul Furnell, and Transport for London senior management. DCS Furnell consistently highlighted that the lack of CCTV on Central line trains made them an attractive prospect for offenders, particularly those engaged in sexual offences.

7.3 This upgrade is a welcome step forward in the force's work to reduce violence and intimidation against women and girls. Providing both a deterrent to offenders and enhanced evidence gathering capability for the force's investigators.

7.4 In the long-term, this will mean less victims of the most serious crime, and a safer London underground for all passengers, especially women and girls.

## 8. US AT OUR BEST AWARDS

8.1 This year's Us at Our Best awards ceremony, held at City Hall London, celebrated the amazing professionalism and dedication of our people who go above and beyond so we can all deliver our Vision of a world-leading police force that provides a safe and reliable railway for all. Our shortlisted nominees joined us at the event where we also announced the winners. For some, it was the first time they heard why – and by whom – they'd been nominated.

8.2 This year we received an incredible 340 nominations for over 700 colleagues from all corners of our Force. Our nominees show 'Us at our best' through their exceptional bravery, hard work, commitment to our Force and the leadership of our people. Nominations were supported from stakeholders, victims and colleagues, all wanting to recognise the stellar work of BTP and our people.

8.3 Our Digital team worked hard to enable us to live stream the ceremony for the first time; the feedback on this has been very well received. The planning for an event like this takes the best part of a year and it is always appreciated by our people.

## 9. INCLUSION AND DIVERSITY

9.1 The Inclusion and Diversity (I&D) Board has been refreshed to meet the needs of the I&D Strategy. I am keen that it takes a forward look to ensure we are becoming a modern and inclusive force and that we understand the impact of policing on the communities where we police. It is also critical that it highlights areas of risk where we may not meet our vision.

9.2 The refreshed External Scrutiny Framework is now in place and managed by the I&D Team under the Trust and Legitimacy portfolio. There will be a recruitment campaign for new and diverse membership with independent Chairs being from the membership.

9.3 Following a presentation on the 15 Indicators of Institutional Racism at a recent Force Executive Board (FEB). The areas of concern were shown to be workforce representation, attraction and recruitment, progression, retention and PDR disproportionality. FEB members have agreed a series of actions to improve our delivery against these indicators. The I&D team will analyse the progress made and provide an update in six months' time.

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## 10. PROMOTION PROCESSES

10.1 This year in a new coordinated approach we ran Inspector, Chief Inspector and Superintendent promotion processes simultaneously, with adverts launching at the end of August and promotion boards taking place throughout September. Posting panels were scheduled to take place in rank order – giving maximum opportunity for our people to apply for vacancies. We decided to take this approach as part of our continuing work to make our promotion processes more streamlined, transparent and fair for all who want to take the next step in their career and I wish to stabilise the ranks by having substantive people in posts to provide continuity of leadership

10.2 In November we held our second superintendents' posting panel this year, chaired by Alistair. The panel met to post those recently promoted and to also consider potential moves for other superintendents. The Superintendents' Association observed the process.

10.3 Our Chief Inspector and Inspectors boards have now been completed with 37 candidates for Chief Inspector boards and 76 candidates for Inspector Boards. Final assessments were completed by 24th November.

10.4 We are collecting feedback from Assessors, Force Executive Board members to review what went well and how we can continue to develop the promotion processes. The assessing support from across all areas of BTP has been tremendous with colleagues stepping forward at the last minute when operational emergencies have taken assessors away from the boards and colleagues organising, developing and managing the process.

## 11. ESTATES UPDATE

11.1 We are moving forward with our work to improve BTP's Estates function. 2024 will see the start of "Building the Foundations" – a five-stage improvement process which will define problem areas, using data to prioritise and implement continuous improvements. We are continually developing the interface with Divisions and have a newly devised priority project list – bringing a collective prioritisation for upcoming projects.

11.2 The London Estates Programme will be a significant moment in BTP's history. Whilst the space will feel fresh it will also be smaller, so it is important for us to embrace new ways of working. Barriers to success remain, and the Programme Board will continue to oversee progress around critically dependent areas. Of note, the spend associated with the PSD move and Fallback Control Room has yet to be approved. These are critical areas, intrinsically linked to our ability to move out of FHQ, and therefore require swift resolution. The approach to change will foster positive relationships across the Force and encourage feedback, ensuring that our people are well equipped to do their jobs.

## 12. INFORMATION TECHNOLOGY UPDATE

12.1 A highly competitive selection process for the Chief Technology Officer vacancy took place throughout October and early November. I joined Caroline for the final stage interview, and I am pleased to inform you that James Morley, currently BTP's Head of Network Services, has been appointed and will commence the role in December. We continue to diversify the skills of our Technology Senior Leadership Team with Jack Bourne taking up the post of Head of IT Operations, and John Brown replacing Jack as Head of IT Portfolio Delivery.

12.2 The Skills Framework for the Information Age (SFIA) review is progressing well. All 68 Technology job descriptions have now been refreshed to reflect the true scope of each role, with the inclusion of up-to-date technologies, skills, and competencies. These refreshed job descriptions are now being submitted to our Reward colleagues for review.

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12.3 The Data Centre Relocation project continues to gather pace and will increase technical resilience, whilst being a critical enabler of the safe relocation from FHQ. End of life technology is being replaced and the migration plan is underway. This will provide stronger business continuity and improved disaster recovery with the reduction of any down time.

12.4 The phased delivery of the Unified Communications project is underway and will be complete by December 2023. This will provide us with a truly modern MS Teams communication capability, allowing for new ways of working within our contact centres and service desks, removing handsets and enabling staff to work at any location.

**RECOMMENDATIONS**

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

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**Report to:** Police Authority  
**Date:** 5 December 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 5 December 2023 meeting.

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

### 1.1 2023/24 In-Year Financial Pressures

BTPA assumed a 4% pay award in 2023 when agreeing a budget for 2023/24. The eventual award, decided by HMG, was 7%. Sarah Church's separate paper to this meeting recommends that Members agree to charge out the £4m pressure this created in 2024/25. DfT have agreed to this approach.

Operation Overhand (policing of protests and community tensions since 7 October) costs have mounted steeply. They are currently at around £2m but are likely to increase. It seems likely that DfT will provide cash to cover these unavoidable extra costs.

After the above is taken into account, there remains a forecast circa £8.5m overspend for BTP this year. DfT had previously agreed to provide budget cover for £2.1m of this. It seems likely they will now provide cover for the full amount. In a separate paper, Sarah Church suggests that funds to cover this are taken from our Reserves. This puts pressure on our reserves for future years but reduces the pressure on our charges in 2024/25. The conditions for providing this further cover are yet to be clear but are likely to include increased direct DfT oversight of BTP spend next year.

### 1.2 Cost Allocation Model

Our consultation has concluded on the introduction of a simpler and more transparent mechanism for allocating out the costs of BTP. Most respondents would not commit to a view until they had a better view of the likely impact of the changes in their costs. This is a reasonable ask, but meaningful comparisons are difficult to derive. The Executive Team is working on doing so in December. DfT may be willing to help mitigate the effects of swings down to the introduction of the new model. That means introduction of a new model for 2024/25 charges remains possible.

### 1.3 Members

Iain Whyte has joined BTPA as the Member for Scotland and is very welcome. At the time of writing a Deputy Chair and three further new Members are in the vetting process. One final new Member has yet to confirm their ability to accept the role. We hope some of these new colleagues will be free to observe this meeting of the Full Authority – in person or otherwise. Susan Kohler's separate paper invites comment on a proposed induction programme in January/February.

Bev Shears finishes her 7 years at BTPA in January and so this will be her last meeting of the Full Authority. All of the Executive Team wish her well and thank her for her work in getting our People and Culture Committee off the ground over the last couple of years.

#### 1.4 Executive Team

Lynsey Luthra (Risk & Assurance) and Dean Salvador (Cost Allocation Model) have both rejoined the Executive Team since the last Full Authority meeting. It's good to have them both back. Dean's appointment runs until the end of the financial year. The future of that role is dependent on where we get to on Cost Allocation Model Reform.

[REDACTED]

Katie Stanton has been helping out BTP External Affairs team in recent weeks. This integration of BTP and BTPA communications effort has provided benefit to both sides. I am hopeful that, pending a restructure of BTP Communications functions we will be able to bake in this integration with BTPA's communications needs.

#### 1.5 Live Streaming

As Susan Kehler's paper on BTPA Board Effectiveness notes, at the time of writing our hopes that we will be Live Streaming this meeting on 5 December. A small but significant step in modernising the way we work and improving our transparency.

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

### 2.1 Assistant Chief Constable

We have advertised for a new Assistant Chief Constable for BTP. This appointment is made by BTPA, and approved by the Secretary of State, in full collaboration with the Chief Constable. Closing date is 18 December. We hope to be able to make an appointment in February to allow for any notice period and a new ACC to start with BTP around the time of Allan Gregory's retirement in the middle of 2024.

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## 2.2 Dismissals Review

BTPA and BTP have established a Working Group to work through the implications of the Home Office Review into dismissals published this autumn. We hope to be able to share an agreed response, and a plan to get there, by the time of the next Full Authority meeting in March.

## 2.3 New Staff Pension Scheme

The new Staff Defined Contribution Pension Scheme opened on 1 October for all new police staff and any existing employees who wish to join. The Pension Working Group was informed on 24 November that 45 employees had enrolled to date. Sarah Church has set up and chaired the first meeting of the Governance Group for this new Scheme which will be able to hold Royal London to account in due course for the performance of the Scheme.

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

### 3.1 Operational Performance

An overall summary of operational performance to the end of September has been tabled for this meeting. As with recent meetings of the Full Authority, we have tabled this document to give the Full Authority a chance to assess operational performance in addition to the more detailed scrutiny of the Performance and Delivery Committee. The summary shows performance challenges pretty much across the board. Demand has grown back from its suppressed Covid levels now to exceed the years immediately preceding the pandemic.

### 3.2 Policing Plan

This meeting is asked to approve a refreshed policing plan for 2024/25. We have provided a short cover paper. The Executive notes that routine Home Office policing assessments of priority struggle to attribute priority to anti-social behaviour on the one hand and to minimising disruption on the other hand. We have a growing concern that this hampers BTP's ability to convince rail industry partners that both are given sufficient priority both in plans and in practice.

### 3.3 HMICFRS

Our latest understanding is that the HMICFRS PEEL report (including vetting) conducted in 2022 will not be published before next year.



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 I observe that for a period of time now it has been hard to point to tangible progress we are making in respect of this 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.’**

5.1 Similarly, much of the work BTPA is doing in respect of driving transformation can currently be reduced to approval of the elements of the MTFP and then oversight of its delivery.

6. **‘We want continuously to deliver efficiencies and keep improving productivity’**

6.1 Medium Term Financial Plan

Agreement to the MTFP is a key agenda item for this meeting and the subject of separate papers. I would underline for Members that a 4% Pay Award is assumed for 2024. It is harder than it has been in recent years to predict this Award over a half a year ahead and the margin for error is greater given movements in inflation. Given the direction of travel of inflation and the like proximity to a General Election, a 4% assumption seems reasonable at this point in time.

Our separate paper points out that agreement with TfL on funding and service levels for 2024/25 may be harder than usual to achieve. It also points out the imperative for a developed and monitorable efficiency narrative for BTP to put us in the best place for anticipated difficult budget decisions after the election.

## 7. Decisions between Scheduled Meetings

- a. **Serial A040: 2022/23 Outturn vs Budget [14 November 2023].** Members approved the final allocation of 2022/23 charges between Transport for London and all other Train Operating Companies (TOCs) based on the final outturn versus budget.

- b. **Serial A041: Full Business Case / 200 Buckingham Palace Road [20 November 2023].** Members approved the Full Business Case for 200 Buckingham Palace Road, including required funding.
  
- c. **Serial A042: [Appointments, Remuneration and Appraisal Committee] Assistant Chief Constable / Candidate Brief [20 November 2023].** Appointments Committee Members approved the Candidate Brief for the Appointment of an Assistant Chief Constable (this is related to paragraph 2.1 above).

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**British Transport Police Authority – Full Authority Workplan (December 2023)**

*Items in italics have been added since the September 2023 meeting*

~~Struck through~~ items have been moved – see footnotes.

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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	Strategic Risk Register Q4 22/23	Strategic Risk Register Q1 23/24 <i>including summary of Committee scrutiny</i>	Strategic Risk Register Q2 23/24
Policing Plan Performance	Policing Plan Performance Q4 22/23	Policing Plan Performance Q1 23/24	Policing Plan Performance Q2 23/24
Inclusion and Diversity	Inclusion and Diversity – <i>External Scrutiny Update</i>	Inclusion and Diversity <sup>1</sup>	Inclusion and Diversity – <i>Police Race Action Plan Progress</i>
Chief Constable's Report	Chief Constable's Report – <i>BTP Annual Report 22/23</i>	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	TfL – OCs Final Outturn vs Budget <sup>2</sup>	BTP and BTPA Budget and Medium-Term Financial Plan(s)
Management Assurance Return 2022/23	Code of Governance Refresh 2023	<i>Policing the Railways in Wales</i>	Policing Plan Annual Review 2024/25
Police Officer Pension Valuation 2021	Board Effectiveness Evaluation	<i>Q2 Financial Position / Medium-Term Financial Plan Update</i>	Board Effectiveness Review Cycle 2024/26 and Board Effectiveness Review 2024 <sup>3</sup>
Business Planning – BTP Budget and MTFP 24/28	The BTP (Conduct) (Amended Regulations) 2023	<i>London Regional Hub Update</i>	<i>Operation OVERHAND Update</i>
Professionalism	Scheme of Financial Delegations – Amended Thresholds		<i>2023 Police Remuneration Review Body Settlement</i>
Contract Award – National Network Services	New Charging Methodology Progress Update		<i>2023/24 Forecast Overspend - Funding</i>
Terms of Reference Approval – Pension Working Group	Merging of Electricity Contracts		<i>Funding of backpay of London Allowance during Maternity Leave</i>
	Contract Award: Student Officer Accommodation		<i>British Transport Police Authority Member Induction</i>

<sup>1</sup> Removed from September 2023 agenda given the Full Authority will have conducted an inclusion and diversity away day on 25 September 2023.

<sup>2</sup> Approved out-of-committee as Serial A040 on 14 November 2023

<sup>3</sup> NB Full Authority Action 13/2023: a joint board effectiveness evaluation framework be drafted collaboratively between BTPA and BTP and reported back to the Full Authority.

March 2024	June 2024	26 September 2024	5 December 2024
<b>Standing Items</b>			
Minutes	Minutes	Minutes	Minutes
Committee Minutes	Committee Minutes	Committee Minutes	Committee Minutes
Actions	Actions	Actions	Actions
Risk Profile	Strategic Risk Register Q4 23/24	Strategic Risk Register Q1 24/25	Strategic Risk Register Q2 24/25
Policing Plan Performance	Policing Plan Performance Q4 23/24	Policing Plan Performance Q1 24/25	Policing Plan Performance Q2 24/25
Inclusion and Diversity	Inclusion and Diversity	Inclusion and Diversity	Inclusion and Diversity
Chief Constable's Report	Chief Constable's Report – BTP Annual Report 23/24	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>			
Management Assurance Return 2023/24	Draft Annual Report and Accounts 2023/24	TfL/TOCs Final Outturn Budget	Budget and Medium-Term Financial Plan
	Code of Governance Refresh 2024 <sup>4</sup>	Q2 Financial Position / Medium-Term Financial Plan Update	Policing Plan Annual Review
	Board Effectiveness Evaluation		
	Capital Projects Thresholds Review <sup>5</sup>		

<sup>4</sup> Full Authority Action 15/2023: A Member acknowledged that recruitment was tightly controlled within the Force under the aegis of the Strategic Workforce Plan, but nevertheless encouraged the Force and Executive to review whether, in any further revision, that there should be reference to recruitment within the Code.

<sup>5</sup> Full Authority Action 17/2023