

[25 June 2024] Agenda Pack / Full Authority

MEETING
25 June 2024 11:00 BST

PUBLISHED
19 June 2024

Agenda

Location Meeting Room G1/G2, British Transport Police Force
Headquarters, 25 Camden Road, London, NW1 & Microsoft Teams

Date 25 Jun 2024

Time 11:00 BST

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Minutes

Full Authority

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Tuesday 26 March 2024 at 11.00am in Meeting Room G1/G2, 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
Willie Gallagher
Nick Hawkins
Tricia Hayes
Kenna Kintrea
Brian Lynch
Iain Whyte

Apologies:

Lord Jackson of Peterborough
Craig Mackey

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
Kate Carr (Head of Legitimacy and Performance)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Lucy D'Orsi (Chief Constable)
Alistair Sutherland (Deputy Chief Constable)
Sean O'Callaghan (Assistant Chief Constable)
Paul Furnell (T/Assistant Chief Constable)
Allan Gregory (Assistant Chief Constable)
Steff Sharp (Director of Corporate Development)
Clare Conie (Deputy Director of People and Culture)
James Morley (Chief Technology Officer) (Item 15.1)
Luke Cronin (Business Operations Manager)

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Mike Furness (Chief of Staff)
Mel Morton (Head of Deputy Chief Constable's Portfolio)

British Transport Police – Livestreaming Delivery

Nick Lowe (Digital Workplace Manager)
Connor Diamond (Digital Workplace Specialist)

External

Chris Horton (Police Superintendents' Association)
Peter Kingham (British Transport Police Federation)
Sam McCully (Transport Salaried Staffs' Association)
Robert Sanford (Department for Transport)
Nick Vine (XPS) (Item 9)

Apologies

Agenda Item 1

1. At the outset of the meeting, the Chair reminded those present that the meeting was being livestreamed for the first time.
2. Apologies were received from Lord Jackson of Peterborough and Craig Mackey.
3. The Chair welcomed Dyan Perry to her first Full Authority meeting as Deputy Chair since her reappointment to the Full Authority, and thanked Andy Cooper for his service as interim Deputy Chair.

Declarations

Agenda Item 2

4. Nick Hawkins declared an interest in Item 7 (BTP Misconduct Panels) in his capacity as a Legally Qualified Chair, albeit he noted he had no connection with the Force in that capacity.

Minutes

Agenda Item 3

5. **RESOLVED**, that the minutes of the Full Authority meeting held on 5 December 2023 be approved.

Actions

Agenda Item 4

6. Members considered a report on actions arising from previous meetings and agreed that Actions 22/2023, 25/2023, 26/2023, 27/2023, 28/2023, 29/2023, 30/2023, 31/2023, 32/2023 and 33/2023 could be closed.
7. **RESOLVED**, that the report regarding actions arising be noted.

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Strategic Risk Register Q3 2023/24

Agenda Item 5

- 8. Members considered the Strategic Risk Register Q3 2023/24 and noted they would be considering Strategic Risk in detail at their forthcoming Board Development Day on 21 May 2024.
- 9. **RESOLVED**, that the Strategic Risk Register Q3 2023/24 be noted.

Policing Plan Performance

Agenda Item 6

- 10. Members considered a report regarding Policing Plan Performance (April 2023-February 2024) and the following points were made.
 - a. The Deputy Chief Constable introduced the report and highlighted,
 - i. Overall crime had increased 17% year to date, largely due to theft of passenger property and theft overall.
 - ii. There were 26.7 crimes per passenger journey at December 2023 compared to 25.9 at December 2022 – for context, this increase correlated with a significant increase in total number of passenger journeys on the network over that period.
 - iii. There had been an increase in the Force’s solved rate, but this continued to be diluted by the volume of crime.
 - iv. Whereas robbery continued to be an area of concern in the B Division area, recent initiatives had had an impact in terms of reduction in robbery and theft of passenger property.
 - v. There had been an increase in Violence against Women and Girls (VAWG) offences – the Force was the only force nationally to record all elements of potential VAWG offences with a view to investigating a crime or gathering intelligence.
 - vi. Violence against both officers and rail staff had increased, with a more positive solved rate for officers given they were on hand to undertake an immediate arrest.
 - b. In response to a question, the Deputy Chief Constable confirmed there were national variations to the 17% uplift in crime, with the greatest uplift occurring in the B Division (London and Southeast) area.

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- c. In response to a question, the Deputy Chief Constable felt that it was likely that body-worn video (BWV) used by rail staff was playing a role in increasing the Force’s detection and solved rate, but he had no date to hand to confirm whether BWV was having a deterrent effect on those intent on committing crime – although anecdotally it was possible that a decline in anti-social behaviour was attributable in part to BWV. An Assistant Chief Constable confirmed that the Force continued to liaise with industry via the Rail Delivery Group to encourage use of BWV.
- d. In response to a question, an Assistant Chief Constable felt that there was a correlation between fare evasion and violence against rail staff but noted that there was no definitive link in crime recording between the two to allow him to provide Members with a definitive percentage. That said, officers on the ground were aware of the dynamic between fare evasion, revenue protection and the potential for violence against staff.
- e. The Deputy Chief Constable continued his introduction and noted,
 - i. Whereas the average hand back time following Disruption was 103mins, there was data from February 2024 to suggest this was reducing to 90mins.
 - ii. There had been an increase in Disruption incident count, with more incidents involving children and young persons.
 - iii. The average number of suicides on the network were running at 23 per month compared to 21 on year.
- f. In response to a question, the Deputy Chief Constable confirmed that the Force had participated in a debrief with Network Rail and other partners following an incident at Pangbourne on 4 January 2024. The debrief had revealed some lessons learned for the Force around its internal escalation processes and had prompted a review of the Force’s Fatality Management Policy. The incident had also prompted regular engagement at a senior level between the Force and Network Rail. Members were welcome to review the debrief and revised Fatality Management Policy once it had undergone internal governance within the Force (Action 1/2024).
- g. In response to a question, the Deputy Chief Constable acknowledged not all factors inherent within Disruption incidents were within the control of the Force but felt that the Pangbourne debrief had provided a clearer understanding for both the Force and Network Rail on what constituted an effective response.

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- h. In response to a question regarding an incident at Crawley on 23 February 2024, an Assistant Chief Constable confirmed that stranded passengers had been released from trains within two hours thanks to an effective Train Operating Company (TOC) relief plan. That said, the Force was mindful that passenger welfare should be a factor in Force decision-making during Disruption and this was a key recommendation arising from the Pangbourne debrief.
- i. A Member noted that stranded train user experience(s) would be reviewed by Transport Focus in consultation with the Office of Rail and Road in the coming year and encouraged the Force to feed into that workstream in an appropriate way (Action /2024).
- j. In response to a question, an Assistant Chief Constable noted there were circa 30 separate variables underpinning how disruptive an incident would prove to be. These included geography, availability of local forces, but also social media and the fact next of kin often attended the scene of fatalities and had to be cared for by the officer at the scene who was also responsible for managing the fatality. The array of variables did make it difficult to meet the 90min hand back target no matter how adept the Force was at managing all aspects of an incident.
- k. A Member suggested that the Force could consider reporting the number of sub-90min hand back incidents and the number of incidents where that target was missed. The Chief Constable added that there was a risk of focusing too much on hand back targets at the expense of managing incidents effectively. Overall Members felt that the Disruption target was a strategic question for the Full Authority to give some consideration to.
- l. A Member noted that the hand back target related to non-suspicious incidents and felt that future reporting could also reflect suspicious / unexplained incidents (Matter Arising).
- m. A Member commented on what he regarded to be a powerful presentation on the Force’s mental health work that had been provided to the Scottish Railways Policing Committee on 5 March 2024. He noted the fact that vulnerable persons engaged by the Force were less likely to become a fatality on the network and queried how the Force’s approach to both mental health and technology could be leveraged to reduce the number of disruption incidents.
- n. The Chief Constable agreed, noting that the Force had taken the decision to not adopt the *Right Care Right Person* approach to mental health given

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the unique context of the railways, which had historically attracted vulnerable persons. She noted she was engaging with Andrew Haines at Network Rail to reflect on strategy governing disruption, alongside centralised investment in disruption teams. Allied to this was the Force's recent decision to redirect capital funding to increase the Force's drones capacity.

- o. A Member noted she would welcome clarity on how the Force monitored and measured the collaboration it undertook to reduce disruption on the network.
- p. The Chair welcomed the wide-ranging discussion regarding Disruption and requested that the Force and Executive co-design a briefing for Members at an appropriate point (Action 3/2024).

11. **RESOLVED**, that the Policing Plan Performance Report (April 2023-February 2024) be noted.

British Transport Police Misconduct Panels

Agenda Item 7

12. Members considered a report regarding British Transport Police Misconduct Panels and the following points were made.

- a. The Chief Executive introduced the report and highlighted,
 - i. The ongoing work by the Home Office to reform police conduct, and the ability of the British Transport Police Authority to make its own Regulations provided any divergence from the Home Office was justified by the Force's structure and circumstances.
 - ii. That the paper put forward arguments to suggest that, in the case of Misconduct Panels, the requirement for BTP Chief Officers to work across three nations and liaise with a wide array of stakeholders meant the Force's structure and circumstances warranted retaining Legally Qualified Chairs (LQCs).
 - iii. That the proposals set out within the paper nevertheless sought to respect the spirit of planned Home Office reform through granting the Chief Constable more power on misconduct matters – both through power of appeal, and through power of sanction.
 - iv. That the recommendation(s) in the paper were being made to Members to encourage momentum, and that more detailed work

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and consultation remained to be done before any finalised Regulations were ready to be put into practice.

- b. The Chief Constable noted her support for the paper and its recommendations.
- c. A Member stressed the importance of ensuring the proposed changes were as rigorously reviewed and prepared as possible prior to their implementation, given the Authority proposed to depart from the practice of Home Office forces.
- d. In response to a question, the Chief Executive noted that the primary risk to the proposed approach within the paper was that key external stakeholders did not agree with it thus making it impossible to put into practice through Regulations. In response to a further question, the Authority would need to take stock on any feedback from stakeholders in the event its preferred approach to misconduct was discounted.
- e. In response to a question, the Chief Executive confirmed that existing arrangements governing misconduct would remain in place until such point new Regulations were adopted.
- f. In response to a question, the Chief Executive noted that the current Regulations dating from 2021 had been brought in a year after equivalent Home Office regulations, so there was precedent for the Authority to take stock and learn lessons prior to adopting any revised approach to misconduct.
- g. In response to a suggestion, the Chief Executive proposed that any new misconduct regime, once adopted, could be monitored and reviewed by the People and Culture Committee (Workplan).
- h. A Member noted the fact that the Chief Constable, in his view, utilised existing Regulations more effectively than her Home Office peers through, for example, greater use of Accelerated Misconduct Hearings. The Authority and Force should therefore not be afraid to highlight the effectiveness of the current misconduct regime.
- i. A Member recommended that the misconduct proposals set out within the paper should be referred to the Scottish Railways Policing Committee, once initial contact had been made with the Police Investigation & Review Commissioner (PIRC) (Action 4/2024).

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13. **RESOLVED**, that further to the endorsement received by the People and Culture Committee, Members approve that the British Transport Police Authority

- a. Retains Legally Qualified Chairs for Misconduct Panels.
- b. Allocates the decision on sanction when misconduct is proven to the Chief Constable
- c. Permits (Superintendent-equivalent) Police Staff to serve on Misconduct Panels where appropriate.
- d. Notes the significant further steps to be taken before any new regime can be implemented by the British Transport Police.

Management Assurance Return 2023/24

Agenda Item 8

14. Members considered the Management Assurance Return 2023/24, and the following points were made.

- a. The Chief Executive introduced the Return and summarised the process through which had been arrived at, noting that the Audit and Risk Assurance Committee was recommending a lower rating of *Moderate* that the *Substantial* proposed by the Force on two areas: Budget Management, and Time & Expenses.
- b. In response to a question, both the Chief Executive and Deputy Chief Constable confirmed that the Return was informed, where relevant, by external assurance provided by the Government Internal Audit Agency. Moreover, the Force applied broader and more rigorous definitions to each area than required by the Return template in a bid to reach more effective ratings.
- c. Members encouraged the Executive and the Force to engage with one another as early as possible in the Return process to resolve any differing interpretations of emerging ratings. In tandem, both the Chief Executive and Chief Constable as Accounting Officer and Additional Accounting Officer should engage with one another in advance of the finalised Return being submitted to Members (Action 5/2024)

15. **RESOLVED**, that Members approve the Management Assurance Return 2023/24 as endorsed by the Audit and Risk Assurance Committee at its meeting on 11 March 2024.

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Valuation of British Transport Police Shared Cost Section of the Railways Pension Scheme (the 'Section') as at 31 December 2022
 Agenda Item 9

16. Members considered a report regarding the Valuation of the British Transport Police Shared Cost Section of the Railways Pension Scheme (the 'Section') as at 31 December 2022 and the following points were made.

- a. The Chief Executive introduced the report and noted,
 - i. Had the Authority conducted the 2022 Valuation along the same lines as the 2019 Valuation, there would have been a £15m surplus in 2022 compared against a £6m deficit in 2019. That said, the process followed for the 2022 Valuation had been done in light of the scheme having since been closed, and in anticipation of more restrictive pensions environment to be introduced by the government. In light of this, the scheme faced a £7.5m deficit.
 - ii. The Executive and its advisers XPS had discussed with the Trustee the discrepancy between the £15m surplus and £7.5m deficit in detail and had reached, as detailed in the paper, a £0.2m surplus with no proposed change in contribution rates. This proposal had been endorsed by the Pension Working Group at its 11 March 2024 meeting.
 - iii. The Trustee had since considered the proposal set out in the paper at a meeting on 25 March 2024 and, whilst they agreed with the process followed by the Authority, had felt that the Authority as Employer should pay more towards any deficit. The Chief Executive noted that the Authority had met the 2019 £6m deficit in full and had been chided by His Majesty's Treasury at the time, and instructed in future to follow the 60:40 Employer/Member split and depart from it only with the Treasury's prior approval – he was not certain therefore whether the Trustee was in a position to make the direction to the Authority that it had made.
 - iv. In conclusion, the Chief Executive invited Members to consider the report's recommendations on the understanding the Executive would discuss the recommendations – if agreed – with the Trustee and report back to Members if necessary.

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- b. In response to a question, the XPS representative confirmed that any deficit would have to be met using the 60:40 split unless it proved unaffordable for Scheme Members.
- c. In response to a question, the Chief Executive confirmed that the Authority was obliged to consult with Members but was not bound by any consultation.

17. **RESOLVED**, that subject to any feedback from the Trustee, Members approve the signing off of the 2022 Staff Scheme Actuarial Valuation by the statutory deadline of 31 March 2024.

Chief Constable's Report

Agenda Item 10

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

Passing of Karen Wiesenekker

- a. The Chief Constable paid tribute to the late Karen Wiesenekker, noting her appointment to the Force in February 2022 to lead its newly created Inclusion and Diversity Team. In that role she had been unafraid to hold a mirror up to the Force and offer pragmatic guidance on where all could do better. Karen would be recognised through the creation of an award in her honour at the Force's *Us at Our Best* awards. The Chief Constable had been privileged and humbled to have attended Karen's funeral alongside the Chief Constable of Merseyside Police on 18 March 2024.

A Force on the Move

- b. The Chief Constable thanked the Deputy Chief Constable for his stewardship of the Force's transformation portfolio and highlighted the assurance work undertaken by the Force-level Investments and Benefits Working Group.

Optimised Policing Model

- c. The Chief Constable highlighted the Optimised Policing Model as a key project for delivery by the Force. The Capacity Planning Tool that underpinned it had recently been commended in a UK policing-led review. The Model would enable the Force to increase its proactive policing hours to combat crime, increase public and stakeholder confidence, minimise disruption and also provide officers and staff more opportunities for development.

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- d. In response to a question, the Chief Constable and Chief Executive agreed that the Optimised Policing Model would be suitable BTPA Member Breakfast Briefing candidate (Action 6/2024).

Ministerial Roundtable Discussion

- e. The Chief Constable thanked the Deputy Chief Constable for representing the Force at an 18 March 2024 Industry Roundtable discussion chaired by the Minister of State (Rail and HS2), during which the Deputy Chief Constable had delivered well received presentations on sexual offending, trespass, and the use of drones.
- f. The Chief Constable noted her determination to work with partners to maximise the Force’s drone capabilities and referenced the Force’s decision to repurpose £2m of capital funding originally earmarked for the Manchester Firearms Hub accordingly. Her vision was for a drone superhighway operating above the railway that utilised Beyond Visual Line of Sight (BVLOS) capability to improve the Force’s ability to deal with disruption, particularly in more remote rural areas.
- g. In response to a question, the Chief Constable confirmed that a proof of concept would be conducted on a specific rail line. In response to a further question, she noted that she did not feel legislative change would be necessary given the Force’s intention to restrict use of drones to the railway.

Performance

- h. The Chief Constable noted that Richard Dronfield, Deputy Director – Decision Support, had taken on an additional lead responsibility for a Theft of Passenger Property portfolio with a view to working alongside Train Operating Companies and the Force’s Independent Data Advisory Group to ensure a more joined up approach to prevention and deterrence of theft.
- i. In response to a question, the Chief Constable replied that robbery was an issue across policing rather than for the Force alone. The Deputy Chief Constable added that it was a growing issue focused primarily on young victims subject to, in effect, enhanced bullying through the theft of modern personal devices and designer clothing. One further worrying trend was a rise in weapons-enabled robbery.
- j. In response to a question, the Deputy Chief Constable replied that the Force had good avenues into Transport for London to ensure effective

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messaging on the network in London, and recent tactics under s60 of the Criminal Justice and Public Order Act 1994 were starting to have an effect on crime numbers.

Inclusion and Diversity

- k. The Chief Constable noted the interim appointment of Vanita Patel as Head of Inclusion and Diversity and highlighted the recent findings of UK policing’s largest integrity screening exercise released by the National Police Chiefs’ Council. As part of that exercise, the Force had reviewed 4,668 ‘hits’ which resulted in just one gross misconduct investigation, which was ongoing. The Chief Constable expressed the hope that the exercise went some way to reassuring the public.

Court of Appeal Ruling on Mr Peterkin and Mr Mehmet

- l. The Chief Constable noted she had written to the Chair of the Criminal Cases Review Commission to offer that the Force conduct work to identify any more victims of the corrupt actions of Detective Sergeant Ridgewell, following the Court of Appeal quashing the convictions of Mr Peterkin and Mr Mehmet. The Chief Constable had also written to the solicitors representing affected families to offer to meet with them in person to apologise.
- m. The Chief Constable stressed that the actions of DS Ridgewell did not define the British Transport Police of today, which in her view was enriched by highly professional officers and staff who were committed to protecting the public.

Estates

- n. The Chief Constable thanked the Director of Corporate Development for the grip she had brought to the overall Estates portfolio, given the importance the Chief Constable afforded to ensuring officers and staff worked in professional premises.
- o. The Chief Constable referenced the increasingly likely delay of occupation at Buckingham Palace Road and noted that Chief Officer Group had received a comprehensive programme briefing earlier that morning.
- p. In response to a Member’s concerns, the Chief Constable replied that she had raised areas of the London Estates project that required acceleration with the Commissioner of Transport for London. The Director of Corporate Development added that the Force was planning on a worse-case scenario basis that included a three-month delay, and that the complexities of the programme – including contractor delay – would be

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communicated to the Authority in the coming weeks, particularly in light of Strategy and Planning Committee’s request for assurance on the Force’s contingency arrangements. The Exectuive were represented at the London Estates Programme Board which provided helpful financial assurance.

Technology

- q. The Chief Constable was pleased to note that the Technology Department was now at 85% of resourcing levels for the first time since the launch of its new structure in 2023.
- r. The Chief Constable commended those involved in the delivery of the Geospatial app in light of its award in the Digital, Data and Technology category in the iESE Public Sector Transformation Awards 2024.

Appointment of Karen Findlay as Assistant Chief Constable

- s. The Chief Constable noted her delight at the appointment of Karen Findlay as Assistant Chief Constable following a competitive process. Soon-to-be ACC Findlay had an impressive career to date, commencing with Grampian Police and more recently with the Metropolitan Police. She was, in the Chief Constable’s view, probably the most experienced public order commander in the UK if not globally.
- t. The Chief Constable continued, noting her disappointment at seeing in February 2024, at a time when all parties involved should have been celebrating Karen’s appointment, multiple examples of vile misogynistic, transphobic and homophobic commentary on X (formerly Twitter). After consulting with Karen, the Chief Constable had made a public statement that had been amplified by partners across the rail industry, policing and government. The Chief Constable had gone on to lead a discussion at Chief Constable’s Council on how to create a safe environment for leaders through greater regulation and legislative change to prevent online hate crime, particularly given the need to encourage more female and ethnic minority leaders to come forward.
- u. A Member welcomed the fact the Chief Constable had proactively issued a message condemning negative comments on social media, noting that there was a risk that, had the Force remained silent, such commentary would continue unchecked.
- v. The Chair added, on behalf of the Authority, his agreement of the importance of challenging unacceptable and toxic commentary,

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particularly given the Authority was the Employer and had a duty of care to all officers and staff.

Concessionary Travel

- w. The Chief Constable noted the fact that the Force's travel arrangements were at present complex and challenging to administer. Allied to this was the fact that the ability to offer travel concessions would be a significant recruitment and retention tool for the Force. Whereas there had been ongoing negotiations with industry over the past decade to little or no avail, present feedback from both ministers and Managing Directors of Train Operating Companies on implementing concessionary travel was positive.
- x. The Chief Constable continued, noting the Force's position saw free travel for officers, Specials and Police Community Support Officers, and discounted travel for police staff equivalent to that enjoyed by rail staff. She acknowledged that the Authority Executive's position was that concessionary travel for officers, Specials and PCSOs should be the priority for the time being.
- y. A Member welcomed the Force's efforts to secure travel concessions given the support it provided to rail staff to have even off-duty officers and staff on rail services.
- z. In response to a question, the Chief Constable acknowledged that clear rules would be put in place governing the status of officers and staff who utilised any travel concession.

Non-Deployable Resources

- aa. The Chief Constable noted her concern at the current level of undeployable officers, which stood at circa 370 officers, or 12% of establishment. Whereas the majority were undeployable due to temporary sickness or injury, a number were suspended or on restricted duties for professional standards reasons.
- bb. The Chief Constable continued, noting she had tasked the Director of People and Culture with reviewing the Force's Temporary Duty Restrictions with a view to ensuring officers returned to duty as swiftly as possible whilst still being provided with the support they needed. The Chief Constable noted the dynamic of mental health and repeat trauma due to the unique nature of policing the railways.

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- cc. In response to a question, the Chief Constable replied that she was not averse to seeking external assurance of the Force's Temporary Duty Restrictions but felt the strong expertise at her disposal meant an in-house review was appropriate in the first instance.

Thanks to Assistant Chief Constable Allan Gregory

- dd. The Chief Constable placed on record her thanks and appreciation to ACC Allan Gregory for his service with British Transport Police since 1992, ahead of his retirement from the Force in June 2024.

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

Chief Executive's Report

Agenda Item 11

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

Charges for 2024/25

- a. In response to a question, the Chief Executive replied that not much response or feedback had been received from industry in response to the 2024/25 charges. This was perhaps due to the nature of communications processes with individual Train Operating Companies, or the fact underlying Department for Transport support for the industry made the impact of charges on budgets moot. Lastly, it could be that there would be feedback in due course but it had yet to crystallise.

Finance Oversight

- b. The Chief Executive noted that much of the enhanced financial oversight agreed at the Board Development Day 30 January 2024 had now been implemented, barring some further discussions around timely sharing of financial reporting between the Force and the Executive. Likewise, more work remained to do on defining the Executive's expectations of a Medium-Term Financial Plan Working Group.
- c. In response to a question on what more Members could do to support the Chief Executive on financial matters given his role as Accounting Officer, the Chief Executive noted that much would depend on the personal way of working of the incoming Chief Financial Officer. He would continue to work with the Force to define expectations around financial reporting and preparation of the Medium-Term Financial Plan, and report back to Members if necessary.

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Facial Recognition

- d. A Member commended the level of preparation and briefing in advance of Metropolitan Police live facial recognition exercises and commended that approach to any planned Force activity.

21. **RESOLVED**, that the Chief Executive’s Report be noted.

The meeting was adjourned at 1.00pm and reconvened at 1.20pm. Willie Gallagher left at this point of the meeting.

Committee Minutes

Agenda Item 12

Full Authority Board Development Day / 30 January 2024

Agenda Item 12.1

22. The Chair noted that he had undertaken a meeting with the Chief Executive and Executive Senior Leadership Team to further crystallise the BTPA Priorities. The Chair expected a product regarding Priorities would be ready in advance of the planned Board Development Day on 21 May 2024.

23. **RESOLVED**, that Members,

- a. Note the note of the Full Authority Board Development Day held on 30 January 2024.
- b. Approve an amendment to the BTPA Code of Governance (June 2023) to retitle the Performance and Delivery Committee to the Finance, Legitimacy and Performance Committee, effective from 30 January 2024.

Strategy and Planning Committee / 14 February 2024

Agenda Item 12.2

24. The Strategy and Planning Committee Chair summarised the Committee’s main items of business, including scrutiny of strategic risk, strategic business planning, London Estates, Net Zero Carbon Strategy, Unfunded Pressures, and Strategic Plan Reporting.

25. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 14 February 2024 be noted.

Finance, Legitimacy and Performance Committee / 15 February 2024

Agenda Item 12.3

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26. The Finance, Legitimacy and Performance Committee Deputy Chair summarised the Committee’s main items of business, including financial performance and the forecast reduction in overspend, operational priorities including Operation INVERT, and the work of the Force’s Criminal Justice Unit.

27. **RESOLVED**, that the draft minutes of the Finance, Legitimacy and Performance Committee meeting held on 15 February 2024 be noted.

Scottish Railways Policing Committee / 5 March 2024

Agenda Item 12.4

28. The Scottish Railways Policing Committee Chair summarised the Committee’s main items of business, including the Committee’s observation around potential sensitivities on the use of drones beyond visual line of sight in Scotland, and the potential to align with Police Scotland consultation findings. The Committee had also heard from industry partner Network Rail on joint working to reduce disruption and had been pleased to learn of the potential for the Chief Superintendent of D Division to meet with the new Police Scotland Chief Constable at a forthcoming Scottish Police Authority Board meeting.

29. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 5 March 2024 be noted.

People and Culture Committee / 7 March 2024

Agenda Item 12.5

30. The People and Culture Committee Chair summarised the Committee’s main items of business including approval of both the Gender Pay Gap Report and the Ethnicity Pay Gap Report, as well as the Misconduct Panels paper considered on the Full Authority agenda earlier that day. The People Committee Chair also noted that he was working with his Deputy Chair, the Force and the Executive to refresh the focus and workplan of the Committee for 2024/25.

31. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 7 March 2024 be noted.

Annual Wellbeing, Health and Safety Statement 2023/24

Agenda Item 12.5.1

32. Members considered the Annual Wellbeing, Health and Safety Statement 2023/24 that had been endorsed to the Full Authority for approval by the People and Culture Committee at its 7 March 2024 meeting, and the following points were made.

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- a. A Member requested some further detail on root causes to give her some assurance the Force understood those and was taking appropriate mitigating actions.
- b. A Member requested a short summary – which could be drawn from existing Force reporting – detailing what business benefits the Wellbeing, Health and Safety Team were aiming to achieve and how those were being monitored.

33. **RESOLVED**, that subject to the requested material being provided, the Full Authority approve the Annual Wellbeing, Health and Safety Statement 2023/24.

Audit and Risk Assurance Committee / 11 March 2024

Agenda Item 12.6

34. The Audit and Risk Assurance Committee Chair summarised the Committee’s main items of business, including a review of three internal audits that included receiving assurances on the Force’s efforts to address a *Limited* rating on Estates, approval of the Internal Audit Plan 2024/25, noting that external assurance on the Force’s HMICFRS Vetting report would be received in May 2024, and reviewing progress on the External Audit Plan 2023/24.

35. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 11 March 2024 be noted.

BTPA Strategic Independent Advisory Group / 12 March 2024

Agenda Item 12.7

36. The Head of Legitimacy and Performance summarised the Group’s main items of business, including consideration for the first time of a summary report of Independent Advisory Group activity for the previous quarter.

37. In response to a question, the Head of Legitimacy and Performance confirmed that the Force had not been represented at the 12 March 2024 meeting but would be represented going forward. The Group had benefited from the attendance of two members of Chief Officer Group at its October 2023 meeting.

38. **RESOLVED**, that the draft minutes of the BTPA Strategic Independent Advisory Group meeting held on 12 March 2024 be noted.

Workplan

Agenda Item 13

39. **RESOLVED**, that the Full Authority Workplan (March 2024) be noted.

Any Other Business

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Agenda Item 14

Thanks to British Transport Police Digital Workplace Team

- 40. The Chair placed on record his thanks for the efforts and expertise of the Force’s Digital Workplace Team in delivering a livestreamed Full Authority meeting for the first time.

Thanks to Assistant Chief Constable Allan Gregory

- 41. The Chair placed on record his thanks to Assistant Chief Constable Allan Gregory, given he would have retired prior to the next meeting of the Full Authority in June 2024. On behalf of the Full Authority, the Chair thanked Allan for his long and distinguished career with the Force. He noted that Allan was unique in that the whole of his service had been with the Force, joining first at Wolverhampton in 1992 prior to serving across the UK in Birmingham, London and Manchester. This had included a period as Staff Officer to then-Chief Constable Ian Johnston. The Chair noted too that Allan had met his now wife – a fellow member of the Force – when the two of them worked together in Birmingham. As Assistant Chief Constable, Allan had led on Network Policing, including the Force’s Integrated Security and Policing Pilot, and efforts to address the Force’s disproportionality. The Chair concluded by noting Allan would be missed by both the Authority and the Force, and that his contribution to the British Transport Police had been nothing short of outstanding.
- 42. ACC Gregory was heard in reply, noting that the Chair’s kind words had prompted memories of the Force’s Vauxhall Belmonts and the fact that, had he joined the Force a year prior, he would have been issued an old-fashioned greatcoat. This underlined, in his view, the fact that the Force was in 2024 light years ahead of where it had been in the 1990s, with the most startling contrast when reflecting on 32 years’ service being the fact the ambition of senior leaders within the Force being the highest he had ever seen. He expressed his thanks to Members, Authority and Chief Officer colleagues, and colleagues past and present for their support, and wished everyone well for the exciting future ahead for the Force.
- 43. **RESOLVED**, that the public be excluded from the meeting for the following items of business in accordance with the BTPA Code of Governance (June 2023) Annex 5 (Procedural Standing Orders) Paragraph 39.

Business Cases

Agenda Item 15

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44. Members took the opportunity to discuss the business case regarding PC Entry Routes which was currently with them for decision in correspondence as BI Serial A047, with a deadline of 2 April 2024¹.

Contract Variation – Storage Area Networks

Agenda Item 15.1

45. Members considered a report regarding a Contract Variation for Storage Area Networks².

Meeting Evaluation

Agenda Item 16

46. Those present evaluated the meeting and the following points were made.

- a. A Member felt it was a shame that restrictions on numbers in the meeting room due to livestreaming requirements had meant it had not been possible to mingle on the margins with as wide a range of colleagues from the Force as possible.
- b. The Chief Constable noted the importance of privacy screens for any future livestreamed meetings.

The meeting ended at 2.41pm.

¹ Please refer to the Non-Public Minutes of the 26 March 2024 meeting for the full minute text of this item.

² Please refer to the Non-Public Minutes of the 26 March 2024 meeting for the full minute text of this item.

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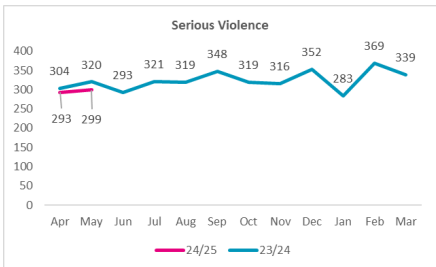
FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

No	Date	Action	Owner	Outcome
1/2024	26 March 2024	Members were welcome to review the Pangbourne incident debrief and revised Fatality Management Policy once it had undergone internal governance within the Force	Deputy Chief Constable	In Progress Update to be provided on 25 June 2024
2/2024	26 March 2024	A Member noted that stranded train user experience(s) would be reviewed by Transport Focus in consultation with the Office of Rail and Road in the coming year and encouraged the Force to feed into that workstream in an appropriate way.	Assistant Chief Constable	Completed ACC O'Callaghan put in touch with Tricia Hayes on 9 April 2024 to take this suggestion forward.
3/2024	26 March 2024	The Chair welcomed the wide-ranging discussion regarding Disruption and requested that the Force and Executive co-design a briefing for Members at an appropriate point.	Chief Executive	Completed Incorporated into Full Authority 25 June 2024 agenda
4/2024	26 March 2024	A Member recommended that the misconduct proposals set out within the paper should be referred to the Scottish Railways Policing Committee, once initial contact had been made with the Police Investigation & Review Commissioner (PIRC).	Head of Legitimacy and Performance	Completed Incorporated into Scottish Railways Policing Committee Workplan.
5/2024	26 March 2024	Members encouraged the Executive and the Force to engage with one another as early as possible in the Management Assurance Return process to resolve any differing interpretations of emerging ratings. In tandem, both the Chief Executive and Chief Constable as Accounting Officer and Additional Accounting Officer should engage with one another in advance of the finalised Return being submitted to Members.	Board Secretary	Completed Incorporated into Audit and Risk Assurance Committee commissioning process for 2024/25.
6/2024	26 March 2024	In response to a question, the Chief Constable and Chief Executive agreed that the Optimised Policing Model would be suitable BTPA Member Breakfast Briefing candidate.	Board Secretary	Completed BTPA Member Breakfast Briefing on Optimised Policing Model scheduled for 26 July 2024



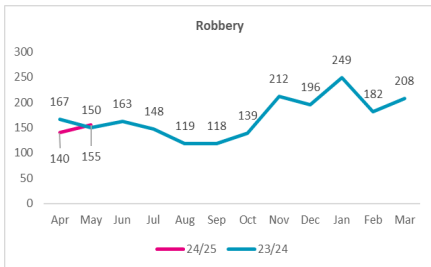
Ensure passengers and staff can work and travel free from the threat of violence

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



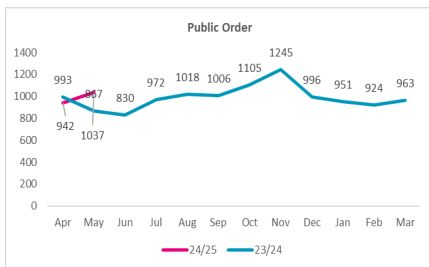
-5% **155(+22)** **26%(+4%)**

Change from 23/24 Solved Crimes Solved Rate



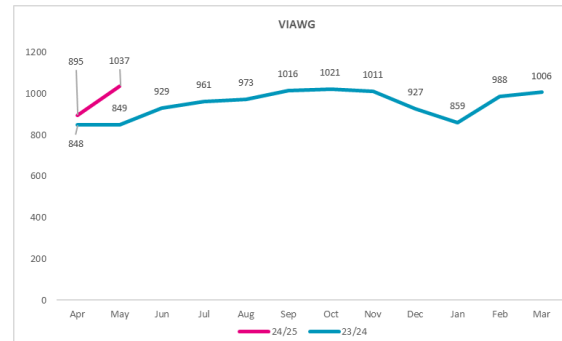
-7% **51(+22)** **17%(+8%)**

Change from 23/24 Solved Crimes Solved Rate



+6% **204(-17)** **10%(-2%)**

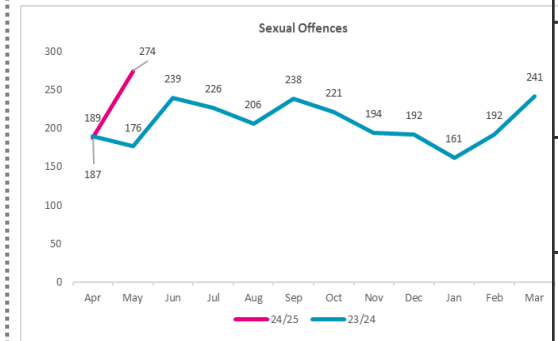
Change from 23/24 Solved Crimes Solved Rate



+14% **244(+24)** **13%(+0%)**

Change from 23/24 Solved Crimes Solved Rate

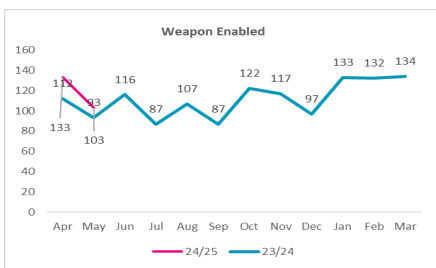
Violence and Public Order continue to make up the biggest proportion of VIAWG, however, an increase in Sexual Offences contributed to the increase in May



+26% **73(+1)** **16%(-4%)**

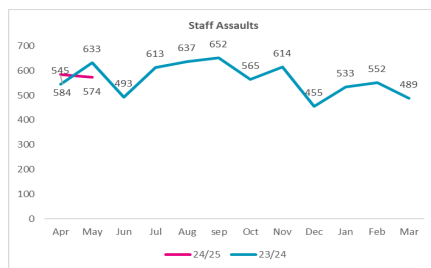
Change from 23/24 Solved Crimes Solved Rate

This was the highest monthly total of recorded crime since July '18. Recent media campaigns may be helping to increase reporting



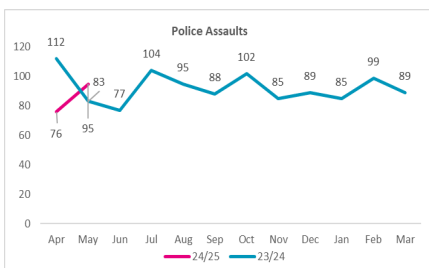
+19% **120(+30)** **51%(+7%)**

Change from 23/24 Solved Crimes Solved Rate



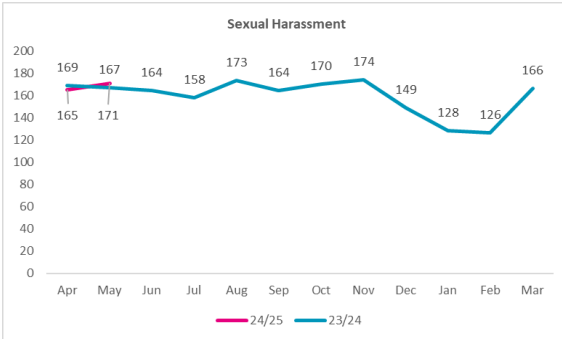
-2% **252(+49)** **20%(+3%)**

Change from 23/24 Solved Crimes Solved Rate



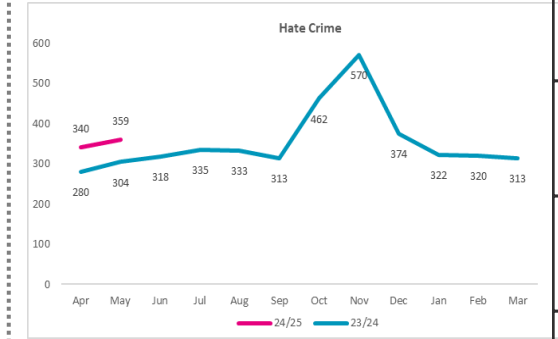
-12% **155(+23)** **92%(+24%)**

Change from 23/24 Solved Crimes Solved Rate



0% **15(+3)**

Change from 23/24 Solved Crimes

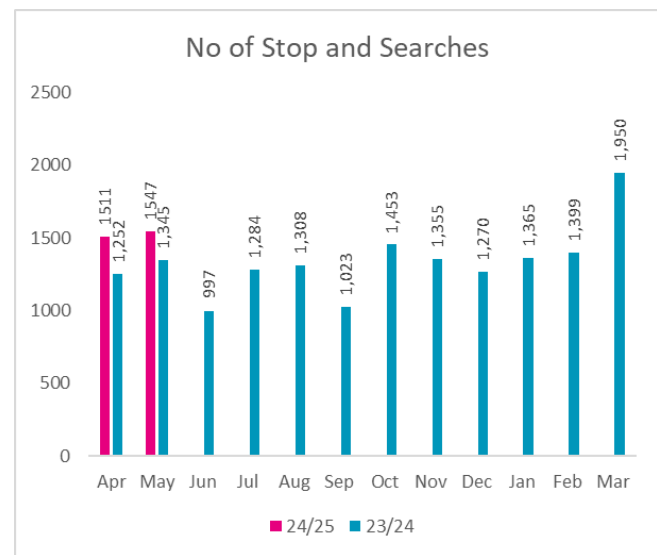
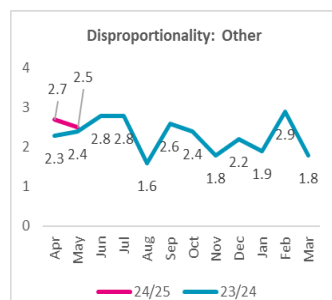
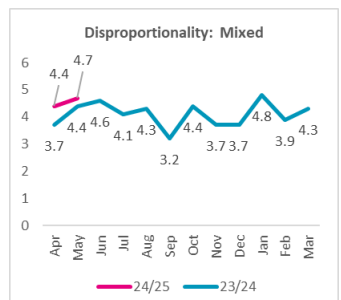
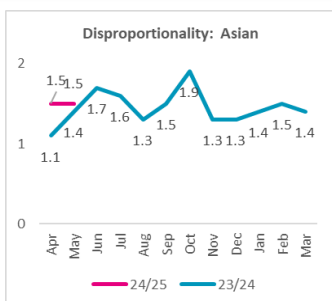
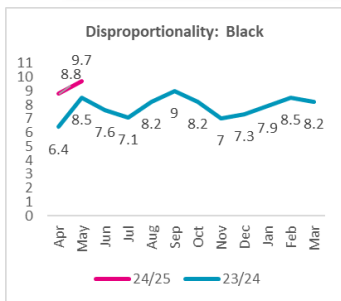


+20% **119(+24)** **17%(+1%)**

Change from 23/24 Solved Crimes Solved Rate



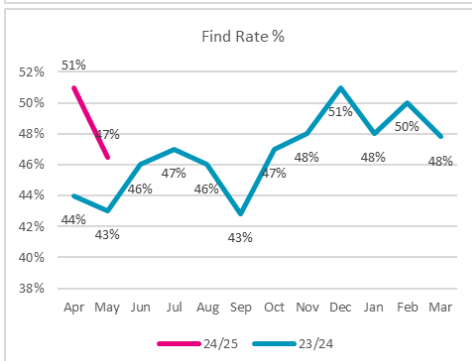
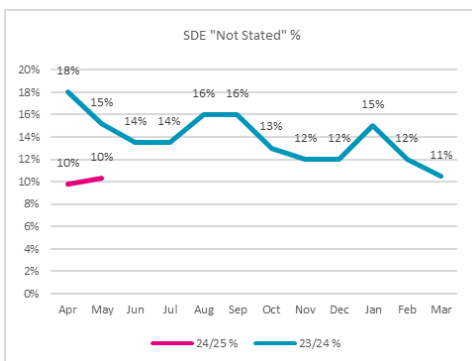
Ensure passengers and staff can work and travel free from the threat of violence



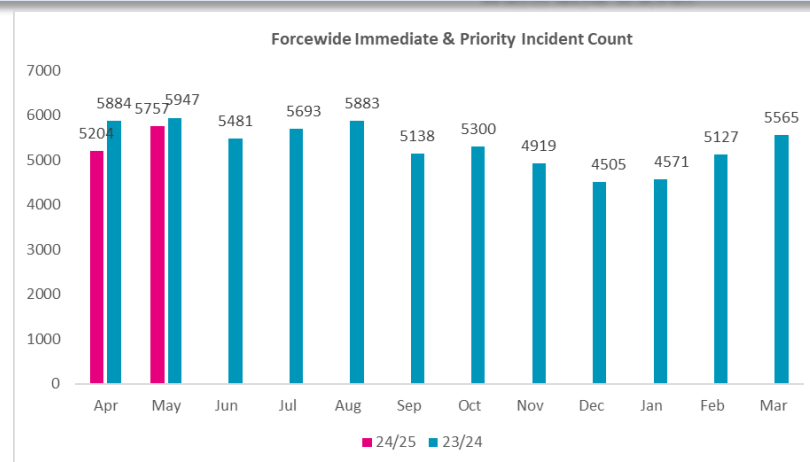
With May, **1,548 Stop & Searches** have been conducted across the force. This is a **18% increase** on the PYTD. The top reason for search was **drugs (65%)** followed by **weapons (17%)**.

The overall find rate in April was **47%**

From all S&S conduct, SDE was **Not Stated 10%**. Consistent level so far in 24/25

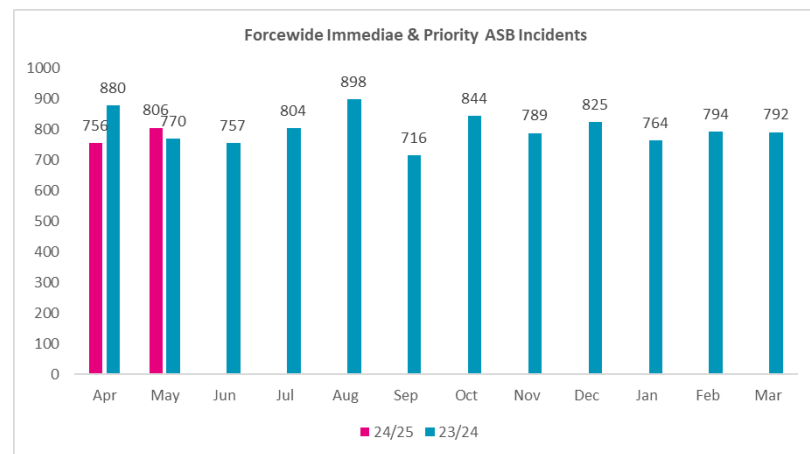


Tackle those crimes and incidents that most impact on the confidence of those who work and travel



-7%
Increase from 23/24

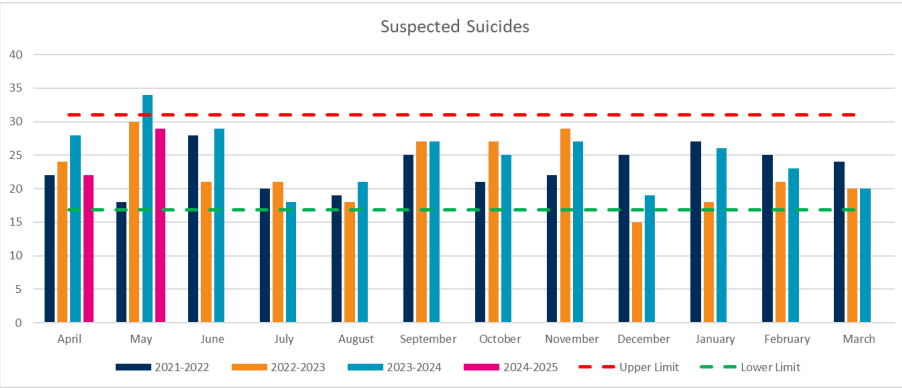
In May, Immediate and Priority graded incidents increased by 11%. The increase in incidents was seen across all 3 Divisions. Over the 2 previous FY, we have seen an increase from April to May. The top incident types were **Concern for Welfare (over 17)(26%)**, followed by **Trespass (15%)** and **ASB (14%)**.



-5%
Decrease from 23/24

Of the Priority and Immediate grade calls received in May, around 14% were ASB related. Compare to PYTD ASB incidents reduced by 5%.

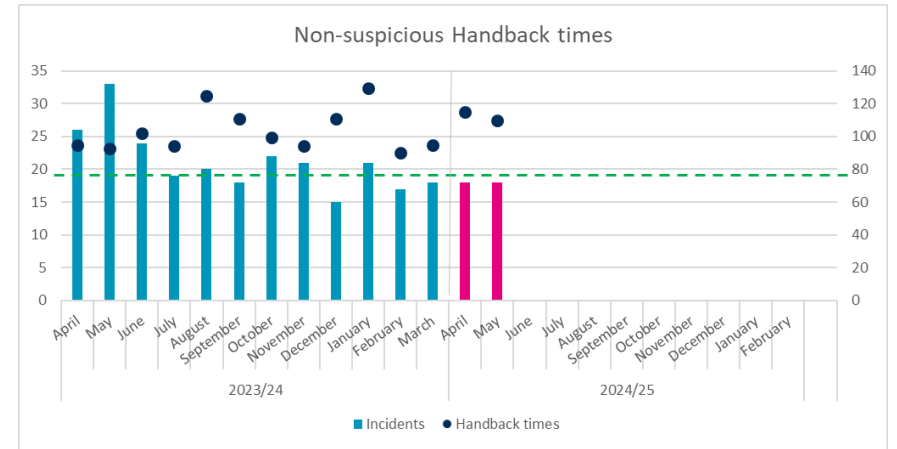
Protect, support and safeguard vulnerable people and those at risk of exploitation and harm



In May we recorded 29 suspected suicides. This is higher than the 5-year average for May.

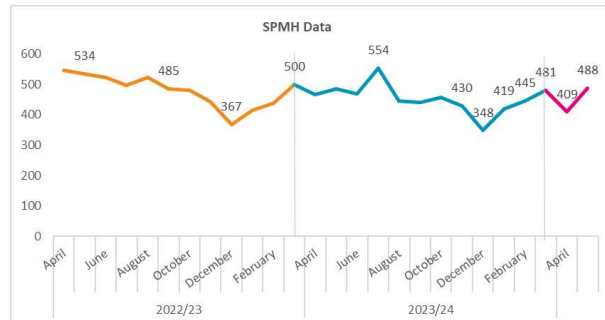
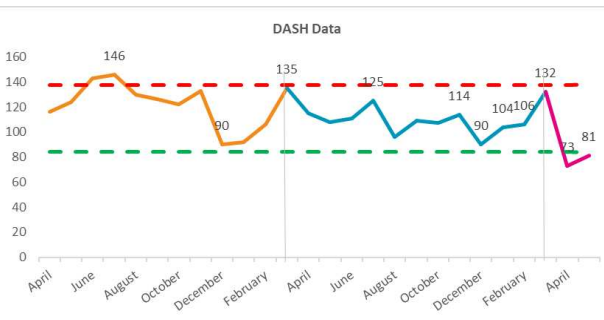
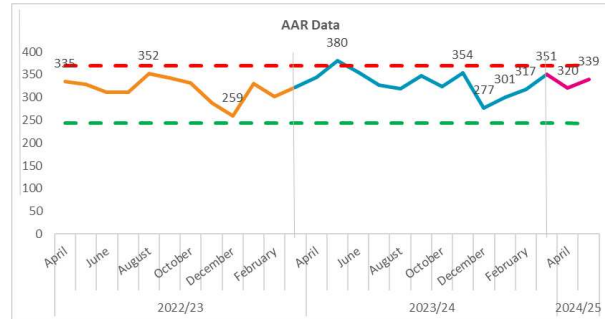
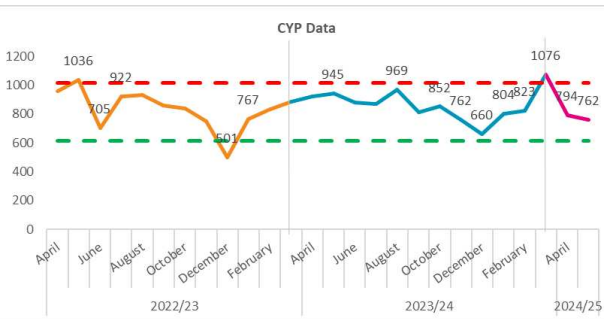
Average 25 incidents per month in 23/24

Reduce disruption on the network through collaboration

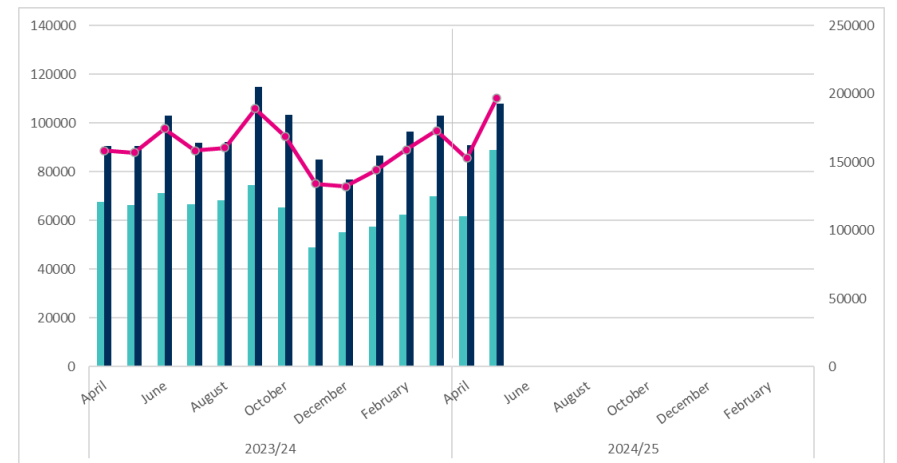


In comparison to April, Average handback time in May did reduce but still exceeded the 90-minute target. This was seen across all 3 Divisions; B Div = 96 mins, C Div = 115 mins, D Div = 136 mins

113 mins
Avg YTD Hand-back time 24/25



Control limits for SPMH are currently being calculated



In May around 197,000 total lost minutes were recorded. This was a 29% increase in comparison to the previous month.

Trespass incidents have reduced YTD by 3%, however, Primary delay minutes increased by 22% (Total delay minutes by 27%)

Policing Plan Update

Overall notifiable offences

BTP recorded 20% more crime in 2023/24 than in 2022/23 (and 10% more than 2019/20). The largest driver of this increase was theft of passenger property (+35%). The Force solved 9% more crimes than in 2022/23. However, the 20% increase in crime meant that the percentage solved rate reduced slightly from 14% to 13%.

In April and May 2024/25, there has been an 8% increase in the number of crimes recorded, with 13% more crimes being solved compared to the same period last year, resulting in the solved rate increasing slightly from 12% to 13%.

Robbery

It was reported to the Finance, Legitimacy and Performance Committee (FLPC) in May that 2023/24 Q4 saw a smaller increase than previously experienced, with the number of solved crimes in Q4 seeing an increase compared to Q3. In the meeting it was highlighted that the Force had been responding proactively to the challenge posed by robbery over the previous two quarters, which included a local responsible officer for offender management, improved bail management and issuing of crime prevention orders.

Robbery saw a 39% increase from 2022/23 to 2023/24, with BTP solving 87% more crimes than the previous year, which resulted in the percentage solved rate increasing from 9% to 12%. In April and May 2024/25, there has been a 7% reduction in the number of crimes recorded compared to the same period in 2023/24. BTP solved 76% more crimes compared to the same period last year, resulting in the solved rate increasing from 9% to 17%.

Police related disruption

Trespass continues to cause the most primary delay minutes. In 2023/24, trespass saw a 10% increase in disruption incidents with primary delay up by 11% compared to the previous year. April and May 2024/25 saw a 3% reduction in the number of incidents, however, primary delay has seen a 22% increase compared to the same period last year. The Policing Plan update to the Q4 FLPC outlined that trespass linked to children and young people and associated anti-social behaviour remained national key causal factors consistently throughout the year. Overall, there was a 12% increase in the number of police related disruption incidents and an 11% increase in primary delay minutes in 2023/24 compared to 2022/23. April and May saw a 3% reduction in the number of incidents compared to the same period last year, however primary delay was up by 12%.

Next quarter challenges – establishment/resources

The Policing Plan update to the Q4 FLPC meeting highlighted challenges for April to June including demand linked to events and football, and resourcing challenges in B and C Division, caused by factors including sickness, temporary duty restrictions, discipline matters and vacancies.

April-May 24/25:

Notifiable crime: **+8%**

Solved crimes: **+13%**

Solved rate: **13%**

Robbery: **-7%**

Solved crimes: **+76%**

Solved rate: **17%**

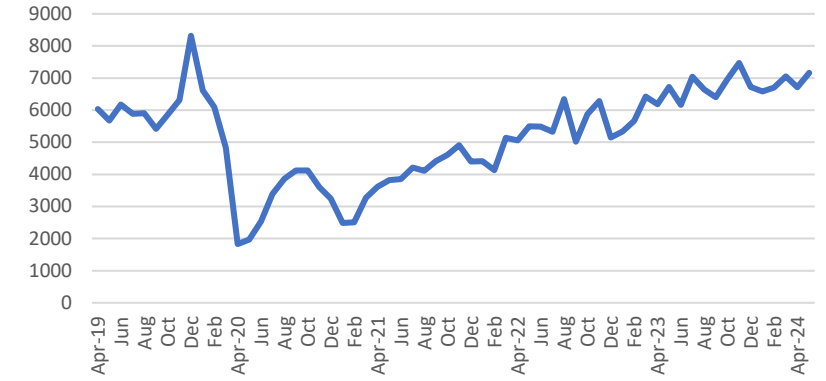
Police related disruption incidents: **-3%**

Primary delay minutes: **+12%**

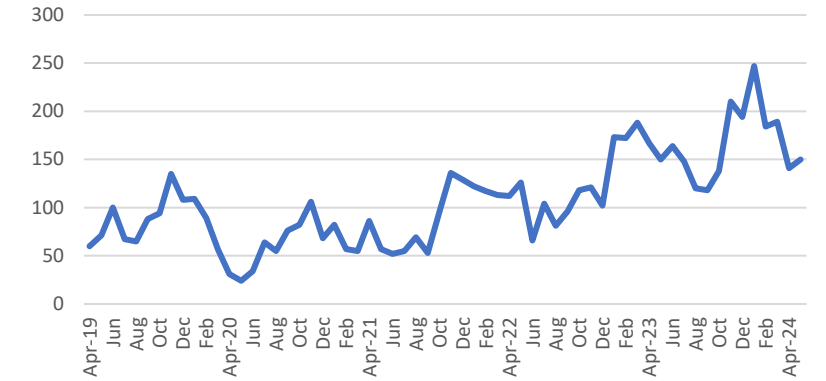
Trespass incidents: **-3%**

Primary delay minutes: **+22%**

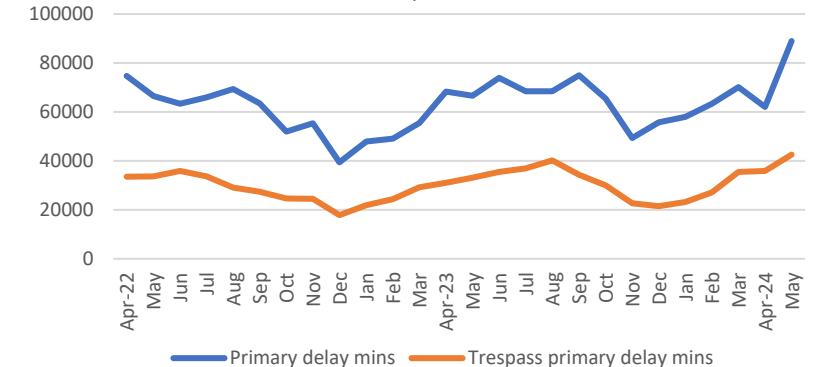
Notifiable offences - April 2019 to May 2024



Robbery - April 2019 to May 2024



Primary delay and trespass primary delay - April 2022 to May 2024



Report to: Full Authority
Date: 25 June 2024
Subject: Cover / Draft BTPA Annual Report and Accounts
2023/24
Author: Board Secretary
For: Decision



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www.btpa.police.uk

1. Purpose

- a. To invite Members to scrutinise and approve, subject to a final review by the Audit and Risk Assurance Committee on 5 July 2024, the BTPA Annual Report and Accounts 2023/24.

2. Background

- a. The BTPA prepares a report and statement of accounts for Parliament each year in line with Schedule 4 of the Railways and Transport Safety Act 2003.
- b. At the time of writing (18 June) the Audit and Risk Assurance Committee is scheduled to undertake a review of the draft Annual Report and Accounts at its meeting on 21 June 2024. Members of the wider Full Authority are then scheduled to undertake an informal 'walkthrough' of session on 24 June. A summary of both Audit Committee scrutiny and the walkthrough will be provided in advance of the Full Authority meeting on 25 June 2024.
- c. Prior to the 25 June 2024 meeting, Members are invited to review the P14 Financial Statements provided to Audit and Risk Assurance Committee – the content of which informs the Draft Accounts.
- d. Full Authority is asked to review and approve the Annual Report and Accounts – taking into account any relevant points arising from Audit Committee 21 June – at its meeting on 25 June 2024. Full Authority approval can be contingent on a final review of the Annual Report and Accounts by Audit Committee at its meeting on 5 July 2024, to oversee any final amendments prior to the document being laid before Parliament.

3. Recommendation(s)

- a. That Members approve, subject to any comments made at Audit Committee (21 June 2024) and Full Authority (25 June 2024) and final review by the Audit Committee (5 July 2024) the BTPA Annual Report and Accounts 2023/24.

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Report to: Full Authority
 Date: 25 June 2024
 Subject: Board Effectiveness Review 2024 / Report and Action Plan
 Sponsor: Head of Governance and People
 Author: Board Secretary
 For: Decision



25 Camden Road
 London NW1 9LN

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1. Background

- a. At its meeting in December 2023, Full Authority adopted Cabinet Office Guidance on Board Effectiveness Reviews for Arm’s-Length Bodies and Sponsoring Departments¹. The Guidance provides 15 areas of focus for review and suggests that Board Effectiveness Reviews (BERs) should be conducted annually and externally facilitated every three years.
- b. The three-year cycle adopted by the Full Authority allows it to consider a smaller number of areas of focus each year in anticipation of an externally facilitated review of all areas in Year 3. That said, the Full Authority has committed to considering every year how it supports the Accounting Officer in meeting the requirements set out in *Managing Public Money* (which guidance notes *must* be considered annually), as well as *choosing* to consider every year progress on implementing recommendations made in the last annual review. The planned three-year BTPA board effectiveness cycle is set out as an appendix.
- c. The Full Authority commits in its Code of Governance to reporting its board effectiveness review and action plan to the Department for Transport within three months of the review and action plan being adopted by the Full Authority.
- d. The Full Authority did not conduct a board effectiveness review in 2023. The most recent relevant board effectiveness activity is composed of the BTPA Board Effectiveness Evaluation 2022 (BEE2022) and the associated Corporate Financial Governance and Policy Review conducted by Deloitte that same year (Deloitte2022).

2. Board Effectiveness Activity 2023/24: Highlights

- a. **Member Onboarding.** The Full Authority welcomed six new Members during 2023/24 – one Member joining in October 2023 and a further five in January 2024. This has meant that Member onboarding (induction) has been a

¹ [Cabinet Office / Board Effectiveness Reviews: Principles and Resources for Arms-Length Bodies and Sponsoring Departments](#) [link active as at 17 June 2024]

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particular focus for the Full Authority during 2023/24. In practice, this has been delivered through,

- i. **Full Authority Induction & Development Days 29-30 January 2024.** The induction programme included introductory briefings from BTPA and BTP senior leaders, presentations from senior stakeholders from Network Rail and Transport for London, and a briefing from the Director General, Rail Strategy at the Department for Transport. The board development programme included briefings and workshops on BTPA’s priorities and how these related to Ministerial objectives, BTPA’s oversight of Assurance and Risk, BTPA’s Health & Safety responsibilities as an employer, BTPA’s oversight of Officer and Staff Pensions, how BTPA could best utilise external scrutiny of BTP through its Strategic Independent Advisory Group, and adoption of an enhanced financial oversight regime to better hold BTP to account regarding its Budget.
 - ii. **Committee Onboarding.** The arrival of new Members enabled the BTPA Chair to refresh the membership of the Full Authority’s various Committees and Working Groups. Committee onboarding was delivered primarily through written briefing notes and background reading, supported through verbal briefings in advance of Members’ first meetings and wider Member engagement opportunities.
- b. **Member Engagement.** The arrival of a significant number of new Members also provided an opportunity to refresh the way in which engagement and assurance opportunities were advertised to Members and delivered by BTPA Executive and Force colleagues. As of 1 March 2024, a series of Member engagement opportunities grouped by BTP Chief Officer portfolio was advertised to Members via board software for the first time. The BTPA Member Engagement Manager ensures that Member feedback from any engagement activity is cascaded to wider BTPA Members and BTPA Executive Senior Leadership Team for assurance.
 - c. This refreshed approach to Member engagement has aligned with the overall focus on Member Onboarding during the period March 2024-June 2024. From July 2024, the focus will move more towards aligning advertised Member engagement opportunities towards Committee assurance and oversight whilst still providing Members a *carte blanche* to visit whichever aspects of the Force they are interested in, or those areas Force senior leaders feel would be worth Member engagement.
 - d. **BTPA Oversight Mapping.** The BTPA Analyst provided a refreshed RAG-rated assessment of BTPA’s overall oversight of BTP to BTPA Chair, Deputy Chair and Committee Chairs in April 2024. Those Members then liaised with respective BTPA Executive Senior Leadership Team Committee Leads to ensure Committee workplans for 2024/25 took account of any gaps in oversight. The oversight map will also serve as a reference in planning Member engagement during 2024/25.

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e. Committee Effectiveness

- i. **Audit and Risk Assurance Committee (ARAC).** The ARAC Chair took the decision to conduct a Committee Effectiveness Evaluation 2022/23 that was reported to Committee in July 2023. The evaluation was based on a hybrid questionnaire devised from the National Audit Office (NAO) Audit and Risk Assurance Committee Effectiveness Checklist (2017) and NAO Audit and Risk Committee Effectiveness Tool (May 2022). The responses received informed a Committee Effectiveness Programme delivered during 2023/24 and due for closure at ARAC's July 2024 meeting.
 - ii. **People and Culture Committee.** The change in Committee Chair during 2023/24 afforded the incoming Chair and Deputy Chair the opportunity to refresh the way-of-working of the Committee and the way in which its formal oversight through the way its meetings are structured to be refreshed.
 - iii. **Scottish Railways Policing Committee (SRPC).** The SRPC has a standing item at each meeting to assess delivery against its design principles – the Evaluation Framework. Given that RAG-ratings on the framework were consistently Green, Committee Members felt that the Committee – in operation since 2019 – had reached a stage of maturity that warranted a refresh of the framework to guard against complacency when assessing the Committee's oversight of BTP in Scotland, and performance against its design principles. As a result, a redesigned Evaluation Scorecard was adopted at SRPCs June 2024 meeting which aims to provide a more detailed ongoing assessment of the effectiveness of the Committee.
- f. **Livestreaming Full Authority Meetings.** Since its Board Effectiveness Evaluation 2020, BTPA has had a stated ambition to livestream its public meetings. The March 2024 meeting was successfully livestreamed for the first time, with the support of BTP's Digital Workplace Team. Lessons learned from that exercise will be applied to the second planned livestream of the Full Authority meeting in June 2024. BTPA Executive will, in consultation with Members, keep the principle of livestreaming under review to ensure it contributes to enhanced transparency without impacting the dynamics of Full Authority meetings.
 - g. **BTPA Member Breakfast Briefings.** BTPA Executive convenes a monthly programme of online breakfast briefings for Members on topical issues designed to enhance Member knowledge, assurance and oversight. Recent topics have included Live Facial Recognition and the role of BTP Specials.

3. Board Effectiveness Review 2024 / Methodology

- a. To conduct a review of the areas of focus for the Board Effectiveness Review 2024, tailored questionnaires were issued to (i) BTPA Members and (ii) BTP Chief Officers, and member of Force Executive Board who had attended at least one meeting of the Full Authority, its Committees or Working Groups

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during 2023/24. The tailored questionnaires sought feedback on BTPA performance against the annual focus areas for 2024.

- b. Key issues arising from the questionnaire exercise were debated at a Full Authority Development Day held on 21 May 2024. The wider agenda for the board development day included a risk workshop to debate the Full Authority’s approach to strategic risk and risk appetite, a refresh of BTPA Priorities in line with anticipated Ministerial priorities, and a session fostering corporate memory through considering the role of BTPA and its predecessor, the BTP Committee.
 - c. Finally, for completeness, the BTPA Board Secretary undertook a desktop review of key issues arising during meeting evaluations conducted at each meeting during 2023/24 to ensure issues arising were captured in the overall BER2024.
 - d. The outputs from the Board Effectiveness Review 2024 were evaluated by BTPA Executive Senior Leadership Team on 7 June 2024 in anticipation of the final report being presented to Full Authority on 25 June 2024.
4. Findings / Board Effectiveness Review Area 1: How the Full Authority and its Committees support the Accounting Officer in meeting the requirements set out within *Managing Public Money*
- a. The Chief Executive noted that, to date, he had typically relied primarily on the Audit and Risk Assurance Committee and the Chief Financial Officer (& Treasurer) to assist him in meeting his duties as Accounting Officer as set out in the annual Delegation Letter from Department for Transport, and in assessing the BTPA Annual Report and Accounts. In practice, this restricted reliance on to a limited portion (i.e. ARAC) of wider Membership and there was scope, therefore, for the Board Effectiveness Review and Action Plan 2024 to broaden Full Authority support for the Accounting Officer further.
 - b. Members noted that this focus area also included Full Authority compliance with the Department for Transport’s Framework Document, which would be refreshed during 2024/25.
5. Findings / Board Effectiveness Review Area 9: Progress on implementation of recommendations made in the last annual review²
- a. Members considered the recommendations arising from the Board Effectiveness Evaluation 2022 and the associated Corporate Financial Governance and Policy Review conducted by Deloitte. Members agreed that the recommendations set out in BEE2022 had been discharged and that BEE2022 could be closed.
 - b. Members then considered the recommendations set out in Deloitte2022 and agreed a number had been discharged since the report had been delivered. That said, a number of other recommendations remained relevant in light of

² Board Effectiveness Evaluation 2022

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feedback received during the Board Effectiveness Review 2024. Taken together, Members agreed that Deloitte2022 should be closed but relevant recommendations retained and incorporated into Board Effectiveness Review 2024 for delivery.

6. Findings / Board Effectiveness Review Area 3: How the Full Authority has appropriately considered whether the BTPAs policies and actions support the Minister’s strategic aims.
 - a. Members and Force both felt that the Full Authority had, broadly, met the priorities set for it for 2023/24.
 - b. Members felt the Authority was performing particularly well on trust and legitimacy.
 - c. Members felt the Authority had performed less well on financial outlook and efficiencies with one Member commenting that a clear end-date for *A Force on the Move* should be adopted.
 - d. Members were complimentary regarding the onboarding provided to new Members.
 - e. Members felt the Authority should be more ambitious in engaging stakeholders, and that engagement undertaken by the Force and Authority should be better aligned.

7. Findings / Board Effectiveness Review Area 6: The composition of the Full Authority and its Committees, including the balance of skills, experience, knowledge, and diversity (including diversity in its broadest sense i.e. diversity of place).
 - a. Members and Force were encouraged by recent appointments to the Full Authority, noting they brought fresh skills, experience and ensured the Authority was more diverse.
 - b. Nevertheless, some Force respondents felt gender and ethnicity balance remained limited and were unclear on whether due regard was given to non-visible characteristics such as disability or sexuality.
 - c. Whereas industry, private sector and corporate perspectives were welcome, some Force respondents felt that law enforcement experience was light, with only one Member with relevant experience.
 - d. A Member felt the Authority could usefully review the mix of skills and experience on Committees during 2024/25.
 - e. Whilst not noted in responses, Members should be mindful that current Membership did not include a person who has knowledge of persons in Wales and who has been appointed following consultation with the National Assembly for Wales³

8. Findings / Board Effectiveness Review Area 8: Succession and Development Plans.
 - a. Wider Members were unclear on succession and development plans, albeit one Member was comfortable relying on Appointments Committee colleagues to oversee succession on behalf of the wider Authority.
 - b. A Force respondent felt that development could be facilitated through shared 360s, and joint BTP/A workshops with a greater emphasis on identifying team

³ Railways and Transport Safety Act 2003 Schedule 4 Section 2 (1)(f)

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dynamics could assist in gaining better understanding of preferences for receiving information, and any collective weaknesses.

9. Findings / Board Effectiveness Review Area 12: Quality and timing of papers and presentations to the Full Authority.

- a. Members’ feedback on quality of papers was mixed. Some longer standing Members referenced an improvement over the course of past few years, with newer Members split between being content or unhappy with the quality of papers.
- b. Both Members and Force felt that papers were generally too long, which risked them being information-rich but lacking relevance and insight. There was some dissonance, with Members singling out Force reporting as too long compared to Executive reporting, whereas Force respondents highlighted best practice as Force-level COG/FEB ‘3-page rule’ for reports other than business cases.
- c. The format and content of breakfast briefings was welcomed albeit the Force felt the forward plan for these could be better communicated.
- d. Perceptions of the out-of-committee decision making process were mixed. Some Members felt it had been used appropriately, with others frustrated with some decisions presented seemingly at-odds with the planned meeting cycle.
- e. There was some Member frustration with papers requiring financial decision-making being presented late, with binary options.
- f. Members were content with the overall timeliness of papers, although Force respondents highlighted some instances where items were circulated late.
- g. Force respondents voiced concern with ad hoc format changes to meeting products which was felt to undermine consistent reporting.
- h. A Force respondent felt that a pro-forma for out-of-committee decisions could be a tool to be embedded into Force internal governance at an early stage to ensure assurance for Members was provided.

10. Findings /Board Effectiveness Review Area 14: Effectiveness of Full Authority Committees, including their terms of reference, and how they are connected to the Full Authority.

- a. Members and Force were broadly positive about the effectiveness of Committees.
- b. A Force respondent noted some concern at Force’s ability to respond to requests for information between meetings given the Force’s corporate function was only resourced to achieve BAU and planned requirements.

11. Conclusion / Board Effectiveness Review 2024 Findings

- a. The findings of the BER2024 – taken together with feedback from Members, BTPA Executive and BTP Chief Officers at the 21 May 2024 Board Development Day – have informed the proposed Board Effectiveness Review 2024 Action Plan at set out as an appendix.

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12. Forward Look

- a. Subject to its approval and adoption by Members, the Board Effectiveness Review and Action Plan will be submitted to the Department for Transport and published on the BTPA website no later than the end of September 2024.
- b. An interim BER2024 Review and Action Plan Progress Report will be made to the Full Authority in December 2024. The Full Authority will also confirm the focus areas for 2025 at that meeting.
- c. A final BER2024 Progress report will be made to the Full Authority meeting in June 2025, as part of the annual review of past BER recommendations within the BER2025.

13. Recommendation(s)

- a. That Members review and adopt the Board Effectiveness Review and Action Plan 2024.

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BTPA Board Effectiveness Review Action Plan 2024

Board Effectiveness Review Area	Recommendation	Action
Board Effectiveness Review Area 1: How the Full Authority and its Committees support the Accounting Officer in meeting the requirements set out within <i>Managing Public Money</i>	BERD2024 Recommendation 1 ⁴ : Redesign the process by which the Authority considers requests for approvals, aligning as much as possible to the Force's own process and potentially designating an approvals forum to discuss items, which would otherwise be dealt with in correspondence by default.	<ol style="list-style-type: none"> 1. Align BTPA Meeting Cycle 2024/25 (and beyond) with BTP Strategic Planning Cycle 2. Refine Commercial Pipeline reporting to Committee to better anticipate deadlines for Member approval, and any required Member consultation.
	BER2024 Recommendation 2: Provide wider Committees with responsibility for overseeing relevant areas of the Accounting Officer's Delegation Letter.	<ol style="list-style-type: none"> 3. Share Delegation Letter with Members on <i>Board Intelligence</i> to improve awareness. 4. Conduct Delegation Letter Mapping exercise for Committees. 5. Incorporate any identified Delegation Letter workstreams/oversight into Committee workplans.
	BER2024 Recommendation 3: Refine BTP/A joint approach to strategic risk to better support the Accounting Officer	<ol style="list-style-type: none"> 6. Define outputs from BTP/A risk workshop 21 May 2024 7. Adopt refreshed BTP/A ways of working to produce shared 'live' Joint Strategic Risk Register capable of being updated during each quarterly meeting cycle.
Board Effectiveness Review Area 9: Progress on implementation of recommendations made in the last annual review	BER2024 Recommendation 4: Close BEE2022 Action Plan	8. Close BEE2022 Action Plan
	BER2024 Recommendation 5: Close Deloitte2022 and incorporate outstanding recommendations into BER2024.	<ol style="list-style-type: none"> 9. Close Deloitte2022 10. Incorporate relevant outstanding recommendations into BER2024.
Board Effectiveness Review Area 3: How the Full Authority has appropriately considered whether the BTPAs policies and actions support the Minister's strategic aims.	BERD2024 Recommendation 6: Co-develop a clear vision for the Authority and the outcomes it wants to be driving in 12 to 18 months' time. Consider what that means for BTP/A and for the future structure and capabilities of the Authority to ensure it remains relevant and appropriately balanced, as the relationship with the Force continues to mature and more assurance can be taken from BTP processes	<ol style="list-style-type: none"> 11. Adopt BTPA Priorities 2024/25 12. Incorporate BTPA Priorities into Full Authority / Committee workplans.
	BER2024 Recommendation 7: Make the responsibility for oversight of delivery of Ministerial Aims 2024/25 and BTPA Priorities 2024/25 more explicit in Full Authority and Committee Workplans.	<ol style="list-style-type: none"> 13. Conduct Mapping exercise for Ministerial Priorities 24/25 against BTPA Full Authority / Committee structure. 14. Incorporate any Ministerial Priority workstreams into Full Authority / Committee workplans.
Board Effectiveness Review Area 6: The composition of the Full Authority and its Committees, including the balance of skills, experience, knowledge, and diversity (including diversity in its broadest sense i.e. diversity of place).	BERD2024 Recommendation 8: Consult with Members on whether there are opportunities to better leverage their network, and gain a firmer understanding of their skills, experience and diversity to ensure these are deployed as effectively as possible.	15. Conduct consultation exercise with Members to determine their networks.

⁴ To embed corporate memory, the prefix BERD denotes a recommendation arising from the closed Deloitte Report 2022 (Board Effectiveness Review – Deloitte) whereas a recommendation arising from the Board Effectiveness Review 2024 has the prefix BER.

		16. BTPA Executive to liaise with BTP External Affairs to ensure Member networks are used to best effect.
	BER2024 Recommendation 9: Ensure that planned formal engagement (e.g. location of Full Authority meetings / dinners / visits) take place across the UK and are not London-centric.	17. Convene at least one Full Authority meeting during 2024/25 outside of London. 18. Deliver programme of BTPA Stakeholder Dinners 2024/25 19. Ensure BTPA Member Engagement activity 2024/25 is balanced equitably across BTP Divisions.
	BER2024 Recommendation 10: Design future Board Development around the gaining better understanding of dynamics of the Full Authority, Executive SLT and Force COG and/or FEB.	20. Consider inclusion of dynamics session during Full Authority Board Development 2024/25.
Board Effectiveness Review Area 8: Succession and Development Plans.	BER2024 Recommendation 11: Ensure that succession planning undertaken by Appointments Committee is clearly communicated, where appropriate, to wider Members.	21. Communicate, where appropriate, Appointments Committee activity to wider Full Authority membership.
Board Effectiveness Review Area 12: Quality and timing of papers and presentations to the Full Authority.	BERD2024 Recommendation 12: Run joint training style sessions with Force counterparts, refreshing and re-communicating the requirements of committees and to share examples of where the Executive team most often tailor BTP content. Identify areas of the Force to support with driving consistency with committee meetings and training sessions to improve quality of papers. Seek to rationalise the suite of reporting templates used for the Full Authority and its Committees, communicate best practice throughout the Force, and reduce the length/improve quality of reporting during 2024/25	22. Adopt shared report writing guidance across BTP/A. 23. Rationalise the suite of reporting templates uses across BTP/A 24. Reduce average length of agenda packs on-year between 2023/24 and 2024/25.
	BERD2024 Recommendation 13: Force to share flash finance results ahead of more detailed reports each month to show direction of travel.	25. Deliver enhanced financial oversight regime adopted in January 2024. 26. Review enhanced financial oversight regime in September 2024.
	BER2024 Recommendation 14 Adopt processes for earlier Member engagement with major decisions	2. [Duplicate] Refine Commercial Pipeline reporting to Committee to better anticipate deadlines for Member approval, and any required Member consultation.
Board Effectiveness Review Area 14: Effectiveness of Full Authority Committees, including their terms of reference, and how they are connected to the Full Authority.	BERD2024 Recommendation 15: Implement a mechanism as part of the governance process to monitor progress on relevant initiatives once approved and / or approved subject to certain conditions, with deliberate interventions or re-appraisal where there is a concern of a breach.	27. Adopt schedule of major project / business case review points by Full Authority / nominated Committee. 28. Adopt review schedule by nominated Committee of business case closure reports, to gain assurance of compliance and lessons learned.

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	BER2024 Recommendation 16: Foster culture of greater rigour in determining how information is requested by, and provided to, Members.	29. Reduce number of Actions Arising Background Papers provided to meetings during 2024/25 30. Incorporate Member requests for assurance into refreshed programme of Member Engagement.
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Appendix: BTPA Board Effectiveness Review Cycle 2024-2026

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

⁵ 2026/Year 3 scheduled to be an externally facilitated Board Effectiveness Review as per Cabinet Office guidance.

⁶ Focus Area 12 to be subject of internal BTP/A review in 2025 ahead of externally-facilitated review in 2026.

Report to: Full Authority
 Date: 25 June 2024
 Subject: Cover / BTPA Code of Governance Refresh 2024
 Sponsor: Chief Executive
 Author: Board Secretary
 For: Decision



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Background

1. The Full Authority typically conducts an annual refresh of its Code of Governance at its June meeting each year. This cover report aims to summarise the key proposed changes and invites Members to provide comments / grant approval. The proposed amendments to the Code are shown as tracked changes to the draft Code of Governance in the Background Pack.

Summary of Proposed Refresh

2. **Establishment and Powers.** A paragraph detailing the appointment of Deputy Chief Constable, Assistant Chief Constables and their Police Staff equivalents has been moved from paragraph 8(c) to be a standalone paragraph, to improve the overall coherence of paragraph 8.
3. **Members of the Authority.** A paragraph dealing with Member committee memberships has been amended to reflect current practice. In anticipation of Members approving the removal of Annex 2 (below), a hyperlink to the Cabinet Office Code of Conduct for Board Members has been added, alongside reference to fact the Code of Conduct is provided in the BTPA Members Handbook.
4. **Scottish Railways Policing Committee.** The terms of reference of the Committee have been placed in the body of the Code, alongside peer BTPA Committees. To remove duplication, BTPA Executive recommend that Annex 8 (Scottish Railways Policing Committee Terms of Reference) is removed from the Code.
5. **Amendments to Committee Terms of Reference(s).** Proposed changes to Committee terms of references within the Code are dealt with via a separate report, at item 11.2.
6. **Executive Review Group.** This officer/staff level group no longer meets. BTPA Executive recommend that the paragraph dealing with the Group is removed from the Code.
7. **Pensions.** BTPA Executive recommend some amended and new wording regarding the current defined benefit pension scheme, and the separate governance now in place around the Group Personal Pension Plan Scheme.

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8. **Risk Management.** Wording has been updated to better reflect current ways of working with regards the risk strategy and risk appetite.
9. **Functional Standards.** A section has been added to reflect the Authority and Force’s requirement to assess compliance with each Standard.
10. **Information Management.** Clarification has been provided on what basis the Authority and Force must ensure they are compliant with legislation relevant to Information Management.
11. **Board Effectiveness.** Wording has been updated to reflect the fact the Full Authority has adopted Cabinet Office Guidance as at December 2023.
12. **Annex 1 / Statutory Duties.** BTPA Executive recommend this annex is removed to streamline the overall Code. For Member assurance, the annex will be retained on file by BTPA Executive and used to inform oversight mapping and work planning.
13. **Annex 2 / Member Code of Conduct.** BTPA Executive recommend this annex is removed to streamline the overall Code. The Member Code of Conduct is provided elsewhere, in the BTPA Member Handbook.
14. **Annex 3 / Framework Document.** BTPA Executive recommend this annex is removed from the Code but published as a standalone document on the BTPA website for enhanced transparency, which would also serve to streamline the overall Code. Members will note that the Department for Transport Sponsor Team have requested that the Framework Document be refreshed, with a new version due for adoption later in 2024.
15. **Annex 4 / Financial Management.** Amended wording is proposed regarding the role of the Authority’s Chief Financial Officer and the Force’s Director of Finance and Commercial Service (or where that position vacant, the Chief Constable’s nominee).
16. **Annex 7 / Scheme of Financial Delegations.** Amended working is proposed regarding Procurement Authority, Leases, Non-PSA and Non-EPSA Income, and DfT Specific Requirements for both Financial and Procurement Authority.
17. **Annex 8 / Scottish Railways Policing Committee Terms of Reference.** As above, to streamline the Code BTPA Executive recommend this annex is removed, and the existing section on SRPC within the body of the Code is updated.
18. **Sundry typos and updated references to Committees.** The annual refresh 2024 has provided an opportunity to correct a number of typographical errors and legacy references to e.g. Force Finance Director. These are shown as tracked changes in the background document. Subject to Member approval of the proposed changes summarised above, the finalised Code will also be amended to remove any reference to redundant Annexes.

Recommendation(s)

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

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Report to: Audit and Risk Assurance Committee / Full Authority

Date: 21 June 2024 / 25 June 2025

Subject: BTPA Code of Governance Refresh 2024: Terms of References for Committees

Sponsor: Head of Governance and People

Author: Board Secretary

For: Decision



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1. Purpose of paper

- a. To summarise consideration given by BTPA Committees to their respective terms of reference as part of the BTPA Code of Governance refresh 2024 and outline proposed amendments for consideration by Audit and Risk Assurance Committee prior to approval by Full Authority.

2. Background

- a. Audit and Risk Assurance Committee is responsible for 'seeking assurances relating to the corporate governance requirements of the organisation'. In practice, alongside scrutinising the Annual Report and Accounts (including the embedded Governance Statement), to date the Committee has also considered an annual refresh of the BTPA Code of Governance prior to its submission to the Full Authority for approval.
- b. In support of this refresh, each of the Full Authority's Committees consider their terms of reference, with any suggested amendments reported to Audit Committee for consideration prior to submitted to Full Authority for decision. This year, this process has seen each Committee being given the opportunity to consider its terms of reference alongside its Oversight Map slide.
- c. BTPA Working Groups are not covered by this report as their terms of references are not made explicit in the BTPA Code of Governance.

3. Amendments to Committee Terms of Reference(s)

- a. Finance, Legitimacy and Performance Committee¹
 - i. Members will recall that Finance, Legitimacy and Performance Committee (formerly Performance and Delivery Committee) was retitled in March 2024, in order to better reflect its remit. Other than its new title, its terms of reference remain unchanged.

¹ Hyperlinks will take BTPA Members to the relevant Terms of Reference report on *Board Intelligence*. Other readers may see the existing terms of references online in the [BTPA Code of Governance](#).

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- ii. No amendments are proposed to its terms of reference. That said, in discussing its terms of reference, Committee Members were mindful of the continued delivery of the enhanced financial oversight regime adopted by Full Authority at end of January 2024, which remains in progress and subject to review in September 2024. There was some debate over whether financial oversight would be best delivered through a single ‘Finance’ Committee, or whether the current split between strategic finance and management information oversight (i.e. Budget/MTFP-setting overseen by Strategy and Planning Committee / financial performance overseen by Finance, Legitimacy and Performance Committee) remained appropriate. Members were broadly content to leave such a debate to a later date when the enhanced financial oversight regime was assessed.

b. Strategy and Planning Committee

- i. Committee Members propose a number of changes to the terms of reference. These are set out in the appendix, and:
 - (a) Make explicit the Committee’s responsibility for oversight of the Cost Allocation Model and Policing Services Agreements (PSAs).
 - (b) Remove reference to oversight of People Strategy (now within the remit of People and Culture Committee)
 - (c) Make explicit the Committee’s responsibility for scrutinising business cases and other major revenue and capital schemes prior to their submission to the Full Authority.
 - (d) Make explicit the Committee’s responsibility for ensuring business cases and other relevant schemes have adequate equality impact assessments.
 - (e) Make explicit the Committee’s responsibility for overseeing BTP/A sustainability and net zero responsibilities.
 - (f) Make explicit the Committee’s responsibility for overseeing benefits and efficiencies.
- ii. Audit Committee will note that their Strategy Committee colleagues were also mindful of ensuring that, in developing the Strategy Committee workplan for 2024/25, they would be mindful of the Committee’s specific responsibilities for aspects of Legitimacy, as well as ensuring that there was no duplication between Strategy Committee and Finance, Legitimacy and Performance Committee on monitoring the Force’s contract pipeline.

c. Scottish Railways Policing Committee

- i. No amendments are proposed to either the Committee terms of reference, or the Memorandum of Understanding between British Transport Police Authority and Scottish Police Authority (SPA) on the operation of the Committee. Both Scottish Police Authority Members serving on the Committee and SPA Corporate (BTPA Executive counterparts) were consulted.

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d. People and Culture Committee

- i. Committee Members are considering the terms of reference in correspondence, with a deadline of 18 June 2024. A verbal update will be provided to Audit and Risk Assurance Committee and Full Authority.

e. Appointments, Remuneration and Appraisal Committee

- i. Committee Members are considering the terms of reference at their meeting on 20 June 2024. A verbal update will be provided to Audit and Risk Assurance Committee and Full Authority.

4. Recommendations

a. That Members of the Full Authority,

- i. Note the updates provided for each BTPA Committee.
- ii. Consider and, subject to any comments, approve the proposed amendments to the Strategy and Planning Committee’s terms of reference in the appendix, prior to their inclusion in the BTPA Code of Governance.

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Appendix 1 / Strategy and Planning Committee Terms of Reference (with proposed tracked changes)

Purpose

1. This Committee’s role is to ensure an integrated approach to the development of the Medium-Term Financial Plan (MTFP), Strategic Plan, Policing Plan(s) and annual budget. The Committee is also responsible for advising the Full Authority on the Cost Allocation Model and Police Services Agreements.

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. To produce a draft Strategy and Medium-Term Financial Plan for consideration by the Full Authority
4. To set out the desired culture and behaviours in alignment with the Strategy
5. To consider relevant perspectives in the forthcoming macro-environment in which the Authority operates (‘horizon scanning’) including political, economic, socio-cultural, technological, environmental, legal and ethical perspectives; and making recommendations to peer Committees and/or the Full Authority.
6. To monitor progress against Strategic Plan objectives, including delivery of transformation activity, benefits and efficiencies-
7. To oversee development of ~~subordinate~~-strategies subordinate to the Strategic Plan, except those that fall within the remit of another Committee.
8. To prepare the Policing Plan(s) in line with the Strategy and stakeholder requirements
9. Advising on the preparation of the annual budget
10. To ensure effective consultation with stakeholders in the preparation of the Strategy, MTFP/budget, and Policing Plan.
11. Reviewing the annual Police Service Agreement (PSA) charges and providing the Authority and Accounting Officer with an Annual Report, timed to support finalisation of the annual Police Service Agreement (PSA) charges, summarising and explaining any significant movements for individual PSA holders understanding the reasons for any significant movements.
12. ~~Business case approvals in line with delegation limits set out in the Code of Governance.~~ Scrutinizing capital and major revenue schemes prior to their submission to the Full

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Authority, in line with the scheme of delegation.

13. Examining post completion reports for all capital and major revenue schemes approved by the Authority in accordance with the scheme of delegation
14. To ensure all Strategies and Plans that do not fall within the remit of another Committee, and major revenue and capital schemes, include- equality impact assessments.
15. Oversight of British Transport Police Authority and British Transport Police sustainabilityenvironmental and net zero responsibilities.
16. Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Milestones

17. The Committee will recommend a Strategic Plan to the Full Authority approval no less than every three years.
18. The Committee will recommend the Annual Budget and Medium-Term Financial Plan(s) to the December meeting of the Full Authority for approval.
19. The Committee will recommend Policing Plan(s) to the March meeting of the Full Authority for approval.
20. The Committee will provide an annual report to the Full Authority regarding Police Service Agreement charges.

Meetings

21. The Strategy and Planning 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

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

Quorum

23. 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

24. Up to Ssix Members of the Full Authority.

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People and Culture Committee Terms of Reference

Purpose

1. On behalf of the Authority, oversee and appraise BTP's approach towards ~~matters pertaining to~~ people, culture, leadership and behaviours.

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. To seek assurances that the organizational culture of the British Transport Police is both legitimate to, and representative of, the communities it serves.
- 3.4. ~~To be proactive in providing advice and guidance~~ seek assurance on the strategic direction of the overall People Strategy and the policies designed to achieve it. Including advice on the effective management of the key risks BTP is seeking to manage in the context of realising its People Strategy.
- 4.5. ~~To oversee, provide advice and guidance~~ seek assurance on the strategic direction of the Reward Strategy, ensuring that it remains effective at attracting and retaining a high-quality workforce which is also affordable.
- 5.6. To review annual pay claims for officers and staff taking account of how these fit with the wider Reward Strategy and to recommend any pay awards for approval by the Appointments, Remuneration and Appraisal Committee.
- 6.7. To consider and approve all changes to terms and conditions that fall under the Police Regulations 2003 and all departures from the Police Regulations, including changes made to the Police Regulations that the organisation chooses not to adopt.
- 7.8. To encourage innovation with respect to employment matters whilst satisfying itself as the legal employer of police staff and officers, of compliance with relevant employment legislation.
- 8.9. To receive advice from and provide support to the Director of People and Culture in relation to matters of Authority interest and provide a forum for input, discussion and feedback on contemporary people practice.
- 9.10. ~~_____ To consider external and internal developments and drivers which are relevant to the success of, and which inform, the strategic people priorities, including but not limited to outputs from arrangements for sentiment testing employee attitudes and opinions to~~ scrutinize annual All People Survey outcomes and delivery of any associated Action Plan.

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~~10.11.~~ To ~~monitor~~ scrutinise BTP's key performance indicators with regard to agreed strategic People objectives, including but not limited to recruitment, retention, progression, training and management of attendance.

~~11.12.~~ To have oversight of Force leadership training, talent development and behaviours.

~~12.~~ To receive the high-level outputs from the annual talent management process.

13. To have oversight of legitimacy with respect to the representation, equality-inclusion and diversity of BTP's workforce.

14. To have oversight of the implementation of the Wellbeing, Health and Safety Strategy and policy compliance; including review of an annual assurance report; reporting by exception, including but not restricted to, resourcing, availability of competent advice, risk assessments, and training; and quarterly trend/statistical reporting on wellbeing, health and safety.

15. To consider reputational, cultural and financial implications of professionalism matters reported by exception, including from the perspective of a public lens. This may include high profile complaints, appeals/reviews, grievances, employment tribunals and civil claim cases.

16. Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Milestones

17. Annual Staff and Officer pay award recommendations ~~in July~~.

18. Annual Wellbeing, Health and Safety Report for recommendation to Full Authority.

19. Annual Gender and Ethnicity Pay Gap Reports

18-20. Annual Complaint Reviews Report

Meetings

19-21. The People and Culture Committee will meet at least four times a year. The Chair of the Committee may convene additional meetings, as they deem necessary.

Chair and Deputy Chair

20-22. The Chair, Deputy Chair and members of the Committee shall be appointed by the Chair of the Authority.

Quorum

21-23. Half of the committee membership (where overall membership is an odd number, the quorum is rounded up e.g. membership of five = quorum of three).

Membership

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[22-24.](#) Up to five Members of the Full Authority.

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Report to: Full Authority
Date: 25 June 2024
Subject: Establishment of Policing Plan Working Group
Sponsor: Head of Governance and People
Author: Board Secretary
For: Decision

25 Camden Road
London NW1 9LN

E: btpa-enquiries@btp.police.uk

www.btpa.police.uk

1. Purpose of Paper

- a. To invite the Full Authority to repurpose the existing Stakeholder Engagement Working Group into a Policing Plan Working Group ahead of the forthcoming development of the Policing Plan 2025/2027.

2. Recommendation(s)

- a. That Members approve the terms of reference of the repurposed Policing Plan Working Group.

3. Background

- a. The Stakeholder Engagement Working Group was established in June 2022. It replaced the Policing Plan Working Group as, at that time, the Full Authority felt that the move to a three-year Policing Plan cycle meant that the Policing Plan Working Group was no longer required in its existing form – instead, the Group should be repurposed to focus on the Force and Authority’s stakeholder engagement.
- b. Whereas the Stakeholder Engagement Working Group has overseen some notable items of business since its establishment – including consideration of both Force and Transport Focus surveys - it has nevertheless met infrequently, and prior to May 2024 its last three scheduled meetings were cancelled due to lack of business. Taken together with the forthcoming major three-year refresh of the Policing Plan, BTPA Executive felt that there was merit in the Group reviewing its terms of reference with a view to refreshing its role and purpose.

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- c. With that aim in mind, the Group considered a terms of reference at its meeting on 8 May 2024¹ that was based on those used by its predecessor Policing Plan Working Group. The Group was receptive to adopting a renewed focus on the Policing Plan proposed some minor adjustments to the suggested terms of reference to,
 - i. Provide greater flexibility when the Group should meet during the year – moving to ‘as required’ rather than a set points during the period October – March.
 - ii. Make reference to the fact emerging Policing Plan proposals should be assessed in light of concurrent development of the Medium-Term Financial Plan.
- d. Members of the Full Authority will note that the re-purposing of the Stakeholder Engagement Working Group to the Policing Plan Working Group does not involve a diminished focus on stakeholder engagement – indeed, the Group will continue to review the stakeholder engagement process throughout the Policing Plan development period.
- e. The Policing Plan Working Group’s proposed terms of reference are provided as an appendix.

4. Conclusion

- a. A refreshed Policing Plan Working Group terms of reference are presented to Members for approval.

¹ The Stakeholder Engagement Working Group 8 May 2024 Minutes are available for BTPA Members on [Board Intelligence](#).

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British Transport Police Authority Policing Plan Working Group Terms of Reference

Purpose

- a. To support compliance with the British Transport Police Authority's statutory duties set out in s50¹ and s52² of the Railways and Transport Safety Act 2003 through overseeing the development of a Railways Policing Plan for the ensuing year.

Reporting

- b. Minutes of Policing Plan Working Group meetings will be reported to the Group's parent Committee, Strategy and Planning Committee, for information. The parent Committee shall, if necessary, bring key reports and issues to the attention of the Full Authority.

Responsibilities

- c. Taking account of the emerging Medium-Term Financial Plan, to determine parameters of the Policing Plan, enabling the Force to develop a set of quantitative and qualitative Policing Plan priorities for the ensuing year.
- d. To ensure emerging priorities support the delivery of themes set out within the Strategic Plan.
- e. To comment upon iterations of the emerging Policing Plan as developed by the Force.
- f. To take into consideration any evidence gathered through Force and Authority stakeholder consultation exercises and other research activities.
- g. To recommend a Railways Policing Plan for approval to its parent Strategy and Planning Committee, for onward submission to the Full Authority.

Meetings

- h. The Policing Plan Working Group will meet as required.

Chair and Deputy Chair

- i. The Chair of the Group shall be appointed by the Chair of the Full Authority.

Quorum

- j. Half of Group membership (where overall membership is an odd number the quorum is rounded up e.g. membership of five = quorum of three).

Membership

- k. Up to four Members of the Full Authority.

¹ [Railways and Transport Safety Act 2003 \(legislation.gov.uk\)](https://legislation.gov.uk)

² [Railways and Transport Safety Act 2003 \(legislation.gov.uk\)](https://legislation.gov.uk)

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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: 25/06/2024

Subject: Chief Constable's Report

For: Noting

1. PURPOSE OF PAPER

- 1.1 The purpose of this report is to satisfy our legislative requirement in the submission of the Chief Constable's annual report pertaining to the policing of the railways, and to bring to the attention of Members of the Police Authority items that the Chief Constable wishes the Committee to note.
- 1.2 The Railways & Transport Safety Act (2003) states that: *"(1) As soon as is reasonably practicable after the end of each financial year the Chief Constable shall submit to the Authority a report about the policing of the railways in that year. (2) The Chief Constable shall publish a report submitted by him under subsection."*¹ As the fourth quarterly report of 2023/24, this report shall therefore cover the performance of British Transport Police for the whole financial year and will be published with the papers in the public section of the Police Authority meeting on 25th June 2024.

2. PERFORMANCE

- 2.1. 2023/24 was the second year of our Strategy which covers 2022-27. This Strategic Plan aims to deliver a secure place for passengers, a hostile place for those who would do harm and a safe place for vulnerable people encountered on the network. We do this in partnership with the rail and underground industry, wider law enforcement, safeguarding agencies and passenger groups.
- 2.2. Our strategic objectives for 2022-27 are:
 - Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways

¹ <https://www.legislation.gov.uk/ukpga/2003/20/section/56>

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

- Target our efforts to ensure fewer victims of the most serious crime
- Innovate and collaborate with our stakeholders to reduce disruption
- Build the trust and confidence of passengers and rail staff to defeat criminality together
- Generate value for money through the exploitation of technology, adapting to meet the future
- Build a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities

Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways



Crime prevention and safeguarding to reduce people coming to harm on the railways

- We've **upskilled 117 investigators** as advanced serious sexual offence investigators
- Started a forcewide roll-out of our **new ID parade process**, transforming the pace of our investigations and victim support
- Victim Code of Practice (VCOP) within 28 days ended the year at **93%**, above the expected 90% level
- On average our officers view our **new intelligence and briefing app Geospatial**, 632 times a day
- We've made some major advancements in **stop and search**, achieving a 50.8% find rate for February 2024 – our highest success rate to date
- Providing an enhanced policing response to **Public Order**, protests and hate crime through **Op Overhand** – our response to the ongoing tensions between Israel and Gaza
- The **Disclosure and Barring Scheme (DBS) Team**, within Information Management, have been rated outstanding for the **eighth consecutive year** by the DBS national standards and compliance unit

2.3. There has been a 19.6% increase in the number of notifiable crimes recorded by BTP in 2023/24 compared to the previous year (from 67,319 to 80,489), and a 4% decrease in the number of incidents of anti-social behaviour graded as immediate or priority attendance. Total passenger journeys have been increasing since 2021 and in Q3 2023/24 Network Rail recorded 417 million, the first quarter since the pandemic above 400 million. With footfall figures rising, crime levels have also increased, with crimes per million passenger journeys at 26.7 (up to Q3) compared to 25.9 in the same period last year.


2.4. BTP continually seeks to improve judicial outcomes. This year, we solved 10,113 notifiable crimes, which was 10% more than in 2022/23 (9,239). However, the 20% increase in the number of crimes recorded means that the solved rate reduced from 13.7% to 12.6% this year.

2.5. We have refreshed and improved our Crime Prevention Strategy. Portfolio ownership now extends beyond senior police officers, encompassing equivalent-ranked police staff. For example, the Deputy Director, Decision Support, supports our efforts to combat theft of passenger property (TPP).

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2.6. The Designing Out Crime Unit (DOCU) actively shapes our preventive landscape, advocating for Public Safety Partnerships (PSPs) and innovative solutions. Prevention remains the “golden thread” woven throughout our Force Management Statement.

Target our efforts to ensure fewer victims of the most serious crime



Target our efforts to ensure fewer victims of the most serious crime

- **Op Invert activity** has resulted in almost 600 arrests and approximately 2,400 stop and searches
- 43,000 **Op Alert patrols** have been logged resulting in 1,254 arrests and over 2,000 stop and searches
- The **ViSOR** unit has attained 111 orders across the Force: 52 Sexual Harm Prevention Orders, 27 Criminal Behaviour Orders and 32 Restraining Orders
- **County Lines Taskforce** made 671 arrests (an increase of 73 from 22-23), 540 drug seizures, seized 250 weapons, made 60 referrals to the NRM, and secured 22 charges for Modern Day Slavery offences
- Our **robbery solved rates** are up from last year - from 9% to 11%
- We saw an increase in number of **crimes solved against rail staff victims** (112 more crimes solved; +8.4%) and for hate crime offences (65 more crimes solved; +10.7%)
- BTP **solve rates for rape** are amongst the highest in the country at 9%
- **Priority response times** have improved by 8% from the previous year with 93% of our priority incidents being attended within 60 minutes




2.7. BTP recorded 19% more violence against the person offences and a 40% increase in robbery during 2023/24 compared to the previous year. 5.0 violent crimes against the person offences were recorded per million passenger journeys, the same level as the previous year. Robbery figures saw an increase from 0.5 robbery offences per million passengers in 2022/23 to 0.6 in 2023/24. We have a continued dedicated response for tackling robbery on the network under Operation Invert which sees regular, targeted deployments to hotspot locations, utilising a variety of tactics ranging from knife arches to engagement events to help raise awareness and provide reassurance. This has resulted in almost 3,900 stop searches, 1,060 arrests and 200 weapons recovered during the year.

2.8. This year saw a 20% increase in recorded violent crimes against women and girls and a 10% increase in sexual offences. We believe this is largely due to an increase in trust and confidence from women and girls with victims and bystanders being more confident to report because of our reporting campaign and enhanced visibility and engagement. Our campaigns continue to focus on raising awareness of how to report sexual offences with the ‘Your Piece of the Puzzle’ campaign gaining coverage in Cosmopolitan and Sky News, sponsorships of The Girls Bathroom and Katherine Ryan podcasts, and front-page adverts in the Evening Standard and Metro news outlets. We see the impact of this being felt through our public perception tracker, with 79% of people now being aware they can report sexual harassment that takes place on the railway network directly to BTP. The Railway Guardian app alongside a step up in our use of social media channels and our existing channels have made reporting

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easier and more accessible. This method of reporting is also supported by our online reporting service via the Single Online Home (SOH), that includes a bespoke “Partner Portal” for rail staff to report incidents, which has seen a significant increase in use. Reports from the SOH rose from 18,738 in 2021 to 31,654 in 2022.

Innovate and collaborate with our stakeholders to reduce disruption



Innovate and collaborate with our partners to reduce disruption

- 22,979 dedicated **disruption patrols** conducted by all disruption and drone assets in the last 12 months, that's an increase of 4,896
- In March 2024, **94%** of our corporate fleet (580 vehicles – average age 3.4 years) was available to the frontline
- **702** life-saving interventions - a direct saving to the railway of £206m
- **1,276** mental health interventions avoiding £179m cost to the railway
- **393** post-fatality scene visits carried out by the DOCU
- **200** secure station accreditations
- **13** train operating companies accredited as part of the Safeguarding on Rail Scheme



2.9. There was an average of 26 minutes of primary delay per police related disruption incident in 2023/24, the same level as recorded in 2022/23. The number of police related disruption incidents saw an 11% rise compared to the previous year (27,291 to 30,464) and the number of primary delay minutes increased by 11% (from 702,186 to 781,996). National trespass performance remains one of the key challenges, with Children & Young Person (CYP) trespass and associated anti-social behaviour causal factors. These have been consistent throughout the policing year with established seasonal trends indicating that CYP trespass may increase over the coming year.

2.10. There were 702 lifesaving interventions made by BTP personnel. These interventions saved the rail industry an average 2,335 delay mins and £265k. When considered with BTP's actions with regards to non-fatality incidents, BTP contributed £206.7m in rail benefit, and £2.52bn to the UK.

2.11. During this year there was a 10% increase in suspected suicides recorded. Average handback time to the rail industry following a fatality remains an important element in preventing delays on the railway. These are challenging incidents to deal with to ensure dignity of the victim, care to the family and support to BTP officers and staff responding. BTP continues to review all fatality incidents recorded on the network with the rail industry so lessons can be learned and further training & guidance provided where necessary.

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Build the trust and confidence of passengers and rail staff to defeat criminality together



Build trust and confidence of passengers and rail staff so we can defeat criminality together

- Launched the **Police Race Action Plan**
- **Officer headcount** of 3,198 - the highest number of officers on record for 10 years
- Won a joint national award for our public-facing '**Speak Up, Interrupt**' campaign and the launch of the Railway Guardian app at the first annual Policing VAWG Recognition Event
- **79%** of the public were aware that they can report sexual harassment that takes place on the railway network directly to BTP
- Handled over 84,000 emergency calls, and 30,000 non-emergency calls
- We received over **228,000** texts to 61016
- Over 45,000 **Single Online Home** reports from our website
- The **Railway Guardian app** has been downloaded almost 118,000 times this performance year, and 160,000 times since it was launched in 2022



2.12. BTP's most recent bi-monthly public consultation survey found that 64% of respondents 'feel safe whilst travelling on the railways', which is in line with previous months but a slight decrease since 2023 (66%). It also found that 58% have confidence in the police & 53% overall feel Officers do a good job policing the railway. Current top policing priorities identified in the survey were anti-social behaviour, sexual offences & vulnerable people. These are similar to the findings from last year's survey, which showed sex offences, violence & anti-social behaviour as the top priorities.

2.13. 2023/24 saw the National Police Chiefs' Council release their findings of policing's largest integrity screening exercise. A total of 307,452 officers, staff and volunteers were checked against the Police National Database (PND). BTP was very much on the front foot in this exercise. We began the task of running all employees through PNC and PND to identify any information that could present a risk and reviewed the results in September 2023. BTP had 4,688 'hits' which resulted in just one gross misconduct investigation, which is ongoing. This is the equivalent of checking almost a quarter of the people attending an event at Wembley O2 Arena.

2.14. The 61016 TEXT system has been successfully integrated directly into our Command & Control system, reducing duplication and creating efficiency in service. We hope that this will enhance the public's confidence and trust in BTP as we continue to provide them with a unique way to report crime and unwanted behaviour on our network. We have seen a continued year on year increase in use of our 61016 Text number; in 2021-22 BTP received 131,626 Texts, in 2022-23 174,250 Texts and in 2023-24 211,479, which is a 21% increase in reports from the previous year. Recently, the mobile network provider Three has notified BTP that they will remove the charge to users of the 61016 text number making it free for users. We have also received notification that other providers are keen to follow this approach.


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Generate value for money through the exploitation of technology, adapting to meet the future



Generate value for money through the use of technology, adapting to meet the future

- Since we launched our **electric vehicle salary sacrifice scheme**, 9,700 quotes have been generated, 89 orders placed, and 79 cars have been delivered
- **DataHub** now has over 87 dashboards to support evidence-based decision making
- Our **Technology Service Desk** has resolved over 878 tickets over the weekends since extending the service
- We have rolled out **2,500** ST21 radios across the Force, all new handsets have access to the full fleet map and local talk groups



2.15. We continue to focus on our ambitious ‘A Force on the Move’ change portfolio. So far this has included structural reviews of management, ‘Layers and Spans’, to enable us to work in a leaner and more efficient way (£1.9m per year), a review of BTP’s Counter Terrorism capability (£1.7m per year) which will deliver a more effective model and a review of our police dog capability (£0.4m per year). Overall, these projects have delivered annual cashable savings of £4m which, as agreed with the BTPA, have been reinvested in ‘A Force on the Move’ to address increases in demand. BTP has delivered over £1m in savings through the estates move to Baskerville House in Birmingham and a restructure of our Duty and Events Planning capability. Looking forward, we will collaborate with industry partners in exploiting new technology, such as our Drones projects and sharing data to ensure our collective approach is targeted and effective. Our move from FHQ in Camden and B-Division site Albany House to the new London Hub will generate £1.4m annual cashable savings from 2025/26 onwards.

2.16. We are committed to achieving Net Zero Carbon (NZC) status by 2035 through our NZC Strategy, which was approved in February 2022. Several areas of progress have been made during 2023/24 including achieving 25% of our car fleet as electric vehicles, the provision of accurate data collection to analyse, track and record annual carbon emissions, the removal of unnecessary plastics from our operations, and the introduction of a ‘Sustainable Supplier Award’ for suppliers to evidence ways in which they have supported us in our NZC targets. We continue to collaborate with our people through a group of NZC ambassadors, who have supported the creation of digital information resource area and an online discussion community.

2.17. BTP, as with all UK emergency services, has felt the impact of the ‘perfect storm’ in the global supply chain (the Pandemic, Brexit, geopolitical tensions etc), which has led to global supply chain disruptions. As a direct result of being part of NUMS (National Uniform Management Service), BTP have been able to mitigate this disruption by accessing NUMS supplier diversification, pivoting to standardised items (headwear, trousers, fleece etc.) with reduced lead times, and building resilience through commonality of uniform. BTP also benefited from significant cost savings on non-branded products as DHL absorbs inflationary price increases

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during the contract period, allowing BTP to control costs and offset inflation with cost efficiencies.

2.18. BTP is part of the Chiltern Transport Consortium, a police fleet shared service for Home Office and Non-Home Office Police Forces This provides vehicles, servicing, maintenance, and accident repair. The size of the consortium allows for greater economies and scale, more flexibility in terms of vehicle provision and for best practice to be shared across the Consortium. However, in common with other organisations that operate vehicle fleets, BTP has seen vehicle costs increase, which is a trend that is likely to continue. A Review of BTP's Fleet has recently been conducted that has considered the size, distribution, and availability of vehicles. The Review's Recommendations are expected to offset the increasing costs of maintaining the fleet.

Build a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities



Build a modern and inclusive Force where our people reflect the best of our communities

- Launched **3 new Employee Support Associations**
- Achieved a record response rate of **65%** to the All People Survey
- **153% increase** in people asking for help since introducing the Trauma Post Incident Desk
- Ran **180 medical appointments** since the launch of our new and improved in-house Occupational Health service
- 74 colleagues received **Chief's Commendations**, 61 colleagues acknowledged for **Long Service and Good Conduct**, over 700 nominations for our annual Us at our best awards and three officers recognised in **HM the King's Birthday Honours 2023**
- **Detective Constable Accelerated Entry Scheme** launched
- Became one of the first police forces to sign the **Pregnancy Loss Pledge**
- Introduced **new** combat-style **trousers**, hi-visibility blouson **jacket** and a choice of formed or unformed **body armour**
- Spent more than **£2.5m** on our estate, on 95 projects improving more than 60 sites for over 3000 of our people
- Won an award for **The Best Talent Strategy in the Public Sector**
- Received **797 enquiries** about career and volunteering opportunities with us since launching our recruitment app last August
- **606 employees** started with us in the last 12 months
- Set up positive action support groups to help those from under-represented groups reach their career aspirations



2.19. In July 2023, we invited our colleagues to give their feedback in the 'All People Survey' and share their views about what BTP are doing well, and highlight any issues that they think need to be addressed. We had a record response rate of 65%, an increase of 2% from the previous year. The survey found that 68% of people said they were proud to work for BTP, 66% knew how their work contributes to BTP's purpose and 69% said BTP is an inclusive place to work. However, it also showed that employees do not always feel that senior leaders across the organisation engender trust or put their team's work in context of our wider strategy. Our overall engagement index score was 56% which included results that stated that only 48% of employees would recommend BTP as a great place to work and only 43% felt they are part of One BTP. There is still work to be done to address concerns, but I am encouraged by our people's commitment to tackling these challenges and participation which is leaps and bounds

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ahead other Police Forces. For comparison, with the Metropolitan Police achieved a 49%, response rate, South Wales Police 27%, Devon & Cornwall Police 29%, and West Midlands Police achieved 10%. In comparison to other Public Services the NHS on average achieve 50%.

2.20. In 2023/24 we spent over £2.5m on estate works, completing 95 projects across 60 sites, benefiting over 3000 colleagues. This includes over £1.1m on major projects – such as a new station office at Sunderland and refurbishments at Leicester and Pontypridd – and over £860K under the Fitness for Purpose programme for 37 projects at 28 sites. We completed minor works totalling £560K including new fire doors and security entry systems, replacement boilers, ventilation and air conditioning units, data cabling, recarpeting and decorating, and bilingual signage at Cardiff, on top of this, our contractor Mitie dealt with 2,049 faults and repairs across 110 sites last year. It is important our staff work in acceptable conditions to enable them to undertake the roles we ask of them.

2.21. BTP's 2023 Gender Pay Gap Report reports that the gender pay gap has decreased for another year, making it six years in a row. With a mean gap of 3.56, previously in 2022 it was 5.74% and median gap of 8.54% compared to 2022 at 14.72%. The 2023 report states that 32.58% of employees were female, compared to 31.78% for the previous year. The female representation was 21.8% for police officers, which was a slight decrease on the 22.2% representation rate for the previous year. This remains a disappointing position and poor when compared to the national policing average of 34.7%²

2.22. In our second Ethnicity Pay Gap report, it highlighted a decrease in both the mean and median pay gaps for Black, Asian, and Mixed employees. While we have observed a rise in ethnic minority representation within police staff, our focus will be on improving the representation of ethnic minority officers. The 2023 Ethnicity Pay Gap Report established that overall, the mean and median pay gap of all ethnic minority groups has reduced this year. However, we need to be mindful that the small population sizes of the ethnic minority groups will impact on the calculation of mean and median salaries. White employees have the highest pay range in the upper, upper middle and lower middle quartiles. In contrast, Black employees have the lowest pay range across upper, upper middle and lower middle quartiles. Looking at other data such as the turnover, the turnover rate for ethnic minority staff exceeds the BTP baseline (13%) at 17%. Most leavers in this group (73%) were graded A003 – B004. This could indicate a lack of development or promotion opportunities for ethnic minority staff.

² [Police workforce, England and Wales: 31 March 2023 \(second edition\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2023-second-edition)

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2.23.

All Employees Ethnicity Representation by Percentage		
Ethnic Group	Numbers	Percentage
White	4022	82.2%
Asian	389	7.9%
Black	189	3.9%
Mixed	162	3.3%
Not stated	133	2.7%
Total	4895	100%

Officer Ethnicity Breakdown Comparison 2022-2023				
	2023		2022	
Ethnic Group	Numbers	Percentage	Numbers	Percentage
White	2755	86.7%	2900	86.0%
Asian	167	5.3%	190	5.6%
Black	77	2.4%	91	2.7%
Mixed	90	2.8%	102	3.0%
Not stated	88	2.8%	92	2.7%
Total	3177	100%	3375	100%

3. SIGNIFICANT EVENTS

- 3.1. BTP continues to work with industry partners and other forces to ensure full visibility in its response to planned protests across England, Scotland and Wales. BTP provided a significant response to planned protests relating to the Gaza-Israel conflict in an Operation named Op Overhand, known as Op Tarlac nationally. Initially, intelligence for the protests evidenced a large number of planned walking protests; however, as the protests continued, more intelligence revealed protest groups were targeting the Railway directly. BTP had to scale up its response due to planned protests moving from outside London. In response, we cancelled large numbers of rest day's to adequately police the protests. Operation Overhand is now currently being policed mainly as business as usual. A small number of pre-planned events have resources allocated. In the main, current protests tend to be splinter groups who have been attending larger scale events in cities and occasionally hold a balanced protest within railway stations. Since the last report on this matter there has been no disruption to services related to public protests.
- 3.2. ACC O'Callaghan and Insp Mullah Hoque were both called to give evidence regarding the implementation of the new specific to railway section 14a Public Order legislation which was used in response to the planned protests. This was the first time the offences using the 14a legislation was heard at court and could be seen as test cases for future prosecutions. The

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first court trial took place at Stratford Magistrates court at the beginning of June 2024. This was in relation to the mass protest at Waterloo which was part of the protests organised to target 10 key London hub stations. There has already been a high court judgement in relation to these powers and, due to this change, the defendants were found not guilty in this case. This is down to the use of the wording 'substantial disruption' and what that means in law. This was not a surprise judgement: only recently, the MPS has also lost a case in relation to the policing of protests.

- 3.3. During 2023/24 BTP recorded a 31% rise in hate offences, an additional 1,025 crimes. Whilst racially aggravated offences remains the highest proportion of hate crime at 71%, religiously motivated offences have increased significantly, specifically targeted at the Jewish and Islamic communities (270% (+186 crimes) & 135% (+81 crimes), respectively. BTP continues to work with industry partners and other forces to ensure full visibility to planned protest nationally.
- 3.4. BTP was a key partner to the Football Association for the major events held at Wembley due to the reliance on safe travel to events using the railway network. For many, the UEFA Champions League (UCL) Final was the highlight of European football's calendar, and this year the game returned to Wembley for a record eighth time. In addition to the match itself, which took place on 1st June 2024, additional events were organized in the lead-up to support and promote the tournament and London as a global city. BTP played a crucial role in policing the main and supporting events. Throughout the event, BTP worked with all relevant stakeholders to maximize safety and security across the railway network and its infrastructure, while minimizing community impact and maintaining public confidence. ACC O'Callaghan was in charge of this event, and BTP attended numerous stakeholder meetings, a multi-agency tabletop exercise, and appearances before Home Office and DCMS Ministers as part of the Government's reassurance process.
- 3.5. NHC (Notting Hill Carnival) 2024 planning is fully established internally and at multi-agency level. A command team is in place. A review of last year's multi-agency debriefs and partner debriefs took place to ensure relevant changes can be made. Whilst this is an established event for London, there is a significant drive for event organisers to provide more stewarding to lesser the policing footprint. Changes for this year's crowd management plan are being scrutinised. BTP are represented on all the relevant working groups and embedded in the decision making. BTP has a strong foundation for the tactical delivery of the BTP element as the Silver, Superintendent Ricky Twyford has been in situ for 6 years and therefore the tactical plan is mature. This is an excellent platform for the next generation of NHC Commanders for BTP and Superintendent Dom Ioannou has stepped in to shadow the event ready for transition to Silver Commander for 2025.

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4. TRANSFORMATION

- 4.1. The infographics below provide a summary of our key transformation programme - 'A Force on the Move'. The first graphic is a summary of major service improvements from 2022/23 onwards. The second is the overall portfolio summary of 'A Force on the Move'.
- 4.2. In line with the Strategic Plan, we have continued to focus on reassuring our partners and the public that we have used our budget efficiently and effectively in delivering the services they need. BTP has a strong track record of releasing savings and efficiencies through transformation. In the second year of our expansive 'A Force on the Move' change portfolio, BTP has delivered on promised cash releasing efficiencies for reinvestment to enable productivity, performance and wellbeing improvements to meet the delivery of our objectives.
- 4.3. Cash releasing savings to a value of £15m over the life of the strategy have been presented through structural reviews of Superintendent to Inspector supervisory ranks and their support functions and our Counter Terrorism capability which has also incorporated enhancements to our Exercise and Testing capabilities. In addition, BTP has identified cost avoidance savings of £0.45m through the streamlining of uniform services and our real estate footprint in Manchester. In line with the emerging Government Efficiency Framework, we have established a range of monetisable productivity savings through the delivery of technology solutions and service redesigns that has reduced the time spent by officers and staff manually gathering and collating information and removed bureaucratic time-consuming approvals. Lastly, the Every Penny Counts project has found £0.7m recurring savings.
- 4.4. The Transformation portfolio has focused on delivering our ambitious programmes of change within its envelope of investment, which has again come in on budget. It has sought to reinvest the cash releasing savings in a range of capability improvements summarised below that will optimise the securing of our objectives. This reinvestment also underpins the maintenance of a centralised change capability to ensure that transformation 'sticks'; a key theme in our all-people survey.
- 4.5. As highlighted in last year's report BTP needs to feel like 'A Force on the Move' and avoid doing little more than standing still with just cyclical investment. Therefore, the increase of £2m Capital per year from 2024/25 onwards (equating to an additional 0.8% additional funding uplift for the PSA in the next year), is welcomed to bring back into play a partial proportion of the improvement and upgrade initiatives. There are profiling challenges in later years, and we continue to explore where we can accelerate Transformation to maintain momentum. Chief Officers continue to prioritise and reality test the benefits of all new investments and we will continue to garner the support of the Authority to enable timely decision making surrounding the delivery of key projects.

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- 4.6. As a value driven organisation, we have progressed a new Strategic Planning Cycle that connects and aligns our strategy, intelligence and threat assessments, Force Management Statement (changes in demand), finance and workforce planning into one process. This presents an opportunity to support BTP/A in progressing expanded evidence-based decisions, and recommendations for every annual midterm financial planning cycle. This has for the first time included a Capability Review where all information, data and inputs are collated, comparing the capacity and capability of each corporate function against current and projected demand and emerging threat.
- 4.7. An innovative element of this new cycle has been the introduction of an internally developed Capacity Planning software tool, which has featured in the NPCC Police Productivity Review³, that indicates how operational demand is managed and what residual capacity we allow for proactive policing. Proactive policing covers a range of activities, such as high visibility patrols of crime and disruption hotspots led by data driven analysis, working with partners to prevent crime through a collaborative problem-solving approach, and management of people in crisis away from the railway to prevent disruption, and providing visibility and reassurance patrols where the fear of crime is high. A Strategic Hub is also under development to sustain our new Force wide integrated business planning cycle.
- 4.8. Aligned to our strategic planning, work has commenced to develop an Optimised Policing Model (OPM) programme that will balance our proactive policing hours across divisions so we can better tackle crime hotspots, increase public trust and confidence, and introduce opportunities for more of our people. OPM will look at Constables, Sergeants, and Police Community Support Officers across our frontline Divisions to see how we can optimally deploy the resources we have, taking into account the unique aspects of each division, including particular estate and fleet requirements. Our operating model must deliver what the public and our stakeholders require, whilst making sure we do the right thing by our people and reflecting our Value of being one BTP. This work will support the quantification of a monetisable savings opportunity to the value of £9.3m. Activity is being finalised to develop the capacity planning tool for our frontline PCSOs and Crime Command, to inform future business planning and optimised policing model work.

³ [Policing Productivity Review - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

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A Force on the Move - PORTOLIO ROADMAP

OFFICIAL ● Delivered ● Approved projects planned BAU Handover ● Unapproved (i.e. pre -business case / approvals)



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A Force On The Move: Key 23/24 Service Improvements and Changes Delivered or In Train

Complete the recovery of the asset base and put in place measures to protect it:

- Cyclical Investment- CCTV, TSU, forensics, cybercrime, E Div, etc.
- FHQ Data Relocation and Lithium Safe Batteries
- End User Compute finalised rollout of 4,500 laptops/desktops and 4,000 mobile devices
- Estates Fitness for Purpose and Sunderland, Pontypridd and Liverpool Rail House refurbishments.
- Electrification of first 80 EVs and Driver Training School income generation.

Specialist Capabilities Modernisation:

- CT Review £1.75m reinvested.
- Dogs Review delivers £477k for 24/25 reinvestment.
- New equipment to deal with CBRN threats

Enhanced Frontline Mobility

- Remodelled our virtual ID suite function to reduce reliance on HO Forces in England and Wales.
- Railway Guardian application now at 150,000 downloads and counting.
- Geospatial brand new intelligence and briefing app which provides officers with immediate and relevant briefings and intelligence.

Continue transforming our contact, crime and safeguarding functions

- Completed our structural and process adjustments in Justice, CCTV and Public Contact to create an integrated, high-performing function.
- ISO accredited forensic functions.
- Niche Intelligence Portal.
- Upgraded our DFU server to support our investigations

Building a stable, high performing Technology Department

- Fixing the Fundamentals to support BAU and a bright future of transformation.

Progress the journey to our new London operational hub

- Full Business Case approved by BTPA collaborative partnership with TfL including final designs.
- Approved the fallback control room and Ivason House refurbishment cases.

Continue to build on our partnerships

- Integrated Security and Policing Phase 2 expanding to include joint tasking with security and enforcement on the railways.
- Accelerating our BVLOS Drones capability.
- Progressing the National Enabling Programme to enable interoperability with Home Office forces and enhance security.

Empower and care for our staff and leaders

- Addressed trust and legitimacy risk through the rollout of new design Warrant and ID Cards.
- Completed installation of our Net Zero Carbon Software which will track our progress against our net zero strategy.
- Went live with our in-house Occupational Health clinics in the major accessible conurbations.
- Commenced implementation of our new Communications and Engagement structure, which improves management of social media and creates a centrally planned approach lending consistency and impact to our communications.
- We started our journey to integrated Systems by linking our people data into PowerBI.

Renew to ensure our capabilities are aligned to our priorities and objectives

- Layers and Spans £1.73m reinvested.
- New strategic planning process and capability review implemented.
- Strategic Hub approved to invest and build.
- Completed frontline Capacity Planning Tool (CPT) modelling to inform our financial plan and Optimised Policing Model programme.

Successful AFOTM Portfolio Delivery

- Capital budget delivered to cost and time again.
- Government Efficiency Framework compliant Benefits Management Strategy.
- GIAA/Mazars efficiency audit.

Legend: Delivered Approved and In Train

5. AUDIT, INSPECTION & SCRUTINY

- 5.1. **HMICFRS** – During 2022/23, BTP was inspected against His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Police Efficiency, Effectiveness and Legitimacy (PEEL) Inspection Programme, Vetting and Counter Corruption, and also participated in a national thematic inspection in relation to serious and organised crime.
- 5.2. 2023/24 in-year activity consisted of the implementation of recommendations following the publication of BTP’s PEEL, Vetting and Counter Corruption, and Serious and Organised Crime Inspection Reports. 2023/24 work has also consisted of the development of BTP’s next three-year plan for inspection activity. This is yet to be formally commissioned, however, it is anticipated that inspection activity will consider the below listed areas over the course of the next three years:

Timescale	Inspection
Q1 2024	Review of cause for concern and AFIs from Vetting & Counter Corruption Inspection
Q4 2024	PEEL Inspection (Phase 1) This would include the following areas of scope: <ul style="list-style-type: none"> • Investigation • Responding to the public • Culture & leadership • Prevention
Q3/4 2024	National Investigations & CPS Inspection
2024/25 (TBC)	National JESIP Inspection

2025/26 – 2026/27	Unannounced Custody Inspection
2025/26 - 2026/27	PEEL Inspection (Phase 2) This inspection would cover the remaining elements of PEEL: <ul style="list-style-type: none"> • Victim Service Assessment • Public Treatment • Organisational Assessment
2025/26 – 2026/27	Professional Standards Inspection

5.3. **IPCO** – In February 2024, BTP was subject to independent inspection by the Investigatory Powers Commissioner’s Office (IPCO) to assess compliance with the legislation and procedures governing the acquisition of Communications Data under Part 3 of the Investigatory Powers Act 2016 (IPA). IPCO determined that BTP has attained a **good** level of legislative compliance in this area and significant progress has been made in relation to the general safeguards when managing the material. In January 2024, the IPCO also undertook an inspection into BTP’s Covert Policing. At the time of writing this update we have yet to receive the final report and our assessment in this area.

5.4. **GIAA** – There were eight internal audits in 2023/24, this compares to the seven audits undertaken in 2022/23. Areas of audit this year were: Workforce planning; force on the move change management programme; health and safety; financial planning and efficiencies; contract management; major incident planning and response; physical security follow-up. The annual audit opinion remains “**moderate**”, meaning “some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.” We welcome the overall Internal Audit assurance rating and individual report findings, which support continued improvement in the BTP/A control environment.

5.5. Though the overall rating remains consistent with previous years, some areas received higher levels of assurance than others although all audit reports this year received a moderate assurance opinion. Contract Management and Health and Safety had been strengthened since the last GIAA audit as these areas were found to be well managed with good oversight.

6. PARTNERSHIPS

6.1. **Integrated Security and Policing Pilot (ISPP)** –The ISPP initiative has made significant progress across various areas. Daily huddles, initially piloted, are now part of regular operations in the original locations. These huddles facilitate communication and coordination among security teams. Improvements in participation by fringe teams have been implemented, ensuring a more comprehensive approach to security. Additionally, bimonthly Health Check meetings with the OICs of pilot sites continue, and finalization reports have been completed

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and socialized. A post-implementation review is pending to assess the overall effectiveness of the ISPP approach.

- 6.2. Building on the success of Phase 1 (ISP1), the complementary tasking of security and safety resources has evolved. This new approach emphasizes “route-based” huddles and clear task ownership. By strategically allocating resources, organizations can address current, emerging, and future priorities effectively. The focus is on enhancing collaboration and information exchange among relevant agencies to optimize resource utilisation.
- 6.3. Transport for Wales (TfW), actively participates in complementary tasking efforts. A BTP-chaired huddle serves as a platform for coordinating security and safety resources. During an inter-agency workshop, industry stakeholders expressed enthusiasm, and insightful exchanges occurred regarding scenario-based incidents. The necessary protocols, including ISA (Information Sharing Agreement) and DPIA (Data Protection Impact Assessment), have been signed off. Weekly huddles led by BTP involve collaboration with Silurian and Navigation Security services, ensuring a coordinated approach to security across TfW operations.
- 6.4. For GTR, In-person meetings between project teams, DOCU (Designing Out Crime Unit), and REO supervisors, (Rail Enforcement Officers) have clarified operational parameters and requirements. Locations such as Croydon, Purley, and Brighton are actively involved in shaping the approach. GTR management collaborates closely with BTP to direct resources effectively. The use of the Egress App for intel sharing is under review, aiming to formalize its role within the overall strategy.
- 6.5. Transport for London (TfL) also engages in complementary tasking efforts. In-person meetings with BTP NPT and TSEO (Transport Security Enforcement Officers) supervisors focus on improving performance, relationships, and awareness. Existing ISA protocols with TfL are under review by the BTP Information Management Unit, ensuring alignment with the evolving approach.
- 6.6. For the next steps of ISPP, a toolkit is in development to facilitate wider adoption of complementary tasking. This toolkit will provide a core structure, including the Operational Model and ISA, while allowing customization based on specific locations’ needs. Engaging with TOC/NR and alternative operational partners will promote the vision of ISP, leveraging successful pilot experiences for a national rollout.
- 6.7. **Policing Plan** - The Policing Plan, which aligns with the Guardian of the Railway Strategy, serves as the operational arm for delivery. Set in 2022, this three-year plan commits to an annual light touch review and refresh. The review focuses on shared priorities with BTP and its partners. As part of the 2023/24 review, local stakeholder events were conducted in September and October 2023 to validate existing priorities. Additionally, BTP’s Public Consultation 2022 identifies key policing priorities for the traveling public, while the Rail Staff

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Survey 2022/23 gauges rail staff concerns and confidence. The plan remains relevant in the broader policing context.

- 6.8. In the autumn of 2024, we embarked on the development of our new Policing Plan, designed to guide us through the remaining two years of our strategy until March 2027. This initiative was driven by our desire to leverage our newly aligned business planning process, which effectively integrates our strategy, policing plan, intelligence and threat assessments, Force Management Statement, and financial and workforce planning. This comprehensive approach aids us in making informed decisions.
- 6.9. In October 2023, we launched a passenger survey, followed by the Rail Staff Survey in March 2024. These surveys, with their newly designed questions, focus on understanding the needs of the railway staff community and how we, at BTP, can best support them. Our annual stakeholder events, scheduled for September, offer a valuable opportunity to receive firsthand feedback from the industry on their policing concerns.
- 6.10. We have also introduced our newly designed Force Performance Framework. This framework emphasizes outcomes over output and illustrates the 'golden thread' that connects our strategy with the performance of our activities. Our aim is to ensure that our new Policing Plan not only supports our strategic ambition but is also wide-reaching and flexible enough to address local issues. Collaborative work with our partners is crucial to achieving our shared priorities.
- 6.11. We view the Policing Plan as a joint development between BTP and the Authority. We encourage Authority involvement, particularly in stakeholder discussions during the consultation phase. This collaboration helps to demonstrate the alignment of force priorities, the best approach to addressing concerns with finite resources, and the importance of partnership working at the heart of our local delivery. The Policing Plan Working Group, which first convened on 8th May, has already made significant progress. Authority engagement and support throughout the development of the Policing Plan will be vital to achieving our 'new look' performance outcomes and moving away from the metric-heavy approach of the past.
- 6.12. **Visual Line of Sight (VLOS) Operations (Conventional Drone Use)** - In the past year, we've made significant strides in expanding our drone operations. Leveraging Safer Street Funding, we successfully extended our drone coverage into the Manchester area. This move enhances our surveillance capabilities and contributes to safer rail environments. Additionally, we've strategically deployed drones in Rugby, Wessex, High Speed 1, and the East Coast Main Line (ECML). These regions now benefit from aerial surveillance, improving incident response and overall security.
- 6.13. Our team of skilled pilots has grown. Across Kent, Sussex, Anglia, York, and Doncaster, we've trained a total of 43 pilots. These individuals play a crucial role in maintaining safety and

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preventing incidents. Furthermore, we've initiated the expansion of drone operations into Western regions, establishing posts at Reading, Bristol, Gloucester, and Plymouth.

- 6.14. We conducted a total of 2,413 flights, meticulously reviewing each one for safety compliance. Live deployments numbered 388, addressing real-time incidents and enhancing situational awareness. Operationally, our drones were deployed 1,025 times, covering an impressive total distance of 3,234 km.
- 6.15. The impact of our drone operations is tangible. In 112 incidents with a heightened risk of an individual being struck by a train, our drones potentially saved 121,804 delay minutes and an estimated £11.7 million for the rail network. Moreover, in at least 40 disruption-related incidents, our proactive drone deployments prevented train stops or cautions, resulting in no delay minutes or Schedule 8 costs. We've also collaborated with Home Office forces and other agencies during 26 live-time incidents, providing crucial aerial support.
- 6.16. **Beyond Visual Line of Sight (BVLOS) Operations (Project Falcon)** - Project Falcon aims to explore beyond visual line of sight (BVLOS) operations. We are seeking to exploit the unique airspace provided by railway corridors in the UK. By extending visual line of sight trials beyond 500m, we're pushing the boundaries of what drones can achieve. We note that, to incorporate this project in the Investment Plan, we had to make the challenging decision to deprioritise the northern firearms hub project.
- 6.17. We're testing the concept of DFR (drone as first responder) using "drone-in-a-box" technologies. Freight depots, such as Hoo Junction, have been identified as potential sites for this innovative approach. Additionally, we're crafting a new operational safety case for Civil Aviation Authority approval. This case will allow us to utilize winged drones remotely around railway lines, proactively and reactively addressing route crime and vulnerability.
- 6.18. Project Falcon has a dedicated team, funded through FoTM. Their focus is on exploring BVLOS capabilities, ensuring safety, and advancing our drone operations.
- 6.19. **Ministerial and Government Engagement** - During this year I have regularly met with Rail Minister Huw Merriman to update on BTP's work, performance, and pertinent topics. In April, the Minister visited BTP Force Headquarters to speak at an industry cyber resilience event and to learn about the joint work taking place in this area. He also attended a Small Talk Saves Lives event with BTP representatives in February at King's Cross Station. Transport Secretary, Mark Harper is also strongly supportive of BTP and visited officers at Manchester Piccadilly in November to learn about the unique demands of the area and the policing challenges posed by recent protests.
- 6.20. BTP also engages with the Shadow Rail Minister Stephen Morgan. Mr Morgan met with officers (and a police dog) in Waterloo Station in January, where he was given a tour of the

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station from a BTP perspective; officers explained how a new section of bars and restaurants was creating new demand for BTP. Our divisional officers often engage with MPs in their constituencies as well. Supt Darren Malpas and his team have been working with Croydon MP Sarah Jones, the Metropolitan Police and local schools, attending roundtables where they discuss local, collaborative solutions for tackling robbery and knife crime in the area.

- 6.21. I meet quarterly with Network Rail Chief Executive Andrew Haines, with a focus on disruption on the railway. As well as regular engagement with TfL’s senior team, I also meet with Deputy London Mayor for Transport Seb Dance periodically. This year, Seb has met separately with BTP business leads on Live Facial Recognition and data-sharing with TfL and is widely supportive of BTP’s plans. Seb also attended BTP’s Us At Our Best Awards where he met officers and heard stories from the frontline, as well as the commendable reasons for why they’d been nominated.
- 6.22. There is frequent engagement with Train Operating Companies, both between myself and TOC Senior Leaders, but also at a divisional level with TOC Security leads.

7. PEOPLE

- 7.1. **Establishment** – We ended 2023-24 with 4850.7 (FTE) Officers, PCSOs and Police Staff employed, which represented an increase of 63.7 compared to the start of year position. The year end strength was 10 FTEs above the affordable level for 23/24 and is 84 FTE below the 24/25 affordability level of 4,935. This was achieved despite our pause on recruitment (required to bring down the forecast 23/24 overspend at the direction of the BTPA) in October 2023, which resulted in us cancelling several officer intakes and pausing staff appointments leading to 47 fewer officers joining us during the year. Our end of year position was strengthened due to our lower than expected leaver numbers – we saw 474 colleagues leave the organisation, which was the lowest number of leavers since 2020-21.
- 7.2. For our 2023/24 end of year PDR (performance development reviews) we achieved an impressive 99.8% Force wide completion rate – compared to 94% for 2022/23. We are also providing Line Managers with Proactive Performance Management Masterclasses to support them in setting meaningful objectives and encourage personal development.
- 7.3. Unfortunately, we still have a disparity in relation to how we rate our talent within our workforce who identify as Black or from Black Heritage – 36% of our Black colleagues are rated as performing above their role, compared to 53% for our White colleagues and 49% for our Ethnic minority colleagues. The launch of our Black Talent Development programme on 14th May 2024 aims to address the imbalance and build confidence and provide support where needed.

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- 7.4. The Occupational Health (OH) Futures project outlines our aim to provide a professional and quality driven OH service for our people by increasing the OH service delivered by internal BTP clinicians who are well trained, embedded within divisions via a business partner model and who understand the needs of BTP and our people. Investment was identified in OH resourcing and facilities to support the project realisation. In December 2023, the OH provision was internalised seeing an increase in the OH establishment from 9 to 15 supported by a part time OH physician; with OH clinic facilities in six locations across BTP infrastructure. We are now able to offer nearly 200 clinic appointments per month alongside remote case management with OH Advisors aligned to our divisions increasing visibility, support and OH knowledge. Formal and informal feedback from our people using the service is very positive and recognises the improvement in quality, efficiency and timeliness of appointments.
- 7.5. There remain some challenges, one of which is recruitment to the OH posts reflective of high national demand in all sectors for specialists in OH. BTP have reviewed the employment terms for this employee group to ensure that we remain competitive. We have developed a new role of OH Practice Nurse recruiting Registered Nurses who wish to develop and train in the OH speciality. We are committed to providing continuous professional development to support the needs of the service and the team.
- 7.6. To further support our employees to remain well and healthy, in April we relaunched the Employee Healthcare Funding applications where our employees supported by their line manager can apply for funding for medical interventions where there are delays in accessing NHS treatment that is impacting on their work. We have already been able to support two individuals to access treatment.
- 7.7. BTP's TDR (recuperative and adjusted duties) as of April 2024 was 6.27% of available deployable police officers, compared with the Home Office force median average of 8.9%⁴. Our sickness absence and TDR combined is 10.96% of available deployable police officers, compared with the Home Office force average of 12.7%. We have taken a lot of positive action to improve the number of Officers and Staff on TDR, including placing control of TDR under the Crime Standards Board ensuring all work activities focus on crime fighting. Additionally, the data has been made readily available for C/Supts and Heads of departments to have a clearer overview of TDR within their Command.
- 7.8. **Representation** - A particular area of focus is that the representation of females at 32% (Police Staff and Officers) which has increased slightly this year (+1%) but it is still the second lowest against Home Offices Forces. The initiatives introduced are seeking to address this and we are determined to increase female representation in all areas. We are in the process

⁴ The Policing Productivity Review p.33-34

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of reviewing our Inclusion and Diversity strategy which will review the deliverables to help drive an increase in female representation. We continue to progress the 'HeForShe' initiative and to improve equity for our women with the support of our male allies. Our Positive Action Team will reinvigorate their work with recruitment to maximise our opportunities to recruit, retain and promote from a diverse group of people.

7.9. We are now beginning to see the impact of our continued hard work to recruit female officers and staff and under represented ethnicities, In January 2024 Intake 141, total of 19 Officers had 9 females, a near 50% representation and 5 ethnic minority candidates, we still have a long way to go in improving our representation but this shows promising progress.

7.10. We are planning the phase two of our Police Race Action Plan (PRAP) following the good achievements made from year one, which include the introduction of the Black Talent programme, PRAP training for new recruits, improving our external scrutiny, enhanced data to better understand disproportionality and moving into 'reform' to progress BTP into an anti-racist organisation. Our senior leaders are readily engaging in the workstreams to ensure that the principles are ingrained in the aspects of everything we do. The new framework for external scrutiny is well underway with professionalisation of the process and targeted approach to recruitment to ensure we obtain diversity and independence to improve trust and legitimacy (this will include the Lived Experience Group, Community groups and Youth Independent Advisory (IAG).

7.11. **Professionalism** –The Professional Standards Portfolio continues to be one of growth however with good planning and effective use of the Force Management Statement, resources have been allocated to meet demand.

7.12. We have seen continuous improvement in complaint handling over the last 18 months and BTP has one of the lowest levels of complaints of any force nationally. The Complaints resolution team are highly effective in complaint resolution and the IOPC statistics demonstrate that we are better than the national average in all areas. The Complaints Resolution Team have the capability to deal with complaints quick time, facilitating early resolution to low level complaints through the remittance of Reflective Practice. BTP's disposal rate through the use of Reflective Practice is 13% compared to 3% nationally.

7.13. While suspensions and restrictions are currently higher than last year (34 Suspended and 19 restricted) a significant number (22) can be attributed to two 'WhatsApp' investigations. Once these are resolved we will return to a similar number of suspension and restrictions as the previous year.

7.14. Our performance at Gross Misconduct Hearings including Accelerated Hearings is high. In 2024 all officers who have attended a hearing have been dismissed. For the 2023/24 financial

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year our cases proven at gross misconduct was 95% which incorporates our Standard and Accelerated Misconduct Hearings. During this period there was a total of 25 Standard Track Hearings and 6 Accelerated Misconduct Hearings. xx

7.15. We continue to hold the ISO 9001 accreditation for our vetting team and the service that the team deliver gives us significant reassurance. As a result of the Historic data wash, where all officers, staff and volunteers had their vetting status reviewed. We returned a low level of results which was further reassurance. Vetting revocation has also returned to minimal levels following this activity.

7.16. We are now a year into the Casey Review into the Metropolitan Police Service and the Angiolini Part One report has now been published. BTP reviewed its position on each of the recommendations at the time and we continue to monitor progress to ensure the learning is embedded. From the Angiolini report, a number of the recommendations relating to vetting and professional standards areas have already been implemented, including a high level of vetting for transferees and professional rigour in vetting decisions. We are again one of only a few forces to revoke vetting and exit individuals from the organisation using the Unsatisfactory Performance Regulations for officers and staff. Of those that we have exited from BTP there have been no successful appeals. We await the publication of the Angiolini Part Two Report which will focus on the risk of recurrence across policing, investigating police culture, and to address the broader concerns surrounding women's safety in public spaces.

7.17. I have previously updated members on the actions of the racist and corrupt former BTP Detective Sgt, Derek Ridgewell, who was jailed in the 1970's. A gold group is in place to establish if there are any other potential miscarriages of justice, and we are linked in with the CCRC (Criminal Cases Review Commission) to take swift action should we uncover any further cases.

7.18. In my commitment to doing the right thing and showing that we care, I felt it was right to meet with the families of Saliah Mehmet and Basil Peterkin, two victims of Ridgewell. Both men died before they were declared innocent this year during a hearing at the Royal Courts of Justice, during which their convictions were finally quashed. Their lives and the lives of their families present at the meeting were unimaginably damaged following their wrongful convictions and custodial sentences served as a result of Ridgewell's corruption and dishonesty. I was able to reassure them that the BTP of today which I am extremely proud to lead, bears no resemblance to the organisation of 50 years ago, when systemic racism played a role in the culture of BTP, as it did across many parts of society.

7.19. PSD continue to deliver a large number of training inputs across BTP. They attend every Sergeant and Inspector course and the Deputy Chief Constable also gives a professionalism input personally to each Sergeant course. As the new code of ethics is embedded in all forces

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there is a need for some national coordination to ensure that a consistent 'right message' is given to new supervisors in all police forces to give consistency.

7.20. PSD in BTP have had an additional £1.1m investment and are able to perform to a high standard. This is critical in order to ensure the legitimacy of BTP and wider policing. Our new PSD Prevent Team will be looking to stop officers and staff progressing to gross misconduct by working with individuals, teams and specific locations identified to educate and promote early intervention to prevent matters escalating and make sure supervisors are aware. We have worked with the University of Cambridge to develop an algorithm that highlights key behaviours.

7.21. We are now facing a period of change to the misconduct regulations and are working with the BTPA to ensure that the regulations that we choose to adopt ensure BTP keeps those that work for us. This includes the use of an independent panel of the Legally qualified chair and independent member together with a senior police officer / staff member. As outlined elsewhere our success rate at a hearing is significant. We will also be looking to adopt some further regulatory changes.

8. Concessionary Travel

8.1. As I updated in my last Paper, concessionary travel has been highlighted through our All People Survey as one of the most important benefits that we can offer to attract and retain both officers and staff. BTP is often competing with other organisations who can offer better salary and benefits to their staff, often with free or subsidised travel being a major benefit, particularly those employed within the same railway sector. However, our employee travel arrangements are complex, inconsistent, inefficient, and challenging to administer.

8.2. Following supportive discussion with DfT Ministers, BTP were invited to send a note to DfT setting out our proposals in this area which are for all police officers, Special Constables and PCSOs to be provided with free travel on production of a warrant card for police officers and Special Constables, or Identity Card for PCSOs, which they would be obliged to show to rail staff when travelling on or off-duty. For police staff it is proposed that they are provided with the same travel benefits as rail staff, that is a 75% leisure travel discount and a 75% reduction on season tickets.

8.3. My team have carried out a great deal of work during the last quarter with the RDG and DfT to reach an agreed position on the value of potential lost revenue to the rail industry. I was due to meet with the Rail Minister on 21st May to confirm his position however, due to the announcement of the General Election this meeting had to be cancelled and as Huw Merriman

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has decided to stand down as an MP it is inevitable that there will be a new Rail Minister following the election.

9. Medium Term Financial Plan

- 9.1. The 2023-24 budget position was challenging. This was the result of £9.5m unbudgeted pressures which were known from the start of the financial year as well as the impact of inflation.
- 9.2. The 2024-25 MTFP proposal was far more considered, joined up and strategic than has ever been the case previously. For the first time, BTP's proposal was able to bring financial, operational, business and efficiency planning together, in an approach that was truly data-led. The Director of Corporate Development led the application of a groundbreaking Capacity Planning Tool (CPT) a piece of internally developed software that showed how operational demand is managed and what residual space could be built in for visible, proactive work.
- 9.3. The CPT identified, based on the number of officers deployed across Network Policing and the volume and type of reactive demand they will face, how much time can be allocated for proactive policing. This enabled the development of a financial strategy based upon common currency. Featured in featured in the NPCC Police Productivity Review, the CPT is widely regarded as the most advanced demand forecasting tool available to policing in the UK.
- 9.4. As we continue to refine the CPT our ability to make evidenced based decisions will increase dramatically, and with that refinement BTP's ability to match operational and business demand with financial investment where required.

10. CLOSING REMARKS

- 10.1. 22 March 2024 marked my three-year anniversary at BTP and I am still incredibly privileged to be entrusted to lead BTP. Getting out to nearly all BTP posts across three countries over the last three years has enabled me to witness first-hand the breadth of our work and the incredible impact our people have within the communities we are proud to protect.
- 10.2. We are a Force on the move, we know who we are and what we want to achieve. We have come a long way and much of the change we have made has come directly from our people who are passionate about delivering the best service they can to the railway and its communities.
- 10.3. Looking forward I'm excited with this year's transformation programme which will ensure we have the right people in the right places to create a hostile environment for criminality, protect the vulnerable, reduce disruption and ensure that we are visible to those using the railways. I'm excited about our move to our new London Hub at Buckingham Palace Road. It will be a modern and inclusive building with some exciting technology. We are expanding our

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

technology growth even further as we push boundaries by exploring drones to fly beyond visual line of sight to improve our joint response with the railway industry to incidents which cause disruption. I believe the railways should be the foundation for drone highways.

10.4. There is work to do before we fully achieve our vision, but we are in a very good place, with a strong ambition particularly around data, technology, minimising railway disruption, inclusion and caring for our people. I'm proud to be continuing this journey with BTP as we work every day to ensure the railways are safe, the vulnerable are protected, disruption is reduced and a hostile environment for criminality is created.

11. RECOMMENDATIONS

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

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Report to: Full Authority
Date: 25 June 2024
Subject: Chief Executive's Report
Author: Chief Executive
For: Information



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BTPA Goals

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

Purpose of paper

To update and inform Members of current issues and activity relevant to the British Transport Police Authority. This paper retains the format of BTPA Goals in use prior to the Board Development Day on 31 May 2024. They will be revised for future updates.

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

1.1 2023/24 Financial Performance

The final overspend for 23/24 edged up again in the last period to £9m. This did not include the additional impact of the 7% Pay Award nor Operation Overhand costs which were both funded separately. This picture was reported to Finance, Legitimacy and Performance Ctee on 15 May 2024 and is reported again into today's meeting of the Full Authority.

1.2 Annual Report and Accounts for 23/24

The Annual Report and Accounts are before today's meeting, having been considered by Audit, Risk and Assurance Committee last week. That Committee will have a chance for a final look in the first week in July. My thanks to BTP and BTPA colleagues for getting us ready in time to lay before Parliament before the end of July, should election ramifications and Parliamentary time permit.

1.3 Finance Oversight

Sarah Church's paper of 30 January 2024 outlined measures to be taken to assure Members (and Department for Transport) of enhanced financial oversight to avoid a repeat of last year's significant overspend. Implementation of these changes remains a work in progress. Rubeela Qayyum has picked up this work again while Sarah is on maternity leave. This meeting has before it reporting from P1 (end April) of the current financial year. This is still not as timely as I would like but it is an advance on previous years as is the fact that the Full Authority has a chance to scrutinise in-year financial performance rather than leaving this solely to the Finance, Legitimacy and Performance Committee.

1.4 Staff Pension Scheme Valuation – December 2022

After a small hiccup immediately prior to the March Full Authority meeting, we have now agreed a valuation for the Staff Scheme with the Trustee. This will result in around £1m annual saving for BTP alongside reductions in staff contributions. The 60/40 employer/staff split is preserved.

1.5 Regional dinners

The Chair and Tricia Hayes hosted a small but successful dinner with rail and policing partners, the Chief Constable and local BTP leaders in Leeds on 9 May. We plan another such occasion in Glasgow in September.

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1.6 New Cost Allocation Model

Following the breakfast briefing on 14 June, there is a further chance for discussion of the new Cost Allocation Model today. Our aim is to update the industry on our final plans over the summer and to bring a final decision to the Authority at the end of September. The biggest risks to successful implementation for 2025/26 seem to be DfT/rail industry indifference with possibly some pockets of active resistance.

1.7 Manchester Arena legal proceedings

With BTP, I continue to receive periodic updates on the progress of various legal proceedings which may or may not involve BTP. I promised Members an update earlier this year and this is now overdue, albeit that none of these proceedings are moving fast.

1.8 Live Streaming

We are having a second attempt at this meeting to live stream proceedings. Our ambition is to have more people in the room than last time and to iron out some of the wrinkles which affected the last meeting. I am conscious some Member queries, including about costs, remain outstanding.

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

2.1 Misconduct and Vetting

At the last meeting, the Full Authority agreed a direction of travel over Tranches 1 and 3 of the Home Office Dismissals Review. Home Office plans to proceed with Tranche 2 before the Summer Recess did not survive the calling of the General Election. Our next steps have been delayed by the need to tender for the legal help in drafting Regulations for BTP. This is fortuitous in that it means there will be time to see how the dust settles on this series of half completed reforms after the Election and before we finalise our plans. In the meantime, I am writing to BTP's list of Legally Qualified Chairs and Independent Panel Members to update them on our plans. We have a tentative plan to hold a further awareness session for them in the autumn (we have done similar for the last two years).

2.2 Travel Concessions

The Election has stalled progress on the introduction of concessionary travel for officers and staff. DfT have taken the opportunity to press BTPA for a decision on the scope of such a scheme and how it is to be funded. A preliminary discussion was held at the Appointments, Remuneration and Appraisal Committee last week. This topic is likely to be one we need to put before the Full Authority soon, particularly in as far as BTPA is asked to

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suggest a solution for dealing with the likely costs of such a scheme (around £1m a year for officers and PCSOs, or £3m a year including Police Staff).

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

3.1 BTP Operational Performance

A reminder that operational updates are provided monthly on Board Intelligence for Members to review. This is in addition to the standard agenda item at each Full Authority meeting and the deeper quarterly chance to review performance for Finance, Legitimacy and Performance Committee Members.

3.2 Policing Plan

The Authority approved the Policing Plan for 2024/25 at its December meeting and we published a user friendly version of this plan in April to enable partners to understand our plans and hold BTP to account.

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

N/A

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

N/A

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

6.2 Optimised Policing Model

BTP continue to progress with the development of their Optimised Policing Model which formed the basis of the MTFP award last December. Members will have the chance to learn more at a breakfast briefing in July.

7. Staffing

7.1 Just to confirm that Rubeela Qayyum returned as maternity cover for Sarah Church on 2 April.

7.2 Katie Stanton has moved to a new role in BTP's External Relations. She

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will retain some responsibilities for BTPA and will help us ensure other BTPA communications needs are met by her new colleagues in BTP.

8. Decisions between Scheduled Meetings

Serial A047 / Business Case – PC Entry Routes [3 April 2024]. Members approved entering into a contract to aid delivery of three separate entry routes for PCs, albeit any charging decisions would be subject to wider financial considerations.

Serial A048 / Heads of Terms – Blundell Street [10 April 2024]. Members approved updated Heads of Terms for Blundell Street, London, N7.

Serial A049 / Establishment of BTPA Group Personal Pension Plan Governance Committee [26 April 2024]. Members approved the establishment, terms of reference and initial membership of a BTPA Group Personal Pension Plan Committee to oversee the new Staff Defined Contribution Pension Scheme.

Serial A050 / BTPA Board Effectiveness Review 2024 Member Questionnaire [29 April 2024]. Whilst not strictly a decision between scheduled meetings, for completeness Members will note they undertook a questionnaire exercise in support of the Board Effectiveness Review 2024.

Serial A051 / BTP Staff Pension Scheme Valuation 2022 [10 June 2024]. Members approved the Trustee’s preferred approach to the 2022 Actuarial Valuation of the BTP Shared Cost Section of the Railways Pension Scheme.

Serial A052 / Full Business Cases – Ebury Bridge and Ivason House [Pending at time of writing]. Members are scheduled to reach a decision on the Full Business Case for two elements of the London Estate Programme by 21 June 2024.

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

Items in italics have been added since the March 2024 meeting

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

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March 2024	June 2024	26 September 2024	5 December 2024
Standing Items			
Minutes	Minutes	Minutes	Minutes
Committee Minutes	Committee Minutes	Committee Minutes	Committee Minutes
Actions	Actions	Actions	Actions
Strategic Risk Register Q3 23/24	Strategic Risk Register Q4 23/24	Strategic Risk Register Q1 24/25	Strategic Risk Register Q2 24/25
Policing Plan Performance Q3 2023/24	Policing Plan Performance Q4 23/24	Policing Plan Performance Q1 24/25	Policing Plan Performance Q2 24/25
	<i>Financial Performance</i>		
Inclusion and Diversity	Inclusion and Diversity	Inclusion and Diversity	Inclusion and Diversity
Chief Constable's Report	Chief Constable's Report – BTP Annual Report 23/24	Chief Constable's Report	Chief Constable's Report
Chief Executive's Report	Chief Executive's Report	Chief Executive's Report	Chief Executive's Report
Workplan	Workplan	Workplan	Workplan
Planned Items			
Management Assurance Return 2023/24	Draft Annual Report and Accounts 2023/24	TfL/TOCs Final Outturn vs Budget	Budget and Medium-Term Financial Plan
<i>BTP Misconduct Panels</i>	Code of Governance Refresh 2024 ¹ including Capital Projects Thresholds Review ² and amendments to Committee terms of references	Q2 Financial Position / Medium-Term Financial Plan Update	Policing Plan Annual Review
<i>Staff Pension Valuation 2022</i>	Board Effectiveness Review and Action Plan 2024		
	<i>Establishment of a Policing Plan Working Group</i>		
	New Charging Methodology Update		
	<i>Thematic: Disruption</i>		

¹ Full Authority Action 15/2023: A Member acknowledged that recruitment was tightly controlled within the Force under the aegis of the Strategic Workforce Plan, but nevertheless encouraged the Force and Executive to review whether, in any further revision, that there should be reference to recruitment within the Code.

² Full Authority Action 17/2023.