

[14 May 2025] Agenda Pack / Finance, Legitimacy and Performance Committee

MEETING
14 May 2025 10:30 BST

PUBLISHED
9 May 2025

Agenda

Location
Hybrid / Teams & Waterloo and Penzance Meeting Room, BTP
London Hub, 200 Buckingham Palace Road, London, SW1W 9TJ

Date
14 May 2025

Time
10:30 BST

	Item	Owner	Time	Page
1	Apologies	Chair		-
2	Declarations	All		-
3	Minutes	Chair	10:30	3
4	Actions	Chair	10:35	11
5	Strategic Risk	Joint Force / Executive	10:40	12
6	Legitimacy Data Q4 2024/25	Director of Corporate Development	10:55	21
7	Finance and Commercial Performance Q4 2024/25	Director of Corporate Development	11:05	24
8	Policing Plan Performance Q4 2024/25	Director of Corporate Development	11:25	42
9	Annual Custody Report 2024/25	Director of Corporate Development	11:45	57
10	Annual Victim of Crime Journey Report 2024/25	Director of Corporate Development	12:05	74
11	Annual Review / Committee Workplan & Terms of Reference	Head of Legitimacy and Performance	12:25	79
12	Any Other Business	All		-

Finance, Legitimacy and Performance Committee – Actions

Serial	Date	Action	Owner	Update
1/2025	3 March 2025	The Chair concluded discussion by noting the Committee endorsed the progress made on redrafting the scope of the Legitimacy risk, acknowledged the difficulty in identifying measurable progress, and finally encouraged the Force to be mindful of any lessons learned from the Metropolitan Police's new approach to Stop and Search.	Risk and Assurance Manager	In Progress To be dealt with as Matter Arising at May 2025 meeting.
2/2025	3 March 2025	The Deputy Chair, as a relatively new Member of the Authority, requested a briefing note setting out the history of the Integrated Security and Policing Pilot to date in advance of the meeting.	Head of Legitimacy and Performance	In Progress To be dealt with as Matter Arising at May 2025 meeting.

WEBSITE

Report to: Finance, Legitimacy and Performance Committee

Date: 14 May 2025

Subject: Annual Review / Workplan and Terms of Reference

Author: Head of Legitimacy and Performance

For: Decision

3 Ebury Bridge,
 Westminster SW1W 8RP

E: btpa-enquiries@btp.police.uk

www.btpa.police.uk

Introduction

1. At this point in the annual Committee cycle, Members have the opportunity to review both your Committee Workplan, and your Committee Terms of Reference. These are both provided as annexes to this report as Annex 1 and Annex 2.
2. In reviewing your proposed workplan and existing terms of reference, Members are asked to comment on and ultimately endorse the following principles,
 - a. The adoption of tiers within the workplan, to maximise the level of scrutiny afforded to each of the topics set out in the Committee Oversight Map (Annex 3). These tiers are:
 - i. Tier 1 / Committee Business
 - ii. Tier 2 / Member Engagement undertaken in between meetings of the Committee.
 - iii. Tier 3 / BTPA Executive engagement with BTP in between meetings of the Committee.
 - b. The adoption of a multi-year approach to the Committee Workplan, to mirror the cycle of the BTPA Policing Plan (2025-27). BTPA Executive hope that this approach will ensure all areas listed on the Oversight Map are given adequate scrutiny by the Committee, whereas previously lower risk / lower impact areas have sometimes been excluded from a condensed annual approach to work planning.

Tier 1 / Committee Business

3. Your Committee meets at least four times per year, with a core list of standing and administrative items which require, broadly, one hour to consider (see Standing / Administrative Items listed for each meeting in the annexed Workplan). This time commitment leaves the agenda free for a further two to three topical items at each meeting – the proposed workplan has been populated accordingly.
4. You would continue to consider your workplan at each meeting to ensure it remained fit for purpose. To build in flexibility, Members could choose leave one item of topical business at each meeting vacant, to allow a decision to be made on a quarterly basis on any topical issues to be brought to Committee.

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Tier 2 / Member Engagement

5. Members are invited to consider which areas of Committee business they would wish to undertake engagement on in between meetings of the Committee. These could include,
 - a. Issues which are considered on an annual basis at Committee, where Member Engagement during the course of the year could enhance the level of scrutiny afforded to that issue at the point at which it is considered by the wider Committee.
 - b. Attendance at Force-level governance forums. This engagement should be consistent, but time limited to ensure adequate Member scrutiny, whilst also respecting the operational independence of the Force.
 - c. Thematic engagement on a topic that either BTPA or BTP feels warrants greater Member involvement and/or support.
 - d. In addition to any Member feedback on the above, the BTPA Executive can recommend a programme of Committee Engagement that can be reviewed alongside the Workplan at each meeting.

Tier 3 / BTPA Executive Engagement

6. Staff of the BTPA Executive routinely attend Force-level meetings at which issues within the remit of the Committee are discussed. To date, summaries of elements of this oversight has been uploaded to *Board Intelligence* on an ad hoc basis (e.g. Notes of meetings of Out of Court Disposal Scrutiny Panels).
7. Going forward, greater emphasis will be given by the BTPA Executive to consolidating this feedback and providing it to Members in a format that ensures it clearly contributes to the wider scrutiny provided by the Committee.

Terms of Reference

8. Members are invited to comment on their existing terms of reference.
9. One recommended amendment is the deletion of reference to a digest being provided to the wider Full Authority following each meeting. This represents duplication of work given that draft minutes alongside a verbal report of the Chair are provided to the following meeting of the Full Authority.

Recommendations

That Members,

10. Comment on and, subject to any comments, endorse both the tiered framework for Committee scrutiny and the proposed multi-year approach to Committee Work Planning.
11. Comment on their Committee terms of reference and approve the proposed deletion of reference to a meeting digest being produced following each meeting.

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Finance, Legitimacy and Performance Committee Workplan 2024/25 Q4 to 2026/27

[May 2025]

2024/25

14 May 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Annual Review of Terms of Reference 12. Annual Custody Update 2024/25 13. Annual Report / Victim of Crime Journey

2025/26

August 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Integrated Security and Policing Pilot¹ 12. Annual legitimacy risk thematic – Use of policing powers²

¹ Added November 2024

² Should include reasons for Stop and Search and, added in March 2025, information in Force dip sampling of Legitimacy data.

November 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Annual Rail Passenger and Staff Survey updates³. 12. BTP Performance against NAO VAWG report⁴ 13. Annual External Scrutiny Report⁵

March 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Review of/Refreshed BTP Crime Prevention Strategy 12. Justice Outcomes and/or BTP Performance and the Criminal Justice System⁶

³ To coincide with annual Policing Plan refresh. This paper should include a breakdown of demographics, and confirmation of any proxy questions deployed in industry stakeholder internal surveys.

⁴ Added March 2025

⁵ Action 7/2024: A Member encouraged the Force, when submitting a future external scrutiny update, to include the top three headline outcomes of the new external scrutiny framework to assist in demonstrating its efficacy]

⁶ Added March 2025

May 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Annual Review of Terms of Reference 12. Annual Custody Update 2025/26 13. Annual Report – Victim of Crime Journey 14. Contact Centre Performance

2026/27

TBC August 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Annual legitimacy risk thematic – Use of policing powers 12. Under-represented groups as victims 13. County Lines

TBC November 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Annual Rail Passenger and Staff Survey updates. 12. BTP oversight of accreditation schemes (eg RSAS, Secure Stations) 13. Deployment and response times 14. Productivity

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TBC March 2027	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Annual External Scrutiny Report 12. BTP capability to respond to public order 13. Civil/public liability/motor claims

TBC May 2027	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Policing Plan Performance 7. Finance and Commercial Performance 8. Legitimacy Data 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 11. Annual Review of Terms of Reference 12. Annual Custody Update 2025/26 13. Annual Report / Victim of Crime Journey

Finance, Legitimacy and Performance Committee – Terms of Reference

Purpose

1. This Committee holds the Force to account for its operational and business performance and delivery of its current annual plans by aligning review and challenge of financial inputs with that of operational outputs.

Reporting

2. A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each Committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the Committee.

Responsibilities

3. Assessing financial reports, including performance against annual and medium-term financial plans and ensuring the effective review by the Authority of financial performance
4. Assessing progress against delivery and spend on capital projects and major revenue schemes approved by the Authority in accordance with the scheme of delegation
5. To assess and provide supportive challenge on BTP's operational and organisational performance and efficiency against criteria which are defined in the rolling strategic plan and Policing Plan(s) refreshed annually to include operational and organisational, KPIs and outputs from external inspections.
6. To have oversight of 'Legitimacy' with respect to BTP's use of its policing powers and service delivery,
7. To have oversight of other business as usual operational indicators such as the use of Stop and Search and use of force
8. Oversee BTP compliance with legislative requirements and guidance with respect to referral of cases to the IOPC, complaint and conduct handling and custody facilities.
9. Request and consider information from BTP, BTPA, stakeholders and other sources to support scrutiny activities in terms of internal and external comparison and benchmarking of performance
10. Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

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Meetings

11. The Finance, Legitimacy and Performance Committee will meet at least quarterly ahead of Authority meetings. The Chair of the Committee may convene additional meetings as they deem necessary.

Chair and Deputy Chair

12. The Chair and Deputy Chair of the Committee shall be appointed by the Chair of the Board.

Quorum

13. Half of Committee membership (where overall membership is an odd number, the quorum figure is rounded up e.g. membership of five = quorum of three.)

Membership

14. Up to five Members of the Full Authority

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Assessment of BTPA Committee and Executive Oversight of BTP and Current Priority Level

FLPC areas of oversight and meeting coverage

High	Yes	Subject:	Cashflow (↔)	Projects and major revenue schemes (↔)	Current budget performance/forecast (↔)	Passenger/rail staff confidence (↔)	Stop and search (↔)
		Strategic Risk (residual score):	Financial Sustainability (16)	Financial Sustainability (16)	Financial Sustainability (16)	Legitimacy (16)	Legitimacy (16)
		2024/25	Quarterly finance report	Quarterly finance report	Quarterly finance report	November 24 – Annual rail passenger survey and Rail staff survey	Qtrly – dashboard, legitimacy risk update
		2025/26	Quarterly finance report	Quarterly finance report	Quarterly finance report	November 25 – Annual rail passenger survey and Rail staff survey	<ul style="list-style-type: none">Qtrly – dashboard, legitimacy risk update,August 25 – Annual legitimacy risk thematic
		2026/27	Quarterly finance report	Quarterly finance report	Quarterly finance report	November 26 – Annual rail passenger survey and Rail staff survey	<ul style="list-style-type: none">Qtrly – dashboard, legitimacy risk update,August 26 - Annual legitimacy risk thematic
		Subject:	Use of force (↔)	Police Race Action Plan (↔)	BTP External Scrutiny Groups oversight (↑)	Crime trends/exceptions (↔)	Policing Plan - performance against objectives (↔)
		Strategic Risk:	Legitimacy (16)	Legitimacy (16)	Legitimacy (16)		
		2024/25	Qtrly – dashboard, legitimacy risk update			Quarterly Policing Plan report	Quarterly Policing Plan report
		2025/26	<ul style="list-style-type: none">Qtrly – dashboard, legitimacy risk update,Annual legitimacy risk thematic – August 25		November 2025 – Annual update	Quarterly Policing Plan report	Quarterly Policing Plan report
		2026/27	<ul style="list-style-type: none">Qtrly – dashboard, legitimacy risk update,Annual legitimacy risk thematic – August 26		March 2027 – Annual update	Quarterly Policing Plan report	Quarterly Policing Plan report
		Subject:	Contact Management (↔)	Public engagement (↑)		Rail staff engagement (↑)	
		Strategic Risk:		Partnership Working (9)		Partnership Working (9)	
		2024/25	November 24 – Contact Centre Performance				
		2025/26	May 26 – Contact Centre Performance	November 25 – Annual rail passenger survey		November 25 – Annual RSS	
		2026/27		November 26 – Annual rail passenger survey		November 26 – Annual RSS	

High	Partial	Subject:	Victim experience of BTP (↔)		Public experience of BTP (↔)	
		Strategic Risk:	Legitimacy (16)		Legitimacy (16)	
		2024/25	August 24 - Thematic – Victim of Crime Journey			
		2025/26	May 26 – Annual Report – Victim of Crime Journey		November 26 – Annual rail passenger survey	
		2026/27	May 27 – Annual Report – Victim of Crime Journey		November 26 – Annual rail passenger survey	

Medium	Yes	Subject:	Crime and incident recording (↔)	Custody (↔)	Capability to respond to major incidents (↔)	ASB (↔)	
		Strategic Risk:		Legitimacy (16)	Major incidents (9)		
		2024/25		May 25 – Annual update Qtrly – dashboard, legitimacy risk update	Quarterly Risk report	Quarterly Policing Plan report	
		2025/26	May 26 – Contact Centre Performance	May 26 – Annual update Qtrly – dashboard, legitimacy risk update	Quarterly Risk report	Quarterly Policing Plan report	
		2026/27		May 27 – Annual update Qtrly – dashboard, legitimacy risk update	Quarterly Risk report	Quarterly Policing Plan report	
		Subject:	Safeguarding (↔)	Police related disruption (↔)	Crime prevention (↔)		
		Strategic Risk:			Partnership working (9)		
		2024/25	Quarterly Policing Plan report	Quarterly Policing Plan report	May 25 – Rail crime prevention partnership & TPP		
		2025/26	Quarterly Policing Plan report	Quarterly Policing Plan report	March 2026 – Review of/Refreshed BTP Crime Prevention Strategy		
		2026/27	Quarterly Policing Plan report	Quarterly Policing Plan report			
Medium	Partial	Subject:	CJ outcomes (↔)	Out of court disposals (↔)	Under represented groups as victims (↔)	Frontline availability/abstractions (↔)	
		Strategic Risk:	Legitimacy (16)	Legitimacy (16)	Legitimacy (16)		
		2024/25					
		2025/26	March 26 – Justice Outcomes or BTP Performance and the CJS	March 26 – Justice Outcomes or BTP Performance and the CJS			
		2026/27			August 26 – Under-represented groups as victims	November 26 – Deployment and response times	
		Subject:	County Lines (↔)	Capability to respond to public order policing demands (↔)	Football / events (↔)	Partnership working (↔)	Civil / public liability / motor claim (↑)
		Strategic Risk:				Partnership working (9)	Legitimacy (16)
		2024/25					
		2025/26				August 25 - ISP August	
		2026/27	August 26	March 27			March 27
Medium	No	Subject:	Arrests (↔)			Productivity (↔)	
		Strategic Risk:	Legitimacy (16)				
		2024/25					
		2025/26	• Annual legitimacy risk thematic – August 25				
		2026/27	• Annual legitimacy risk thematic – August 26			November 26	
Low	BTP oversight of accreditation schemes (eg RSAS, Secure Stations) (SR: Partnership working (9)) – No (↔)						
2024/25							
2025/26	November 26						
2026/27							

BTPA oversight – Where is further scrutiny required

- Areas where further oversight is suggested continues to be around the High priority areas with 'No' or 'Partial' oversight and Medium priority areas with 'No' oversight. A breakdown of these areas is shown in the below table.
- In summary, of the 55 High priority areas, 19 (35%) were assessed as having No or Partial oversight, compared to 19 (37%) out of 52 in April. For the 42 Medium priority areas, two (5%) were assessed as having No oversight, down from four (8%) out of 51.

Committee	Subject	Priority (H/M/L)	Strategic Risk 2024/25 Q2 (residual score)	Oversight
ARAC	Spend Review and delegated budget from DfT	H	Financial Sustainability (16)	Partial
	- Cascade of new government controls and initiatives.			
	- Compliance to external spend controls (Low)			
	Strategic process for risk, control and governance, including assurance framework	H		Partial
	Information management (eg compliance with FOI and DPA)	H	Cyber and Data Security (12)	Partial
	Data, systems and information	H	Cyber and Data Security (12)	Partial
	CT - Force capability to respond to threat, Force activity, assessment of threat, risks/issues to the Force, Manchester Inquiry	H	Major Incidents (9)	Partial
	Monitor and assess compliance with and performance against statutory duties	H		Partial
	Technology - Oversight of BAU performance/exceptions	H	Technology (9)	Partial
PCC	Cultural focus - setting the vision for the culture of the organisation	H		Partial
	Health and safety - compliance with requirements	H	Health, Safety and Wellbeing (15)	Partial
PWG	Major decisions regarding the investments of the current DB pension schemes, including ESG	H		Partial
	DC Scheme	H		Partial

Committee	Subject	Priority (H/M/L)	Strategic Risk 2024/25 Q2 (residual score)	Oversight
FLPC	Victim experience of BTP	H	Legitimacy (16)	Partial
	Public experience of BTP	H	Legitimacy (16)	Partial
	Arrests	M	Legitimacy (16)	N
	Productivity	M		N
SPC	Capital projects and major revenue schemes implementation	H	Transformation (12)	Partial
	Business cases – prior to submission to Full Authority and post completion reports	H		Partial
	Technology – monitor delivery of new programmes/strategies signed off by BTPA	H	Technology (9)	Partial
	BTP/A stakeholder engagement	H	Partnership Working (9)	Partial
	Equality assessment of new plans and strategies that come to the Authority	H	Legitimacy (16)	Partial
PPWG	Have Policing Plan proposals been equality assessed	H	Legitimacy (16)	N
ARA	No entries			

- A breakdown of all the identified areas of oversight and linked reports for each Committee is shown on the following pages.