

[10 December 2024] Agenda Pack / Full Authority

MEETING
10 December 2024 10:00 GMT

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WEBSITE

Agenda

Location DoubleTree by Hilton York, Saint Maurice's Road, York, Yorkshire, YO31 7JA & Microsoft Teams Date 10 Dec 2024 Time 10:00 GMT

	Item	Time	Page
1	Apologies	10:00	-
2	Declarations		-
3	Minutes		4
4	Strategic Risk	10:10	25
5	Policing Plan Performance	10:20	37
6	Financial Performance	10:30	41
7	[WITHDRAWN] 2023/24 Outturn vs Budget		-
8	BTP Budget and MTFP	10:40	-
8.1	BTPA Cover / BTP Budget and MTFP		50
8.2	BTP Budget and MTFP		66
8.3	BTPA Budget and MTFP		101
	Break	11:10	-
9	Policing Plan 2025/27	11:25	105
10	Update / Refreshed BTP Inclusion and Diversity Strategy & Police Race Action Plan	11:35	124
11	Update / New Charging Methodology	11:50	151
12	BTPA Code of Governance Changes	11:55	153
13	Chief Constable's Report	12:00	156
14	Chief Executive's Report	12:15	167
15	Committee Minutes	12:30	-
15.1	[Background Pack] Finance, Legitimacy and Performance / 7 November 2024		-
15.2	[Background Pack] People and Culture / 18 November 2024		-
15.3	[Background Pack] Strategy and Planning / 19 November 2024		-
15.4	[Background Pack] Audit and Risk Assurance / 20 November 2024		-
15.5	[Background Pack] Scottish Railways Policing / 26 November 2024		-

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Item	Time	Page
16 Workplan	12:45	173
17 Any Other Business in Public Session	12:50	-
Lunch Break	12:55	-
18 Exclusion of the Public		-
19 Contract Awards	13:20	-
19.1 Contract Award / Wide Area Network and Local Area Network Services		174
[Background Pack] Appendix A / WAN-LAN Business Case		-
19.2 Contract Award / Microsoft License Renewals		176
19.3 Contract Award / BTPA Legal Services		178
19.4 Contract Award / Psychological Services		183
20 Handling matters of significant public interest	13:40	185
21 Any Other Business in Non-Public Session	14:15	-

WEBSITE



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Minutes Full Authority

Tuesday 1 October 2024 at 11.00am in Meeting Room G1/2, British Transport Police Force Headquarters, 25 Camden Road, London, NW1 and via Microsoft Teams

Present:

Ron Barclay-Smith (Chair)
Dyan Perry (Deputy Chair)
Fiona Brunskill
Paula Carter
Andy Cooper
Abdul Elghedafi
Emir Feisal
Tricia Hayes
Lord Jackson of Peterborough
Kenna Kintrea
Brian Lynch
Sir Craig Mackey
Iain Whyte

Apologies:

Nick Hawkins

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Rubeela Qayyum (Chief Financial Officer)
Kate Carr (Head of Legitimacy and Performance)
Susan Kohler (Head of Governance and People)
Lynsey Luthra (Risk and Assurance Manager)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Lucy D'Orsi (Chief Constable)
Alistair Sutherland (Deputy Chief Constable)
Sean O'Callaghan (Assistant Chief Constable)
Rachael Etebar (Director of People and Culture)
Steff Sharp (Director of Corporate Development)
Richard Dronfield (Deputy Director – Decision Support)
Caroline Sparks (Head of Technology) (Item 7)

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Mike Furness (Chief of Staff)

External

Shanez Cheytan (Deputy Director, Land Transport National Security, Department for Transport)

Stuart Cowan (BTP Federation)

Chris Horton (The Superintendents' Association)

Fiona Mackie (Head of BTPA Chief Executive's Office-designate)

Sam McCully (Transport Salaried Staffs' Association)

Apologies

Agenda Item 1

1. Apologies were received from Nick Hawkins.
2. Dyan Perry had given notice she would be arriving late. Emir Feisal had given notice he would be departing the meeting early.

Declarations

Agenda Item 2

3. There were no declarations.

Minutes

Agenda Item 3

4. **RESOLVED**, that the minutes of the meeting held on 25 June 2024 be approved.

Actions

Agenda Item 3.1

5. Members considered a paper setting out actions arising from previous meetings and agreed that Actions 7/2024, 8/2024, 9/2024, 10/2024 and 11/2024 could be closed.
6. **RESOLVED**, that the paper setting out actions arising from previous meetings be noted.

Strategic Risk

Agenda Item 4

7. Members considered the Strategic Risk Register Q1 2024/25, and the following points were made.
 - a. The Chief Financial Officer introduced the Strategic Risk Register and noted,
 - i. Changes to the Risk Register made following the Strategic Risk Workshop held in May 2024, including greater emphasis on operational impact and horizon scanning.
 - ii. Provision of updates against each risk to provide indicators and assurances for Member.

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- iii. Financial Sustainability had been subject to a Strategic Risk Deep Dive, with deep dives for Partnership Working, Health, Safety and Wellbeing and Cyber and Data security due by the end of 2024.
 - iv. The next risk-specific piece of work for the Force and BTPA Executive was to improve joint ownership of strategic risk, and better incorporate BTPA controls on finance and legitimacy.
- b. Those present discussed the Legitimacy Risk, with one Member querying the reason for its residual score unchanged Red rating despite none of its linked risks being graded Red. The Chief Financial Officer noted that the BTPA Executive was keen to see evidence of assurance on the risk controls before the residual score was upgraded to Amber/Green. Those present noted that a similar query had been raised when the risk was scrutinised at Finance, Legitimacy and Performance Committee in August 2024, with an action in place to conduct a further review of the Legitimacy Strategic Risk if it saw no movement ahead of the next round of Committee meetings in November 2024.
- c. In response to a question regarding the number of officers and staff suspended or on restricted duties as a result of Professional Standards investigations, the Deputy Chief Constable replied that a number of the suspensions/restrictions were due to two large Whatsapp groups, with the decision in one instance to send the majority of members to Gross Misconduct hearings – in some cases, these would likely be downgraded to Misconduct. The Deputy Chief Constable was reviewing the second Whatsapp group in consultation with the Independent Office of Police Conduct (IOPC). Overall there was no substantive increase in suspensions/restrictions, with current numbers expected to reduce in the coming weeks.
- d. In response to a question, the Chief Constable noted that Force leadership was clear with officers and staff what was expected in terms of appropriate use of social media. She felt encouraged by the fact that one of the recent Whatsapp groups had been reported by a member of that group, and that there was a consistent uptick in reporting on professional standards matters through relevant channels.
- e. A Member commented that, in light of recent Audit and Risk Assurance Committee training regarding Cyber and Data Security, she felt that it was unrealistic to predict that this risk would likely reduce over the medium-long term, and instead the Force and Authority would be prudent to assess that they would not keep pace with the cyber threat given BTPA's relative size as an organisation and the global nature of the threat.
- f. The Chief Constable noted a crossover, from her perspective, between Legitimacy and Cyber and Data Security given the Force's effective handling of data would influence how it was perceived by communities.

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- g. The Chair welcomed discussion, noting that scrutiny of individual strategic risks would continue at relevant Committees and that the overall Strategic Risk Register would be subject to annual review in early 2025.

8. **RESOLVED**, that the BTP/A Strategic Risk Register Q1 2024/25 be noted.

Financial Performance

Agenda Item 5

- 9. Members considered a report regarding Finance at Period 5 2024/25 and the following points were made.
 - a. The Director of Corporate Development introduced the report and highlighted,
 - i. The source of in-year business-as-usual (BAU) pressures included overprogramming, more officers joining the Force with fewer departing, and uneven deployment of officers and staff across Police Service Agreements (PSAs) Enhanced Police Service Agreements (EPSAs) and Transport for London (TfL).
 - ii. At Q1 the total pressure stood at £8.3m which had been reduced to £4.3m via intake management, work to fill funded posts, and realism.
 - iii. Financial forecasting that had contributed to the pressure was in line with previous years' forecasting, and therefore future forecasting could be finessed, and adjustments made early.
 - iv. Proposed controls had been reported to Finance, Legitimacy and Performance Committee in August 2024 – these included managing overtime, the use of agency staff, discretionary training, scaling back transformation activity and delaying technology projects.
 - v. Controls also included freezing new appointments which would have an operational impact in mid-2025.
 - vi. She expected the Force to be close to Budget at Q2 2024/25.
 - vii. Some further options to manage to Budget remained available, if necessary.
 - b. In response to a question, the Deputy Director – Decision Support agreed to clarify outside of the meeting the reason that Proceeds of Crime Act (POCA) income was £90k under budget at P5¹.
 - c. In response to a question, the Deputy Chief Constable confirmed that the Force routinely outsourced its legal work using a recognised Framework. That said, the Force was currently reviewing its approach to legal provision.

10. **RESOLVED**, that the report regarding Finance at Period 5 2024/25 be noted.

¹ At the start of each financial year, the Force estimates how much POCA income it expects to achieve based on past experience. At P5 2024/25, the Force saw an under-recovery of £90k against its estimated full-year income. That said, the Force had seen significant success at P6 and was forecasting an over-recovery at Q2 2024/25. The POCA position was subject to change through the year depending on the total monies the Force was able to seize.

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2024/25 Budget Management

Agenda Item 6

11. Members considered a paper regarding 2024/25 Budget Management and the following points were made.

- a. The Chief Constable introduced the report and noted,
 - i. That the paper presented three ‘buckets’ of spending – business-as-usual, Buckingham Palace Road, and the Police Remuneration Review body settlement.
 - ii. That the Force was committed to managing its business-as-usual pressures through its Budget.
 - iii. The complexity of the Buckingham Palace Road project, where the Force had reached the 3.4m unfunded aspect of the project and had conducted a high degree of value engineering and secured £2.5m of cost avoidance. Given Buckingham Palace Road was a once-in-a-generation project, she felt it was right that it was managed through cash reserves, particularly in light of the fact the Force had provided £2.1m from the 2023/24 core capital programme in order to reduce cost pressures.
 - iv. That whereas it had been prudent to budget for a 4% PRRB settlement, the resulting settlement had created a £900k cost pressure which risked breaking the Force and Authority’s prudent reporting threshold.
- b. In response to a question on why the Force regarded the PRRB settlement as distinct from business-as-usual pressures, the Chief Constable referenced the precedent of pay pressures being charged out to industry, as not to reduce the service provided to the public. To consume the pressure as business-as-usual would lead to a reduction of service elsewhere within Force budgets. Moreover, she felt that as the Home Office was providing financial assistance to Home Office forces, this suggested that the cost pressure was not business-as-usual but rather a distinct pressure.
- c. In response to a question regarding what major risk remained facing Buckingham Palace Road that would require contingency spending, the Director of Corporate Development replied that the original 15% contingency had reduced to 9.5%, and that the Force’s confidence level regarding risk was higher than at the outset of the project. That said, risks remained around security, CCTV, and from any impact of delay in decant from Albany House to Buckingham Palace Road. She was confident that any contingency bids – including one regarding CCTV expected later that week – would be within the £1.4m limit. A briefing note on contingency spend would be shared with the Member outside of the meeting which would include detail on how much of the project budget remained to be spent.²

² This note was shared via email on 2 October 2024 and is available to BTPA Members on request to the BTPA Board Secretary.

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- d. A Member reflected that any budget management decisions should be taken in the context of the fact it was a challenging financial climate for the wider transport industry. There were examples elsewhere where difficult decisions were being taken resulting in severance schemes with no resulting planned diminution in service.
- e. In response to a question regarding what methodology had been employed to assess the need for any station closures and to what extent this matched other forces, the Chief Constable replied that it was difficult to offer a comparison given the Force covered three nations and was deployed across a number of small locations across wide geographic areas. By way of example, to have two officers deployed from Preston at any one point in time, you would need eight officers based there to ensure compliance with working time directives. It was arguably easier to make choices in county-based forces. To provide Members some examples that would arise from any potential budget settlement, a 3% settlement would involve shutting Carlisle, Lancaster and a couple of other stations. The Force was structured to be the first to arrive at disruption but that was not possible with the current structure and presence at current locations, and so expectations on response times would need to be revised.
- f. The Chief Constable continued, noting that whereas the Force used data to determine likely areas of disruption, there remained areas where disruption was rare but high impact if it occurred – this was where professional judgment was required. That said, any adverse budget settlement would mean it would not be possible to continue with investing in as many locations as at present. Referencing an earlier Member point on severance schemes elsewhere, the Chief Constable noted she had always been clear that provided the Force was digitally enabled then headcount could be reduced. There was no money available at present for any redundancy, and capital spending was consumed by cyclical replacements. Likewise there was no available investment in other enabling areas such as artificial intelligence.
- g. The Chief Constable concluded by referencing the Optimised Policing Model, noting its aim to ensure the Force had the right resources in the right locations, and aligned with industry priorities – particularly given if the Force was able to respond to disruption first, then a return of operations to industry would be quicker. But any move towards an adverse budget settlement from the Force perspective would put the Optimised Policing Model under threat – particularly given the Force could not at present continue in its current geographical model under business-as-usual funding.
- h. A Member acknowledged that budget management in the current climate was difficult, and welcomed the work set out within the paper that the Force had done to identify ways in which to manage its budget. The fact that the Authority had the statutory ability to pass on charges to industry meant, in her view, it was incumbent on Members to be able to demonstrate industry that industry’s perspectives had been considered in any Authority decision-making, and that the Authority had adequately planned ahead, and the Force had effectively

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forecasted and managed its in-year budget. With that in mind, she was reluctant to charge out the PRRB settlement pressure, but more sympathetic on the proposed handling of Buckingham Palace Road and any spend-to-save activity.

- i. In response to a question, the Chief Constable confirmed that if the Authority was not minded to permit charging out the PRRB settlement pressure to industry, then the proposed savings presented at Table 1 within the paper were the only levers available to her, and they were ones she was reluctant to recommend in her capacity as Chief Constable.
- j. A Member commented that his preference would be for an agreement in principle that the Force needed to achieve a balanced budget, and no further ask of industry was made in doing so, and as difficult as that might be for the Force, the Force should have a plan on how that would be achieved. The Chief Constable confirmed that it was her responsibility to deliver a balanced budget, and she would. Nevertheless, the options for doing so involved difficult choices and some options would not deliver in-year savings. The difficulty was compounded by the annual nature of the budget and the lack of e.g. a three-year budget planning process.
- k. In response to remarks from a Member regarding the potential to work collaboratively with partners on spend-to-save initiatives, the Chief Constable noted she had been in discussions with the Chief Executive to explore longer term thinking on strategic finance, that would incorporate spend-to-save. She emphasised that she was not focused on headcount per se but rather being able to respond to demand effectively.
- l. In response to the remarks on collaborative working, a Member opined that perhaps there was a perception the Force was seeking to do too much, at a time when other forces had merged certain capabilities. He queried whether there was scope for a more collaborative approach to control rooms and/or authorised firearms capabilities. The Chief Constable responded that she was disappointed to hear such a reflection on specialist assets – she was mindful that crowded spaces still very much featured on national threat assessments, and that counterterror assets had an important deterrent role to play. That said, the Force had disinvested in some counterterror capability through adopting a higher risk appetite, reinvesting those monies in professional standards and addressing violence against women and girls (VAWG). She concluded by noting that a recent disruption and delay workshop had revealed that industry stakeholders were generally unaware of much of the specialist work taking place undertaken by the Force.
- m. A Member referred to potential savings listed at Table 1 within the report that were nevertheless not recommended by the Force. He felt that many of those listed were not core functions – and whereas it was not his role to find savings, it was incumbent on him to understand why they were or were not recommended. Finally – none of the options appeared to be definitive savings,

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and instead were incremental. In reply, the Chief Constable noted that whereas many of the options listed non-core teams, those teams were engaged on activity in support of addressing issues in policing identified by the likes of The Baroness Casey Review, and ensuring the Force’s ability to retain its people.

- n. The Chief Executive noted that the BTPA Executive had been discussing budget management with the Force for some time. It was his view that the PRRB pressure should properly be considered as a business-as-usual pressure, and that Buckingham Palace, as a one-off generational project, could be considered distinct. There remained a conversation on how Buckingham Palace Road should be funded, and that might involve approaching the Department for Transport for budget cover.

- o. The Chair drew discussion to a close by commending the Force for its efforts in budget management. It was clear from exchanges that there was no Member appetite to charge out the £0.9m PRRB cost pressure to industry and therefore the Force should manage this as business-as-usual. The Authority recognised any operational decisions made in achieving this were the Chief Constable’s prerogative. It was also clear from exchanges that Buckingham Palace Road was a distinct pressure and therefore the Chief Executive and Chief Financial Officer should explore provision for that pressure from reserves.

12. **RESOLVED**, that Members,

- a. Commend the Force for its efforts in budget management.

- b. Confirm that there was no Member appetite to charge out the £0.9m PRRB cost pressure to industry, and therefore the Force should manage this as a business-as-usual pressure within its existing Budget.

- c. Agree that the cost pressure arising essential works from Buckingham Palace Road should be met from reserves whilst still remaining within Department for Transport control totals, with the contingency to be held by the Authority and made available to the Force through an authorisation process that was as agile and proportionate as possible.

Fixing the Fundamentals Update

Agenda Item 7

13. Members received a PowerPoint presentation from the Head of Technology regarding *Fixing the Fundamentals* and the following points were made.

- a. The Head of Technology reminded Members of the problem that *Fixing the Fundamentals* had been designed to address – a poorly-performing Force Technology Department with high turnover, poorly defined career pathways, over-reliance on agency staff, and legacy hardware that in some cases took 45mins to log onto.

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- b. The Head of Technology continued, noting that *Fixing the Fundamentals*, approved by BTPA in May 2022, had provided seven pillars through which the Force’s Technology Department would be modernised. Job descriptions had been refreshed, new roles created, career paths defined, and turnover reduced alongside 100% Personal Development Review completion rates. Use of agency staff had also declined by 80%.
- c. A Member welcomed the presentation, noting that he had suggested it be made to Members to provide an example of where the Force had delivered effective transformation.
- d. In response to a question, the Head of Technology agreed to confirm how many projects and cyclical schemes she was directly responsible for outside of the meeting³.
- e. A Member noted that the replacement of legacy kit and equipment spoke to a comparative point made by Lord Darzi regarding capital investment in the NHS⁴, where day-to-day spending was prioritised at the cost of investment in buildings and equipment. A further Member noted the potential for robotics and artificial intelligence to offer savings in personnel. The Chief Constable shared these reflections, particularly on capital, and questioned what solution Members had for the issue. As a case in point, the Force’s ambition for drones required capital investment, but it had been difficult to secure investment from either government or industry.
- f. A Member noted that the productivity savings arising from *Fixing the Fundamentals* (e.g. reduction in 45min log-on time) could be quantified and applied to future business cases.
- g. The Chair concluded discussion by thanking the Head of Technology for her presentation, and noting that whereas poor technology had been a common topic of feedback on his frontline visits in recent years, this was no longer the case, which spoke to the success of *Fixing the Fundamentals*.

14. **RESOLVED**, that the presentation regarding *Fixing the Fundamentals* be noted.

BTPA Financial Oversight Update

Agenda Item 8

15. Members considered an update paper on BTPA Financial Oversight and the following points were made.

- a. The Chief Financial Officer introduced the paper and noted,

³ A response was provided to the interested Member on 17 October 2024 and is available on request to the Board Secretary.

⁴ [Independent Investigation of the National Health Service in England \(publishing.service.gov.uk\)](https://publishing.service.gov.uk) p.8

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- i. The fact that the increased financial oversight embarked upon from January 2024 had been prompted by conditions imposed by Department for Transport following the £8.5m overspend in 2023/24.
 - ii. Enhanced financial reporting had been made to, variously, the Finance, Legitimacy and Performance Committee, Strategy and Planning committee, and Audit and Risk Assurance Committee. the effectiveness of this oversight meant the BTPA Executive were not minded to recommend the formation of a standalone Finance Committee.
 - iii. The BTPA Executive would shortly be providing its first return on HMG Efficiency Framework to the Department for Transport.
 - iv. The enhanced scrutiny of the London Estates Programme / Buckingham Palace Road project.
 - v. Whereas the paper presented to Members in January 2024 had recommended the formation of a Medium-Term Financial Plan Working Group, subsequent exchanges with the Force had suggested that this degree of scrutiny was not compatible with the established MTFP development process.
 - vi. An informal working party drawn from Members, Executive and Force had developed some BTP/A Finance Principles & Protocol over Summer 2024 which were now presented for approval.
- b. In response to a question from a Member regarding whether the Department for Transport was content with the current BTP/A financial oversight, the Chief Financial Officer confirmed that the BTPA Executive met with the Department monthly to discuss financial issues.
- c. A Member commented that she was sympathetic to the recommendation that a MTFP Working Group was not required but given exchanges earlier in the meeting regarding a longer-term approach to financial planning, queried how the Force and Authority could achieve this in the absence of such a group. In reply, the Chief Financial Officer noted that there was scope to consider this question ahead of the Spending Review in Spring 2025, and that in the meantime strategic finance issues were regularly discussed by the Chief Executive, Chief Financial Officer and the Chief Constable outside of the formal BTPA meeting cycle.
- d. Members debated the merits of establishing an MTFP Working Group, with one proponent feeling that even in the absence of such a group, strategic finance issues should be discussed by e.g. the BTPA Chair and BTPA Committee Chairs. Other Members, and the Chief Constable, felt such a group risked adding another later of discussion and debate without moving the topic of strategic finance forward. The Chief Constable noted that Members were welcome to observe Chief Officer Group meetings at which the emerging MTFP was being considered⁵.

⁵ This has been incorporated into Member Engagement opportunities advertised to Members.

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- e. The Chief Executive commented that the purpose of the MTFP Working Group would be to ensure Members had the opportunity to discuss strategic finance, without impeding the Force in its MTFP preparations, well in advance of any Budget/MTFP being agreed in December each year. If this could not be achieved that year, then the issue should be considered and resolved in advance of December 2026.
- f. A Member commented that they would welcome the assurance that lessons learned from previous budgets such as overprogramming, controls on recruitment, capital programming, and potential for collaboration were all being incorporated into MTFP development.

16. **RESOLVED**, that Members,

- a. Note the enhanced financial oversight activities described within the paper and confirm that a standalone Finance Committee was not required.
- b. Approve the BTP/A Finance Principles and Protocol set out at Item 8.1.
- c. Note that the establishment of a Medium-Term Financial Plan Working Group had not proved feasible.

BTP/A Finance Principles and Protocol

Agenda Item 8.1

17. **RESOLVED**, that the BTP/A Finance Principles and Protocol be approved.

Amendment to the BTPA Code of Governance

Agenda Item 8.2

18. Members considered proposed changes to the BTPA Code of Governance, and the following points were made.

- a. The Chief Financial Officer noted that the recommended changes regarding Delegations at Annex 2 were withdrawn, pending more work between the Executive and the Force.

19. **RESOLVED**, that the proposed changes to the BTPA Code of Governance with regards Virements (set out at Annex 1) be approved.

Concessionary Travel

Agenda Item 9

20. Members considered a paper regarding Concessionary Travel and the following points were made.

- a. The Chief Executive introduced the report and noted,
 - i. The distinction between the proposals that would be put to Rail Delivery Group, regarding officers, PCSOs and Specials, and police staff.

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- ii. The fact that – were negotiations on concessionary travel to proceed – then a number of issues remained to be resolved, including the way in which various accounting methods were applied to differing arrangements.
 - iii. His view that, provided BTPA and RDG reached agreement, it should prove straightforward to secure approval from Department for Transport.
- b. The Chief Constable commented that she was not in the same space as the Chief Executive with regards to e.g. how the proposal was accounted for within industry, but she nevertheless supported the paper given it allowed the issue to be further developed.
- c. A Member cautioned that there could be difficulties in incorporating any concessionary travel for staff into the charging model. The Member also emphasised that the point regarding officers being available for duty when travelling on their warrant cards should be stressed to industry when making the case for concessionary travel.
- d. A Member noted that, as the proposals went forward, that a clear framework should be in place to guide and support officers when travelling off duty to cover e.g. instances where an officer had been drinking alcohol.
- e. A Member commented that the proposal appeared to represent yet another cost pressure and therefore, as negotiations proceeded, more detail would be helpful to help Members determine the proposals relative merits compared to other items of spending.
- f. A Member noted that she supported the paper but nevertheless cautioned those present not to lose sight of the fact the proposal involved a cost that would need to be met by one party or another.
- g. An Assistant Chief Constable noted the generous travel benefits on offer within the rail industry, and the fact that the Force often lost experienced officers and staff to generous salaries that were underpinned by benefits such as first-class rail travel. The proposal for concessionary travel was a modest way to offset this and underline the fact the Force was part of the rail family.
- h. A Member remarked that the proposal would have relevance to the forthcoming Great British Railways and therefore some form of representations should be made to that body.

21. **RESOLVED**, that Members,

- a. Agree that a proposal be put to Rail Staff Travel Ltd for officers, PCSOs and Specials to be given free travel on the rail network on production of a warrant/ID card, and that BTP/A argue that the £860k annual cost is more than met by the extra benefit delivered to the rail industry.

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- b. Agree that a proposal be put to Rail Staff Travel Ltd for concessionary leisure and travel to work for police staff giving a 75% reduction – the costs to be met by either or both of staff contributions and a reduction in charges to industry.

The meeting was adjourned between 1.03pm – 1.23pm. Emir Feisal left at this point of the meeting.

Update / New Charging Methodology

Agenda Item 10

- 22. Members considered a paper providing an update on the New Charging Methodology and the following points were made.
 - a. The Chief Financial Officer introduced the paper and noted,
 - i. That since Members last saw a paper in June 2024, consultation letters had been issued to industry alongside indicative idea of what charges would have been under the proposed model over the past six years.
 - ii. Two consultation outcome sessions had been held, and a test model uploaded to the BTPA website for industry to evaluate and seek to replicate themselves.
 - iii. The outcome sessions had been well attended, with many attendees simply interested in understanding the model.
 - iv. The proposed methodology had been subject to external review to ensure it met His Majesty’s Treasury best practice.
 - v. The core Police Services Agreement had been reviewed to accommodate the new Charging Methodology.
 - vi. The BTPA Executive had submitted the new Methodology to Department for Transport, with departmental legal colleagues querying the level of engagement undertaken to date.
 - vii. Subject to Department for Transport feedback, the BTPA Executive would look to introduce industry to the new methodology, Police Service Agreements, before bringing a finalised Methodology back to the Full Authority for decision.
 - b. In response to a question on whether she was confident any ‘losers’ under the new methodology would nevertheless recognise the new methodology made sense, the Chief Financial Officer confirmed that she was. When undertaking work to incorporate metrics on passenger kilometres, it had made sense to see a shift towards commuter trains into London within the model. There had been a slight increase for Network Rail, which reflected the work the Force did on disruption. There were very few operators that saw more than a marginal difference, and there were instances where e.g. Open Access Operators who would see larger differences could be shown to have disproportionately benefits under the old model.
 - c. A Member welcomed the new methodology, noting that it felt like a step forward. She warned that it would likely be those who felt they lost out under the new methodology would be those that likely made themselves heard, and

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therefore the Authority should be prepared to articulate its reasoning for adopting the new methodology.

- d. In response to a comment, the Chief Financial Officer noted that she could provide examples of the sort of percentage increases any operators would be facing under the new methodology.

23. **RESOLVED**, that Members,

- a. Note the progress made on the development and adoption of the New Charging Model.
- b. Endorse that BTPA secure Secretary of State for Transport approval for the new core Police Services Agreement that will allow for implementation of the New Charging Methodology.
- c. Endorse that, once Secretary of State for Transport approval is given, BTPA will issue the new Police Services Agreement to all impacted Police Services Agreement holders requesting that it is signed and entered into voluntarily without the need to terminate existing agreements. Noting that, alongside the new Police Services Agreement, the BTPA will also provide all impacted Police Services Agreement holders an indication of what their Police Services Agreement charges for 2025/26 might be under the New Charging Methodology.
- d. Endorse the proposal that the Chief Executive will provide an update to Members approximately six weeks after the Police Services Agreements have been issued as to how many have been signed and returned. At that point, Members acknowledge that a decision would then be required as to whether or not to adopt the New Charging Methodology for the calculation of the 2025/26 charges, based on the risk appetite of the BTPA.

Board Effectiveness / BTPA Decision Making in Correspondence

Agenda Item 11

- 24. Members considered a paper regarding Board Effectiveness / BTPA Decision Making in Correspondence and the following points were made.

- a. The Board Secretary introduced the paper and highlighted,
 - i. The paper sought to provide Members with the assurance on how decisions would be taken in correspondence, set against the backdrop of the Authority's ongoing Board Effectiveness Review Action Plan 2024.
 - ii. Provided Members had that assurance, they could then accept that routine matters would be presented in correspondence as the norm, to allow formal meeting time to be given over to more strategic conversations and decision-making. The BTPA Code of Governance would be amended accordingly.

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- iii. A summary of wider progress against the Board Effectiveness Review Action Plan 2024 was provided as a background paper, with more substantive progress expected ahead of the December 2024 meeting.
- b. The Chair emphasised the intention for more decisions to be taken in correspondence by the Authority, and encouraged Members to raise any concerns with such an approach in good time so that those concerns could be addressed.

25. **RESOLVED**, that Members,

- a. Approve an amendment to the BTPA Code of Governance to permit routine issues to be presented to Members in correspondence in the first instance.
- b. Note the further planned board effectiveness solution described within the paper with regards earlier Member engagement with significant proposed decisions.
- c. Note delivery against the Board Effectiveness Review Action Plan 2024.

Policing Plan Performance

Agenda Item 12

26. Members considered a report regarding Policing Plan Performance (April-August 2024 vs April-August 2023) and the following points were made.

- a. The Deputy Chief Constable introduced the report and noted,
 - i. A challenging picture in terms performance, with an 8% increase in crime on year, equating to 35,000 offences, with the main driver being theft of passenger property. The Force was seeking to address this through renewed focus on crime prevention, as well as more effective matching of lost property in partnership with Transport for London.
 - ii. Whereas robbery had declined 9%, a seasonal increase was anticipated due to return-to-school and darker autumnal nights – Divisional Commanders were planning accordingly.
 - iii. Whereas serious violence had increased 6% the associated solved rate was also increasing. Due to Force concerns at the rate of high harm – six homicides compared to two on-year, two GBHs, and six attempted murders – he was reviewing the Force’s serious violence control strategy in consultation with the Divisional Commander B Division.
 - iv. There had been a modest decrease in officer assaults, and an increased solved rate.
 - v. There had been a reduction in anti-social behaviour across all divisions offset however by increases in public order offences.
 - vi. Whereas there had been less stop and searches this year, the find rate remained high – that said, the rate of Self-Defined Ethnicity had dropped.

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- vii. Following Member interest at Finance, Legitimacy and Performance Committee, he could report that crime recording performance for priority sex offences was above 90%, and slightly below that for serious violence. For overall crime, recording performance was 75% within 24hours.
 - viii. There were some challenges around violence against women and girls, which had prompted a review of the control strategy.
 - ix. There had been an increase in weapons-enabled offences.
 - x. An increase in hate crime was anticipated in the coming weeks, on the anniversary of the 7 October attack on Israel and its resulting response across Gaza and Lebanon.
 - xi. Trespass remained the primary cause of disruption, making up 54% of the overall delay minutes experienced. A significant challenge faced was the Force’s ability to get to and then access the scene.
 - xii. The Force had convened a Disruption and Delay Workshop with industry on 27 September 2024, once action arising from which as for the Force to review its disruption control strategy.
 - xiii. A review of the past 12 disruption incidents suggested that up to 416 delay minutes could be allocated back to industry.
 - xiv. The Force remained stretched in its response to disruption – for example, the 28 suicides seen in August 2024 represented a challenging increase.
 - xv. When designing the Optimised Policing Model, the Force had built in a 10% demand increase, which it was now already exceeding.
- b. In response to a question regarding the impact of responding to suicides on the network, the Deputy Chief Constable confirmed that Force sickness rates had risen.
 - c. In response to a question regarding crime rates, the Deputy Chief Constable confirmed that B Division demand was growing, with London in particular facing real challenges around serious violence and acquisitive crime.
 - d. In response to a comment regarding the effectiveness of Op INVERT (BTP response to robbery in B Division area) the Deputy Chief Constable noted that the Force was looking to apply lessons learned in other areas of operational activity, including violence against women and girls.
 - e. In response to a question regarding hate crime, the Deputy Chief Constable noted that the majority of hate crimes were verbal in nature, and any assaults tended to be more towards the common assault threshold. That said, given the volume faced the Force was applying resource to the issue. Hate crime offences tended to be reported after the fact, which emphasised the need for effective CCTV and preferable Body Worn Video evidence.
 - f. In response to a question regarding disruption, the Deputy Chief Constable emphasised geography as a key factor – for example a recent fatality north of Inverness had required officers to be deployed from Glasgow.

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- g. Members were interested to note that during 2023/24, 6% of the overall call demand made to the Force was dealt with by Home Office forces.
- h. In response to a question regarding violence against women and girls reporting, the Deputy Chief Constable remarked that high rates of reporting could indicate confidence in reporting, alongside more reporting routes e.g. Single Online Home from other forces – but that said, it was a concern as to whether a true reporting baseline for this type of crime would be reached. The Force had an effective offender management team and approach to prevention orders, and was working with industry to make greater use of civil orders.
- i. In response to a question, the Deputy Chief Constable agreed to confirm outside of the meeting the breakdown of reporting across 61016, rail staff, and Railway Guardian (Footnote).
- j. In response to a question regarding solved rates and whether these suggested the Force needed to undertake more intelligence-led activity, the Deputy Chief Constable noted that there was potential for the Force to work more closely with partners to identify repeat offenders in a timely way.
- k. In response to a question regarding at what point the Force felt a step change in its response to disruption was required, the Deputy Chief Constable replied that Senior Duty Officers (SDOs) were briefed to escalate disruption matters, and that following the Disruption and Delay workshop on 27 September 2024, it was clear that a renewed focus on enforcement and safeguarding was required.
- l. The Chief Constable was heard regarding the timely escalation of issues, noting that this was an area where the Force and Authority could work more collaboratively with the Department for Transport. For example, there were huge gaps in CCTV on the rail network that could preclude violence against women and girls prosecutions. On trespass, the issue was volume and the Force’s ability to have timely access to the tracks – this was an area where the ability to fly drones beyond the visual line of sight was key. It was difficult to secure investment for a whole-network solution, perhaps given the wide array of stakeholders involved even though such investment would make a demonstrable difference. A strategic industry lead to make such investment choices was required.
- m. An Assistant Chief Constable observed that there were an average of 84 trespasses each day, with 61% undertaken from the platform. There were no instances of trespass from the concourse or from trains which were nevertheless the areas industry and partners requested the Force to prioritise.
- n. Members welcomed an offer from the Deputy Chief Constable to convene a BTPA Breakfast Briefing on the Force’s recent Disruption and Delay workshop⁶.

⁶ This BTPA Breakfast Briefing was convened on 25 October 2024.

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27. **RESOLVED**, that the report regarding Policing Plan Performance (April-August 2024 vs April-August 2023) be noted.

Chief Constable’s Report

Agenda Item 13

28. Members considered the Chief Constable’s Report, and the following points were made.

- a. The Chief Constable introduced the report and noted,
 - i. The recent stabbing of Special Constable Gary Blackburn whilst on patrol at Preston Railway Station on 7 September 2024. The Chief Constable, accompanied by the Assistant Chief Constable (Network Operations) had visited Gary at his home address shortly afterwards where, despite being in some discomfort due to his injury, he was in good spirits in the care of his family, and welcomed the outpouring of support from friends and colleagues.
 - ii. Her commendation of Police Sgt Stuart Maw for his actions in confronting and detaining Special Constable Blackburn’s assailant. Stuart had provided positive feedback on the efficacy of Captor spray, given that Taser was not available at Preston.
 - iii. Her thanks to the Force’s Estates Team, which as well as delivering on London Estates was also working hard across three countries.
 - iv. The fact that the Department for Transport had appointed Mitie as integrated facilities management service provider – the new contract was expected to improve facilities management services.
 - v. The progress made by the Force on its Drones Discovery (Project Falcon), with Home Office, rail industry and partners all expressing interest in the Force’s work to push the boundaries of legislation to deploy drones beyond the visual line of sight on the railway.
 - vi. Her nervousness regarding the viability of the Optimised Policing Model in light of its interdependency with the MTFP Directive received from the BTPA.
 - vii. Her position that an effective audit and assurance plan incorporating His Majesty’s Inspector of Constabulary, Fire and Rescue Services (HMICFRS) was essential for both the Force and the Authority.
 - viii. The fact that 35 officers were currently suspended and 24 on restricted duties, and that the Professional Standards Department was currently undertaking 116 investigations.
 - ix. Her pride at the fact the All People Survey had achieved a 65% response rate, and an improved Engagement Index Score.
 - x. Her thanks to T/Assistant Chief Constable Paul Furnell for his commitment to policing over a 34-year career, including his focus on safeguarding and combating violence against women and girls in particular. His appearance at Parliamentary Select Committees to give evidence had been a seminal moment for the Force, and he left a strong legacy within BTP.

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- b. In response to a question regarding the Optimised Policing Model, the Deputy Chief Constable clarified that the model was dependent on overall officer numbers to ensure shift cover and the ability to ensure officer locations were sustainable. Any requirement to reduce headcount would make some locations unviable.
- c. In response to a question regarding PCSO scores in the All People Survey, the Chief Constable confirmed that the 11% drop in their response to 'I feel part of One BTP' was a matter of concern for her. Whereas Chief Officer Group recognised the value of PCSOs, it was perhaps inevitable of external announcements by e.g. the Welsh government that the PCSO cadre felt vulnerable to cuts compared to officers.

29. **RESOLVED**, that the Chief Constable's Report be noted.

Chief Executive's Report

Agenda Item 14

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

- a. The Chief Executive highlighted the ambition to signpost more clearly any decisions that were proposed to be taken in correspondence and referred Members to the relevant appendix within his report.
- b. A Member requested that any interdependencies between decisions proposed to be taken in correspondence and the Medium-Term Financial Plan be clearly highlighted with Members.

31. **RESOLVED**, that the Chief Executive's Report be noted.

Committee Minutes

Agenda Item 15

Finance, Legitimacy and Performance / 8 August 2024

Agenda Item 15.1

32. The Finance, Legitimacy and Performance Committee Deputy Chair summarised the Committee's main items of business, including finance, technology and facial recognition, victim care and Legitimacy.

33. **RESOLVED**, that the draft minutes of the Finance, Legitimacy and Performance Committee meeting held on 8 August 2024 be noted.

Strategy and Planning / 4 September 2024

Agenda Item 15.2

34. The Strategy and Planning Committee Chair summarised the Committee's main items of business, including scrutiny of the Buckingham Palace Road element of London Estates,

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development of the forthcoming Medium-Term Financial Plan, and the first iteration of an Investment and Benefits dashboard.

35. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 4 September 2024 be noted.

Joint Appointments, Remuneration and Appraisal and People and Culture / 5 September 2024
Agenda Item 15.3

36. **RESOLVED**, that the draft minutes of the joint meeting of the Appointments, Remuneration and Appraisal Committee and People and Culture Committee meeting held on 5 September 2024 be noted.

People and Culture / 5 September 2024
Agenda Item 15.4

37. The People and Culture Committee Deputy Chair summarised the Committee's main items of business, including the All People Survey 2024, Temporary Duty Restrictions, and a forthcoming refresh of the People Strategy.
38. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 5 September 2024 be noted.

Scottish Railways Policing / 19 September 2024
Agenda Item 15.5

39. The Scottish Railways Policing Committee Chair summarised the Committee's main items of business, including a debrief of the BTPA Dinner held in Scotland on 18 September 2024 that had highlighted the importance of partnership working, industry voice items from Strathclyde Partnership for Transport and Stagecoach, and a new Committee-specific risk product.
40. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 19 September 2024 be noted.

Audit and Risk Assurance Committee
Agenda Item 15.6

25 September 2024
Agenda Item 15.6.1

41. The Audit and Risk Assurance Committee Chair summarised the Committee's main items of business, including Counter-Fraud activity in anticipation of a Public Sector Fraud Authority inspection, an update on GOLD group activity in light of a recent case of alleged fraud, and consideration of an Internal Audit Report regarding risk management that had provided a *Moderate* rating and recommended steps to be taken to improve joint risk management by the Executive and Force.
42. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 25 September 2024 be noted.

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5 July 2024

Agenda Item 15.6.2

43. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 5 July 2024 be noted.

Any Other Business

Agenda Item 16

BTP Ministerial Correspondence

44. A Member commended the Force for its recent correspondence with the Secretary of State for Transport in which it had highlighted potential legislative changes in response to recent UK-wide disorder.

Meeting Evaluation

Agenda Item 17

45. There was no meeting evaluation.

Exclusion of the Public

Agenda Item 18

46. **RESOLVED**, that as per the BTPA Code of Governance (June 2024) Annex 2 (Procedural Standing Orders) Paragraph 39, the press and public be excluded from the remainder of the meeting.

Non-Public Minutes

Agenda Item 19

47. **RESOLVED**, that the non-public minutes of the meeting held on 25 June 2024 be approved.

Committee Non-Public Minutes

Agenda Item 20

Non-Public Minutes / Appointments, Remuneration and Appraisal Committee / 20 June 2024

Agenda Item 20.1

48. **RESOLVED**, that the non-public minutes of the Appointments, Remuneration and Appraisal meeting held on 20 June 2024 be noted.

Non-Public Minutes / Scottish Railways Policing Committee / 19 September 2024

Agenda Item 20.2

49. **RESOLVED**, that the non-public minutes of the Scottish Railways Policing Committee meeting held on 19 September 2024 be noted.

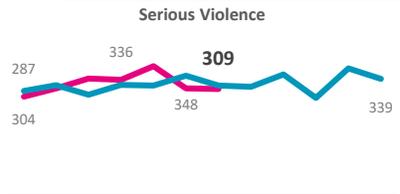
The meeting ended at 2.28pm.

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Policing Plan Apr'24 - Oct'24 vs Apr'23 - Oct'23

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



Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

2270 **+2%** **483(+37)** **21%(+1%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Serious Violence continues the drop from Aug. Had a 1% MoM drop.



Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

950 **-5%** **116(-18)** **12%(+1%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Robbery levels have gone past the Aug numbers after the drop in Sept. There was a 13% MoM increase but still better than PYTD numbers.



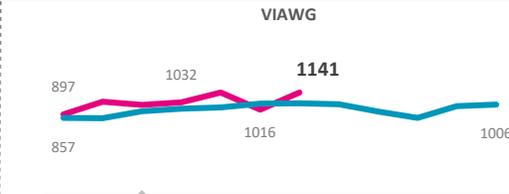
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

7438 **+10%** **727(-12)** **10%(-2%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Q2 YTD numbers are higher than PYTD numbers which explains the 10%. +13% MoM Change



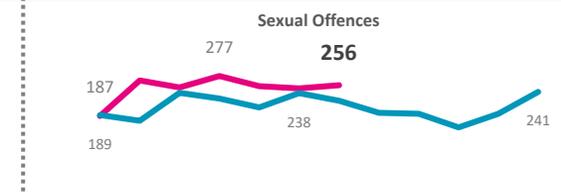
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

7196 **+9%** **809(+64)** **11%(-.02%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

May to Aug saw higher numbers for SPLY. Sept saw -17% MoM, Oct saw 20% MOM.



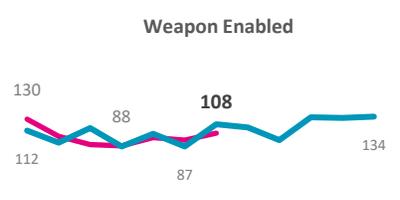
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

1741 **+16%** **246(+47)** **15%(-.6%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Besides Apr, other months have numbers that are higher for SPLY. Trend for this crime is pointing upwards.



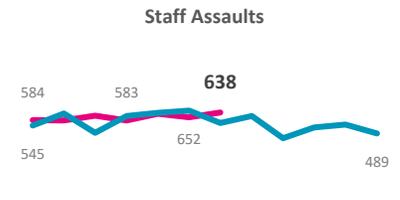
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

717 **-1%** **331(+8)** **46%(+3%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

There has been a slight drop from PYTD numbers and -11% MoM. Weapons crime is showing a slight downward trend.



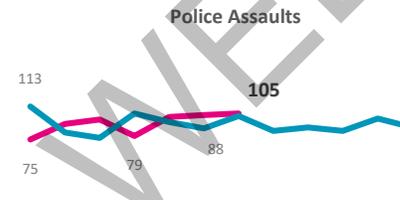
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

4237 **+2%** **767(+20)** **18%(-.9%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Assaults on staff up 9% since start of FY. 5% Change MoM. Crime trend is pointing upwards.



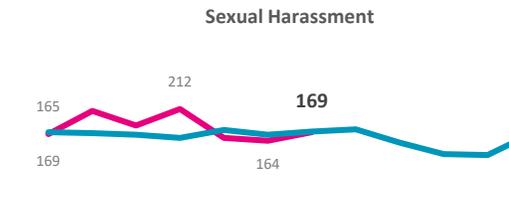
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

24/25 23/24

654 **-6%** **337(+14)** **75%(+7%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Besides the dip in July, numbers have been on the rise, 40% since the start of FY and 2% MoM.



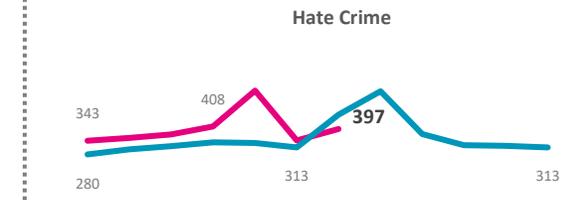
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24/25 23/24

1246 **+7%** **47(+10)**

24/25 Recorded Crime Change from 23/24 Solved Crimes

Slight increase from PYTD numbers. An improvement in solved numbers



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24/25 23/24

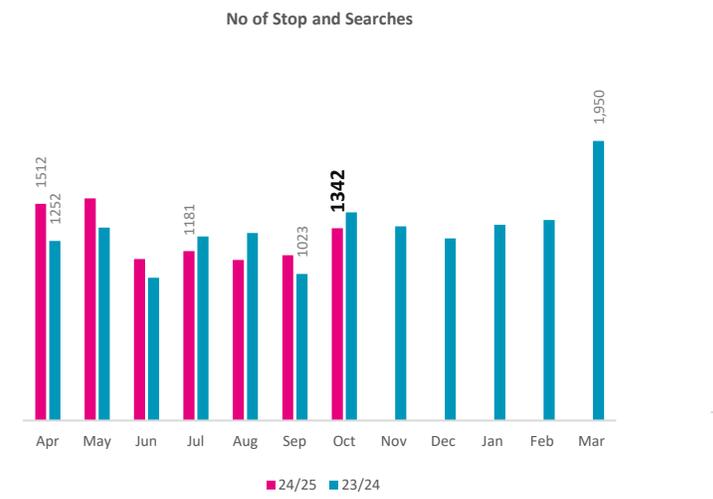
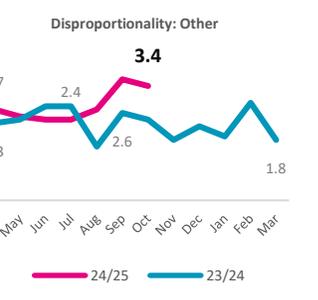
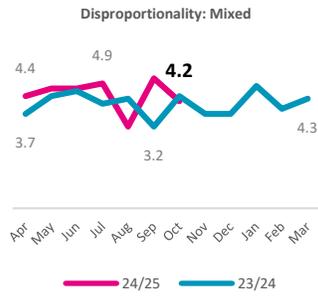
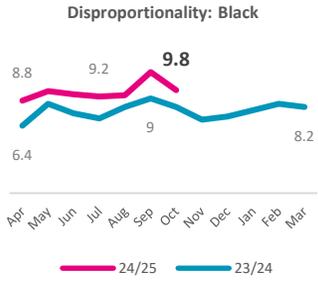
2793 **+19%** **409(+76)** **15%(-.4%)**

24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

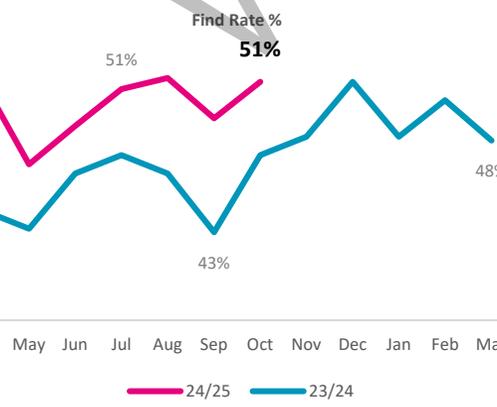
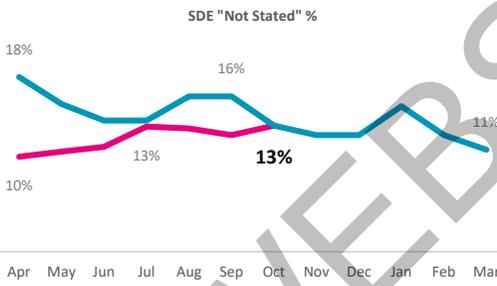
There was a slight increase in Oct, not as much as the spikes in Jul & Aug. 15% change MoM.

Policing Plan Apr'24 - Oct'24 vs Apr'23 - Oct'23

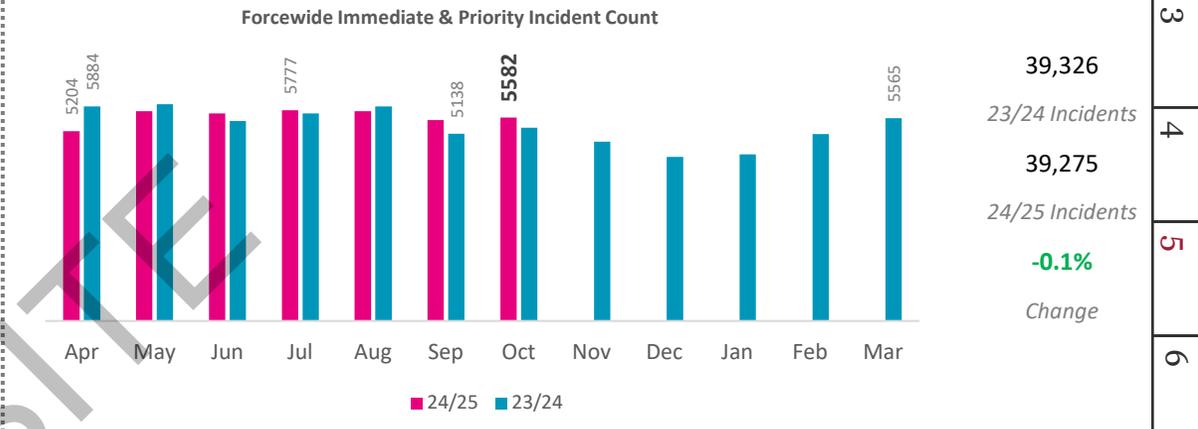
Ensure passengers and staff can work and travel free from the threat of violence



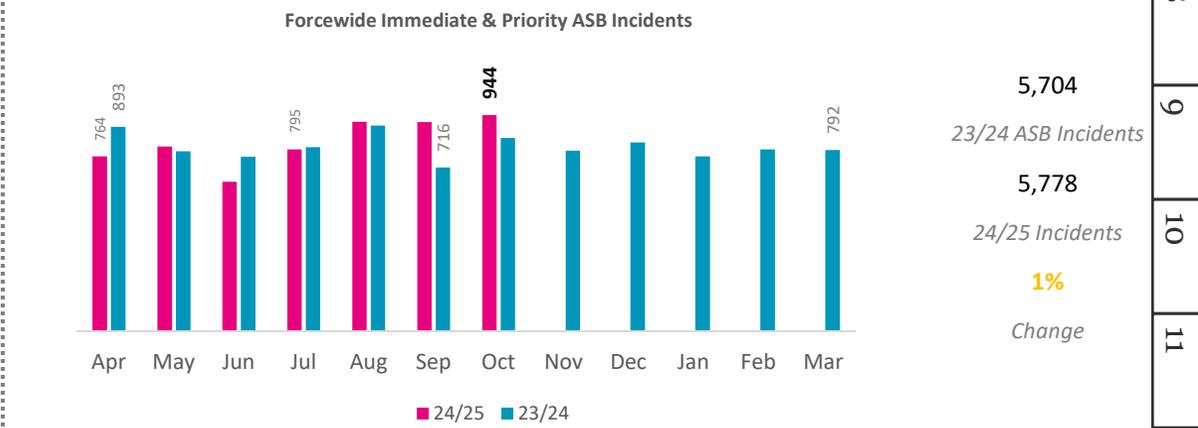
In October, **1,342 Stop & Searches** have been conducted across the force. Up 16% from September and an increase of 4% from PYTD numbers. Top reason for search was drugs (65%) followed by weapons (17%). Overall find rate was **51%**. From all S&S conducted, SDE was Not Stated 13% (Up 1% pt from Sept).



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



In October, Immediate and Priority graded incidents increased 1% from September, has increased 7% since start of the FY(Apr). Breakdown of codes show: CFW 28%; ASB 14%; Violence Against Persons 13%; Trespass 11%; Other codes 35%

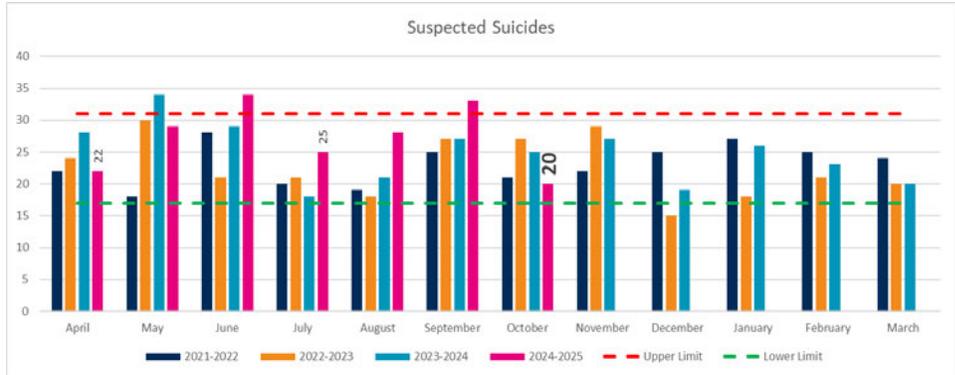


ASB Priority and Immediate grade calls went up 3% from Sept. Calls Received breakdown (B Div:53%; C Div:41%; D Div: 6%). Code Breakdown (ASB: 48%; Serious Public Order: 17%; VAP 15%;CFW 4%; Other codes 15%)

Policing Plan Apr'24 - Oct'24 vs Apr'23 - Oct'23

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

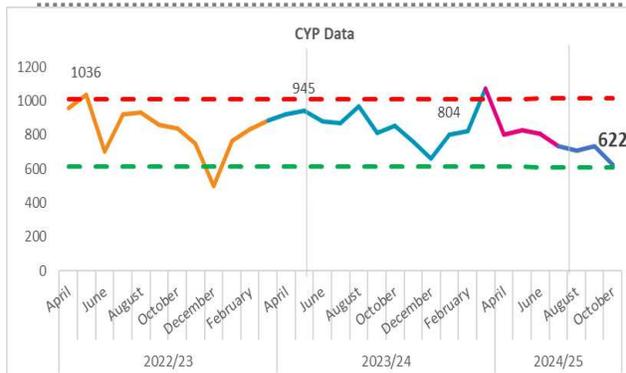
Suspected Suicides



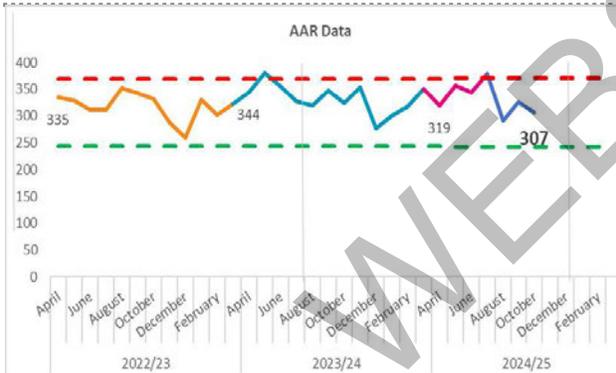
In October we recorded 20 suspected suicides. This is a 39% MoM decrease. The YTD figures are up 5% from PYTD. Monthly average is currently at 24 incidents.

Average 25 incidents per month in 23/24

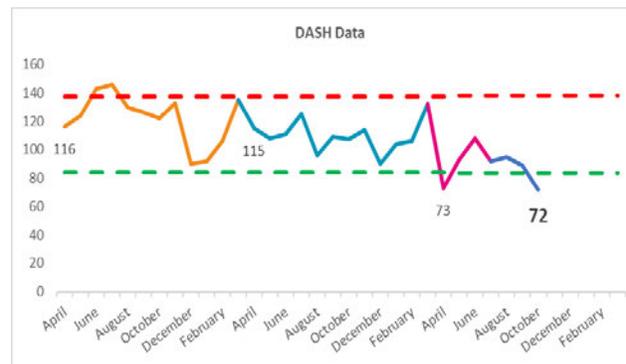
CYP Data



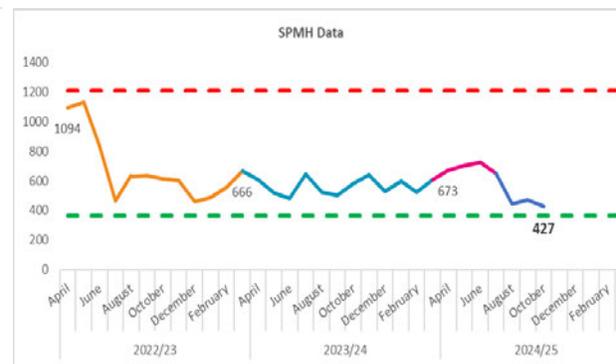
AAR Data



DASH Data

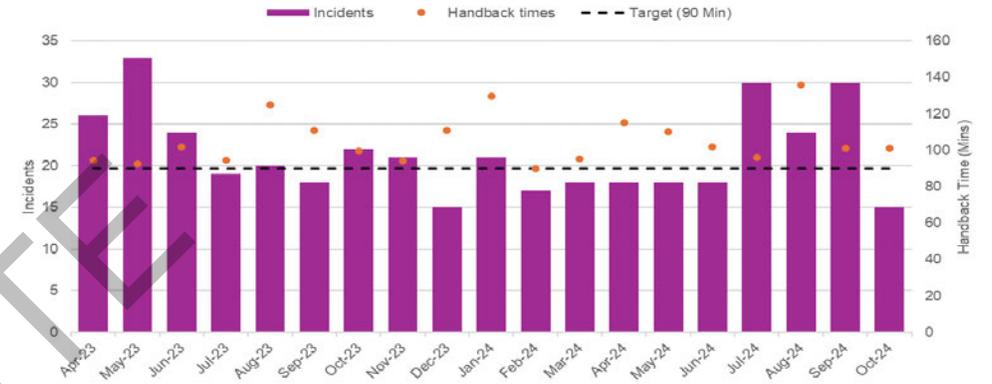


SPMH Data



Reduce disruption on the network through collaboration

Non-suspicious Handback Times April 2023 - October 2024

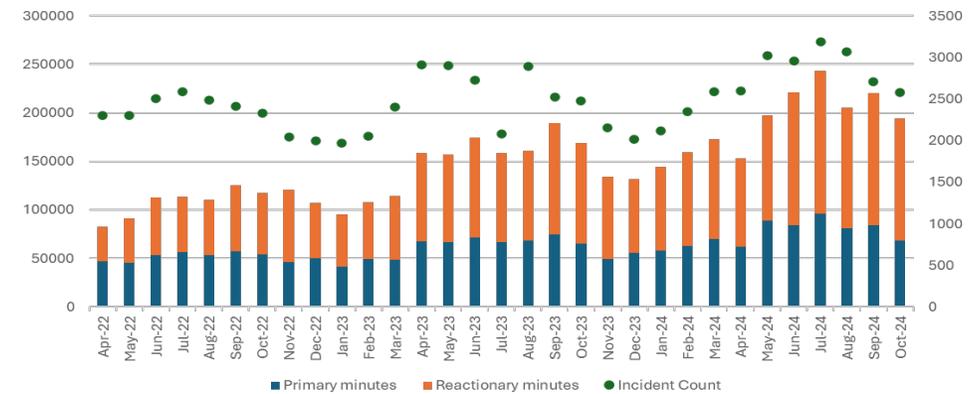


Forcewide average hand back times increased 7% from July. The breakdown across Divisions is as follows ; B Div = 97 mins, C Div = 105 mins, D Div = 130 mins.

C and D divisions times are way above the target of 90 mins

106 mins
Avg. YTD Hand-back time 24/25

Disruption data April 2022 - October 2024



Reactionary minutes that has been in an upward trend since the start of the FY dropped in August by 15% from July; Incident count also dropped 4% from July; Primary minutes dropped 16% from July.

There has been an upward trend since the start of the FY for all disruption data units.

Overall notifiable offences

BTP recorded 7% more crime between 1 April and 31 October 2024 when compared to the same period last year, to 49,497 offences. The Force solved 5,533 crimes during this period, which was 0.4% more than last year, however the percentage solved rate reduced slightly from 12% to 11%.

Robbery

Robbery was highlighted as an area of positive performance at the November Finance, Legitimacy and Performance Committee (FLPC) meeting. Robbery has seen monthly increases since August but continues to see a reduction compared to the same period last year (of 5%), and there were 14% fewer offences in Q2 than in Q1. It was reported to the FLPC that while offences remain too high, plans are in place to respond to these offences, with a dedicated command structure and an increased offender focus. The number of crimes solved was down by 18 (to 116) compared to the same period last year, however the solved rate increased slightly to 12%.

Theft of passenger property

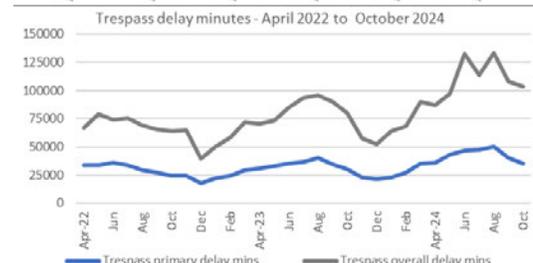
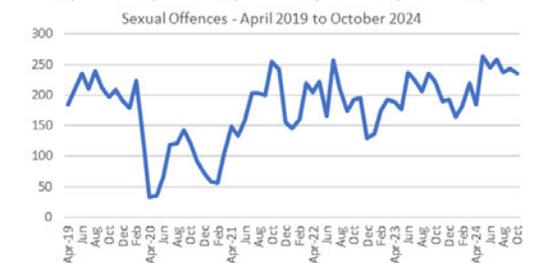
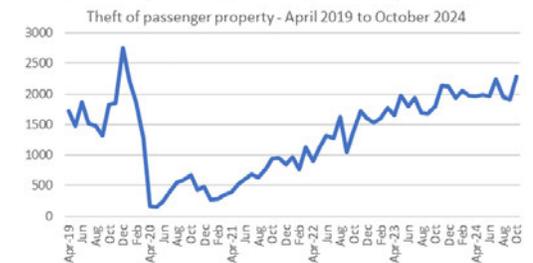
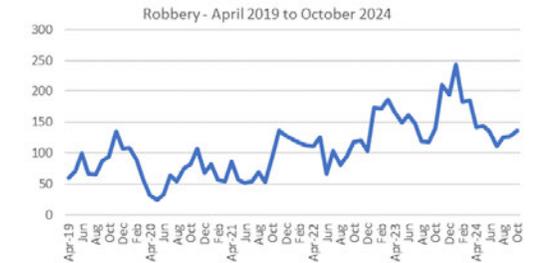
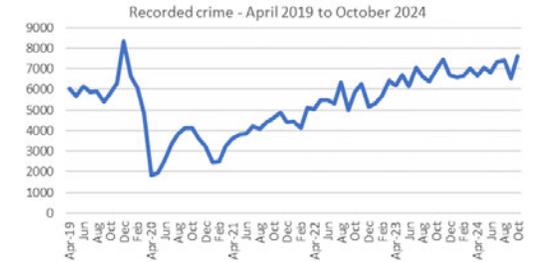
Theft of passenger property was highlighted as an area of concern at the November FLPC meeting and was discussed in the context of the Force's crime prevention activity and work around identifying lost property. Theft continues to be the largest driver of the overall increase in notifiable offences. April to October saw a 14% increase in offences, to 14,303.

Sexual offences

Also highlighted at the November FLPC, was the increased reporting of sexual offences to BTP. The Force recorded 16% more sexual offences between April and October compared to the same period last year, to 1,741 offences. The Force solved 47 more crimes (to 246) during the year to date compared to the same period last year, with the solved rate for April to October at 15%.

Police related disruption

Police related disruption incidents saw a 6% increase between April and October, with primary delay minutes up by 15% and overall police related delay minutes up by 21%. Trespass continues to be the largest cause of delay, accounting for 53% of police related primary delay minutes during this time (and 54% of overall delay minutes). The deterrence of trespass was discussed at the November FLPC meeting. Trespass incidents saw a 6% increase for the year to date, with primary trespass disruption up by 24% (and overall trespass delay up by 31%).



Report to: Full Authority

Date: 10 December 2024

Subject: 2025-26 Budget and 2025-26 to 2029-30 MTFP

Sponsor: Chief Executive Officer

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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 increase in PSA 2025-26 charges as part of the MTFP as well as additional funding that will be needed in addition to the headline increase in 2025-26 charges to be agreed.

2. Background

- 2.1. As per the Railways and Transport Safety Act 2003, BTPA shall aim to ensure the efficient and effective policing of the railways with the Act appearing to give equal weight to the efficient and effective principles. Before setting a budget the Authority should consult the Treasurer and the Chief Constable.

- 2.2. As per the Framework Document between BTPA and our sponsor department DfT the Authority are expected to:

- 2.2.1. To draw up each year a sustainable budget for the BTP;
 2.2.2. To oversee the operation of the BTP with a view to securing the efficient, cost effective and effective policing service for rail operators and users;
 2.2.3. Take into account any specific directions issued by the Department
 2.2.4. Have regard to any impact on the Department's DEL and shall restrict such impact to limits agreed with the Department.

- 2.3. BTP is a central government entity which spans the railway and policing environment. Whilst unique in terms of geography, the main drivers for the budget are the PRRB pay award and inflation. BTP is not disproportionately impacted by these compared to the general policing or transport sectors.

- 2.4. The BTP MTFP slides refer to crime being projected to continue to increase from 2023-24 levels, based on the Holt-Winters seasonal forecasting model. This is a rise of 10% by the end of 2024-25, and a further 17% by the end of 2025-26. The source of this analysis is unknown. As per the independent ONS crime release for

year ending June 2024¹, crime experienced by individuals and households has generally decreased over the last 10 years with some notable exceptions, such as sexual assault. Latest estimates from the Crime Survey for England and Wales (CSEW) showed that there were an estimated 9.2 million incidents of headline crime (which includes theft, robbery, criminal damage, fraud, computer misuse and violence with or without injury) in the survey year ending June 2024. This was 18% lower compared with the year ending March 2017 survey (the earliest comparable year for CSEW headline crime, including fraud and computer misuse). The latest CSEW estimates showed a 10% increase in the number of headline crime incidents compared with last year's survey (year ending June 2023). This increase might be partly because the previous survey reporting period (July 2021 to May 2023) still including times of COVID-19 restrictions. As per the ONS release, it is too early to tell if this change represents a short-term fluctuation or the start of a new trend. Without further evidence, the cause of this increase cannot be proven to be symptomatic of BTP's proactivity level not reaching the crest of the wave to provide a consistent and sustainable deterrent effect (currently 24% of officer hours on proactive / high visibility policing, with an ambition of 40%) as correlation is not necessarily causation. More data on the relationship between proactivity and crime levels is needed to draw conclusions.

2.5. As per Home Office statistics², police recorded crime levels in England and Wales (excluding fraud and computer misuse) fell by 3% in the year ending March 2024 compared with the previous year.

2.6. While BTP report the number of disruption-causing fatalities has also risen with hand-back times beyond the 90-minute target (currently at 103 minutes), there could be a number of reasons for this including the need for better collaboration with our key partners Network Rail and TOCs.

2.7. In August 2024, BTPA issued the MTFP Directive to BTP to develop the 2025-26 to 2029-30 MTFP (see Annex A) incorporating certain key principles and assumptions. This directive was issued pre the Autumn Budget 2024 and aimed to reflect the challenging expectations of the BTPA by DfT to respond to the current economic position at a similar level to the rest of the rail industry. The scenarios concentrated on PSA charges with EPSA, TfL and other charges continuing on a full cost recovery basis. Any changes in non-pay would of course feed through into these contracts too.

2.8. The Police Services Agreement (PSA) budget for 2024-25 is £281.5m. This was based on an agreed increase of 8.9% when compared to the previous year. The overall budget for 2024-25 is £394.5m. The current forecast outturn (as at P7 2024-25) indicates a pressure of £1.8m.

2.9. Through Phase 1 of Spending Review 2025 the government reset public spending for 2024-25 (the last year of SR21) and set departmental budgets for 2025-26. Parallel to the BTPA MTFP process is DfT's 2025-26 business planning process

¹ [Crime in England and Wales - Office for National Statistics](#)

² [Crime outcomes in England and Wales 2023 to 2024 - GOV.UK](#)

whereby DfT allocates delegated budget across the DfT and ALBs. As our resource budget is a net impact of income/expenditure the decision on what increase is decided here has less impact in terms of risk of keeping within the delegated budget than is the case with the capital delegated budget. The capital requirement of the Force is the same across scenarios 1, 3a – 3c at 10.7% nominal increase to 2024-25 baseline with a slightly higher capital budget requirement for scenario 2. The DfT business planning process is due to conclude in January 2025. The Force have confirmed separately they understand they will have to work to budget even if they receive flat cash capital settlement next year.

3. Autumn Budget 2024

- 3.1. This Government's clear priorities as set out in the Autumn Budget 2204 are putting the public finances on a sustainable path, economic growth, fixing the NHS and reforming public services including education and energy security and net zero, and efficiency in delivery of public services.
- 3.2. A key theme of the Autumn Budget 2024 was driving public sector efficiencies, increasing productivity and reducing wasteful spending. The Budget sets a 2% productivity, efficiencies and savings target for government departments. There was no suggestion in the Autumn Budget 2024 that this was solely predicated on increased investment or 'spend to save' measures. Indeed, the including of reducing wasteful spend implies there is an expectation to review existing processes and spend. One of the questions in the MTFP Directive asked for an update on 'Every Penny Counts'. As per the MTFP slide pack, this scheme closed in 2023-24 and the new Efficiency Strategy and Plan will replace this once ready. This new Efficiency Strategy and Plan should include BAU savings and reducing waste in the same way as the 'Every Penny Counts'. Even where the target is to be delivered through using technology more effectively, this can be done through better procurement using CCS Frameworks which can be seen in the savings achieved through the Future Networks rather than just on investment.
- 3.3. The PSA charge is classified as a levy which is a tax on production. The Autumn Budget 2024 announced a number of levies across government being increased by either CPI or RPI.
- 3.4. As per the Autumn Budget 2024, the average annual real terms growth 2023-24 to 2025-26 for total DEL excluding depreciation is 4.3% with Transport at -2.5% and Home Office -2.7%:

£ billion (current prices)	Outturn 2023-24	Baseline 2024-25	Plans 2025-26	Average annual real terms growth 2023-24 to 2025-26
Average	558.9	600.8	643.7	4.3%

Home Office	20.3	22.6	22.1	-2.7%
Department for Transport	30.0	28.8	30.0	-2.5%

3.5. The Home Office growth rate is negative due to significant savings to the cost of the asylum system. The settlement does enable the Home Office to make progress on tackling antisocial behaviour and delivering on the commitment to neighbourhood policing. The Department for Transport growth rate is negative between 2023-24 and 2025-26 due to the reduction to the rail services subsidy as passenger numbers continue to recover post-pandemic.

3.6. Using the same calculation as HMT, the MTFP scenarios would be:

£ million (current prices)	Outturn 2023-24*	Baseline 2024-25**	Plans 2025-26***	Average annual real terms growth 2023-24 to 2025-26
Scenario 1 7.6%	258.5	281.5	302.8	5.7%
Scenario 2 9.8%	258.5	281.5	309.0	6.8%
Scenario 3a 3.0%	258.5	281.5	289.9	3.4%
Scenario 3b 0% (flat cash)	258.5	281.5	281.5	1.9%
Scenario 3c -2%	258.5	281.5	275.8	0.9%
<p>* In 2023-24 the budget has been used rather than outturn above as the overspend in 2023-24 was a one-off event and covered by budget cover from DfT and use of cash reserves rather than charged out to industry.</p> <p>** The baseline for 2024-25 uses the headline 8.9% increase in charges against 2023-24 budget though it should be noted the actual increase in charges was 10.9% after taking into account the impact on 2024-25 charges of the 2022-23 wash up charge, the 2023 pay settlement and the backpay of London Allowance during maternity leave.</p> <p>*** As per Table 11 in BTP MTFP paper</p>				

3.7. The Autumn Budget 2024 announced an increase to the rate of employer National Insurance Contributions (NICs) by 1.2 percentage points to 15%. The per-employee threshold at which employers start to pay National Insurance will also be reduced from £9,100 per year to £5,000 per year. It was also announced that public sector organisations will be protected from the impact of the employer NICs increase. The approach and scope of this protection is still unclear but as per conversations with DfT, ALBs need to provide a plan to absorb the additional pressure the increased NIC creates and articulate the impact of living within 2025-

26 baselines. This may include, for example, where ALBs charge users for services, building the additional costs into their charging models and recovering through user charge as a genuine organisational cost. For the purposes of this MTFP discussion, therefore, any increase should be deemed net of the employers NICs increase which should be added separately.

- 3.8. The increase in the National Living Wage increase, National Minimum Wage for 18-20 year olds and minimum wages for Under 18s and Apprentices will not have an impact for BTP as BTP already pay higher salaries than the increased amounts announced.

4. Transport sector

- 4.1. As announced at the Autumn Budget 2024, the annual regulated rail fares cap will rise by 4.6% in 2025, one percentage point above July 2024 Retail Prices Index (RPI). This is the lowest absolute increase in three years as passengers were protected from the large inflationary increases experienced in recent years. Subject to an industry proposal, there will also be a £5 increase to the price of most rail cards (except the disabled person's rail card).
- 4.2. Network Rail have published their national efficiency plans across 2024-2029³. Network Rail have committed to £3.8bn of Operations, Maintenance & Renewals efficiency over CP7 across Great Britain. If that is achieved, Network Rail will have reduced costs by 23% and delivered over £12bn of savings over the course of ten years through CP6 (2019 – 2024) and CP7 (2024 – 2029).

5. Policing

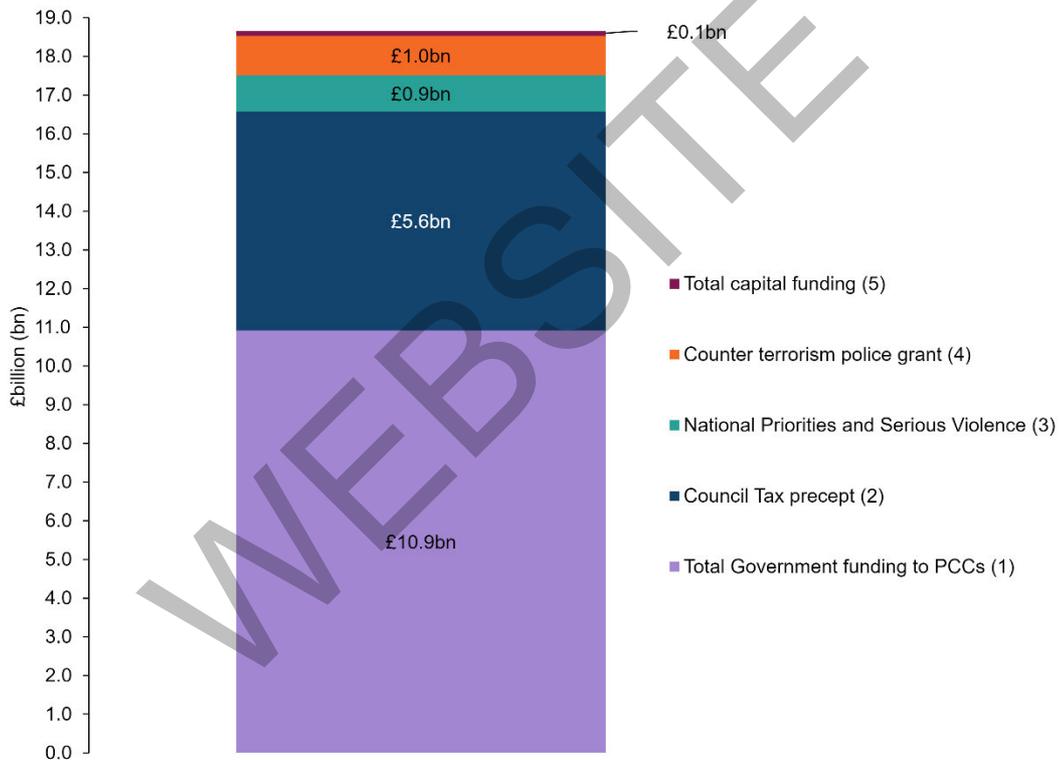
- 5.1. The Home Secretary announced more than £500m of central government funding for policing in 2025-26 next year to support the government's Safer Streets Mission, including an increase of over £260m in the core grant for police forces as (likely) ringfenced resources for neighbourhood policing. The rest is funding specifically for the NCA and counter terrorism. It is difficult to uncouple the different elements of the £500m announced by the Home Secretary as a full breakdown has not been revealed. This is additional funding to the 2024-25 baseline as set out in the 2024-25 police funding settlement in January 2024. This means that it is funding that will also support the 2025-26 costs of the 2024-25 pay award.
- 5.2. The police precept referendum limit will be £14 (for English forces). If PCCs choose to make full use of this flexibility, this would provide up to £330m funding for police forces.
- 5.3. The Home Secretary confirmed that police forces would be fully compensated for the employer NICs changes in addition to the announced.

³ [Overview of CP7 efficiency initiatives](#)

5.4. HM Treasury plan to work with the Home Office through Phase 2 of the Spending Review to drive police efficiencies and improve overall police productivity in England, ending wasteful contracts and enabling officers to spend more time on the frontline tackling crime. This will form part of a wider police reform package to rebuild confidence in policing.

5.5. The budget is delegated to the CC as Additional Accounting Officer without ringfencing meaning the CC has flexibility on how the budget is spent according to her operational needs and priorities. This is different to Home Office forces where much of the increase will be ringfenced to officers (keeping the 20,000 uplift) or neighbourhood policing.

5.6. The 2024-25 overall agreed annual funding (£bn) for policing (nominal terms)⁴ is:



5.7. The police funding settlement was up to £18.4bn while the police funding statistics show £18.7bn. The difference is in-year pay award funding and out of settlement Serious Violence funding.

5.8. Government funding is 59% of the total, with council tax precept being 30% and the remaining 11%. Taking the core grant element of neighbourhood policing

⁴ [Police funding for England and Wales 2015 to 2025 - GOV.UK](https://www.gov.uk/government/statistics/police-funding-for-england-and-wales-2015-to-2025)

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(£264m) plus the £330m from the council tax precept, the average funding increase across local policing in 2025-26 looks shy of 4% nominal.

- 5.9. Whilst Members should note they are not being asked to approve an establishment, paragraph 3.3 of the BTP MTFP paper references national officer numbers by the end of 2023 at just 2% above 2010 levels. Taking 31 March 2023 numbers there were 147,434 FTE officers across Home Office forces⁵ vs 143,734 as at 31 March 2010. As at 31 March 2023 BTP had 3,149 officers vs as at 31 March 2010 2,914 police officers⁶, an 8% increase.

6. BTP's MTFP scenarios

- 6.1. Inflation and 2025 PRRB assumption are the two real drivers of the 2025 MTFP. The MTFP Directive issued in August 2024, included a 2025 PRRB settlement assumption of 2.5%. The Force are concerned that it appears low given analysis of the external environment where the Force quotes average pay awards have been predicted at 3.5% for 2025. The Pulse Survey referenced by the Force as evidence of the predicted 3.5% average pay award for 2025 looks across sectors and was from July 2024. This was before the announcement of the increase in employer NI in the Autumn Budget 2024 which is now widely reported to likely result in lower wages. In addition, the Autumn Budget 2024 reported that over the medium-term, above inflation public sector pay awards would only be affordable if they could be funded from improved productivity and that 2025 pay awards should take account of expected inflation over the next financial year of 2.6%. The Force quote a forecast inflation of 2.2% for 2025, however, the Autumn Budget 2024 document includes a forecast of 2.6% for 2025. As such, the MTFP Directive 2025 PRRB still appears sound though, as with every year, there remains a risk that the eventual pay settlement will differ from this assumption.
- 6.2. The Force MTFP paper gives breakdown of a number of scenarios - scenario 1 roll forward of 'Price' 7.6% increase (with affordable workforce establishment remaining at 2024-25 levels of 4,935 FTE), scenario 2 'Price + Demand' 9.8% increase, scenario 3a MTFP Directive 3% increase, scenario 3b MTFP Directive flat cash and scenario 3c MTFP Directive 2% savings. Following discussion with the Authority, the Force have amended the description of 'Price' to incorporate the non-pay demand/volume not directly associated with an increase in establishment that is included in the % increase. This non-pay demand/volume includes Insurance, Legal & Claims costs as well as Premises & Office costs.
- 6.3. As per paragraph 4.6 of BTP MTFP paper, across the Force pay and overtime makes up 76% of the budget and the net pay price increase is assessed at 4.7% between 2024-25 and 2025-26. As per paragraph 4.9, non-pay makes up 24% of

⁵ [Police workforce, England and Wales: 31 March 2024 - GOV.UK](https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2024)

⁶ [BTP Stats Bulletin 2020 2021.pdf](#)

the budget and the non-pay increase is assessed at 9.8% between 2024-25 and 2025-26. Using a weighted average approach this would give a 5.9% increase:

	% of budget	Increase	2025-26 budget
Pay	76%	4.7%	79.6%
Non-pay	24%	9.8%	26.4%
	100%		105.9% (rounded)

- 6.4. The Force have explained the difference to the 6.7% quoted for the PSA impact of price and volume/demand at current establishment. The shares of pay and non-pay differ significantly in the PSA from the Force as a whole with TfL, EPSAs, Grants etc. being predominantly pay focussed. In addition, the total pay increase lands differently in the PSA at 5.4% and the non-pay increase for the PSA is 9.3%.

	% of budget	Increase	2025-26 budget
Pay	66%	5.4%	69.6%
Non-pay	34%	9.3%	37.2%
	100%		106.7% (rounded)

- 6.5. This difference in percentage share / weighting of pay and non-pay and the difference in the increase in pay and non-pay explains why we see different increases in budget across PSA, EPSA and TfL charges. For example, TfL sees 82% of the budget on pay and overtime while only 18% on non-pay. The reason for the difference in pay increase across streams will depend on the mix of officer and staff population (as staff receive the 2.5% increase from July while officers receive it from September) and the position of officers and staff on spine points.
- 6.6. Price plus demand/volume not directly associated with an increase in establishment is budgeted at an increase of 6.7%. The pay increase under PSA is 5.4%. With pay increase of 2.5% (pro-rated to 6 months for officers and 9 months for staff) and inflation at 2.6% in 2025-26 this price plus demand/volume at current establishment is higher than expected. The reason this is higher than the 2.5% is due to:
- 6.6.1. the compounding effect of comparing to 2024-25 budget. The additional 0.75% following actual PRRB settlement of 4.75% vs 4% budgeted in 2024-25 which is carried through to 2025-26 with full year at 4.75% rather than the pro-rated to 6 months for officers and 9 months for staff budgeted for in 2024-25. Similar to Home Office forces, this is additional in comparison to the 24-25 baseline as set out in the 2024-25 budget agreed in December 2023 and will support the 2025-26 budget with the 2024-25 pay award costs.
- 6.6.2. spine point increments. Staff start at spine point 2 and receive annual spine point increments until spine point 7 after which there are no further

increments. Spine point increments primarily range between 2.5% - 3% with two smaller increments at specific grades and those at the top receiving zero increment. For officers the picture is slightly more disparate. For Officers PCs begin at the third spine point which is spine point two as spine point zero no longer exists. Over the first five years spine points increments range from 3.9% to 16.8% in the final spine point increment. Once spine point 7 is reached there are no further increments. Across sergeant, inspector and chief inspector ranks, there are c. half of the spine points than at constable rank and increments range from 2% - 2.8%. At CC and DCC ranks spine points do not exist and due to small numbers ACC, Chief Superintendent and Superintendent ranks are not included here.

6.7. The pay model uses a number of assumptions on employer pensions contributions and churn amongst others. It works on gross establishment and then a vacancy factor is used to bring the establishment down to an affordable level. Churn looks at the differential between leavers and starters. This is especially important at constable rank due to the number of spine point increments and value of each increment whereby an experienced constable on spine point 7 earns 55% more than a new entrant on spine point 2. Whilst the BTP MTFP model has a clear churn calculation an explanation as to the methodology behind it would be helpful including whether an average rate vs prior year only. The pay model budgets for 8.4% employer contribution on the new staff DC pension scheme. This is the highest employer contribution for the Staff DC scheme with the default on entry being 6.6% and the BTP's own analysis shows current contributions at an average of 7.1%. While the impact of using 8.4% vs 7.1% is small at the moment (c. £0.1m net of the additional life assurance cost) due to the small numbers on the staff DC pension scheme, the value will only grow in time as all new staff scheme enter this scheme.

6.8. On non-pay the price element is supplemented by volume/demand not attributed directly to increase in establishment. As per the BTP October non-pay MTFP model, there are a number of areas which increase with CPI or RPI. There are also a number of areas that increase by a higher amount either due to the agreed contract price variation or volume/demand needs. Overall:

6.8.1. Premises & Office costs increase by 3.7%

6.8.2. Communications and IT goes up by 7.4% primarily driven by contract price increases and additional pressures under IT costs

6.8.3. Supplies and Services increases by 4.6%. Within this number is an increase of 17.3% on employee wellbeing which is welcome both in terms of reducing sickness days, increasing productivity and increasing retention. As per slide 67 of the BTP MTFP slide pack, BTP currently have 5.33% of officers on recuperative duties and so unavailable for front line duties. The Crime Standards Board oversees the allocation of officers on recuperative duties to ensure they are being fully utilised to support operational policing objectives. The TDR Gold Group continues to oversee this with the aim to reduce this and bring it in line with the Home Office average which was 3.8%

for 2023. In addition, increased spend on wellbeing will help with retention of staff which brings a financial benefit vs recruitment costs.

- 6.8.4. Fleet increases by 8.9%. While fuel is increased by CPI from 2024-25 budget, the price per litre goes from 152p to 155p. November 2024 price of fuel is petrol 135.37p per litre and diesel 141.40p per litre⁷. To note, Fuel duty was frozen at the Autumn Budget 2024. Accepting global events may push fuel prices up in 2025-26, any impact is still unknown.
- 6.8.5. Uniform and Equipment increases by 4.0%
- 6.8.6. Training increases by 5.3%
- 6.8.7. Transport increases by 2.4%
- 6.8.8. Insurance, legal and claims increases by 17.3% or £0.8m (as can be seen at slide 15 in the BTP MTFP slide pack). A lot of this is driven by volume and demand and it would be prudent to explore why there is such a large increase as by just halving this increase would result in 7% would save £0.4m.
- 6.8.9. Capital charges increase by 8.2% and includes two manual adjustments to build in the uplift required to the revenue expenditure budget in respect of additional income to fund the proposed capital uplift.
- 6.9. Whilst prudence is welcome, it is important to be realistic and too much prudence may allow passive acceptance of increases without sufficient challenge on value for money.
- 6.10. The 2025-26 efficiencies of £1.8m outlined by BTP in delivering scenario 1 do not require additional investment and comprises Buckingham Palace Road (BPR) rent saving of £1.4m and Future Networks contract (PSA element) of £0.4m (using a CCS Framework). BTP received DfT capital budget cover and access to reserves for BPR investment. Productivity and efficiency gains already realised as a direct result of the investment of the savings from Layers and Spans and CT review (c.£3.7m/year) and other AFotM projects are not separately identified.
- 6.11. When describing the portfolio base of £4.4m increase, it should be noted that BTP definition of non-discretionary projects is different to the DfT definition and that widely used across government. There is a risk that this different definition causes issues in relation to the DfT conditions laid down when additional budget cover was received in 2023-24 and for future spending reviews and business planning.

7. Authority view

- 7.1. BTPA recognises that the choices to reach scenarios 3a – 3c in the MYFP Directive are unpalatable and these scenarios are now not in line with wider public sector settlements for 2025-26.

⁷ [Weekly road fuel prices - GOV.UK](https://www.gov.uk/government/statistics/weekly-road-fuel-prices)

- 7.2. Whilst acknowledging the ambition of the Force it is important to bear in mind the wider public finances challenges, the transport and policing settlements, and the drive for efficiencies.
- 7.3. The scenario 1 breakdown of 7.6% uplift is made up of an uplift of 6.7% on price and demand/volume plus 1.6% uplift on portfolio base netted by 0.6% efficiency (which is approximately 0.5% for BPR and 0.1% for Future Networks). This uplift exceeds the policing and transport settlements which indicates that as a minimum policing and transport are looking at achieving greater efficiencies than BTP plan. It is difficult to put a figure on the amount of prudence used in the price and demand/volume 6.7% uplift, especially on non-pay where the inflation uplift is 9.3% (paragraph 6.4) which is over 3.5 times CPI. If we take BPR efficiencies as banked, BTP should challenge itself further on efficiencies, cost savings, productivity gains securing greater output for the same cost and driving out waste and a further 2% efficiency target should be in place including Future Networks.
- 7.4. The view of the Executive is that an uplift of 4.6% net of employer NICs balance the ambition of the Force and the wider financial challenges of government and the rail industry ensuring any increase is in line with increases seen with our stakeholders. Using the average annual real terms growth 2023-24 to 2025-26 for total DEL excluding depreciation this would give:

£ million (current prices)	Outturn 2023-24	Baseline 2024-25	Plans 2025-26	Average annual real terms growth 2023-24 to 2025-26
Scenario 4 - Authority preferred scenario of 4.6%	258.5	281.5	294.4	4.2%

8. Additional funding issues

- 8.1. During 2023-24, there were a number of additional funding issues that needed addressing in addition to the 2024-25 MTFP. It is envisaged that most of those additional funding issues will not be repeated this year.
- 8.2. As DfT provided additional budget cover in 2023-24, there is no wash up charge related to the 2023-24 to be carried forward and charged out to PSA holders as part of the 2025-26 charges.
- 8.3. The Police Services Agreement (PSA) budget for 2024-25 is £281.5m. This was based on an agreed increase of 8.9% when compared to the previous year. The overall budget for 2024-25 is £394.5m. The current forecast outturn (as at P7 2024-25) indicates an overspend of £1.8m. The Force have been asked to

continue to manage the 2024-25 Q2 forecast to meet budget. This includes the impact of the 2024 Police Remuneration Review Body (PRRB) settlement which was 4.75%, only marginally higher than the 4% factored into the 2024-25 budget.

- 8.4. In 2023-24 it was decided to charge out £240,204 of backpay of London Allowance during Maternity Leave as part of the 2024-25 charges. In September 2024, the Force alerted BTPA that the previous high-level estimate of £240,204 was now deemed insufficient and an additional amount of up to £109,796 was needed. It is recommended the amount is charged out to industry as part of the 2025-26 charges to offset the expense. This additional amount reflects 0.04% of budgeted pay. The recommended PSA charge increase is inclusive of this amount.

9. Recommendations

- 9.1. BTPA recommend an increase in core PSA funding of 4.6%. We will also work with the Force to understand the increase in TfL, EPSAs, CL and Other income/grants and ensure we remain in line with Managing Public Money in terms of not cross subsidising across services.
- 9.2. In parallel we will continue engaging with DfT in the 2025-26 business planning process and Phase 2 of the Spending Review. Phase 2 of the Spending Review is due to conclude late Spring 2025 with the objective of delivering a new mission-led, technology-enabled, and reform-driven settlement for public services. It would, therefore, be sensible for bids for spend to save initiatives including full costing and benefits and how those benefits will be monitored, reported and reinvested, to be made as part of Phase 2 of the Spending Review. Longer term funding can also be explored at that time.
- 9.3. Prioritisation and clear articulation of how we can help meet key government objectives will be key to ensuring we get a positive outcome from Phase 2 of the Spending Review.
- 9.4. We will work with the Force to identify further efficiencies or productivity gains or undertake a discretionary spend reduction exercise. Members are invited to feed into this work. This includes revisiting areas such as spine point removal for staff which would bring BTPA in line with government policy. This could be done in a similar way to the introduction of the staff DC pension scheme whereby new entrants are not given spine point increments.
- 9.5. To encourage the BTP to look forward constructively, positively and with optimism about what can be achieved with the PSA budget uplift of 4.6% while acknowledging the challenge of the efficiency target.

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To: Steff Sharp, BTP Chief Officer
From: Rubeela Qayyum, BTPA CFO
Subject: Directive - Medium Term Financial Plan 2025-2030 Assumptions
Date: 6 August 2024

Purpose of this Directive

1. This Directive outlines certain key principles and assumptions that the Authority would like you to incorporate into your development of the 2025-26 to 2029-30 MTFP build which will be subject to the Authority's approval in December 2024.

Background

2. The Authority recognises its responsibility to provide early guidance and direction in respect of the assumptions it expects to influence the preparation of each year's MTFP revision. In setting these assumptions we have taken into consideration the continuing challenging economic climate and DfT's expectation that the BTPA should respond at a similar level to the rest of the rail industry and central government.

Key Principles and Assumptions

3. As part of the MTFP development, please incorporate the following assumptions:
 - 3.1 Strategy, MTFP and Strategic Planning Cycle - The Authority will expect the MTFP to have coherence with the programme of work contained in the 2022-27 Strategic Plan, to build from the MTFP agreed in December 2023 and to demonstrate congruence with the new Strategic Planning Cycle.
 - 3.2 Pay Award – in the context of forecast inflation levels, we ask you to assume a 2025 pay award of 2.5% and a 2% pay award thereafter. Spine points should be included as contractually obliged. Pension contributions and the staff pension deficit top up should be incorporated as per values agreed with the Trustee.

Funding envelope

4. The budget for 2024-25 is £394.5m (inclusive of the Authority budget of £2.8m). You will be aware there is an increasing drive from HMT to consider efficiencies with the launch of the Government Efficiency Framework which states efficiency should be viewed as being able to spend less to achieve the same – or greater – outputs, or to

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achieve higher outputs while spending the same amount. We expect efficiencies and transformation will be a key focus at the next Spending Review. As a result, we would like you to develop three scenarios for the increase to charges for 2025-26 and across the MTFP period:

- 4.1 At least 2% savings.
 - 4.2 Flat cash rollover.
 - 4.3 3% increase.
5. The scenarios above are inclusive of the 2024 Pay Award of 4.75% though the excess over the assumed 4% should be shown as a separate line.
 6. Under the scenarios, please detail the extent to which productivity gains identified through AFotM and BAU mitigate and absorb any increase in demand and the resulting impact to proactivity time.
 7. On the basis that there is an assumed pay award of 2.5% for 2025-26, it is the Authority's expectation that you will identify efficiency cost savings to offset the impact of part of the spine point increase and other non-pay inflationary costs. In this context, it is worth recalling the Authority Decision of December 2021 that increased expenditure should be funded, in order, by:
 - 7.1 BTP find internal efficiencies
 - 7.2 Uncommitted Cash Reserves
 - 7.3 DFT grant
 - 7.4 Charge out to industry.
 8. As part of developing this scenario, the Authority would like to see a prioritised list (on the basis of increasing difficulty) of potential cost savings indicating the amount that could be saved alongside a short assessment of impact and achievability. These savings should be categorised to understand where there may be a disproportionate impact and options should be provided. Impacts to the policing service provided in response to being required to work within this funding envelope should be explained to help the Authority determine their risk appetite to deliver the savings. Please categorise savings under efficiencies, permanent cost reductions and cost reductions from delayed spend.
 9. In respect of efficiencies, whilst the Authority would welcome evidence of productivity gains securing greater output for the same cost, in present circumstances the Authority also requires examples of cost reduction to deliver the same or better outputs. These efficiencies should be categorised where possible to understand which areas are

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delivering efficiencies. Reporting of efficiencies work must be in line with the Government Efficiency Framework.

10. Any spend to save proposals should clearly articulate the costs and benefits.

Other Considerations

11. No material core police service expansions are anticipated in 2025-26.
12. As part of MTFP development the Authority expects to see a lasting reconciliation of the Origin system such that the finance view of budgeted FTE and the HR/Workforce planning view of budgeted FTE become and remain aligned.
13. The MTFP should show the overall current % of officers not available for front line duties and any plans to reduce this % in order for BTP to be efficient and effective.
14. The draft MTFP should update the AFOTM position, identifying the updated profile across the MTFP period with the quantum and timing of the anticipated investments and savings realisation. This should be presented both within the overall savings list but also separately to allow for clarity and proactive management over planned investment against the savings achieved and hence funding available.
15. The MTFP should identify both BAU and transformation (spend to save) savings and efficiencies. The following efficiencies/cost savings/other income should be separately identified across the MTFP period:
 - 15.1 range for bank interest (though we understand this is not included in the budget)
 - 15.2 reduction in BTP RPS Section employer pension contributions as a result of the agreement of 2022 Valuation
 - 15.3 reduced staff pension employer contributions as new staff enter the new DC scheme rather than the now closed DB scheme
 - 15.4 Every Penny Counts with target of where the savings will come from i.e. central decision-making vs suggestions from individuals
 - 15.5 Savings in the Total Facilities Management contract following its finalisation (c.£0.5m/year)
 - 15.6 Savings from moving to 200 BPR
 - 15.7 For future years separately identify Staff DB Pension deficit payment (c.£1.3m/year)
 - 15.8 Apprenticeship levy and how much expect to surrender (currently c.£0.8m/year)
 - 15.9 Savings from Layers and Spans and CT review (c.£3.7m/year) and what AFotM transformation investments these savings are paying for within the MTFP and when the savings will start offsetting BAU expenditure rather than AFotM

- 15.10 'Capability Review Rebalance' investment of 54 FTE / £3.5m in 2024-25 and whether this will continue throughout the MTFP and the composition of staff and officers.
- 15.11 Impact of OPM

Other Assumptions

- 16. There are a number of other assumptions you will make as part of developing the MTFP. The Authority ask that you clearly outline the assumptions you have used and the rationale (with evidence) for them. This includes inflation assumptions where applicable. We expect these will include but are not limited to:
 - 16.1 Headcount/Establishment number – it is the Authority's expectation that the outcome of the Optimised Policing Model work will influence this assumption. If a vacancy factor is applied, this should be justified appropriately.
 - 16.2 Non-pay assumptions:
 - 16.2.1 Premises and office costs
 - 16.2.2 Communications and Computers
 - 16.2.3 Supplies and Services
 - 16.2.4 Fleet (including number of vehicles, maintenance and fuel cost)
 - 16.2.5 Uniform and equipment
 - 16.2.6 Insurance, Legal and Claims
 - 16.2.7 Training
 - 16.2.8 Transport costs

Conclusion

- 17. I would be happy to discuss this Directive further and we can include the Chair of Strategy & Planning Committee (SPC) if you wish. I ask that you provide an update to the 4 September 2024 SPC on the progress of the MTFP development including additional assumptions made, and a further update to the CFO by 7 October 2024 to allow time for discussion between the Executive, Members and COG before the December Authority meeting. In addition, there may be a Member breakfast briefing on 20 September.

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Report to: Full Authority
 Date: 10 December 2024
 Subject: BTPA 2025-26 Budget and 5-year MTFP
 Sponsor: Chief Financial Officer
 Author: Risk & Assurance Manager
 For: Approval

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1. Purpose of paper

- 1.1 The purpose of this paper is to request approval of the BTPA 2025-26 budget and 2025-30 Medium Term Financial Plan. To note, some of the totals may not add up due to rounding.

2. Background – Current BTPA 2024-25 Budget and Q2 Full Year Forecast

	2024-25 Q2 Forecast £'000	2024-25 Budget £'000	Variance £'000	Variance %
Executive	2,133	2,406	-272	-11%
Members	331	353	-22	-6%
	2,464	2,759	-295	-11%

- 2.1 The 2024-25 budget as agreed by the Full Authority in December 2023 has been reduced by c.£65k as a member of staff has moved to BTP Comms. The Executive 2024-25 forecast is under budget due to the reduced scope in the HMICFRS inspection and an underspend in staff pay. The Members 2024-25 forecast is under budget largely due to an underspend in pay and expenses.

3. Proposed BTPA 2025-26 Budget

	2025-26 Budget £'000	2024-25 Q2 Forecast £'000	2024-25 Budget £'000
Executive	2,485	2,133	2,406
Members	350	331	353
	2,835	2,464	2,759
£'000 Variance to 2025-26 budget		371	76
% Variance to 2025-26 budget		15%	2.8%

- 3.1 The proposed 2025-26 budget of £2,835k is 2.8% higher than the 2024-25 budget and 15% higher than the 2024-25 Q2 forecast. The Executive's budget allocation is 88% of the total Authority's budget for 2025-26 (87% in the 2024-25 budget).

4. BTPA 2025-26 – Executive Budget key assumptions

	2025-26 Budget £'000	2024-25 Q2 Forecast £'000	2024-25 Budget £'000
Staff Pay	1,275	1,200	1,389
Temporary Staff	30	140	88
Supplies & Services	888	646	783
Communications	30	30	30
Insurance, Legal & Claims	220	95	70
Training	24	12	30
Travel	17	10	16
	2,485	2,133	2,406
	£'000 Variance to 2025-26 budget	352	79
	% Variance to 2025-26 budget	16.5%	3.3%

- 4.1 The 2025-26 budget is higher than the current year budget, and the current year forecast due to the following factors:

- Staff Pay and Temporary Staff (before the Autumn Budget 2024 Employer NI uplift):
 - Staff Pay makes up 51% of the Executive's total budget in 2025-26 (56% in 2024-25 Q2 Forecast and 58% in 2024-25 budget). The Executive is expected to be at full capacity in 2025-26 with one recruitment planned to assist in Stakeholder Engagement activities amongst other areas.
 - The Authority approved a 4.75% staff pay award in 2024 though only 4% was budgeted. 2.5% has been estimated for 2025.
 - In 2024-25 temporary staff assisted in the CAM work. In 2025-26, £30k of temporary staff costs has been budgeted, being an allowance in case of 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 NAO and GIAA estimates have been sought. Given recent discussions with HMICFRS, a significant increase of £40k has been budgeted for 2025-26 but this may increase further. In addition, an annual

- Legally Qualified Chairs event has been included at a cost of c. £30k.
- Consultancy has a c.£50k allowance in case of consultancy work in addition to known work such as pensions.
 - Communications:
 - Communications costs are similar to 2024-25 and include the software license for Board Intelligence (£25k) and the provision of maintenance and security of the website (£5k).
 - Insurance, Legal & Claims:
 - Legal costs have been set to cover expected additional work on pensions and Police Regulations.
 - Training:
 - Staff training and development costs include a small budget for Exec team and Executive Leadership coaching for the CEO and CC.
 - Travel:
 - Travel related costs have increased in line with inflation and anticipated ticket prices and includes a volume increase from 2024-25 Q2 forecast. It is assumed a similar number of national Authority meetings and stakeholder events (four) will take place in 2025-26.

5. BTPA 2025-26 – Members’ Budget key assumptions

	2025-26 Budget £'000	2024-25 Q2 Forecast £'000	2024-25 Budget £'000
Staff Pay	311	298	317
Supplies & Services	1	1	2
Training	20	13	17
Travel	18	19	17
	350	331	353
	£'000 Variance to 2025-26 budget	19	-3
	% Variance to 2025-26 budget	5.7%	-0.8%

5.1 The 2025-26 budget is marginally lower than the 2024-25 budget but higher than the 2024-25 Q2 forecast due to the following factors.

- Member Pay (before the Autumn Budget 2024 Employer NI uplift):
 - Member Pay makes up 89% of the Members’ total budget in 2025-26 (90% in 2024-25 Q2 Forecast and 90% in 2024-25 budget). We expect for the majority of 2025-26 the total membership will be 14

Members as compared to 15 in 2024-25 as any recruitment for new Member(s) in 2025-26 will take time to complete.

- Member non-pay:
 - £1k added for event costs such as conference fees and guest speakers.
 - The training budget includes hire of premises and training. Given the importance of continuous training, a budget of c. £20k has been made.
 - The assumption for Travel related costs aligns with the assumption for the Executive.

6. BTPA 5-year 2025-26 to 2029-30 MTFP

6.1 The table below details the BTPA proposed MTFP position for 2025-26 to 2029-30. The proposed 2025-26 budget has been rolled forward as an estimate of current costs using assumptions in line with the overall BTP/A MTFP. 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 2025-26 onwards. Total non-pay costs are assumed to broadly increase in line with inflation.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Budget	Budget	Budget	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Executive	2,406	2,485	2,542	2,601	2,660	2,722
Members	353	350	358	366	375	383
	2,759	2,835	2,900	2,967	3,035	3,105
Year-on-year change		76	65	67	68	70
% change		2.8%	2.3%	2.3%	2.3%	2.3%

7. Recommendations

7.1 Members are asked to approve the 2025-26 budget and the 5-year 2025-26 to 2029-30 BTPA MTFP in principle.

Report to: Full Authority
 Date: 10 December 2024
 Subject: Policing Plan 2025-27
 Sponsor: Chief Executive
 Author: Head of Legitimacy and Performance
 For: Endorsement

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1. PURPOSE OF PAPER

- 1.1 To set the context for the Policing Plan slide pack presented by BTP, following joint work to consult on and develop the Policing Plan for 2025-27.
- 1.2 To inform Members of the proposed Policing Plan priorities and intention to publish more granular local plans for targeted activity, collaboration and problem solving, and seek endorsement for the approach and priorities.

2. BACKGROUND

- 2.1. Some Members may remember a change in approach to the Policing Plan in 2022, moving from a full review of priorities and associated metrics every year, to a light touch refresh, aligned to the Guardians of the Railway Strategy.
- 2.2. BTP/A committed to a full review after three years, to ensure continued alignment with the Strategy for its remaining two years, running through to 2027.
- 2.3. At last year's Full Authority meeting in December, it was agreed that the plan presented was sufficiently broad as to reflect all expected priority areas, however there was feedback that it was arguably too broad. Members asked to be engaged early in the thinking for the full review, work on which has been happening through Summer and Autumn 2024.

3. ENGAGEMENT AND CONSULTATION

- 3.1. BTP's strategy lead and the Authority Executive codesigned a straw-man version of a streamlined Policing Plan, which was then socialised with the wider force and Members through the reconstituted Policing Plan Working Group, before being presented to the Strategy and Planning Committee and the Scottish Railways Policing Committee.
- 3.2. There was clear support for simplification of the priorities, and for the published document to be shorter, less repetitive, and more meaningful for the public. There was also scope for alignment with the new performance framework being developed by the force, which is continuing to mature.
- 3.3. The draft simplified plan, along with the materials that informed the prioritisation, and an explanation of the new performance framework was presented jointly in a

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series of seven independently facilitated stakeholder events with attendees from across Industry in September. These are the materials you will see in the BTP slide pack today, along with the high-level feedback gathered on both force-wide and local priorities.

- 3.4. There was broad consensus on the simplified approach, reduction in the number of priorities and that any metrics included on the plan should be meaningful to an external audience. There was also appetite to create space for local priorities to be more clearly represented and for work delivered in support of the priorities, but not necessarily by the relevant sub-divisional team, to be more visible.
- 3.5. Following further input from COG and feedback from the Policing Plan Working Group Chair, the proposal is to set a force-wide policing plan with the central objective of improving passenger and staff confidence, focusing on:
 - Creating a hostile environment for high harm offences, disorder and vulnerability
 - Preventing disruption and delay on the network
 - Reducing violence and intimidation of women and girls
- 3.6. The overarching force-wide plan will be underpinned by local Rail Safety Action Plans setting out what targeted action is underway or planned in each area to deal with problems and hotspots at a local level, reflecting the unique operating environments and relationships in those areas.
- 3.7. Introductions from the Chair, Chief Constable and Divisional leads will be updated for the new publication, along with details on sub-Divisional leadership, budgets and resourcing.
- 3.8. The proposed priorities have been cross referenced with the UK Government and Scottish Government policing priorities and are considered well aligned, with clear emphasis on tackling serious violence, crime prevention, public trust and confidence and cross-sector collaboration along with specific shared focus on protecting the vulnerable, tackling violence against women and girls and domestic abuse.

4. RECOMMENDATION

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

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Strategy and Planning Committee

Policing Plan 2025 – 27

- 19th November.



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Background

- Members will recall we agreed in 2022 to set a longer-term Policing Plan, to provide greater alignment to our Guardians of the Railway Strategy.
- For the past three-years we have successfully run our Policing Plan process with a ‘lite touch’ annual review to ensure we remain on track with our stakeholder expectations.
- We committed to a three-year review, to ensure that the Plan remains fit for purpose for the final two years of the Strategy. This will take us through to March 2027.
- Through Autumn 2024, we have undertaken development work to draft our 2025-27 Policing Plan.



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What we've done

- Undertaken a series of seven stakeholder events. Independently facilitated. Attendees from across Industry including, RDG, NWR, Transport for Wales, Transport for London, Police Scotland and Transport Focus.
- Reviewed feedback from the Public Attitude Survey.
- Reviewed force performance challenges.
- Reviewed Home Office Policing Plans to identify best practice.
- Considered high level metrics to assess delivery trajectory and success.
- Aligned our performance reporting to HMICFRS assessment criteria.
- Revised the current method of delivery and publication; more concise with the ability to flex against local requirements.



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2025 -27 Policing Plan

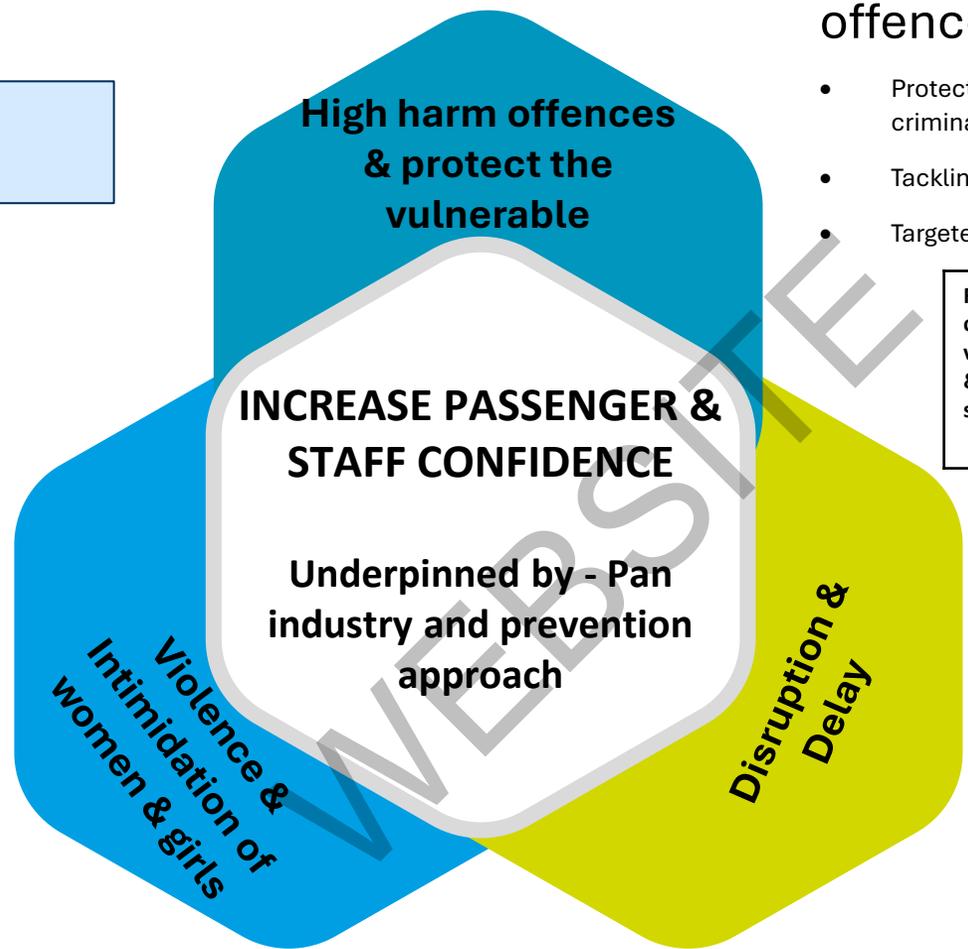
- The Policing Plan will be set for two-years to run alongside the remaining duration of the Strategy.
- A joint BTP and Authority process.
- A Forcewide Plan which focusses on our most important areas – reducing disruption and high harm offences.
- Underpinned by a *Rail Safety Action Plan* for each sub-division which enables priority local concerns to be tackled through a partnership approach.
- The metrics supporting the Priorities, will follow our new Force Performance Framework; the ‘golden thread’ that connects our Strategy and the performance of our activities.
- An annual light touch review will be conducted in Autumn 2025.



Draft Policing Plan 2025 -27

Measures against 2024/25 figures.

Finalisation of high-level metrics ongoing.



Create a hostile environment for high harm offences, disorder and vulnerability by:

- Protecting the vulnerable and deterring the exploitation of the network for criminal purposes.
- Tackling violence, aggression, and antisocial behaviour.
- Targeted crime, disorder and harm prevention activity.

Reduce high harm crime (serious violence, robbery & hate crime, sexual offences)	Reduce serious assaults against rail staff	Increase the number positive outcomes for high harm crimes	Reduce ASB incidents through a partnership PSP approach
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Prevent and reduce violence and intimidation of women and girls by:

- Effective and sensitive investigation and robust offender management.
- Targeted activity to identify and apprehend those intent on offending.

Increase the number of positive outcomes for VIAWG related offences.	Achieve 98% VCOP compliance for victims of VIAWG	Ensure ancillary orders are applied for/considered for all known offenders.	Achieve an improvement in the attrition rate for victims of VIAWG.
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Keep the network running by:

- Effective management of police related disruption incidents (primary delay minutes).
- Targeted activity to tackle the causes of disruption; trespass, vandalism, and theft.

Achieve an average hand back time of 90 mins for non-suspicious fatality incidents	Reduce minutes lost to trespass through joint BTP/industry reduction plans	Reduce primary disruption and lost customer hours for all police-related disruption incidents
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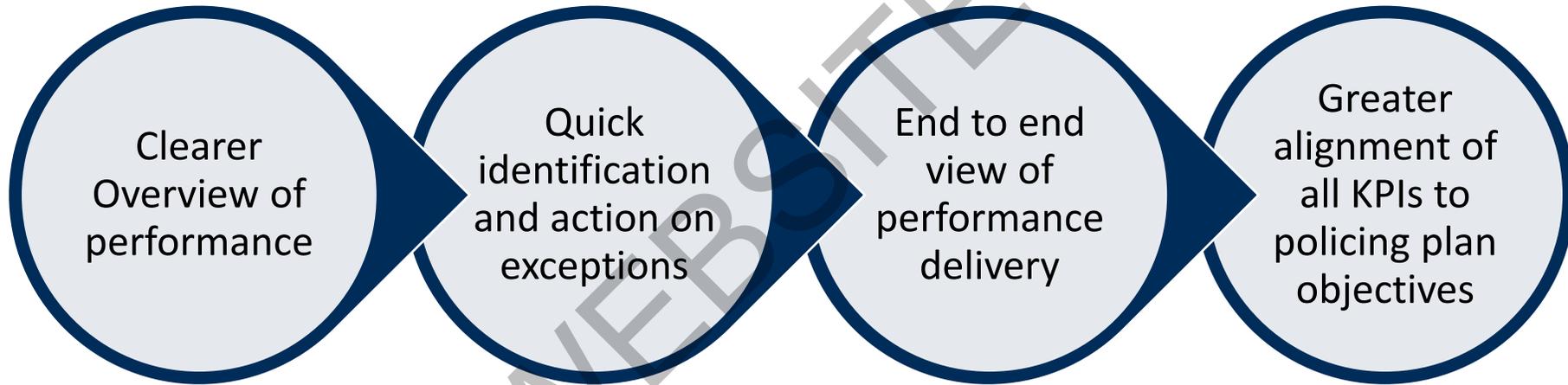
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EXAMPLE – Rail Safety Action Plan Pennine (local plan)

<p>Create a hostile environment for high harm offences, disorder and vulnerability by:</p> <ul style="list-style-type: none"> • Protecting the vulnerable and deterring the exploitation of the network for criminal purposes. • Tackling violence, aggression, and antisocial behaviour. • Targeted crime, disorder and harm prevention activity. 	<p>Keep the network running by:</p> <ul style="list-style-type: none"> • Effective management of police related disruption incidents (primary delay minutes). • Targeted activity to tackle the causes of disruption; trespass, vandalism, and theft. 	<p>Prevent and reduce violence and intimidation of women and girls by:</p> <ul style="list-style-type: none"> • Effective and sensitive investigation and robust offender management. • Targeted activity to identify and apprehend those intent on offending.
<p>Examples</p> <ul style="list-style-type: none"> • Op Avert patrols Pennine • Problem Solving Approach to tackle youth ASB in Pennine • Partnership approach with TOC in tackling Aggressive Begging at Leeds • Rail Staff Confidence Action Plan - Pennines • Violence Action Plan – A Division/ Crime • Secure Stations Accreditation for TOCs – A Division/ DOCU • Sustained case files improvements in line with compliance standards - A Division/ Justice 	<p>Examples</p> <ul style="list-style-type: none"> • PSP to tackle trespass – C Division/ Pennines • Disruption Improvement Plan for xyz – Pennines and CDT. • National Disruption Working Grp – A Division/ CDT • Op Guild – A Division/ CDT • Trespass and Suicide Prevention WGrp – A Division/ CDT • DOCO site visits to all fatality locations – A Division/ DOCU 	<p>Examples</p> <ul style="list-style-type: none"> • VAWG patrols – Pennines • VAWG Action Plan – A Division/ Crime

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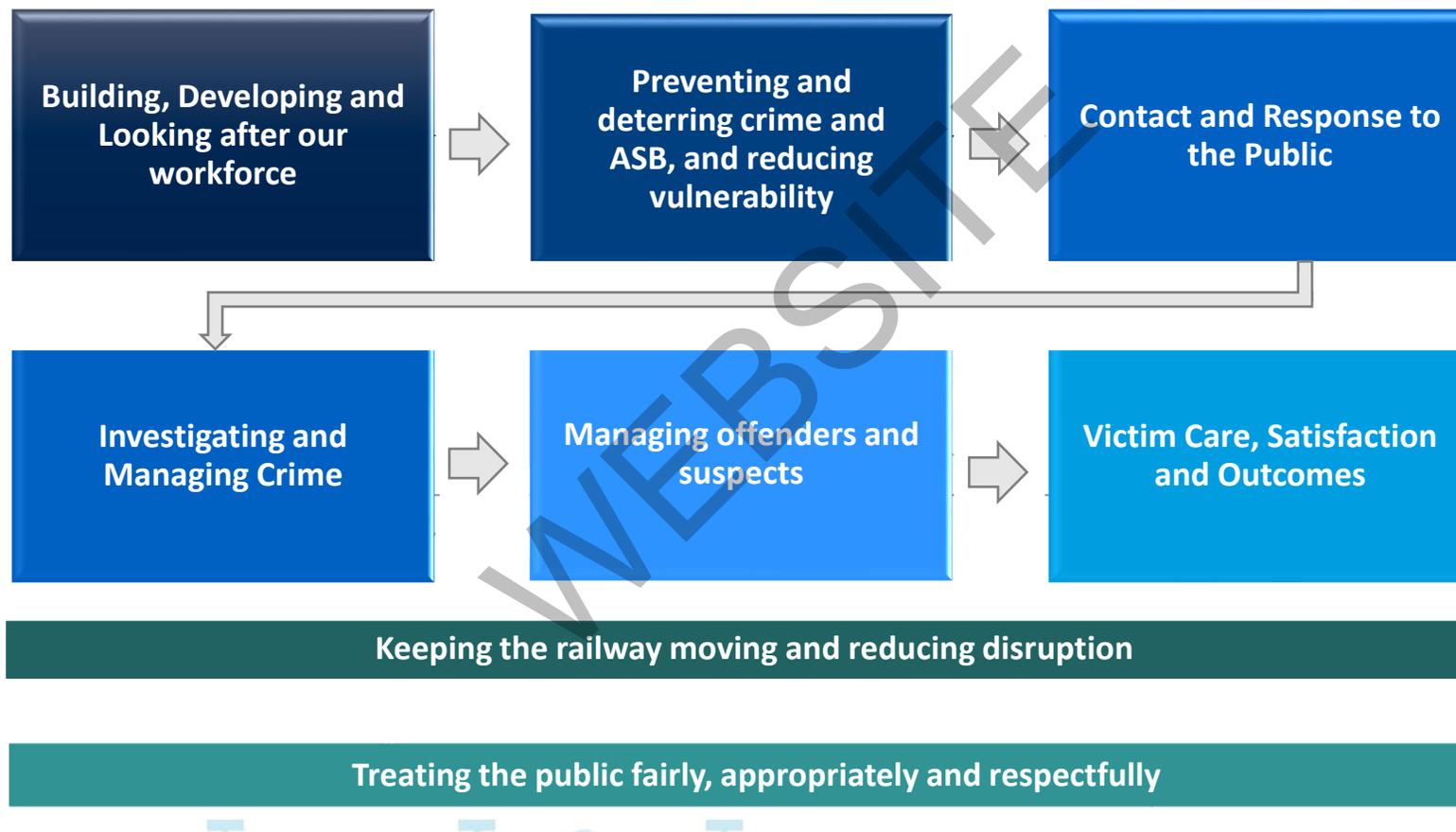
New Performance Approach



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Refreshed End to End Performance Focus

The new process aims to look at performance from an end-to-end perspective – from initial call to final outcome and all the key stages in-between. Helping us identify blockers in the process or identify areas of focus. These categories are mapped against the HMICFRS assessment categories to ensure we align our activity to best practice



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Performance Reporting

Focus on reducing sexual offending and violence towards women and girls on the railway network



Ensure every effort is made to prevent offending or reduce its likelihood

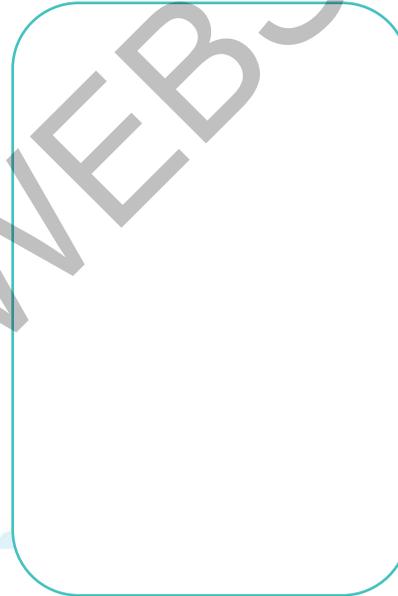


Ensure quick and appropriate response to incidents that occur

- BTP currently attends 79% of all immediate and priority crimes within the allocated timeframe
- All sexual offences recorded in 24 hrs in July and August
- Average of 80 days per Sex offences investigation from report to outcome
- 65% of Sex offence victims are contacted within 0-24 days of reporting



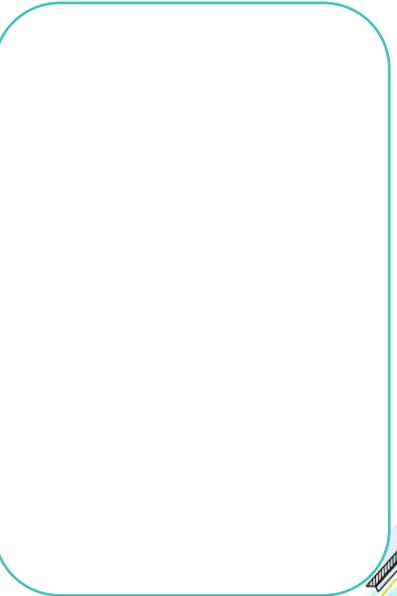
Apply robust offender management to known suspects and offenders



Ensure timely, thorough investigation



Ensure high levels of victim care and support through to outcome



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Performance Reporting

Focus on reducing sexual offending and violence towards women and girls on the railway network



Ensure every effort is made to prevent offending or reduce its likelihood



Ensure quick and appropriate response to incidents that occur



Apply robust offender management to known suspects and offenders



Ensure timely and thorough investigation



Ensure high levels of victim care and support through to outcome

Dials give quick overview of exceptional areas

The outcome statements align to our HMICFRS assessment criteria

- SHPO applications
- SA intelligence reports acted on
- DOCU referrals responded to
- Prisoner release follow up
- No of DOCU considerations responded to by TOCs

- SA incident response times
- Control room response times
- % of Sexual offence CCTV requests responded in 3 days
- 61016 reports of VAWG offences

To make the RAG assessments BTP will assess performance against a range of KPI's and performance areas through constant monitoring – these will then be flagged as exceptions to inform risk areas and areas of good practice or improvement.



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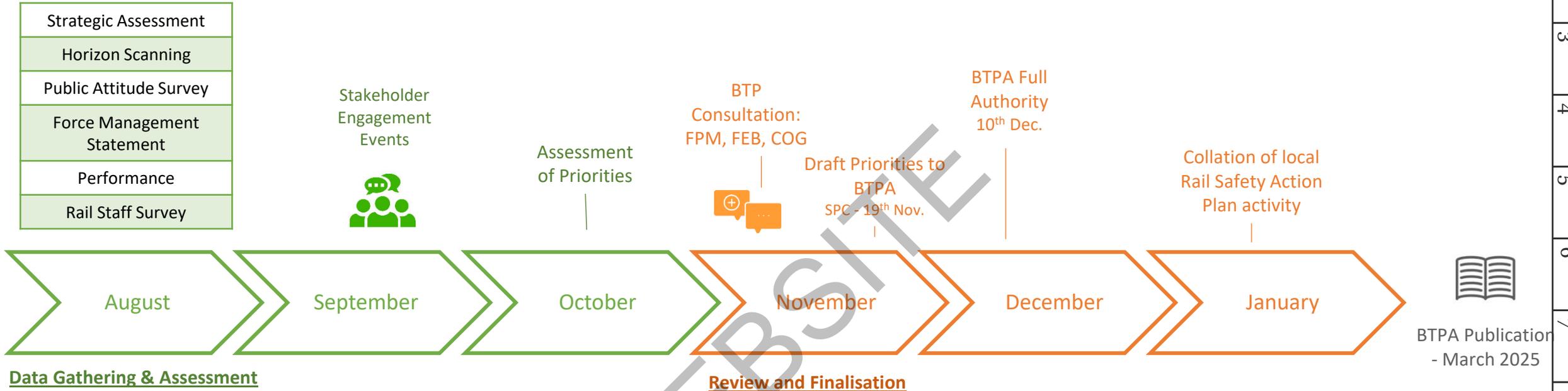
Example Performance Metrics

	Create a hostile environment for crime and harm by	Prevent and reduce violence and intimidation of women and girls by	Disruption and Delay: Strive to keep the network running by
Outcome Statements and reporting metrics (aligned to HMICFRS assessment criteria).		<p>Ensure every effort is made to prevent offending or reduce its likelihood.</p> <ul style="list-style-type: none"> • SHPO applications • SA intelligence reports acted on • DOCU referrals responded to • Prisoner release follow up • DoCU considerations responded to be TOCs 	
		<p>Ensure quick and appropriate response to incidents that occur</p> <ul style="list-style-type: none"> • SA incident response times • Control Room response times • % of sexual offences CCTV requests responded to in 3 days. • 61016 reports of VAWG 	
		<p>Apply robust offender management to known suspects and offenders.</p> <ul style="list-style-type: none"> • xyz 	
		<p>Ensure timely, thorough investigations</p> <ul style="list-style-type: none"> • xyz 	
		<p>Ensure high levels of victim care and support through to outcome</p> <ul style="list-style-type: none"> • xyz 	



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Timeline.



APPENDIX

Information used to support decision making:

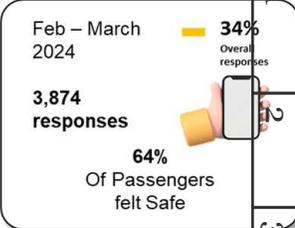
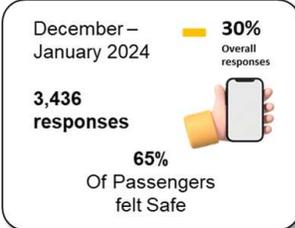
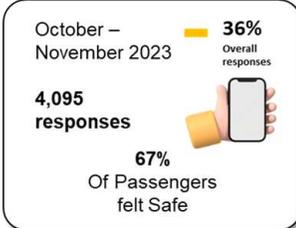
- Findings from Public Attitude Survey
- Findings from Stakeholder Events
- Key Performance Challenges

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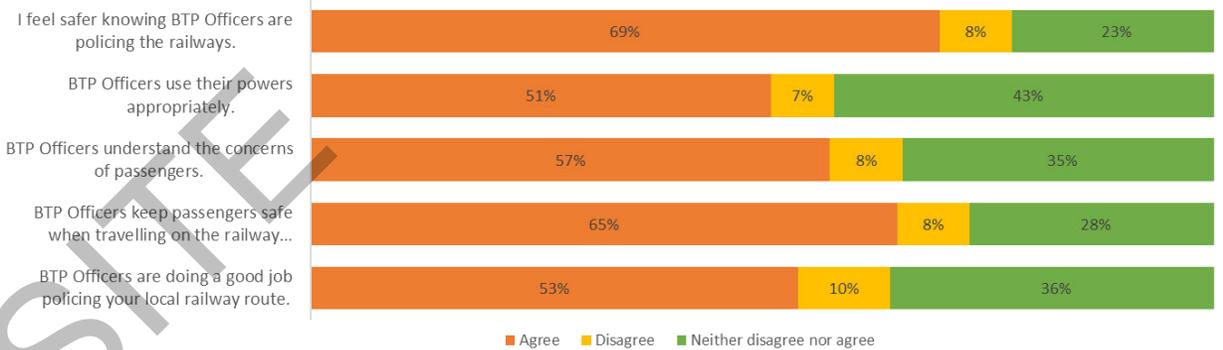
National Rail Passenger Safety Survey



Key Findings:

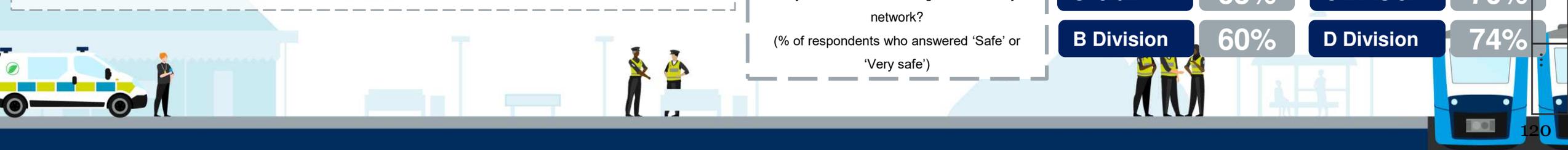
- Black respondents use the railways the most often (every day, most days of the week or weekly at 61%).
- Respondents aged 55+ use it the least at 22% for weekly, once a week or multiple days a week.
- Overall safety perception for October 2023 – March 2024: 65%.
- Passenger safety perceptions have steadily declined since October – November (67% to 64%).
- Breakdown of demographics shows Black respondents felt the safest whilst travelling on the railway network at 82%, however respondents over the age of 55+ felt the least safe at 61%.
- In terms of statement breakdown, 59% of Passengers have confidence in BTP as a police force
- 59% of Passengers provided a positive performance score for BTP.
- 51% of all respondents agreed that BTP use their powers appropriately.
- 69% of respondents agreed with the statement “I feel safer knowing BTP Officers are policing the railways”.
- 18% of all respondents said they ‘Used alternative travel methods’ after feeling unsafe.
- 12% changed their travel time after feeling unsafe whilst travelling on the railway.

Statements regarding BTP’s Performance & Confidence in BTP as a Force



What is the number one issue or problem on railway lines and stations you travel through that you would like BTP to deal with?	1st Crime Issue	2nd Crime Issue	3rd Crime Issue
Overall	Anti-social behaviour	Vulnerable people being unsafe	Sexual Offence
B Division	Anti-social behaviour	Vulnerable people being unsafe	Sexual Offence
C Division	Anti-social behaviour	Vulnerable people being unsafe	Football disorder
D Division	Anti-social behaviour	Football disorders	Vulnerable people being unsafe
18-34	Anti-social behaviour	Hate Crime/ Sexual Offences	Drug Dealing/ County Lines
35-54	Anti-social behaviour	Vulnerable people being unsafe	Sexual Offence
55+	Anti-social behaviour	Vulnerable people being unsafe	Violence
White	Anti-social behaviour	Vulnerable people being unsafe	Football disorder
Asian	Anti-social behaviour	Hate Crime	Drug Dealing/ County Lines
Black	Anti-social behaviour	Hate Crime	Vulnerable people being unsafe

Thinking about your personal safety, how safe do you feel when travelling on the railway network?
(% of respondents who answered 'Safe' or 'Very safe')



Key Themes – identified through stakeholder engagement

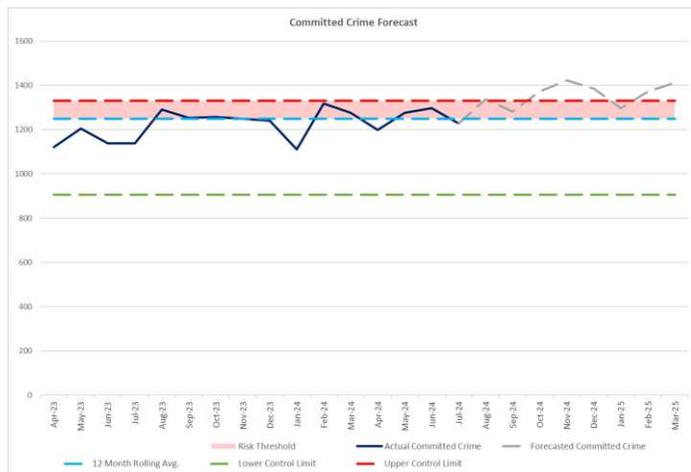
	North South	Central	Scotland	Midland	Pennine	Wales	Western
Force-wide	Violence & Staff Assaults (WPV)	VAWG	Violent crime	WPV/ Violent crime	WPV		WPV – victim care
	Disruption	Disruption	CT	Disruption - trespass	Trespass		
	Safeguarding the vulnerable	Repeat Offenders		VAWG	Safeguarding/ Suicide & mental health	Mental health	
	ASB	ASB	ASB	ASB	ASB		ASB
	Confidence	High Harm crimes	Confidence and Safety				
	Visibility			Visibility		Visibility	Visibility
Local	ASB	ASB/ drunken behaviour	ASB	ASB	ASB	ASB	ASB
	WPV	WPV	Violence	WPV		Homelessness	Knife crime
	Trespass	Confidence	Confidence	Disruption		Confidence	
	Collaboration	Visibility		Visibility	Visibility	Mental health	Visibility
		VAWG			Collaboration	Collaboration	Collaboration
		Fare Evasion					
Model specifics	Inclusion of vulnerability umbrella – welfare, fatalities etc.	Enable proactive policing approach	Crime prevention approach – address environmental concerns/ blockers.	Ability to target hotspots	Crime prevention and OM approach	Problem solving approach	Problem solving approach for local issues
	Local level operator agreements	Crime preventions approach and target offenders.		Ability to factor in organised crime.			Ensuring clear link to underlying KPIs
	Ensure its aligned to capacity and capability						

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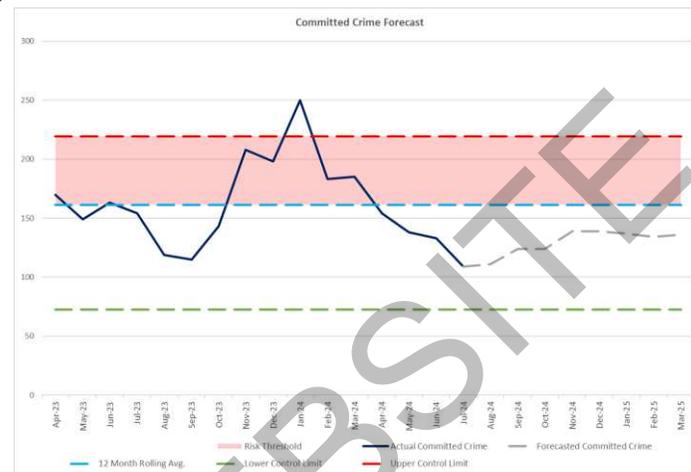
National Performance Challenges

The below categories are the emerging trends that pose the highest Risks to the travelling Public in regard to the harm that they can cause a Victim, and Witnesses, but also with the confidence that the Public would have in British Transport Police when it comes to detecting and deterring, as well as providing a high level of support.

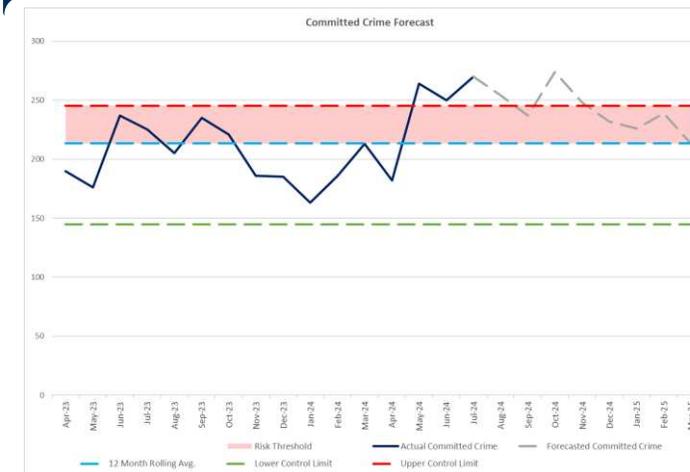
Violence



Robbery



Sex Offences



Violence in 2024-25 has seen 5,077 recorded offences, an increase of **+10%** (+465 Crimes). Year to date both Violence with Injury (+3%) and Violence without Injury (+12%) are seeing a rise against last year. Levels are forecasted to remain high.

Violence Offences against Rail Staff make up 23% of the total figure and have seen a **4%** increase against 2023-24

The current Solved Rate for Violence Offences is at **20%**, which is similar to the rate seen in 2023-24. However, 2024-25 has seen an increase in the number of Solved Crimes of **+12%** (+110 Crimes).

Robbery in 2024-25 has seen 539 recorded offences, a decrease of **-14%** (-90 Crimes). The trend has declined since January '24, with the level seeing a 52% decrease in the monthly total. The work on Op Invert has been Offender Management focused whilst BTP go through the reduction in seasonal levels, which could have further helped to reduce offending. Figures are forecasted to increase in the coming months, but this is based on historic seasonal trends; peak for offences during the Autumn and Winter months.

The current Solved Rate for Robbery Offences is at **14%**, an increase of **+3%** against the rate 2023-24. There has also been an increase in 2024-25 in the number of Solved Crimes of **+3%** (+11 Crimes).

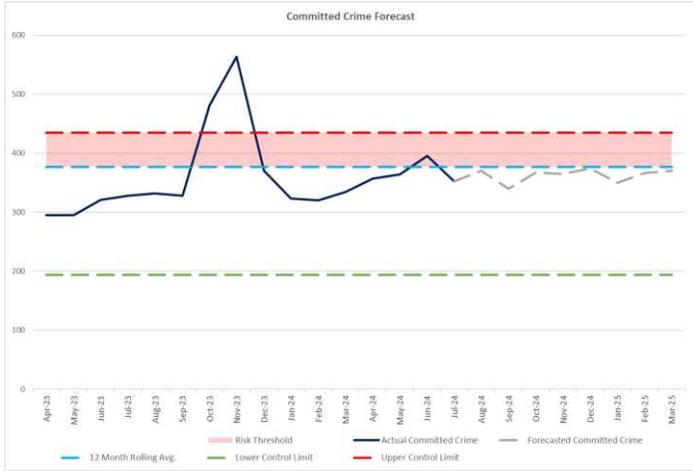
Sex Offences in 2024-25 have seen 980 recorded offences, an increase of **+18%** (+152 Crimes). Noticeable increase since January '24, with the level increasing to July '24 by **+67%**. During this time there has been various campaigns with there being a focus on the reporting of these offences to BTP. In recent months there has been an increase in the number of offences reported via Online and Text Messaging with both methods being the main ways of reporting offences since May '23.

The current Solved Rate for Sex Offences is at **14%**, a **2%** reduction against the rate seen in 2023-24. However, 2024-25 has seen an increase in the number of Solved Crimes of **+8%** (+110 Crimes).

National Performance Challenges

The below categories are the emerging trends that pose the highest Risks to the Industry and Rail Colleagues, in regard to the harm that they can cause a Victim but also with the confidence that Staff Members would have in British Transport Police. There is also the reputation Risk in relation to ASB and Trespass Incidents and BTP's ability to prevent and deter but also to respond to these Incidents effectively

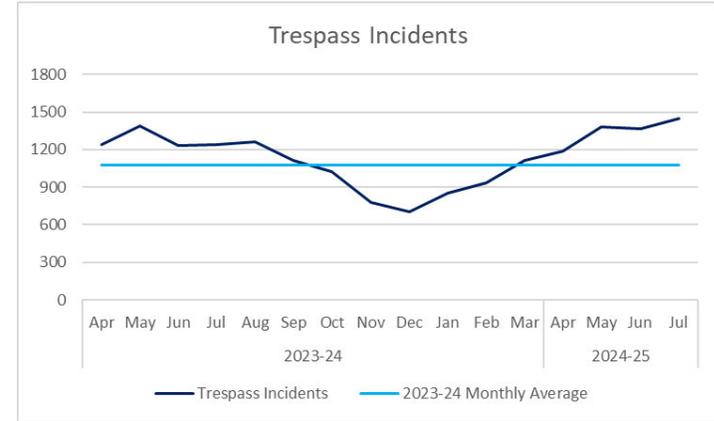
Hate Crime



ASB Incidents



Trespass



Hate related offences in 2024-25 has seen 1,489 recorded offences, an increase of **+20%** (+251 Crimes) against 2023-24. The increases are in in **Public Order** (+26%; 235 Crimes) and **Criminal Damage** (+800%; +16 Crimes) related offences and reductions in both **Violence** (-0.3%; -1 Crime) and **Graffiti** (-21%; -4 Crimes) related offences.

76% of offences are Public Order and **20%** being Violence related (**15%** of which are Violence With Injury).

The current Solved Rate for Hate related offences is at **14%**, which is a slight **-1%** reduction against 2023-24 but Solved Rate for Violence related Hate Crimes have seen a **+7%** increase. 2024-25 has seen an increase in the number of Solved Crime of **+12%** (+23 Crimes).

ASB Incidents in 2024-25 has seen 11,922 recorded, an increase of **+2%** (+212 Incidents) against 2023-24. **26%** of Incidents have been graded as Immediate or Priority, with the number of Immediate and Priority ASB Incidents seeing a reduction of **-14%** against 2023-24 (-507 Incidents).

The overall level of ASB related Incidents has been seeing an increase since February '24, with the level increasing by **14%** during this time (up to end of July '24). However, for Immediate and Priority graded Incidents the level has been seeing a downward trend, with there being a **5%** reduction during this time (up to end of July '24).

The level of Trespass Incidents in 2024-25 has seen 5,377 recorded, an increase of **+5%** (+273 Incidents) against 2023-24. The level has seen a noticeable increase since December '23, with the level increasing to July '24 by **+105%**, (+740 Incidents). The monthly totals in 2024-25 have all been above the Monthly average of Incidents per month in 2023-24 (1,074 Incidents).

The total number of Primary Minutes Delay due to Trespass Incidents has seen a total on 172,266, which is an increase against 2023-24 of **+26%**.



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SECURITY CLASSIFICATION - OFFICIAL
 HANDLING INSTRUCTIONS - Management
 DISCLOSABLE (FOI / PUBLICATION SCHEME) - No



Report

Report to: Full Authority Meeting
Date: 10/12/2024
Subject: Update on development of the Force's refreshed Inclusion and Diversity Strategy / Police Race Action Plan
Author: Rachael Etebar, Director of People and Culture
For: Noting

1. PURPOSE OF PAPER

1.1. The Authority is asked to note the recently refreshed Inclusion and Diversity Strategy and Police Race Action Plan.

2. BACKGROUND

Inclusion and Diversity Strategy

- 2.1. A pillar of the BTPA Strategy is 'building a modern and inclusive workforce'. We deliver this strategic aim through our Inclusion and Diversity Strategy 2023-28. The strategy outlines our commitment to create a force where all our people feel they belong and the travelling public, and those who work on the railway feel we represent and protect them, and we provide a fair and legitimate service.
- 2.2. The Strategy has recently been refreshed to reflect progress to date and a change of ownership following the sad passing of Karen Wiesenekker, with Vanita Patel now leading this portfolio. The refreshed strategy was published in October 2024.
- 2.3. The Strategic Inclusion and Diversity Board, chaired by the Chief Constable, oversees the governance and delivery of this strategy.

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Security Classification and Handling Instructions of document are detailed on page 1
Police Race Action Plan

2.4. The aim of the National Police Chief's Council's Police Race Action Plan 2022 "is for a police service that is anti-racist and trusted by Black people"¹ There are four pillars of work:

1. Not under protected
2. Not over policed
3. Involved
4. Represented

2.3 Chief Constable D'Orsi is the national lead for work strand 2.

2.4 Beneath the national plan each force has its own strategy, setting out how it will deliver the Police Race Action Plan (PRAP). The draft attached is our year two plan. The PRAP Steering Group, chaired by the Director of People and Culture, oversees the delivery of the work strands. The next meeting on 6 December is scheduled to review and approve the plan for publication.

3. RECOMMENDATION

3.1 The Authority is requested to note the refreshed Inclusion and Diversity strategy and Police Race Action Plan.

¹ <https://assets.college.police.uk/s3fs-public/Police-Race-Action-Plan.pdf>

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

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Refreshing our commitment to Inclusion and Diversity

Five Year Strategy 2023 - 2028



Play your part in building a modern and inclusive policing service and culture



**BRITISH
TRANSPORT
POLICE**

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Foreword

Building a modern and inclusive workforce is a long-term commitment, not just by our leadership or the Inclusion and Diversity (I&D) teams – it’s something every individual at BTP has a part to play in.

The demand from communities for trust and legitimacy in policing has never been so prevalent, nor so critical. We know from our All People Survey that there’s a growing expectation that all our people feel part of our inclusive strategy; not excluded. By improving the inclusivity culture in our organisation, we will have a better understanding of the communities we serve and be empowered to deliver a policing service we can be proud of; one that is just, fair and legitimate.

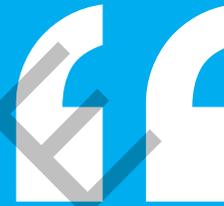
To do this we must embrace our differences, continue to challenge discriminatory behaviours, build a representative workforce at different levels.

The refreshed strategy outlines our commitment to create a force where all our people feel they belong and the travelling public, and those who work on the railway, feel we represent and protect them – so they are confident to report crime and feel we provide a fair and legitimate service.

To achieve this, we all need to think about the part we play in creating this environment – think of this as the ‘I’ in I&D. We need to be courageous, empathetic and respectful and take pride in our contributions to being a modern and inclusive police force that’s trusted by the communities we serve.

Vanita Patel

Head of Strategic Inclusion and Diversity



We all need to think about the part we play



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Vision

We strive to be a Force where all our people feel they belong and are valued, and our communities feel engaged, represented and protected.

Where we are now

In the first year of the I&D strategy, we made good progress against our objectives. We created embedded workplace adjustments for people, including those with disabilities or neurodiverse conditions, and increased positive action support for recruits and current employees. We also laid some solid foundations to improve policing for Black communities through the Police Race Action Plan workstreams, which we'll continue to build upon as this goes into its next phase.

Roughly 70% of our colleagues believe BTP is an inclusive place to work, which is up 2% since the 2022 All People Survey. However, we know some people and communities in our workforce do not feel this sense of belonging. This is why we've refreshed our approach, learning from year one and seeking feedback to ensure the inclusive culture we're striving for is felt by all.

Building trust and legitimacy continues to be a strategic objective for our Force. Over decades, many high-profile present and historic cases of abuse of policing powers, both outside and within BTP, have left our communities and our people telling us, quite rightly, to do better. It is no longer enough to execute our duties with only the legal framework in mind, we must consider procedural justice; people's perception of

fairness when they interact with BTP. This is known to be a driving factor in trust and confidence.

Our Guardians of the Railway strategy and our Chief Constable have provided the impetus to strengthen and build our capacity for inclusion and diversity and, in turn, measurable impact. The I&D team has been able to review activity, build relationships and offer a business partnering service to the Force. The team will further enhance our delivery programme to ensure it is aligned with our expected outcomes, be able to measure progress using an evidence base and support our people to understand the role they play by reforming our learning and awareness of I&D matters.

But they alone can't create an inclusive culture. Every person at BTP has a part to play.

Where we're heading

We will continue to be bold and ambitious while remaining realistic and lawful in our approach. We must all raise the bar on our expectations and energy to succeed where we haven't before.

We'll be led by the following objectives and targets, to ensure consistent, sustainable and measurable growth at a progressive pace.



Our approach

Our strategy is our roadmap to fully achieve a modern and inclusive culture, where our colleagues feel a sense of belonging and the communities we serve feel represented and protected by us. We should constantly refer to it, to keep us on track to accomplish our goals. It's a living document to be regularly reviewed and updated, with the flexibility to accommodate new initiatives and drivers based on evidence and organisational learning from the identification of successes, risks and failures.

The strategic Inclusion and Diversity team has the responsibility for supporting the organisation to achieve its goals relating to I&D. The team provides strategic direction, and effective tools and builds capability to empower our leaders, line managers and colleagues to understand, own and confidently deliver I&D. The team help our people to recognise the part they play in creating the inclusive culture we strive for.

This strategy will drive tangible, measurable and visible progress towards an inclusive and diverse BTP, and is intrinsically linked to our wider Force goals, values and strategy. It's also informed by national and external drivers, such as the NPCC's Police Race Action Plan: Improving Policing for Black People, Violence and Intimidation Against Women and Girls (VIAWG) strategy and Diversity Equality and Inclusion strategy, as core priorities for all UK police forces.

We welcome internal and external scrutiny by our critical friends, who we ask to hold us to account, challenge us and provide opportunities for improvement.

The I&D team operate a business partnering to support our colleagues and equip and empower leaders and managers to provide appropriate care and leadership. But we must all consider the part we play and ask: **“What can I do to create a sense of belonging, fairness, enablement and trust in BTP?”**.

We'll measure our performance to ensure our collective efforts are on track towards delivering a fairer and better working environment for all as well as improvements in the delivery of our policing service for communities. The strategic direction will be flexible and driven by data, key metrics and organisational learning, to push clear outputs and activities, identify fluctuating priorities and understand our impact.

We'll work with our people to ensure they have access to the right advice, guidance and support to feel a sense of belonging at BTP and contribute to creating a modern and inclusive culture. We'll embed procedural justice (how fair and transparent we are in the delivery of our policing service) into our everyday thinking; the decisions we make, the tactics we deploy and the policies that underpin our work to identify and mitigate disadvantage and disproportionality.



Our objectives

1. Engage and involve our people, public and partners.
2. Improve our workforce representation and equity.
3. Build confident, engaged and protected communities.
4. Embed continuous learning and awareness for our people.



To create:

- A force where all our people feel a sense of belonging.
- High levels of confidence and trust from our people, public and partners.
- No barriers for people seeking promotion and development, whilst ensuring it feels fair and transparent to all.
- A learning and awareness programme that continuously develops our people based on their needs.



1: Engage and involve our people, public and partners

Engaging with our people and providing opportunities to be seen and have their voices heard is critical in creating a sense of belonging for all. Embedding psychological safety and being able to have challenging and constructive conversations will increase feelings of belonging and improve innovation and learning. By understanding lived experiences and showing mutual respect for all, we will influence change and promote One BTP. By playing your part and active support from Employee Staff Associates (ESAs), networks and Inclusion and Diversity Champions, we will avoid silos and build an intersectional approach to all I&D activity that feels inclusive. Ensuring that we hear the voice of the public and partners is crucial in building trust in the communities we serve.

We'll do this by:

- Having a clear strategic communications plan which is coordinated, clear and inclusive so all our people know what part they play in building an inclusive workforce.
- Working with our Employee Support Associations (ESAs) and Networks to understand how we can better support underrepresented communities in line with our Force objectives.
- Through Let's Talk sessions, learn from lived experiences and understand the challenges different people and modern policing face.
- Identifying opportunities to collaborate with partners to meet our I&D objectives.

- Create Red Teams that are empowered to provide early feedback on change and innovation ideas that affect our people.
- Opportunities to observe at appropriate Force, Divisional and Departmental decision-making meetings, to give your feedback and enhance transparency in the decisions we make.
- Encouraging our I&D Champions to facilitate conversations, and provide advice and guidance locally to increase confidence in learning about I&D and how it can help to improve the service we give to the public and our workforce culture.

What this will deliver

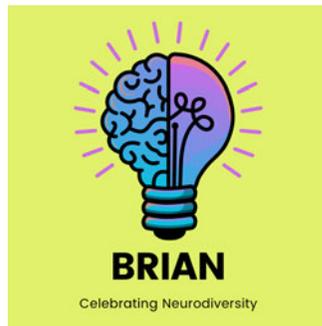
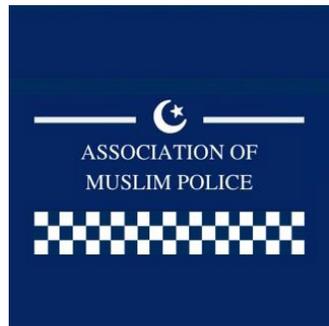
- We'll be an employer of choice for a diverse group of people encouraging diversity of thought and increased representation.
- A sense of belonging for all our people - regardless of who we are or where we're from.
- Active ESAs that are at the forefront of improving inclusion, intersectionality, diversity and belonging.
- Leaders who are better equipped to support colleagues from underrepresented groups and manage courageous conversations.
- Passionate workforce that feels safe to facilitate productive conversations, challenge unacceptable behaviour and raise concerns to create a culture which our people feel proud to be part of.
- A workforce that is empowered to play their part in creating an inclusive culture.

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Engage and involve our people, public and partners

Employee Support Associations and Unions

Working together to make BTP a modern and inclusive place to work.



NATIONAL HINDU POLICE ASSOCIATION



BRITISH TRANSPORT POLICE FEDERATION

BRITISH TRANSPORT POLICE FEMALE ASSOCIATION



same Support Association (for) Minority Ethnic (staff)



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2: Representation and equity

As a police force, we must reflect the communities we serve, only then will the public feel confident to report crimes to us and trust us in their time of need. We know we are not representative of female representation and for some ethnic groups. In other areas, we cannot be sure if we are representative so there is a gap in our knowledge.

BTP is committed to supporting the ambitions of all our people through learning and development. We offer a range of services through the Talent Team and the Leadership Academy to support **all our people** who are seeking to strive for more.

We also understand that not all our people will feel empowered to seek out the support they need to develop their ambitions and that there are inherent barriers some people face, due to culture or backgrounds. Through this objective, we will improve representation and aim to remove the barriers people from underrepresented groups face to support our people in achieving their personal goals. Diverse representation in specialist roles and at different ranks will help drive legitimate, proportionate decision-making in how we deliver our service.

We'll do this by:

- Increasing interest, applications and recruitment for underrepresented groups (URGs) and people from different socio-economic backgrounds into BTP, particularly those where our data evidences we do not represent national census levels.
- Improve the retention rates of underrepresented employees by understanding our employees and their needs

- Understand the make-up of our force particularly for sexuality and disability to inform future recruitment, attraction and retention initiatives through the Count Me In campaign
- Creating a Youth Engagement Strategy that will underpin our work with young people to ensure it is intentional, purposeful and measurable in terms of impact
- Advertising all officer and staff roles and posts with flexible working options
- Increasing diversity in our workforce representation across different grades, ranks and specialist roles
- Conducting exit interviews for all our people

What this will deliver

- A workforce that better represents the communities we serve to increase confidence in reporting crimes and that they will be supported. A representative workforce will also help us to challenge the way we do things, so we are legitimate and fair in our decision making
- Improved representation at all levels so our service is represented throughout
- Retention of talent and a better understanding of why our employees from underrepresented groups leave the organisation
- Inclusion for all ages and socio-economic backgrounds
- An understanding as to why our people leave the organisation and identify learning to increase retention
- A deeper understanding as to why female attraction into BTP is low and what can be done to improve, seeking best practices from the top 5 forces, using our data and conducting internal surveys

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3: Confident, engaged and protected communities

Improving trust and confidence in policing is at the heart of what we do. We care about all communities. By using our data and reviewing our processes to identify where our service feels disproportionate and by challenging ourselves to understand different communities, we will be more conscious of procedural justice. As a result, we will drive long-term change that will improve our professional standards and build trust, legitimacy and transparency in our organisation.

We'll do this by

- Identifying the parts of our service which feel procedurally unjust (where people don't feel respect, don't have a voice, our service felt biased or created a sense of mistrust), to help reduce disproportionality.
- Actively encouraging internal scrutiny of our organisational policies and processes, and effective external scrutiny of our policing activities.
- Supporting the commitment against the 15 indicators of institutional racism by conducting a gap analysis.
- View our operational data through an I&D lens; victim code of compliance, judicial outcomes, use of powers and tasking.
- Enhancing our **Police Race Action Plan** to improve policing for Black people and increase confidence and trust.
- Ensuring our operational planning includes a community impact assessment to assess external and internal impacts on communities.
- Utilising diversionary activities for young people from underrepresented groups to prevent future offending.

What this will deliver

- Improved police service for Black people.
- Further insight into other underrepresented groups where disproportionality exists, or how communities feel about policing or working in policing to reduce barriers and encourage better reporting and outcomes.
- A legitimate and transparent police force that is anti-discriminatory against all communities.
- Effective, transparent and accurate reporting of our use of powers.
- Reduced disproportionality amongst those most affected.
- Improved confidence and satisfaction internally and externally.



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4: Learning and Awareness

Knowledge is power and the world of I&D is continuously evolving. Working in the Police service means it is vital we are all developing our learning and awareness in relation to I&D. This will empower our people to continuously build their knowledge about inclusion, bias, terminology, ethics and disadvantage to improve awareness, challenge our thinking in safe environments and increase respect and empathy for all. This continuous learning will improve our confidence to talk about I&D in a professional way and improve the service we give to the public and those who work on the railway.

We will do this by

- Piloting four hours of mandated learning for I&D for 10% of employees from Jan 25 – Jun 25. This will form part of Performance Development Reviews (PDRs), providing a flexible approach that can be tailored to individuals' needs.

The programme will utilise a range of learning methods (online, Teams, face-to-face, recommended reading, Let's Talk sessions) and leverage existing training slots to minimise abstraction and make learning accessible:

- Undertaking ethical debates to identify potential discrimination and provide a forum for people to raise and challenge ethical issues.
- Providing training for new starters as part of their initial training to embed the Code of Ethics and discuss standards of behaviour.

- Providing our leaders with the learning they need to enhance confidence in having courageous and professional conversations about inclusion and diversity.
- Facilitating open conversations to discuss and reflect on ethical dilemmas faced by policing.

What this will deliver

- Diverse thinking and understanding of different cultures to enable better service delivery.
- Continuous learning and understanding embedded at all levels.
- Improved confidence in our leaders to manage matters through an inclusive lens.
- Developed ethical conscience and principles in our people.
- A workforce that is better equipped with key knowledge skills and behaviours, to empower our people to play their part in promoting a positive culture change that will embed a sense of belonging.

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Key Performance Indicators

Engaged and Involved

We will assess our progress and the maturity of our approach regularly so we can communicate and demonstrate to our people and the public the progress we're making.

We will track our progress using the All People Survey data. This will tell us if our people feel engaged and involved and if we feel a sense of belonging and inclusivity.

The scores we will track progress against are:

- I can be my true self at work – currently, only **59% feel positive about this statement.**
- BTP is an Inclusive place to work – currently **71% feel positive about this statement.**
- I feel that employee well-being is a priority at BTP – currently, only **44% feel positive about this statement.**
- I am involved and consulted in decisions that affect my work – currently, only **41% feel positive about this statement.**
- I can voice a contrary opinion without fear of negative consequences – currently only **40% feel positive about this statement.**

Representation and Equity

We will assess our progress and the maturity of our approach regularly so we can communicate and demonstrate to our people and the public the progress we're making.

	Figures as of Aug 2024			Target 2028
	Applications	Recruitment	Leavers	
Improved proved applications, recruitment and retention rates for employees from underrepresented groups	Disability – 5.9%	Disability – 1.5%	Disability – 2.4%	To improve against baseline
	Gay / Lesbian / Bisexual – 9.2%	Gay / Lesbian / Bisexual – 1.2%	Gay / Lesbian / Bisexual – 4.4%	
	Female - 32.1%	Female - 37.2%	Female - 27.4%	
	Ethnic Minority - 48.6%	Ethnic Minority - 21.8%	Ethnic Minority - 19.3%	
Improved declaration of protected characteristics - Disability, Sexual Orientation, Gender, Ethnicity	% of those that selected 'Not Stated' (N/S)			A maximum of 10% who tick not stated
	84.8% Disability N/S			
	70.9% Sexual Orientation N/S			
	Gender and Ethnicity not included as NS is under 10%			
Improve female officer representation	Female officers - 22.4%			Achieve 30% Female officer representation

Key Performance Indicators

Trusted, Protected and Engaged Communities

Policing has a much higher obligation than any other public service, given our ability to deprive liberty and use the most intrusive powers. The collective trust the public place on the police means we must hold an elevated level of scrutiny in the use of our powers to ensure they are used fairly and proportionately.

The likelihood of being stopped and searched, subjected to use of force, or being a victim of crime is significantly higher if you are from an ethnic minority background*.

Currently, we cannot identify if any other community is disproportionately affected as victims due to the poor recording of our data. We must improve this.

More recent research has shown the link between procedural justice and feelings of trust, confidence and legitimacy. If people feel they are treated in a procedurally fair and just way, starting from the very first contact, increase trust, legitimacy and respect. People are more likely to engage, even when the outcomes of the decisions or processes are unfavourable or inconvenient.

Figures as of 31/03/24* – times more likely than a White person

	Black	Asian	Mixed
Stop and Search	7.7	1.4	4.0
Use of force	7.7	1.1	1.9

*Data sources

- England & Wales Census 2021 / Scotland Census 2022
- Stop and Search – Self-Defined Ethnicity (SDE) data for the whole of 2022 (30% of SDE is ‘Not Stated’)
- Use of Force – Officer Defined Ethnicity (ODE) data from Feb-Dec 2022 (there is no SDE but has the ‘Mixed’ option)

Targets for 2028

1. All stop and search records will contain the Self-Defined Ethnicity of the subject, with full rationale for instances of ‘No Self-Defined Ethnicity’
2. All stop and search records will contain grounds that are reasonable and 10% will be dip sampled by Supervisors
3. Patterns of disproportionality will be identified and brought to the attention of the relevant senior leader and/or line manager who will adopt an ‘explain or reform’ approach
4. 10% dip sample of VCOP updates for victims with protected characteristics
5. No more than 10% of victims and offenders with an ‘unknown’ ethnicity
6. Increase in satisfaction scores for initial contact, investigation and outcome for victims with protected characteristics

Performance against all deliverables will be monitored through Force Performance and delivered through Local and Departmental Performance meetings.

Strategic oversight of all I&D measures will be governed through the quarterly Steering Group and Inclusion and Diversity Steering Board.

Appendix

We will use the following resources to inform our work:

- Equality Act 2010 and the Public Sector Equality Duty
- Positive Actions.158 and 159
- External scrutiny
- Internal stakeholder engagement
- Inclusive leadership
- Senior sponsors and champions
- Organisational learning and evidence-based practice
- All People Survey
- Public Confidence Surveys
- Victim Surveys

This strategy will contribute towards the delivery of:

- BTP Strategic Plan
- BTP Local Policing Plans
- Police Race Action Plan: Improving Policing for Black People

Links to additional strategies and priorities

- National Police Race Action Plan
(access via the NPCC or [College of Policing](#) website)
- [National VAWG Plan](#)
- [National Diversity Equality and Inclusion Strategy](#)
- Management of police information - Collection and recording
(access via the [College of Policing](#) website)



Glossary

Terminology is important. Throughout this strategy, we've referenced the below terms, some of which may be unfamiliar or have many definitions. To support your understanding, please use the below glossary, which provides the definitions we use to inform our work.

Anti Discriminatory

Opposed to the unjust and prejudicial treatment of different categories of people.

Benefits realisation

A tool to make sure we get the intended outcomes and results from our work

Critical friends

Colleagues or partners who are encouraging and supportive, but who provide honest and often candid feedback that may be uncomfortable or difficult to hear. A critical friend is someone who agrees to speak truthfully but constructively, about weaknesses, problems, and often emotionally charged issues.

Disproportionality

Overrepresentation of marginalised racial or ethnic groups at all stages of the legal process, such as stop and search, arrest, prosecution, and sentencing.

Diversionary activities

Our response to reducing children's and young people's vulnerabilities to becoming involved in criminal activity, child criminal exploitation and anti-social behaviour.

Diversity

Acknowledging, valuing and respecting people's psychological, physical and social differences, so that their full potential and contribution can be realised.

Equality

Fair treatment of individuals or groups, ensuring they are treated equally and no less favourably in areas including those of age, disability, gender, race, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity.

External scrutiny

The way we allow members of the public to scrutinise how police powers are used in interactions with the public, along with other areas that may be of concern to the local community.

Glossary

Intersectionality

The acknowledgement that everyone has their own unique experiences of discrimination and oppression and we must consider everything and anything that can marginalise people – gender, age, ethnicity, sexual orientation, disability and all of the protected characteristics.

Legitimacy

Trust and legitimacy with the community is essential and there is strong evidence to indicate that the public's perception of fair and respectful treatment by the police can influence compliance with the law, by generating a sense of moral alignment and working together.

Procedural Justice

Procedural justice speaks to the idea of fair processes, and how people's perception of fairness is strongly impacted by the quality of their experiences and not only the end result of these experiences.

Protected characteristics

It is against the law to discriminate against anyone because of age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including colour, nationality, ethnic or national origin, religion or belief, sex and sexual orientation. These are known as 'protected characteristics'.

Count Me In

Our campaign is to encourage our people to share information pertaining to their protected characteristics so that we can truly understand our workforce representation.

Socio-economic

A way of describing people based on their education, income and type of job.

Use of Powers

Police powers used in this context are taser, stop and search, handcuffing and searching.



BRITISH
TRANSPORT
POLICE



Inclusion and Diversity / Five Year Strategy (2023 – 2028) – 2024 Refresh
Play your part in building a modern and inclusive culture

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DRAFT

British Transport Police: Police Race Action Plan – Improving Policing for Black People**Overview**

The Police Race Action Plan is the biggest coordinated effort ever across every police force in England and Wales to improve trust and confidence in policing among Black communities. The British Transport Police's (BTP) plan is aligned to that of the National Police Chief Council (NPCC). BTP's plan specifically aims to improve policing for Black communities that use and work on the railway and to address under representation in our own recruitment, retention and progression of Black people. Our ambition is to be an anti-racist police force.

Racism still exists in policing today and our relationship with Black communities must significantly improve to ensure that communities feel protected and not overpoliced. The overt racism experienced by the Windrush generation is still felt and the impact of over policing Black communities that led to the 1981 riots in Brixton and across major UK cities, is still as relevant today as it was then. The resulting Scarman report made several recommendations that were similar to those contained in the Macpherson report 1999 following the tragic murder of Stephen Lawrence. In our own history, the corrupt actions of a former BTP officer Derek Ridgwell in the 60s and 70s impacted on the Black African community, which still reverberates today. These are seen as watershed moments in facing up to racism in policing, but the lack of progress made on implementing recommendations is demonstrated by the same concerns being identified in recent Inquiries such as the Casey Report 2023. This demonstrates that policing has not progressed in making significant progress in addressing racism and disproportionality towards the Black community.

Our own data tells us that Black people are seven times more likely to be stopped and searched than White people ([Stop and Search - Power BI](#)) by the British Transport Police and seven times more likely to be subjected to a Use of Force ([Use of Force - Power BI](#)). We have not been effective in recording the ethnicity of the victims of crime, so we are unable to demonstrate the victim outcomes for communities according to race.

We must understand the impact of BTP's policing activity on Black communities. A report published by Crest Advisory in 2022 ([Crest Advisory Stop and search report 1](#)) highlighted that 77% of Black adults supported police having the right to stop and search to find weapons and 71% to find Class A drugs, but were more concerned about how those powers were used in practice. The report also found that stop and search has a negative and traumatic impact on Black and Mixed-ethnicity adults. 45% of all adults irrespective of ethnicity who had been stopped and searched found the experience traumatising, rising to 52% of Black adults.

This highlights the importance of the perception of procedural justice. The concept of procedural justice is that when people feel they are treated in a fair and just way from first contact with the police, they will view those in authority as more legitimate and respect them more. People are more likely to comply and engage, even when the outcomes of the decision or processes are unfavourable or inconvenient. Therefore, procedural justice sits at the heart of our plan and drives our commitment is to improve our understanding of how Black communities feel after an interaction with BTP. As a public service whose ability to police is built upon the public's consent, we must play

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our part to reduce the discrimination and biases that Black communities face when interacting with the police. This is our opportunity to improve policing for Black people.

Policing lags behind the wider public service as an employer of choice for Black people. Just 1.3% of UK police officers are Black, compared to 3.5% of the wider population and there have only been two Black officers who have reached the ranks of Chief Constable or Assistant Commissioner in policing's history. (Police workforce - GOV.UK Ethnicity facts and figures). In BTP 3.9% of our employees are Black and of these 2.4% of our police officers are Black (Ethnicity Pay Gap report 2023). Through the PRAP workstreams, the plan provides a focus on building trust and confidence with the ambition, in turn, to improve recruitment and retention of Black employees and serving the public fairly and legitimately.

It is time for us to all play our part.

Vision

The vision for British Transport Police (BTP) is to be an organisation that is anti-racist and trusted by Black people.

BTP's Police Race Action Plan – Improving Policing for Black People, supported by our Inclusion and Diversity strategy, aims to pave the way to becoming actively anti-racist. The Plan will inform operational policing practice, aiming to improve the experience and outcomes for Black people.

Our aim is to learn from the experiences of our Black communities and employees to directly influence our policies and practices, so that Black communities do not feel over policed and under protected; to increase trust and confidence through a representative organisation that brings diversity of thought to our work and to ensure all our employees, irrespective of ethnicity, know how to play their part.

The BTP's Police Race Action Plan – Improving Policing for Black People will deliver five key commitments:

1. Zero tolerance of racism
2. The adoption of an 'explain or reform' approach to address the negative impact and outcomes experienced by Black people.
3. Ensuring that our employees understand the history of policing Black people and the ongoing impact and trauma of disproportionality, in order to aid their understanding of the need to improve the quality of our interactions.
4. The development of a representative workforce.
5. Increasing the involvement of Black communities in our work and improve support to Black victims of crime.

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We will deliver these commitments through the actions set out across four workstreams:

1. Represented Through Our Workforce and Culture

Workstream vision - Black people and communities are properly represented within BTP, with an internal culture that promotes inclusivity and supports their development and progression.

Goals:

- Racial equity in attraction, recruitment, pay and misconduct and under-performance procedures.
- Racial equity and overall improvements in development, progression and retention.
- Reduce racial under-representation across the workforce.
- Zero tolerance to racism in the workplace.
- Racial equity and overall improvements in experiences of officers, staff and volunteers in the workplace and their perceptions of police culture.

Our goals will ensure that Black people:

- *are encouraged and well-prepared to apply for police roles*
- *are successful in the application process*
- *are not disadvantaged in the process*
- *are assessed fairly*
- *can develop and progress, including to the most senior levels*
- *have their individual needs met, are listened to and have influence*
- *have good experiences in the workplace, feel valued and want to stay in the police*

2. Not Over-policed In The Use Of Our Powers and Procedures

Workstream vision - Black people and communities are not over policed and are treated in a fair and equitable way.

Goals:

- A workforce that puts procedural justice at heart of every interaction
- Racial equity in the likelihood that people will be criminalised or receive criminal sanctions
- Racial equity in the use of police powers, procedures and technology and in the outcomes of their use
- Racial equity and overall reductions in the harms experienced by the people subjected to police powers and procedures
- Racial equity and overall improvements in the experiences and perceptions of the people subjected to police powers and procedures

Our goals will ensure that Black people:

- *are treated fairly in their interactions with BTP*
- *are not targeted by police powers*
- *experience fairness at every stage of BTP's criminal justice processes*
- *feel confident that force will not be disproportionately used against them*
- *feel listened to when feedback is provided in relation to use of powers*

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3. Involved To Build Trust and Reconciliation

Workstream vision – Black people and communities are involved in our governance and policy considerations and are able to challenge us on the way we use our powers

Goals:

- Racial equity and overall increases in public confidence in BTP
- Racial equity and overall increases in public and staff trust in BTP
- To be fair, respectful to understand and deal with community concerns

Our goals will ensure that Black people:

- *can influence our decisions at different stages in the process*
- *are able to voice their opinions, which we learn from to improve and adapt our behaviours and practice*
- *receive timely and meaningful information from us about our decisions and how we reached them*
- *have opportunities to review our decisions and have appropriate means of redress*
- *are treated with dignity and respect*

4. Not Under-protected As Victims, Through Fear Of Crime Or Through Vulnerability (Safety and Victimization)

Workstream vision – Black people are not under-protected and are properly supported as victims of crime and as vulnerable groups.

Goals:

- Racial equity and overall reductions in the likelihood that people will be victims of crime or antisocial behaviour, or experience harm
- Racial equity and overall reductions in feelings of safety and the fear of crime
- Racial equity and overall improvements in the ways the police respond to crime, antisocial behaviour and concerns for safety
- Racial equity and overall improvements in the experiences and perceptions of victims, witnesses and vulnerable people

Our goals will ensure that Black people:

- *feel genuinely protected by BTP*
- *receive the level of care that they should expect as a victim of crime*
- *are supported in providing statements as both witnesses and victims*
- *feel safe when using or working on the railway*
- *are supported when vulnerability is identified*

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Methodology of Delivery

Community and Stakeholder engagement:

To achieve this, we will continue to hold community engagement sessions with Black communities who use and work on the railway. We are building on internal and external scrutiny to actively challenge our work to ensure it is the best it can be, bringing public accountability and informed input. By building up our Independent Advisory Groups, we will raise awareness of our plan and provide opportunities for communities to feedback and be heard. We will continue to work closely with our Employee Networks to progress the plan and ensure this remains a focus for the organisation with tangible outcomes.

Learning and Awareness:

We will deliver learning tools and resources to create a workforce that understands the history of Black communities and policing and how this has led to distrust of the police. Regardless of the role individuals have within the force, they will have access to resources to enhance their knowledge and skills to contribute positively to the Police Race Action Plan:

1. **Lending Library:** We are developing a library that includes a wide range of books focusing on Black history, culture and the impact of systemic racism. This library is accessible to all employees, to encourage self-education and continuous learning. The collection will be regularly updated with new materials, ensuring it remains relevant and comprehensive.
2. **Police Race Action Plan Hub:** We will create an online hub dedicated to the Police Race Action Plan. This hub will contain further education materials, including webinars, e-learning modules, articles and case studies. It will serve as a central resource for employees to access information and tools to better understand and implement the principles of the Race Action Plan. The hub will be regularly updated with new content and updates on performance to ensure it remains relevant, dynamic and keeps our people informed on progress and challenges.
3. **Black History Training Products:** We will develop a series of training modules specifically designed to educate our employees about Black history with policing and the contributions of Black individuals to society. These modules will cover key historical events, figures and movements, highlighting the importance of Black history in shaping our present and future.
4. **Quarterly Updates:** We will provide quarterly updates to all our employees to highlight the progress of the Plan, challenges and good working practice. This will ensure a regular engagement with the whole workforce and ensure that the Police Race Action Plan remains part of the conversation.

The Police Race Action Plan Steering Group is chaired by the force lead, who is a member of the Chief Officer Group and attended by workstream leads, delivery partners, the Police Race Action Plan coordinator and members of the Independent Advisory Group and BTPA It will take an evidence-based approach, informed by lived and professional experience, skills and knowledge to deliver the plan and make long term, consistent and sustainable change, driven by strong ownership and accountability. The plan is subject to constant monitoring and review. Key performance indicators will be used to develop actions which will be specific, measurable, achievable and where possible, within set time frames.

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We will continue to listen and learn from lived experiences, utilise best practice and assess our performance to help meet our ambition of being a force that is anti-racist and trusted by Black people.

Playing OUR part

It is essential that all our employees know about and understand our Police Race Action Plan. It is fundamental that each employee knows what part they play in being an anti-racist force.

Embedding awareness and learning through lived experiences, accepting the evidence and enhancing our level of scrutiny will enable all our employees to gain an understanding why the Police Race Action Plan is so important in building trust and confidence in Black communities.

Measuring the Impact

We will use the **15 indicators of institutional racism** [\(link\)](#) through the lens of Black communities to identify areas of risk and inform our actions. This will include a gap analysis to understand BTP's position in terms of workforce representation, attraction, recruitment and retention including specialist roles, ranks and grades. We will review the effectiveness of internal and community engagement as well as reviewing stop and search disproportionality and any disproportionality in Performance Development Review gradings, grievances, tribunals and disciplinary proceedings.

We will track the progress of the workstreams against key performance indicators. These indicators will be built into the foundation of BTP's performance framework to ensure that we are accountable for delivery. Progress will be tracked, monitored and measured against the Police Race Action Plan strategic objectives.

Progress will be dip sampled by the Inclusion and Diversity team to provide quality assurance. The delivery and progress of the Police Race Action Plan will be reviewed at the quarterly Inclusion and Diversity Board meeting.

BTP will work closely with the NPCC and quantitative and qualitative measures will be assessed against a national NPCC led maturity matrix which will provide a measurement of progress and allow us to share and capture best practice in other forces.

Workstream Key Performance Indicators:

Workstream 1: Culture and Workforce:

- Reduce the ethnicity pay gap for Black employees (annual Ethnicity Pay Gap report).
- Improve Black workforce representation including a focus on intersectionality for gender, sexuality and disability (quarterly reporting).
- Improve intake success rate of Black recruits (Recruitment funnel - quarterly).
- Monitor Joiners and Leavers data and demonstrate action from exit survey feedback (quarterly).
- Improve the promotion success rate for Black applicants (Applications and success at each stage).
- Improve Black employee perceptions of inclusion also considering Black Women intersectionality: Our Black Workforce survey / All People survey (annually).
- Improve Personal Development Review (PDR) disproportionality - box mark distributions (annually).
- Monitor Grievance and Conduct investigation data involving Black employees (quarterly).

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Workstream 2: Powers and Procedures:

- Monitor Black Stop and Search rate and volumes and reduce disproportionality.
- Improve the find rate for all stop and search powers for Black people.
- Use of Force and Taser usage against Black people and reduce disproportionality.
- Monitor disproportionality S.163 recording and ensure that all stops are recorded.
- Review and reduce disproportionality for Black people arrested, released under investigation or charged.

Workstream 3: Trust and Reconciliation:

- Reasonable steps to be taken for all public complaints from the Black community (response time and outcomes).
- Improve Black representation and involvement in Independent Advisory Group and external scrutiny groups.
- Improve Community Engagement with Black communities (Race Action plan activity tracker submissions).
- Improve Trust and Confidence in use of stop and search use of force on Black people (Z-cards, Stop and Search scrutiny panels).
- Improve Trust and Confidence in Policing for Black people (External scrutiny feedback, community tracker feedback, Zencity survey, victim of crime survey).

Workstream 4: Safety and Victimisation:

- Improve Victim Self-Defined Ethnicity Recording across all recording platforms.
- Reduce Violence against Black people and monitor harm severity disproportionality against other ethnicities (% of victims, rates and volumes).
- Demonstrate a safeguarding approach to serious violence¹ against Black people, with a focus on young people and exploitation (% of victims, rates and volumes, SVR submissions / partner interventions / referrals).
- Reduce Hate crime victimisation for Black people (% of victims, rates and volumes).
- Reduce domestic abuse victimisation for Black people (% of victims, rates and volumes).
- Reduce Serious public order against Black people (% of victims, rates and volumes).
- Improve Criminal Justice Crime Outcomes (Solvability Rates): % of Black victims' crimes with a positive outcome versus other ethnicities.
- Improve feelings of safety of Black people on the rail network (Zencity survey, victim of crime survey).
- Improve Victim satisfaction survey volume and sentiment.
- Improve recording of the Self Defined Ethnicity (SDE) for repeat missing persons and demonstrate a safeguarding approach (Safeguarding and Vulnerability Report, Problem Solving Plans, vulnerability assessments, referrals to the local authority).
- Monitor S.136 and voluntary admissions disproportionality for Black people and demonstrate an effective safeguarding approach (Safeguarding and Vulnerability Report, Problem Solving Plans, vulnerability assessments, referrals to the local authority).

¹ Serious violence is defined in the Serious Violence Strategy and focuses on homicide, gun crime, knife crime and exploitation through County Lines networks
<https://assets.publishing.service.gov.uk/media/5acb21d140f0b64fed0afd55/serious-violence-strategy.pdf>

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Appendix 1:

Police Race Action Plan Structure

Police Race Action Plan Steering Group COG lead – Rachael Etebar, Director, People and Culture

I&D Strategy Lead - Vanita Patel, Temp Head of Strategic Inclusion and Diversity

Police Race Action Plan Coordinator – Chief Inspector Richard Powell

Work Stream 1 – Clare Conie, Deputy Director of People and Culture

Workstream 2 – Superintendent Dominique Ioannou

Workstream 3 – Superintendent David Rams

Workstream 4- Chief Superintendent Sarah White

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Appendix 2:

Links to additional strategies and priorities

Related Plans and Referenced Documents

- Guardians of the Railway Strategy 2022-2027 [Click here](#)
- Police Race Action Plan [Click here](#)
- Inclusive Britain Report [Click here](#)
- Macpherson Report [Click here](#)
- Casey Report 2023 [Click here](#)
- Inclusion & Diversity Five Year Strategy 2023-2028 [Click here](#)

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Report to: Full Authority
 Date: 10 December 2024
 Subject: BTPA Code of Governance changes
 Sponsor: Chief Executive
 Author: Chief Financial Officer
 For: Decision

25 Camden Road
 London NW1 9LN

E: btpa-enquiries@btp.police.uk

www.btpa.police.uk

Purpose of paper

1. The purpose of this paper is to request Full Authority approval for changes to the Code of Governance.

Background

2. The Full Authority typically conducts an annual refresh of its Code of Governance in June. Following recent breaches of delegation, it has also become apparent that the delegation wording in the Code of Governance needed clarification. As well as providing clarity, the opportunity has been taken to make changes to the delegations to balance oversight and authority at the right authorising body (i.e. CC, CEO or Full Authority) with ensuring proportionate governance to enable agile working and help maintain the strategic focus of the Full Authority. As the changes proposed do not constitute a full refresh, the full Code of Governance is not included but only the sections that are pertinent with deletions struck through and additions in blue.

Summary of Proposed Changes

3. **Delegations (Annex 1):** Under Capital projects and Procurement Authority, the point each approval threshold is breached has been clarified and an approval process has been established between each threshold to balance oversight, proportionate governance and allow strategic focus of the Full Authority. Example have been shared with the Force to ensure common understanding of the changes.

Recommendation

4. Members are asked to consider and approve the proposed amendments to the BTPA Code of Governance as summarised above.

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Annex 1: References to Capital projects and procurement Authority delegations in Annex 4 (Scheme of Financial Delegations) of the Code of Governance and proposed changes

BTP Capital projects – notes

Any capital project that breaches the £500k threshold of the Chief Executive must go to the Chief Executive for approval. This includes where the original capital value is £500k or where one-off or cumulative variations bring the total to over £500k regardless of the value of the variation which ultimately brings the total to over £500k. This £500k threshold is absolute and no other delegation given to the Chief Constable can override this threshold. Once the Chief Executive has approved the capital project over £500k, the Chief Constable is given a delegation of up to 10% of the baseline value approved by the Chief Executive (one-off or cumulative variations) to allow more agile working and prevent small variations coming back to the Chief Executive. Once the 10% threshold is reached, the capital project must come back to the Chief Executive for approval. Once the capital project has come back to the Chief Executive and been approved, the capital project value is re-baselined at the new Chief Executive approved capital project value for the purposes of calculating the 10% delegation to the Chief Constable (one-off or cumulative variations). This process is then repeated until the capital value reaches £1m when it must go to the Full Authority for approval. This £1m threshold is absolute and no other delegation given to the Chief Constable or Chief Executive can override this threshold.

Any capital projects that breach the £1m threshold of the Full Authority must go to the Full Authority for approval. This includes where the original capital value is £1m or where one-off or cumulative variations bring the total to over £1m regardless of the value of the variation which ultimately brings the total to £1m. Once the Full Authority has approved the capital project over £1m, the Chief Constable is given a delegation of up to 5% of the baseline value approved by the Full Authority (one-off or cumulative variations) to allow more agile working and prevent small variations coming back to the Full Authority. Once the Chief Constable's 5% threshold is reached, the capital project must come to the Chief Executive for approval who will be given a further delegation of 5% of the baseline value approved by the Full Authority (one-off or cumulative variations). Once the Chief Executive's threshold of the further 5% is reached, the capital project must go back to the Full Authority for approval. This will balance oversight and authority with ensuring proportionate governance to enable agile working and help maintain the strategic focus of the Full Authority. Once the capital project has come back to the Full Authority and been approved, the capital project value is re-baselined at the new Full Authority approved capital project value for the purposes of calculating the 5% delegation to the Chief Constable (one-off or cumulative variations) and 5% delegation to the Chief Executive (one-off or cumulative variations) with both 5% delegations being of equal value.

BTP Procurement Authority – notes

Any delegation in the Code of Governance is separate to and in addition to any requirements under Procurement law or the T&Cs of the procuring Framework.

~~Where a contract needs to be increased in value by more than 15%, approval is to be sought from the original authorising body, except where the new contract value breaches their level of authority, then it will go to the next level of approval e.g. an increase of value of less than 15% (one-off or cumulative) that breaches the £1m threshold must go to the Chief Exec. It is also important that any changes must be in accordance with the relevant contract clause and the resulting new purchase order cross references the original order.~~

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Example 1: the original contract where the Most Economically Advantageous Tender/best value for money tender was accepted was £875,000. The applicable thresholds are £1m or £131,250 (15% of £875,000) to go to Chief Executive for approval. First extension is £100,000. This falls into Chief Constable delegation. Second extension is £28,000. While the total of the two extensions is £128,000 and so less than £131,250, the total contract value is now more than £1m and must go to the Chief Executive.

Example 2: the original contract where the where the Most Economically Advantageous Tender/best value for money tender was accepted was £650,000. The applicable thresholds are £1m or £97,500 (15% of £650,000) to go to Chief Executive for approval. First extension is £30,000. This falls into Chief Constable delegation. Second extension is £70,000. The cumulative value of the two extensions exceeds the applicable threshold of £97,500 (15% of £650,000) and so must go to the Chief Executive.

Acceptance of the Most Economically Advantageous Tender/best value for money tender and signing of contracts after competitive tender for revenue and capital contracts.

Any contract that breaches the £1m threshold of the Chief Executive must go the Chief Executive for approval. This includes where the original contract value is £1m or where one-off or cumulative variations bring the total contract value to over £1m regardless of the value of the variation which ultimately brings the total contract value to over £1m. This £1m threshold is absolute and no other delegation given to the Chief Constable can override this threshold. Once the Chief Executive has approved the contract over £1m, the Chief Constable is given a delegation of up to 10% of the baseline value approved by the Chief Executive (one-off or cumulative variations) to allow more agile working and prevent small variations coming back to the Chief Executive. Once the 10% threshold is reached, the contract must come back to the Chief Executive for approval. Once the contract has come back to the Chief Executive and been approved, the contract value is re-baselined at the new Chief Executive approved contract value for the purposes of calculating the 10% delegation to the Chief Constable (one-off or cumulative variations). The process is then repeated until the total contract value reaches £2m when it must go to the Full Authority for approval. This £2m threshold is absolute and no other delegation given to the Chief Constable or Chief Executive can override this threshold.

Any contract that breaches the £2m threshold of the Full Authority must go to the Full Authority for approval. This includes where the original contract value is £2m or where one-off or cumulative variations bring the total contract value to over £2m regardless of the value of the variation which ultimately brings the total contract value to over £2m. Once the Full Authority has approved the contract over £2m, the Chief Constable is given a delegation of up to 5% of the baseline value approved by the Full Authority (one-off or cumulative variations) to allow more agile working and prevent small variations coming back to the Full Authority. Once the Chief Constable's 5% threshold is reached, the contract must come to the Chief Executive for approval who will be given a delegation of a further 5% of the baseline value approved by the Full Authority (one-off or cumulative variations). Once the Chief Executive's threshold of the further 5% is reached, the contract must go back to the Full Authority for approval. This will balance oversight and authority with ensuring proportionate governance to enable agile working and help maintain the strategic focus of the Full Authority. Once the contract has come back to the Full Authority and been approved, the contract value is re-baselined at the new Full Authority approved contract value for the purposes of calculating the 5% delegation to the Chief Constable (one-off or cumulative variations) and 5% delegation to the Chief Executive (one-off or cumulative variations) with both 5% delegations being of equal value.

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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report to: British Transport Police Authority

Date: 10/12/2024

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 SERVING MEMBER OF POLICE STAFF

2.1 It is with great sadness that I must inform Members that Claire Hardaker, a manager in the Force Control Room London has passed away. On the 7th November 2024, Claire went out for a run near her home and was later found collapsed and taken to hospital. Claire sadly passed on Saturday 9th November, one day after her 20th Anniversary with BTP. The news of her death has come as a great shock to all who knew her.

2.2 My thoughts are with Claire's family, friends and colleagues at this sad time. It is clear to me that she was not only an exceptional manager but also a supportive colleague and a treasured friend to many. Her dedication, compassion, and commitment to supporting the public were evident in everything she did, and her impact on this organisation will not be forgotten.

2.3 The support provided to Claire's colleagues during and after this tragic event was exceptional, and I would like to put on record my thanks to all our people who have contributed to this and showed so much such empathy, kindness and professionalism during this extremely difficult time.

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3. CHIEF OFFICER UPDATE

- 3.1 There have been some changes to our Chief Officer team since my last report. After a competitive assessment and interview process led by the BTPA, Steff Sharp has been appointed as Director of Corporate Development. Steff had already demonstrated her positive impact since being appointed Interim Director of Corporate Development, substantially improving our uniform, estates and fleet offerings, leading on the London Estates programme, and developing our MTFP proposals. Steff is a real BTP success story; she joined us as an A003 grade and is now an established and valued member of our Chief Officer Group. I look forward to the impact she will continue to make as Director of Corporate Development.
- 3.2 I am also delighted to welcome Ian Drummond-Smith to BTP as our Assistant Chief Constable, Network Policing. Ian has been in policing for 26 years across various Uniform and Detective roles. He brings his years of experience to lead our Network Policing Portfolio, and will be focused on reducing disruption, protecting the most vulnerable, and creating a hostile environment for crime on the railway. The railway is in Ian's blood; his father worked on the railway for decades and still works a few shifts every month as a customer host in his semi-retirement. So it is with immense pride that Ian takes up his position with BTP.

4. SIGNIFICANT EVENTS

- 4.1 On 20th October 2024, we received a report that a female had been seriously injured at Bescot Railway Station and had been taken to hospital. In the context of further information provided, a critical incident was declared and a gold, silver and bronze command established. BTP took primacy of the incident and during the "Golden Hour" worked with Home Office colleagues to further investigative inquiries. In a collaborative approach, West Midlands Police offered resources and took on the community bronze role to reassure the community and work with the public. Searches of the nearby river were conducted with the help of Derbyshire and Nottingham's underwater search teams, uncovering several items that supported the investigation.
- 4.2 After less than 12 hours following the incident, a suspect was arrested and charged with attempted murder and remanded in custody. Unfortunately, the victim passed away and the suspect was further charged with murder. BTP has retained the investigation, and work is progressing to prepare for the court hearing. I'm grateful to all of our teams and the wider policing family who supported this investigation, ensuring a professional approach to such a horrific crime.

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- 4.3 On October 21st 2024, BTP responded to a major incident following a low-speed collision involving two trains near the village of Llanbrynmair in Powys. Sadly a male passenger died, and a further 15 people were taken to hospital with injuries. This was a very challenging incident in an extremely remote location. Our specialist knowledge and expertise enabled us to play a vital role in the multi-agency response, working alongside colleagues from Network Rail, Transport for Wales, and other emergency services. Thankfully, incidents like this one are rare, but are a stark reminder of the potential dangers of the railway environment, and the value of BTP's specialist response.
- 4.4 On 2nd November, there was a complex incident involving a person in a precarious position at Levenshulme in the Manchester area, which caused significant disruption as officers worked alongside Home Office colleagues and Network Rail. Following the incident, I received a letter from Andrew Haines, Chief Executive Officer of Network Rail, expressing his significant concern. There is a lot of pressure on industry to improve the stability of the rail network and incidents such as this not only impact passengers' confidence in the railway but also cost significant amount of money in schedule 8 payments. This incident alone cost Network Rail £1.7m. As with all incidents a debrief took place so we can jointly capture learning. We continue to meet with Network Rail and TOCs to understand how we can collaboratively improve the response to trespass and minimise disruption.
- 5. FINANCE UPDATE**
- 5.1 This year's proposal for the 2025-26 MTFP builds on the approach from last year, bringing together financial, operational, business, and efficiency planning to align with ours, the Government's and the rail industry's strategic priorities. Investment is prioritised in blocks, focusing first on maintaining critical services and replacing assets, then on maintaining performance against crime and disruption demand, and finally on identifying investment opportunities to be more effective and efficient.
- 5.2 In response to the three settlement scenarios given in the Directive (3%, 0%, -2%), the proposal builds down from the cost of BTP in 2025-26 through a notional stack of prioritised budget reductions in increasing difficulty. The approach considers Price, Projects, People, Pathways, and Efficiencies, establishing six building blocks as the basis for the proposed budget settlement.
- 5.3 I have taken care to ensure the proposal supports the Government's priorities for rail contained in the Getting Britain Moving strategy as well as their commitments to tackle and reduce Violence Against Women and Girls. It is also very well aligned with the

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five strategic aims that are being driven by the National Rail Performance Board chaired by Steve Murphy and I have taken time to engage extensively with industry colleagues to understand their priorities and align investment to support this.

6. PERFORMANCE

- 6.1 Our performance has remained a key area of focus for us this quarter. In November, Alistair and I co-chaired an all-day performance session where we carried out a deep dive into our performance priorities to understand where we needed to drive positive change in reducing disruption, reducing offending and better crime outcomes. We also reviewed the productivity of our teams. We were joined by Steve Murphy, who is leading a re-energised National Rail Performance Board focused on reducing disruption, trespass and improving the passenger experience.
- 6.2 Sean and I attended Steve's Board in November, which gave us great insight into the scale of performance challenges the railway is facing. Senior leaders from TOCs and Network were present, and I was again struck by the challenge that industry faces to deliver a reliable service free from disruption. Two of the five strategic priorities set by the Secretary of State directly impact us and unquestionably performance around trespass needs to improve. Unfortunately, we are not structured to provide the improvements required but this is what the Optimised Policing Model seeks to address. The meeting was also valuable in highlighting the shared issues we face including resourcing, workforce planning and our joint response to disruption.
- 6.3 At a time when demand for policing continues to rise exponentially, I am anxious about our future ability to effectively tackle increasingly complex criminal activity, the continued growth in mental health and vulnerability concerns, and disruption on a more and more crowded network. As Chief Constable I will always make balanced decisions that protect the public and ensure the maintenance of an effective and efficient policing service. However, I am mindful of the potential reduction in service that an insufficient financial settlement may incur. Reducing crime and protecting the vulnerable are core priorities for the police that cannot be left un-serviced. It will be important that future settlements preserve both our ability to respond to these demands as well as supporting Government and industry in providing the specialist rail policing services, that only we can, to reduce disruption and recover and transform the rail sector.
- 6.4 BTP has recorded nine murders and 17 attempted murders this year, the highest level since 2019. During the last quarter 20 offences of rape were recorded, an increase of three on the previous quarter and against nine recorded during the same period last year. Reported incidents in the last quarter rose by 3% when compared to the same

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time last year, and recorded crime increased 4% in the same period. Year to date, BTP have recorded 40 more offences of violence with injury, 356 more hate crimes, and an additional 275 staff assaults compared to the year before. Our overall solved rate is one percentage point lower than last year at 11%.

7. ESTATES

- 7.1 The last working day at Force Headquarters at 25 Camden Road was November 15th 2024. Since moving into Camden Road 19 years ago, it has been an important part of BTP's history spanning four Chief Constables, and home to an extraordinary number of our people, and countless memories. Closing the building down has been logistically challenging but all functions have now been successfully relocated.
- 7.2 Work continues to progress at pace on site at Buckingham Palace Road (BPR), with all windows and BTP fibre-cable installed. The reception area is currently undergoing a redesign following planning permission for an accessible ramp not being granted by Westminster City Council. The programme is currently on track for completion of floors one and two for late December to allow operational teams to transition from Albany House as that lease ends.
- 7.3 Alongside the BPR Programme we continue to invest in the wider estate as we remain committed to provide facilities that show our people we care. In Scotland, we are engaged in a forced relocation in Edinburgh, and in Glasgow we are upgrading heating facilities in our Divisional HQ and undertaking the preliminary scoping to re-establish a police station in central Glasgow at Argyle. Looking to the future, the lease for Spring House runs out in December 2026, and we continue to build options for our training estate, including premises which may be available from partners such as TfL. We will bring high level options to the next Strategy and Planning Committee as one of the lessons learnt from BPR was the need to agree early on the location.

8. A FORCE ON THE MOVE

- 8.1 In this second half of the financial year the portfolio is focusing on ongoing projects, critical handovers, and developing plans for 2025-26 and beyond. Our MTFP proposal shows just how much of our investment budget is allocated to maintaining critical assets and mandatory national programmes, with a very small amount allocated to truly transformational activity that can result in long-term efficiency savings. A multi-year funding settlement would enable us to put in place programmes to achieve much greater efficiency over time. I have always maintained that BTP should be a smaller Force in terms of people but better equipped to protect passengers, those who work

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

on the railway and minimise disruption through technology and effective data sharing. We are struggling to achieve this.

8.2 The modernisation and resilience of our technology platforms continues at pace. Our new intranet – ‘Tracks’ - has been well received and our new public-facing recruitment portal has also gone live. In late November we launched the mobile version of our Origin HR system which provides officers with on-the-go access to e-leave, e-duty and self-service, minimising the time spent at a desk and enhancing proactivity and productivity.

8.3 [Redacted text block]

9. OPTIMISED POLICING MODEL

9.1 We continue at pace with our Optimised Policing Model (OPM) project. Divisional Commanders have completed three design gates on their proposed new models, maintaining a focus on reducing disruption, expanding crime prevention and neighbourhood policing. In October an OPM summit took place with key stakeholders focusing on implementation of preferred designs alongside reviewing our optimised patrol policy and internal and external stakeholder engagement plans. I have received feedback from industry that they feel that progress has gone quiet, and we have explained that we are awaiting a decision on the MTFP settlement.

9.2 The OPM is a scalable model, designed to enable a more efficient allocation and distribution of network policing resources to preserve proactivity levels against rising demand, which saw an increase of an extra 121,769 hours in 2023-24. This scalability is dictated by the annual budget settlement, with the level of investment determining the level of proactivity and size of response to criminality, vulnerability and disruption.

9.3 A reduction in proactivity necessitates a higher acceptance of risk, with the opportunity to effectively respond to all levels of criminality and disruption being diminished. At a lower level. resources would inevitably shift to where crime demand is concentrated, potentially leaving gaps in coverage diminishing our ability to respond to disruption events that occur away from major cities.

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10. TECHNOLOGY

- 10.1 This quarter has seen continued maturity around IT transformation, and a focus on enabling new capability whilst continuing to address our legacy estate. We are almost ready to move beyond Fixing the Fundamentals, to provide a function that supports modern principles and can enable a fuller exploitation of technology. As such, the departmental structure is under review and consultation will begin in March/April 2025 and we will look to build a structure that can service our changing estate whilst meeting growing digital demand over the coming years.
- 10.2 The Datacentre Relocation project has now concluded, and the project has been closed down. This has seen considerable modernisation of our estate, reducing the running costs of our technology, reducing our energy usage in line with our net zero commitments, and has provided us with better data control and increased business resilience.
- 10.3 Our Print Management project has also been closed following the rollout of our new print management solution across the BTP estate. This has provided users with a superior printing experience allowing them to print 'on the go' and has given us a range of analytical benefits, allowing us to report on the printing and scanning habits of the force, and to support the reduction of print related spend.
- 10.4 Our Cyber Security Team has improved user and access management, addressing lessons learnt from third party cyber-attacks. We have completed a tender and are working through due diligence for a Certificate Management Lifecycle solution which will bolster the security of our certificate estate. Similarly, we are nearing the award of a Privileged Access Management solution which will protect BTP's network against account hijacking, credential re-use attacks, exposed passwords, and privileged access escalation attacks. We have recently completed our SYAP assessment (Security Assurance for Policing), and early indications show many improvements, with a formal outcome expected in December to provide us with our areas of focus for 2025. We know that Cyber incidents are becoming more common and real, with both TfL and Network Rail being affected by recent attacks. Our Cyber defence is critically important and cannot be undervalued; we must continue to invest in this area.
- 10.5 The Drones Discovery project is on track to progress to Stage 2 of the current Beyond Visual Lines of Sight (BVLOS) Proof of Concept by December 2024. Our ambition is to deploy Drone in a Box (DIAB) capability at three disruption hotspot locations, identified through ongoing partnership work. These will be Hither Green on the

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Southeastern Route, Birmingham ROC (Rail Operating Centre) covering the Network Rail Central route, and Leeds on the Northern/TransPennine route.

- 10.6 The DIABs will be remotely operated from a new interim Flight Operations Room in Ivason House and will allow for an immediate response to incidents within the three areas of operation. Following successful implementation, the project team aims to demonstrate this capability to industry stakeholders and ministers in early 2025. Moving forward the project team aim to prepare a business case in May 2025 for expanded BVLOS implementation across the network to take place by Q3/Q4 2025, which will also allow for pro-active patrolling of hotspots. 18 initial hotspot sites across the network have been identified for further DIAB deployment.

11. PROFESSIONAL STANDARDS

- 11.1 On the 8th November 2024, I chaired an Accelerated Misconduct Hearing, where PC Ian Whitmill was dismissed for Gross Misconduct. Between October 2022 and March 2024, PC Whitmill had taken and sent several inappropriate images, including ones of his genitals and video footage of himself masturbating whilst on duty and in uniform, and in the process used police equipment inappropriately. I found that this amounted to gross misconduct and dismissed him with immediate effect.
- 11.2 Currently we have 32 individuals suspended and a further 25 restricted for professional standards matters. 14 of these are officers suspended for two WhatsApp investigations. Hearings for these will take place in January.
- 11.3 Our recent complaints data remains positive; we have the fourth lowest number of complaints per 1,000 officers of any police force nationally. Our Professional Standards investigations are timely, efficient and the appeal rate is among the best nationally for both timeliness and lack of upheld appeals. Our people are committed to calling out unwanted behaviours at work, and further improvement in this area remains one of my most important commitments.

12. GOVERNMENT AND PARTNER ENGAGEMENT

- 12.1 This quarter I have had several Ministerial meetings to discuss BTP and Government priorities. On 4th November I met with Lord Hendy, Minister for Rail, where we covered our approach to supporting the railway in reducing disruption and more general policing performance. I also met with Jess Phillips, Secretary of State for Safeguarding and VAWG, in October. This was a very constructive meeting where we considered further

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

initiatives for tackling VAWG on the rail network and reviewed the comprehensive submission we sent to the Cabinet Office in July on potential legislative improvements.

- 12.2 On 25th November I attended a roundtable Chaired by the Prime Minister to discuss Violence Against Women and Girls and the new spiking legislation. It was a great opportunity to speak about what we are doing/planning – and to make any asks of government. CCTV was an area of focus. You may recall that we are working with DfT to present a proposal to the treasury next Spring that would connect CCTV from the most used national stations to a Cloud based system, thus levelling up CCTV capabilities across the rail network nationally. I also highlighted my concerns about drug classifications, particularly those used in the commission of spiking offences: for example, I was shocked to hear recently that Rohypnol is a Class C drug, despite its prevalent use in criminality.
- 12.3 The Prime Minister was extremely pleased to hear about our successful relaunch of 61016, our Op Charge initiative, and the high visibility patrols that we will be at transport hubs in the run up to Christmas. It was a very positive and productive meeting and a good opportunity for me to catch up with others present.
- 12.4 I have met with the Chief Executive of RDG, Jacqueline Starr, to discuss BTP's approach to disruption and trespass. I was pleased by RDG noting positive progress on various fronts, including work on football-related violence, reduction of volume crime, VAWG, and engagement with RDG and NWR around trespass. RDG is coordinating operators in the VAWG space and facilitating a consensus with operators, with plans for a second session involving more partners, including BTP, in the new year. They have also committed to providing BTP with a more regular presence at the various RDG boards so that we can deepen our engagement with the industry on the key issues, as well as sharing key updates.
- 12.5 Alistair and Ron attended a Knife Enabled Robbery (KER) Taskforce Meeting, chaired by the Home Secretary in October. BTP/A were invited as BTP is one of the forces in the UK who are showing significant increases in Knife Enabled Robbery offences. Other senior officers and PCCs attended from the HO forces most affected including Greater Manchester, Metropolitan Police, West Midlands, West Yorkshire, Avon and Somerset and South Yorkshire.
- 12.6 In responding to what could be done differently and what opportunities existed to reduce KER on BTP's jurisdiction, clear points were made for the need for more speedy justice for victims. It is clear that the current problem requires a whole system

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

partnership approach with the relevant agencies involved, particularly Education and Probation services. It is also clear that the profitability of handling stolen goods, in particular phones, needs to be strongly disincentivised and tougher sentencing is required to deter business owners from enabling robberies by paying out quickly for stolen phones which are quickly sold on often abroad.

- 12.7 Alistair took the opportunity to raise the importance of County Lines funding and the key role they play in detecting and deterring Knife Enabled Crime for us in BTP and in Home Office forces, where there is clear connectivity to weapons carriage and County Lines supply. I am concerned that after 31st March 2024 we have no funding for our team and therefore will have a considerable funding pressure. We await further direction on the management of this from the BTPA.

13. CONCESSIONARY TRAVEL

- 13.1 Concessionary travel remains one of the most important issues for our people, which is regularly raised during my visits and engagement sessions. It is one of the most important benefits that we can offer to retain both officers and staff, and industry leaders that I speak to remain supportive. Members gave approval for our proposals for police staff, police officers, PCSOs and Special Constables to be taken to Rail Staff Ltd in October, and it is important for our proposals to be tabled at the earliest opportunity.

14. PEOPLE

- 14.1 In October, PCSO Lucas Summers was shortlisted in the Pride of Britain Awards in the "This Morning Emergency Services Award". Lucas, alongside one of his colleagues who chose to remain anonymous, were shortlisted for their quick work and bravery at Maidenhead Railway Station in December 2022 when saving a member of the public. Security footage from the incident showed them removing a member of the public from the tracks seconds before a fast-approaching train travelled through. Their actions resulted in the member of the public being taken to a place of safety without injury. Whilst they were not the winners at the awards ceremony it was very pleasing that this act of bravery was recognised at such a level.
- 14.2 Following feedback from last year's All People Survey, we have improved our recognition offering, in particular how we organise our ceremonies and make them more accessible to everyone in the force. In October we have held Commendation and Long Service ceremonies in Birmingham and Glasgow respectively, alongside our London Ceremonies. We also held our Us At our Best awards at Drapers Hall on 28th November. This year we received 411 nominations across 800 colleagues from all

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

corners of the Force. Our nominees really do show us at our best, and through their exceptional bravery, hard work, commitment to BTP and leadership of our people, they were all very deserving of their recognition. It was good to hear from our stakeholders, victims and colleagues who all wanted to recognise the work of BTP and our people. It was a great event and reminded me just how privileged I am to lead this Force and our brilliant people.

15. RECOMMENDATIONS

15.1 It is recommended that the content of this report is noted by members.

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Report to: Full Authority
 Date: 10 December 2024
 Subject: Chief Executive’s Report
 Author: Chief Executive
 For: Information



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1. Finance

a. In year financial performance

This meeting provides a chance (agenda item 6) for Members to note continued progress towards a break-even position for 2024/25, though BTP still has some work to do to ensure we land within the budget set for this year.

b. Cost Allocation Model reform (CAM2)

Item 11 provides a progress update on the simplification of our Cost Allocation Model and confirms Secretary of State approval for a new standard Police Service Agreement (PSA) with our funders based on that new model. Letters have been issued to all impacted PSA holders for signature on a new PSA, alongside which we have also outlined indicative 2025/26 charges under the new methodology. There are winners and losers in the transition (as there are every year under the existing model) but with DfT support, these variations will be significantly mitigated this year.

2. Rail and Policing Reform

a. Rail Reform

Since the last Full Authority meeting, we have had discussions with the Minister for Rail, senior officials in DfT and seniors in the rail industry on the progress of rail reform. All are committed to the vital role of BTP in policing the reformed railway. There are a variety of options as to how the funding and oversight of BTP may be conducted within the reformed railway landscape. DfT at all levels continue to be interested to hear our thoughts on this. We plan discussion time for Members on these possibilities at the Board Development Day at the end of January 2025. A White Paper on the design of GBR is expected in Spring 2025.

b. Police Reform

The Home Secretary has recently announced her plans for significant reform of the policing landscape. This significant set of reforms could be as fundamental as the rail reforms, but the thinking is further back. Principally, the focus is on the central support and oversight for the 43 Home Office Police forces. As such, we have significant interests, but are not the

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focus of the reforms. We will stay in touch with HO and DfT officials on the progress of these reforms, which are also expected to be set out more clearly in a White Paper in Spring 2025.

c. Safer Streets Mission

Meanwhile, HMG has been setting up structures to deliver the Safer Streets Mission. I am in touch with the SRO for the Safer Streets Mission and with some key officials. Again, BTP has a key role to play without being central in the Home Office’s sights. As an example, both the Chair and DCC were invited to the first of the Knife Enabled Crime task force meetings - based on the volume of knife crime reported by BTP. The next meeting of that task force will be in mid-January. Another example of BTP prominence within this Mission could be seen by the CC’s prominent role within the Prime Minister’s recent announcement on VAWG and spiking.

3. Governance and industry relations

a. Policing Plan

Item 9 of this meeting provides a chance to update on progress on the development of our policing plan for 2025-27, the development of which has provided a good opportunity for industry engagement over the autumn

b. Boardroom Apprentice

Progress is well advanced with the appointment of an Apprentice Board Member for BTPA under an initiative led by MHCLG and available to all public sector Boards. We will share more information on 10 December or as soon as it becomes available.

c. Out of Committee Decisions

I have revised the list of forthcoming decisions listed at the end of my update to the October meeting. I assess we have stuck to that list reasonably well. For this meeting, we have a selection of four clearances for discussion at agenda item 19 (in closed session). This is more than we would normally have and more than you might think can be accommodated in a meeting with such a lengthy agenda. However, we took the view that to send these four requests for approval to Members very soon before or after the Full Authority meeting might not be appreciated. So, we are providing the chance for clarification and discussion at item 19, combined with the chance for a few days' consideration both before and after the meeting. Feedback will be welcome on whether you prefer these decisions to come via correspondence, in a formal meeting or in a hybrid fashion as per item 19 of this meeting.

d. Special Payments

Members expressed concern over a recent request to agree a special payment presented by the Force to the Authority as a *fait accompli*. Discussions between the Executive and Force continue, to agree the best way to ensure a repeat can be avoided. We will be able to discuss more fully as necessary under agenda item 20 in the closed session of this meeting.

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4. Oversight and Assurance

a. Legally Qualified Chairs and Independent Panel members

DCC and Nick Hawkins hosted a joint training session for Legally Qualified Chairs (LQCs), Independent Panel Members (IPMs) and BTP superintendents on 26 October. Close to 40 LQCs and IPMs were in attendance on what was a very useful day enabling us to hear from the professionals who support our conduct process and to put across the uniqueness of the BTP jurisdiction as it is now and may continue to be. Many useful connections were made during what is becoming an annual event.

b. Inclusion and Diversity

Item 10 on the agenda provides BTP an opportunity to share their renewed momentum on Inclusion and Diversity in general and the Police Race Action Plan in particular. BTPA have not kept up the momentum of discussion on these topics at every meeting of the Full Authority as we planned a year or two back. This agenda item provides an opportunity to refresh and reaffirm our commitment to these important initiatives.

5. Staffing and Accommodation

a. Member and COG appointments

Willie Gallagher's tenure as a BTPA Member ends in January 2025, making this his last Full Authority Meeting. Willie is the longest serving Member, and I will miss the wisdom and perspective this has enabled him to bring to BTPA business. His interest in and support both for D Division colleagues and Contact Centre operations both stand out in the contribution the Executive Team have felt over that period. Willie will leave with the appreciation and best wishes of BTPA Executive Team and Members alike.

I was pleased to have a long conversation with Ian Drummond-Smith recently, Assistant Chief Constable for Network Policing. I was amazed he was already in his 5th week in the job. Time flies, but I know Ian is looking forward to getting to know BTPA Members in York and elsewhere. Also, since the last meeting of the Full Authority, the Chair has been pleased to be able to confirm Steff Sharp in the substantive role of Director of Corporate Development. Steff needs no introduction to Members, and we all look forward to continuing to work with her.

The Executive is finalising arrangements with the sponsorship team at DfT to run a campaign in January, subject to Ministerial approval, for the appointment of up to 3 new Members, including a Member for Wales. We will update Members on progress.

b. Buckingham Palace Road

BTPA vacated FHQ in line with the decommissioning plan in late October and the team is currently working from home until our office on Floor 1 at Buckingham Palace Road has been vacated by operational teams by the end of the first quarter of 2025. BTPA Committee meetings will continue to take place on Teams during that period. We will also consider

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arrangements for the next Full Authority meeting in March, which is scheduled for the day we move into BPR. Members who wish to have a touchdown space in London in the intervening period should contact the Member Engagement Manager, who may be able to identify space in a separate BTP building on any given day. For my part, I have found BTP colleagues at Ivason House (London Bridge) very hospitable.

c. Correspondence Address

As an executive non-departmental public body of the Department for Transport, BTPA chooses to maintain a registered address to act as an official address and point of contact for government agencies and other stakeholders. In the past, we have sought Member approval for the adoption of a registered address. Therefore, Members are asked to ratify a change in BTPA’s registered address from 25 Camden Road, London, NW1 9LN to 3 Ebury Bridge, London SW1W 8RP, effective from 11 November 2024. I anticipate a further change in registered address will be requested once the BTPA Executive move into Buckingham Palace Road in March 2025.

6. Decisions in between Full Authority meetings

- a. Decisions taken (October to December 2024) at Appendix 1
- b. Forward look

In the context of improving our working practices, Appendix 2 to this update summarises the key decisions we expect to put to Members in correspondence before the next Full Authority meeting in March 2025.

APPENDIX 1

- i. **A060 – [Appointments, Remuneration and Appraisal Committee] Appointment of Chief Officer [3 October 2024].** The Appointments Committee approved the appointment of a member of the Force’s Chief Officer Group.
- ii. **A061 – Contact Variations / ICCS and ControlWorks [11 October 2024].** Members approved contract variations covering Integrated Communications Control System (ICCS) and ControlWorks.
- iii. **A062 – Insurance Renewal / Motor, Casualty, Property and Crime Policies [14 October 2024].** Members approved the provision of commercial contract approval for Year 3 of the existing insurance agreement.
- iv. **A063 – [Appointments, Remuneration and Appraisal Committee] Reappointment of a Chief Officer [11 October 2024].** The Appointments Committee approved a contract extension for an existing member of the Force’s Chief Officer Group.

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- v. **A064 – Contract Variation / WAN, LAN and Telephony [25 October 2024]**. Members approved a contract variation covering provision of Wide Area Network, Local Area Network and telephony across the Force estate.
- vi. **A065 – [Audit, Risk and Assurance Committee] BTP/A Counter-Fraud Strategy [31 October 2024]**. The Audit Committee approved the BTP/A Counter-Fraud Strategy.
- vii. **A066 - [Appointments, Remuneration and Appraisal Committee] BTPA Senior Leadership Team member salary remediation [12 November 2024]**. The Appointments Committee approved the remediation of a BTPA Executive SLT member’s salary.
- viii. **A067 Approval of Special Payment [22 November 2024]**. Members approved a special payment (compensation) to settle three claims raised through Operation PLACE.
- ix. **A059 – Chief Constable and Chief Executive Objectives [3 October 2024]** related to the Chair canvassing Member views on the objectives for the BTPA Chief Executive and the BTP Chief Constable and therefore was not a formal decision made by the Full Authority. It is included here for completeness.

APPENDIX 2 – anticipated matters for Member consideration between December and March.

Subject	Date	Request	Delegation
Ad-hoc special payments (e.g. Civil Claims; Employment Tribunals)	N/A	<i>Standing item</i> BTPA Executive Team will provide full information for each payment request.	Members’ approval
2023/24 Outturn vs Budget	Dec’24-Jan’25	Approved of end-year outturn position across TOCs and TfL funding streams	Approval for potential additional charges / credits across TOCs and TfL funding streams
Wide Area Network/Local Area Network	Dec’24-Jan’25	Contract Variation	Total contract value more than £2m

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Baches Street – Locations of scientific support services	Dec'24 / Jan'25	A new lease for Baches Street premises	Total contract value more than £2m.
Core PSA charges for 2025/26	Jan'25	Approval for the PSA charges for 2025/26	Approval of PSA charges

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British Transport Police Authority – Full Authority Workplan (December 2024)



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March 2025	June 2025	September 2025	December 2025
Standing Items			
Minutes	Minutes	Minutes	Minutes
Committee Minutes	Committee Minutes	Committee Minutes	Committee Minutes
Actions	Actions	Actions	Actions
Strategic Risk Register	Strategic Risk Register	Strategic Risk Register	Strategic Risk Register
Policing Plan Performance	Policing Plan Performance	Policing Plan Performance	Policing Plan Performance
Financial Performance	Financial Performance	Financial Performance	Financial Performance
Chief Constable's Report	Chief Constable's Report [BTP Annual Report]	Chief Constable's Report	Chief Constable's Report
Chief Executive's Report	Chief Executive's Report	Chief Executive's Report	Chief Executive's Report
Workplan	Workplan	Workplan	Workplan
Planned Items			
Management Assurance Return	BTPA Annual Report and Accounts		BTP/A Budget and Medium-Term Financial Plan
	BTPA Board Effectiveness Review 2025		Policing Plan Annual Review
	BTPA Code of Governance Annual Review		BTPA Board Effectiveness Review 2025 Progress Report

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