

[26 March 2025] Agenda Pack / Full Authority

MEETING
26 March 2025 11:00 GMT

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WEBSITE

Agenda

Location Meeting Room LG.15, Department for Transport, Great Minster House, 33 Horseferry Road , London SW1P 4DR
 Date 26 Mar 2025
 Time 11:00 GMT

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21	Any Other Business in Non-Public Session	All		-

WEBSITE

Minutes

Full Authority

Tuesday 10 December 2024 at 10.00am in The Orangery,
DoubleTree by Hilton York, St Maurice's Road, York, YO31 7JA
and via Microsoft Teams

Present:

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

Apologies:

Dyan Perry

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Rubeela Qayyum (Chief Financial Officer)
Kate Carr (Head of Legitimacy and Performance)
Susan Kohler (Head of Governance and People)
Fiona Mackie (Head of Chief Executive's Office)
Raquel Cortes (Member Engagement Manager)
Lynsey Luthra (Risk and Assurance Manager)
Dean Salvador (Finance Business Partner)
Victoria Tanner (Contracts and Compliance Manager)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
Lucy D'Orsi (Chief Constable)
Alistair Sutherland (Deputy Chief Constable)
Sean O'Callaghan (Assistant Chief Constable)
Charlie Doyle (Assistant Chief Constable)
Ian Drummond-Smith (Assistant Chief Constable)

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Rachael Etebar (Director of People and Culture)
Steff Sharp (Director of Corporate Development)
Richard Dronfield (Deputy Director – Decision Support)
Mike Furness (Chief of Staff)
Adrian Atherley (Head of Audit and Assurance)
Luke Cronin (Business Operations Manager)
Haig Ohanian (Head of IT Operations)
Kirstie Watson (Head of People & Change Communications)

External

Stuart Cowan (British Transport Police Federation)
Rachel Hersey (Department for Transport)
Mark Marshallsay (British Transport Police Federation)
Sam McCully (Transport Salaried Staffs' Association)
Dave Oram (The Superintendents' Association)

Apologies

Agenda Item 1

1. The Chair welcomed Ian Drummond-Smith to his first meeting of the Full Authority, and Steff Sharp to her first meeting of the Full Authority since her substantive appointment.
2. Apologies were received from Dyan Perry.

Declarations

Agenda Item 2

3. There were no declarations.

Minutes

Agenda Item 3

4. **RESOLVED**, that the minutes of the meeting held on 1 October 2024 be approved, subject to Willie Gallagher being listed as present.

Strategic Risk

Agenda Item 4

5. Members considered the BTP/A Joint Strategic Risk Register Q2 2024/25 Update, and the following points were made.
 - a. The Chief Financial Officer introduced the Update, noting that there had been little movement across each of the Strategic Risks. A deep dive on Financial Sustainability had been conducted, with deep dives for Health, Safety and Wellbeing, Partnership Working, and Cyber and Data Security scheduled for the next quarter. In light of feedback received from the Finance, Legitimacy and Performance Committee, the target scoring for the Legitimacy Strategic Risk would also be reviewed.

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- b. A Member welcomed the introduction of the Tribepad recruitment system and requested sight of data on whether the Force was recruiting officers and staff who were representative of the communities it served (Action 12/2024).
- c. A Member noted that the timeframe for achieving the target scores were with one exception not due to be achieved for at least six months. She felt the Authority should challenge itself on whether it was content to carry risk for that long – particularly on Financial Sustainability (Action 13/2024).
- d. A Member felt it was unrealistic to expect the Cyber and Data Security risk to decline in the medium-long term, and therefore welcomed – the level of mitigating activity undertaken by the Force in the meantime notwithstanding – an offer by the Deputy Chief Constable to deliver a BTPA Member Breakfast Briefing on why the Force felt the current assessment was realistic (Action 14/2024). The Chair of the Audit and Risk Assurance Committee added that her Committee had requested sight of the Force’s operational risk register to better understand the rationale that underpinned each of the strategic risk assessments.
- e. In response to questions from a Member, the Director of People and Culture replied that the Force’s work to attract and retain talent was examined in detail by the People and Culture Committee.

6. **RESOLVED**, that the BTP/A Joint Strategic Risk Register Q2 2024/25 Update be noted.

Policing Plan Performance
Agenda Item 5

7. Members considered Policing Plan Performance for the period April 2024-October 2024 vs April 2023-October 2023 and the following points were made.

- a. The Deputy Chief Constable introduced the report and highlighted,
 - i. Overall crime was up by 6% year-to-date. One concern was violence and the rise in serious crime, including 10 homicides.
 - ii. Robbery has seen an on-year decrease, nevertheless with a high number of weapons-enabled robbery within that figure.
 - iii. There were more reports of staff assaults which, whilst the majority were at the lower end of the scale of severity, was a worrying trend. Officer assaults were in a similar position.
 - iv. There had been no reduction in violence against women and girls and sex offences, against a backdrop of this being a Government priority.

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- v. Whereas the Force's Stop and Search Find Rate was among the highest in the UK at 51%, he nevertheless acknowledged the Force could always do better to challenge its levels of disproportionality.
 - vi. There had been an increase in calls to service, which was being felt by officers and staff in the Contact Centre and Control Rooms.
 - vii. Whereas there had been a 3% increase in anti-social behaviour in the last quarter, the Force was making inroads on this figure.
 - viii. There had been a 5% increase in non-suspicious fatalities with 24 incidents per month. The average hand back time remained over 90mins, with secondary minutes lost on an upward trend.
- b. In response to a question regarding industry-buy in on Government priorities, the Deputy Chief Constable replied that he had held a meeting with Network Rail regarding the use of Live Facial Recognition, and that industry partners had demonstrated their appetite for joint working through the Integrated Security and Policing pilot.
- c. The Chief Constable added that her letter to Government in August 2024 had set out the Force's proposals with regards to legislative changes and she would welcome faster progress on those proposals. The key issue for her was the poor state of CCTV on the network, which undermined the Force's efforts. She understood the Department for Transport was working with the Home Office on a joint Spending Review bid in this space which would – despite the high cost – mitigate the overall cost to victims.
- d. In response to a question, the Chief Constable replied that industry was responding well to the Force's ambitions for better utilisation of Body Worn Video (BWV), albeit BWV was not mandatory across industry. There was no single procurement route for BWV so there was room for improvement to ensure BWV solutions were interoperable with Force systems – there was clearly an opportunity for Great British Railways in this space.
- e. A Member expressed disappointment on the lack of progress made on preventing violence against women and girls given it was a priority for both Ministers and the Force. In reply, the Deputy Chief Constable noted he shared the Member's disappointment, albeit the volume of the issue was a complicating factor. Moreover, the Force was obliged to follow guidelines where suspected offenders were bailed rather than sent straight to court, or where offences were often reported after the event via Single Online Home thus meaning the Force was reliant on unsatisfactory CCTV evidence for an arrest. Lastly, whereas the Force was making greater use of ancillary orders the effectiveness of these were diminished by the volume of offences.

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- f. A Member noted he would be seeing the Rail Minister prior to Christmas, and would therefore review the Chief Constable's August 2024 letter with a view to raising the proposals therein on behalf of the Force (Action 15/2024).
- g. An Assistant Chief Constable commented on the care provided to witnesses by the Force, remarking that the fact that court listings were up to 2026/27 was a challenge due to the impact this had on the willingness of victims and witnesses to support a prosecution. Whereas BWV could remove the obligation on victims to attend court, rail staff could for a variety of reasons be reluctant to do so. Moreover, only ~40% of the crimes referred to the Crown Prosecution Service could be considered evidentially provable by that body – this could be offset by the Force targeting known crime hotspots.
- h. The Chief Constable commented that an increase in reported violence against women and girls was to be expected as confidence in reporting improved. The Force had consumed the additional work this improved reporting represented, but there would inevitably come a point where it would need to approach the Authority for investment. One other potential avenue of support the Authority could offer would be funding for dedicated lawyers to make charging decisions in the Force's sexual offences cases.
- i. In response to a question, the Deputy Chief Constable confirmed that a dedicated rail court (akin to the night courts adopted during UK violent disorder in Summer 2024) would assist in combating issues such as trespass. He felt there were opportunities to make use of e.g. corporate victim impact statements by industry, increase the fine for trespass, and to make better use of ancillary orders.
- j. In response to comments regarding a more joined up approach to CCTV and strategic infrastructure, a Member commented that e.g. Great British Railways could stipulate minimum CCTV requirements for new train orders, and the Deputy Chief Constable noted that the Force's new Strategic Hub would have a better handle on new industry infrastructure projects at an earlier stage to ensure Force input was taken into account.

8. **RESOLVED**, that the paper regarding Policing Plan Performance for the period April 2024-October 2024 vs April 2023-October 2023 be noted.

Financial Performance
Agenda Item 6

- 9. Members considered the Force's Period 7 2024/25 Finance Report, and the following points were made.
 - a. The Director of Corporate Development summarised the report, noting that at P7 the forecast overspend had reduced to £1.8m, with early reporting suggesting that this would reduce further at P8. She noted that she did not feel further proactive measures to manage the overspend were required, and that

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subject to Q3 reporting scheduled for consideration at Finance, Legitimacy and Performance Committee in February 2025 she expected to be at bottom line. This could enable the Force to start consultation work on a restructuring which had been paused due to financial constraints earlier in the year.

- b. A Member welcomed the report and expressed her congratulations to the Force for its content, in light of the importance the Authority ascribed to effective budget management.

10. **RESOLVED**, that the British Transport Police's Period 7 2024/25 Finance Report be noted.

2023/24 Outturn versus Budget
Agenda Item 7

11. The Chair noted this item had been withdrawn and would be considered in correspondence in due course.

British Transport Police Budget and Medium-Term Financial Plan 2025/2030
Agenda Item 8

12. Members considered both the BTPA Executive Cover Report and associated BTP Budget and MTFP and the following points were made.

- a. The Chief Executive introduced the BTPA Executive Cover Paper and noted,
 - i. The pressures faced by the Force were significant, and Members would see this in the Force's Budget paper. Set against this was the difficult balance to strike between the Force's funding bid and wider public finances. In light of this, the Executive's position was that the Force's bid for a 9.8% uplift was asking too much, as it would be difficult to explain to stakeholders such an uplift in light of what other public sector bodies could expect in the coming years.
 - ii. The BTPA Executive was of the view that the Force's paper was strongest when setting out what pressures were faced, compared to explaining what opportunities there were for savings or efficiencies.
 - iii. Members had uplifted charges to the industry by 10.9% in 2024/25, and in doing so had pushed the envelope of what could be reasonably asked of industry at that time.
 - iv. The BTPA Executive, in considering the MTFP Directive to the Force in early Summer 2024, had envisaged a 2% uplift. Since that time, a larger than anticipated Pay Award alongside increased inflation had pushed that assumption to 3% in the Directive issued at the beginning of August, which the Force had modelled in part in their paper.

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- v. Further to this, the Chancellor’s Autumn Budget combined with further pressures and near-term opportunities had together meant the Executive was recommending an increase of 4.6%, in line with the increase in regulated rail fares in 2025.
 - vi. It had been a longstanding commitment to move, when setting budgets, from using Retail Price Index (RPI) as a benchmark towards using the (usually lower) Consumer Price Index (CPI). Yet, progress towards this commitment had stalled during Covid. As it now was, RPI was 3.6% in July 2024 (the usual month for comparison) and so the Executive’s recommendation represented RPI + 1%, drifting from the ambition to match CPI.
 - vii. The Executive were furthermore recommending that the forecast increase in Employer National Insurance contributions was charged out to industry – a further 1.3% on top of the recommended 4.6%. This 5.9% settlement was well in excess of the Executive’s initial thinking when the Directive was issued in Summer 2024, and therefore in his view Members had little flexibility to go further.
 - viii. In taking their decision, Members would want to both support the Force whilst also reassuring the Department for Transport that a sustainable Budget had been set.
- b. The Chief Constable introduced the BTP Budget and MTFP and noted,
- i. She did not agree with the BTPA Executive’s recommendation of a 4.6% uplift, and indeed would have welcomed the opportunity to discuss the recommendation and its consequences for operational policing prior to it being made to Members.
 - ii. Whereas the BTPA Executive Cover paper noted the main drivers for the Force’s Budget were the Police Remuneration Review Body (PRRB) and inflation, she was concerned that this excluded consideration of effective performance and service delivery as critical MTFP factors.
 - iii. Her main concern was that the industry view was not represented in the BTPA Executive’s recommendation, as the 4.6% proposal did not reflect what senior industry figures were telling her in terms of their expectations of the Force. She had engaged Network Rail, Train Operating Companies, Operator of Last Resort, shadow Great British Railways and Rail Delivery Group. Each of those had received a direction from the Secretary of State for Transport to improve services, and the Force was a critical enabler for achieving that objective – industry needed the Force to be doing more, not less.
 - iv. Ministers had been clear with the Force on the need to reduce crime and disruption on the rail network. This included a commitment by the Prime

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Minister to halve violence against women and girls within a decade, a commitment that also applied to knife-enabled crime.

- v. These Ministerial priorities were against a context of increasing demand, from passenger numbers, to calls to service, to vulnerability. Moreover, there was increasing demand in the areas of cybercrime, technology, professional standards and offender management.
 - vi. As Chief Constable, she was obliged to deliver an efficient and effective service in a way that offered both value for money and an effective Force – this was the basis for the 9.8% proposal before Members.
- c. The Director of Corporate Development was heard regarding the BTP Budget and MTFP and, referring to a PowerPoint presentation, noted,
- i. The Force’s 9.8% bid was broken down into an initial *Price* proposal of 6.7%, which would fund current assets at 2025/26 prices. This would not deliver any new people or services.
 - ii. The Force’s bid then proposed 1.6% uplift for *Portfolio Base* – akin to ‘keeping the lights on.’
 - iii. Next was a 1.6% bid to meet Network Policing demand through the *Optimised Policing Model*. This element of the overall bid was based on actual Force data and a well-known statistical model which, when applied in 2023/24, had been accurate to within 1%. This element of the bid predicted a 10% increase in crime by March 2025, and a further 17% increase by the end 2025/26. The Force was conscious that demand was concentrated at rail hubs – therefore the Force needed to increase its capacity or accept it could not be present everywhere on the rail network.
 - iv. The orange block represented a further 0.8% bid for to support wider Force performance against *Capability Review demand*.
 - v. The red block (*Force on the Move*) represented a 1.1% bid to build high priority future capabilities.
 - vi. The final *efficiency* block of 2% - proposed in light of the Government efficiencies target - represented proposed efficiencies investments that could not be expanded upon in a public meeting.
- d. The Chief Constable concluded the Force’s presentation of the BTP Budget and MTFP and noted,
- i. The proposed 9.8% uplift was only 3.1% over and above the Force’s *Price* block of 6.7%, which the Force felt was required to maintain current assets at 2025/25 prices.

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- ii. She did not feel she could responsibly reduce costs any further.
- iii. If the 9.8% proposal was approved, it would ensure the Force could support both Governmental and Rail objectives, including the national five-point rail performance plan.
- iv. It was incumbent on her to outline the consequences of a 4.6% uplift. She would be obliged to make £8.5m in savings. The first step would be to further freeze recruitment as, due to timescales, a full workforce redesign was not possible. To make further savings would require a blunt approach which national policing history showed would likely take a decade for the Force to recover from, and the impact of which would likely be reflected by issues identified within the Baroness Casey Review.
- v. In making savings, the Force would be obliged to lose 286 of its officers and staff, reducing the workforce by 5.8% and reducing the current 24% proactivity level to 11%. She would be required to close 17 stations across C and D Divisions as it would no longer be operationally viable to maintain them whilst focusing on crime at major rail hubs.
- vi. Such station closures would result in a geographical response-gap for the Force across the West Coast Main Line, the East Coast Main Line, and other rail arteries which would impact on the Force's ability to respond to disruption, and place greater reliance on Home Office forces.
- vii. The Force's forecasting suggested that 250,000 extra delay minutes would be incurred, at a cost to industry of many millions of pounds. These costs would exceed the difference between the Force's proposed 9.8% and the BTPA Executive's recommended 4.6%.
- viii. The Force's commitment to supporting Government and industry on disruption would no longer be viable, and the Force would be obliged to be transparent with industry and passengers in that regard.
- ix. The Force's beyond-visual-line-of-sight (BVLOS) drones project would cease, and with it the Force's ability to get ahead of trespass. This was against the fact that there had been in the past year 25,000 trespass incidents costing industry £106m, and dissatisfaction to millions of passengers.
- x. The forecast drop in proactivity would likely see a further increase in crime on top of that forecast as part of the Force's bid. The Force's solved rate would fall further, and fewer calls to service would be answered.
- xi. She acknowledged that financial pressures were felt across the public sector, and she was committed to driving efficiencies and reducing long-term costs. That said, the Force provided value to industry and a budget that did not meet the Force's needs would severely compromise key outcomes, not least through being detrimental to the railway performance framework

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commitments to reduce fatalities and trespass. With over 1000 persons dying on the railway since the outset of her tenure, she believed that the Force and Authority needed to face the reality of the cost of policing the railways.

- xii. The Force could only produce efficiencies resulting from a 4.6% uplift as part of a multi-year change programme – she did not want to be in a similar position when setting the 2026/27 Budget, given that the situation that day was the consequence of a single-year settlement approach that did not allow for organisational design to take place, which was particularly relevant given Great British Railways was on the horizon.
- xiii. A 9.8% uplift would be the right settlement for the Force, Government, industry and passengers.

13. Members proceeded to debate the contrasting recommendations regarding the BTP Budget and MFTP put forward by the BTPA Executive and the Force, and the following points were made.

- a. A Member noted that the BTPA Executive Cover paper had not been seen or commented upon by the Strategy and Planning Committee at its November 2024 meeting.
- b. A Member was mindful of news that morning that the Chancellor would be challenging Departments to reduce spending by 5% in the Spending Review due to conclude by June 2025. The Deputy Chief Constable remarked that, the Chancellor’s comments notwithstanding, any sub-optimal one-year settlement would be damaging for the Force and would take years to repair.
- c. A Member supported a move towards adopting a multi-year settlement approach and noted that a more comprehensive assessment of industry feedback was required as part of future Budget setting.
- d. A Member felt that industry did want more support from the Force, but perhaps particular aspects of the Force compared to others. The Chief Constable remarked that industry, in their feedback to her, had been shocked to hear that a sub-optimal settlement could result in no Force presence between Preston and Carlisle. An Assistant Chief Constable added that industry would not welcome the Force not shifting its approach to combating disruption, which could only be achieved through the Optimised Policing Model and utilisation of BVLOS drones.
- e. A Member agreed wholeheartedly with a move both towards adopting a multi-year approach to budget setting and capturing a better-defined assessment of industry feedback. In terms of the 2025/26 Budget, she felt that the 4.6% recommended by the BTPA Executive was at the upper end of what she had anticipated to be put before Members, given her wider experience of the financial challenges facing the public sector, where organisations were facing flat cash budgets, absorbing National Insurance increases, and making redundancies.

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- f. A Member concurred that whereas 4.6% was not a generous settlement, it was a pragmatic one given the wider context. He added that the Force could do more to review its appetite for flexible working and consider collaboration with other forces.
- g. A Member commented that her feedback from industry – including Network Rail and Transport for London – did not tally with the feedback reflected by the Chief Constable. She agreed that industry as a whole would not want to see a reduction in service from the Force, nor would it want to fund a significant uplift. Given the wider unknowns facing the Authority – one example being the 2025 Pay Award – she felt 4.6% was sensible particularly if it could be accompanied by a storyboard to support any reallocation of resources. She too supported adopting a multi-year approach to budget setting. The Chief Constable commented that industry partners often took for granted the fact that the Force would act on e.g. reducing violence against women and girls, and incidents on murder on the network. In light of this, she emphasised that the Force had no other opportunities to reprioritise in the absence of funding to adopt the Optimised Policing Model.
- h. A Member commented that any move towards longer-term budget setting should, in the meantime, be underpinned by an increase in pace and greater focus on, technological initiatives within the Force.
- i. The Chief Executive accepted that the 4.6% he was recommending did not leave the Force much room for manoeuvre – that said, he did feel there was flexibility over the course of the year to bring funding proposals forward, and that this could be done in parallel to the MTFP.
- j. A Member observed that the Authority needed to be clearer on what a ‘digitally enabled’ Force meant, what a smaller Force might look like, and how best to secure support for those concepts from industry.
- k. A Member felt it was irresponsible, given wider pressures on UK policing, to focus on proposed closure of stations across C and D Divisions and expect the slack to be met by Home Office peers – or to pretend every call for assistance had to be answered, as this was not so. Moreover, widespread closures across C and D Divisions would mean the Force would no longer be a national one.
- l. A Member expressed frustration around the conflicting feedback from industry – he would prefer written evidence of definitive industry position(s). He also supported the emerging consensus that there should be a longer-term approach to budget setting. He queried whether the Force was confident its HQ function was as lean as it could be, and echoed a call from a Member colleague that the Force could put greater thought into pursuing collaboration with partners. An Assistant Chief Constable expressed his view that national policing history demonstrated that collaboration between forces inevitably failed.
- m. A Member referred to some proposed savings in non-Core teams that had been reported (but not recommended) to Members at their 1 October 2024 meeting. He

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felt that, in light of talk of station closures, it was reasonable for Members to be provided clarity on why such non-Core teams continued to be, in essence, ring fenced from savings. The Chief Constable commented that non-public detail was available within the Force’s report to Members that day.

- n. A Member was disappointed with a lack of emphasis on innovation in the Force’s budget proposal. He was also of the view that the Chief Executive – as Accounting Officer – was right to put the 4.6% recommendation before Members for consideration, given the Authority was an arms-length body of central Government. The Chief Constable commented that her pitch for a smaller, digitally enabled force had always been clear, but she had never been funded adequately to achieve that.
- o. A Member queried whether in the event of a 4.6% settlement would it be possible for a separate budget to be held by the Authority which the Force could draw upon in support of standalone initiatives such as BVLOS drones. A better understanding of spend in the industry across BTP and private security would be helpful in the longer term with GBR creating an opportunity on better value from overall security spend.

The meeting was adjourned from 12.09pm – 12.18pm.

- 14. The Chair invited those present to make any final comments prior to the contrasting recommendations regarding the BTP Budget and MFTP put forward by the BTPA Executive and the Force being put to a vote, as per the Railways and Transport Safety Act 2003 (RTSA2003), Schedule 4, Paragraph 19. The following points were made.
 - a. An Assistant Chief Constable remarked that any settlement below the Force’s proposed 9.8% would not represent a saving for Government, as the monies involved would still be spent within the rail industry.
 - b. In response to a query from a Member and a comment from the Deputy Chief Constable, the Chief Executive emphasised that the Authority was only obliged to consult the Chief Constable and BTPA Treasurer in setting a Budget. Given the size and complexity of the rail industry, it was not surprising to hear there were conflicting views on what represented an optimal settlement for the Force – indeed, the ability for an independent body to take a view on what Budget to charge out to industry was in his view a core reason the Authority had been brought into being.
- 15. The Chair summarised discussion and noted the following,
 - a. Members had listened to both the professional opinion of the Force, and the professional advice of the BTPA Executive. Members recognised the impassioned points made by both parties, strongly made. The Chair was in no doubt that all parties around the table were united in wanting to secure an efficient and effective police force for the railways.
 - b. Whatever the decision arrived at by Members, there was no doubt in his mind it was necessary to move away from the current annual budget setting process towards a more strategic multi-year approach that took into account definitive representations

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made by industry stakeholders, and he therefore directed the BTPA Executive to take steps to develop such an approach in advance of the 2026/27 Budget setting process (Action 16/2024).

- c. Acknowledging the strong feelings around the table, the Chair noted it would be important for the full context of whatever decision Members arrived at was communicated in detail to Ministers. He would therefore be writing to the Rail Minister following the meeting accordingly (Action 17/2024).
- d. He had heard the suggestion that the Authority establish a standalone budget to be used in support of innovation initiatives within the Force and requested that the BTPA Executive therefore take steps to establish such a budget (Action 18/2024).

16. The Chair proceeded to invite BTPA Members to vote on the following motion.

- a. That the British Transport Police Budget be uplifted by 9.8% in 2025/26 to enable the delivery of all building blocks described within the BTP Budget and MTFP paper, and associated slide deck presented to Members that day.
 - i. Votes in favour – nil.

17. On there being nil votes in favour, the motion was not carried.

18. The Chair invited BTPA Members to vote on the following motion.

- a. That the British Transport Police Budget be uplifted by 4.6% in 2025/26, as recommended within the BTPA Cover Report before Members that day.
 - i. Votes in favour – 12.
 - ii. Votes against – 1.
 - iii. Abstention(s) – 1.
- b. The vote being compliant with the RTSA2003 Schedule 4 Paragraph 19, the motion was therefore carried.

19. The Chair then invited BTPA Members to vote on the following motion.

- a. That the British Transport Police Budget be further uplifted by 1.3% in 2025/26, on top of the approved 4.6%, to take account of National Insurance contributions increases.
 - i. Votes in favour – 10.
 - ii. Votes against – 3.
 - iii. Abstention(s) – 1.
- b. The vote being compliant with the RTSA2003 Schedule 4 Paragraph 19, the motion was therefore carried.

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20. **RESOLVED**, that in line with the motions carried that day, Members,

- a. Approve an uplift in the British Transport Police Budget 2025/26 of 4.6%.
- b. Approve a further uplift of 1.3%, on top of the approved 4.6%, to specifically cover the cost impact of the employer National Insurance contributions changes announced at the Autumn Budget 2024.

21. **FURTHER RESOLVED**, that the commitments made in the BTPA Executive cover paper at paragraph 9 be noted.

British Transport Police Authority Executive Cover Report
Agenda Item 8.1

22. **RESOLVED**, that the British Transport Police Authority Executive Cover Report (dealt with at Item 8) be noted.

British Transport Police Budget and Medium-Term Financial Plan
Agenda Item 8.2

23. **RESOLVED**, that the British Transport Police Budget and Medium-Term Financial Plan 2025/30 (dealt with at Item 8) be noted.

British Transport Police Authority Budget and Medium-Term Financial Plan
Agenda Item 8.3

24. Members considered the British Transport Police Authority Budget 2025/26 and Medium-Term Financial Plan, and the following points were made.

- a. The Chief Financial Officer introduced the report, noting that its recommendations (and reasons provided for the proposed 2.8% uplift) had been endorsed at Strategy and Planning Committee in November 2024.
- b. In response to a question, the Chief Financial Officer replied that the Budget would be in support of the administrative functions of the Executive and Members, and that any standalone initiatives in support of the Force – as suggested at Item 8 – would be the subject of a separate Budget paper in due course.

25. **RESOLVED**, that Members approve the British Transport Police Authority 2025/26 Budget and 5-year 2025/26-2029/30 Medium-Term Financial Plan.

Policing Plan 2025/27
Agenda Item 9

26. Members considered a paper regarding the British Transport Police's Policing Plan 2025/27 and the following points were made.

- a. The Deputy Chief Constable noted that, if approved, the Policing Plan would subsequently be subject to change in light of the Budget settlement approved

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for the Force at Item 8. Nevertheless, he highlighted the refreshed consultation process that had been followed to develop the Plan.

- b. The Head of Legitimacy and Performance echoed the Deputy Chief Constable’s comments regarding the development of the Plan, and highlighted the three overarching priorities arrived at, around creating a hostile environment for high harm offences, preventing disruption, and reducing violence and intimidation of women and girls.
- c. A Member commended the way in which the Plan had been developed, commenting that it had been the best process he has seen followed during his time with both industry and then with the Authority.
- d. The Chief Constable noted that a revised Policing Plan proposal would be submitted to the Full Authority in March 2025 (Workplan).

27. **RESOLVED**, that the British Transport Police’s Policing Plan 2025/27 be approved.

Update / Refreshed British Transport Police Inclusion and Diversity Strategy and Police Race Action Plan
Agenda Item 10

28. Members considered an update on development of the Force’s refreshed Inclusion and Diversity Strategy and Police Race Action Plan and the following points were made.

- a. A Member felt it was a strong report and noted she would welcome a further update on delivery against the Strategy and Police Race Action Plan in due course (Workplan).

29. **RESOLVED**, that the update on development of the Force’s refreshed Inclusion and Diversity Strategy and Police Race Action Plan be noted.

Update / New Charging Methodology
Agenda Item 11

30. Members considered a progress update on the new Charging Methodology and the following points were made.

- a. The Chief Financial Officer introduced the paper, noting that following Secretary of State approval for the new Police Services Agreement (PSA), 20 positive responses had been received from 42 industry stakeholders, with Department for Transport encouraging their operators that they should sign the new PSA. The Executive continued to keep the original methodology in place in the event it was required for the 2025/26 Charges, but nevertheless the plan remained to come to Members in January 2025 for a decision to apply the new Charging Methodology, provided at least 50% of operators had signed up.

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- b. In response to a question, the Chief Executive noted that if up to 50% of operators did not sign up to the new methodology, then Members would need to make a judgement when coming to approve it in January 2025.

31. **RESOLVED**, that the progress update on the new Charging Methodology be noted.

British Transport Police Authority Code of Governance Changes
Agenda Item 12

32. Members considered a paper regarding British Transport Police Authority Code of Governance Changes and the following points were made.

- a. The Chief Financial Officer introduced the paper, noting that its recommendations sought to provide clarity on procurement and capital delegations, in addition to how the Force and Authority could do things differently on thresholds. Overall, the proposed changes were designed to encourage more agile working.
- b. A Member recommended some wording around *forecast cost* and/or contract value be inserted, to ensure the Authority was aware of any required approval as early as possible, rather than when any breach of delegation was imminent (Action 19/2024).
- c. A Member noted a typographical error in the first sentence where it was clear any breach of threshold by the Chief Constable (not Chief Executive as written).
- d. A Member commented that the proposed changes seemed overly complicated and prescriptive. In response to feedback from both the Chief Financial Officer and Director of Corporate Development on why they believed the changes were required, he agreed he was supportive of them provided a review of the operation of the amended Code was conducted by December 2025 to ensure it was operating as anticipated (Workplan).

33. **RESOLVED**, that subject to comments made, the proposed amendments to the BTPA Code of Governance set out within the paper be approved.

Chief Constable's Report
Agenda Item 13

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

- a. The Chief Constable introduced the report and noted,
 - i. Whereas the festive season was a positive time for many, she wanted to reflect on the fact that in her time as Chief Constable, 1000 persons had died on the railway and so this time of year could be a difficult one for many families. She placed on record her thanks to those officers and staff who dealt with fatalities.

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- ii. Her condolences to the family of rail staff member Jorge Ortega, who had died on 6 December 2024 of injuries sustained whilst on duty on 4 December 2024.
- iii. The bravery of BTP and Metropolitan Police officers at an incident at Surbiton Railway Station on 29 November 2024, who had been exposed to a corrosive substance. This had resulted in the hospitalisation of two officers.
- iv. Her sadness to report the death of Force Control Room manager Claire Hardaker on 9 November 2024, after being taken ill on a run. Her thoughts were with Claire's family and friends.
- v. The appointment of both Steff Sharp as Director of Corporate Development, and Ian Drummond-Smith as Assistant Chief Constable.
- vi. The arrest and subsequent charging with murder of a suspect following an incident involving a young woman at Bescot Railway Station on 20 October 2024. The Force was currently facing the highest rate of murders on the railway since 2019.
- vii. A low-speed collision involving two trains near Llanbrynmair in which a male passenger had died.
- viii. An incident involving a person in a precarious position (PIPP) on 2 November 2024 at Levenshulme that had resulted in significant disruption and cost the industry £1.7m. the Force would be capturing learning for the national rail performance 5-point plan.
- ix. Performance remained a key area of focus, with her and the Deputy Chief Constable chairing an all-day performance session during November 2024, and both her and an Assistant Chief Constable attending Network Rail's Rail Performance Board, and a separate disruption forum.
- x. The last working day in Force Headquarters at 25 Camden Road had been 15 November 2024, with many staff and some officers working in a hybrid way until such point they could move into Buckingham Palace Road. She expressed her thanks to the Director of Corporate Development and her team for the work they had done on the Buckingham Palace Road programme.
- xi. Wider estates work was planned, but this would be impacted by the 4.6% Budget settlement. A forced relocation was taking place in Edinburgh, and a review was planned of the Spring House lease in London. Early Estates options would be reported to the Strategy and Planning Committee in Spring 2025 (Workplan).

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- xii. There was little point discussing the Optimised Policing Model in light of the 4.6% Budget settlement, and the Drones Discovery Project would need to be reviewed. The first flight and proof of concept was scheduled that week, and the planned operations room would have been based at Ivason House. An update on drones would be provided to Committee in due course (Workplan).
 - xiii. The Professional Standards Department continued to be key in driving expectations around professionalism, with 32 officers suspected and 25 on restricted duties. Of those, 14 suspensions related to two WhatsApp investigations.
 - xiv. There had been a number of engagements with Ministers in the last quarter, including with the Rail Minister, Minister for Safeguarding and Violence Against Women and Girls, and Prime Minister. The latter had been pleased to learn of the relaunch of the 61016 reporting service and planned increased visibility on the network in the run up to Christmas. The Chair had attended a Home Secretary’s Kinfe Enabled Robbery Taskforce in October, where the Deputy Chief Constable had raised County Lines. Funding for the latter would end from April 2025.
 - xv. The All People Survey 2024 had revealed that concessionary travel remained a key aspiration for officers and staff. The Survey had also revealed greater satisfaction that officer and staff efforts were being recognised – efforts in this space continued, with 411 nominations of over 800 officers and staff received for the *Us at our Best Awards*.
- b. The Chair echoed the Chief Constable’s condolences to the families of Claire Hardaker, Jorge Ortega, and those who had died on the railway.
 - c. A Member referred to the section on Technology within the report, noting these were best practice examples of where the Force had delivered change projects successfully. The Chief Constable agreed, noting that such projects had been those envisaged in the Force’s *Efficiency* box in the Budget bid, and were therefore no longer possible following the 4.6% uplift.
 - d. In response to a question, the Chief Constable replied that it would not be possible to redeploy resources currently applied to County Lines as, if funding was not secured post-April 2025, the Force would need to move to risk-based intelligence-led deployment. The Chair challenged the Force on this point, inviting them to let the Authority know what support it could offer the Force in any engagement with the Home Office on County Lines matters. An Assistant Chief Constable replied that he had a call on the issue on 11 December 2024, following which he would know more (Action 20/2024).
 - e. In response to a comment on whether print management could be phased out in favour of – like Department of Business and Trade – being entirely paper-free,

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the Chief Constable replied that it would still be necessary to retain some print capability from an inclusion perspective.

- f. In response to a question, the Chief Constable agreed that the Force needed to take stock of its digital ambitions following the 4.6% budget settlement and could present a paper to the Full Authority in ~June 2025 (Workplan). That said, the Force's digital ambitions were around crime fighting, commercial services, and utilising technology as an enabler. The Member posing the question was welcome to undertake some Member Engagement with the Force in this space (Action 21/2024).

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

Chief Executive's Report
Agenda Item 14

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

- a. The Chief Executive highlighted the section within his report relating to Rail and Policing Reform, and noted these would be topics for discussion at the Authority's workshop scheduled for 29 January 2025.

37. **RESOLVED**, that Members,

- a. Approve a change in the British Transport Police Authority's Registered Address from 25 Camden Road, London, NW1 9LN to 3 Ebury Bridge, London, SW1W 8RP and ratify that change as effective from 11 November 2024.
- b. Note the report.

Committee Minutes
Agenda Item 15

Finance, Legitimacy and Performance / 7 November 2024
Agenda Item 15.1

38. **RESOLVED**, that the draft note of the inquorate meeting of the Finance, Legitimacy and Performance Committee held on 7 November 2024 be noted.

People and Culture / 18 November 2024
Agenda Item 15.2

39. The Chair of the People and Culture Committee noted that his Committee had closed its review of the level of Temporary Duty Restrictions within the Force, as its Members were satisfied the issue was being managed effectively.

40. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 18 November 2024 be noted.

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Strategy and Planning / 19 November 2024

Agenda Item 15.3

41. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 19 November 2024 be noted.

Audit and Risk Assurance / 20 November 2024

Agenda Item 15.4

42. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 20 November 2024 be noted.

Scottish Railways Policing / 26 November 2024

Agenda Item 15.5

43. The Chair of the Scottish Railways Policing Committee noted that his Committee had considered items on Disruption, the refreshed Policing Plan, and agreed to better align its Evaluation Framework and Best Value reporting.
44. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 26 November 2024 be noted.

Workplan

Agenda Item 16

45. **RESOLVED**, that the Workplan be noted.

Any Other Business in Public Session

Agenda Item 17

Farewell to Willie Gallagher

46. The Chair noted this was Willie Gallagher's final meeting of the Full Authority prior to his second term of appointment concluding at the end of January 2025. He noted that he and Willie had worked together on the Authority for seven years, and during that time he had valued Willie's counsel, and his hard work on behalf of the Authority. On behalf of the Authority and the Force, he gave Willie his best wishes for the future.

Exclusion of the Public

Agenda Item 18

47. **RESOLVED**, that the public be excluded from the meeting for the following items on the agenda, as per the BTPA Code of Governance (October 2024) Annex 2 (Procedural Standing Orders) Paragraph 39.

The meeting was adjourned between 1.18pm – 1.41pm.

Handling of matters of significant public interest

Agenda Item 20

48. Members agreed to vary the order of items on the agenda so that Item 20 was taken next.

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49. Members considered a paper regarding the handling of matters of significant public interest¹.

Contract Awards

Agenda Item 19

Contract Award / Wide Area Network and Local Area Network Renewal

Agenda Item 19.1

50. Members considered a contract award for Wide Area Network and Local Area Network Renewal.

Contract Award / Microsoft Licenses Renewals

Agenda Item 19.2

51. Members considered a contract award for Microsoft Licenses Renewals.

Contract Award / British Transport Police Authority Legal Services

Agenda Item 19.3

52. Members considered a contract award for British Transport Police Authority legal services.

Contract Award / Psychological Services

Agenda Item 19.4

53. Members considered a contract award for Psychological Services.

Any Other Business in Non-Public Session

Agenda Item 21

54. There was no other business in non-public session, albeit an Assistant Chief Constable expressed dismay that a number of BTPA Members had left the meeting prior to the conclusion of business.

The meeting ended at 2.32pm.

¹ For the full minutes for Items 19 and 20, please refer to the Full Authority Non-Public Minutes (10 December 2024).

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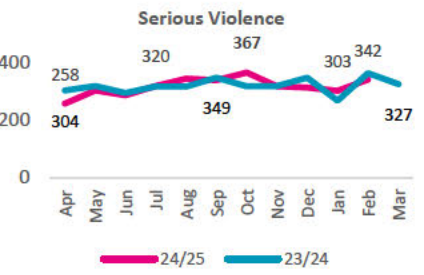
FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

Serial	Date	Action	Owner	Outcome
12/2024	10 December 2024	Fiona Brunskill would like to see data underpinning how recruitment and retention reflects the communities served by the Force.	Board Secretary	Completed The Inclusion and Diversity Strategy (p.136 of the Full Authority 10 December 2024 agenda pack) provides figures as at August 2024.
13/2024	10 December 2024	A Member noted that the timeframe for achieving the target scores were with one exception not due to be achieved for at least six months. She felt the Authority should challenge itself on whether it was content to carry risk for that long – particularly on Financial Sustainability.	Chief Financial Officer	Recommended for Closure Challenge incorporated into Strategic Register for Q4 – to be monitored by Audit and Risk Assurance Committee. Challenge can also be reviewed at Risk Workshop on 21 May 2025.
14/2024	10 December 2024	DCC offered individual Member briefings (target to Paula Carter) on Force's work to mitigate Cyber risk / or a BTPA Breakfast Briefing.	Board Secretary	Recommended for Closure This has both been included on BTPA Breakfast Briefing shortlist and incorporated into Audit Committee Engagement Planning.
15/2024	10 December 2024	Stewart Jackson will highlight Force's proposed legislative changes when he sees Lord Hendy prior to Christmas (in his HS2 capacity). Alistair MacLellan will signpost him to letter on <i>Board Intelligence</i> .	Board Secretary	Completed Letter signposted to Lord Jackson on 11 December 2024
16/2024	10 December 2024	BTPA Executive will work with Force to refresh MTFP approach from annual process towards multi-year approach.	Chief Executive	Completed Discussed at BTPA Board Development Day 29 January 2025, following which it has been listed as a formal action for the BTPA Chief Executive.
17/2024	10 December 2024	BTPA Chair to write to Ministers / Industry to highlight MTFP settlement	Chief Executive	Completed Chair wrote to Rail Minister on 12 December 2024.
18/2024	10 December 2024	BTPA Executive will consider proposal to hold a pot of cash for innovation spend, to support the Force.	Chief Executive	Completed Issue was discussed at BTPA Board Development Day 29 January 2025, following which the issue was referred to the Strategy and Planning Committee 18

				February 2025 for consideration. A paper is on the Full Authority agenda at this meeting.
19/2024	10 December 2024	BTPA Code of Governance revisions approved, subject to some wording around <i>forecast</i> cost and/or contract value being inserted, to ensure the Authority was aware of any required approval as early as possible, rather than when any breach of delegation was imminent	Chief Financial Officer	Completed BTPA Code of Governance revised following the 10 December 2024 meeting.
20/2024	10 December 2024	The Chair invited the Force to let the Authority know what support it could offer the Force in any engagement with the Home Office on County Lines matters. An Assistant Chief Constable replied that he had a call on the issue on 11 December 2024, following which he would know more.	Assistant Chief Constable	Recommended for Closure The Force has noted that Home Office has approved BTP's business case for County Lines, and both Force/Home Office are now waiting for formal approval from His Majesty's Treasury.
21/2024	10 December 2024	Force invited Paula Carter to undertake Member Engagement to better understand Force's digital ambitions.	Board Secretary	Recommended for Closure Incorporated into Member Engagement planning

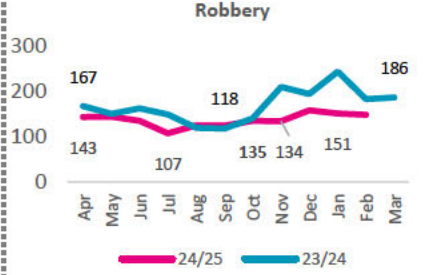
Ensure passengers and staff can work and travel free from the threat of violence

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



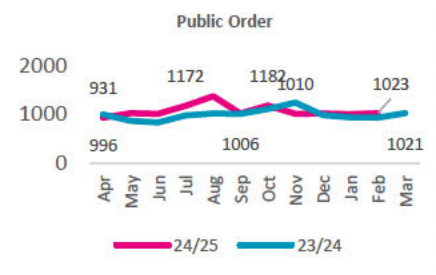
3,501 **-1%** **799(+51)** **23%(+2%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Serious Violence decreased by -1% this YTD & is just below SPLY.



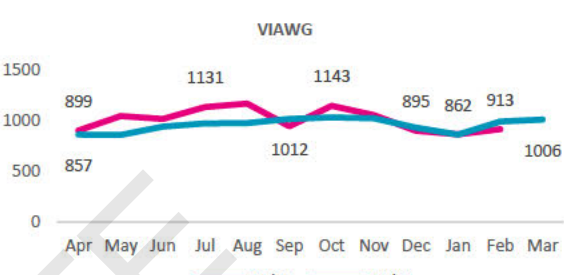
1,504 **-18%** **224(+10)** **15%(+3.3%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Robbery levels decreased -18% from SPLY with a higher solved rate.



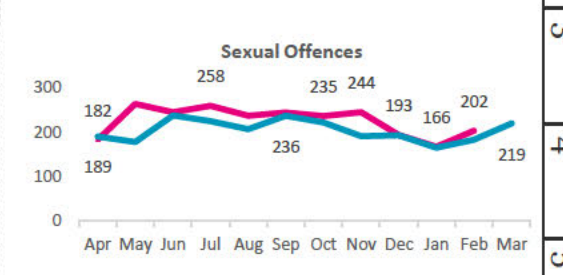
11,757 **+8%** **1,184(-26)** **10.1% (-1%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Public Order offences are trending around similar levels to SPLY.



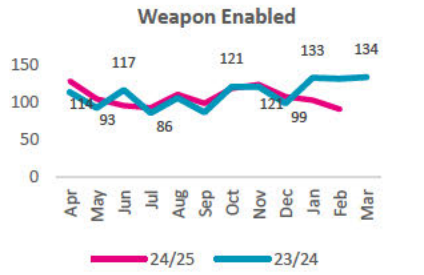
11,053 **+6%** **1,362(+357)** **12.3% (-3%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

In February, 41% of all offences are recorded under Violence followed by 46% PO and 15% Sex offences.



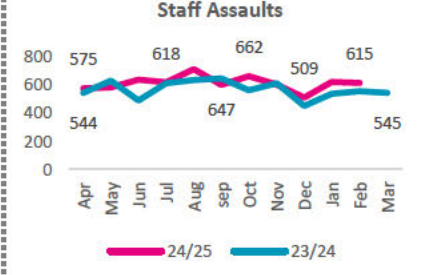
2,466 **11%** **455(+75)** **19%(+1%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Sexual Offences have seen an increase of +22% from previous month and +11% YTD.



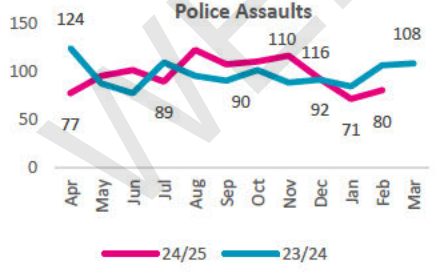
1,178 **-3%** **607(+48)** **52% (-5%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Weapon Enabled offences have been trending just above SPLY but saw a decrease in the last two months.



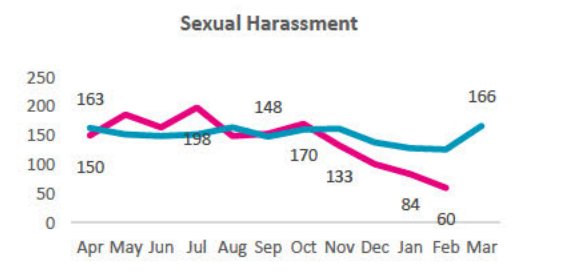
6,736 **+7%** **1,287(-2)** **19% (-2%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Staff Assaults are currently seeing a 7% increase from SPLY, with a -2% decrease in solved rates.



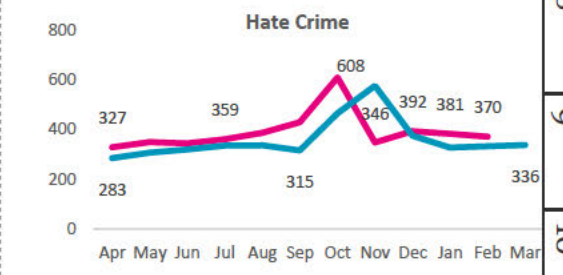
1,060 **+1%** **807(+41)** **76% (+3%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

Out of 1,062 officer assaults this YTD 863 (81%) were Physical Assault, and 199 (19%) were verbal assaults.



1,548 **-6% (94)** **4% (+1%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes

Sexual Harassment is seeing a decrease since October – It is now below -6% from SPLY.

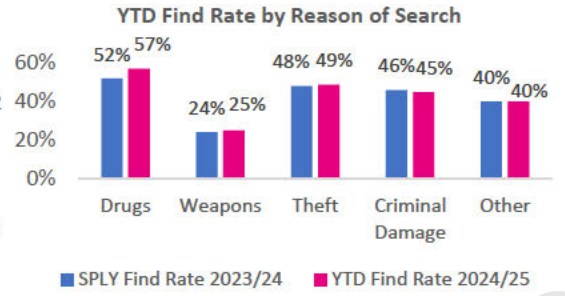
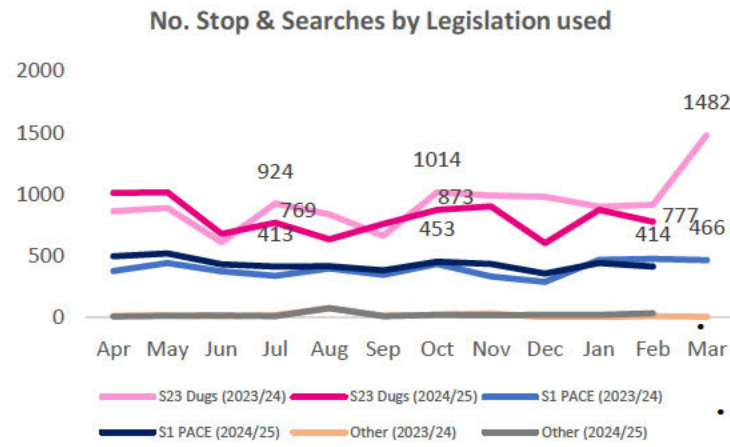


4,286 **+8%** **674(+65)** **16% (+0.3%)**
 24/25 Recorded Crime Change from 23/24 Solved Crimes Solved Rate

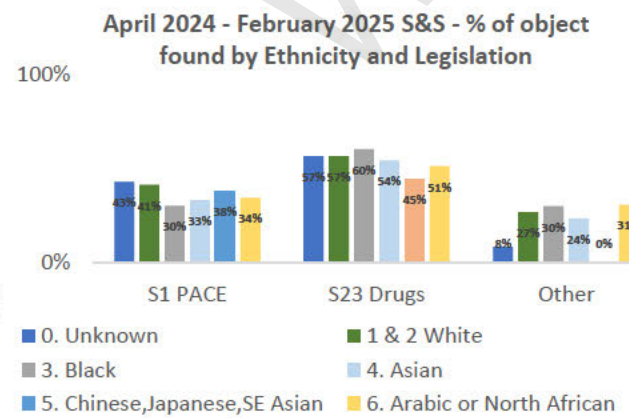
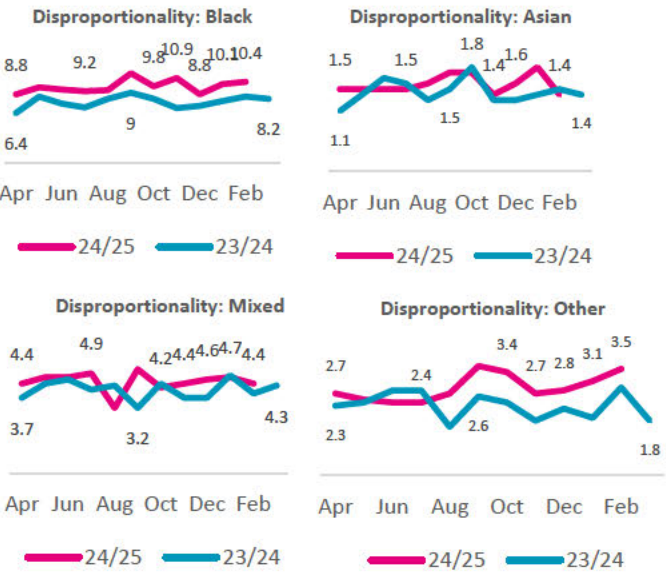
Hate crime offences are seeing a 8% increase this YTD however 3% (-11) MoM decrease.

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

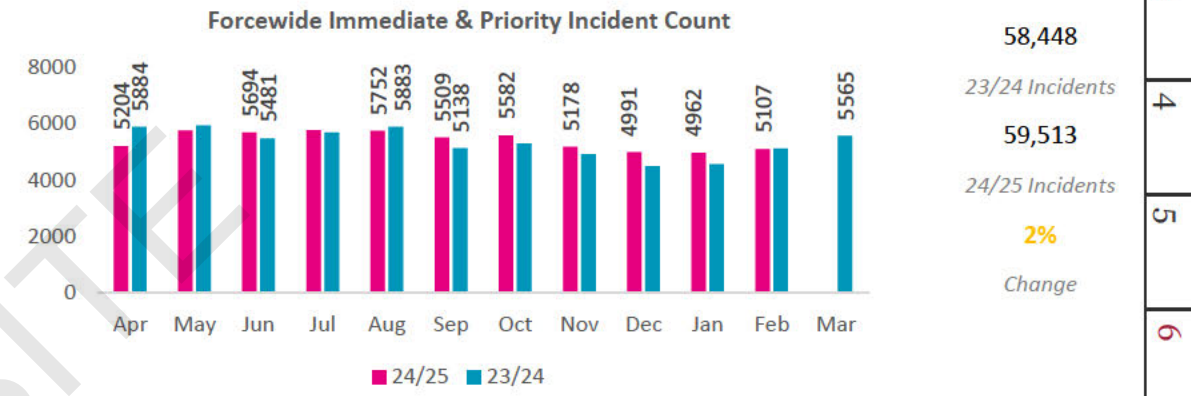
SPLY Search Count 2023/24	YTD Search count 2024/25	Vs. SPLY	Object Found (YTD)	Object Found (Feb)
14,051	13,872	-1%	50%	47%
Search Count Jan	Search count Feb	Vs. Last month		
1,336	1,226	-8%		



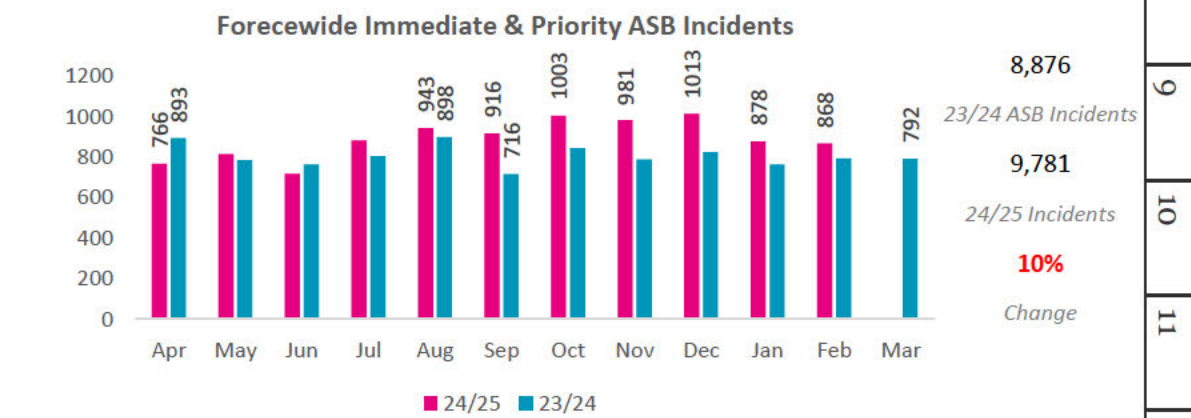
- February had a total of 1,226 S&S conducted with a 47% find rate.
- This YTD majority of S&S were carried out under S23 Drugs (68%) followed by S1 PACE (30%)
- This YTD find rate remains the highest amongst Drugs (57%), Theft (49%) and Criminal Damage (45%).
- SDE 'Not Stated' is at 11% in Feb, 12% this YTD vs. SPLY 14%



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



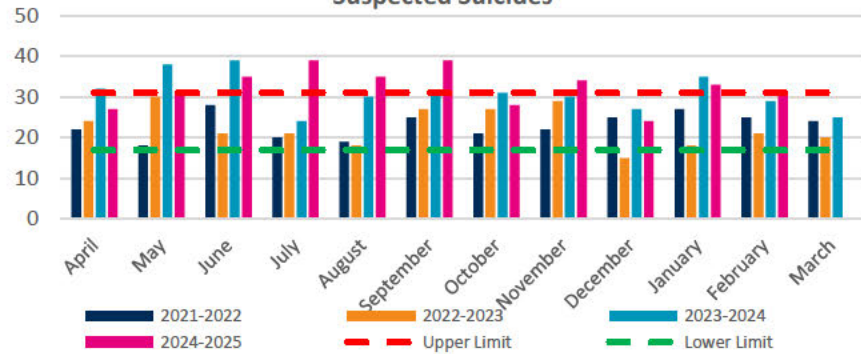
In February, Immediate and Priority graded incidents increased by 2% when compared to SPLY. In February CFW (26%) and ASB (13%) were the top 2 closure codes, followed by VAP (12%) and Trespass (10%).



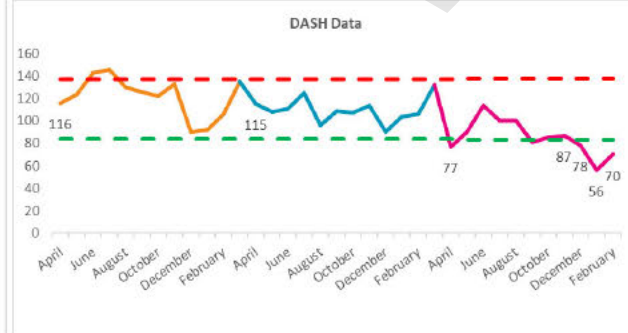
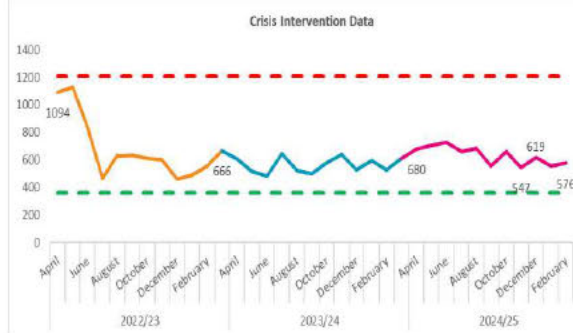
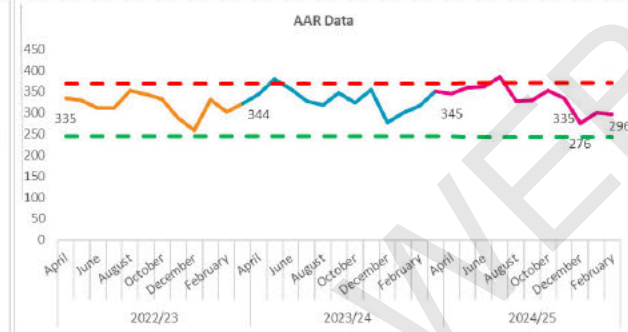
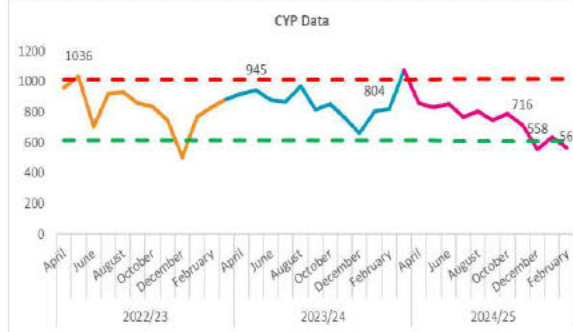
Over the last few months ASB related incidents have remained consistently higher in comparison to SPLY. With overall 10% increase from SPLY a small reduction was seen MoM -1% decrease. This YTD 0.8% of all ASB incidents were crimed vs. SPLY where 1% were crimed.

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

Suspected Suicides

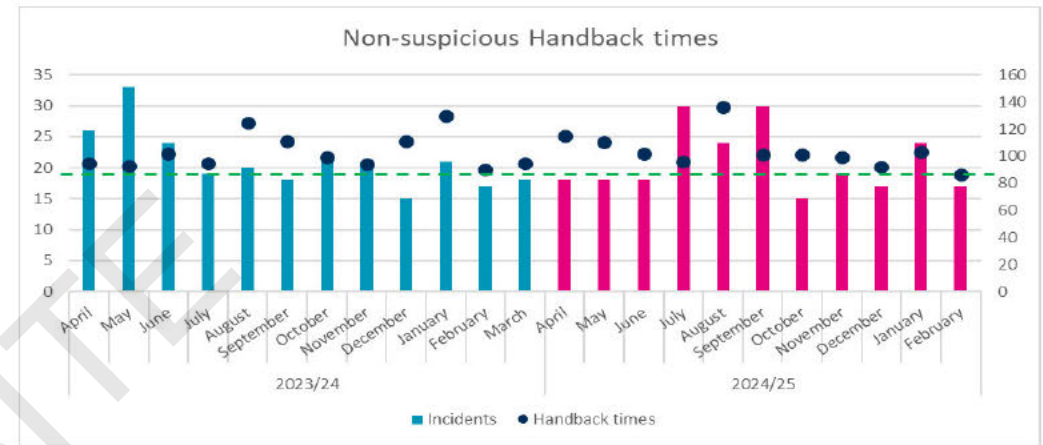


In February we recorded 31 suspected suicides. This is a -6% MoM decrease; YTD average is currently the same as PYTD average (YTD 32; PYTD 32)



Reduce disruption on the network through collaboration

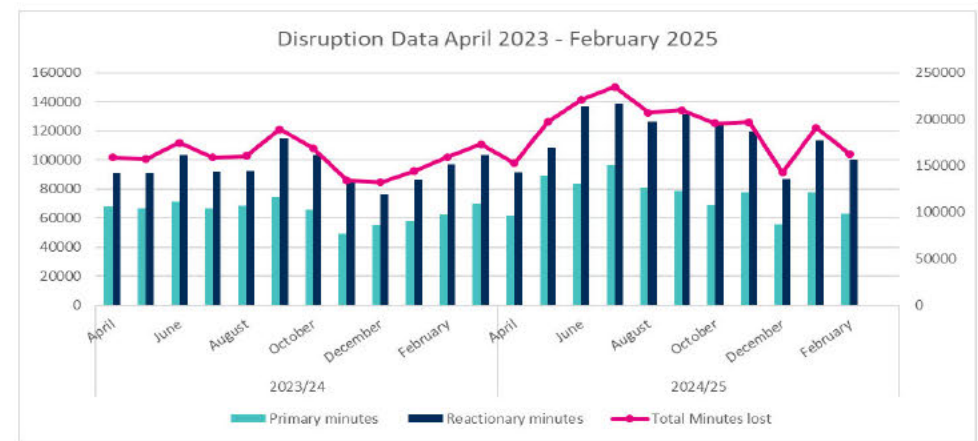
Non-suspicious Handback times



Average Handback decreased in Feb to 86 mins. This is the first time since February 2024 where BTP have met the 90 minutes measure (Dec 2024 was at 91). All divisions had a classification time of under 60 minutes which contributed to the handback times staying below 90 minutes.

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

Disruption Data April 2023 - February 2025



Overall primary delay minutes Decreased by -19% from January to February. Police related disruption incidents are 6.7% above PYTD, with Trespass accounting for 42% of all incident counts (the same as PYTD).

Policing Plan – April'24-Feb'25 vs April'23-Feb'24

Overall notifiable offences

BTP recorded 5% more crime between 1 April 2024 and 28 February 2025 when compared to the same period last year, to 77,320. The Force solved 9,165 crimes during this period, which was 0.2% fewer than last year, resulting in the percentage solved rate being down slightly from 12.5% to 11.9%.

Robbery

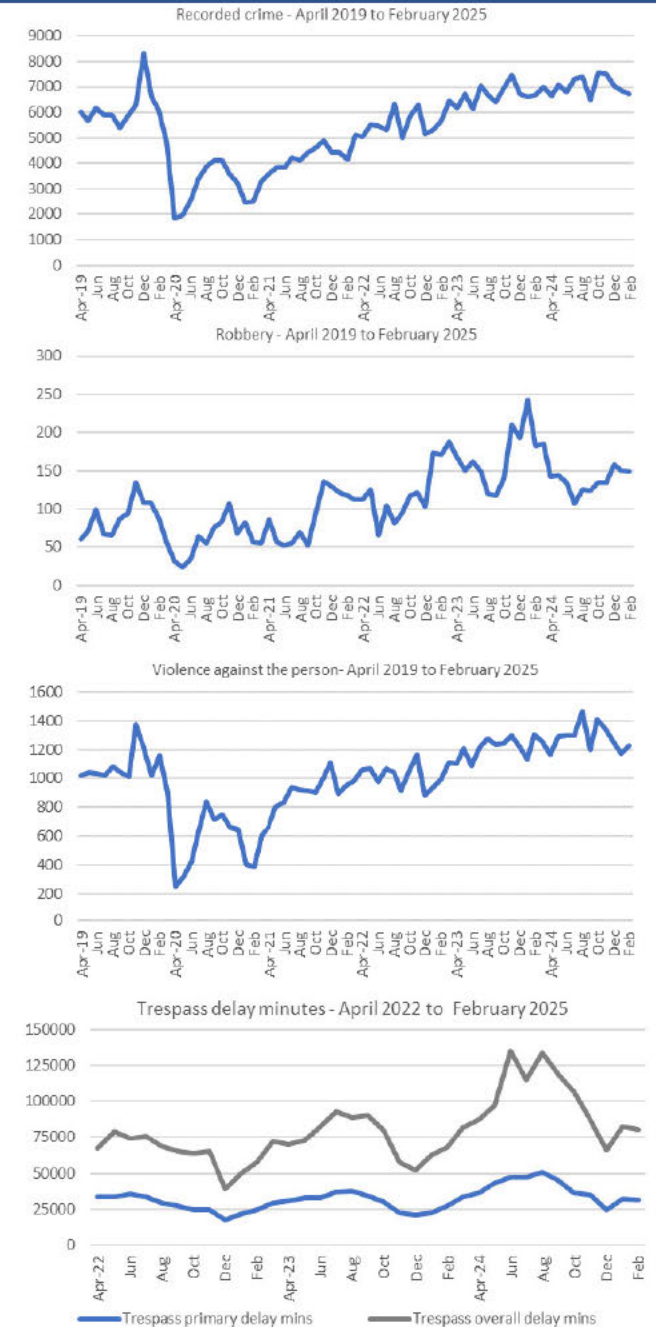
Robbery was highlighted as an area of positive performance at the March Finance, Legitimacy and Performance Committee (FLPC) meeting. Robbery saw a 20% increase in Quarter 3 compared to Quarter 2, however it continues to see a reduction compared to the same period last year (April to February: -18%). The solved rate for April to February was 15%, up from 12% for the same period last year.

Violence

It was highlighted in the March FLPC meeting that since September the number of assaults against passengers and staff had stabilised. BTP recorded 6% more violence against the person offences between April and February compared to the same period last year, to 14,134. The majority of offences (82%) were without injury. Violence with injury offences saw a 1% reduction compared to the same period last year, while violence without injury saw an 8% increase. There was a 7% increase in violence against rail staff offences recorded during this time. Violence with injury offences against rail staff saw a 2% reduction, while violence without injury offences saw an 8% increase.

Police related disruption

Police related disruption incidents saw a 7% increase between April 2024 and February 2025 compared to the same period last year, with primary delay minutes up by 19% and overall police related delay minutes up by 23%. Trespass continues to be the largest cause of delay, accounting for 51% of police related primary delay minutes during this time and 52% of overall delay minutes. Trespass incidents saw a 7% increase for the year to date, with primary trespass disruption up by 30% and overall trespass delay up by 36%.



Report to: Full Authority
 Date: 26 March 2025
 Subject: Policing Plan 2025-2027
 Author: Head of Legitimacy and Performance
 For: Information

3 Ebury Bridge,
 Westminster SW1W 8RP
 E: btpa-enquiries@btp.police.uk
www.btpa.police.uk

1. PURPOSE OF PAPER

- 1.1. To provide an update on the Policing Plan for 2025-26 following the budget settlement in December 2024 and BTP’s paper to the Strategy and Planning Committee (SPC) on 18 February 2025 (annexed.)
- 1.2. To set out the Key Performance Indicators proposed to be published in the plan alongside the agreed priorities.

2. BACKGROUND

- 2.1. Following a smaller budget increase than had been bid for, BTP took time to review the draft policing plan priorities and reached the conclusions set out in the paper presented to SPC in February.
- 2.2. The force has been developing a new performance framework and conducting an internal review of their Key Performance Indicators for next financial year and beyond.
- 2.3. The measures below are proposed for inclusion in the policing plan.

Create a hostile environment for high harm offences, disorder and vulnerability by:	Keep the network running by:	Prevent and reduce violence and intimidation of women and girls by:
<ul style="list-style-type: none"> ▪ Crime levels for violence (broken down to serious & without injury), rail-staff & officer assaults ▪ Anti-social behaviour incidents ▪ Incident response times for immediate & priority graded calls ▪ Solved rates & solved crimes broken down by crime type ▪ Vulnerability safeguarding submission forms (Domestic Abuse, Adults at Risk...) ▪ Life-saving interventions ▪ Victim of crime survey results 	<ul style="list-style-type: none"> ▪ Forcewide disruption incidents & minutes broken down by category ▪ Disruption incidents & minutes at key locations broken down by category ▪ Incident response times for immediate & priority graded calls ▪ High frequency repeat presenters on the network ▪ Fatality Investigation Management times ▪ Solved rates & solved crimes broken down by crime type 	<ul style="list-style-type: none"> ▪ Crime levels for violence (broken down to serious & without injury), public order & sexual offences where the victims is female ▪ Incident response times for immediate & priority grade ▪ Solved rates & solved crimes broken down by crime type (including breakdown of victim engagement) ▪ Progress against VIAWG and Op <i>Soteria</i> action plans ▪ Victim of crime survey results

3. RECOMMENDATION

- 3.1. Members are asked to note the annexed update from BTP and the associated measures.

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REPORT TO: Strategy and Planning Committee (SPC).
DATE: 18th February 2025
SUBJECT: Policing Plan Annual Review 2025-27
SPONSOR: Alistair Sutherland, BTP
AUTHOR: Jennifer Crowther

1. PURPOSE OF PAPER

1.1 At the request of Members and the Force during the last Full Authority Meeting; this paper provides an update on the Policing Plan for 2025-27.

2. CONTEXT

- 2.1. Members will recall that during the Full Authority Meeting in December 24 the Policing Plan proposal for 2025-27 was discussed.
- 2.2. Considering the MTFP funding settlement the action was to review the proposal for the Forcewide Priorities and present any necessary changes to SPC in February.

3. REVIEW

- 3.1. The proposed Policing Plan Priorities were considered and discussed by the Chief Officer Group in January taking into account:
- Our future demand assessment from the Force Management Statement.
 - MTFP Settlement for 2025/26.
 - Establishment Reset to affordability.
 - Proposals for the Optimised Policing Model (OPM), which will reset our establishment for PC and PCSOs.

4. ASSESSMENT

- 4.1. The three Priorities for High Harm Offences, Keeping the Network Running and Violence and Intimidation of Women and Girls remain our key focus.
- 4.2. Activity and performance are scalable to the size and capability of the force. ‘
- 4.3. With a smaller establishment and an increasing demand picture, setting ‘improvement’ targets is counter intuitive. As such the revised proposal:

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- Removes any targets or trajectories associated with the Priorities.

4.4. Annex 1. Includes the finalised three Priorities.

5. RAIL SAFETY ACTION PLANS

5.1. To update Members on progress for collating our Rail Safety Action Plans (RSAP). Work has been underway during December and January across all Divisions to coordinate what key activity will be undertaken enabling us to deliver against the three Priorities.

5.2. This will include a national response from A and E Divisions as well as activity and initiatives from the sub divisions supporting the localised feedback.

5.3. There will be a RSAP for each of the eight Sub Divisions.

5.4. Activity will be organised through a [4P's approach](#), recognised by HMICFRS;

- **Pursues offender through prosecution/ disruption**
 - Ancillary Orders on prolific and serious offenders, to deny them access to the railway (example).
- **Prepares for crime and mitigates impact**
 - Weekly joint tasking/working with Scotrail Travel Safe Team (example).
- **Protects from the effects of crime**
 - Joint industry Disruption Improvement Plans targeting the main causes of disruption and key locations (example).
- **Prevents people from engaging in criminal activities**
 - Support industry to maintain Safeguarding on Rail Scheme accreditation and relaunch Safer Stations initiative (example).

6. NEXT STEPS

6.1. Finalisation of the RSAPs.

6.2. We are in the process of running an internal review of our Key Performance Indicators (KPIs). These will be available in the new calendar year for inclusion within the published plan.

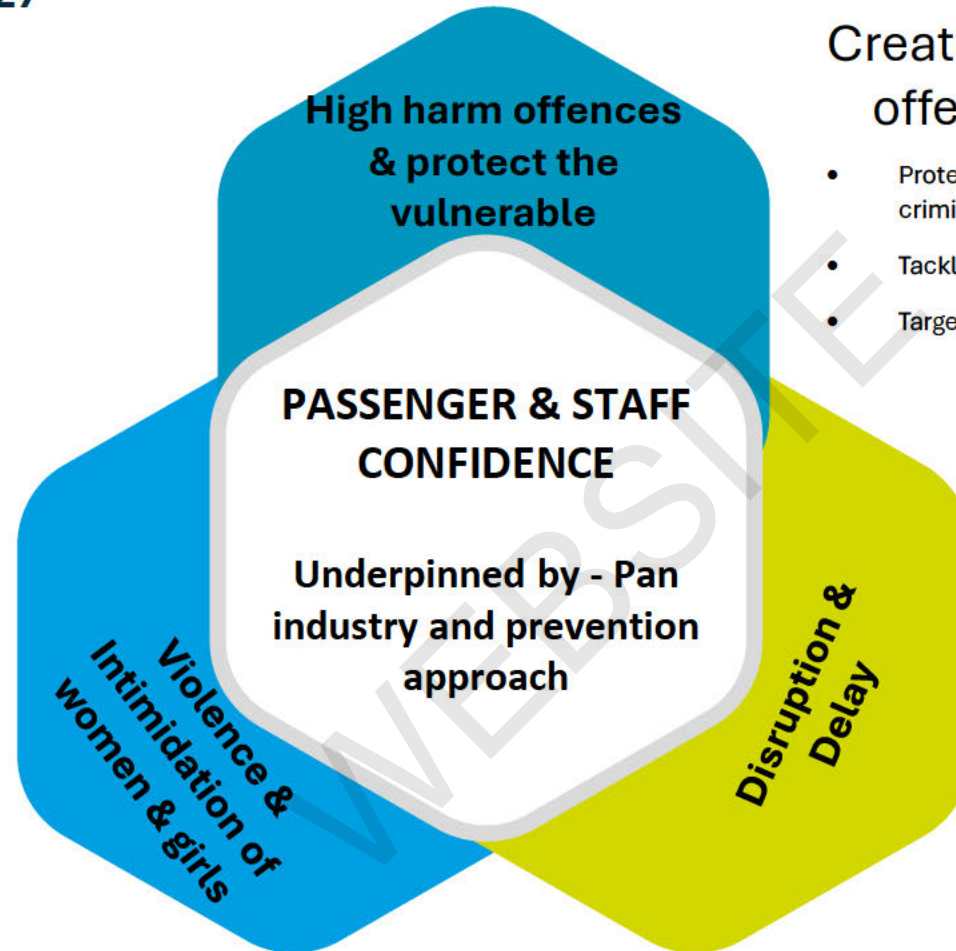
6.3. Publication of the 2025-27 Policing Plan by BTPA.

6.4. Communications messaging both internally and externally to support the publication.

Annex 1: Policing Plan Priorities 2025-27

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Annex 1. Strategy and Planning Committee (Feb 2025): Policing Plan Priorities 2025-27



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

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

Prevent and reduce violence and intimidation of women and girls by:

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

Keep the network running by:

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

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Report to: Full Authority
Date: 26 March 2025
Subject: BTPA Innovation Process
Author: Chief Executive
For: Decision

3 Ebury Bridge,
Westminster SW1W 8RP

E: btpa-enquiries@btp.police.uk

www.btpa.police.uk

1. PURPOSE OF PAPER

- 1.1. To articulate a proposal for the operation of an 'Innovation Process,' outside of the core BTP budget and annual MTFP process. Members asked for a proposal of this nature at the Full Authority meeting on 10 December 2024 and draft proposals were discussed at Strategy & Planning Committee on 18 February.

2. BACKGROUND

- 2.1. The budget agreed for 2025/26 will be challenging to deliver. A priority will be to limit any adverse impact on our people, passengers, and stakeholders. There will be limited space to invest in discretionary change, which includes innovation for the future or initiatives which cost in-year but result in substantial efficiencies over the medium term. Equally, the big-ticket transformational investments are pushed further back, every year.
- 2.2. This challenge is not new for BTP. Having fallen into the habit of a single-year funding approach, strategic planning is constrained by the requirements to satisfy the demands of today. Over the past three years, 'A Force on the Move' has sought to carve out funding for transformative projects, including cash-releasing benefits which have been reinvested in the portfolio. However, this tactical option is now much reduced. Despite this, BTP/A are equally committed to reducing future costs. Therefore, we must think differently about preserving innovation. One solution this paper will cover is to reduce the trade-off between today and tomorrow.
- 2.3. Government departments are subject to a 2% efficiency, productivity, and savings target in 2025-26, an initiative expected to make significant savings. A 5% efficiency target is mooted for the Spending Review. This target is supported by the establishment of a new £100m Public

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Sector Reform and Innovation Fund¹. Starting in 2025, little is known as to BTP/A's eligibility or access. Other relevant funding sources include the Police STAR fund, Horizon Europe, P-ACEs and, of course, the CSR process. Despite BTP's unfunded pressures totalling c. £125m over the next 5 years (excluding CCTV enhancement which is subject to an active cross Govt Spending Review bid), there is no strategic joined up approach to accessing external funding outside of the core budget.

3. PROPOSAL

- 3.1. To reduce the trade-off between maintaining current services and developing future services within an overcommitted budget, funding and governance must be clearly ringfenced. Otherwise, should BTPA provide additional funding within any given year, the discretion of the Chief Constable will often lead them to shore up areas of poor performance or to reduce existing risk. This is not because there is no appetite for innovation, but a result of pressures on funding to maintain outcomes against increasing stakeholder expectations.

- 3.2. BTPA could agree at any point during the financial year to costs for an additional project. Were that cost to be, say in the region of £5-£10m options may exist to access extra funds in year from DfT, to charge out costs in the subsequent financial year, or to allow Reserves to reduce accordingly (subject to obtaining DfT budget cover). Which option was best will be different depending on when the proposed investment is approved. It may not be necessary to determine exactly how it is to be funded until later in the year (alongside the MTFP process). On receipt of a tight and persuasive business case, Members could approve in-year spending as either seed funding or linked to a directly identifiable cashable benefit in future years. The annual MTFP Directive would ask for assurance around cash releasing benefits previously agreed by Members, including their impact on the 'Price' element of the MTFP bid. Members could also hear updates on external funding opportunities from the Treasurer, agree suitable routes to bid, and support the Force in bid development. Our proposal is that all this Member decision making activity should be driven by the Strategy and Planning Committee subject to ratification of investments by the Full Authority as appropriate.

¹ <https://www.gov.uk/government/news/pat-mcfadden-vows-to-make-the-state-more-like-a-start-up-as-he-deploys-reform-teams-across-country>

4. DISCUSSION AT STRATEGY AND PLANNING COMMITTEE

4.1 Members welcomed the proposal at Strategy & Planning Committee. They questioned whether the proposal was really to be focussed on 'proofs of concept' or whether it would more broadly be used to boost small elements of pressing transformation expenditure. They doubted that this mechanism would be able to support large scale Transformation. Force and Executive Team agreed that they wanted maximum agility for this process. In some cases, it could be used for proofs of concept. In others, to bring forward discrete elements of transformation spend. Members asked for examples and the following list shows possibilities straddling both types of expenditure envisaged. Some are proposals which have foundered in recent years for the lack of upfront funding, others could be more genuinely be described as Innovative:

- Enterprise Resource Planning System (discussed briefly at ARAC in March)
- Staff Pay Reform (spend to save programme not pursued in 2022 due to up front (£5m) cost)
- Live Facial Recognition capability
- Auto redaction for criminal case files (discussed at Strategy Committee)

4.2 The purpose could be fluid, not exclusively confined to 'innovation' nor even would it be a 'fund' as such. Force and Executive wish to be more agile than merely to focus on innovation as such. This does bring in a wider range of candidates for support and so requires a stronger prioritisation process. No specific pot of money will be put aside for this process. But the combination of reserves, DfT support and future charges can be leveraged at any point in time - depending on the current financial situation and the strength of the case made. Evidently, even with this flexible sources of funding, overall funds will be finite – again requiring rigorous prioritisation.

4.3 Whilst a cap on the level of funds available could be considered, it is not necessary. Should there be a defined limit, the process will start to be seen as a 'free fund' instead of a gateway and that could encourage short-term thinking. Of course, government spending controls and delegations will remain in place and will be brought out in the business cases.

5. RISKS

5.1 The primary risk is the lack of BTP resource to develop proposals to the requisite level - during 2025-26 and for future years. The core portfolio is now entirely focused on non-discretionary change and asset replacement. There is limited Project Management / Business Change capacity to develop innovation-led business cases, and little confidence sustainable investment will be agreed. To mitigate this, the governance must be light touch.

Costs should be agreed within a set tolerance level and make clear where there is an initial cost to fund the development of a business case. Cashable benefits will be estimated and assured but not guaranteed. The Public Sector Reform and Innovation Fund is aiming for a 'test and learn' culture. For this to work, there must be mutual trust running through all commitments. All parties will have an opportunity, however, to assess the effectiveness of the process on an annual basis.

- 5.2 Another risk to consider is the expectations of funding partners. Operators will have a clear understanding of the charges to them for the 2025-26 budget. Unexpected deviations could cause difficulty in their own financial planning. However, the anticipated additional costs will be insignificant on an operator by operator basis, and they will benefit from future efficiency and effectiveness which can be more clearly tracked and communicated.
- 5.3 We must ensure that we work within the DfT's delegated Departmental Expenditure Limits (DELs). Where additional revenue expenditure is approved for charge out by Members, then the income will net off the expenditure in the resource DELs – meaning zero variance. In relation to capital, Consolidated Budgeting Guidance articulates when capital DEL income and capital grant income intended to be used for capital purposes can be retained. In general, however, any additional capital expenditure within BTPA will require additional DfT capital DEL cover. Therefore, the DfT Sponsorship Team will need to be sighted on all funding bids and any proposals to charge out capital outlay to industry.
- 5.4 Another area to consider is the impact on cashflow. Where funding is agreed by Members and a need to charge out the costs identified, the cash funds would not be recovered until the end of the following financial year. To mitigate against breaching the prudent reporting threshold, Members would need to be assured around the cash flow impact before making any decision.

6. RECOMMENDATION

6.1 The following recommendations are made:

- BTPA Strategy and Planning Committee should supervise consideration of discrete proposals to access a BTP Innovation Process for projects with a maximum lifetime investment of £10m. The purpose of this new function would be to:

- Enable BTP/A to prioritise strategic investments without requiring the Chief Constable to compromise between immediate operational demands and long-term improvements.
 - Approve additional in-year funding for innovative or efficiency-generating projects that aim to deliver efficiencies and improved services in future years.
 - Evaluate and provide direction on external funding opportunities, supporting the development and submission of bids.
-
- These proposals be considered when they are ready and outside the annual MTFP process.
 - The MTFP Directive reflects the decisions made on these bids and seeks assurance as to the forecast impact on Price for future years.
 - The BTPA Executive consider how best to socialise and engage with rail operators and DfT, which could include co-opted membership of a Group to consider such bids.
 - The Force considers a proposed 'light touch' template and establishes any internal governance to ensure products are well-engaged and of suitable quality.

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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: 26/03/2025

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. STAKEHOLDER ENGAGEMENT

2.1 On 12th February, Ron and I attended a ministerial Roundtable on Railway Policing hosted by Lord Hendy at the Department for Transport. It was good to see a number of key industry senior leaders in attendance including Alex Hynes and Andrew Haines. I was able to share the impact of the budget settlement and reflect on the operational decisions we need to make in order to focus on our strategy and government priorities both for the railway and policing. There was positive input about the work our people do and moving forward a Task and Finish Group will be stood up to work at pace through the detail of the rail and policing priorities for 2025/26. Additionally, a Strategic Working Group will run for this calendar year to consider the longer-term question of how our joint priorities can be better addressed in future budget discussions and settlements. The first of these Working Group meetings is scheduled for the 31st March and will be Chaired by Hugh. The Group's immediate focus will be reaching an understanding of the decisions that have been made on resource allocations for 2025-26.

2.2 Following the budget settlement in December, the Chief Officer Group and I have worked hard to meet and brief industry stakeholders on the impact of the settlement and discuss how we can work together to mitigate risk. In February Alistair and I, together with Gill Murray, met with Bill Reeve (Director of Rail, Transport Scotland),

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Joanne Maguire (Managing Director, Scotrail) and Liam Sumpter (Director for Network Rail in Scotland). This was a very constructive meeting, where it was made clear that stakeholders in Scotland were very keen to work with us to ensure that there any reduction in headcount or police posts in Scotland is kept to an absolute minimum. Alistair continued this dialogue with Bill when he attended the Scottish Railways Policing Committee, and I will update Members as these discussions progress.

- 2.3 In February I met with Jac Starr, CEO of the Rail Delivery Group. Jac shares BTP's passion for tackling VIAWG on the railway and we discussed the possibility of shaping a joint strategic performance framework for combatting VIAWG. We are aiming to look at all the available metrics across the railway so we can develop a framework around what good should look like if we are all working together to combat VIAWG. The work to produce the first draft of this framework is underway. I have engaged with those working to Jess Phillips MP, the Minister for Safeguarding and Violence Against Women and Girls, in this work, as well as and Claire Mann (COO, TfL) and Ellie Burrows (Regional Managing Director, Network Rail).
- 2.4 The next quarterly Knife Enabled Robbery meeting, which is chaired by Dame Dianna Johnson, Minister of Crime, Policing and Fire, will take place on the 24th March. In February I wrote to the Chair providing an update on our activity in this area. My update included the activities of our CID Grip Teams, who 24-hour reviews of high-harm offenses, ensuring quick investigative actions and early assessment of threats, risks, and solvability factors. I also updated on our new 'Op Invert' Robbery App and how we are working with West Midlands Crown Prosecution Service to ensure an expeditious and consistent approach to railway-related robbery offences.

3. **SIGNIFICANT EVENTS**

- 3.1 BTP Special Constable Gary Blackburn was the victim of a premeditated and violent attack at Preston station on the 7th September 2024. The attacker, Russel Smith, was restrained and arrested at the scene, and on Thursday 27th February was found guilty of attempted murder and possession of a bladed article. Two additional counts of assaulting an emergency worker were also taken into consideration. He will be sentenced in due course. This was a deliberate attempt to kill a uniformed officer, and it is only through sheer luck that Gary's injuries were not life-threatening. Despite the severity of the attack, Gary returned to duty, demonstrating incredible resilience and commitment. I visited Gary at his home after he was discharged from hospital, and I spoke with both Gary and his wife after the verdict. They were both full of praise for the support they have had from BTP, and I am very proud that we secured this conviction of such a violent person.

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- 3.2 In January, our officers responded to a child fatality in Kenley. Sadly, tragic incidents such as this occur far too frequently – there have already been more than 100 fatalities on the railway since the last Full Authority on 10th December, which is more than 1 a day on average. Our thoughts and deepest sympathies are with the child’s family and loved ones. For the officers, staff and emergency responders who attended this deeply distressing incident, the impact is also significant. Witnessing such a tragedy first hand leaves an indelible mark, and it is important to acknowledge the professionalism, composure and humanity displayed by all those involved. Their actions reflect the very essence of who we are as a Force, dedicated to protecting, serving, and supporting, no matter how challenging the circumstances. But we must also recognise the toll that such incidents take on those who respond to them. This is why our Wellbeing team is invaluable. Their role in providing care and support to our people has never been more crucial. No one in BTP should feel they need to carry the weight of such experiences alone, and I always encourage any of our people who are struggling to seek assistance from the Wellbeing team.
- 3.3 On 18th August last year, 19-year-old Stephanie Marie was involved in an argument with her boyfriend, 26-year-old Jason Flore, in the disused car park of Crawley Railway Station. There was an extensive history of domestic violence between them, and it is believed that the relationship began when Stephanie was only 15. As this argument escalated, Stephanie was stabbed in the chest with a large kitchen knife, penetrating her heart and aorta, killing her almost instantly. Flore then fled the scene. He was arrested following fast-time actions with witnesses at the scene, charged with murder and remanded into custody. On 3rd February he went on trial for murder and was found guilty. He was sentenced to life imprisonment with a minimum term of 21 years.
- 3.4 In February BTP has had its first DAPO (Domestic Abuse Protection Order) issued in the case of BTP v Fallon. The order will last for two months, and this is part of a trial involving the BTP, Greater Manchester Police and three London boroughs. DAPOs were introduced by the Domestic Abuse Act but their implementation has been delayed due to the time required for setting up the legal framework, training and ensuring court readiness. DAPO's provide stronger, more flexible safeguards than previous powers by allowing tailored restrictions, and breach of a DAPO is a criminal offence which carries a maximum five-year imprisonment.
- 3.5 In February, you will no doubt have seen the tragic news regarding the stabbing of a 15-year-old boy at his school in Sheffield. The school is close to Sheffield Midland Railway Station and the first emergency responders on scene were BTP officers. Our officers provided CPR to the student and assisted a South Yorkshire officer in detaining

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the suspect. The school needed to be evacuated and further BTP officers attended to assist and to provide reassurance to pupils and staff in the immediate aftermath of the incident. I echo the thoughts of Chief Supt Sandra England who, in reply to a personal message of thanks from South Yorkshire police, said “It goes to show it doesn’t matter what badge is on your uniform when people look to police in life threatening emergency situations. I’m just glad that we could assist and so quickly”.

4. FINANCE

- 4.1 The Force remains on target to outturn close to our revenue budget for 2024/25. We have made some tough decisions to control costs including the recruitment freeze which has had a significant impact on the number of people we have been able to deploy. At period 11 the full year forecast is a very small pressure of just 0.1% variance from our £395m budget. Our capital forecast is to outturn exactly on our £14.1m. Lastly, cost control on the London Estates work mean that final costs will be within the approved budget, inclusive of contingency. This means that our use of cash reserves is reduced.
- 4.2 A paper was presented to Strategy & Planning Committee setting out how the 2024/25 funding deficit would be resolved – including targeted efficiencies, delayed capital and portfolio revenue spending and recruitment controls. Against a backdrop of increasing crime demand and building on the BTPA agreement for the 2024/25 MTFP more than a year ago, we will need to make station closures through the OPM as a result where it is simply not viable to maintain a presence and effectively fulfil our responsibilities around passenger and staff safety and rail disruption.

5. ESTABLISHMENT RESET

- 5.1 To ensure our establishment is affordable, efficient and sustainable, it is necessary to conduct a range of Departmental restructures alongside the Optimised Policing Model (OPM) during 2025-26. This work will be supported by a small but highly experienced team, reporting to a Design Authority. The design and delivery will be led by each Head of Department or Chief Superintendent and coordinated at a Force level by the Director of Corporate Development on behalf of the Chief Officer Group (COG). The Design Authority will ensure alignment to the Business Planning Cycle, Force Management Statement (FMS) and MTFP build for 2026-27.
- 5.2 Following detailed design work, each new structure must be consulted on. In their final proposal, redeployment and redundancy will be considered, although it is the intention to reduce the in-year redundancy impact by holding some teams ‘at risk’ in unbudgeted positions, in lieu of natural churn. This can be revisited in future years if a greater redundancy provision is affordable. Each proposal will include a statement from the relevant COG lead with a risk and impact statement, where corporate tolerances must

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be adjusted. Any likely impact on Strategic Risks will be shared with the relevant BTPA Committee.

- 5.3 Every redesign will have been through governance and Design Authority by the end of August 2025. The first Design Authority, which met on 13th March, heard the Technology and Digital Forensics redesigns/Business Cases. All remaining Design Authorities will take place between April and August 2025. We will be in consecutive consultations from March, through to the end of October. In October, following on from the Technology and Digital Forensics cases, the Force will implement all other agreed redesigns. This will see police staff affected or displaced enter the redeployment pool. Where redeployment is not an option, redundancies will occur, but we will try to avoid this at all costs. By December 2025, all final structures will have been consulted on, agreed, and implemented. By March 2026, they will have been transacted on the system – bringing the new gross establishment closer to the 4,800 target. This will be a year of significant disruption for our people as we scale back our establishment by over 600 positions.

6. OPTIMISED POLICING PLAN

- 6.1 We have reviewed our Optimised Policing Plan and what is required to restructure Network Policing to what is an affordable model for 2025/2026. Our plan involves reducing the establishment by 281 posts, which is an 11% reduction in overall strength, and a 16% reduction within the PSA. The new target design is 2,298 FTE, down from the current 2,580. This is regrettable at a time that the government is increasing its investment in neighbourhood policing, an area that naturally has synergy with Network Policing. However, you will recall that the part of our MTFP proposal to bridge this through the OPM was not accepted. The restructuring will disband some units and merge some police posts to try and maintain visibility.
- 6.2 The current coverage of BTP is already thinly spread across Great Britain, and the new workforce design will reduce the total number of operational police posts. The proposed changes include a 10% reduction in Police Officer posts, an 18% reduction in PCSOs posts, and an 8% reduction in staff posts. The plan also includes the closure and merging of several police posts to optimise our affordable resources and maintain key coverage, especially in remote areas. The reduction in police staff posts must be seen in the context of the BTP 2021 programme, which made significant reductions to all departments whilst preserving Network Policing numbers.
- 6.3 Our OPM team have pushed the designs to their limits within risk tolerance, utilising demand data and geography to inform their recommendations, and considering rising crime and disruption demand nationally. The divisional proposals aim to provide the best possible service to passengers and the railway industry within the available

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budget. Minimising disruption and protecting those who use or work on the railway is a priority.

7. PERFORMANCE

- 7.1 Up to the end of January, BTP have recorded a 5.8% increase in the number of notifiable crimes compared to the previous year, an additional 3,865 offences. Whilst any rise in crime is unwanted, we have managed to close the gap compared to earlier in the year. Robbery offences are 17% below 2023-24 with the current solved rate also above last year (11.7% vs 13.6%). Within our volume crime groups, theft of passenger property (TPP) is showing an increase of 13%, with an additional 2,521 crimes recorded; and shoplifting is showing an increase of 29%, an additional 901 offences. These crime types remain perennial issues, which require support from stakeholders and industry to make long lasting change. The Designing Out Crime Unit (DOCU) continue working with and providing recommendations to vendors to reduce shoplifting opportunities alongside partnership arrangements with locally based security advisors. I am a firm believer that the solution is prevention.
- 7.2 Disruption is currently 21% higher than this time last year with an increase of over 337,000 minutes lost to disruption recorded. Trespass is the main category contributing to the rise. There have been improvements to our handback times following non-suspicious fatalities. In February, the average handback time was under 90 minutes for the first time since July 2022. This follows considerable work by ACC O'Callaghan to improve the pan-industry approach to fatality management.
- 7.3 There was an unprecedented rise in the number of homicides and attempted homicides in 2024, with 11 and 24, respectively. This rise highlights the escalating levels of the most violent crimes on the network. Our Major and Serious Organised Crime team have investigated many complex incidents, including where victims have been struck by trains due to fights or being chased. These investigations require an incredible amount of dedication and professionalism, not only to gain the correct outcome in a court of law, but also to ensure that compassion is shown to the victims' families in supporting them through a horrific time. This unprecedented rise in MSOC's case load will also see them abstracted for court throughout 2025, from March until late Autumn. I remain grateful for there hard work in a very complex area.

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8. PROFESSIONAL STANDARDS

8.1 There are currently 23 officers suspended, and 27 officers restricted. The suspensions and restrictions are reviewed every 28 Days by the Deputy Chief Constable. The total number of officers restricted or suspended has reduced by 9 when compared to when last reported. There are currently 120 live PSD investigations which represents an increase of 4. In 2024 conduct proceedings saw sanctions in 91% of all cases resulting in Written Warning, Final Written Warning or Dismissal. Conduct themes remain consistent with Discreditable Conduct being the highest breach of standards. Sexual misconduct and Discriminatory behaviour allegations remain at similar lower levels to the 2023 data.

8.2 The Independent Office Police Conduct (IOPC) annual report for 2023/24 highlights outstanding performance with BTP taking 3 days to log a complaint against a national average of 5 days, taking 3 days to contact a complainant against a national average of 6 days, and finalising complaints faster than any other force in just 61 days. BTP received the 6th lowest number of public complaints in relation to discriminatory behaviour. I'm proud of the efficiency shown by our PSD teams in complaint handling, which keeps public confidence high and ensures officers and staff return to duty quickly where possible. We did choose to make additional financial investment into PSD. Like all departments they will be shrinking.

8.3 The recent Di Maria' judgment, following judicial review brought against the MPS, has significantly impacted all Forces. The judgement impacts the application of the performance regulations in circumstances where vetting is removed. Policing has utilised performance regulations to terminate employment where vetting is no longer held, and the judgment now removes this route. New vetting regulations are progressing through the necessary stages to become law, and some changes are likely to be required to address the judgment, although at present there is no expected date for completion. A BTP Gold Group, chaired by ACC Doyle, will explore opportunities for us to adopt new Regulations to remedy the position in the shortest possible timeframe.

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9.1 [Redacted]

9.2 [Redacted]

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10. ESTATES

10.1 Our Estates team continue to work hard on laying the foundations for a fit for purpose, cost effective, modern and inclusive estate. In February 2025, the new DfT-mandated Total Facilities Management (TFM) contract commenced for building maintenance, covering most of our sites across the country. The new contract will improve compliance with ISO4401, which requires collaborative business relationship management systems to encourage innovation and quality. It will also improve assurance against Government Functional Standards GovS004 (Property) through enhanced data collection and reporting. This will include an itemised asset list with QR codes for engineers to scan and see all the maintenance/servicing history, so they can diagnose and fix faults more quickly and target replacements. Estates have engaged across BTP on areas to improve and have fed these changes into the new contract specification, which will improve monitoring services, and our ability to hold the supplier to account if standards fall below what we expect.

11. WELLBEING

11.1 It has never been more important to ensure the wellbeing of our people. The number of suspected suicides on the railway has increased by 6% this year to over 300, and many officers attend several incidents over a relatively short space of time. The most serious crime has also increased. Our Post-Incident Trauma Management Desk, aimed at identifying and providing proactive support to employees exposed to repetitive trauma, continues to see an increase in referrals with a 166% increase year to date. The Trauma Post Incident Desk Coordinator has attended multiple sites, providing face to face post incident support alongside TRiM practitioners following traumatic incidents. We have also launched a TRiM Case Management System, which enables the tracking and monitoring of TRiM referrals. This ensures that no cases are

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

overlooked and that all employees receive necessary and timely support as outlined within our trauma management guidelines.

- 11.2 We have been taking part in a National Police Wellbeing Survey workstream designed to tackle reported high levels of poor sleep, increased fatigue and problems with recovery across policing. Under this work, policing volunteers agree to wear a Biostrap for 120 days to gain data on their sleep, fatigue and recovery. They also have access to an online programme and platform which provides resources to improve lifestyle. Volunteers cover departments identified as being at risk including Response, CID, Disruption, SOCO, Dog Handlers, Firearms and OSU. Initial findings after two months indicate a 100% increase in those happy with their current sleep pattern, while those not going to bed feeling stressed has increased from 23% to 37% of volunteers. The percentage who strongly agree with the statement 'I generally eat a healthy and balanced diet' has also increased from 8% to 20% of users indicating that they have made lifestyle changes to improve their sleep.
- 11.3 Wellbeing Peer Supporters continue to provide support and signposting to our people, and we have continued to invest in CPD and training for specialist topics such as cancer support. In 2024, we introduced a Peer Support Power App designed to enhance the accessibility and effectiveness of peer support within BTP. This innovative app allows employees to easily search for and contact peer supporters, fostering a supportive and connected work environment. The Peer Support Power App provides a user-friendly platform where employees can find peer supporters based on various criteria, such as department and specialist expertise. This ensures that people can quickly connect with someone who understands their specific challenges and can offer relevant support.
- 11.4 Health Kiosks were rolled out during March – July 24. Across nine sites, 802 users registered, and 1,150 tests were taken. The kiosks report on metrics including Body Mass Index, Blood Pressure, Body Fat Content, Heart rate, QRisk3 Heart Age score and Cardiovascular Risk. Individuals receive a personal report and BTP, as the employer, receive anonymised data that provides an insight into the health and wellbeing of our people. Data analysis identified a weight-related health risk, leading to the design of a weight management programme. This programme is currently being delivered at Baskerville House, with a wider rollout planned based on its success.
- 11.5 Investment in this area brings about a range of benefits including better employee health and engagement, improved culture, and legal compliance. Through reductions in sickness absence and legal claims a total of £795,820 can be evidenced so far this year.

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12. PEOPLE

- 12.1 There have been several significant announcements amongst our senior leaders since the previous Full Authority. We have appointed Peter Fulton as the permanent Detective Chief Superintendent, Head of Crime and Public Protection following a rigorous and highly competitive selection process. Pete has demonstrated a strong track record of delivery and I'm looking forward to working with him in his permanent position.
- 12.2 Chief Supt Gill Murray has completed her last working day with BTP after 35 years. Gill has had a fabulous career in policing and has been an integral part of BTP's leadership team for many years. Lorna McEwan has been appointed as Temporary Chief Supt to lead our Scottish Division following Gill's departure. Lorna brings a wealth of experience and knowledge to her role, and I know Scotland will be in safe hands under her leadership. A substantive process for the Scotland Divisional Commander will be held later in the year.
- 12.3 After 39 years of public service, Alistair will retire in April 2025 so this will be his last Full Authority meeting. Alistair became BTP's Deputy Chief Constable in 2021, joining us from the City of London Police following a long and successful policing career, largely with the Metropolitan Police. Since then, Alistair has done a fantastic job across a wide portfolio including overseeing the implementation of the Manchester Arena Inquiry recommendations and the subsequent Counter Terrorism Review. He has been determined to ensure we retained our reputation as a Force with high professional standards. He has radically reshaped how we run our transformation and change programmes and ensured the strongest of governance over multi-million-pound projects and investments.
- 12.4 Alistair and I have known each other for many years, not just as colleagues but as trusted friends. I will miss working alongside him, but I wish him every success in his future endeavours. Without a doubt, the public has been safer with Alistair in policing. He should take immense pride in the legacy he leaves behind, a legacy of integrity, dedication, and impact.
- 12.5 After discussion with Chief Officer colleagues, I have agreed that to best provide stability in the interim period, Alistair's portfolio will be split and managed across Chief Officers. Steff will take up responsibility for the transformation portfolio and Strategic Hub; Ian will be responsible for performance and Analytics and Insight; Sean will manage the Learning Exploitation Centre, Risk, Legal Services and Audit and Assurance functions and Charlie will manage our Professional Standards Department,

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

working closely with Rachael. I will have interim responsibility for Information Management.

13. RECOMMENDATIONS

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

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Report to: Full Authority

Date: 26 March 2025

Subject: Chief Executive's Report

Author: Chief Executive

For: Information

3 Ebury Bridge,
 Westminster SW1W 8RP

E: btpa-enquiries@btp.police.uk

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A) Finance

i) Cost Allocation Model

We have issued charges for 2025/26 based on our new simplified Cost Allocation Model (CAM2). We remain in discussion with Open Access Operators and some Transport for London concessions on exactly how the new regime is adopted in their circumstances. The related income risk remains within the £2.5m envelope agreed at the Members breakfast briefing on 21 February 2025. I will update Members when critical points have been reached with the outstanding Police Service Agreement (PSA) holders.

ii) Learning & Development London Estate

Strategy & Planning Committee considered on 18 February 2025 a draft outline business case for the consolidation of the future L&D estate in London (principally focused on exiting Spring House). The Executive Team is working with Members and BTP colleagues to develop this business case (for a potential £50m investment over 10 years) to decision-making stage.

B) Strategy

i) White Paper on Rail Reform

Department for Transport (DfT) has issued a White Paper on rail reform and are asking for comment by 15 April 2025. The consultation is tightly focused and does not explicitly cover options for the future of policing and security on the railway. We plan a high-level response to be followed up with continued conversations with DfT and Great British Railways on the opportunities for improving policing and security.

ii) Future role of British Transport Police Authority

The White Paper is silent on policing and security since there are no current plans for legislation to alter the constitution of BTP and BTPA. However, Strategy & Planning Committee did consider a development of the paper Members had before them on 29 January 2025. It remains our intention to send these thoughts into DfT and then to continue the discussion at official and Ministerial level.

iii) Rail Policing Funders Steering Group & Ministerial Round Table

Following the Ministerial Round Table on 12 February 2025, we have established a Steering Group which will meet on 31 March 2025 and 29 April 2025 before reporting progress to the next Round Table on 8 May 2025. The agenda for the 31 March meeting will both allow funders to see more

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detail on the allocation of resource for 2025/26 and to discuss plans for greater industry input into the 2025 MTFP process.

BTP plans communications with the rail industry from 1 April 2025 on the impact of the budget settlement and Optimised Policing Model (OPM). BTPA Members will want full visibility of the planned communications.

C) Policy

i) Vetting and Conduct Regulations

Following the Metropolitan Police's reverse in a Court judgement on their ability to dismiss officers (and staff) for vetting failures, BTP are considering the implications. This is likely to result in the need for BTPA to draw up a new set of Regulations covering vetting and dismissals. This is in addition to the need to update Regulations consequent to the 2024 reforms on Conduct and Discipline, which had stalled as a new regime was established in the Home Office post-election, but which are now moving again. Across the piece, this is likely to constitute a significant body of work for the Executive Team over the next year or so.

ii) Barred & Advisory List

Related to this is the Home Office intention to legislate (in the Crime and Policing Bill currently before Parliament) to require BTPA and other non-Home Office oversight bodies to operate Barred and Advisory lists of dismissed officers and staff. This was discussed at People and Culture Committee earlier this month after the brief discussion at the Members' Development Day on 29 January. Members asked that we record our concerns for relevant parties as well as accept that we need to make plans to implement these lists once the Bill receives Royal Assent.

D) Staffing & Accommodation

i) Deputy Chief Constable

Unfortunately, Alistair Sutherland cannot attend this last Full Authority meeting prior to his retirement on 22 April 2025 to receive Members' thanks in person for his service as DCC. I want to record here my own personal thanks. It has been a pleasure working with Alastair over the last 3.5 years and I am in awe of the length and quality of service he has given to policing over his career.

We have invited quotes for a partner to work with us on the recruitment of Alistair's replacement. We expect to issue an advert by mid-April. Plans to cover the DCC role in the interim have been shared with Members on Board Intelligence.

ii) Chief Financial Officer & Treasurer

This is Rubeela Qayyum's last Full Authority meeting during her second stint as maternity cover for Sarah Church. Rubeela hands back the baton of the BTPA CFO and Treasurer to Sarah on 7 May 2025. We have been lucky to have Rubeela who (twice) has so seamlessly picked up the essentials of this bespoke role. I am very grateful to her and wish her well in her next endeavours.

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iii) Cost Allocation Modeller

Dean Salvador leaves us at the end of March. Dean has also done two stints with BTPA to operate our cost allocation model and to develop and then implement the new one. That he has enabled us to get CAM2 over the line after many years of trying is testament to Dean's perseverance. He leaves with my huge thanks.

The implementation of CAM2 means we do not need to fill Dean's role on his departure. With Exec Team colleagues, I am reviewing the need to bolster our capability in other areas. This starts from the 29 January Members' decision to bolster our longer term (financial) planning capability. It is also relevant that Sarah Church will return to us part time (0.6FTE). The weight of conduct, vetting and performance regulation needed over the coming years is also likely to prove beyond the current capacity of the Executive Team. These are subjects on which I will revert to Members after further consideration.

iv) Buckingham Palace Road

The Executive team expects to be able to use our new accommodation at 200 Buckingham Palace Road from 1 April 2025. We look forward to seeing Members there.

iv) Positive feedback

Members may be aware that the Executive Team manages an email enquiries mailbox. This often brings correspondence that is in fact for BTP rather than the Authority – and we have systems in place to share those with the Force. It was especially nice recently to read an email from a member of the public who wrote in to thank BTP officers for providing lifesaving treatment in January outside Finsbury Park Station where he had collapsed from heart failure. Their actions led to the gentleman undergoing successful heart surgery and making a good recovery. The email, which asked for a way to thank those concerned in person also thanked BTP more generally for all that it does. We of course shared this with BTP to make the officers concerned aware and in the hope they will receive due recognition.

E. Out of Committee decisions

- i) A summary of decisions taken (December 2024 to March 2025) is at Appendix 1.
- ii) A forward look for planned decisions can be found at Serials > Decision Items on *Board Intelligence*.

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APPENDIX 1

- i. **A068 – Special Payment [13 January 2025].** Full Authority approved a Special Payment in compliance with the BTPA Code of Governance. Details of the decision are on *Board Intelligence*.
- ii. **A069 – Addition of a Strategic Risk - Estates [13 January 2025].** Full Authority approved a recommendation put to it by its Audit and Risk Assurance Committee for the creation of a new Strategic Risk, to cover Estates.
- iii. **A070 - Heads of Terms – Baches Street [21 January 2025].** Full Authority authorised the Chief Executive to sign Heads of Terms for Baches Street.
- iv. **A071 – New Charging Methodology [27 January 2025].** Full Authority provided *provisional* approval for the adoption of the new Charging Methodology for the 2025/26 Charges, with substantive approval to be considered on the receipt of further advice from the Chief Executive.
- v. **A072 – Contract Variation / National Uniform Managed Service [12 February 2025].** Full Authority approved a contract variation for National Uniform Managed Service to comply with the spend thresholds set out in the BTPA Code of Governance.
- vi. **A073 – New Charging Methodology [26 February 2025].** Further to their provisional approval of 27 January 2025, Full Authority authorised a pathway for the introduction of the BTPA’s new Charging Methodology.

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Report to: Full Authority

Date: 26 March 2025

Subject: BTPA Cover Report / Wellbeing, Health and Safety Annual Report 2024/2025

Author: Head of Governance and People

For: Approval

3 Ebury Bridge,
 Westminster SW1W 8RP

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1. Background

- a. The Wellbeing, Health and Safety Annual Report for 2024/25 is presented to the Full Authority for approval.
- b. The report has been reviewed and endorsed by the People and Culture Committee at its meeting held on 10 March 2025, as per that Committee's terms of reference.
- c. The minutes of the 10 March 2025 People and Culture Committee are available in the Background Pack for this Full Authority. In summary, the People and Culture Committee:
 - i. Welcomed the 2024/25 Annual Report, following the launch of the Wellbeing, Health and Safety Strategy in 2024. that runs until 2027, including the roll out of Heath Kiosks between March – April last year across the BTP estate.
 - ii. Welcomed the embedding of Occupational Health (OH) service delivery in house that has enhanced the user experience and increased the value of advice and guidance that is provided, including all OH clinicians being qualified nurses. The committee are keen to see future satisfaction levels as the most recent data is before OH moved in house.
 - iii. Commented they were expecting to see more spent on private health, particularly when NHS waiting lists, e.g. for physio, are so long and suggested more proactive recommendation within the Force.

2. Recommendation

- a. That the Full Authority approve the Wellbeing, Health and Safety Annual Report for 2024/25.

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Wellbeing, Health and Safety Annual Report

2024-2025

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Foreword

Deputy Director (P&C) Wellbeing Health and Safety

In 2024, we launched our new Wellbeing, Health and Safety (WHS) Strategy 2024-27 aimed at building on our work to 'Fixing the Fundamentals' in laying the foundations upon to continue to build on our vision to have proactive, adaptable and collaborative Wellbeing, Health and Safety services.

The strategy sets out our aim to provide holistic wellbeing support to our people, ensure that our standard practices and environments are safe and offer services that are dynamic and responsive to the needs of our people. In doing so, this strategy supports our force objective of building a modern and inclusive force where our people are well cared for, well equipped, well trained and well led.

Health and Safety Management System (HSMS)

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 was reviewed in 2024, this has been signed by both the Chief Constable and Chief Executive of BTPA and will be due for periodic review again in February 2028.

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

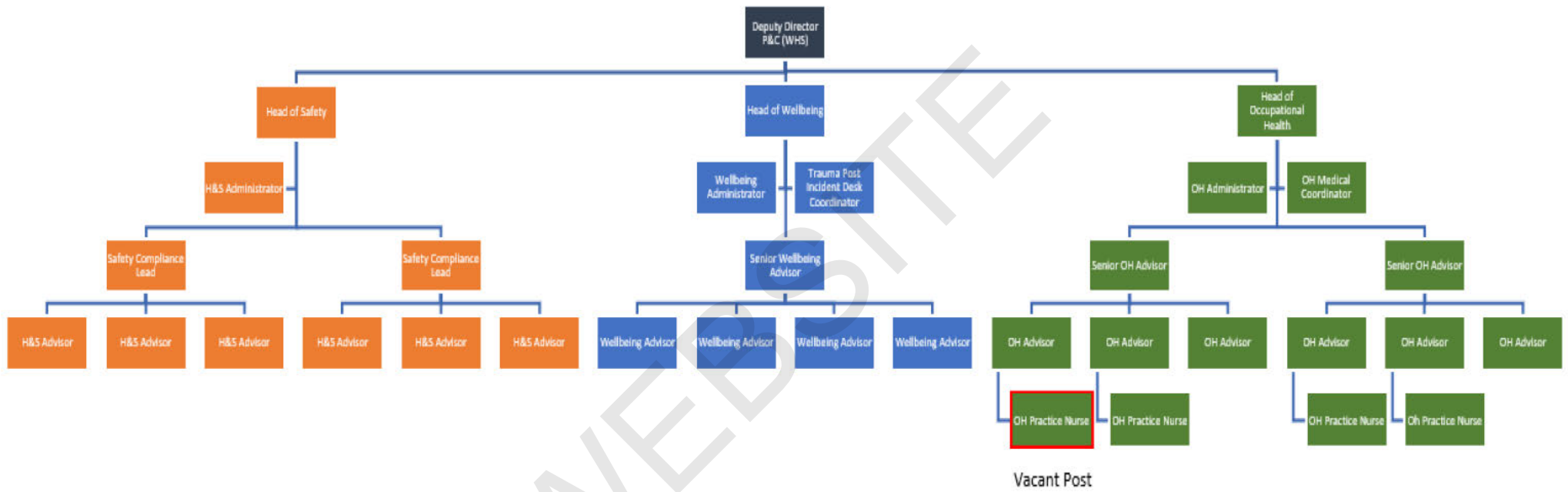
Arrangements can be described as the technical/guidance documents that describe how BTP will manage individual risk and activities practically, such as Fire, Risk Assessment etc.

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".

Wellbeing, Health & Safety Team Structure



Executive Summary – Health and Safety

Safety Culture

Health and Safety Policy

During the year BTP has reviewed and amended the health and safety policy, this has seen some changes in the health and safety policy statement and the roles and responsibilities. It is a robust policy that sets the framework for health and safety culture within the force. The policy has gone through full consultation and will be communicated fully to the force via internal communications in due course.

Data

There has been work carried out on H&S data throughout 2024 to ensure the information we provide to leaders and governance functions is continually improving. This has seen the development of a H&S Dashboard within the DataHub workspace, driven by PowerBI. There has been a wholesale improvement of granularity of data available, which is demonstrated in the incident data section of this report.

Training

The Safety Team carried out analysis of training available to officers and embarked on an ambitious programme of tailoring all BTP H&S to our needs. This has seen the development of various courses in collaboration with BTP's content creators. Two courses have been completed and launched, Lithium Battery Awareness and Fire Safety Awareness. The latter has gained 4.5 stars in feedback, the highest of any e-learning so far within the MyLearn System.

The H&S Responsible Person e-learning course, which will replace the H&S For Managers course, will be completed shortly, with other courses scheduled for development throughout 2025-26.

Risk Assessment

Following recent consolidation and ratification of the risk assessments held on the Safety Management System (SMS) currently BTP have around 120 live risk assessments. 73 of those are fully consulted and approved; 42 are in progress; and 5 have been submitted for approval to the risk owner.

The Risk Assessment Register recognises the following categories:

- Force Level Risk Assessment – 74
- Site Specific – 26
- Events – 10
- Equipment - 10

A further 129 risk assessments have been archived within the SMS.

A H&S Advisor has been assigned as a SPOC for managing the Force Risk Assessment Register and any internal H&S processes related to allocating reviews, creating and archiving expired assessments.

GIAA Audit

In 2024 BTP H&S was audited by GIAA, which paid close attention to risk assessment, and the audit score was returned as 'Moderate', with five low to moderate actions. The narrative executive

summary was very complementary on the management of H&S within BTP. All actions from this survey were completed within relevant deadlines and completion reported to GIAA.

Safety Management Software (SMS)

Following the implementation of the SMS within BTP in April 2022, we have seen this product develop and drive H&S culture, in particular:

- **Accident Management:** Increase in accident reporting, particularly in close-calls, from 478 in 2022 to 971 in 2024, a percentage increase of over 103%.
- The compendium of BTP's risk assessment for force level, event and individual risk assessments in one easily accessible portal
- **Improved Compliance:** Enhanced ability to meet regulatory requirements and avoid fines or penalties through systematic inspection and risk assessments.
- **Increased Productivity:** Fewer accidents and incidents lead to less downtime and higher employee productivity.
- **Enhanced Safety Culture:** Promotes a proactive safety culture by involving employees in safety processes and increasing awareness.
- **Data-Driven Decisions:** Access to comprehensive data and analytics helps in making informed decisions to improve safety measures.
- **Streamlined Processes:** Automation of safety processes reduces administrative burden and improves efficiency. Development of the system to include the Duty of Care Risk Assessment (DOCRA) and Individual Stress Risk Assessment.
- **Efficient Risk Management:** Identifying and mitigating risks more effectively to prevent incidents before they occur. A compendium of BTP's risk assessment for force level, event and individual risk assessments in one easily accessible portal
- **Incident Tracking and Analysis:** Detailed tracking and analysis of incidents help identify patterns and root causes, enabling proactive measures to prevent future occurrences and maintain compliance.
- **Document Control:** Centralised document management ensures that all safety policies, procedures, and records are up-to-date and easily accessible for compliance checks.
- **Enhanced Accountability:** Assigning responsibilities and tracking actions within the system increases accountability among employees and management, ensuring compliance tasks are completed. Increase of action closure rates across all H&S modules from 40% to consistently over 90%

H&S Deep-Dive

We have carried out a deep dive into H&S with the Force Risk Manager, this has seen the recommendation of a new strategic risk statement that is currently in consultation with the BTPA health and safety lead. The strategic target score has also been reviewed in line with the current legislation and the HSE guidance for health and safety in emergency services, 'Striking the Balance'.

Training

2023 has seen an upturn in injuries sustained during personal safety training, following the move to scenario-based training, which has seen a 192% increase (38 to 111) and an increase in lost time. The Safety Team have been working closely with L&D to review and amend the risk assessment, as well as having regular meetings to go through PST incidents to identify causal factors and recommend mitigation.

Engagement

The Safety Team have held workshops with the DVI team and EPSOU to build closer working relationships to ensure events and operations go through a full H&S risk assessment process. We have also engaged with the Estates Team to create a formal process of ensuring H&S input at the design phase of construction design projects.

Risk Management Maturity Model (RM³) Audit

The RM³ audit, developed by the Office of Rail and Road (ORR) in collaboration with the rail industry, allows organisations to self-assess its safety policies, procedures, and activities regarding how risks are managed against what is considered essential within Safety Management Systems.

The scope in year 1 was limited to safety functions and processes closely aligned to safety. For the coming year, the scope of areas included in RM3 is expanding further to assess a wider range.

In addition, the primary objective of the audit to be undertaken during 2025 is to benchmark BTP's risk management maturity against the results from 2022, allowing us to evaluate our organisation's progress and review how it aligns with our safety management capability.

H&S Governance

BTP has a fully embedded H&S governance structure, which sees 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.

The Level 3 Incident Review Board is chaired at ACC level and includes representation from all divisions and the Lessons Exploitation Centre (LXC). Force level actions are created, and opportunities are included in LXC communications as an important function to identify safety issues to provide pragmatic, force-led improvements to prevent recurrence. In turn, this allows mitigation and evidences our commitment to learning lessons and keeping it's people safe, so far as is reasonably practicable.

Incident Reports

The number of incidents reported has continued to rise, with 134 more in 2024 than the previous year. The data represented in the tables below is derived solely from the Safety Management Software reports. The data shown is per full calendar year.

Table 1 – Total of all reports from 2022-2024

Incident Type	2022	2023	2024	2025	Total
Assault	1104	1418	1462	103	4087
Close Call	105	99	87	16	307
Non-Assault Injury	653	621	723	51	2048
Total	1862	2138	2272	170	6442

Table 2 – Incident Outcomes (All Incidents) 2022 -2024

Incident Outcome (groups)	2022	2023	2024	2025	Total
Minor Injury	822	1112	1175	68	3177
No Injury	478	893	951	100	2422
Compliant RIDDOR Reportable Incident (Injury preventing the injured person from working for more than 7 days) & ...	42	75	70		187
Compliant RIDDOR Reportable Incident (Specified Injury) & ...	10	23	54	2	89
Other	2	37	27		66
Total	1354	2140	2277	170	5941

Table 3 – Incidents by Description 2022 - 2024

What Best Describes This Incident (groups)	2022	2023	2024	2025	Total
Arresting and/or Detaining a Person & ...	1641	1868	1969	146	5624
Driving Incident - Non-Response & ...	22	47	32	2	103
Non-Employee: Contractors Working On Site & ...	12	8	5		25
Off Duty		9	39		48
Other	31	47	15	2	95
Police Staff - Non-Routine Activity & ...	109	93	73	12	287
Training - JRFT & Training - Other & Training - PST & ...	47	68	144	8	267
Total	1862	2140	2277	170	6449

Table 4 – Lost Time by Incident Description 2022 - 2024

Year Lost Time (Incident Description)	2023		2024	
	Number of Incident s	Lost Time (Days)	Number of Incidents	Lost Time (Days)
Arresting and/or Detaining a Person & ...	1868	3210	1969	1966
Driving Incident - Non-Response & ...	47	46	32	213
Non-Employee: Contractors Working On Site & ...	8	0	5	0
Off Duty	9	14	39	264
Other	47	256	15	28
Police Staff - Non-Routine Activity & ...	93	506	73	49
Training - JRFT & Training - Other & Training - PST & ...	68	269	144	1176
Total	2140	4301	2277	3696

Table 5 & 6 – Assault v Non-Assault Incidents & Lost Time

Assault v Non-Assault Total	2022	2023	2024	2025	Total
Non-Assault Injury	653	621	723	51	2048
Assault	1104	1418	1462	103	4087
Total	1757	2039	2185	154	6135

Assault-Non Assault Lost Time	2022	2023	2024	2025	Total
Assault	422	1041	1151	3	2617
Non-Assault Injury	2554	3260	2545	9	8368
Total	2976	4301	3696	12	10985

Statutory Compliance

Fire Risk Assessment (FRA)

Each location within BTP's premises, 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 level 3 formal fire risk assessment qualification.

All fire risk assessments carried out undergo peer review prior to publication.

FRAs are held to the industry standard Publicly Available Specification 79:2020 (PAS 79) standard.

All FRAs are in date. All locations have been categorised as trivial to moderate risk except York and Blundell Street, which was returned as substantial at the time of assessment. Working groups are arranged where a Substantial or Intolerable risk is identified. Working groups aim to ensure all actions are addressed in line with the level of risk.

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Executive Summary – Occupational Health

Service Delivery

Occupational Health (OH) service delivery is now embedded as a primarily internal function following the implementation of the OH Futures project at the end of 2023. Employing clinicians and administrators who have knowledge and understanding of BTP operations, roles and people has enhanced the user experience of OH and increased the value and quality of OH advice, opinion and recommendations.

Service delivery is a combined format of face to face and remote delivery, where is it clinically appropriate and effective to do so. Face to face activity is undertaken at Clinics, across 6 BTP locations: BPR Force Headquarters, London Blundell Street, Cardiff, Leeds Westgate, Glasgow Cowcaddens and temporarily at Liverpool (pending identification of a suitable Manchester premises). Clinical activities are supported by two OH administrators based across the two London clinic locations.

All OH clinicians are qualified nurses and are registered with the Nursing and Midwifery Council. OH Practice Nurses deliver the face to face clinics, undertaking new recruit medicals and other periodic medical assessments such as Firearms and chemical, biological, radiological, and nuclear (CRBN) medicals. They undertake Police Staff recruitment assessments and other activities when not delivering clinics and are supported with more complex cases by the OH Advisors. Many Occupational Health departments use Nursing Technicians to deliver some of these activities, but BTP made the decision to employ nurses due the complexity of Occupational Health in the policing arena and we believe this improves the quality and efficiency of the service. It is also an opportunity to develop OH Advisors for the future, thereby building team resilience and addressing the OH recruitment and retention difficulties that have been a challenge to BTP historically.

The OH Advisors, in addition to being Registered Nurses, have trained as specialist community public health nurses in Occupational Health and have extensive knowledge and experience in the field of Occupational Health in a variety of industries and are able to apply this to meet the needs of the policing environment within BTP. Some OH Advisors came to BTP with experience of working in other police forces, but all the team have been given the opportunity to learn about the activities and specific needs of BTP, visiting locations and teams where appropriate, using this knowledge when undertaking assessments and providing advice that adds value to BTP and its employees.

Since the commencement of the internal service, OH Physician (OHP) services have been delivered via an agency with a recognition of the need for a more sustainable arrangement in the long term. It was recognised that this was a complex post to recruit into and did not sit within BTP's employment and pay structures easily. However, plans to collaborate with another non-home office force to share OHP services have not progressed at a suitable pace for BTP and a decision was made to progress to employ our own OHP. Approvals for this were gained in January 2025 and the post is to shortly be advertised with a view to having the successful candidate in post by the end of May 2025; allowing for recruitment and vetting activities.

External services provision

Occupational Health services

In planning for the internalisation of services it was recognised that there were a small number of activities where there would not be internal capability or specialist knowledge to deliver. These are

now delivered via a small external contract. This delivery was considered the most cost-effective way to deliver the services which consist of Physiotherapy, Immunisations particularly Hepatitis B, management of body fluid exposures and Drug and Alcohol services.

The contract was awarded to PAM Group in December 2023 for a 2 year period with an option to extend for a further year. There were some early service delivery issues requiring robust discussions with the provider with an effective resolution being achieved.

Both the physiotherapy and immunisation services are well utilised. The immunisation programme is voluntary, with vaccinations offered to those within a role where risk assessment has indicated there is a risk of exposure to infectious diseases. Access is self-referral via an electronic form and directly managed by the service provider. Each employee requires multiple appointments to complete the course and checks to ensure that immunisation has been effective. We saw high referral numbers in May to October 2024, but these now appear to be stabilising. Employees whose role meets the criteria can access immunisation at any time. For new recruits, immunisation clinics are delivered at Spring House whilst they are in training.

Physiotherapy referral is via OH referral and assessment. This ensures that appropriate assessment is undertaken to identify the suitable treatment pathway and any workplace health and safety risk due to the reported symptoms are also managed in a timely manner. This is important as 90% of those referred remain at work at the time of referral. There are early indications that access to physiotherapy is reducing sickness absence days lost related to musculoskeletal symptoms and improving return to full duty from temporary duty restriction (TDR) timeframes.

Numbers of those accessing body fluid exposure support remains low (around 3% of provider utilisation) and in keeping with the incident occurrences. Nevertheless, this is an important service that ensures employees exposed to the body fluid of others during their duties have access to specialist assessment and advice 24/7 that provides reassurance and minimises the risk of transmission of infection diseases.

The Drug and Alcohol service is around 5% of the provider utilisation. This service provides both laboratory testing of samples where needed for OH recruitment cases and PSD led random and 'for cause' testing if needed. There have been only 3 positive drug samples reported since this contract commenced. All originating from the 'for cause' testing group where testing is arranged due to specific substance misuse concerns related to an individual employee.

Psychological support services

In 2024 a competitive tender process was undertaken to identify a supplier of psychological services to BTP, as the previous contract was due to end on 30th November 2025. The contract was awarded to One Bright Ltd who were the incumbent supplier and who BTP have been working with for over 5 years. The contract now in place is for 3 years with the option to extend for a further 2 years.

The external psychological services contract provides assessment and treatment to BTP employees who are experiencing mental health symptoms caused or related to work. The aim of the services provided is to support and treat employees returning them to work and/or returning the capability to fulfil the requirements of their role fully. The contract also includes proactive and reactive specialist support and education that is stood up when the need arises to support teams and the organisation.

Since the commencement of services with One Bright over 5 years ago, we have seen significant increase in those accessing the service. There was a significant increase when the supported

referrals were introduced in 2022 allowing line managers, Peer Supporters and People Advisors to make referrals for those experiencing mild -moderate work related or working impacting mental health symptoms. Alongside Wellbeing activities and initiatives encouraging employees to access services when they are experiencing symptoms, we have seen the continued rise in service demand with a 15% increase in referrals between April and December 2024 compared to the same period in 2023. We believe this is because mental health is becoming less of a perceived stigma at work as our focus on wellbeing becomes embedded as a norm within the workplace.

One Bright have delivered a service that often exceeds SLA timescales. Screening data collected during treatment on recovery progress evidences good outcomes to treatment for BTP employees, often better than the level determined by the NHS as recovered. Feedback from service users has been consistently high throughout the contract.

In 2025 One Bright will support BTP in implementing the psychological screening programme. The programme aims to proactively identify those employees in roles with a high risk of psychological harm who may be vulnerable to poor mental ill health. Once identified, individuals can be offered appropriate support and treatment to minimise their risk of harm. The BTP programme has been advised in consultation with One Bright Chief Clinical Officer and is in line with the COP screening programme guidance.

Service Delivery Numbers

Management referral volumes have been steady for several years but have increased in 2024. From April – February to date there has been a 16% increase in referrals compared to April – March 2023/24. The main referral reason is consistently due to capability or health concern affecting performance with musculoskeletal and mental health conditions being the main conditions triggering a referral.

Medicals are broadly split into new recruit medicals and periodic medicals required to ensure Officers remain fit for tasks with their role. Recruit medicals have fallen due to the BTP recruit restrictions. Nevertheless, the demand for recruit medical appointments has always been significantly high within London. OH work closely with recruitment to ensure that any fluctuations to the requirement for new recruit medicals can be met to support BTP workforce plans.

Periodic Medicals including AFO/CBRN, Taser and Response Drivers are a critical function and given priority to ensure availability of operational resources. Volumes fluctuate throughout the year as frequencies are mainly led by the expiry of medical fitness in place and those due to attend response driver courses. Apart from response driver medicals, other medical volumes are stable and predictable based on employee numbers in this area.

2025 Delivery

Resources: The successful recruitment of experienced clinicians and provision of suitable BTP induction and training have resulted in improved retention of OH clinicians not previously achieved by BTP. This has allowed for clinicians with improved knowledge of the needs of BTP and its employees to provide quality advice to line managers and employees. OH Advisors have been aligned with each Division allowing a more collaborative approach responding to divisional needs.

There are currently two vacancies within the team. The recruitment of the OHP has been described above. Recruitment to the remaining vacancy for an OH Practice Nurse has been undertaken and a conditional offer is in place pending completion of recruitment checks.

OH Software system: Implementation of a new OH system was completed in October 2024. The system improves the management and security of sensitive employee information as well as improving service efficiency. Phase One implemented the system to the OH team. The second phase roll out is expected to be completed by the end of March 2025 and be implementation of line management referrals directly into the portal, further improving data security and improving case visibility for line managers and People teams.

Further functionality will be evaluated and implemented as identified as needed and adding value to the OH service delivery.

OH Team Development / Apprenticeships: Access to OH apprenticeships have been challenging and impacted by a review and amendment of professional competency requirements by the Nursing and Midwifery Council (NMC) in 2022/23. There has been limited development of university courses and apprenticeships fulfilling the requirements of the NMC with only two identified OH courses to date. This is a challenge that is known to the NPWS with work being undertaken to identify further learning and development opportunities.

It may therefore be necessary to explore further opportunities to develop the team outside of the apprenticeship scheme and particularly the OH Practice Nurses into specialist OH Advisors.

Benchmarking: Work has commenced to benchmark BTP OH services against the Foundation Occupational Health Standards for Police Forces, to ensure quality and robust delivery of Occupational Health services to BTP and its employees. Once benchmarking is completed and gap analysis undertaken a plan will be developed to ensure BTP is able to meet the standards and move to the advance standards benchmarking at the appropriate time.

Medical Standards Review: the publication of the updated College of Policing medicals standards has been expected for a number of years. February 2025 has finally seen the confirmation of the publication of the standards and sessions are planned by NPWS to support the implementation of the updated standards to forces. A review of current standards and gap analysis against the amended standards is planned and will be reported in the next few months.

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Executive Summary – Wellbeing

In 2024 BTP made significant improvements in enhancing employee wellbeing through investment and recruitment of additional resources to the Wellbeing Team. Following financial approval, we successfully recruited three Wellbeing Advisers, a permanent Post Incident Coordinator, and a Wellbeing Administrator, with all positions filled by August 2024. The onboarding process for new team members was developed and structured to ensure they received the necessary tools, resources, and information required for their roles. This approach not only facilitated a smooth transition enabling the new team members to deliver several initiatives and interventions and provide support during significant Operations such as Op Navette within their first six months. It significantly increased employee engagement and satisfaction, making the new team members feel welcomed and valued. In this first year of developing the team and delivering our strategy, our primary focus has been on embedding the service within BTP and building the skills and knowledge of the team. This foundational year was crucial for establishing a robust framework to support the mental health and wellbeing of our employees

The Wellbeing Advisers are aligned to specific divisions to enhance engagement and awareness of service provision. This alignment allows for customised support tailored to the unique needs and challenges of each division and department, leading to more effective interventions. By identifying and addressing issues early, the Wellbeing Team can better allocate resources, ensuring that wellbeing efforts are strategically targeted and impactful.

The 2024 All People Survey results reflect the positive impact of investment in the Wellbeing Team. The "Well Cared For" metric saw a notable 7% increase, rising from 43% in 2022 to 55% in 2024. Additionally, the perception of wellbeing as a priority within the organisation increased from 36% in 2022 to 44% in 2024. Furthermore, 72% of employees who completed the survey reported knowing where to access mental wellbeing support, underscoring the effectiveness of the Wellbeing Team's engagement and communication strategies. Overall, the recruitment and establishment of the Wellbeing Team has laid a strong foundation for ongoing improvements in employee wellbeing, positioning BTP as a supportive and proactive employer committed to the health and wellbeing of its workforce.

To further strengthen our commitment to employee wellbeing by driving our strategic agenda at the highest level within the organisation, we introduced the Wellbeing Guardian role at the Chief Officer Group (COG) level. The Wellbeing Guardian is tasked with driving the wellbeing agenda at a senior level, ensuring that BTP's activities and performance are routinely challenged to foster a compassionate environment, and is pivotal in promoting a culture of wellbeing. By embedding this role within COG, we aim to ensure that wellbeing remains a core priority, influencing decision-making processes and strategic initiatives across BTP. The role has also been proposed on a rotational basis, so all COG members have a chance to take on the role and be involved with the Wellbeing agenda to drive improvements in culture.

Service Delivery

Wellbeing Hub, Events and Webinars

The Wellbeing Hub has received over 150K site visits since its launch in 2021, but most of these are from desktops/laptops. Anecdotal evidence suggests it is still underutilised by operational employees. This is significant because it means we are not reaching a large portion of the workforce,

who often report feeling unsupported and are potentially at higher risk in their roles. Our engagement efforts are focused on improving this.

In Q3 we introduced an engagement dashboard to enable us to record activity and attendance for wellbeing events and sessions. This enables data-driven decision-making by providing insights into employee participation and engagement across divisions. It allows the Wellbeing Team to identify the most engaged locations, sessions, and topics, and allocate resources accordingly. This data helps enhance the effectiveness of wellbeing initiatives by identifying trends and patterns, additionally the dashboard optimises our resource allocation by directing investment towards high-impact activities, improving overall efficiency. It also fosters accountability and transparency by providing clear metrics on the take up and success of wellbeing initiatives.

Wellbeing interventions delivered or currently in progress in 2024/25:

- BTP Virtual Couch to 5K
- BTP Weight Management Programme
- Step Challenges
- Biostrap wearable technology and online sleep programme
- Power of Storytelling Mental Health event
- Suicide Prevention workshop and Postvention toolkit
- Wellbeing Calendar – events and awareness days in collaboration with I&D

Post Incident Trauma Support

In Q3 we launched a TRiM Case Management System, which enables tracking and monitoring of TRiM referrals, this ensures that no cases are overlooked and that all employees receive the necessary and timely support within our trauma management guidance. With a clear overview of all cases, this enables TRiM Managers to allocate resources more effectively, ensuring that support is directed where it is most needed and optimises the use of available resources. This is a valuable tool for managing potentially traumatic incidents within BTP, ensuring that our people receive support, when they need it, and maintain their mental health and wellbeing.

- TRiM referrals increased by 13.5% year-to-date compared to 2023/24.
- TRiM referrals to OH increased by 166% year-to-date.
- Introduction of a Trauma (TR) closure qualifier in Control Works to enable incidents to be flagged as potentially traumatic.
- TRiM emails are now personalised, addressed to individuals by name, and consider repeat exposure.
- The Trauma Post Incident Desk Coordinator has attended multiple sites, providing face to face post incident support alongside TRiM practitioners following traumatic incidents.
- We have developed a Proactive Monitoring system and Heatmap that collates data relating to potentially traumatic incidents from 2016 onwards at an individual and location level. This data highlight's locations and individuals, tracking and alerting repeat trauma exposure to enable us to target proactive support. We are also working with Analysis and Insight to present location and employee data to line managers in the Datahub, to enable proactive management and support at a local level.

Wellbeing Peer Support Programme

Wellbeing Peer Supporters continue to provide support and signposting to our people, and we have continued to invest in CPD and training for specialist topics such as cancer support. In 2024, we introduced a Peer Support Power App designed to enhance the accessibility and effectiveness of peer support within BTP. This innovative app allows employees to easily search for and contact peer supporters, fostering a supportive and connected work environment. The Peer Support Power App provides a user-friendly platform where employees can find peer supporters based on various criteria, such as department and specialist expertise. This ensures that people can quickly connect with someone who understands their specific challenges and can offer relevant support.

Key features of the app include:

- **Search Functionality:** Employees can search for peer supporters using filters to find the most suitable match for their needs.
- **Direct Contact:** The app enables direct communication, allowing employees to reach out to peer supporters easily and confidentially.
- **Resource Library:** The app includes access to a library of resources and information on various topics related to mental health and wellbeing, providing additional support and guidance.

The introduction of the Peer Support Power App has significantly enhanced our peer support network, making it more accessible and effective. By leveraging technology, we have created a platform that empowers employees to seek and provide support, contributing to a healthier and more resilient workforce.

Internal Safeguarding Process and Policy

In collaboration with colleagues from Public Protection and Vulnerability, Occupational Health and other teams across the Force we launched a new process to enable employees to report a concern for a colleague in need of safeguarding, for example relating to concerns about suicidal ideation or self-harm, or those that are (or have been) subject to domestic abuse, harmful practices, stalking or harassment, to ensure our colleagues are fully supported and protected from harm. The process involves completing a form, which can be found on the Wellbeing Hub, with details about the reason for concern and the person(s) involved. The circumstances are then reviewed by a Vulnerability Unit Manager, and appropriate next steps decided to support the person affected, at which point their line manager is consulted and a case conference convened to ensure all necessary safeguarding actions are taken. The conference panel is chaired by a senior officer from the Vulnerability Unit and attended by Wellbeing, OH, People Business Partner, Vulnerability Manager, the Line Manager and if appropriate PSD. Since the launch of this process in May 2024 fifty-one cases have been submitted to the internal safeguarding panel.

Welfare Officers

Those involved in professional standard investigations and grievance processes, whether as the individual under investigation, the victim, or witnesses, face heightened psychological risks due to stress and prolonged processes, such as IOPC investigations.

In 2024, a review within BTP revealed welfare officers lacked training, standard role briefs, guidance, escalation procedures, and out-of-hours support, with disparities in support for officers and staff.

This posed a risk, prompting the formation of a task and finish group to develop new processes, training, and guidance.

Key Improvements

- Recruitment of dedicated volunteers, both police officers and staff, to undertake the role of Welfare Officers.
- Welfare Officers are undergoing training in Oscar Kilo Peer Support, PSD procedures, wellbeing services/signposting, completion of DoCRA's and Safety Management System (SMS).
- A new Guidance document and process has been developed; this includes:
 - Roles and Responsibilities
 - Process Guidance
 - Risk Management
 - Welfare Officer Training and Support
 - Signposting and Support Services
- The Safety Management System will be utilised to securely store and record DOCRA records. This will ensure a central location which abides by information management/data protection requirements.
- Dedicated Wellbeing Hub page to provide information and guidance on new process.
- Ongoing support and CPD provided by the wellbeing team to all welfare officers. They will also have access to be referred to psychological support themselves, with the Welfare Officer role profile assessed as part of the psychological Framework.

Wellbeing Health Kiosks

Health Kiosks were rolled out during March – July 24. Across 9 sites 802 users registered and 1.15K tests were taken. The kiosks looks at metrics including Body Mass Index, Blood Pressure, Body Fat Content, Heart rate, QRisk3 Heart Age score and Cardiovascular Risk. Individuals receive a personal report and BTP, as the employer, receive anonymised data that provides an insight into the health and wellbeing of our people. Data analysis identified a weight-related health risk, leading to the design of a weight management programme. This programme is currently being delivered at Baskerville House, with wider rollout planned based on its success.

2025 Delivery

Bluelight Framework

We have established an internal working group, underpinned by a governance framework, with membership from key cross-departmental stakeholders, who are all engaged in providing the required evidence for the framework for their respective areas. Development of an agreed action plan that covers each area of the Blue Light Framework: Leadership; Absence Management; Mental Health; Creating the Environment; Protecting the Workforce; Personal Resilience and OH standards will continue throughout 2025.

Training and Development

In 2024, we developed and delivered a series of wellbeing sessions focused on stress awareness, stress management for line managers, resilience, and wellbeing support services. These sessions offer numerous benefits for BTP by equipping employees with the knowledge and tools to recognise and manage stress effectively. Providing guidance and training to line managers on stress management enhances their ability to support their teams, fostering a more supportive and

responsive work environment. This is critical as stress and mental health are leading causes of sickness absence within BTP. We have a legal duty to assess the level of risk from hazards in the workplace and to take all reasonably practicable measures to prevent or sufficiently reduce that risk, this includes the risk to employees from work-related stress.

Resilience training helps employees build the mental and emotional strength to navigate challenges and setbacks, contributing to overall job satisfaction and performance. Additionally, providing comprehensive information on available wellbeing support and services ensures that our people are aware of all support services and resources available to them and encourages proactive engagement with these services.

We will continue to promote and deliver these sessions throughout 2025 and monitor stress absence rates to measure the effectiveness and success of these programs.

Fatigue and Wearable Technology

A National Police Wellbeing Survey intervention designed to tackle the reported high levels of poor sleep, increased fatigue, and problems with recovery across policing through the SFR (Sleep, Fatigue, Recovery) Pilot. Through this, policing volunteers agree to wear the Biostrap for 120 days to gain data on their sleep, fatigue and recovery and have access to an online programme and platform which provides resources to improve lifestyle. BTP partnered with NPWS and invested in Biostraps to address a potential fatigue risk highlighted in Fatigue surveys conducted in 2022/23. The pilot saw 67 volunteers receive a Biostrap and access to the online platform. Volunteers cover departments identified as being at risk including Response, CID, Disruption, SOCO, Dog Handlers, Firearms and OSU. Initial findings after two months indicate 100% increase in those happy with their current sleep pattern (from 15% to 30% of total users), those not going to bed feeling stressed has increased from 23-37% of users, and the percentage who strongly agree with the statement 'I generally eat a healthy and balanced diet' has increased from 8-20% or users indicating that they may have made lifestyle changes to improve their sleep.

Virtual Reality (VR) Headsets

The demanding environment of a police control room can significantly impact employee wellbeing, with high stress levels, long hours, and the need for constant vigilance leading to burnout and decreased job satisfaction. To address these challenges, we are developing an intervention and study involving VR headsets in BTP force control rooms. By utilising innovative VR technology, we hope to provide immersive and effective mental health support, stress reduction, and resilience-building interventions. This initiative is currently in development and is scheduled for delivery in Q1 2025/26.

EAP Procurement

Our current contract ends in September 2025. The new procurement strategy was approved in February 2025, and the tender process began the same month, with a completion date set for April 2025. This timeline allows for a sufficient mobilisation period to ensure a seamless transition to a new provider.

Wellbeing, Health & Safety: 2024/25 Investment, ROI and VOI

2024/25 Investment

- Pay: £2,116,461.55
- Non-pay (centralised included): £1,964,129.63
- Total: £4,080,591.18

2024/25 ROI (Return on Investment)

- Reduction in MSK sickness absence (lost duty days): £265,188
- Reduction in incident related sickness absence (lost duty days): £235,812
- Investment of private medical funds of £9,800 yielded a total saving of £166,820.50 due to preventing 619 lost duty days.
- Reduction in legal claims costs by £128,000.
- Total: £795,820.50

2024/25 VOI (Value on Investment)

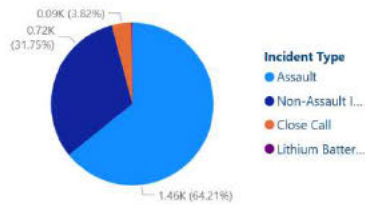
- Compliance with legal and legislative requirements to prevent fines due to breaches. As of October 2023, fines due to H&S breaches have become unlimited and would be proportional to the level of breach.
- Safety Management System (SMS): efficient risk management, proactive safety culture, data driven, improved compliance and accountability and increased productivity.
- Improved Health & Safety Culture: resulted in improved rating with external GIAA audit.
- Year on year increase in APS Wellbeing results demonstrating we uphold our value of #WeCare.
- Improved Mental Health and Wellbeing Culture and reduced stigma: increase in reported mental health instances, TRiM referrals and referrals to OH/Psychological support provider.
- Reduction in MSK related sickness absence and TDRs resulting in more officers available to meet operational demand. Despite continued increase in MSK reported instances, we are providing interventions a lot quicker to aid return to work sooner and prevent such instances resulting in sickness absence and have seen a 40% increase in Physiotherapy referrals.

Detailed Report - Health and Safety

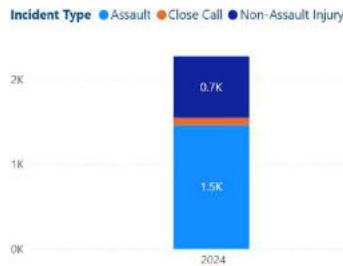
Incidents: Highlights



(A) Count of Incident Type

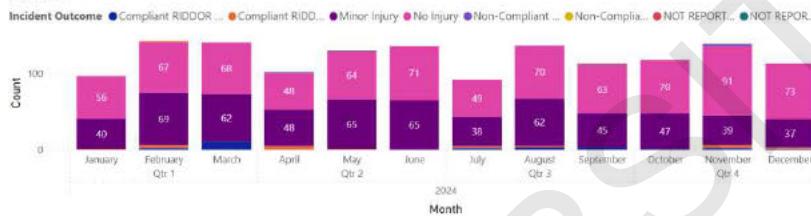


(B) Total Reports per Year



Incidents: Assaults

Assaults



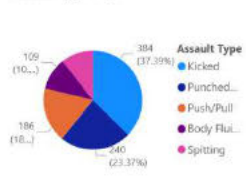
Lost Days Through Assault

1151
Lost Time (Days) (Actual)

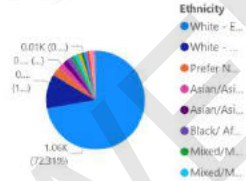
Total Assaults

1462

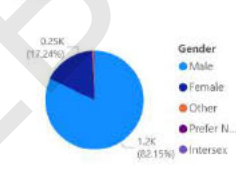
Assault Type Top 5



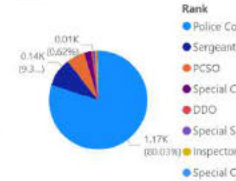
Ethnicity



Gender

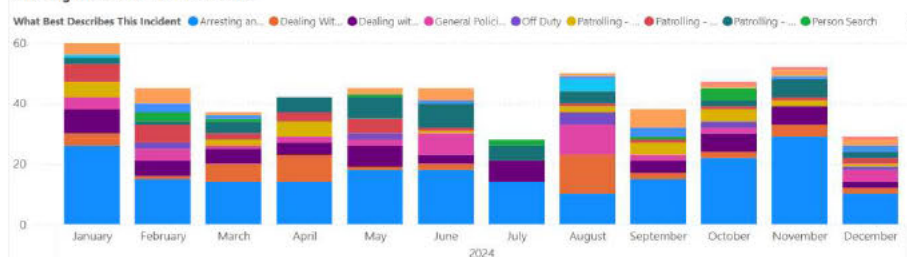


Rank

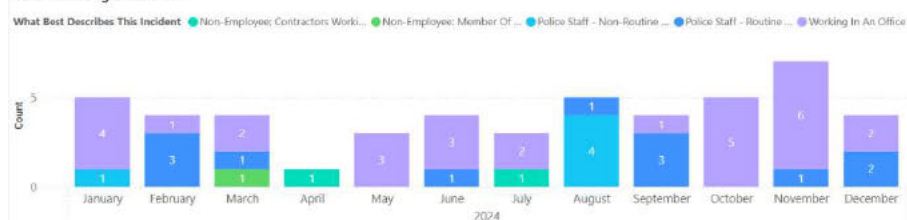


Incidents: Non-Assault

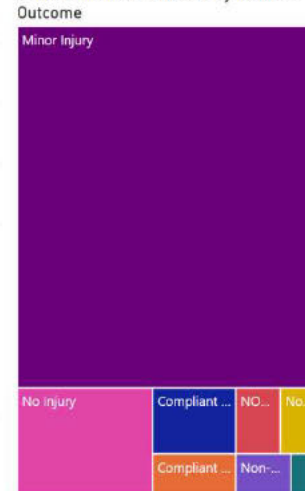
Policing Incidents - Non-Assault



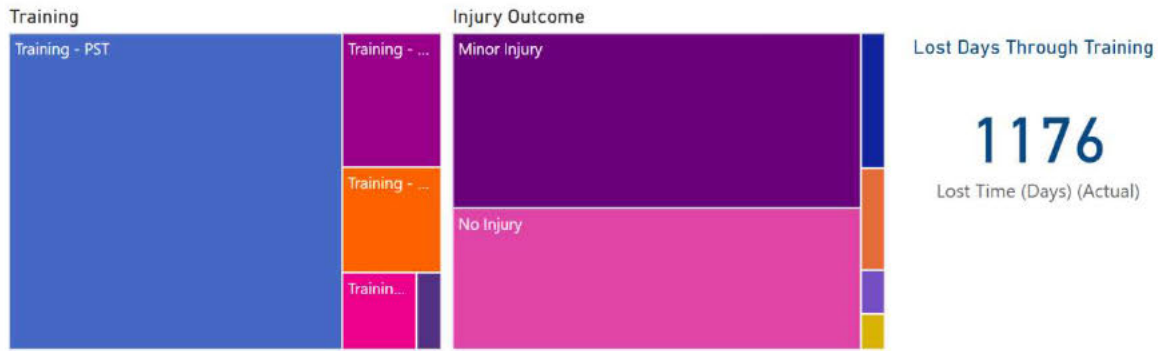
Non-Policing Incidents



Count of Incident Outcome by Incident Outcome

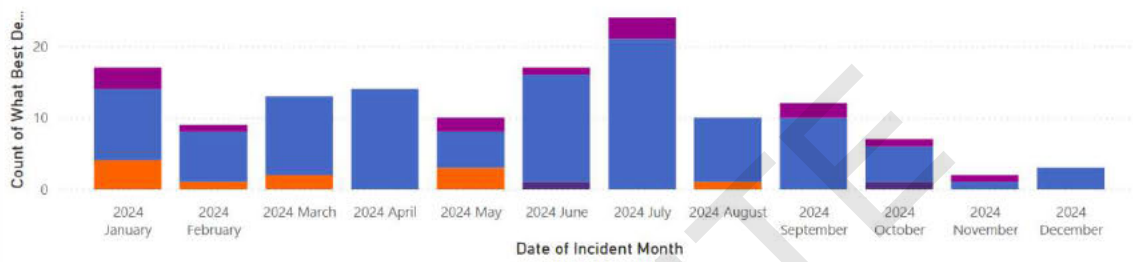


Incidents: Training



Training Incidents by Month

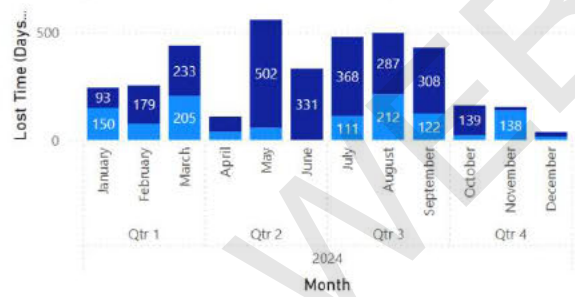
What Best Describes This Incident ● Training - JRFT ● Training - Other ● Training - PST ● Training - Public Order



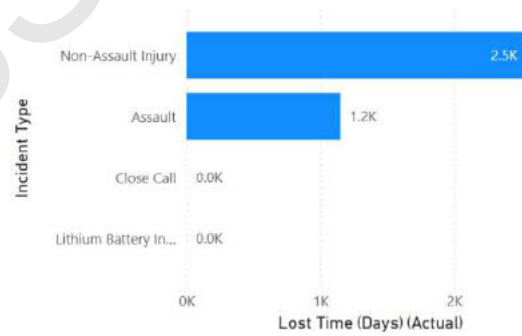
Incidents: Lost Time

Lost Time (Days) (Actual) by Year, Quarter, Month and Incident Type

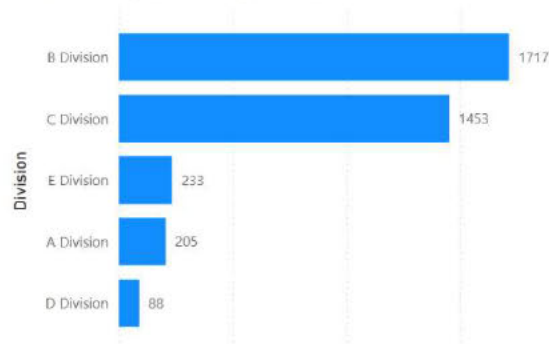
Incident Type ● Assault ● Close Call ● Lithium Battery Incid... ● Non-Assault I...



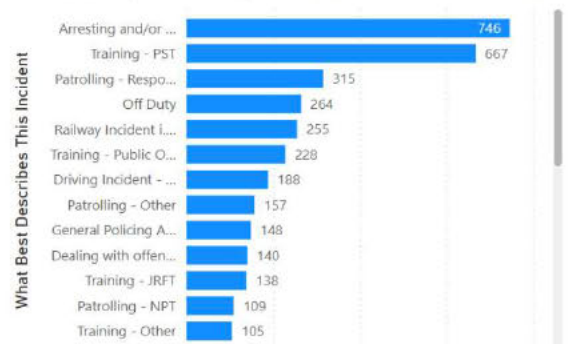
Lost Time (Days) (Actual) by Incident Type



Lost Time (Days) (Actual) by Division

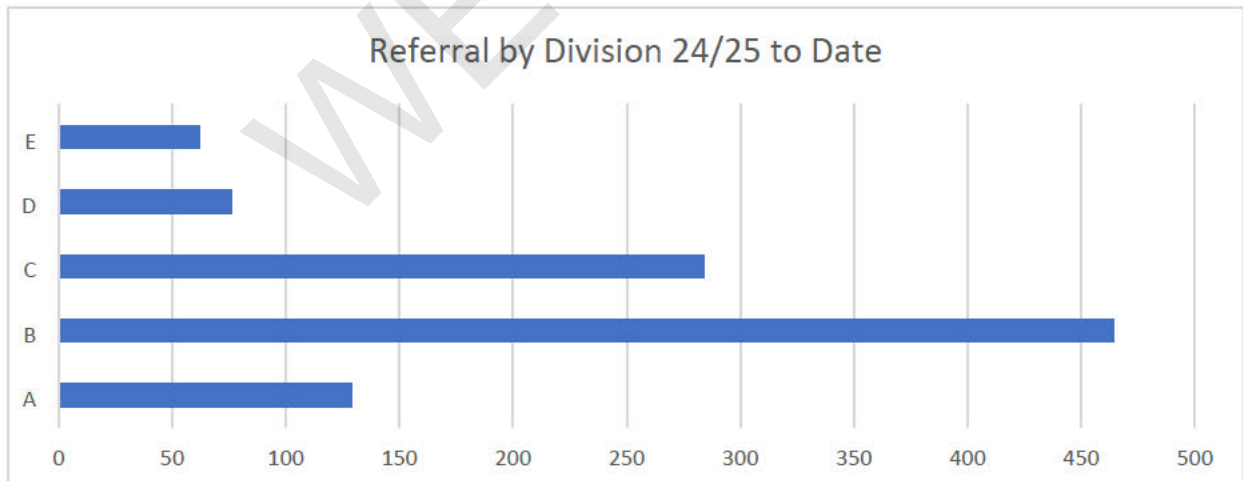
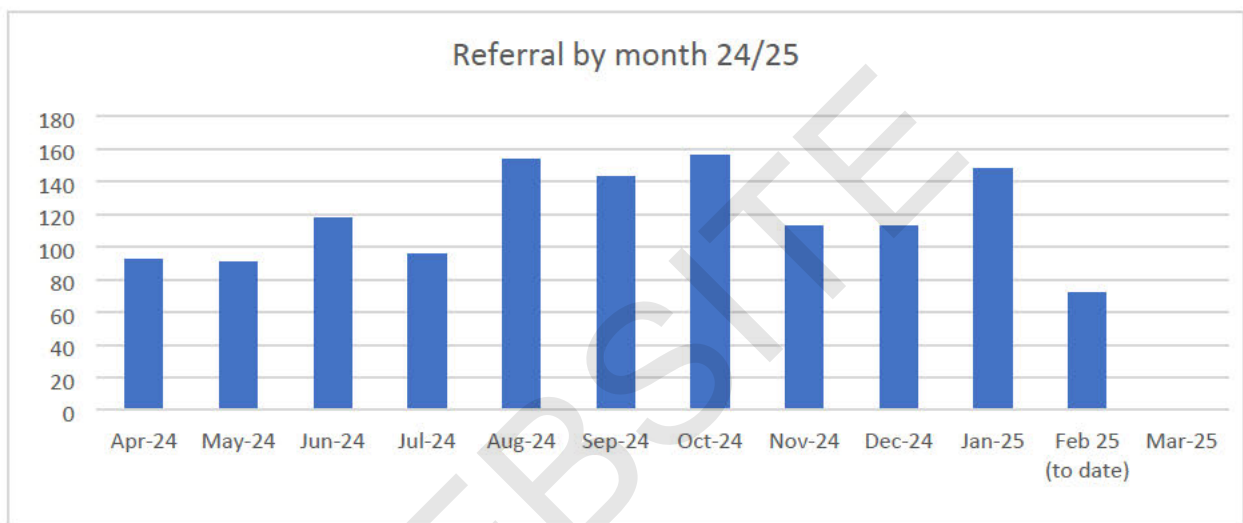


Lost Time (Days) (Actual) by What Best Describes This Incident



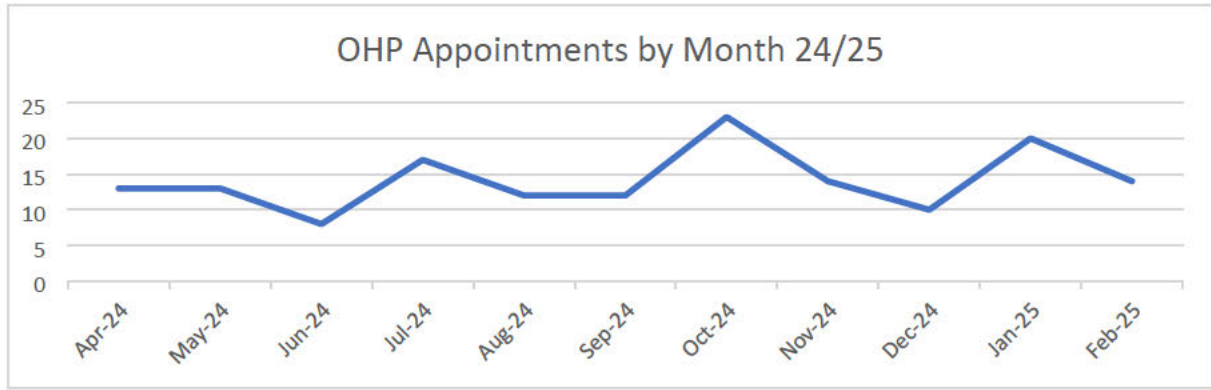
Detailed Report – Occupational Health

Management Referrals

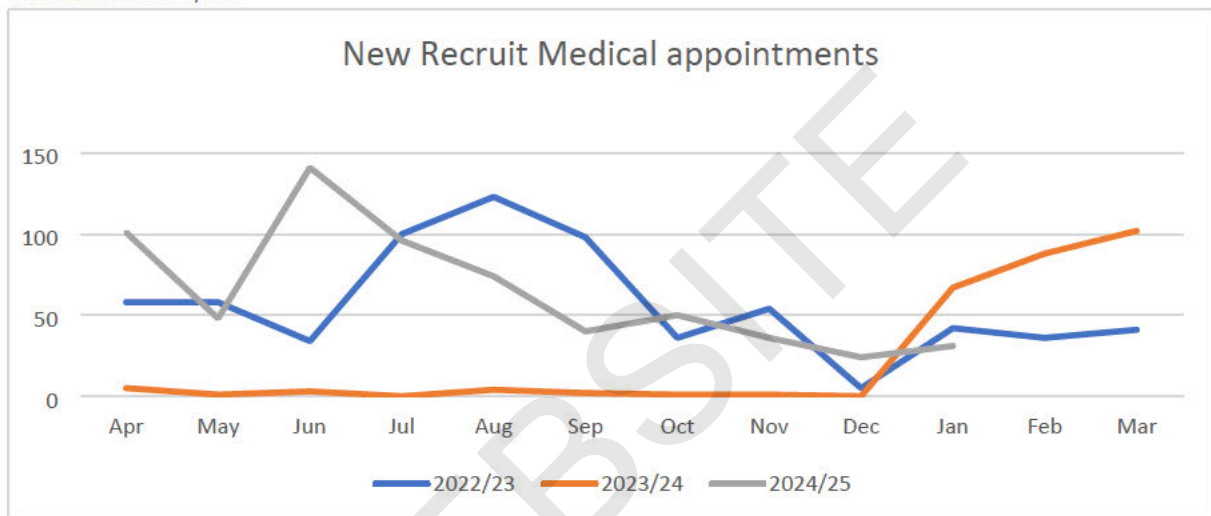


Occupational Health Physician (OHP) referrals

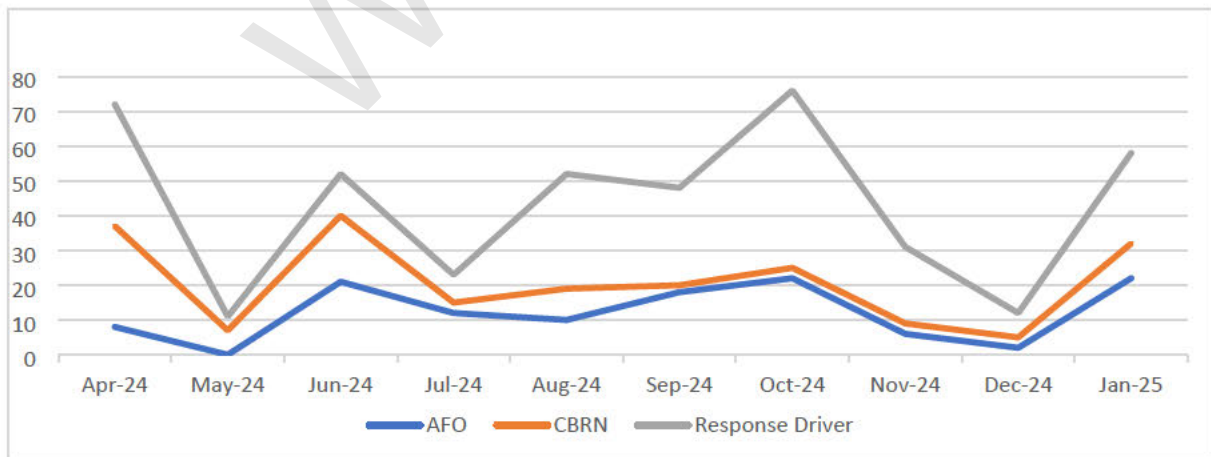
Referral to OHPs include complex cases, where specific medical advice is required, Pension cases



Medicals 2024/25



Other Medicals completed exc. Taser

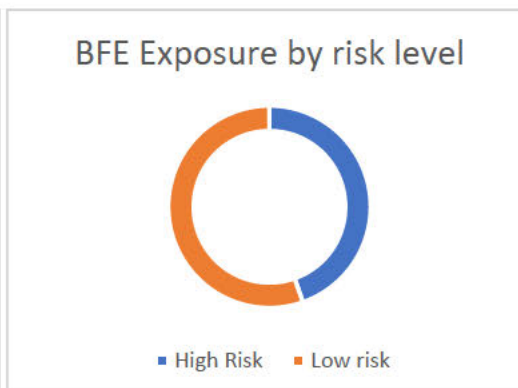
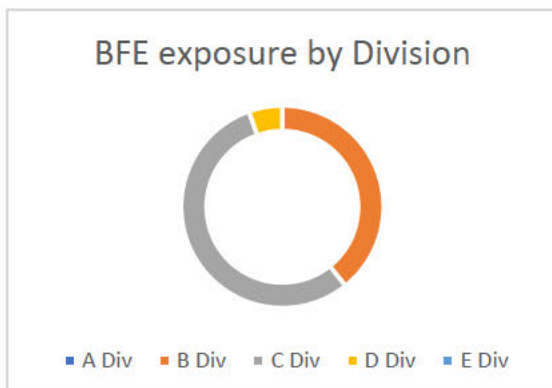


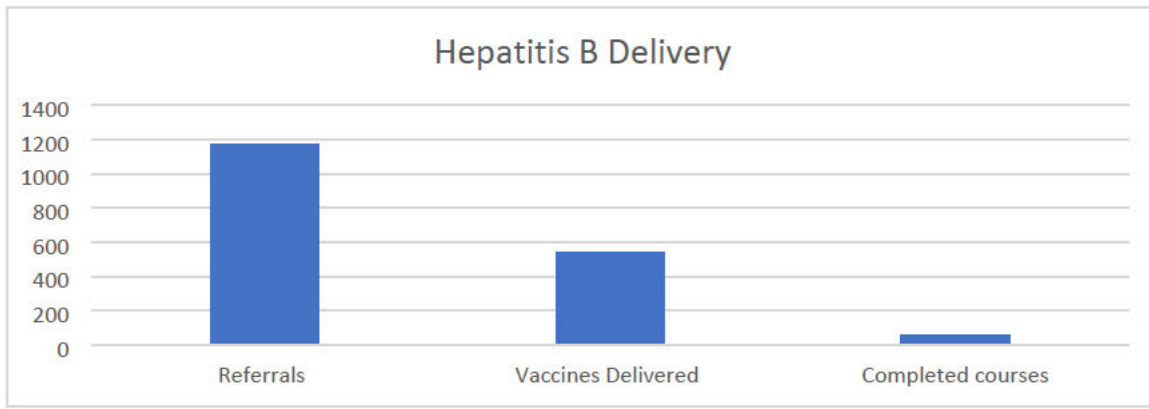


Body Fluid exposure (BFE) management

Body Fluid Exposures Dec 23 – Dec 24

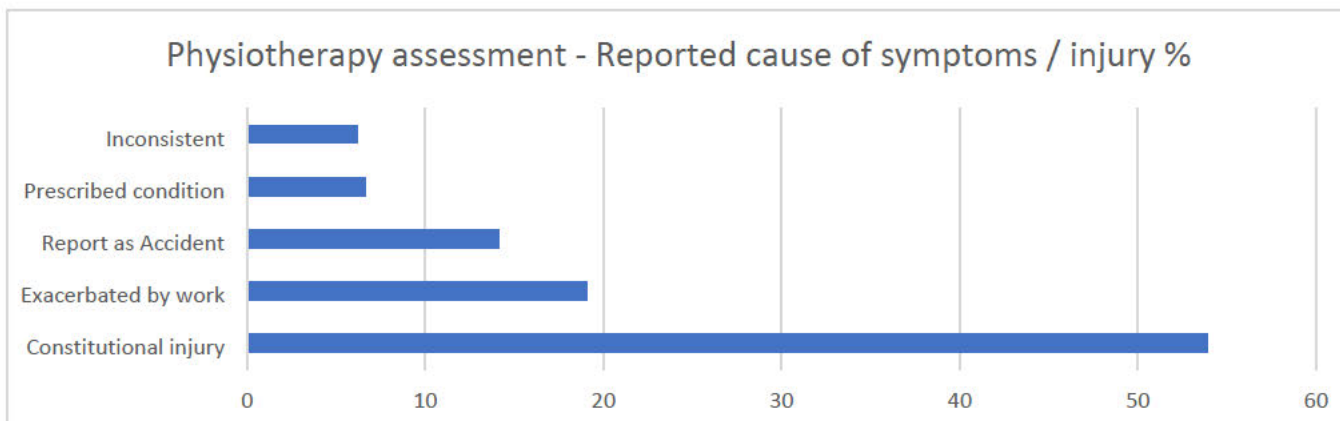
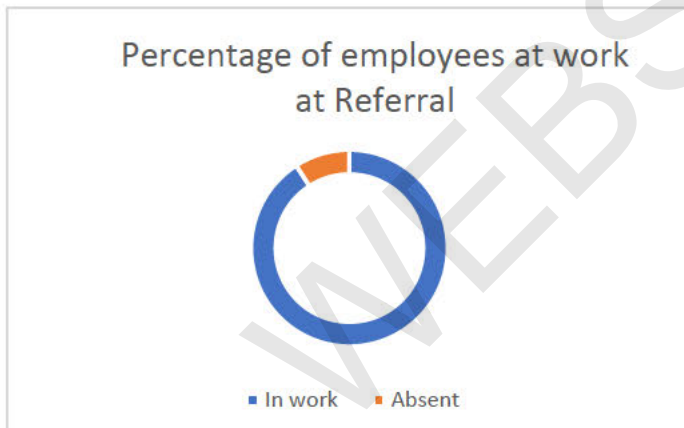
BFE	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
No of Calls	6	3	4	2	7	8	4	3	2	3	3	8	3	56
Blood Exposure	4	0	1	1	1	0	0	1	0	1	0	2	0	11
Spit Exposure	1	2	3	0	4	5	4	1	2	2	3	4	3	34
Bite	1	0	0	1	1	1	0	1	0	0	0	1	0	6
Scratch	0	1	0	0	1	1	0	0	0	0	0	1	0	3
Other	0	0	0	0	0	2	0	0	0	0	0	0	0	2
High Risk	6	2	1	1	3	3	1	0	0	1	2	4	1	25
Low Risk	0	1	3	1	4	5	3	3	2	2	1	4	2	31





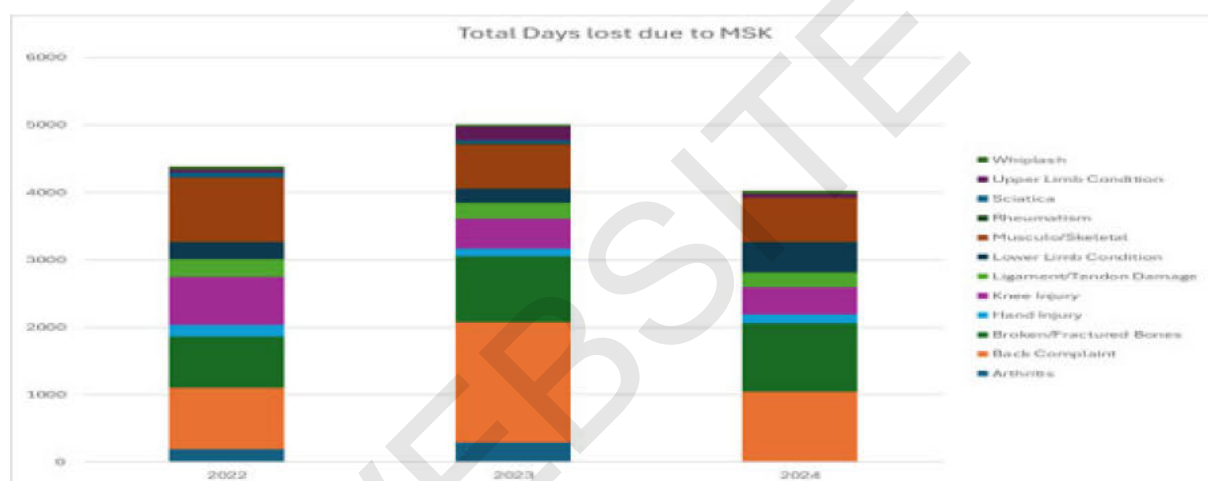
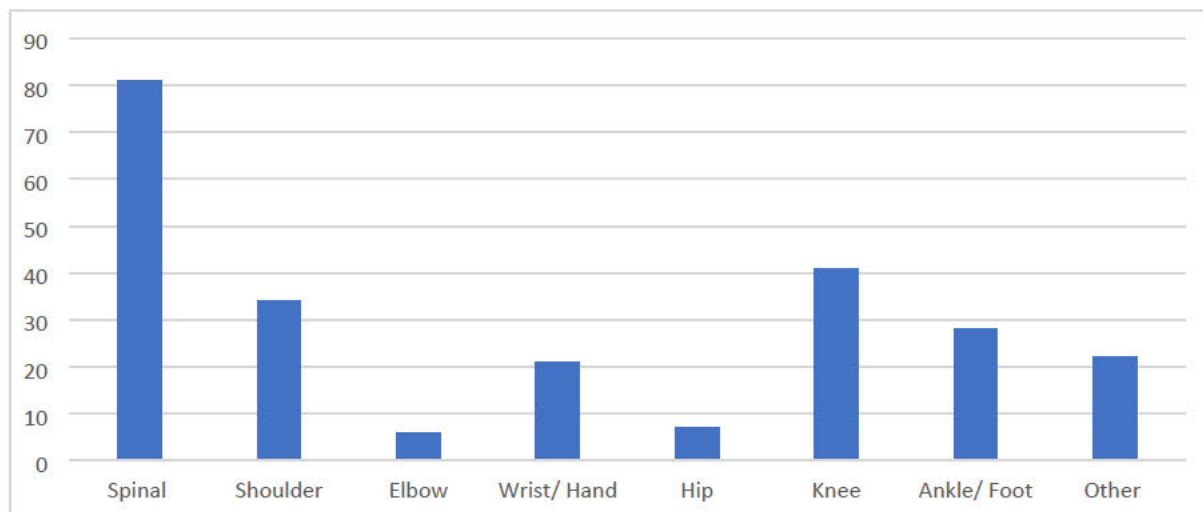
Physiotherapy Service – External supplier

Referral by month since Contract commencement



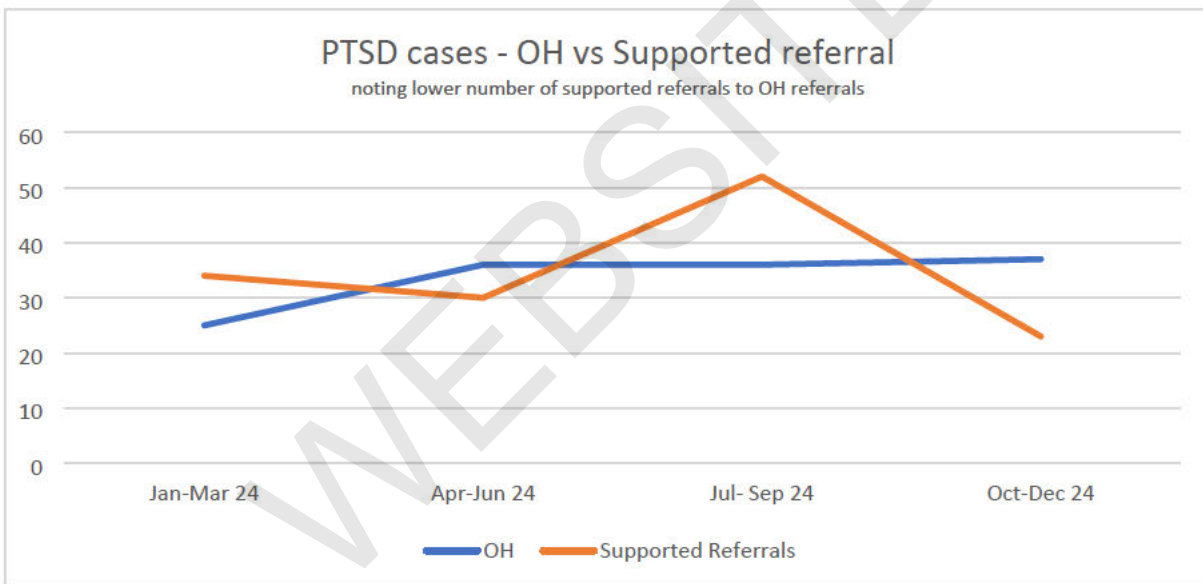
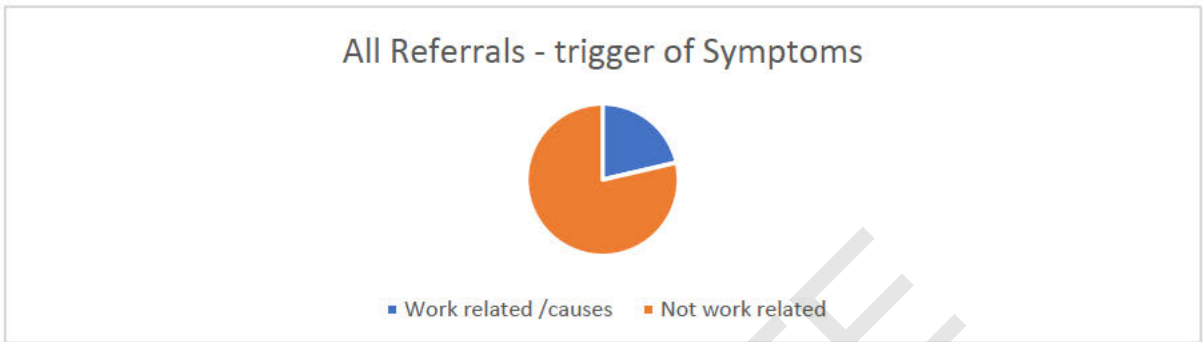
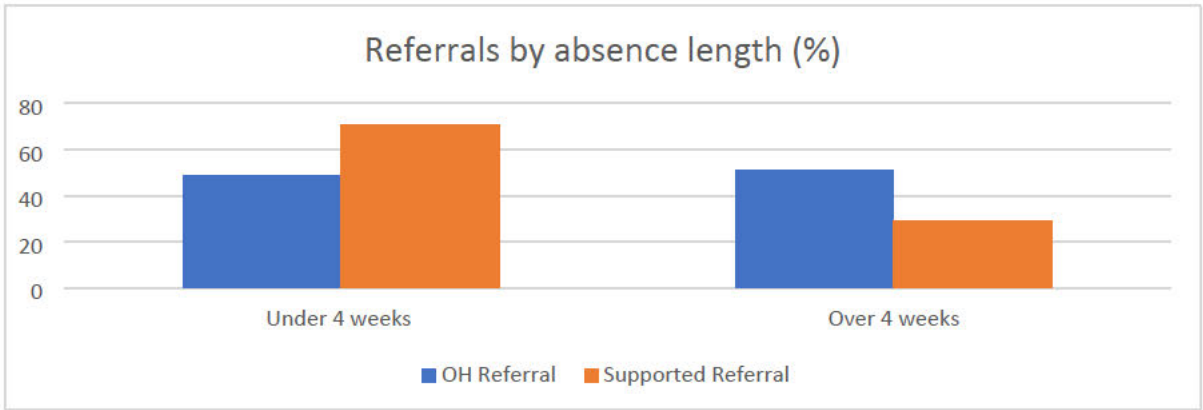
Constitutional Injury - A symptom or manifestation indicating a systemic or general effect of a disease and that may affect the general well-being or status of an individual.

Physiotherapy treatment by body part affected

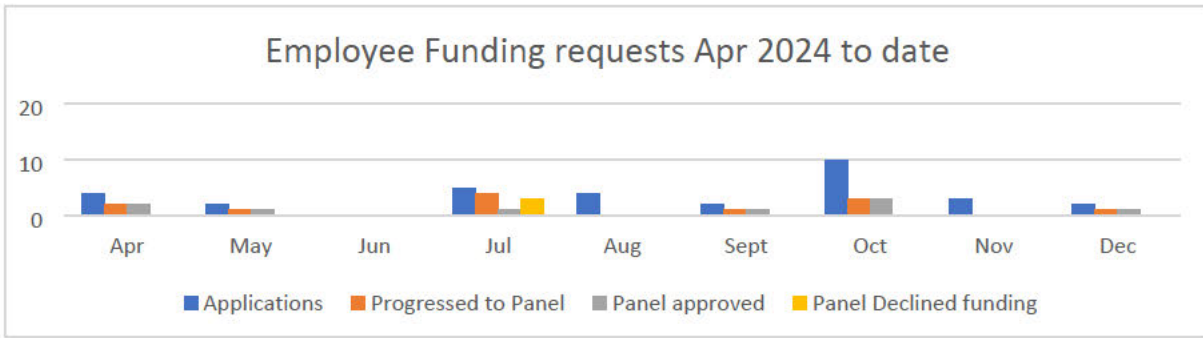


Referrals to Psychological Support (One Bright)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
24/25	36	30	35	35	38	30	34	34	32				Total to date: 304
23/24	26	38	28	31	21	23	30	32	29	36	39	35	368
22/23	32	30	24	7	19	24	20	35	12	22	32	27	284
21/22	17	10	15	13	10	10	10	12	12	14	13	29	165
20/21	6	5	11	6	15	10	14	13	11	11	5	9	116



Employee Healthcare Funding





WEBSITE

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Detailed Report – Wellbeing

Sickness Absence Data – Mental Health and Stress

	Work Related and Personal Stress	Personal Stress	Stress	Work Related Stress	Anxiety	Depression	Depression/Anxiety	Post-Traumatic Stress Disorder (PTSD)	Psychological Disorder	Total Days	Total Cost	
2022	137	147	5059	362				3085	1163	256	10209	£2,751,326
2023	417	598	5386	1978	44	70		1910	802	166	11371	£3,064,485
2024	452	474	5669	1309	805	714		1163	1695	10	12291	£3,312,425
Total Days	1006	1219	16114	3649	849	784		6158	3660	432	33671	£9,128,235
Total Cost	£271,117	£328,521	£4,342,723	£983,406	£228,806	£211,288		£1,659,581	£986,370	£116,424		

Here are the key points from the analysis:

- Increase in lost duty days and sickness absences due to mental health and stress from 2022 to 2024.
- Improved workplace culture and reduced stigma around mental health attributed to investments in wellbeing initiatives in 2022- 24.
- Efforts to educate, raise awareness, and encourage individuals to declare and seek help for mental health issues.
- Stress is the top cause of mental health-related sickness absence, both in frequency and total days lost. This will be a key area of focus for Wellbeing in 2025.
- Stress data captured under four categories, with most cases recorded simply as 'Stress,' making it difficult to accurately assess work-related stress and potentially preventable absences.
- Need for better categorisation of sickness absences.

The current data will serve as a benchmark to demonstrate the ROI of the 2024-2027 Wellbeing Strategy.

Wellbeing Support Services

Post Incident Coordinator Site Visit following the introduction of the location heatmap

Month	Sites	Staff
Q2	Heatmap Development	
Q3	7	48
Q4	2	23

TRiM Referrals and OH TRiM Referrals

Activity	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Potentially Traumatic Incident	41	60	45	54	53	59	30	51	42	52	0	0	487
Personalised TRiM Emails	588	686	535	599	739	799	435	649	638	620	0	0	6288
TRiM Referrals	0	12	6	8	13	16	16	11	7	11	0	0	100
OH TRiM Referrals	0	2	0	1	5	2	2	0	2	4	0	0	18

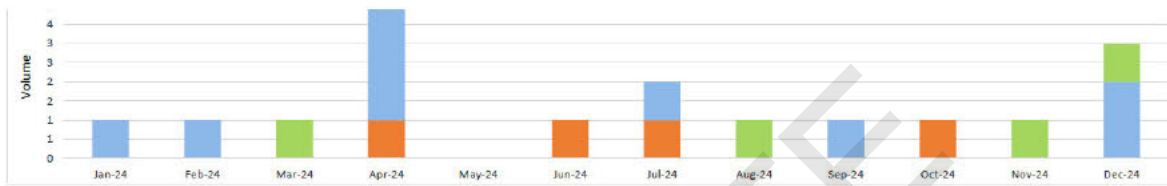
- TRiM referrals to OH have risen, there has been a 60% increase YTD compared to previous years
- TRiM referrals are still higher than last year with an increase of 5.9%. This is a smaller increase than was observed following the introduction of the Post Incident Desk, however we are more proactive with debriefing following the introduction of the Post Incident Heatmap. This would reduce the need for a full assessment and referral.
- Clinical outcomes following counselling are excellent, this could be promoted as positive story to encourage people to ask for help and support.

EAP Utilisation

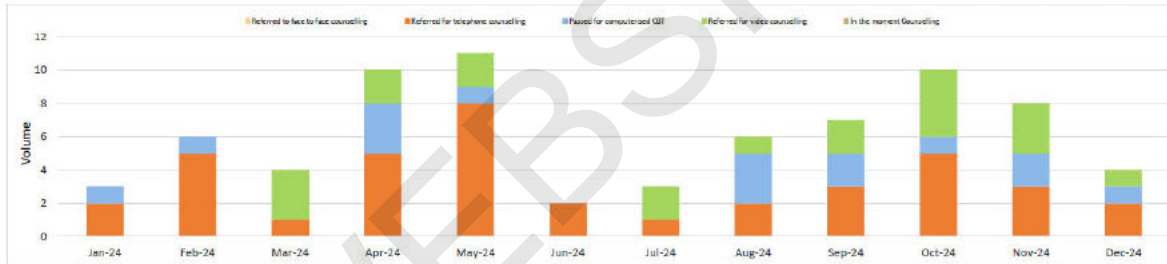
Calls	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total
Volume of calls into 24/7 helpline	21	19	28	60	18	15	25	31	27	16	18	25	304

Counselling referrals	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total
Referred to face to face counselling	0	0	0	0	0	0	0	0	0	0	0	0	0
Referred for telephone counselling	5	1	5	8	2	1	2	3	5	3	2	5	42
Passed for computerised CBT	1	0	3	1	0	0	3	2	1	2	1	0	14
Referred for video counselling	0	3	2	2	0	2	1	2	4	3	1	7	27
In the moment Counselling	0	0	0	0	0	0	0	0	0	0	0	0	0

Work related issues this month	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total
Working Pattern/Shift Patterns	0	0	0	0	0	0	0	0	0	0	0	0	0
Accident at work	0	0	0	0	0	0	1	0	0	1	0	0	2
Bullying Harassment	0	0	2	2	1	0	2	0	1	0	0	1	9
Change management - Identifying blocks at interview	0	0	0	0	0	0	0	0	0	0	0	0	0
Change management - identifying core transferrable skills	0	0	0	0	0	0	0	0	0	0	0	0	0
Discrimination	0	0	0	0	0	0	0	0	0	0	0	0	0
Generic HR type query	0	0	0	0	0	0	0	0	0	0	0	0	0
Manager coaching re holding difficult conversations	0	0	0	0	0	0	0	0	0	0	0	0	0
Manager emotional support for difficult cases (e.g. dismissal)	0	0	0	0	0	0	0	0	0	0	0	0	0
Traumatic incident at Work	1	1	3	1	2	1	0	2	2	1	0	2	16
Work related stress	0	0	0	0	0	0	0	0	0	0	0	0	0
Work - Demand	3	5	7	1	1	0	2	0	3	4	1	4	31
Work - Relationship	2	3	5	2	1	2	1	1	3	1	2	1	24
Work - Nightshift	0	0	0	0	0	0	0	0	0	0	0	1	1



Counselling referrals	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Total
Referred to face to face counselling	0	0	0	0	0	0	0	0	0	0	0	0	0
Referred for telephone counselling	2	5	1	5	8	2	1	2	3	5	3	2	39
Passed for computerised CBT	1	1	0	3	1	0	0	3	2	1	2	1	15
Referred for video counselling	0	0	3	2	2	0	2	1	2	4	3	1	20
In the moment Counselling	0	0	0	0	0	0	0	0	0	0	0	0	0



Not all callers will report Work/Home-related issues, whilst others will report multiple such issues; the sum of issues reported will generally differ from the number of callers.

Work related issues this month	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Total
Working Pattern/Shift Patterns	0	0	0	0	0	0	0	0	0	0	0	0	0
Accident at work	0	0	0	0	0	0	0	0	1	0	0	1	2
Bullying Harassment	0	0	0	2	2	1	0	2	0	1	0	0	8
Change management - Identifying blocks at interview	0	0	0	0	0	0	0	0	0	0	0	0	0
Change management - identifying core transferrable skills	0	0	0	0	0	0	0	0	0	0	0	0	0
Discrimination	0	0	0	0	0	0	0	0	0	0	0	0	0
Generic HR type query	0	0	0	0	0	0	0	0	0	0	0	0	0
Manager coaching re holding difficult conversations	0	0	0	0	0	0	0	0	0	0	0	0	0
Manager emotional support for difficult cases (e.g. dismissal)	0	0	0	0	0	0	0	0	0	0	0	0	0
Traumatic incident at Work	1	1	1	3	1	2	1	0	2	2	1	0	15
Work related stress	0	0	0	0	0	0	0	0	0	0	0	0	0
Work - Demand	2	3	5	7	1	1	0	2	0	3	4	1	29
Work - Relationship	1	2	3	5	2	1	2	1	1	3	1	2	24
Work - Nightshift	0	0	0	0	0	0	0	0	0	0	0	0	0

- 304 calls across 12-month period
- 5.05% utilisation across BTP, this is a small reduction on 5.4% utilisation in 2023
- 116/269 (43%) calls did not result in a mental health assessment, these call are predominantly for:
 - HR queries
 - Payroll queries
 - Sick absence reporting

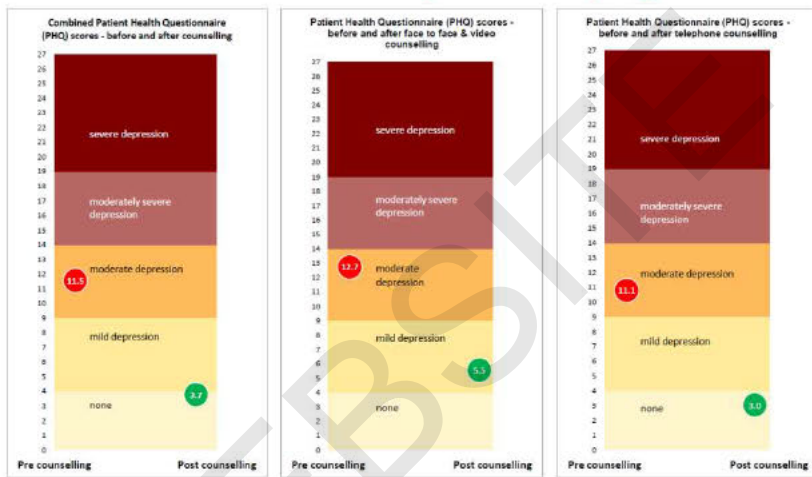
- General service queries e.g. what do we deliver & can my family use the service
- 3% of cases routed to legal helpline
- 6% of cases signposted to GP
- 3% of cases recommended voluntary/private services
- 25.5% of cases referred for telephone counselling
- 10% of cases referred for CBT
- 13% of cases referred for video counselling

Work Related Issues:

- Work–Demand –37%
- Work Relationship–31%
- Traumatic Incident at work –19%
- Bullying & harassment –10%

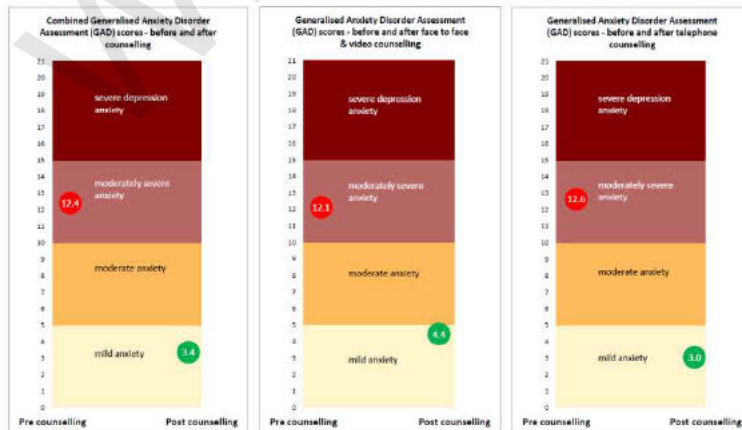
EAP Clinical Outcomes

Clinical Outcomes - Patient Health Questionnaire (PHQ)



The analysis above is based on the average number of people who took the PHQ evaluation before and after counselling. The figure in red indicates the pre-counselling figure and the figure in green the post counselling figure.

Clinical Outcomes - Generalised Anxiety Disorder (GAD)



The analysis above is based on the average number of people who took the GAD evaluation before and after counselling. The figure in red indicates the pre-counselling figure and the figure in green the post counselling figure.

Wellbeing Hub and Events

Total Wellbeing Hub Service Usage

The Wellbeing Hub has now surpassed 150K site visits since it was launched in 2021.

Date	Unique Vistors	Number of Visits
Dec	5824	144981
Feb	5929	156076
Increase	105	11095

Events/Webinars/Briefings

Session Title/Topic	Q3 Attendance	Q4 Attendance	Total
Andys Man Club	15		15
Andy's Man Club - Awareness Session	8		8
Benefits of Yoga	28		28
Let's Talk About Cancer		29	29
Men and Menopause	14		14
Menopause in Policing - Lived experience	20		20
Mens Health Forum	8		8
Men's Health Forum	7		7
Mental Health in Policing - Retired Supt Ian Thomson	15		15
Nutrition and Menopause	14		14
PCSO 73 - Wellbeing Input	15		15
Prostate Cancer Awareness Session	26		26
Recruit Input	19		19
Recruit Training	19		19
Recruit Training Input	26		26
Resilience Workshop	22		22
Self care week mindfulness	21		21
Self care week quiz	14		14
Self care week yoga	14		14
Stop Smoking session	1		1
Support For Stress Session	111		111
Superwellness: Creating an Effective Work-Life Balance	39		39
Superwellness: Healthy Eating on a Budget	17		17
Superwellness: How to Develop Healthy Habits		23	23
Superwellness: Managing Uncertainty		25	25
Superwellness: Musculoskeletal Detective	10		10
Superwellness: Preventing Fatigue and Burnout	26		26
Superwellness: Thriving in a Hybrid World	42		42
Superwellness: Understanding and Embracing the Menopause	26		26
Testicular Cancer Awareness Session	26		26
Welfare Officer Training		33	33
Wellbeing Calendar WMHD Power of Storytelling	50		50
Wellbeing Dog visits	12	41	53
Wellbeing Presentation	207	74	281
Grand Total	872	225	1097

- In Q3 and Q4 we delivered 34 Wellbeing sessions/Events compared with over 1000 attendees.
- In response to requests from the Senior Leadership Teams in D and C Division, we delivered Wellbeing Presentations across all sites and departments in D Division and provided targeted stress management sessions in C Division. These initiatives resulted in high levels of attendance, demonstrating the critical role of senior leadership engagement and buy-in.
- ACC Charlie Doyle launched our World Mental Health Day event, "The Power of Storytelling," where 11 colleagues shared their stories, attracting 80 participants—the highest attendance for a single wellbeing event to date. This highlights the role's significance as well as the impact of Divisional Wellbeing Advisers.
- Championed by Superintendent Andy Morgan we launched a Men's Health Forum in 2024.
- 3 Step Challenges were held in 2024 which resulted in increased registrations on the Wellbeing Optimise app, increased engagement and increases in average step count per participant. Participating in step challenges and increasing daily step counts can significantly

improve physical health, boost mental wellbeing, and foster a sense of community and motivation among participants.

All People Survey Data Comparison 2022- 2024

DATA ANALYSIS – WHAT ARE OUR STAFF TELLING US - Data Comparison (2022, 2023 and 2024)

Well cared for (SUPPORT)	2022	2023	2024	Difference between 2022 and 2023	Difference between 2023 and 2024
Overall BTP	43%	50%	55%	7% ↑	5% ↑
A Force Headquarters	45%	57%	61%	12% ↑	4% ↑
B Division	41%	44%	47%	3% ↑	3% ↑
C Division	46%	49%	52%	3% ↑	3% ↑
D Division	38%	41%	42%	3% ↑	1% ↑
E Division	42%	47%	55%	5% ↑	8% ↑
I feel that employee wellbeing is a priority at BTP (SUPPORT)	2022	2023	2024	Difference between 2022 and 2023	Difference between 2023 and 2024
Overall BTP	36%	43%	44%	7% ↑	1% ↑
A Force Headquarters	43%	52%	54%	9% ↑	2% ↑
B Division	28%	34%	34%	6% ↑	0% =
C Division	35%	39%	39%	4% ↑	0% =
D Division	28%	27%	26%	1% ↓	1% ↓
E Division	33%	34%	40%	1% ↑	6% ↑

I know where to get support if my mental wellbeing is impacted (SUPPORT, CHANGE)	2022	2023	2024	Difference between 2022 and 2023	Difference between 2023 and 2024
Overall BTP		69%	72%		3% ↑
A Force Headquarters		73%	76%		3% ↑
B Division		62%	66%		4% ↑
C Division		68%	72%		4% ↑
D Division		64%	60%		4% ↓
E Division		67%	75%		8% ↑
BTP supports employees who experience mental health problems, which might include stress, anxiety and depression (SUPPORT)	2022	2023	2024	Difference between 2022 and 2023	Difference between 2023 and 2024
Overall BTP		48%	52%		4% ↑
A Force Headquarters		53%	57%		4% ↑
B Division		41%	47%		6% ↑
C Division		48%	49%		1% ↑
D Division		34%	38%		4% ↑
E Division		44%	51%		7% ↑

The support I received was timely – SUPPORT	2022	2023	2024	Difference between 2022 and 2023	Difference between 2023 and 2024
Overall BTP	38%	37%	43%	1% ↓	6% ↑
A Force Headquarters	30%	32%	38%	2% ↑	6% ↑
B Division	40%	38%	43%	2% ↓	5% ↑
C Division	44%	40%	44%	4% ↓	4% ↑
D Division	32%	44%	43%	12% ↑	1% ↓
E Division	38%	23%	33%	15% ↓	10% ↑

- Analysis of the All-People Survey data shows a positive trend in areas relating to wellbeing year on year with a significant improvement in timeliness of support

British Transport Police Authority – Full Authority Workplan (March 2025)

March 2025	June 2025	September 2025	December 2025
Standing Items			
Minutes	Minutes	Minutes	Minutes
Committee Minutes	Committee Minutes	Committee Minutes	Committee Minutes
Actions	Actions	Actions	Actions
Strategic Risk Register	Strategic Risk Register	Strategic Risk Register	Strategic Risk Register
Policing Plan Performance	Policing Plan Performance	Policing Plan Performance	Policing Plan Performance
Financial Performance	Financial Performance	Financial Performance	Financial Performance
Chief Constable's Report	Chief Constable's Report [BTP Annual Report]	Chief Constable's Report	Chief Constable's Report
Chief Executive's Report	Chief Executive's Report	Chief Executive's Report	Chief Executive's Report
Workplan	Workplan	Workplan	Workplan
Planned Items			
Management Assurance Return 2024/25	BTPA Annual Report and Accounts 2024/25		BTP/A Budget and Medium-Term Financial Plan
Annual Wellbeing, Health and Safety Statement	BTPA Board Effectiveness Review 2025		Policing Plan Annual Review
<i>Policing Plan 2025/27 (added December 2024)</i>	BTPA Code of Governance Annual Review		BTPA Board Effectiveness Review 2025 Progress Report
<i>2023/24 Outturn vs Budget (deferred from December 2024)</i>	Briefing / Digitally Enabled Force ¹		<i>Review – BTPA Code of Governance Delegations (added December 2024)</i>
<i>A Balanced Budget for 2025/27</i>			
<i>London Allowance</i>			
<i>BTPA Innovation Process (added December 2024)</i>			
<i>Contract Variation / Microsoft</i>			

- At the December 2024 meeting, Members noted they would welcome an update on delivery against the Police Race Action Plan – this is scheduled for the People and Culture Committee (June 2025).
- At the December 2024 meeting, the Chief Constable noted that Training Estates options would be reported to Strategy and Planning Committee – a Spring House Futures Outline Business Case was considered at its 18 February 2025 meeting.

¹ Suggested by Force at Full Authority 10 December 2024