

[26 March 2024] Agenda Pack / Full Authority

MEETING
26 March 2024 11:00 GMT

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20 March 2024

WEBSITE

Agenda

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

Date
26 Mar 2024

Time
11:00 GMT

	Item	Owner	Time	Page
1	Apologies	Chair	11:00	-
2	Declarations	All		-
3	Minutes	Chair		4
4	Actions	Chair		26
5	Strategic Risk Register Q3 2023/24	Chief Executive	11:15	29
6	Policing Plan Performance	Deputy Chief Constable	11:30	43
7	British Transport Police Misconduct Panels	Chief Executive	11:45	47
8	Management Assurance Return 2023/24	Chief Financial Officer	12:05	55
9	Valuation of the BTP Shared Cost Section of the Railways Pension Scheme as at 31 December 2022	Chief Executive	12:20	58
10	Chief Constable's Report	Chief Constable	12:35	65
11	Chief Executive's Report	Chief Executive	12:50	72
	Lunch		13:05	-
12	Committee Minutes		13:20	-
12.1	[Background Pack] Full Authority Board Development Day / 30 January 2024	Chair		-
12.2	[Background Pack] Strategy and Planning Committee / 14 February 2024	Chair Strategy and Planning		-
12.3	[Background Pack] Finance, Performance and Legitimacy Committee / 15 February 2024	Deputy Chair Finance, Legitimacy and Performance		-
12.4	[Background Pack] Scottish Railways Policing Committee / 5 March 2024	Chair Scottish Railways Policing		-
12.5	[Background Pack] People and Culture Committee / 7 March 2024	Chair People and Culture		-
12.5.1	Health and Safety Annual Statement 2023/24	Chair People and Culture	13:50	78
12.6	[Background Pack] Audit and Risk Assurance Committee / 11 March 2024	Chair Audit and Risk Assurance		-
12.7	[Background Pack] BTPA Strategic Independent Advisory Group / 12 March 2024	Head of Legitimacy and Performance		-

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	Item	Owner	Time	Page
13	Workplan	Head of Governance and People	14:00	109
14	Any Other Business	All	14:05	-
	Private Session			-
15	Business Cases	Chief Executive	14:10	-
15.1	Contract Variation – Storage Area Networks (SAN)			111
16	Meeting Evaluation	All	14:25	-

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Minutes

Full Authority

Tuesday 5 December 2023 at 11.00am at British Transport Police Force Headquarters, 25 Camden Road, London, NW1 and via Microsoft Teams

Present:

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

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Sarah Church (Chief Financial Officer)
 Kate Carr (Project Director)
 Susan Kohler (Head of Governance and People)
 Lynsey Luthra (Risk and Assurance Manager)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Lucy D'Orsi (Chief Constable)
 Mike Furness (Chief of Staff)
 Alistair Sutherland (Deputy Chief Constable)
 Sean O'Callaghan (Assistant Chief Constable)
 Charlie Doyle (Assistant Chief Constable)
 Rachael Etebar (Director of People and Culture)
 Clare Conie (Deputy Director of People and Culture)
 Allan Gregory (Assistant Chief Constable)
 Steff Sharp (Director of Corporate Development)
 Richard Dronfield (Deputy Director – Decision Support)
 Karen Wiesenekker (Head of Strategic Diversity and Inclusion)

Dom Ioannou (Staff Officer to Chief Constable)
Rob Olatilu (Inspector)

External

Stuart Cowan (BTP Federation)
Chris Horton (Superintendents' Association)
Mark Marshallsay (BTP Federation)
Robert Sanford (Department for Transport)
Abdul Elghedafi (BTPA Member-Designate)
Brian Lynch (BTPA Member-Designate)
Tricia Hayes (BTPA Member-Designate)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 26 September 2023 be approved.

Actions

Agenda Item 4

4. Members considered a report on actions arising from previous meetings and the following points were made.
 - a. **Action 6/2023 (External Scrutiny)**. Members directed that this action be delegated to the Performance and Delivery Committee.
 - b. Members agreed that Action 19/2023, Action 20/2023, Action 21/2023, Action 23/2023 and Action 24/2023 could be closed.
5. **RESOLVED**, that the report regarding actions be noted.

Strategic Risk Register Q2 2023/24

Agenda Item 5

6. Members considered the Strategic Risk Register Q2 2023/24, and the following points were made.

- a. Members noted that the Legitimacy Risk was Red and would be subject to a joint deep dive by the Performance and Delivery Committee and the People and Culture Committee in January 2024.
- b. Members noted that the parameters of the Income risk – formerly Financial Planning and Control – could be refreshed and revised when the Strategic Risk Register was refreshed for 2024/25 (Action 25/2023).

7. **RESOLVED**, that the Strategic Risk Register Q2 2023/24 be noted.

Police Plan Performance Q2 2023/24

Agenda Item 6

8. Members considered a report regarding Policing Plan Performance Q2 2023/24, and the following points were made,
 - a. The Deputy Chief Constable noted a year-on-year increase in violent crime, and his concern regarding high harm crimes e.g., robbery, with an 88% increase in robbery in the B Division area.
 - b. The Deputy Chief Constable continued, noting the Force's Charge rate was its highest albeit offset by the scale of offences. The Force had some success on sex offences in terms of the Charge rate achieved. The Force's Solved rate was being diluted by the volume of offences e.g., theft of passenger property.
 - c. The Deputy Chief Constable noted an increase in assaults against rail staff and officers. Moreover, there had been an increase in suicides on the network which had contributed to an on-year increase in Disruption.
 - d. In response to a question regarding Disruption, the Deputy Chief Constable noted that senior duty officers had been introduced into control rooms from the beginning of September 2023 in order to make a judgement on an appropriate point from which the Force was responsible for a Disruption incident, and when the location in question could be handed back to the operator.
 - e. The Deputy Chief Constable added that there had been an increase on Stop and Search disproportionality albeit a corresponding increase in outcomes during Q3 23/24.
 - f. The Deputy Chief Constable concluded by highlighting that the operational commitments to Op OVERHAND was affecting the Force's business-as-usual policing activity.

- g. In response to a question, the Deputy Chief Constable replied that the Force's Criminal Justice function was performing well – 18 months prior it had been at the bottom end of Home Office metrics but was now at the top end. The Force was charging more high harm offences than ever before, with Crown Prosecution Service turnaround times improving albeit set against a high Force caseload volume.
- h. In response to a question, the Deputy Chief Constable replied that the Force response to assaults against rail staff was being assisted through receipt of increasing Body Worn Video evidence. Thankfully, whilst any assault was unacceptable, 49% of staff assaults were at the lower end of the spectrum. 6% of assaults were deemed serious. The increase in assaults was likely driven in part through greater staff/officer interaction at station gate lines through the Integrated Security and Policing Pilot albeit one barrier to Charging was a tendency of those making reports to fail to support any investigation.
- i. Members discussed the failure of rail staff to support assault investigations and noted that, whereas rail employers were supportive of investigations, more work remained to be done on roll-out of Body Worn Video by industry. It was also crucial to involve industry line managers as early as possible in any planned prosecution to encourage continued support.
- j. In response to a question regarding the increase in robbery on the London Underground, the Deputy Chief Constable noted that the Force had discussed issues including intelligence sharing and joint tasking with Transport for London at a workshop on 4 December 2023. Whereas the Force was keen to focus on crime prevention, it was difficult to do so without discouraging passengers from using transport networks through fear of perceived crime.
- k. In response to a question, the Deputy Chief Constable noted that the Force had secured a high number of prevention orders to keep persistent offenders off the rail network. More work was required in partnership with stakeholders to address crime.
- l. The Chief Constable commented that the Force's recent recruitment freeze had affected proactivity and visibility of officers, with a corresponding impact on levels of crime. The Chief Constable highlighted within this the increased Solved rate. On acquisitive crime she noted her desire to work more closely with Transport for London to better establish whether theft of passenger property was genuine crime or simply lost property.
- m. In response to a question, the Deputy Chief Constable acknowledged that officer body-worn video should mitigate against officer assaults through providing evidence for prosecution. Some administrative work was

required within the Force to ensure Niche was updated effectively, as well as test what was reported by officers on what occurred during arrests.

- n. In response to a comment from the Chief Executive, the Chief Constable replied that some of the increased crime figures were reflective of improved confidence in reporting. There had been, in her view, an unhealthy acceptance of criminal behaviours on the rail network for a long period of time and she was in favour of persons now coming forward to report those behaviours.
- o. The Deputy Chief Constable concluded discussion by noting that the Metropolitan Police dealt with more robberies on one month that the Force did in one year.

9. **RESOLVED**, that the Policing Plan Performance Report Q2 2023/24 be noted.

Operation OVERHAND Update

Agenda Item 7

10. Members considered an update report and associated PowerPoint presentation regarding Operation OVERHAND (BTP Response to Israel-Hamas Conflict) and the following points were made,
- a. The Assistant Chief Constable introduced the report and noted the Force's long corporate experience in policing protest and highlighted the recent Public Order Act 2023 and its new powers for policing of infrastructure.
 - b. The Assistant Chief Constable continued, noting that the new concept of sit-down protests in stations had reached the UK on 28 October 2023 with Sisters Uncut protesting at London Waterloo. Since that time, 72 similar protests had taken place across the UK.
 - c. The Assistant Chief Constable added that the recent rounds of protests had involved more passengers sat down at stations than protestors. As the level of protests had increased, the Force had been subject to scrutiny from industry, the media, and government ministers. Scrutiny had included questions around to what extent the Force was using new powers, and existing byelaws.
 - d. The Assistant Chief Constable noted that most intelligence was secured via protestors' call to arms via social media or leafleting.
 - e. The Assistant Chief Constable noted that the Public Order Act 2023 Section 16 (amending Public Order Act 1986 s14) (assemblies and one-person protests) provided new preventative measures for use by police, albeit with a high bar for authorisation given that unlawful assembly must be considered likely. The Force had decided to test these measures in practice

and had been asked by the College of Policing to provide any guidance the Force drew up in support of this exercise. Generally speaking, the process involved the GOLD Commander making a submission to Ministers that provided supporting intelligence, feedback from landowner, the proposed prohibition order, maps of affected area, and the notices that would be handed out. Experience to date was that each order took a day to draft, and a day to be signed off by Ministers.

- f. The Assistant Chief Constable noted the difficulty of removing protestors given the required ratio of officers. This meant the Force had been reliant on mutual aid particularly during the weekends of 11/12 November and 18/19 November 2023. Any removal of protestors had to be proportionate under Human Rights legislation.
- g. The Assistant Chief Constable noted that it was not possible for the Force to arrest its way out of protest, given that Police and Criminal Evidence (PACE) Code G 2012 noted that there had to be a necessity to demonstrate that less intrusive means had been considered prior to arrest. Indeed, Custody Sergeants had the power to refuse to admit prisoners to cells if they felt PACE Code G 2012 had not been followed.
- h. The Assistant Chief Constable highlighted s7 of the Public Order Act 2023 (interference with use or operation of key national infrastructure) and the fact it applied only to England and Wales, and not Scotland. To date, the 72 protests had not affected the use of operation of the railways to any significant degree.
- i. The Assistant Chief Constable referenced a number of byelaws governing the railway, and the fact that Byelaw 6 (Unacceptable Behaviour) was generally interpreted to apply to individuals rather than groups, making it not applicable to policing of protests.
- j. In response to a question, the Assistant Chief Constable that no action had been taken under Railway Byelaws given the Force's overall policing strategy for the protests – senior leadership had deemed that the handing out and administration of fines under byelaws would be too time consuming compared to use of the Public Order Act 2023.
- k. The Assistant Chief Constable concluded by noting that Op OVERHAND had to date involved two weekends of cancelled rest days, 4735 individual officer shifts, and 45,659 hours of overtime at a cost of £2m.
- l. In response to a question, the Assistant Chief Constable confirmed that officers had body-worn video that was activated during interactions with the public, to provide a counterpoint to any social media footage that was posted with little context. The Force's overall social media response had

been slow initially but had – through a team of volunteers – moved to a quick and then live time response once mutual aid commenced.

- m. In response to a question, the Assistant Chief Constable confirmed that the officer surge required by Op OVERHAND had a negative knock-on effect on officer proactivity and visibility during routine policing. All that said, during OVERHAND weekend activity and corresponding high levels of officer visibility, crime on the network had dropped by a third. Senior Force leadership had been mindful, when stepping up the OVERHAND response, of officer and staff welfare.
- n. A Member felt that the Force had suffered on social media during the first weekend of protest (11/12 November 2023) with unflattering social media footage circulating online of protestors harassing some station users. He queried what strategy the Force had in place that weekend given protestors seemingly had access/egress to stations despite prohibition orders being in place. The Member also queried the relevance of case law when taking operational policing decisions.
- o. The Assistant Chief Constable was heard in reply, noting that case law was of central relevance when taking operational decisions. He agreed there had been some challenging scenes shared online during the first weekend of protest, but he had been reassured by thanks received from the likes of the Secretary of State for Levelling Up, Housing and Communities for the Force's efforts to police such scenes. The Force's response from the outset had been informed by a recognition that it was not possible to rely on wholesale arrest. Furthermore, prohibition orders applied only to assembly and did not prevent access/egress to stations. Indeed protestors had right of access to use and travel on the rail network.
- p. In response to a question, the Assistant Chief Constable confirmed that officers subject to any professional standards allegations – spurious or otherwise – as a result of their Op OVERHAND contributions were supported by relevant staff associations, line managers, and the Force's Professional Standards Department. No increase in professional standards cases had yet resulted from Op OVERHAND commitments.
- q. In response to a question, the Assistant Chief Constable confirmed that the Force had allocated a Detective Chief Inspector and Team to investigate allegations of hate crime received during Op OVERHAND. As noted in reporting, 31 arrests had been made to date, with 13 charged.
- r. The Chief Constable placed on record her thanks to the Assistant Chief Constable for his work over the past few weeks. She did not share some Members' reflections on presentation of the Force on social media and emphasised that the Force did not ordinarily have 24/7 social media monitoring. Therefore she also placed on record her thanks to those

volunteers who had stepped up outside of their ordinary roles to provide such support, including from the Department for Transport.

- s. The Chief Constable continued, noting that the Force's social media monitoring extended from X, to those platforms generally used by younger demographics including Instagram and TikTok.
- t. The Chief Constable concluded by noting the #OneBTP had been in evidence during Op OVERHAND and noted her thanks to all officers and staff who had put up with disrupted weekends and social lives to police protests under intense scrutiny. She reminded Members that Op OVERHAND was a continuing operation that would likely last for the next few weeks.
- u. The Chair concluded the item by thanking the Assistant Chief Constable for his presentation and also placing on record the thanks for the Full Authority to the officers and staff involved in Op OVERHAND.

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

Policing Plan Annual Review 2024/25

Agenda Item 8

12. Members considered a BTPA Cover Report and Force report regarding the Policing Plan Annual Review 2024/25 and the following points were made,

- a. The Deputy Chief Constable introduced the report, noting this was a Year 2 refresh of the current three-year Policing Plan. The BTPA Project Director added that the proposed changes were minimal, and that Members would want to reflect on whether wider outcomes from Staff/Passenger Surveys were adequately reflected within the Plan.
- b. The Chief Executive noted that there were some conversations to be had during the Year 3 review around priorities given the Plan was arguably too broad.
- c. A Member noted that the Year 3 review would take place against a backdrop of likely increased charges – any consultation process should be as inclusive of stakeholders as possible. Therefore it would be helpful for Members to have early sight of planned engagement (Action 26/2023).

13. **RESOLVED**, that Members,

- a. Approve the Policing Plan Annual Refresh 2024/25, including the movement of hate crime into the Confidence priority.

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- b. Note that the final published Policing Plan Priorities and Metrics would be subject to the finalised Medium-Term Financial Plan 2024/29 due later on the agenda.

Police Race Action Plan Q2 2023/24

Agenda Item 9

14. Members considered a BTPA Cover Report and Force report regarding the Police Race Action Plan Q2 2023/24 and the following points were made,

- a. The BTPA Project Director introduced the BTPA Cover Report and Force report, noting that there was potential for Members and stakeholders to feel frustrated with the pace of change with regards Legitimacy and Stop and Search. Nevertheless, she encouraged Members to be patient given the work involved changing societal norms and the corresponding leadership challenge of making sustainable cultural change within the Force.
- b. An Assistant Chief Constable noted that Self-Defined Ethnicity data – which underpinned effective analysis of disproportionality – was increasingly strong.
- c. In response to a question, the Director of People and Culture replied that the Force was developing its own training plan product to address the risk of lack of mandatory training.
- d. In response to a question, the Director of People and Culture replied that, in spite of identified promotion disparities, the Force performed well compared to peer forces. The Force was undertaking a lot of work on mentoring and coaching prospective candidates for promotion and was collaborating with Transport for London on a promotion programme product that would launch in Spring 2024.
- e. In response to a question, the Director of People and Culture noted that, of all minorities, the Force performed less well at encouraging and enabling those who were disabled or Lesbian, Gay, Bisexual or Transgender + (LGBT+) to bring their whole selves to work.
- f. In response to a question regarding a risk over absence of senior leadership responsible for addressing hate crime, the Director of People and Culture reassured Members the Force had plans in place to allocate this portfolio to a senior leader.
- g. The Head of Strategic Diversity and Inclusion concluded by noting Members would not always see clear cut outcomes in spite of positive change taking place. For example, the Force now had steps in place to ensure its top ten persons of interest lists were assessed in terms of unconscious bias.

15. **RESOLVED**, that the BTPA Cover Report and Force report regarding the Police Race Action Plan Q2 2023/24 be noted.

Resolution of In-Year Financial Pressures

Agenda Item 10

2023 Police Remuneration Review Body Settlement

Agenda Item 10.1

16. Members considered a report regarding the 2023 Police Remuneration Review Body Settlement and the following points were made,
- a. In response to a question, the Chief Financial Officer clarified that the Department for Transport had confirmed it was supportive of charging the cost to industry given the income would be recovered in 2024/25 whereas the costs incurred during 2023/24.
 - b. The Director of People and Culture noted it would be remiss of her not to acknowledge that the decision had been taken to not match the Metropolitan Police's increase in London Weighting, given this was a discretionary element of the settlement and its introduction would have cost the Force £2.7m. The Force would review this decision if there was evidence it was affecting turnover in B Division.
17. **RESOLVED**, that Members approve that the incremental part-year impact of the 2023 Pay Award as outlined in Table 3 of the report be charged out as part of the 2024/25 Charges.

2023/24 Forecast Overspend – Funding

Agenda Item 10.2

18. Members considered a report regarding the 2023/24 Forecast Overspend – Funding and the following points were made,
- a. The Chief Financial Officer introduced the paper, highlighting the enclosed cash flow scenarios which suggested that a £15m spend on London Estates would only provide flex for a £2m overspend before the Authority was in breach of its prudent reporting threshold, which meant effective management of the London Estates programme was crucial. Furthermore, there was a risk to cashflow that would make unexpected items such as Op OVERHAND difficult to manage in-year. Timely receipt of monies from stakeholders would be required. All things considered, the prudent reporting threshold was safe up until 2027/28, a position which could be mitigated through careful financial management in the interim.

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- b. In response to a question, the Chief Financial Officer noted the driver behind the £8.5 overspend (when only £4m was anticipated in December 2022) was the fact £4m of the £8.5m had been taken at-risk on the assumption it could be managed through a historic underspend on pay – a further £4m had been expected to be managed by Chief Officer Group. The Director of Corporate Development concurred, noting also the impact of unbudgeted overtime.
- c. In response to a comment from a Member, the Director of Corporate Development clarified that reference to the location of vacancies within reporting referred to the lack of proactivity available to B Division.
- d. In response to a comment from a Member, the Chief Financial Officer noted the conditions set by Department for Transport referred to within the report were (1) commitments that a similar overspend be avoided in 2024/25 (2) that Department for Transport be provided more granular reporting from P1 and (3) the Force should avoid over-programming.
- e. The Chair noted that the Full Authority would need to review how it could enhance and refresh its oversight of the British Transport Police Fund (Action 27/2023).
- f. A Member commented that, if London Estates did not come in on budget, any proposal to defray its costs through charging would unlikely be well received by industry.
- g. The Chief Financial Officer noted that Members were invited to approve the recommendations of the report in light of the fact Audit and Risk Assurance Committee had endorsed the continuation of the current Cash Reserves Policy at its November 2023 meeting.

19. **RESOLVED**, that Members,

- a. Approve that up to £8.5m be permanently drawn down from Cash Reserves in order to fund the 2023/24 unbudgeted pressures.
- b. Note the risk of placing significant pressure on Cash Reserves and working capital management, and that any spend above the current estimate for London Estates would likely see the BTPA dip below the prudent reporting threshold. Additionally, note that the cash flow would not have the capacity to absorb unexpected events such as Operation OVERHAND. Lastly, note that the prudent reporting threshold was in place primarily so that the BTPA could always pay its workforce.

Funding of Backpay of London Allowance during Maternity Leave

Agenda 10.3

20. Members considered a report regarding the funding of backpay of the London Allowance during maternity leave and the following points were made.
- a. The Chief Financial Officer introduced the report, noting that the recommendations, if approved, were subject to final approval by His Majesty's Treasury, which would determine whether the proposed special payment was novel and contentious or not.
 - b. In response to a question, the Chief Financial Officer noted that the payment, if made, was unlikely to affect the materiality of the relevant Annual Report(s) and Account(s).
 - c. In response to a question, the Chief Constable replied that her view that the special payment was novel and contentious stemmed from the fact she believed payment to 2021 was proportionate, alongside legal advice seen by the Force.
 - d. In response to a question, the Chief Financial Officer noted that any disclosure resulting from a special payment being made would be signed by the Chief Executive as Accounting Officer. The Full Authority would have ample opportunity to review any disclosure before it was made.
21. **RESOLVED**, that subject to approval being granted by His Majesty's Treasury, Members,
- a. Approve that the backpay of London Allowance during Maternity Leave be charged out as part of the 2024/25 Charges, alongside the 2023 part-year effect of the Police Remuneration Review Body settlement.
 - b. Note that £240,204 represented a charge increase of 0.09% and that the income for both the Police Remuneration Review Body settlement and backpay of London Allowance decisions would be accrued in 2023/24.

British Transport Police Budget and Medium-Term Financial Plan 2024/29

Agenda Item 11

22. Members considered a BTPA Executive Cover Report and Force Report regarding the British Transport Police Budget and Medium-Term Financial Plan 2024/29 and the following points were made.
- a. The Chief Financial Officer introduced the BTPA Cover Report, noting the Force had been tasked with providing a Budget modelled on a 6.9% increase, which had been provided. The Force had overall presented six options, with Option 2b being one where the Force felt it could both

maintain current service levels as well as provide an element of proactivity. This involved an 8.7% increase. Overall the Force had requested 9.8% which included the 8.7% plus a £2m Capital uplift.

- b. The Chief Financial Officer continued, noting that the Force's Capital spend had be set at 12.1% for the past five years, in effect purchasing less and less each year. For this reason, the Executive supported the proposed Capital uplift.
- c. The Chief Financial Officer noted that *A Force on the Move*, which had sat outside the Medium-Term Financial Plan, had now been absorbed. Savings of £3.5m in 2024/25 were expected to be reinvested, with more work on anticipated benefits due in order to provide a clear articulation for the benefit of industry stakeholders.
- d. Overall, the Executive recommended an 8.9% increase in Police Service Agreement Charges for the 2024/25 Budget. This would support the Force's proposed future model with a small 0.2% uplift. How the Force then managed its Budget within the 8.9% was a matter for Chief Officer Group.
- e. The Chief Financial Officer continued, noting the wider landscape would likely be very different post any general election. The main risk of the proposal before Members was that it was not reflective of the financial landscape facing the rail industry, which was under pressure and obliged to find efficiencies – it was likely multiple industry stakeholders would want clarity on what they would receive for their Charges, and assurances over how the Force was being held to account on its financial management.
- f. The Chief Financial Officer conclude her introduction by noting that, following the anticipated £3.5m savings arising from *A Force on the Move* there were limited further cashable savings. London Estates savings had been ringfenced over five years in order to meet some it the programme costs. Therefore the Force and Authority required a better narrative for stakeholders on savings and investments. Finally, there would be continuing pressure on Cash Reserves and it was therefore crucial to remain focused on maintaining the Authority's prudent reporting threshold.
- g. The Chief Constable noted that the Executive and the Force had differing views on how compelling the Force's efficiencies narrative was. She acknowledged the financial challenges facing the industry as a whole, but noted that consistent messaging from operators was that the Force should be doing more and being seen more on the network. This required technological transformation and proactivity.
- h. The Chief Financial Officer emphasised her point that, in her view, the Force's cash releasing savings target was too low. The non-cash releasing

savings that had been articulated were a choice – the Force’s Capacity Planning Tool provided an opportunity to underpin a narrative but, if the opportunity was not taken, the Force and Authority risked moving into future financial years at risk from external drivers.

- i. In response to a question, the Director of Corporate Development noted, from an efficiencies perspective, that it did not feel like the Force was investing enough in discretionary areas to release cash savings. At present, the Force was not able to do much more than replace what it had.
- j. In response to a question, the Chief Constable noted that spend to save initiatives such as the Force’s Drones Business Case had the potential to lead to a smaller, more technologically focused-Force. Some of the discussions she hoped to have during 2024 involved how to leverage stakeholder capabilities to lower the Force’s overhead costs. Her biggest personal disappointment was the necessity – to mitigate the 2023//24 overspend – was cutting back on the Data Transformation Programme. Greater innovations would lead to a more cost-effective Force in the longer term, but the necessary investment was not possible at present.
- k. In response to a question, the Director of Corporate Development confirmed she was confident the Force had the capability to achieve forecast officer numbers given improvements in recruitments and forecasting.
- l. In response to a question, the Chief Financial Officer acknowledged that budgetary negotiations with Transport for London were typically protracted and often involved an interim solution of allocation of a Purchase Order at the start of the financial year, followed by negotiations based on budget forecasts.
- m. Members commented, in light of the financial challenges facing the rail industry, that the strategic funding model for policing the railways deserved reform to make it more sustainable.
- n. A Member noted his concern, based on think tank research, that spending power would be much reduced post-2026. Therefore, if the Force did not have a demonstrable savings target in place, this made it risky to proceed with the proposed model. A Member supported this point, noting that some of the challenges were not dissimilar to those faced by Police and Crime Commissioners. It may be that the Authority would, from a strategic finance perspective, be obliged to tuck sharply in response to external drivers during 2024/25.
- o. The Chair emphasised for the record that the Full Authority had been scrutinising the emerging Budget and Medium-Term Financial Plan at both

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the Strategy and Planning Committee and at a recent Member Breakfast Briefing.

- p. The Chief Constable concluded by noting that the Force had, as part of its Budget and Medium-Term Financial Plan submission, a clearer idea of its productivity for the first time. She noted her thanks to the Director of Corporate Development and the Deputy Director (Decision Support) and their team for the strong evidence base put forward.
 - q. The Chair noted that, should Members approve the Executive's recommendations, this would include a mandate for the Force and Executive to liaise to properly articulate savings and how they would be used, and how this could be presented effectively to stakeholders (Action 28/2023).
23. Members, in compliance with Part 3 of the Railways and Transport Safety Act 2003, held a vote and, **RESOLVED**, unanimously, regarding paragraph 7 of the BTPA Executive Cover Report,
- a. To approve an 8.9% increase in Police Service Agreement Charges with respect to the BTP Budget 2024/25.
 - b. To support the direction of travel that the Force was seeking to embark upon through the introduction of a new operating model, albeit noting the Authority was not in a position to approve the MTFP 2024/29 beyond its first year.
 - c. To note the risks set out at paragraph 7.3 involving stakeholders, cash reserves, budget delegations, reputation and efficiencies.
 - d. To note the Force's report regarding British Transport Police Budget and Medium-Term Financial Plan 2024/29.

British Transport Police Authority Budget and Medium-Term Financial Plan 2024/29

Agenda 11.1

24. **RESOLVED**, that the British Transport Police Authority Budget 2024/25 and Medium-Term Financial Plan 2024/29 be approved in principle.

British Transport Police Authority Cost Allocation Model Update

Agenda Item 12

25. Members considered an update report regarding the British Transport Police Authority Cost Allocation Model, and the following points were made.

- a. The Chief Financial Officer introduced the report, noting that the paper had also been considered by the Strategy and Planning Committee at its meeting on 15 November 2023.
- b. The Chief Financial Officer continued, noting that the level of engagement achieved during recent consultation had not been as high as the Executive would have hoped. Nonetheless the feedback received had highlighted that stakeholders would welcome some worked-up examples involving financial figures which the Executive were now working to provide in advance of a further period of consultation.
- c. The Chief Financial Officer concluded by noting that timelines to introduce the new model for the 2024/25 Charges was now challenging, and that it would likely be necessary to run the existing model for those Charges. An update would be circulated to Members in due course (Action 29/2023).
- d. A Member expressed caution on introducing a new cost allocation model alongside any significant increase in Charges and noted any new model would need to be carefully communicated.

26. **RESOLVED**, that the update report regarding the British Transport Police Authority Cost Allocation Model be noted.

The meeting was adjourned between 1.45pm – 2.00pm.

Board Effectiveness Review Cycle 2024/26 & Board Effectiveness Review 2024 Agenda Item 13

27. Members considered a report regarding a Board Effectiveness Review Cycle 2024/26 & Board Effectiveness Review and the following points were made.
 - a. A Member acknowledged the relatively small size of the Executive and its corresponding capacity to undertake board effectiveness fieldwork, but nevertheless queried whether the proposed cycle was ambitious enough.
 - b. The Chair agreed that it was important for the Full Authority to be as ambitious as possible in examining and improving its effectiveness, and invited Members to provide any feedback on how this could be achieved outside of the meeting (Action 30/2023).
28. **RESOLVED**, that Members,
 - a. Approve in principle the adoption of the Cabinet Office Arm's Length Body Board Effectiveness Review Principles.
 - b. Approve, subject to any further feedback received outside of the meeting, the draft BTPA Board Effectiveness Review Action Plan 2024.

British Transport Police Authority Member Induction

Agenda Item 14

29. Members considered a report regarding British Transport Police Authority Member Induction and the following points were made.

- a. The Head of Governance and People introduced the report, noting that following the BTPA Scotland Member's appointment at the start of the October 2023, the Executive now expected four further Members and a Deputy Chair to be appointed during January 2024. With that in mind, a draft two-day induction programme had been provided for comment.
- b. A Member welcomed the programme, noting that it catered for the fact it could be difficult for new Members to get up to speed on issues affecting the Authority in a timely way when first appointed.
- c. The Chief Constable commented that the three Assistant Chief Constables should be allocated an equitable amount of time on the programme compared to Chief Officer colleagues.
- d. Members suggested the programme could include sessions on the BTPA Expenses Policy, and the Authority's commitment to equality, diversity and inclusion.
- e. The Chair requested that the Executive review whether there was scope to combine the scheduled Board Development Day on 30 January 2024 with planned new Member Induction (Action 31/2023).
- f. Members encouraged the Executive to record induction sessions – as well as BTPA Member Breakfast Briefings – for the benefit of any Members who were obliged to give apologies (Action 32/2023).

30. **RESOLVED**, that the report regarding new BTPA Member Induction be noted.

Chief Constable's Report Q2 2023/24

Agenda Item 15

31. Members considered the Chief Constable's Report Q2 2023/24, and the following points were made.

Death of Ron Browne

- a. The Chief Constable expressed her sorrow at the death of Ron Browne and noted his contribution during his 19-year career with the Force.

Central Line CCTV

- b. The Chief Constable welcomed the introduction of CCTV on Central Line trains by Transport for London, given the potential this had for reducing violence and intimidation against women and girls.

Us At Our Best Awards

- c. The Chief Constable noted that 340 nominations covering over 700 colleagues had been received for the *Us At Our Best Awards*. The awards were a tangible means for the Force to respond to All People Survey feedback on the level of recognition provided to officers and staff.
- d. A Member noted she had attended the awards and had been pleased to observe the positivity and celebration of individual contributions on display.

Inclusion and Diversity

- e. The Chief Constable referenced the update on Police Race Action Plan activity discussed earlier on the agenda and noted that the Force's Inclusion and Diversity Board had been refreshed to enhance scrutiny of delivery of the Force's Inclusion and Diversity Strategy. Whereas there was more work to do in the Inclusion and Diversity space, the Force did perform well when benchmarked against peers, which was significant given the added geographical challenge posed by the Force's UK-wide deployment.

Promotion Processes

- f. The Chief Constable noted the recent delivery of promotion boards for Chief Inspectors, Superintendents and Superintendents. Whereas this had involved a lot of work for the Director of People and Culture and her team – as well as panel members – the Chief Constable was of the view the process was necessary to ensure substantive promotions were made for continuity of leadership. One of the main lessons learned was that it was not possible to interview all candidates and instead introduce some element of sifting based on assessment.

Estates Update

- g. The Chief Constable noted recent activity on Estates and emphasised the importance, from her perspective, of speedy resolution of spend on moving the Professional Standards Department into new premises, and premises for the Fallback Control Room.
- h. A Member welcomed the *Building the Foundations* improvement process and noted it had the potential to be akin to the Force's *Fixing the*

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Fundamentals information technology programme. The Chief Constable concurred, noting that the quality of Force estate underpinned officer and staff culture.

Information Technology Update

- i. The Chief Constable highlighted the appointments of Chief Technology Officer, Head of IT Operations, and Head of IT Portfolio Delivery.

32. **RESOLVED**, that the Chief Constable's Report Q2 2023/24 be noted.

Chief Executive's Report Q2 2023/24

Agenda Item 16

33. **RESOLVED**, that the Chief Executive's Report Q2 2023/24 be noted.

Committee Minutes

Agenda Item 17

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

Agenda Item 17.1

34. The BTPA Project Director reminded Members that the Authority had taken on administrative support for the Strategic Independent Advisory Group, and noted the priority for the new year was to ensure the right blend of persons sat on the Group, and that the Group moved towards determining its own workplan.
35. The Chair noted that the Authority's ambitions for the Strategic Independent Advisory Group would be discussed at its 30 January 2023 Board Development Day (Action 33/2023).
36. **RESOLVED**, that the draft minutes of the BTPA Strategic Independent Advisory Group meeting held on 18 October 2023 be noted.

[Background Pack] Performance and Delivery Committee / 7 November 2023

Agenda Item 17.2

37. **RESOLVED**, that the draft minutes of the Performance and Delivery Committee meeting held on 7 November 2023 be noted.

[Background Pack] Strategy and Planning Committee / 15 November 2023

Agenda Item 17.3

38. The Strategy and Planning Committee Chair emphasised that the Force's Medium-Term Financial Plan submission had been the strongest he had seen during his time on the Authority.

39. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 15 November 2023 be noted.

[Background Pack] People and Culture Committee / 16 November 2023

Agenda Item 17.4

40. The People and Culture Committee Chair highlighted the following key points,

- a. The Committee would be undertaking, alongside the Performance and Delivery Committee, a joint deep dive of the Legitimacy Risk in the new year.
- b. The Committee had considered reports regarding the Force's ambitions for PCSOs, the All People Survey 2023, themes arising from Exit Surveys, and the Force's response to the cost of living crisis.

41. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 16 November 2023 be noted.

[Background Pack] Audit and Risk Assurance Committee / 17 November 2023

Agenda Item 17.5

42. The Audit and Risk Assurance Committee Chair highlighted the following key points,

- a. The Committee now had a new National Audit Office Director responsible for External Audit.
- b. The Committee had received assurances from both the National Audit Office and KPMG on the conduct of the 2023/24 External Audit.
- c. The Committee had approved a refreshed BTPA Whistleblowing Policy.
- d. The Committee had endorsed the continuation of the existing Cash Reserves Policy.

43. **RESOLVED**, that Members,

- a. Approve the continuation of the existing Cash Reserves Policy.
- b. Note the draft minutes of the Audit and Risk Assurance Committee meeting held on 17 November 2023.

[Background Pack] Scottish Railways Policing Committee / 22 November 2023

Agenda Item 17.6

44. The Chair noted that the recent meeting of the Scottish Railways Policing Committee had been his last as interim Committee Chair – he had now appointed Iain Whyte to the Chair.
45. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 22 November 2023 be noted.

[Background Pack] Appointments, Remuneration and Appraisal Committee / 23 November 2023

Agenda Item 17.7

46. **RESOLVED**, that the draft minutes of the Appointments, Remuneration and Appraisal Committee meeting held on 23 November 2023 be noted.

Workplan 2023/24

Agenda Item 18

47. Members considered the Workplan 2023/24 and the following points were made.
- a. A Member commented that the format of the paper could be enhanced by making explicit whether items were for decision / for information.
48. **RESOLVED**, that the Workplan 2023/24 be noted.

Any Other Business in Public Session

Agenda Item 19

Department for Transport Sponsor Team

49. The Chair noted that Dan Moore and Oliver Mulvey were both departing the Authority's DfT Sponsor Team. On behalf of the Authority, the Chair placed on record his thanks for their cooperation and support during their respective times in post.

Farewell to Bev Shears

50. The Chair noted it was Bev Shears' last meeting of the Full Authority prior to her term concluding in January 2024. On behalf of the Authority, he thanked Bev for her outstanding contribution, noting that during her time as Member she had been an unfailing advocate for People matters.
51. Bev Shears was heard in reply, noting that she had enjoyed her time serving on the Authority and emphasising the importance of the work of both the Force and the Authority to those who worked and travelled on the railways.

Exclusion of the Public

Agenda Item 20

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

Non-Public Minutes

Agenda Item 21

53. **RESOLVED**, that the non-public minutes of the meeting held on 26 September 2023 be approved.

Any Other Business in Non-Public Session

Agenda Item 22

54. There was no other business in non-public session.

Meeting Evaluation

Agenda Item 23

55. Those present delivered an evaluation of the meeting and the following points were made.

- a. When urgent items arose at late notice e.g., the Operation OVERHAND update, then PowerPoint presentations provided at the meeting on the day were sufficient, rather than written reports circulated late.
- b. It had been a busy agenda – thought could be given to planning less items with more time spent on each. Nevertheless, it had been a productive meeting.

The meeting ended at 2.33pm.

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FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

No	Date	Action	Owner	Outcome
22/2023	26 September 2023	An Assistant Chief Constable expressed his willingness to provide a briefing to magistrates on the Force's stop and search oversight.	Assistant Chief Constable – Network Policing	Closed Bench Chair has thanked BTP/A for the offer of a briefing and added it to their schedule of potential business. No further action required pending Bench Chair making a request for a briefing.
25/2023	5 December 2023	Members noted that the parameters of the Income risk – formerly Financial Planning and Control – could be refreshed and revised when the Strategic Risk Register was refreshed for 2024/25	Chief Financial Officer / Risk and Assurance Manager	Completed Revised working approved by Audit Committee 11 March 2024. NB Partnership Working will be subject to further review by Strategy Committee.
26/2023	5 December 2023	A Member noted that the Year 3 Policing Plan review would take place against a backdrop of likely increased charges – any consultation process should be as inclusive of stakeholders as possible. Therefore, it would be helpful for Members to have early sight of planned engagement	Strategic Planning Manager / BTPA Project Director	Referred to Stakeholder Engagement (Policing Plan) Working Group This action has been allocated to the PPWG which is scheduled to next meet on 8 May 2024.
27/2023	5 December 2023	The Chair noted that the Full Authority would need to review how it could enhance and refresh its oversight of the British Transport Police Fund.	Chief Executive / Chief Financial Officer	Completed Enhanced financial oversight agreed at Board Development Day 30 January 2024 and adopted from February/March 2024

				round of meetings – albeit note comments made in Chief Executive’s Report to March 2024 meeting.
28/2023	5 December 2023	The Chair noted that, should Members approve the Executive’s recommendations regarding the Budget 2024/25 this would include a mandate for the Force and Executive to liaise to properly articulate savings and how they would be used, and how this could be presented effectively to stakeholders	Chief Financial Officer / Director of Corporate Development	Recommended for Closure Investment Plan and Benefits incorporated into Strategy Committee reporting and further monitored in CFO Report to Audit Committee.
29/2023	5 December 2023	The Chief Financial Officer concluded by noting that timelines to introduce the new model for the 2024/25 Charges was now challenging, and that it would likely be necessary to run the existing model for those Charges. An update would be circulated to Members in due course	Chief Financial Officer	Completed Provided as Serial B188 Cost Allocation Model Update on 14 December 2023
30/2023	5 December 2023	The Chair agreed that it was important for the Full Authority to be as ambitious as possible in examining and improving its effectiveness, and invited Members to provide any feedback on how this could be achieved outside of the meeting.	Board Secretary	Completed Members invited to provide feedback by close of play 12 December 2023. Feedback received has been incorporated into Board Effectiveness Review Cycle 24/26 & Board Effectiveness Review 2024
31/2023	5 December 2023	The Chair requested that the Executive review whether there was scope to combine the scheduled Board Development Day on 30 January 2024 with planned new Member Induction	Head of Governance and People	Completed Member Induction / Board Development delivered on 29/30 January 2024.

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32/2023	5 December 2023	Members encouraged the Executive to record induction sessions – as well as BTPA Member Breakfast Briefings – for the benefit of any Members who were obliged to give apologies.	Board Secretary	Recommended for Closure Breakfast Briefing and similar sessions can be recorded. Members would then access recordings on BTP issue devices in the first instance.
33/2023	5 December 2023	The Chair noted that the Authority’s ambitions for the Strategic Independent Advisory Group would be discussed at its 30 January 2023 Board Development Day	Head of Governance and People	Completed Session delivered during Board Development Day 30 January 2024.

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Policing Plan

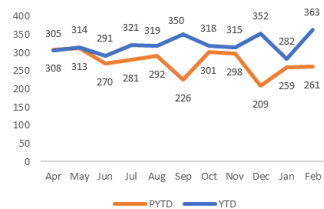
Ensure passengers and staff can work and travel free from the threat of violence

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

Data period: April 2023 to February 2024

Total Offences

YTD Serious Violence

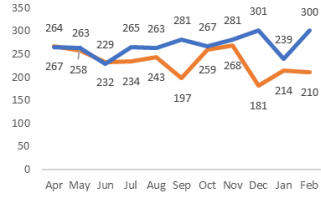


+17% **21%(-2%)**

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

Against Passengers

YTD Serious Violence

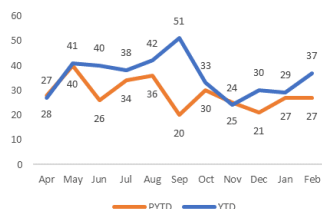


+15% **17%(-2%)**

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

Against Staff

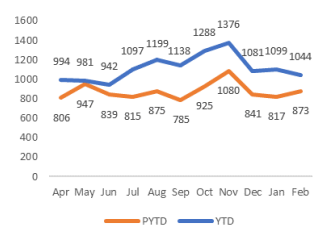
YTD Serious Violence



+25% **34%(+/- 0%)**

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

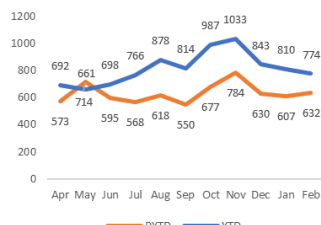
YTD Public Order



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

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

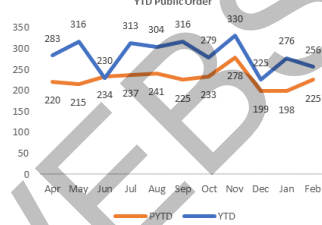
YTD Public Order



+29% **8%(-3%)**

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

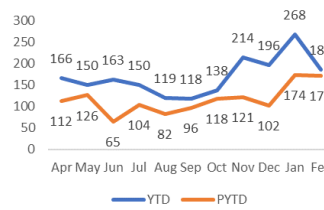
YTD Public Order



+25% **16%(-3%)**

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

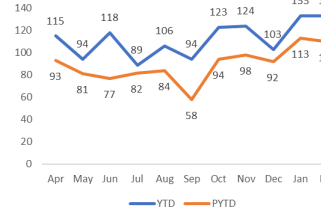
YTD Robbery



+47% **12%(+2%)**

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

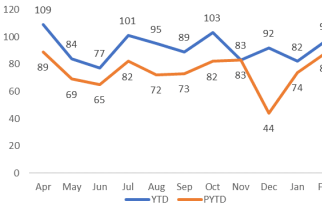
YTD Weapon Enabled



+25% **46%(+5%)**

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

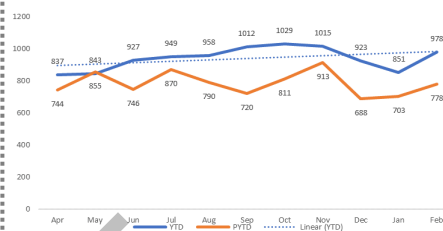
YTD Police Assaults



+23% **73%(+/- 0%)**

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

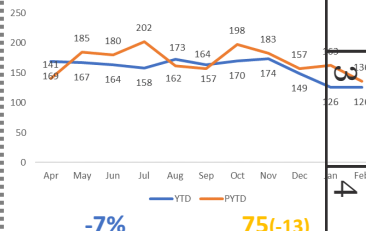
YTD VIAWG



+20% **12%(-2%)**

Change from 22/23 Solved Rate (Change from 22/23)
VIAWG offences have seen an increase compared to last year, this is mainly related to the overall rise in public order seen.

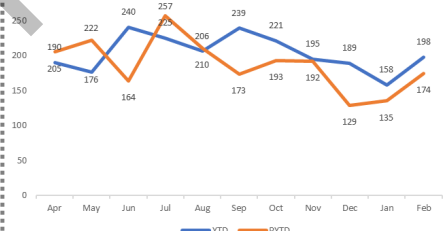
YTD Sexual Harassment



-7% **75(-13)**

Change from 22/23 Solved Rate (Change from 22/23)
Unwanted sexual behaviour solved rate remains low due to limited investigative opportunities from the nature of offending.

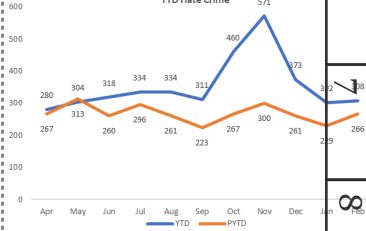
YTD Sexual Offences



+9% **17%(+2%)**

Change from 22/23 Solved Rate (Change from 22/23)
Sexual Offences are up compared to last year but still in line with 2019-20 volumes. However we know this is still not the true level of crime, approx. 12-15% below offending levels.

YTD Hate Crime



+32% **16%(-3%)**

Change from 22/23 Solved Rate (Change from 22/23)
Hate crime offences have seen an increase this YTD, further driven by the increases seen between Oct-Nov. The level has since returned to what was seen at the beginning of the year

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

Policing Plan

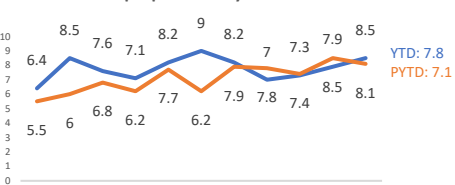
Ensure passengers and staff can work and travel free from the threat of violence

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

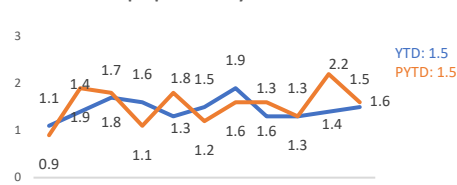
Data period: April 2023 to February 2024

Stop and Search

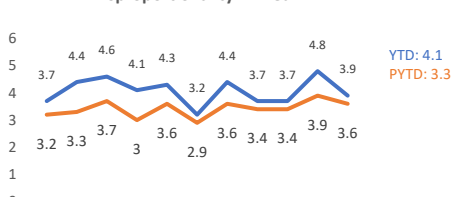
Disproportionality: Black



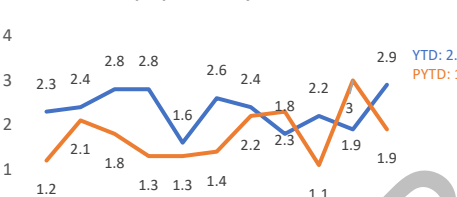
Disproportionality: Asian



Disproportionality: Mixed



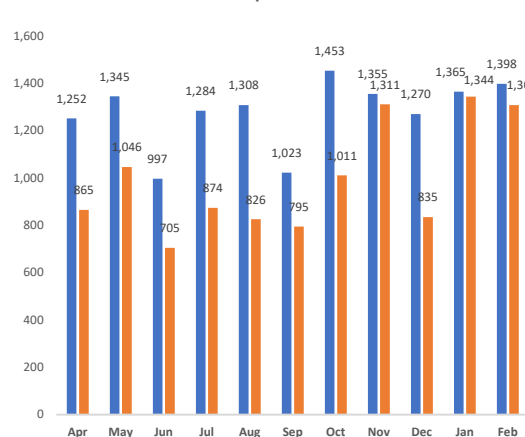
Disproportionality: Other



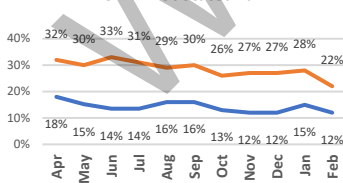
These figures relate to: Times more likely to be searched compared to White individuals.

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

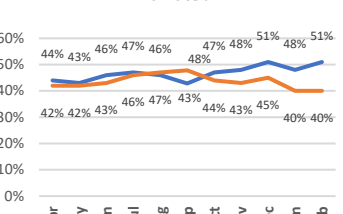
No of Stop and Searches



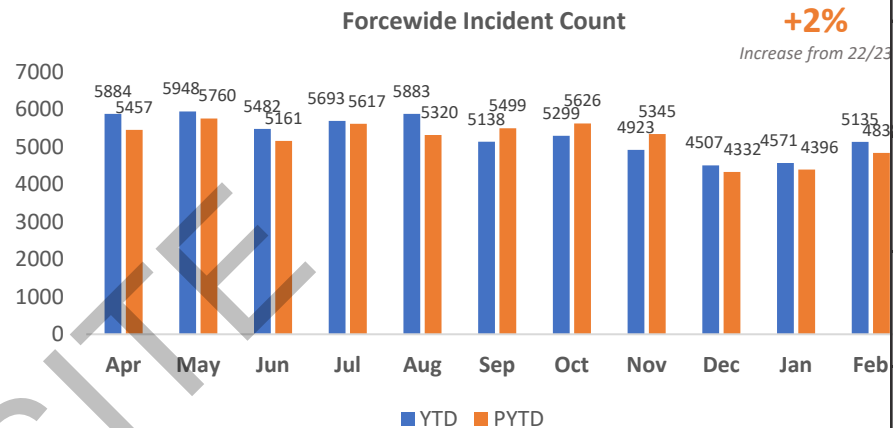
SDE "Not Stated" %



Find Rate %

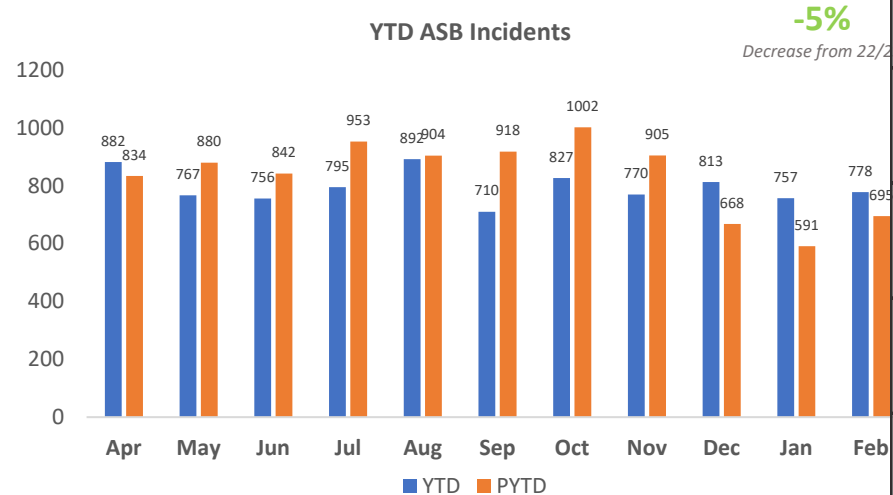


Forcewide Incident Count



Forcewide incidents have been seeing a reduction since August '23 with December seeing the lowest for a Month. With the reduction seen in some months against the same period in 22/23 the Force is seeing a 2% increase in the number of Incidents, but a 5% reduction in ASB related Incidents.

YTD ASB Incidents



Policing Plan

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

Reduce disruption on the network through collaboration

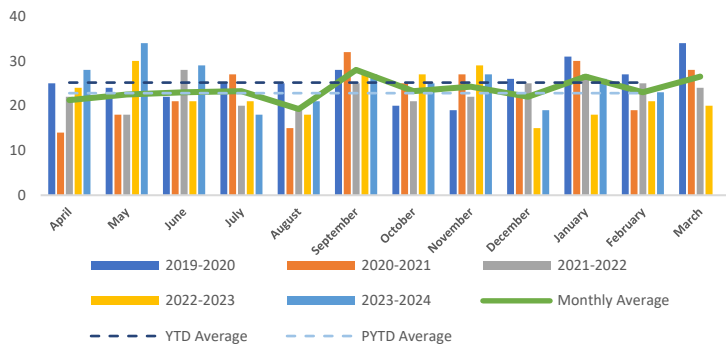
Data period: April 2023 to February 2024

Suspected Suicides

February saw a decrease in level of suicides compared to January, just slightly below the monthly average for January which is 26.5.

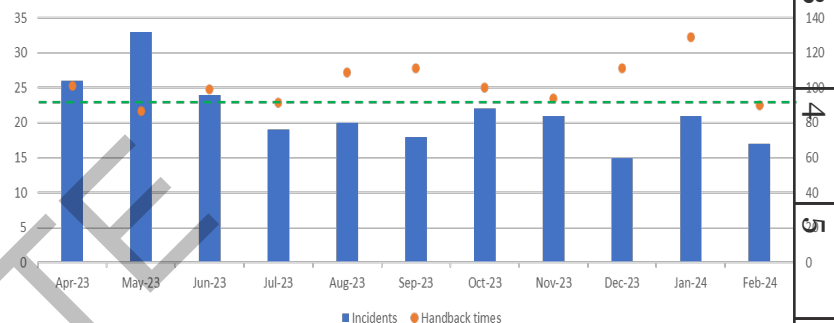
23 incidents

Av. Sus. Suicides 23/24
21 in 22/23



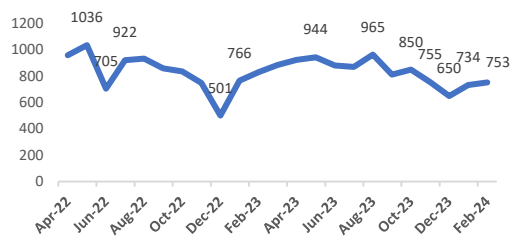
Non-suspicious Handback times April 2023 - February 2024

103 mins

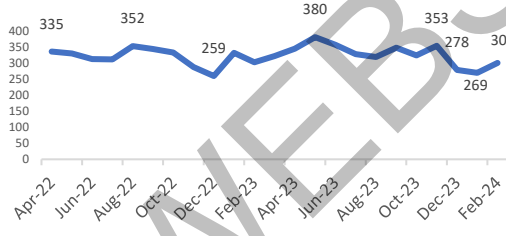


Average handback time YTD is 103 minutes from 236 incidents. In February average handback time recorded was 90 minutes, the lowest since Nov '23. C Division had a 90 minutes handback time, the lowest it has been so far YTD. There were no non-suspicious incidents on D Division in the months of January and February 2024

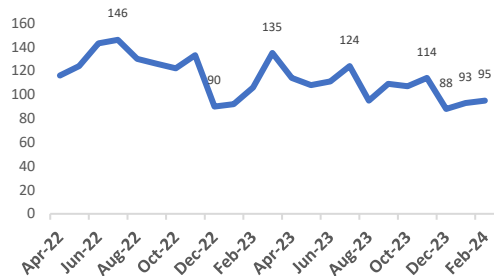
CYP Data Apr-22 to Feb-24



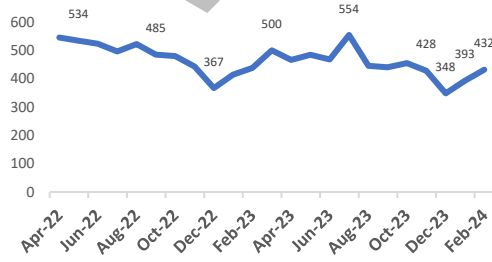
AAR Data Apr-22 to Feb-24



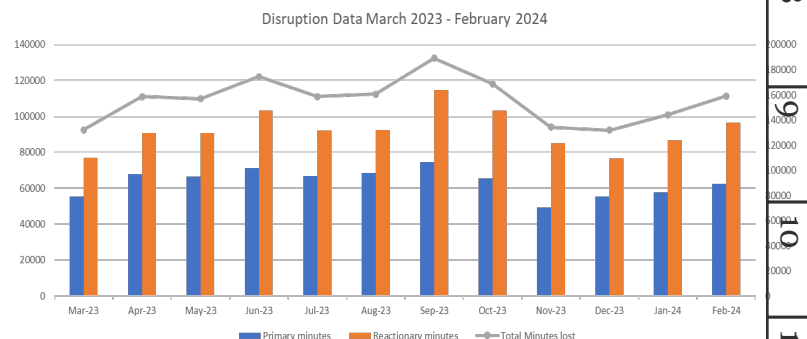
DASH Data Apr-22 to Feb-24



SPMH Data Apr-22 to Feb-24



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



All incidents types (besides cable theft) have seen an increase in the incident count when compared to previous year. Primary Minutes have seen a Month on Month increase from November '23 to February '24.

Child and Young Person (CYP) trespass and associated antisocial behaviour remain national key causal factors for trespass in period 11; they have been consistent factors throughout 2023/24.

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Data period: April 2023 to February 2024

Policing Plan Update

Overall notifiable offences

BTP recorded 21% more offences between April and February compared to the same period last year (SPLY) (+20% and +8% vs same periods in 2018/19 and 2019/20 respectively). The largest driver of this increase was theft of passenger property (+38%).

The Force solved 12% more crimes than the SPLY. However, the 21% increase in recorded crimes meant that the percentage solved rate reduced slightly from 14% to 13%.

It was highlighted in the Finance, Legitimacy and Performance Committee (FLPC) meeting on 15 February that areas of concern included the level of robbery (particularly in B Division), violence against rail staff and BTP officers, and higher levels of disruption and delay.

Robbery

Robbery has seen a 47% increase vs the SPLY. The solved rate was up compared to last year, to 12%. It was reported to FLPC that victims tended to be young persons and offences often involved weapons. Op Invert which was set up in 2023/24 to tackle this issue has contributed to the increase in solved crimes. It was also highlighted that the Force was staging joint operations involving TfL enforcement officers, had achieved greater integration with TfL Lost Property, and that B Division leadership was engaging with schools, colleges and universities to promote crime prevention messaging.

Violence

Violence against rail staff was up by 25% vs SPLY, while violence against BTP officers was up by 29%. Solved rates were at 26% and 72% respectively. At FLPC it was commented that BTP is seeking to use criminal and civil prevention orders more effectively to mitigate these offences.

Police related disruption

A 17% increase in overall police related delay minutes for the year to date compared to the SPLY was in the context of a 12% increase in police related disruption incidents. The largest cause of delay minutes continued to be trespass. There was a 10% increase in trespass incidents and an 18% increase in associated delay minutes during this time.

Challenges – establishment/resources

The Policing Plan update to the Q3 FLPC meeting also highlighted resourcing challenges in each of BTP's Divisions.

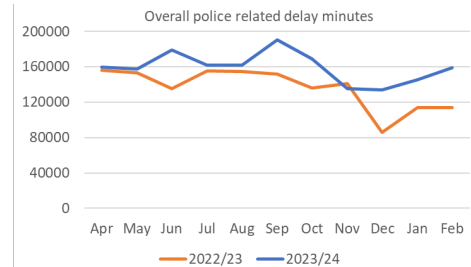
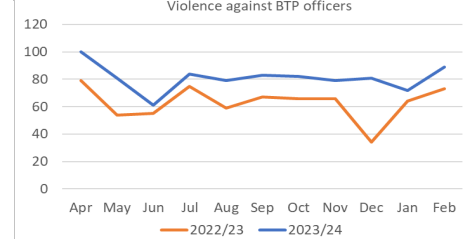
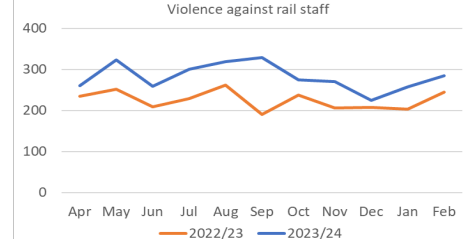
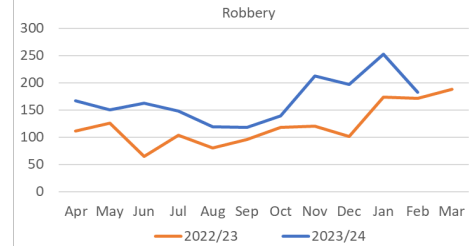
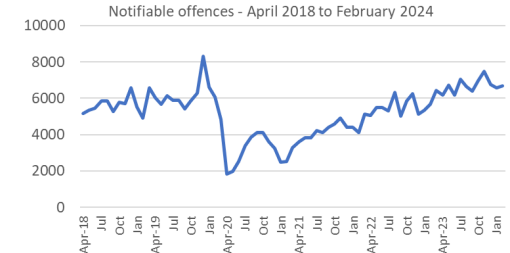
Notifiable crime: +21%
Solved crimes: +12%
Solved rate: 13% (vs 14% SPLY)

Robbery: +47%
Solved crimes: +76%
Solved rate: 12% (vs 10% SPLY)

Violence against rail staff: +25%
Solved crimes: +11%
Solved rate: 26% (vs 29% SPLY)

Violence against BTP officers: +29%
Solved crimes: +13%
Solved rate: 72% (vs 82% SPLY)

Primary delay minutes: +10%
Overall delay minutes: +17%
Disruption incidents: +12%



Report to: Full Authority

Date: 26 March 2024

Subject: BTPA Executive Cover / Management Assurance Return 2023/24

Sponsor: Chief Financial Officer

Author: BTP Head of Audit and Assurance and BTPA Audit and Risk Manager

For: Approval



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1 Purpose

1.1 To ask the Full Authority to approve the 2023-24 Department for Transport (DfT) Management Assurance Return (MAR) assurance scores and Action Plan. The 2023/24 DfT MAR was endorsed by Audit and Risk Assurance Committee (ARAC) on 11 March 2024, pending one area with further questions circulated out of committee. The deadline for submission to DfT is 31 March 2024.

2 Background

2.1 The DfT MAR is an annual exercise whereby DfT gains assurance from all of its agencies and departments including Non-Departmental Public Bodies on specific issues of internal governance and internal control. It covers the period from 1 April 2023 to 31 December 2023. Where the question score is Moderate or less, DfT requires actions to be set out to improve the assurance in that business area.

3 2023/24 MAR assessment

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

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does not necessarily align with third party assurance e.g. GIAA, but the findings in such reports give a useful indication of actions required in certain areas.

3.2 As was the case in previous years, Fraud & Bribery, Pandemic/Disease Resilience, Impact Assessments & Post Implementation Reviews, Long-term Business Planning and Grant Management are scored as N/A either because BTP/A do not produce work in these areas or BTP/A are participating in other assurance activity co-ordinated by DfT and so do not need to provide additional assurance in the MAR.

3.3 BTPA agreed with the majority of BTP’s assessment. There were, however, two areas where BTPA’s assessment differed from BTP – Budget Management and Time & Expenses. ARAC endorsed moving both Budget Management and Time & Expenses from the original assessment of Substantial to Moderate.

4 MAR ratings

4.1 There has been some movement in the scores this year. However, despite there being a slight reduction in the number of Substantial areas, there remains a Medium to High level of assurance for business areas across the force. A brief summary is set out below for information:

Assurance Rating	Number of Areas in 2023/24	Number of Areas in 2022/23
Substantial	15	14
Moderate	20	20
Limited	1	1
Unsatisfactory	0	0
N/A	5	6

4.2 The area that has been rated as Limited assurance this year is Property Management.

4.3 A full list of the scores compared with the 2022/23 MAR are included at Annexe A.

5 Recommendation

5.1 To approve the 2023/24 MAR as endorsed by Audit and Risk Assurance Committee at its meeting on 11 March 2024.

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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: 26/03/2024

Subject: Chief Constable's Report

For: Noting

1. PURPOSE OF PAPER

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

2. PASSING OF KAREN WIESENEKKER

2.1 Sadly, I have to report that Karen Wiesenecker, Head of Inclusion and Diversity, passed away on 6 February 2024 after a brave fight against cancer. Karen joined the force in February 2022 to lead the newly created Inclusion and Diversity team, following a distinguished policing career with Merseyside Police. Karen was a force of nature; her energy, enthusiasm and passion for inclusion drove a sea of change in our commitment to be a Modern and Inclusive Employer. She was unafraid to hold a mirror up to the Force, suggest where we could do better and offer pragmatic guidance and support to improve. Her focus was always on ensuring that our people felt included and treated fairly and that we use our powers to police the public legitimately and proportionately. Karen was determined to keep on working as long as she was able to, as inclusion for her was a passion, not a job. During her illness she set up a cancer support network to support those in force who are impacted by cancer.

2.2 Karen was fierce in her support for others, using her own experience as a mixed race, female police officer who had herself experienced unfair treatment and bias during her career, to call out poor behaviour and discrimination whenever she saw it. I have heard from so many colleagues during Karen's illness who were grateful for her kindness, compassion, and advocacy in their time of need. She truly touched lives. We will continue to honour Karen by dedicating the Inclusion and Diversity Award at the Us at Our Best Awards to inspire others to continue the excellent work in her name. I attended her funeral on 18th March where the Chief Constable of Merseyside Police, Serena Kennedy, and I saluted Karen for the final time. I was joined by colleagues from different parts of BTP and would like to thank the OSU for providing an Honour Guard. It was a humbling occasion where we all remembered Karen in life. I couldn't help but have sadness that she was taken from her family, friends and colleagues too young.

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3. A FORCE ON THE MOVE (AFOTM)

- 3.1 There has been significant progress since the last report and the 'A Force on the Move' change portfolio has remained focussed on delivering key projects aligned to the delivery of our objectives. All Programmes are reporting Amber overall, which is no change from the previous period. Following the uplift in capital agreed at the last Full Authority Meeting Alistair presented an updated AFOTM Investment Plan for final prioritisation for 2024-25, to COG in December, which was shared with Members at Strategy and Planning Committee in February.
- 3.2 The PMO is supporting SROs in the management of projects that require more focussed oversight to ensure they are positioned to deliver to performance, cost, and time over this final quarter. The projects due for delivery this financial year are also assured through the Investment and Benefits Working Group.
- 3.3 In recent months there have been a number of key approvals for projects that are critical to driving productivity, innovation, and cost efficiency across the force. These include the Communications Review, the Crisis Management Application and the DfT Total Facilities Management (TFM) Contract Re-Tender.

4. OPTIMISED POLICING MODEL

- 4.1 The Optimised Policing Model (OPM) is one of the most important projects for the Force to deliver in 2024-25. Informed by our Capacity Planning Tool and Force Management Statements (FMS), the OPM will increase our proactive policing hours so we can better tackle crime, increase public trust and confidence, and introduce opportunities for more of our people.
- 4.2 Alistair is entrusted as the SRO for this project and, in conjunction with the project team and our Divisional Commanders, is currently reviewing the data that we will use to determine the final model, ensuring that it prioritises visibility, increases crime prevention and provides an adequate focus on Neighbourhood Policing. 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 #OneBTP.

5. MINISTERIAL ROUND TABLE DISCUSSION

- 5.1 On 18 March, Huw Merriman, Minister of State for Rail and HS2, hosted an industry round table discussion. Alistair represented BTP as I was attending Karen's funeral in Liverpool. This was an excellent opportunity for Alistair to discuss ministerial and industry priorities with senior leaders. BTP were asked to lead presentations on reducing sexual offending, tackling trespass and the use of drones and it was well received by the Minister.
- 5.2 I am determined to work with our partners to maximise our collective drone capability to protect the rail community and reduce disruption. We are developing a drone strategy to enable this and have re-prioritised £2m of capital and £200k of revenue in the investment plan over the next 2 years to support our ambition due to the lack of financial support from elsewhere. (This has delayed the Manchester Firearms Hub accommodation work.)
- 5.3 Our vision is to work with partners to create a drone superhighway across the railway network that will ultimately enable Beyond Visual Line of Sight drone operations at scale. Once the highway is up and running, the applications would be limitless, allowing us to deploy officers much more effectively, provide support to people in distress quickly and substantially reduce disruption.

- 5.4 Both government and partners are aware of the benefits this would bring; our current challenge is to create a coalition of the willing to deliver a fully funded, resourced, and managed programme of work.

6. PERFORMANCE

- 6.1 Up to the end of February 73,619 crimes have been recorded across the force; an increase of 20.7% compared to same period last year. A number of these increases have been seen in high harm groups such as robbery which has increased by 46% and violence with injury has increased by 17%. However, the volume of crime still remains theft of passenger property and shoplifting offences. Overall our solved rate is slightly behind last year at 12.6% mainly due to the higher number of recorded crimes. The Force has actually solved 12% more crime in total; 9,245 crimes so far this year which is great news for victims.
- 6.2 Because of this rise in recording levels, crime management capabilities and crime recording timeliness have been impacted. As you would expect, the Chief Officer team and I are determined to improve performance through a strong governance structure led by Alistair. At the recent Performance Delivery Board, several actions were agreed to improve performance, particularly a health check for crime management housekeeping, greater emphasis on I-patrol submissions and more focus on industry crime prevention advice and tactics.
- 6.3 Our focus on reducing robbery remains through Op Invert. In February B Division saw the largest reduction in robbery offences year to date with a reduction of 71 offences. This is largely down to a refreshed Gold, Silver and Bronze structure and plan, better grip and strong leadership.
- 6.4 The Force has recently appointed a new lead for the Theft of Passenger Property portfolio - Richard Dronfield. Richard will work alongside Train Operating Companies to ensure a joined up approach to prevention and deterrence. He is also linking in with the Independent Data Advisory Group so we can better use data. He is very committed to this work, and I have no doubt he will make a huge positive impact.

7. PANGBOURNE INCIDENT

- 7.1 One of the most difficult tasks officers and staff respond to are incidents where a person is struck by a train. Tragically, a life is ended on the railway almost every day of the year. Indeed, since I have been Chief Constable c1000 people have died on the railway which sits uncomfortably with me. When such tragic events occur, the Force must balance its investigative obligations with the need to get the railway moving again as soon as possible.
- 7.2 On 4th January 2024 a murder occurred in Pangbourne, Berkshire. Within minutes of the murder being committed, a member of the public walked onto the tracks at Pangbourne Station and was fatally struck by a train. Due to the potential connection of the incidents, both Thames Valley Police and BTP responded. The complex nature of the response led to passengers being held on the train involved for almost six hours.
- 7.3 Following the incident, I commissioned a review of the overall response which was led by ACC Sean O'Callaghan. His report has made 20 recommendations for improvement that will balance the expected levels of investigation but provide an enhanced focus on efficiency and effectiveness. The review not only looked at BTP's internal policy but importantly that of the wider industry. I have asked Sean to retain ownership of these recommendations and work with our partners to implement the changes. The review will be at the forefront of a new Approved Professional Practice that will be shared

openly across the railway partnership setting out a joint understanding of each organisation's response to fatalities on the network.

- 7.4 This incident was a timely reminder of the continued danger that our people face every day, and the tragic circumstances in which our officers and staff can often find themselves. In the first nine months of the 2023/24 performance year, BTP officers and staff have completed 526 lifesaving interventions, excluding the London Underground. Without these interventions taking place, on top of the huge human toll, it is assessed that the cost to the railway would have been around £138m.

8. INCLUSION AND DIVERSITY

- 8.1 I have asked Vanita Patel to act as Interim Head of Inclusion and Diversity until a permanent replacement for Karen is found. Her team has scheduled a significant amount of activity to deliver over the next two years under the five pillars of the I&D strategy: Confident and Engaged Communities, Workforce Representation, Engagement, Education and Training. A key element of Vanita's work will be a renewed focus on our Police Race Action Plan.
- 8.2 In January the National Police Chiefs' Council released the 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 quickly began the task of running every one of our employees through PNC and PND to identify any information that could present a risk and reviewed our results in September 2023. Our PSD reviewed 4,688 'hits' which resulted in just one gross misconduct investigation, which is ongoing. This was the equivalent of checking almost a quarter of the people attending an event at Wembley O2 Arena, and I take comfort that this led to one ongoing investigation. Policing has a steep hill to climb to regain public trust, but I believe that this exercise is reassuring for the public. I can think of no other institution that has undertaken such a significant and transparent exercise to rebuild confidence.
- 8.3 I'm delighted to say that we've launched a brand-new recruitment pilot in London for new recruits to train and join our Force as part-time Police Constables – an important workstream to attract high calibre applicants from a range of different backgrounds, who would otherwise not be able to apply or consider becoming a Police Officer. The pilot will run across four of our London police posts – King's Cross, Finsbury Park, Victoria, and Albany House – where we have hard-to-fill vacancies that our standard recruitment campaigns have to date been unable to fill. Of the 23 candidates that have offered places so far, 13 are female and 8 are Asian and 2 are black – this a far more diverse profile than we have for full time cohorts.

9. COURT OF APPEAL RULING ON MR PETERKIN AND MR MEHMET

- 9.1 In January, the Court of Appeal quashed the convictions of Mr Peterkin and Mr Mehmet, who were falsely convicted on the evidence of the corrupt dishonest and racist ex-BTP officer DS Ridgewell. I have since written to the Chair of the CCRC, offering to work with them to do everything possible to identify any other victims of DS Ridgewell. This offer has been accepted and Alistair is overseeing a Gold Group to progress this work. I have also written to the solicitors representing the families of Mr Peterkin and Mr Mehmet, offering to meet with them personally to apologise for the suffering they have been put through.
- 9.2 As I said in my statement at the time, the actions of DS Ridgewell do not define the BTP of today which is enriched by highly professional, kind and committed officers and staff who are passionate about protecting the public. This is an important and sombre

point of reflection in our history. BTP is committed to combatting racism and all forms of discrimination and has agreed to fund a bursary for a British African youth to study Law. Our Bursary aims to ensure that British African communities are better represented within the UK judicial system, which will be of benefit to us all.

10. ESTATES

- 10.1 There are numerous Estates improvement projects underway with most due to be completed by the end of the financial year. These include the relocation of our Sunderland Office into new, fit for purpose premises; the installation of a full, new, heating, ventilation and air conditioning (HVAC) system to our premises at Liverpool Rail House and a full, major, refurbishment of our premises at Pontypridd.
- 10.2 The Estates Team is also prioritising projects for delivery in 2024/25 based upon available resources, working collaboratively with Divisions and Departments to understand critical areas for exploration, development or investment. Next year will see c£4.86m capital and £1.59m revenue funding investment into the BTP Estate in addition to the funding for the relocation of our London Hub. This will support a number of improvement projects such as the relocation into new premises at Croydon and Doncaster; further development of our D Division Estate Strategy which will include projects in both Glasgow and Edinburgh and further refurbishment projects across the entire Estate along with identified, proactive asset replacement. To support this work the Estates Team has recently recruited two new Project Managers who are due to join the Team imminently. Working through the GIAA audit recommendations, resourcing priorities continue to be progressed on an interim basis ahead of the annual FMS and Capability Review.
- 10.3 The London Estate Programme is progressing, but the risk of delay to the BPR Project is increasingly likely. The initial date for completion was December 2024, however the new contractor schedule with TfL indicates that only two floors will be ready at this time. The remaining four floors are anticipated for completion in February 2025. At this time, sectional completion is not acceptable to BTP. Our position is the new site must be safe, secure, and operationally viable before we enter. Along with a number of other time critical risks, issues, and contingency plans this is being discussed internally and with TfL to mitigate any delay to the lease signing. The current lease of FHQ Camden is due to end in December 2024 and as a result, we are exploring the costs of a short-term extension. Concurrently we are developing contingency plans including a period of remote working, or distribution across other London sites. The Fallback Control Room move to Ebury Bridge, and PSD move to Ivason House are progressing as planned.

11. TECHNOLOGY

- 11.1 Pleasingly, the Technology Department is now sitting above 85% resource levels for the first time since last year's launch of their new structure. Appointments to key leadership posts including Chief Technology Officer, Head of IT Operations, and Head of Networks were made within the last quarter.
- 11.2 In February, the Technology Department launched Geospatial, an innovative briefing system that has been developed as part of the I-Patrol mobile app to deliver real time intelligence to users via their mobile device based on their location. Once an officer is booked on duty, it will use their location to give real time information and briefings on-the-go to enhance intelligence led decision making and situational awareness to create a hostile environment for criminals. The project won the Digital, Technology and Data category in the iESE Public Sector Transformation Awards 2024 which is a huge credit to BTP and those involved in the creation of this innovative project.

- 11.3 The phased delivery of the Unified Communications project continues with the successful launch of the Justice telephony solution alongside migration of Force Control room back-up telephony. Migration of IT, Force Contract Centre, Corporate Communications and People & Culture Service Desks will follow final testing. The Microsoft Teams communication capability enabling voice calling is also being piloted within the Technology Department prior to roll-out to the business.
- 11.4 The new Data Centre location is now ready, and the Technology Department has begun testing for disaster recovery, data migration and then physical relocation from FHQ. Whilst being a critical enabler of the move to BPR, end of life technology is also being replaced providing stronger business continuity and improved disaster recovery with the reduction of down time.
- 11.5 The National Enabling Programme (NEP) is currently being mobilised. This will transform the way we work, collaborate, and use technology in a consistent, secure and trusted way. Pilots are scheduled to take place in April and before sign-off from Police Digital Services is sought. Following this, the roll-out of individual issue laptops and the rebuilding of the current laptop estate will begin.

12. APPOINTMENT OF KAREN FINDLAY AS ACC

- 12.1 After a competitive interview and assessment process led by the BTP Authority, I am delighted to inform members of the appointment of Karen Findlay LVO KPM, who will be joining us as our new Assistant Chief Constable. Karen's appointment will start in June following ACC Allan Gregory's retirement.
- 12.2 Karen started her broad and impressive career in policing at Grampian Police. She subsequently served as Head of Operations for the National Police Operations Coordination Centre and has also been seconded to the Police Service of Northern Ireland and South Wales Police to oversee national event delivery. Most recently, Karen served as Temporary Commander in the Metropolitan Police Service with responsibility for major events, public order, emergency preparedness and business continuity.
- 12.3 I'm disappointed to add that, during what should have been hailed as a celebration for not only Karen, but also for BTP our announcement on the social media platform X was met with a barrage of vile, misogynistic, transphobic and homophobic comments. This extraordinary reaction to celebrating a senior female police officer's appointment made national news, featuring on both Sky and BBC.
- 12.4 After consultation with Karen, I issued a statement on social media platforms condemning the vile commentary. This was positively received and amplified by leaders across policing, rail and government, and has received over 1.2 million impressions. I subsequently led a discussion at Chief Constable's Council on and the approach needed in the future and how policing can most effectively lobby government and social media platforms for greater regulation and legislative change to prevent online hate crime.

13. CONCESSIONARY TRAVEL

- 13.1 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. You will recall I also discussed it when presenting evidence at the Transport Select Committee. 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

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challenging to administer. For at least the last ten years, there have been several periods of negotiation and discussion between BTP and ATOC, RDG and DfT on this issue but no agreement has yet been reached and regrettably there remains some distance between both positions.

- 13.2 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.
- 13.3 I again discussed this with the Rail Minister on 19th March and he remains supportive, and we hope a decision will be reached imminently.

14 NON-DEPLOYABLE RESOURCES

- 14.1 I am concerned about the growing number of officers who not available for operational deployment. Currently there are approximately 370 officers who fall in to this category, which is 12% of the officer establishment. The majority are unavailable due to being placed on Temporary Duty Restrictions (TDR) through injury or sickness, with others having been Restricted or Suspended in relation to Professional Standards matters. Although enhanced governance has recently been put in place in this area, I have asked Rachael Etebar to comprehensively review our TDR processes so that we can return people to full duties as quickly as possible whilst still providing them with the support they need.

15. RECOMMENDATION

- 15.1 That the content of this report is noted by Members.

Report to: Full Authority
Agenda #: 11
Date: 26 March 2024
Subject: Chief Executive's Report
Author: Hugh Ind, CEO
For: Information

BTPA Goals

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

Purpose of paper

To update and inform Members of current issues and activity relevant to the British Transport Police Authority.

To complement the associated report of the Chief Constable provided at the Full Authority's 26 March meeting.

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

1.1 Charges for 24/25

Charges for the next financial year were sent out to Police Service Agreement holders on 12 March. The Executive Team is meeting with some TOCs to clarify and explain the calculations behind the charges. A handling plan was placed on [Board Intelligence on 14 March 2024](#).

1.2 TfL Charges for 24/25

TfL continue to make representations against their (£87m) charge for 24/25. The Exec Team and BTP meet TfL colleagues regularly, to update on recruitment within B Division and any other opportunities around the level of TfL charges.

1.3 Finance Oversight

Sarah Church's [paper of 30 January](#), outlined some measures to be taken to assure Members (and DfT) of enhanced financial oversight to avoid a repeat of this year's significant overspend. Implementation of these changes is a work in progress. Agreement in principle has been reached on timely monthly financial reporting, but this has yet to be delivered in practice. Further, we are yet to agree how a joint BTPA/BTP working group will contribute to MTFP development later this year. Much of the enhanced oversight is at working level and, given the transition of CFO during April, Rubeela, Sarah and I will need a strong focus to ensure this work remains on track.

1.4 Maternity Back Pay

Since my last update, HMT/DfT have approved BTPA's proposal to pay London Allowance to BTP officers/staff who were on maternity leave 2015-2021. £200k was added to the amount to be charged out for 2024/25. We will ask for a report from BTP in due course on progress with making these back payments.

1.5 New Cost Allocation Model

With the 2024/25 charges now calculated and communicated, we can revert to the introduction of a simplified Cost Allocation Model for use in 2025/26. We hope to bring a final proposal to the Full Authority in June. We have retained the services of Dean Salvador on the Executive Team until the end of September to help with this transition. If we achieve our end, there will be a saving in Exec Team resources in this workstream.

1.6 2023/24 Financial Performance

As we draw towards the close of this financial year, we look likely to end on a (slightly reduced) net overspend of £7.5m for this financial year. DfT have agreed that this funding can be taken from our Reserves.

1.7 Staff Pension Scheme Valuation – December 2022

Agreement to the 2022 Police Staff Pension Scheme valuation is before this meeting. The deadline for submission is 31 March.

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1.8 Officer Pension Scheme Valuation – December 2018

Members may recall that they agreed a valuation last year for the Officer Pension Scheme for December 2021. That still left the December 2018 valuation to be resolved – we had not completed that valuation, pending further consideration of The Pension Regulator’s insistence that the Scheme had a £350m deficit, contrary to the £10m surplus as assessed by BTPA and the Trustee. It seems likely that The Pension Regulator may now allow us to close off the 2018 valuation as we had originally assessed, pending some final technical considerations from the Trustee.

1.9 Live Streaming

After many false starts over the years, it is my sincere hope that we are live streaming this meeting. This is a key step in improving our transparency and modernity.

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

2.1 Misconduct and Vetting

This meeting has before it our proposals for proceeding with Tranches 1 and 3 of the Home Office Dismissals Review. Home Office expect to proceed with Tranche 2 before the Summer Recess. Our next step will be the drafts of updated Regulations for BTP.

2.2 Police Constable Entry Routes

The updating of Entry Routes for Police Constables is a significant undertaking for BTP. This incorporates both adoption of the Police Constable Degree Apprenticeship, currently used by all Home Office Forces, and the adoption of a Police Constable Entry Route (which is neither degree level nor apprenticeship) which is also to be adopted by HO Forces following the intervention of the previous Home Secretary at the end of 2022. We have provided for a separate Breakfast Briefing on this topic as well as a chance to consider the decision in correspondence. We are trying to meet at least four objectives with this new package :

- Adoption of an updated entry training package for PCs which keeps BTP skills and professionalism on a par with HO Forces.
- Ensuring the new system helps BTP redress the current deficit of female and ethnic minority officers.
- Utilising our Apprenticeship Levy fully (at present around £800k is handed back unspent from BTP to HMT annually).
- Assuaging BTP concerns about the costs of 20% abstraction for the life of an apprenticeship.

2.3 Travel Concessions

The Chief Constable continues to press DfT for agreement to free work and leisure travel for officers and PCSOs – a position of which BTPA is supportive. DfT are considering the best way to achieve this. If achieved, this would aid considerably with BTP’s attraction strategy.

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2.4 Pension Bilateral Agreement

Before 2015 BTP and HO Forces had an agreement whereby each would honour the other's pension obligations, facilitating a free flow between HO Forces and BTP at all levels. Since this ended, this flow has become constrained. There are considerable (pension) disincentives for officers to transfer mid-career. This is not a healthy situation for the medium and longer term – BTPA Exec will trigger some work with the Home Office to reinstate a bilateral agreement. This is likely to involve protracted discussion.

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 HMIC Reports

A reminder, too, that HMIC Peel and Vetting Reports from 2022 were published on 22 February and these can be found [on the HMICFRS website here](#).

3.3 Policing Plan

The Authority [approved the Policing Plan for 2024/25 at its December 2023 meeting](#). We aim to publish a user-friendly version of this plan by the beginning of April to enable partners to understand our plans and hold BTP to account.

3.4 Strategic Independent Advisory Group

The Chair was able to observe a meeting of the Strategic Independent Advisory Group on 12 March and a short update is available later on this agenda.

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

4.1 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.'**

5.1 Disruption and Drones

The Executive Team have been keeping up to date with BTP's learning activity following a selection of recent disruption incidents. Principally, these have involved discussion and reassurance between BTP and Network Rail at a senior level.

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On a related note, we have been pressing for an updated Disruption Strategy between BTP and Network Rail which would fully utilise the potential from the development of drone and other technology. This work is gathering pace. BTPA have been refusing to authorise new Enhanced Police Service Agreements with NR Regions pending this developmental work. This approach, supported by the Chief Constable, is causing some upset within Network Rail.

5.2 Facial Recognition

I am conscious that Members have not recently had a brief on BTP's existing and planned deployment of facial recognition – live and otherwise. I am working with BTP to rectify that.

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

6.1 Undeployable Officers

The Chief Constable and Chair have recently shared their concern that around 12% of officers are undeployable due to a combination of (mostly fitness and discipline) issues. This is a cause for concern with which BTP is grappling and our People and Culture Committee will want to take stock of progress in June.

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. We will keep Members up to speed with these plans as they develop.

7. **Staffing**

7.1 Just to confirm that Karen Findlay has been appointed as ACC to replace Allan Gregory. Karen is expected to start in June around the time of Allan's retirement. This is likely to be Allan's last Authority meeting. It will be hard to do justice to his contribution over many years at BTP and equally hard to replace him.

7.2 The Chair has recently extended Acting ACC Paul Furnell's period of office to 6 May when we expect ACC Charlie Doyle to return to work. It is good to note the progress of Charlie's recovery.

7.3 Along with colleagues, I was sad to hear of Karen Wiesenekker's passing in February. Both Force and Authority were well represented at her funeral, which was jointly supported by BTP, Greater Manchester and Merseyside Police.

7.4 This is Sarah Church's last Authority meeting before going on maternity leave at the end of April. Rubeela Qayyum returns as her cover from 2 April.

7.5 Katie Stanton has been successful in securing a role on promotion within BTP's Communications team. Her role will include oversight of the communications services to be provided to BTPA under a rationalisation of the overall communications.

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7.6 I should also note that this will be the last CEO FA Report typed by Ellie Hartup. Ellie is leaving BTPA at the end of May after nearly 36 years service to BTP and BTPA. I have benefitted from Ellie's support for a mere 5 years of that time and so count as small fry among the senior officers she has worked with and supported. Ellie's help and knowledge will be very much missed.

8. Decisions between Scheduled Meetings

Serial A043 / Senior Officer Extension of Contract [22 December 2023]. Members provided feedback on the proposed length of extension of a senior officer contract.

Serial A044 / Senior Officer Extension of Contract [5 January 2024]. Members provided further feedback on the proposed contract extension for a senior officer.

Serial A045 / Contract Award: Total Facilities Management [26 January 2024]. Members approved, at the request of the Department for Transport, planned spend over a seven-year period for a mandated Total Facilities Management contract.

Serial A046 / Core Police Service Agreement Charges 2024/25 [27 February 2024]. Members approved, further to a breakfast briefing on 23 February 2024, the Core PSA Charges for 2024/25.

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Report to: Full Authority
Date: 26 March 2024
Subject: BTPA Cover Report / Annual Wellbeing,
Health and Safety Statement 2023/24
Sponsor: Head of Governance and People
Author: Board Secretary
For: Approval



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1. Background

- a. The Annual Wellbeing, Health and Safety Statement 2023/24 is presented to the Full Authority for approval.
- b. The Statement has been reviewed and endorsed by the People and Culture Committee at its meeting held on 7 March 2024, as per that Committee's terms of reference.
- c. The minutes of the People and Culture Committee meeting are available in the Background Pack for this meeting. In summary, in endorsing the Statement, the Committee,
 - i. Welcomed the Director of People and Culture's commitment to reviewing a Force assessment of asbestos across the Force's estate (including those facilities managed by external parties), and providing an update back to Committee.
 - ii. Welcomed the Force's proactive approach to promoting the mental health of officers and staff.
 - iii. Noted early indications from a forthcoming Internal Audit Report on Health and Safety – due at Audit Committee in June 2024 – that there was plentiful evidence for improvements and strong controls in Force Health and Safety.

2. Recommendation(s)

- a. That the Full Authority approve the Annual Wellbeing, Health and Safety Statement 2023/24.

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Wellbeing Health and Safety Annual Report

2023

WEBSITE

1
2
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4
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6
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8
9
10
11
12
13
14
15
16

Contents

The Statement of Intent.....	4
Organisation.....	4
Arrangements	4
British Transport Police H&S Strategic Risk Statement	4
Wellbeing, Health & Safety Team	5
Team Structure	5
Team Competency	6
Executive Summary – Health and Safety	7
Improving Safety Culture	7
H&S Governance	8
Incident Reports.....	8
Statutory Compliance	9
Ongoing improvements	10
Executive Summary – Occupational Health.....	11
Service Delivery - Resources	11
Service Delivery Numbers.....	11
OH Futures project and beyond.....	12
Next Steps	13
Executive Summary – Wellbeing.....	14
Service Delivery.....	14
Wellbeing Hub.....	14
Wellbeing Peer Support Programme	14
Wellbeing Events and Webinars	15
Wellbeing Support	15
Ongoing Improvements	15
Psychological Framework	15
Trauma Incident Management Desk.....	16
TRiM Review	16
Wellbeing Health Kiosks.....	16
Wellbeing Conversations	17
Wellbeing Guardian	17
Fatigue Survey.....	17
Results	17
Recommendations include:	17

Next Steps	18
Health and Safety Data/Statistics	19
Detailed Report – Occupational Health	21
Management Referrals – Internal OH delivery	21
Optima Data – External supplier	22
Physiotherapy Service – External supplier	23
Internal OH Service Delivery since December 2023	24
Recruitment assessments undertaken	24
2023 Night worker assessments	25
Detailed Report – Wellbeing	26
Wellbeing Support Services	26
EAP Clinical Outcomes	27
Wellbeing Hub and Events	28
Total Wellbeing Hub Service Usage	28
The Wellbeing Hub has now surpassed 100K site visits since it was launched in 2021.	28
Events/Webinars/Briefings	29

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2
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4
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8
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The Health and Safety at Work Etc. Act 1974 places a general duty of care on employers to provide a safe place of work, so far as is reasonably practicable and further goes on to mandate that for organisations with more than 5 employees the policy for this is recorded.

BTP's safety management system is aligned to the HSE industry best practice, which recommends the following components which has been endorsed by the Chief Constable and the Chair of BTPA.

1. Statement of intent
2. Organisation
3. Arrangements

The safety management system is due for review in May 2024, work will commence to review and update the policy beginning in Q3 2023.

The Statement of Intent

The statement of intent lays out the Chief Constables and the Chair of BTPA vision for the management of health and safety within BTP.

Organisation

The organisation is divided into two separate sections, the H&S Organisation Chart and the Roles and Responsibilities Arrangement.

Arrangements

Arrangements can be described as the technical/guidance documents that describe how BTP will manage individual risk and activities practically, such as Fire, Risk Assessment etc.

British Transport Police H&S Strategic Risk Statement

The H&S risk statement agreed with BTPA is:

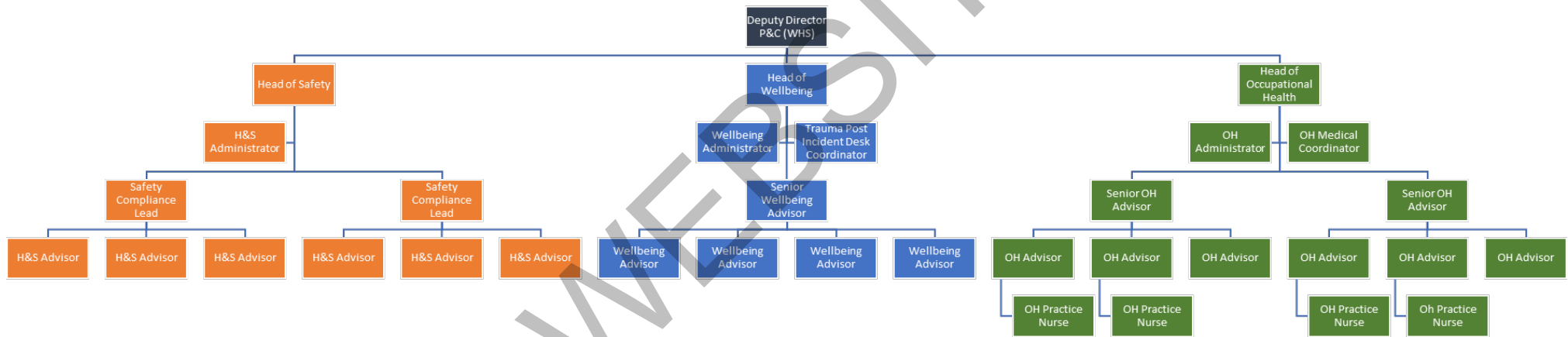
"Due to a lack of understanding of Health, Safety & Wellbeing responsibilities and inadequate H&S resourcing, BTP/A may fail to embed a culture where the wellbeing, health and safety of staff is engrained in everything we do. This could lead to harm to our people and the public, legislative non-compliance and enforcement action".

This statement shows that BTP is fully aware of its responsibilities and the impact of a poor culture could have on its employees and its reputation. BTP has set the appetite for this risk as 'Cautious'.

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Wellbeing, Health & Safety Team

Team Structure



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Team Competency

ROLE	BASE COMPETENCY	ADDITIONAL COMPETENCY	EXPERIENCE
HEAD OF SAFETY	H&S Qual Level 5	Management Qual Level 6 Fire Risk Assessment 45001 Lead Auditor	10 + Years inc. management
HEAD OF OCCUPATIONAL HEALTH	Registered Nurse Level 6 Prof OH Qual Recognised Leadership Qualification	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	
HEAD OF WELLBEING	Level 7 in either wellbeing/health/HR discipline	A relevant mental health qualification (MHFA or equivalent) TRiM Manager TRiM Practitioner	Project Management Leadership Data Analysis
SAFETY COMPLIANCE LEAD	H&S Qual Level 5	Fire Risk Assessment 45001 Lead Auditor TRiM Practitioner	5+ Years inc. leadership
SENIOR OH ADVISOR	Registered Nurse Level 6 OH Qual	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	
SENIOR WELLBEING ADVISOR	Level 5 Health and Wellbeing qualification or equivalent of.	TRiM Manager TRiM Practitioner Level 3 Training qualification Level 3 Mental Health qualification or equivalent	
H&S ADVISOR	H&S Qual Level 3	Fire Risk Assessment 45001 Lead Auditor TRiM Practitioner	1+ Year
OH ADVISOR	Registered Nurse Level 6 OH Qual	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	2 years post registration 2 years OH experience
OH PRACTICE NURSE	Registered Nurse	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	2 years post registration
WELLBEING ADVISOR	Level 3 Health and Wellbeing qualification	TRiM Manager TRiM Practitioner Level 3 Training qualification Level 3 Mental Health qualification	
ADMINISTRATOR		MS Applications	1+ Year

Executive Summary – Health and Safety

Improving Safety Culture

In April 2022 the Safety Team implemented the new Safety Management Software (SMS), this saw a step change in how BTP manages safety systems and allows for full management oversight of risk, this is now fully embedded within BTP:

- Health and safety action completion rates have increased significantly since the implementation of the SMS which has seen a percentage increase of nearly 98%, with completion rates now circa 92%, up from 40%.
- All risk assessments are now completed, recorded and accessed via the SMS, which allows access to all employees via desktop, mobile phones and iPatrol devices at any time.
- The H&S team have developed and continued to develop basic loss data from absence rates attributed to injuries whilst on duty.
- The functionality of the SMS has also allowed other initiatives to be realised, for example H&S boards and meetings now utilise the automated action tracking function of the SMS for board actions, this can be updated, and items closed live during meetings.
- The functionality of the SMS platform has allowed the creation of 2 forms with aim to improve clinical practice, governance and improve/enhance support to the public, these are the First Aid Intervention Form and the Patient Report Form, these are reviewed at the Clinical Governance Committee on a quarterly basis. This includes feedback from the clinical governance provider, ATACC for patient report forms, which closes the clinical governance learning loop.

Although correlation does not necessarily evidence direct causation, it is believed that the rise of incident reporting is as a direct result of the effective implementation of the SMS across multiple areas, such as Op Hampshire, Use of Force and other functions. The SMS is now fully embedded and interwoven throughout multiple governance functions. The rise in incident reporting must be seen as a positive H&S cultural improvement.

We have seen improvements to the Level 3 Incident Review Board, which is now chaired at ACC level, and the board maturing with activities such as provision of body worn video when discussing incidents and improved root cause analysis, this is leading to effective organisational risk-based decision making.

Following consultation with L&D as part of the Strategic Learning Requirements the Head of Safety presented a paper to FEB highlighting the need for H&S competency within the senior leader cadre within BTP, FEB agreement was gained that all BTP senior leaders must undergo formal H&S training, which was rolled out with very positive feedback.

FEB also agreed that to ensure leaders focus on H&S as part of their job role, an objective should be set as part of their annual PDR cycle, this has now been adopted and rolled out within the Talent system.

Overall engagement with senior leaders in H&S management and governance is more visible, more involved in risk oversight, decision making and accountability.

H&S Governance

BTP has a fully embedded H&S governance structure, which see's each Sub-Division reporting to a Divisional H&S Committee, which in turn reports to the Central H&S Committee, which is chaired by the Director of People and Culture. This allows any issues that require a divisional or force level review or decision to be escalated, each H&S governance committee sits on a quarterly basis.

BTPs H&S KPIs have been redeveloped to bring accountability to command structures regarding H&S performance, this was initiated in the recent KPI review and is now live within the KPI reporting system.

Strategic and force level health and safety risks are also recorded on the 4Risk system, with each division holding its own register, and a register is also being maintained for risk held by the Central Health and Safety Committee, this is due to be reviewed and updated imminently.

The level Incident Review Board is now chaired at ACC level, and includes representation from all divisions and LXC, force level actions are created and LXC opportunities taken and included in LXC communications, this is an important function to identify safety issues and provide pragmatic, forced improvements to prevent recurrence, allow mitigation and evidences BTPs commitment to learning lessons and keeping it's people safe, so far as is reasonably practicable.

Incident Reports

Incident reports (all categories) have seen a steady increase over the last 5 years, with the average monthly incident report rate of 99.6 in 2018, rising to 127.4 in 2022, in the period Apr 2022 – Jan 2024 the average monthly report rate is at 138.4, this is a percentage increase of 39% from the 2018 figure.

The data represented below is derived solely from the Safety Management Software reports.

2908 incidents have been reported on the SMS since inception in Apr 2022.

Type of Incident	Numbers (April 2022 – present)
Assault	1911 (66%)
Non-Assault Injury	834 (29%)
Close Call	160 (6%)

Type of Assault	Numbers (April 2022 – present)
Physical	1746
Verbal	24
Hate	139

Lost time	Number of days (April 2022 – present)
Assault	945 (21%)
Non-Assault Injury	3555 (79%)

Narrative: While the volume report is that of assault, it must be noted that the majority (c80%) of lost days due to workplace injury is attributed to causes other than assault.

Further work has been undertaken to identify the main causes of lost time (non-assault) the top 5 categories are:

Category	Number of lost time incidents	Days lost
Arresting/Detaining a Person	260	1482
General Policing	102	850
Dealing with an offence	86	395
Working in an Office	54	86
Dealing with Mental Health	53	31

Statutory Compliance

Fire Risk Assessment (FRA)

Each location within BTPs demise, whether leased directly to the force, or whether as tenants has an FRA carried out biennially, all BTP H&S Advisors who carry out FRAs have a formal fire risk assessment qualification. FRAs are held to the industry standard Publicly Available Specification 79:2020 (PAS 79) standard. The assessment scoring criteria is as follows:

Low	Unusually low likelihood of fire as a result of negligible potential sources of ignition.
Medium	Normal fire hazards (e.g. potential ignition sources) for this type of occupancy, with fire hazards generally subject to appropriate controls (other than minor shortcomings).
High	Lack of adequate controls applied to one or more significant fire hazards, such as to result in significant increase in likelihood of fire.

Taking into account the nature of the building and the occupants, as well as the fire protection and procedural arrangements observed at the time of the fire risk assessment, it is considered that the consequences for life safety in the event of fire would be:

Slight Harm	Outbreak of fire unlikely to result in serious injury or death of any occupant (other than an occupant sleeping in a room in which a fire occurs).
Moderate Harm	Outbreak of fire could foresee-ably result in injury (including serious injury) of one or more occupants, but it is unlikely to involve multiple fatalities.
Extreme Harm	Significant potential for serious injury or death of one or more occupants.

Accordingly, it is then considered which rating that the risk to life from fire at premises is:

- Trivial
- Tolerable
- Moderate
- Substantial
- Intolerable

All FRAs are in date all except two locations have been categorised as trivial to moderate risk except York, which was returned as substantial at the time of assessment.

Risk Assessment

The Risk Assessment Arrangement was reviewed and a new process for creation, collaboration and review of force level and specific activity risk assessments being implemented. Within 4 months all 21 force level assessments went through the new process and have either been approved by a portfolio lead (COG) or are awaiting approval. BTP now utilises BowTie Risk Assessment methodology to assist in the creation of risk assessments, this allows visual representation of the risks, controls and mitigations, as well as giving an evidence base to how the risk assessment was formulated.

Ongoing improvements

Improve & maintain operationally focused H&S:

Stakeholder engagement with operational teams continues to improve, Safety Advisors now regularly attend operational team training such as MOE, rope access and OSU, as well as operational activities such, this improves the awareness of operational safety throughout front line policing.

Alignment with Oscar Kilo Op Hampshire data sets to inter-force benchmarking and increased data fidelity with BTP internal use of force Compliance Team metrics. Following the release of the assault app by the NPCC we are re-categorising some of the question sets and metrics within the SMS to allow easier benchmarking and fidelity with national assault data.

The Head of Safety is working with Resilience Team and Op Sabre to improve major incident H&S initial actions of responders and support, this will include developing safety action requirements for those first on scene, actions to protect safety from operational commanders and checklist to improve gathering of information on local hazards, which will in turn improve METHANE accuracy.

Following the capability review, a further Safety Compliance Lead role will commence in April 2024, which will allow greater operational H&S oversight and support.

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Executive Summary – Occupational Health

Service Delivery - Resources

The Occupational Health (OH) service has historically been delivery via a hybrid model consisting of a small internal team of OH Advisors (OHAs) supplemented by an external service provider largely undertaking fitness for task medicals, immunisation and OH Physician appointments.

Recruitment and retention challenges nationally within OH areas have presented issues both for the internal team and the external provision which has required management time and resources to adjust services provided and time scales for delivery. In addition, there have some concerns related to quality of work and reports delivered by the external provider which with robust contract management and engagement saw an improvement but resulted in frustration and dissatisfaction from our line managers and employees.

A strong recruitment drive for the internal OH positions in 2022 & 2023 resulted in onboarding of three new OHAs who were supported by FTC long term agency positions resulted a significant improvement in internal service delivery and stakeholder engagement, but this was not sustained with the ending of the Agency FTCs and a further resignation tendered. Further recruitment to the established roles alongside the campaign to recruit to new roles as part of the OH futures project has largely been successful and the OH service is currently better resourced than it has been for some years. A further OHA based in Glasgow is due to commence in March 2024. Currently there are 1.5 posts (x1 FTE Practice Nurse, x1 PT OHA) still to recruit to. Service delivery has been maintained through continuous review of demand and flexibility by the team to adapted to service needs and delivery locations.

Service Delivery Numbers

Service delivery numbers have remained consistent on previous years for case management. OH have worked closely with recruitment to ensure that any fluctuations to the requirement for new recruit medicals can be met to support BTP workforce plans using the external provider until November 2023 but this service delivery now lies with the internal OH team.

Periodic AFO & CBRN medicals have been demand led and as a critical function prioritised to ensure availability of operational resources. A project to ensure all response drivers in post are medical assessed in line with DVLA guidance has been ongoing and will be completed in 2024. Once complete these will be included in the periodic medical schedule. All new response drivers are assessed prior to attending their first course.

OH Physician referrals remain at a low level annually; but are usually the most complex cases with significant OH Advisor input prior to OHP referral, as well as cases under consideration for ill health pension suitability.

In 2022/23 a new referral pathway to psychological support for work related or working impacting mental health symptoms was introduced. Delivered by our current provider of psychological services this allowed access to services for mild to moderate conditions/symptoms without the requirement for OH Referral and where workplace fitness for work opinion and recommendation were not required. The referral process is via line managers, People Advisors and Peer supporters to ensure that this pathway is the most appropriate and employees are supported alongside treatment. This good utilisation of this pathway with good outcomes to treatment and positive feedback from users.

A change in the method of delivery of the Hepatitis B immunisation programme in 2022/23 via the external provider has seen a large increase in those accessing Hepatitis B vaccination. This is particularly relevant due to the numbers not able to access vaccinations following a national shortage of the Hepatitis B vaccination and initially issues with access to this service when BTP changed service providers in 2019. From December 2023 this service provision lies with a new provider and will be monitored to ensure the service meets BTP needs.

OH Futures project and beyond

In response to the people survey and a general dissatisfaction of OH services the OH Futures project set out our vision to improve the quality and efficiency of OH Services to BTP through the internalisation of services supported by small specialist contracts where there is not internal capability to deliver, and external provision was considered the most cost-effective way to delivery these services. An initial 'go live' date was delayed from September 2023 to December 2023 to allow estates and procurement dependencies to be achieved. This did require the external services contract with Optima Healthcare to be extended from September to 30th November 2023.

Resources – A successful recruitment campaign was undertaken to increase the internal team capabilities to deliver the required services and particularly the recruitment of OH Practice nurses to deliver the face-to-face medicals for new recruits and periodic medicals for those already employed. Qualified Registered Nurses with a number of years of experience were recruited to the Practice Nurse posts some with OH experience and others new to the speciality. Alongside them qualified OH Advisors were also recruited to the vacant posts within the establish structure.

Induction and training packages were developed for both these roles to meet our desire for knowledgeable, well trained BTP clinicians who understand the needs of BTP and our employees. This required both internal and external training as well as supervised practical sessions to ensure clinical competencies and knowledge.

OH physician (OHP) services were previously provided by the external provider with a post included in the OH Futures structure. It was recognised that this was a complex post to recruit and did not sit with the BTP employment and pay structures easily. This provision is currently being met by a short-term agency contract whilst long term methods are explored. The most likely outcome is that BTP will collaborate with another non-home office force to procure OHP services.

Estates – To internalise the service and deliver face to face activities there was a requirement to have suitable and fit for purpose OH facilities providing confidential and professional spaces across the BTP footprint. Six permanent locations were identified with five now developed and operational – Albany House & Blundell Street in London, Cardiff, Leeds & Glasgow. A temporary clinic is in place in Liverpool whilst a permanent clinic location in Manchester is identified as there is no suitable facilities within our current BTP estates therefore external opportunities are being explored.

External services provision – The external contract with Optima came to an end on 30th November 2023. A smaller number of external services were identified as still required and a tender process was undertaken to identify a supplier. From 1st December 2023 services for physiotherapy, immunisations, Drug & Alcohol testing, and body fluid exposure incident management have been delivered by PAM Group. Services are offered via the PAM network of clinics across the geographical footprint of BTP and remotely where appropriate. A 24-hour helpline for the risk assessment and management of Body Fluid exposure is available with follow actions, where risk indicates necessary, delivered in PAM clinics.

OH Software system – Following a review of the market and testing of other systems a decision to move to a replacement software system with the provider of the current OH system was made. Although expected to be delivered in 2022 a data security issue was identified that resulted in a pause to the implementation whilst the supplier rectified the issue. This is now complete and project transition and implementation are due to recommence in the coming months with a potential ‘go live’ date of May 2024

OH Apprenticeships – Access to OH apprenticeships have been challenging and impacted by a review and amendment of professional competency requirements by Nursing and Midwifery council (NMC) in 2022/23. Universities have found it necessary to significantly review course content and learning to reflect the new competencies with apprenticeship course within the ‘second phase’, further details are expected by the start of the academic year in September 2024. It is also planned to explore a range of development courses and training to ensure ongoing development needs and competencies and that all clinicians can meet the requirements for professional registration with the NMC including revalidation.

Next Steps

The internalisation of the OH services will continue to be embedded into BTP throughout 2024 with the replacement OH system expected to have significant improvement in access to OH services.

Further onboarding of OH Advisors to establishment level will allow the team to be further aligned to specific divisions to increase line manager support and stakeholder engagement through information sharing and team visibility. This will be further supported through development of the OH intranet and My Learn pages to ensure those needing to access OH understand the role of OH and referral pathways.

Work to develop and benchmark fully against the Foundation Occupational Health Standards for Police Force will be recommenced before moving to the advance standards requirements to provide further assurance around the quality and robust delivery of Occupational Health to BTP and its employees.

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Executive Summary – Wellbeing

Wellbeing is a strategic priority under our 'Force on the Move' action plan and as part of our values: 'We Care' and 'We strive to be better every day'.

Our All-People Survey results in 2022 demonstrated that only 36% of the force believed that BTP cared about their wellbeing; this was our baseline to measure the impact of the work underway throughout 22/23 increasing and improving the provision of wellbeing in the force. We have continually developed the Wellbeing Hub and focused on making our wellbeing support visible with attendance of the wellbeing team to support traumatic incidents and an active programme of wellbeing events including Wellbeing Webinars, Wellbeing Dog and Peer Support visits, wellbeing team briefings and delivering 2 Day Wellbeing Events in Manchester and Birmingham. Feedback from these days has been overwhelmingly positive and engagement levels are increasing with each event.

The 2023 All People Survey results have seen a substantial increase from 36% to 44% of the force who now believe that BTP care about their wellbeing and a significant increase of 33% of people stating they know where to get wellbeing support if they need it, indicating that greater engagement and visibility of the team is having a positive impact on delivering the 'Force on the Move' strategic priorities and values.

The 2023 Force Management Statement highlighted the critical status of demand and capacity within the Wellbeing Team, subsequently the Capability Review recommended an increase in establishment with an additional 3 Wellbeing Advisers and 1 x Wellbeing Administrator. This was approved by COG and included as part of the 2024 MTFP, recruitment is underway with positions due to be filled from April 2024 onwards.

Service Delivery

Wellbeing Hub

86% of employees have now visited the Wellbeing Hub, with 74968 site visits since the hub launched indicating this is now established as the single place to go to access information, guidance, events, and wellbeing news. To enable offline access a 'Wellbeing Support Services Guide' has been produced which brings together all the resources we offer in a downloadable guide. The guide covers physical, mental, emotional, and financial wellbeing and provides information about all our services and how to access them.

We have created several Financial Wellbeing pages including debt, budgeting and a Cost of Living Hub, and have trained and provided editorial access to the BTP Pension Manager so they can ensure maintenance, relevance and governance on content. They have also arranged numerous Financial Wellbeing webinars such as Pre-Retirement courses, Pensions and Tax advertised via the Wellbeing Events calendar on the Hub.

Wellbeing Peer Support Programme

Since its launch Wellbeing Peer Supporters have provided support and signposting to 193 people. Additionally, we have provided extra training in specialist areas such as domestic abuse and

bereavement and recruited extra supporters to cover issues such as paternity/maternity, baby loss and menopause. We now have 69 Peer Supporters covering all BTP.

Wellbeing Events and Webinars

In 2023 we have delivered 2-day Wellbeing Events featuring guest speakers, OH health checks, stands from external partners such as the Police Treatment Centre, Police Mutual and Police Care, yoga sessions and a wellbeing dog. Feedback from these days has been overwhelmingly positive and engagement levels are increasing with each event.

2-day Wellbeing events will now be part of an annual wellbeing calendar with 3 onsite events per year and further developments to include virtual sessions running simultaneously available to all employees and onsite Health Kiosks. We will also develop a calendar of Wellbeing virtual events, face to face workshops and recorded sessions to ensure these are inclusive for all regardless of shift patterns or locations.

To encourage physical activity and exercise we organised our first Wellbeing step challenge which was held during Mental Health Awareness Week. This was delivered via Optimise the health and wellbeing gap provided by Optima as our EAP. The next challenge will be held in November, we will be running more of these interventions throughout 23/24 to improve the holistic wellbeing of our people.

Wellbeing Support

The Wellbeing Team have provided emotional, onsite support following the tragic deaths in service of a number of officers and staff in 22/23. Additionally, an increase in incidents of Child Young Person (CYP) fatalities required further trauma support arrangements and wellbeing intervention. This wellbeing support has also been provided out of hours and has relied on the Wellbeing Team working extended hours, in emotionally challenging situations.

Ongoing Improvements

Psychological Framework

The Wellbeing, Health and Safety department are currently developing a Psychological Framework, the aim of which is to assess the psychological hazards affecting our people and put in place reasonable controls to mitigate and manage the psychological risk. This project has commenced with project timelines, deliverables and a procurement strategy currently being developed which will be reported to the programme board.

This framework will consist of:

- **Role Profile Assessments** utilising role specific risk assessment developed by the CoP and National Wellbeing Service. These not only include exposure levels, but also aspects such as levels of autonomy, team working, safety/security as well as other elements that may either mitigate or increase the risk of the role.
- **Psychological Health Surveillance**, including screening, structured interviews and assessments which will be conducted on a bi-annual or annual basis dependent on the level of psychological risk.

Role Profile Assessment are currently being completed and will be held in the Safety Management System to enable audit, tracking and reporting. Once all assessments are completed and approved, we will also have an insight into the overall risk profile of BTP.

Trauma Incident Management Desk

A Trauma Incident Management Coordinator joined the team in May 2023 on a 12-month secondment to develop the Trauma Incident Management Desk. This will track all trauma contact across the force and signpost officers and staff to the relevant agencies to ensure that individuals have the support they require. A review of the data we capture has commenced and initial changes have been made. We can now begin to identify individuals who have attended multiple incidents across 2,4 and 8 weeks and proactively contact them to offer support. A location dashboard has been added providing a snapshot on incidents by division/sub-division based on number of incidents and number of officers exposed and a basic analysis of incidents by location to aid identification of BTP locations with high levels of exposure. This has enabled us to target support, e.g., we provided onsite TRiM support and a wellbeing dog visit to ASHFORD RS where people had dealt with a traumatic child electrocution and several fatalities in a short space of time. The process to extract information from Control Works re potentially traumatic incidents and transfer to a database is now automated. This has provided a time saving of approx. 2hours per day enabling more proactive work to be undertaken by the wider Wellbeing Team.

TRiM referrals increased in Q2 23/24 (after the introduction of the Post Incident Desk) by 133% compared to Q2 in 22/23

TRiM Review

BTP have had a TRiM process in place since 2016. The service provided by TRiM has developed significantly over this time, alongside the many significant developments in organisational structure, technology, and holistic areas of operation, such as the embedding of diversity and inclusion. In recognition of this a review of the current TRiM process is required to ensure that it is fit for purpose for current requirements and is in line with all recommended best practice guidance. This review will ensure that BTP are able to offer a TRiM process that aligns with the needs of our people and ensures all practitioners and managers are suitably trained and equipped to deliver a quality service that supports our We Care value.

Wellbeing Health Kiosks

From March 2024 a rollout of Health Kiosks will commence across BTP. These are being deployed as part of the existing Employee Assistance Programme. They will initially be sited at 7 hub locations for 1-2 months and can then be relocated to other locations. The Wellpoint Health Kiosk is a state-of-the-art health and wellbeing kiosk which has intuitive touch screen technology to capture key individual health and wellbeing outcomes. Reporting to both the individual employee and through anonymised/aggregated data to the organisation, the analysis typically includes:

- Height
- Weight
- Body Mass Index
- Blood Pressure
- Body Fat Content
- Heart rate
- QRisk3 Heart Age score

Wellbeing Conversations

Through the introduction of a Wellbeing Conversation template and toolkit, every BTP employee will have the opportunity to have health and wellbeing conversations with their manager, at least annually. As part of these conversations, line managers will be expected to discuss the individual's health and wellbeing, any flexible working requirements or issues relating to equality, diversity, and inclusion. These will be rolled out from April 2024 onwards.

Wellbeing Guardian

We will be introducing a Wellbeing Guardian role at COG driving the Wellbeing agenda at a senior level. The overriding purpose of the Wellbeing Guardian is to routinely challenge the organisation's activities and performance to create a compassionate environment which promotes the culture of wellbeing of our people, where organisational activities empower the holistic health and wellbeing of its entire workforce. A role profile has been created and approved by COG and each member of our Chief Officer Group will take on this role on a rotational basis for 6 months, commencing April 2024.

Fatigue Survey

This study of sleep patterns and fatigue was commissioned to understand the extent, causes and impact of tiredness and fatigue for our employees and to explore possible solutions that might help improve their health, performance and resilience. The study also looked at other areas such as lifestyle habits.

Sleep quantity and quality is intrinsically linked to mental health, the ability to cope and stress. It is also well established that when someone is tired, they may make poor judgements, may be quick to anger (for example use force when other interventions would be wiser), may be slower to react (for example when driving under blue lights) and will have a reduced ability to think logically and creatively.

Through this data, the aim is to develop interventions to reduce fatigue, reduce sickness absence, make our people feel cared for, enabling our people to provide the best possible service to the public.

Results

The survey demonstrates that our people are obtaining insufficient and poor-quality sleep, which is translating into fatigue at work. As a result, there are serious implications for health, safety and performance. If staff are tired and fatigued, we can expect to see increased levels of absence, a greater burden of stress, more complaints made against customer-facing employees, more accidents at work (and during commutes) and impaired decision making.

Recommendations include:

- Educating our people about the importance of sleep and the impact of shift work on sleep.
- This education to include key lifestyle barriers to sufficient good quality sleep such as caffeine, gadget use and alcohol to drive long term behavioural change.
- Refresh policies for commuting and driving at work to help minimise the incidence of drowsy driving.

- Encourage a culture of taking rest breaks to boost alertness during a shift.
- Continue to encourage all staff to take their full leave entitlement to enable them to rest and recharge.
- Consider a programme of sleep disorder screening by occupational health.
- Identify areas of the business to pilot light therapy to understand alertness and health benefits.
- Pilot the use of blue-blocking glasses for workers coming off a night shift.
- Working with the National Police Wellbeing Service on an intervention utilising Biostraps amongst different high-risk cohorts within BTP
- Participation in research with Third Pillar of Health and the National Highways Agency in relation to driver fatigue

Next Steps

Wellbeing, Health and Safety have developed an action plan based on the recommendations to be delivered and implemented in 23/24. The report has also been shared with Supt Chris Horton who is leading on the action plan for those elements relating to driving and driving fatigue.

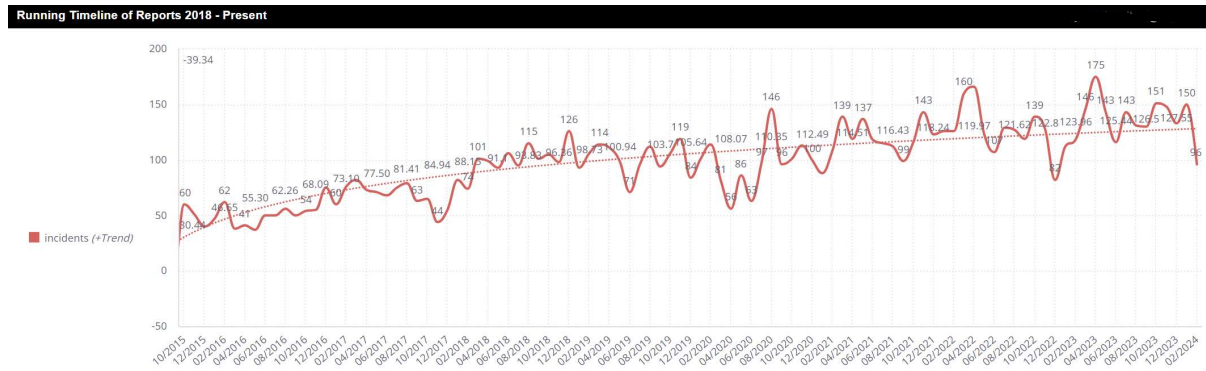
Following the implementation of interventions, a third survey will be held to assess the efficacy of this work.

WEBSITE

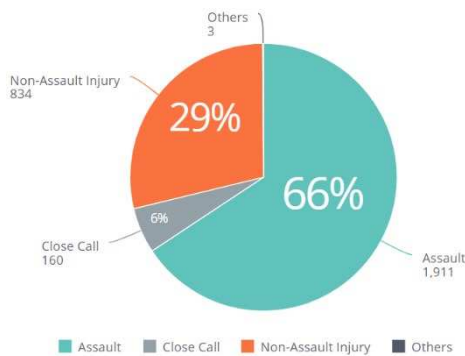
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Health and Safety Data/Statistics

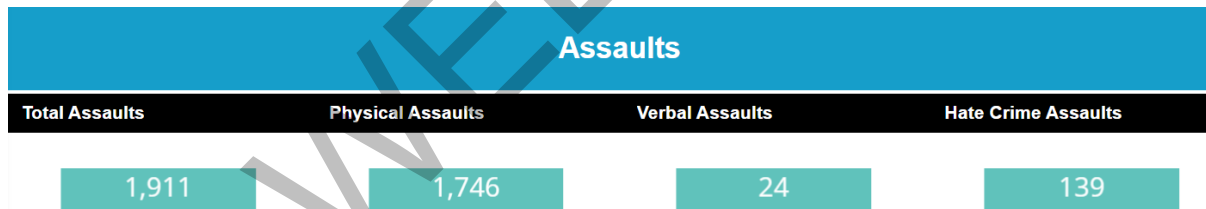
All incident trend from 2015 – Present



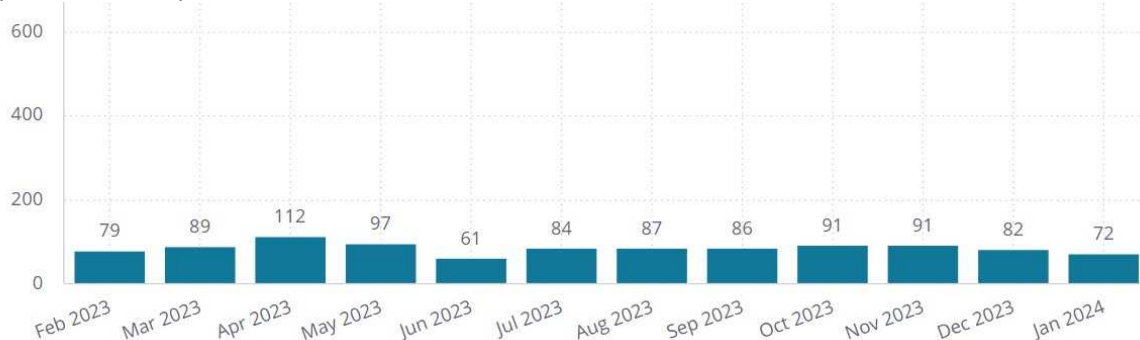
Total Number of incidents reported April 2022-Present (all causes)



Total Number of assaults reported April 2022 - Present

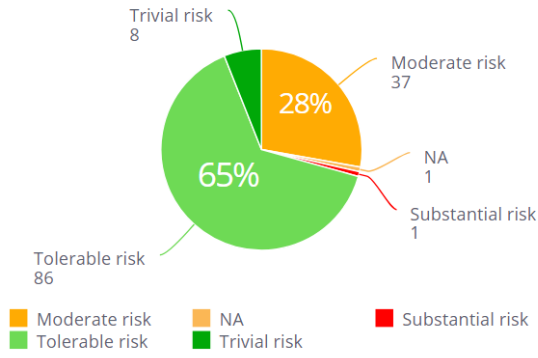


Physical Assault by Month (Previous 12 Months)



Fire Risk Assessment

FRA By Risk Rating & Approved Status



Substantial Risk By Approved Status

Risk Factor	Sub-Division / Dept	Location
Substantial risk	C: Pennine Sub-Division	York

Action Tracking

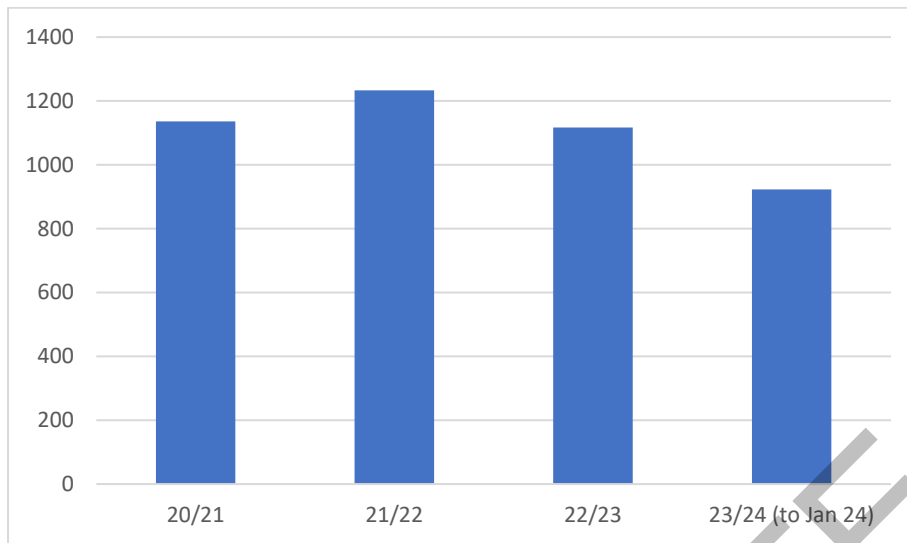
Closure Rate	Actions Raised	Open Actions	Closed Actions
92.64%	4,160	306	3,854

WEBSITE

Detailed Report – Occupational Health

Management Referrals – Internal OH delivery

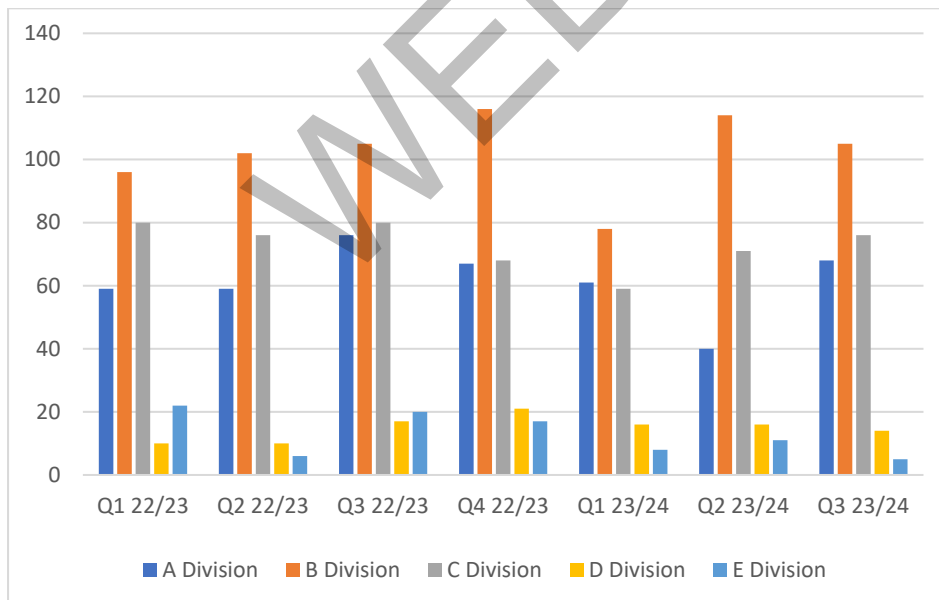
Referral Volume by year



Referral volume by Quarter

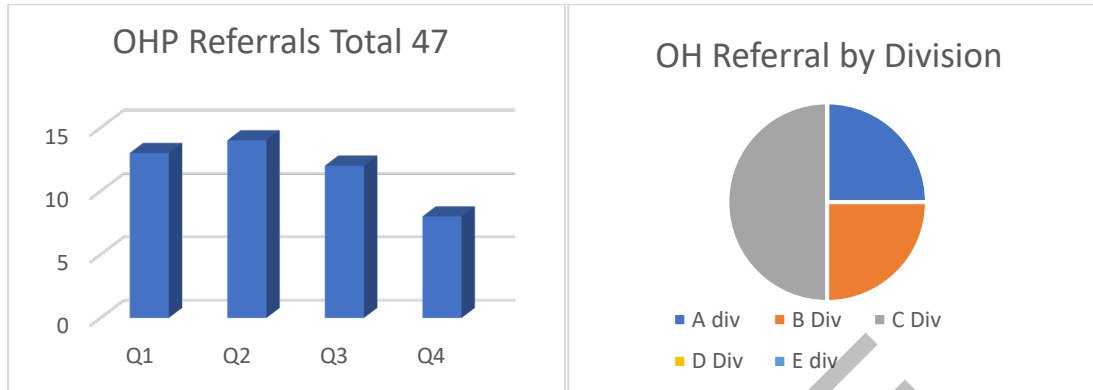
Apr-Jun22	Jul-Sept22	Oct-Dec22	Jan-Mar23	Apr-Jun23	Jul-Sep23	Oct-Dec23
273	256	299	289	291	252	268

Referrals by Division



Optima Data – External supplier
Occupational Health Physician (OHP) referrals

Referral to OHPs include complex cases, where specific medical advice is required, Pension cases



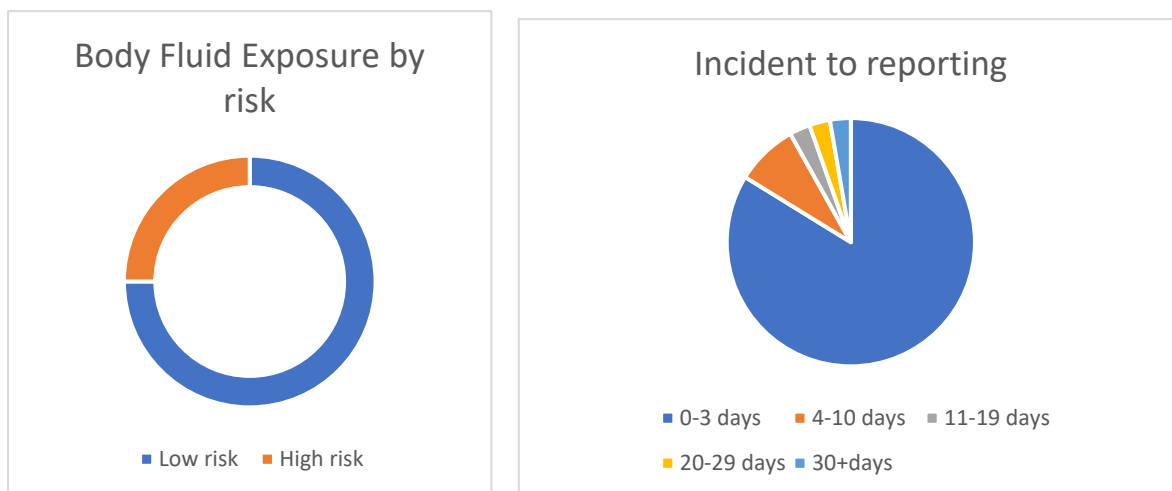
New Recruit Medicals completed.

Apr-22	May 22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov 22	Dec-22	Jan 23	Feb 23	Mar23	Total
58	58	34	100	123	98	36	54	5	42	36	41	685

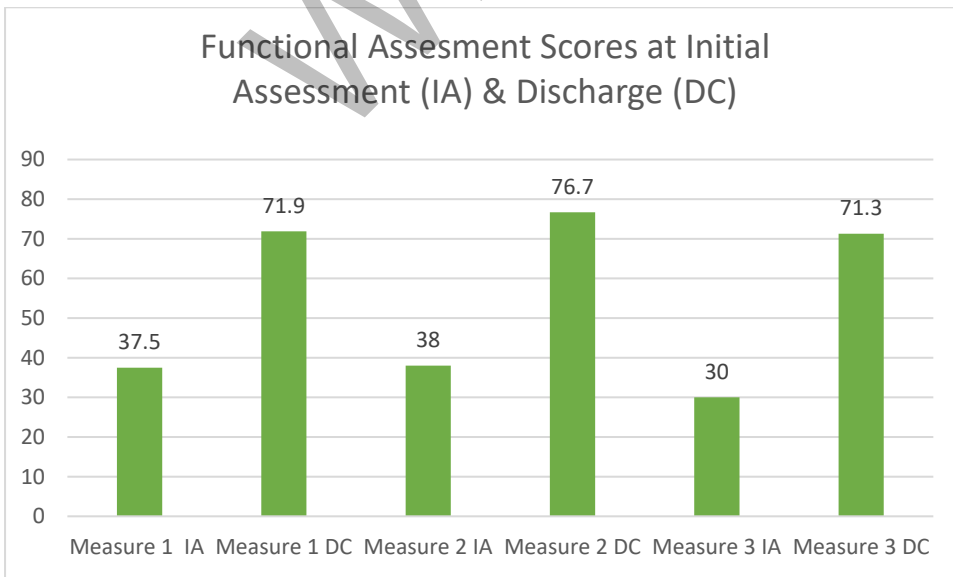
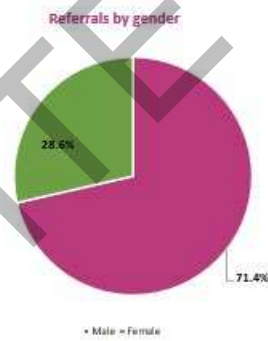
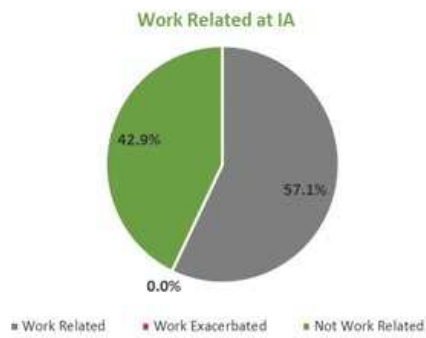
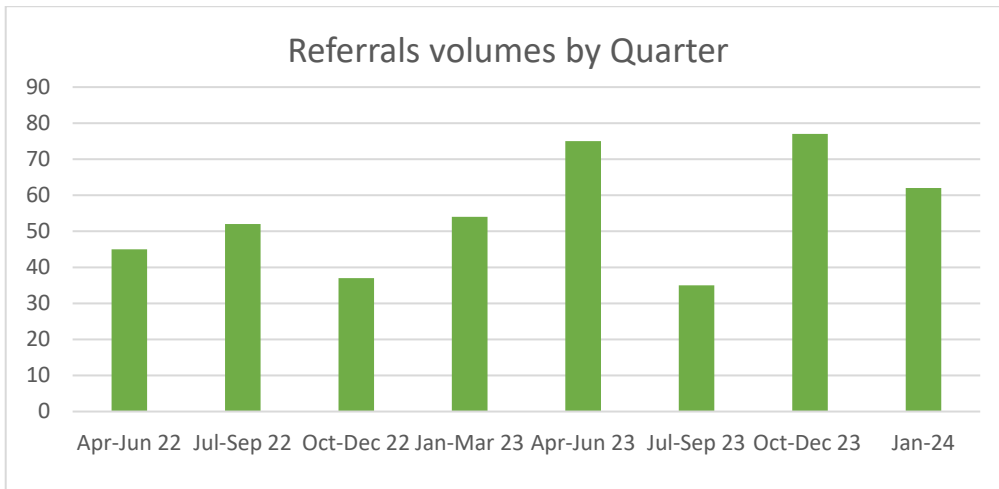
Apr-23	May 23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov 23	Dec 23
5	1	3	0	4	2	1	1	0

New Recruit medicals now delivered by BTP internal OH service and figures reported below.

Body Fluid Exposure incidents

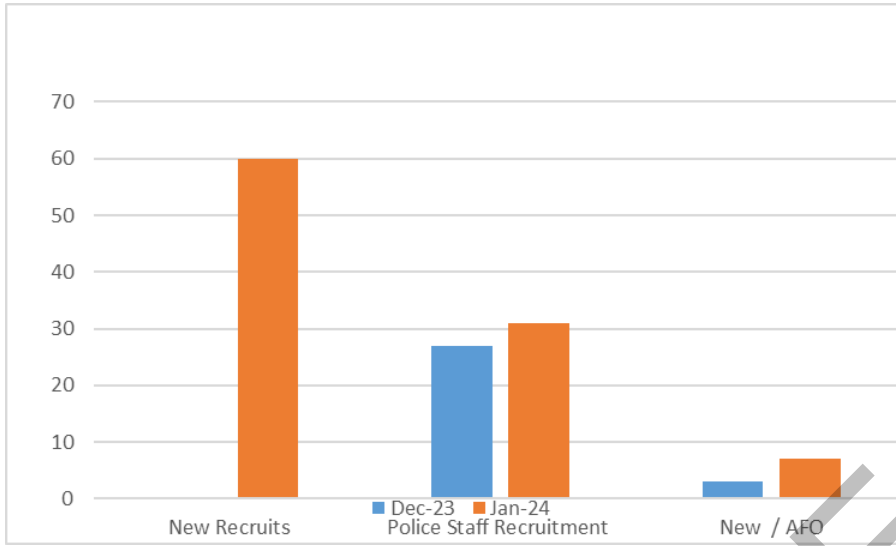


Physiotherapy Service – External supplier

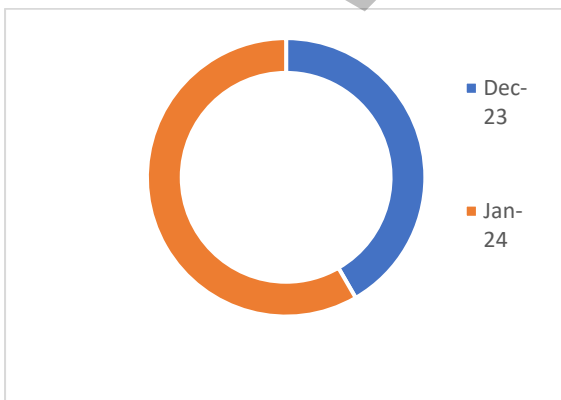
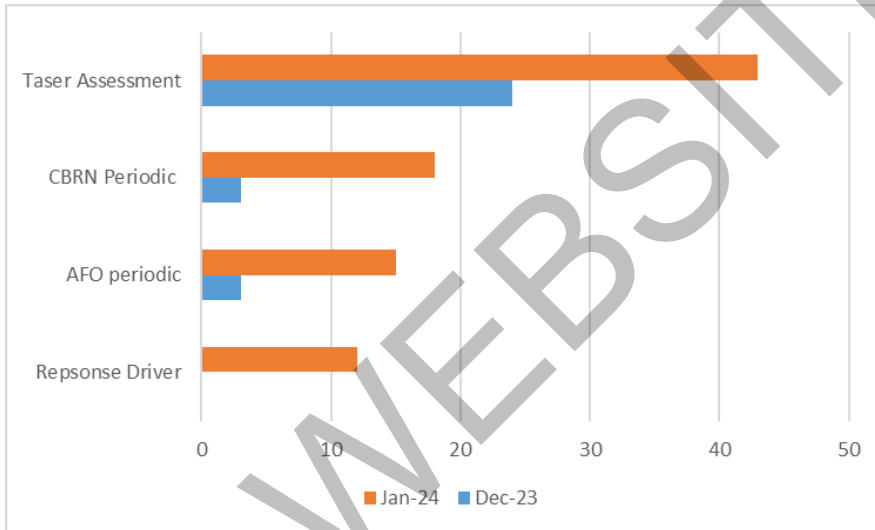


Internal OH Service Delivery since December 2023

Recruitment assessments undertaken



Other Medical assessments Undertaken.

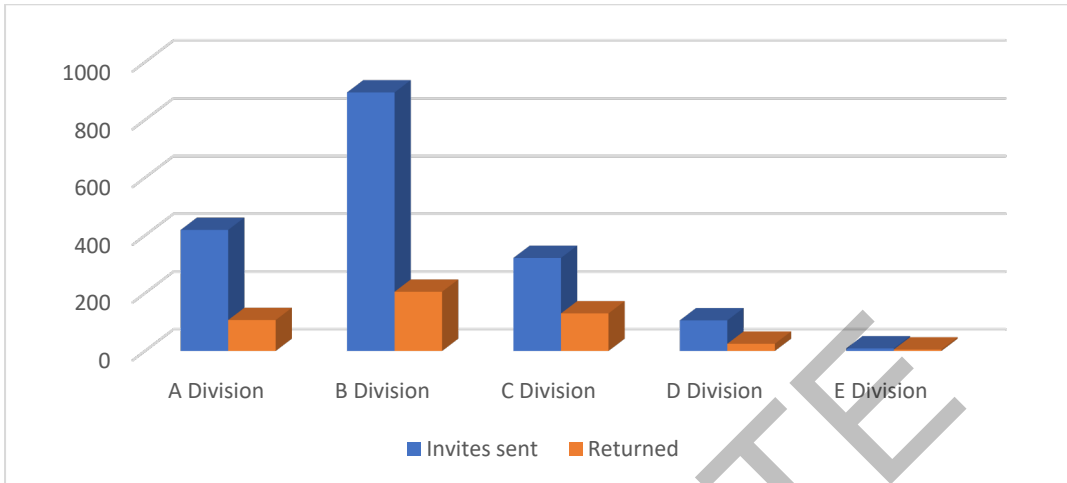


Management referrals submitted
Dec23- Jan24

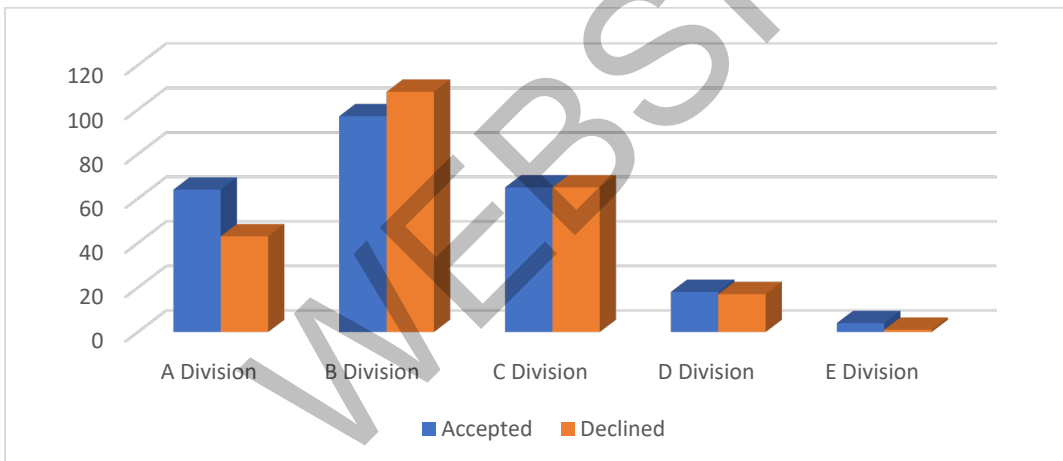
2023 Night worker assessments

There is a Legal requirement to 'offer' Night workers a health assessment annually however assessment is not mandatory, and employees can decline. Night work can be considered via other processes if required e.g. Management referral, Periodic medicals.

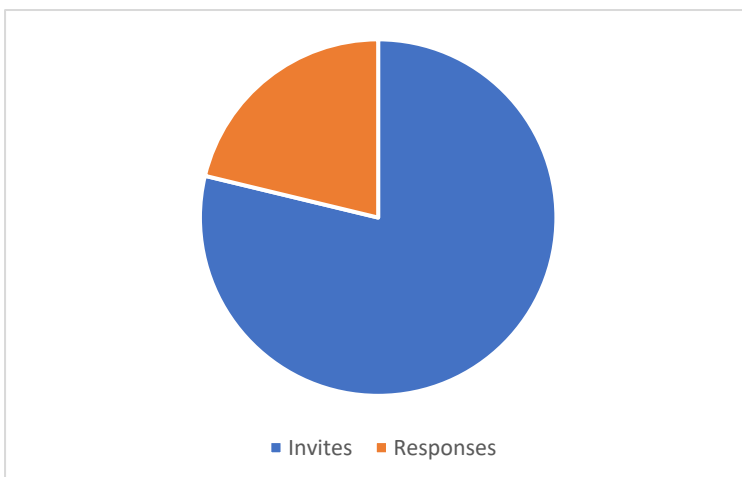
Night worker assessment invites sent out v Returned response by Division.



Night worker response received – Health assessment accepted v not accepted by Division.



Invites sent v Responses received.



Detailed Report – Wellbeing

Wellbeing Support Services

Data covers 2023/2024 broken down by financial quarters

		2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
No of TRiM Referrals Completed (this quarter)	All	24	35	37	-	96
	<i>A Division</i>	2	5	2	-	9
	<i>B Division</i>	7	17	13	-	37
	<i>C Division</i>	11	9	21	-	41
	<i>D Division</i>	4	4	1	-	9
	<i>E Division</i>	-	-	-	-	-
	<i>BTPA</i>	-	-	-	-	-
No of TRiM Debriefs (this quarter)	All	1,324	3,317	2,596	-	7,237
	<i>A Division</i>	-	-	-	-	-
	<i>B Division</i>	731	1,893	1,278	-	3,902
	<i>C Division</i>	494	1,114	1,062	-	2,670
	<i>D Division</i>	99	310	256	-	665
	<i>E Division</i>	-	-	-	-	-
	<i>BTPA</i>	-	-	-	-	-
No of TRiM Referrals to OH (this quarter)	All	3	3	2	-	8
	<i>A Division</i>	-	1	1	-	2
	<i>B Division</i>	2	-	-	-	2
	<i>C Division</i>	1	2	1	-	4
	<i>D Division</i>	-	-	-	-	-
	<i>E Division</i>	-	-	-	-	-
	<i>BTPA</i>	-	-	-	-	-
EAP Total Contacts	All	70	63	71	-	204
	<i>A Division</i>	-	-	-	-	-
	<i>B Division</i>	-	-	-	-	-
	<i>C Division</i>	-	-	-	-	-
	<i>D Division</i>	-	-	-	-	-
	<i>E Division</i>	-	-	-	-	-
	<i>BTPA</i>	-	-	-	-	-
EAP Accessing Counselling	All	21	14	12	-	47
	<i>A Division</i>	-	-	-	-	-
	<i>B Division</i>	-	-	-	-	-
	<i>C Division</i>	-	-	-	-	-
	<i>D Division</i>	-	-	-	-	-
	<i>E Division</i>	-	-	-	-	-
	<i>BTPA</i>	-	-	-	-	-
Maximus Utilisation	All	13	5	9	-	27
	<i>A Division</i>	-	-	-	-	-
	<i>B Division</i>	-	-	-	-	-
	<i>C Division</i>	-	-	-	-	-
	<i>D Division</i>	-	-	-	-	-
	<i>E Division</i>	-	-	-	-	-
	<i>BTPA</i>	-	-	-	-	-
Peer Support Interventions	All	23	19	20	-	62
	<i>A Division</i>	8	3	4	-	15
	<i>B Division</i>	3	6	8	-	17
	<i>C Division</i>	8	9	5	-	22
	<i>D Division</i>	4	-	1	-	5
	<i>E Division</i>	-	-	2	-	2
	<i>BTPA</i>	-	1	-	-	1

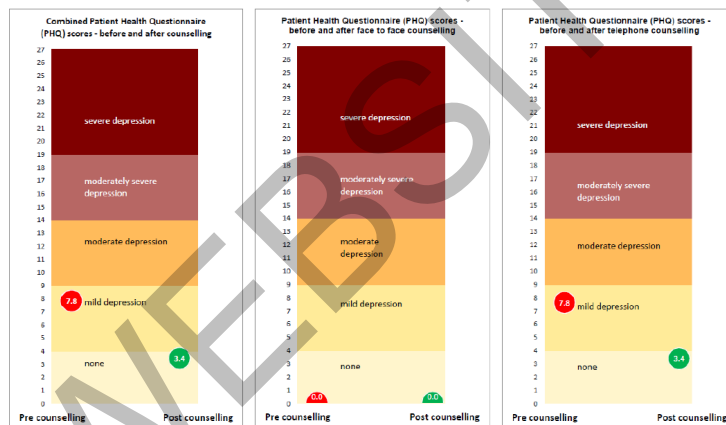
- TRiM referrals increased in Q2 (after the introduction of the Post Incident Desk) by 133% compared to Q2 in 22/23

- TRiM debriefs refer to the emails sent daily from TRiM to anyone identified as being involved in a potentially traumatic incident. Feedback has always been that this has felt very 'generic' as the emails were sent as a group and not personalised. As part of the work on the Trauma Post Incident desk, we have now developed a system that enables these emails to go as individuals' emails, addressing the employee by name. This is far more personal and we are seeing a positive response with more replies either requesting help or expressing gratitude for the contact.
- EAP utilisation is 5.7% which is consistent with previous years, it is higher than other organisations which is potentially reflective of our risk profile as well as the engagement work undertaken to publicise the service.
- 21% of calls to EAP result in a referral for counselling, so a significant number are utilising the service for advice and guidance or do not meet the criteria for EAP counselling. There is a risk that this is due to individuals requiring treatment over and above EAP provision and we are exploring this with Optima.
- Virtual Sessions with Maximus (formerly Remploy) for the Access to Work Mental Health service are held regularly, and we continue to refer people to this service however, more work to publicise this service specifically for stress related issues will be planned for 24/25.

EAP Clinical Outcomes

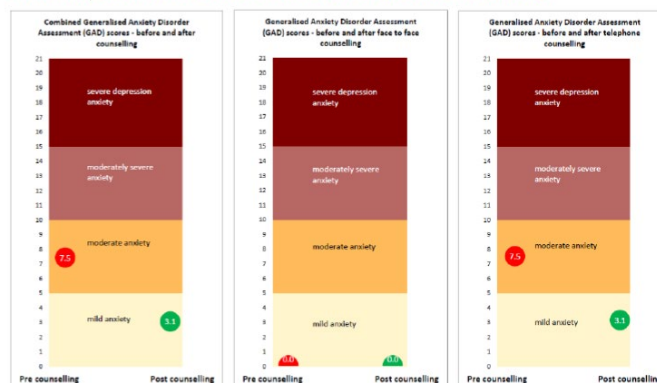
EAP Clinical Outcomes – PHQ 9

Clinical Outcomes - Patient Health Questionnaire (PHQ)



EAP Clinical Outcomes - GAD

Clinical Outcomes - Generalised Anxiety Disorder (GAD)



- Clinical outcomes following counselling are excellent, this could be promoted as positive story to encourage people to ask for help and support.

Wellbeing Hub and Events

Total Wellbeing Hub Service Usage

The Wellbeing Hub has now surpassed 100K site visits since it was launched in 2021.

Unique viewers	Site visits
5046	101729

- The Wellbeing Hub continues to be developed with new functionality and content added regularly linking to awareness days, news articles, latest research, and service improvements.
- We have developed a Power App which can be accessed via the Hub which will enable people to proactively search and contact Wellbeing Peer Supporters.



- The Occupational Health page on the Hub is one of the most frequently accessed so we will work with OH to develop this further when OH Futures is delivered.
- Whilst the Hub is available on all mobile devices and is compatible with mobile use 94.7% of site traffic is coming from desktops. There is a risk that operationally deployed employees may not be accessing and benefiting from the content, consideration will be given to develop a campaign specifically promoting mobile access.

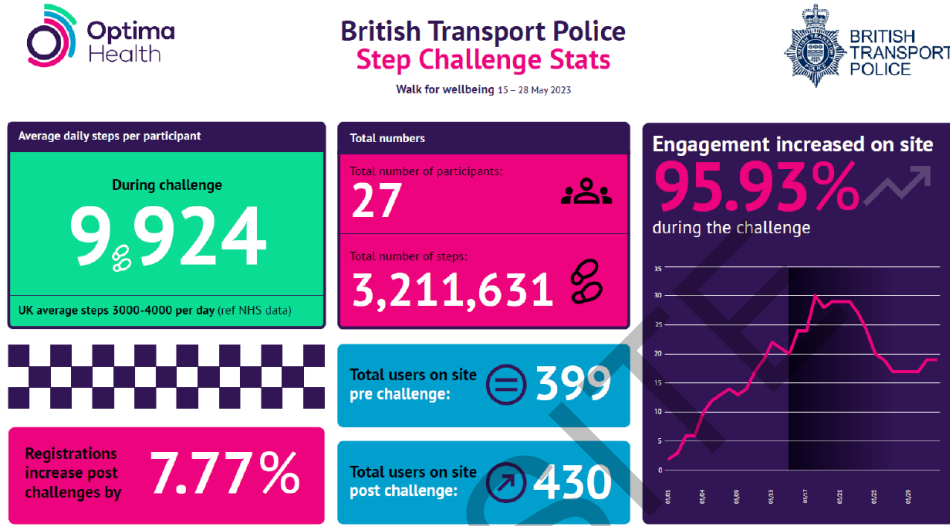
Events/Webinars/Briefings

7th September	Optima - Healthy Heart	10
11th September	Optima Health: Suicide Awareness	13
10th October	Optima Health: Mental Health Awareness	21
18th October	Optima Health: Working through the menopause	10
2nd November	Optma Health; Building Personal Resilience	9
14th November	Optima Health: Nutrition	23
14th November	Optima Health: Building Healthy Habits	20
14th November	Superwellness: Healthy Meal Planning for Shiftwork	11
14th November	Onebright Efficacy: Trauma and PTSD	16
14th November	Optima Health: improving wellbeing	12
14th November	Police Mutual Budgeting and Financial Wellbeing	15
14th November	Optima Health Neurodivergence at Work	29
15th November	Optima Health Financial Wellbeing	14
15th November	Wellbeing Festival Pension Q&A session	6
15th November	State of mind sport	13
15th November	Optima Health Winter Wellbeing	15
15th November	Wellbeing Festival Pension Q&A session	0
15th November	The Jordan Legacy on 'How to Cope with the 'S' word	7
15th November	SuperWellness - 8 Steps to Better Sleep	14
15th November	The Breath Connection	8
15th November	Maximus - Stress and Mental Health at Work	13
15th November	Optima Health Vicarious Trauma	12
15th November	Optima Health: Managing stress and burnout	17
13th December	Optima Health: Winter Wellbeing	12
10th January 2024	Alcohol change - Alcohol Awareness	22
18th January 2024	Alcohol change - Alcohol Awareness	13
30th January 2024	Alcohol change - Alcohol Awareness	12
	total:	367

- We delivered a programme of 27 Wellbeing Webinars throughout 2023 with key themes identified and aligned to national awareness dates such as Men's Health Week, Mental Health Awareness week.
- We have a comprehensive programme planned for 23/24 covering topics such as nutrition, stress and burnout.
- We held two 2-day wellbeing events in Birmingham and Manchester, with the Chief Constable opening the Birmingham Event. Guest Speakers included a former Met Officer who was diagnosed with PTSD, State of Mind Sport, Clinical Psychologist DR Rachael Handley, Dr Andrew Kinder. Additionally, we had occupational health on site providing blood pressure checks and several employees were provided with guidance and advised to speak to their GP. We have plans to grow these events with onsite Health Kiosks, more keynote speakers, additional yoga sessions as well as running a virtual two-day event alongside to ensure all employees can benefit. In November we held a two-day Virtual Wellbeing Event with a mixture of live and recorded sessions to increase accessibility across the force. We will be holding further live onsite events when the recruitment into the team is completed, with Cardiff, Scotland, Leeds and London are being considered as locations for 2024.

- We held a Walking for Wellbeing step challenge in May to encourage exercise and physical activity, this was linked to Mental Health awareness week to emphasise the positive connection between exercise and good mental health. Whilst take up was limited those that participated really engaged with the challenge completing an impressive 3, 211, 631 across the challenge.
- The challenge was housed in the Optimise Workplace Wellbeing app which did see an increase in downloads of the Optimise app however numbers are still extremely low, so more work is needed to promote the app. The next challenge will be held in May 2024.

Steps Challenge Results



WEBS

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

Items in italics have been added since the December 2023 meeting

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

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 @btpa.police.uk

www.btpa.police.uk

29 March 2023	28 June 2023	26 September 2023	5 December 2023
Standing Items			
Minutes	Minutes	Minutes	Minutes
Committee Minutes	Committee Minutes	Committee Minutes	Committee Minutes
Actions	Actions	Actions	Actions
Risk Profile	Strategic Risk Register Q4 22/23	Strategic Risk Register Q1 23/24 <i>including summary of Committee scrutiny</i>	Strategic Risk Register Q2 23/24
Policing Plan Performance	Policing Plan Performance Q4 22/23	Policing Plan Performance Q1 23/24	Policing Plan Performance Q2 23/24
Inclusion and Diversity	Inclusion and Diversity – <i>External Scrutiny Update</i>	Inclusion and Diversity ¹	Inclusion and Diversity – <i>Police Race Action Plan Progress</i>
Chief Constable's Report	Chief Constable's Report – <i>BTP Annual Report 22/23</i>	Chief Constable's Report	Chief Constable's Report
Chief Executive's Report	Chief Executive's Report	Chief Executive's Report	Chief Executive's Report
Workplan	Workplan	Workplan	Workplan
Planned Items			
BTPA Priorities	Draft Annual Report and Accounts 2022/23	TfL/TOCs Final Outturn vs Budget ²	BTP and BTPA Budget and Medium-Term Financial Plan(s)
Management Assurance Return 2022/23	Code of Governance Refresh 2023	<i>Policing the Railways in Wales</i>	Policing Plan Annual Review 2024/25
Police Officer Pension Valuation 2021	Board Effectiveness Evaluation	<i>Q2 Financial Position / Medium-Term Financial Plan Update</i>	Board Effectiveness Review Cycle 2024/26 and Board Effectiveness Review 2024 ³
Business Planning – BTP Budget and MTFP 24/28	The BTP (Conduct) (Amendment) Regulations 2023	<i>London Regional Hub Update</i>	<i>Operation OVERHAND Update</i>
Professionalism	Scheme of Financial Delegations – Amended Thresholds		<i>2023 Police Remuneration Review Body Settlement</i>
Contract Award – National Network Services	New Charging Methodology Progress Update		<i>2023/24 Forecast Overspend - Funding</i>
Terms of Reference Approval – Pension Working Group	Merging of Electricity Contracts		<i>Funding of backpay of London Allowance during Maternity Leave</i>
	Contract Award: Student Officer Accommodation		<i>British Transport Police Authority Member Induction</i>

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

² Approved out-of-committee as Serial A040 on 14 November 2023

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