

Annual Report and Accounts

for the year ending 31 March 2025



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BRITISH TRANSPORT POLICE FUND

Annual Report and Accounts

for the year ending 31 March 2025

Presented to Parliament pursuant to Schedule 4 of the Railways
and Transport Safety Act 2003

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Performance Report



Performance Overview

Chair's Statement

The following report and accounts provide an overview of the achievements of the British Transport Police (BTP) over the last year in meeting the objectives set by the British Transport Police Authority (BTPA).



I must start by acknowledging the commitment and contribution of BTP's police officers, PCSOs, volunteers and staff, across all divisions and departments, who work hard, every day, to support and protect those who work and travel on the railway. Thank you all for your service.

Reflecting on the last year, BTP/A has navigated through many changes. A change of government has seen renewed priorities for minimising disruption and putting passengers first; an ambition that allows us to show our critical role in maintaining a safe and reliable Great British railway. Multi-sector reform sits on the horizon while public sector funding pressures and increasing demands on policing continue to be felt. For BTP, upcoming reforms will be double-sided; rail reform and policing reform both require continued engagement and preparation. To provide the best levels of service in an environment of change, we have consulted with industry to streamline our priorities and focus on issues underpinning public and rail staff confidence. We have reflected these in our recently published 2025-27 Policing Plan.

Our annual Rail Staff Survey shows trust in BTP has increased since last year. This is despite an overall challenging environment of increasing crimes ranging from higher reports of anti-social behaviour to our highest ever number of homicides. Tragically, BTP officers had to investigate the murder of a rail staff member, Jorge Ortega, at Ilford station this year as well as an attempted murder of our Special Constable Gary Blackburn at Preston station. Our officers and PCSOs take risks and make sacrifices with unwavering commitment. Such is the nature of the calls to service received by BTP, I welcome the investment BTP has made in improved, proactive wellbeing services.

BTP continues to work well with industry and other forces. Our officers joined Home Office counterparts in challenging public order operations throughout the year; from protests in Summer 2024 to large events such as the Champions League Festival. In November 2024, BTP was involved in a multi-agency response to a low-speed collision involving two trains near the remote village of Llanbryn-mair in Powys. Such incidents serve as a stark reminder of the potential dangers of the railway environment, and the value of BTP's specialist response.

Trust and confidence sits at the heart of policing. Metrics related to these feature heavily in regular performance reviews; from evaluating victim satisfaction, scrutinising decisions in areas such as Stop and Search, and ensuring BTP employees display professional, ethical behaviours. Maintaining efforts to attract and retain a diverse workforce, representative of the communities we serve, is another area BTP has prioritised this year.

There has been much to celebrate in 2024/25 yet more to do in our priority areas of reducing disruption and delay, reducing high harm offences, protecting

“Trust and confidence sits at the heart of policing”

vulnerable people and continuing to tackle violence against women and girls. We will continue to work with the rail industry and partners as a unique, specialised police force.

Ron Barclay-Smith
Chair



About Us: A Strategic Overview

Who we are

The British Transport Police Authority (BTPA) is an executive non-departmental public body of the Department for Transport (DfT) established on 1 July 2004 under the Railways and Transport Safety Act 2003.

What we do

We are an independent body responsible for overseeing the work of the British Transport Police (BTP) – the dedicated police force for the railways covering England, Scotland and Wales. The number of Members of BTPA ranged between 10 and 15 throughout 2024/25, and they provided knowledge and experience of issues that concern passengers, the railway industry and railway employees. The Members currently meet four times a year to set BTP strategy, medium-term financial plans and annual budgets, monitor its operations and allocate funds. Members also carry out supporting business through committees and working groups. The current structure (as of 31 March 2025) includes:

- **Audit and Risk Assurance Committee**
- **Appointments, Remuneration and Appraisal Committee**
- **Strategy and Planning Committee**
- **Finance, Legitimacy and Performance Committee**
- **Scottish Railways Policing Committee**
- **Pensions Working Group**
- **Complaints Review Panel**
- **People and Culture Committee**
- **Policing Plan Working Group**

Our vision

A world-class police force trusted to provide a safe and reliable railway.

Our mission

Working together to protect the rail community, creating a hostile environment for crime.

Our ambition and objectives

Our 2022-27 Strategy sets out our strategic objectives:

- Crime prevention and safeguarding to **reduce the likelihood of people coming to harm** on the railways
- **Target our specialist policing** efforts to ensure **fewer victims of the most harmful crime**
- Innovate and **collaborate with our partners** to reduce disruption
- Earn the **trust and confidence** of passengers and rail staff to defeat criminality together
- **Generate value** through technology and sustainable investments, adapting to meet the future
- **Build a modern and inclusive Force** where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

Our principal risks and uncertainties are described in the Corporate Governance Report.

Our values

Values are essential to how we work together, serve the public and engage with partners. They are the foundations of a police force that is trusted, respected and whose policing actions are felt as legitimate. We have carefully considered our values through engagement across BTP. Our values will enable us to evidence each day that we are US AT OUR BEST.

Our values are:

- We are proud to protect
- We care
- We are one BTP
- We do the right thing
- We strive to be better every day



Performance Headlines for 2024/25



97%

victims surveyed felt they were **treated with respect**



17%

reduction in robbery offences recorded compared to 2023/24



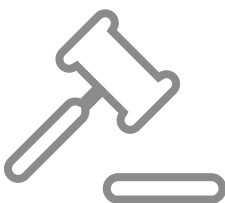
+5%

serious violence offences **solved** in 2024/25



69%

of respondents **feel safe** while travelling on the network



14

Modern Slavery **charges secured** from County Lines work



61016

now **free** on all major mobile network providers



759

life-saving interventions



VAWG

Sept 24 - College of Policing VAWG awards - **won** 'Technology and its use in tackling VAWG'

Performance Summary

2022-27 Strategic Plan

This report covers the third year of the Strategic Plan which aims to deliver a secure place for passengers, a hostile place for those who would do harm and a safe place for vulnerable people encountered on the network. We are doing this in partnership with the rail industry, wider law enforcement, safeguarding agencies and passenger groups.

An assessment of our performance against each of the Strategic Objectives follows.



Performance Summary

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

Crimes per million passenger journeys:

26.0 (2023/24: 26.8)

There was a mixed outcome against this objective in 2024/25. BTP recorded 5.4% more crime in 2024/25 than 2023/24, but crimes per million passenger journeys have decreased since 2023/24, moving from 26.8 to 26.0. Overall, positive crime outcome rates decreased from 12.5% to 11.9%, but solved rates for serious crimes improved (see Objective 2).

Priorities

- Crime prevention by design, target hardening the railway environment to deter volume crime and anti-social behaviour
- An evidence-based approach to tackle each priority crime type, taking learning about what works into how we police the railway
- Developing effective control strategies to tackle threat and harm
- Partnership with wellbeing agencies to protect those most vulnerable to harm or exploitation
- Maximise opportunities throughout the criminal justice system to increase positive judicial outcomes and deter offenders from using the rail network
- Visible policing targeting crime hotspots to provide reassurance to the public and rail staff

We will deliver

- Fewer victims of crime and anti-social behaviour, per million passenger journeys
- Fewer suspected suicides on the rail network
- An improved positive outcome rate for victims of crime

Progress in 2024/25

BTP continues to work with the rail industry and other stakeholders to ensure that everyone who works on or uses the railway for leisure or work feels safe and is confident to do so.

This includes work with stakeholders through the Force's Designing Out Crime Unit (DOCU). The DOCU has delivered 2,545 crime prevention pieces, including 113 architectural projects, 415 post incident site visits following a suicide or other death, 576 secure stations accreditations and 54 people in precarious positions reviews. The head of the unit has also been working with Network Rail to create a system to ensure responses to recommendations to the industry. During a six-month period of review, BTP has seen an increase in responses and compliance from 42% to 69%, which shows the value of this work.

In July 2024, the Chief Constable secured agreement from all major UK mobile networks – EE, O2, Three UK and Vodafone – to make '61016' free for their customers. In 2024/25, 21% more '61016' texts were received (increase from 211,479 to 255,088).

BTP recorded 5.4% more crime in 2024/25 than in 2023/24 (up from 80,573 to 84,898 recorded crimes). This correlates with rising passenger numbers and more social journeys than commuter travel. The risk of being a victim of crime remained low, with 26.0 crimes per million passenger journeys in 2024/25, compared to 26.8 in 2023/24.

BTP attended 9% more immediate and priority incidents of ASB in 2024/25 (up from 9,917 to 10,856). Overall incidents of ASB were up by 24% (from 32,272 to 40,034).

Preventing harm and safeguarding vulnerable people on the railway remains a priority, with BTP officers making essential interventions on the rail network, saving lives and liaising with partner agencies to ensure people get the support and care they need.

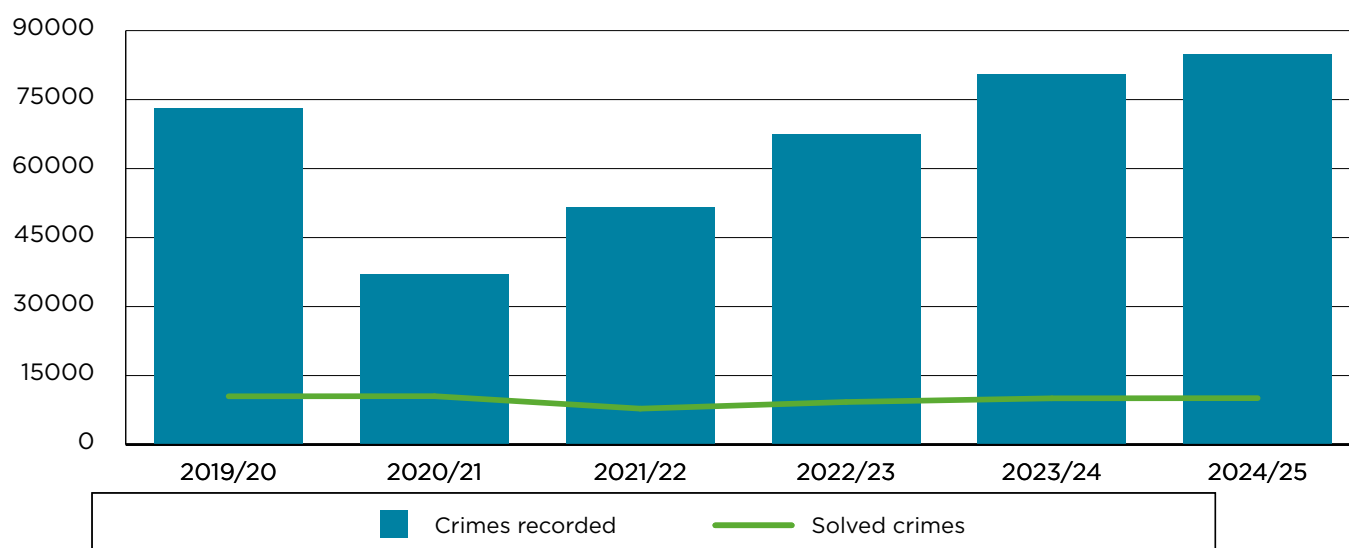
One such example is the creation of a new Wellbeing Hub at Reading Station in a joint partnership between BTP, the NHS, Network Rail and Great Western Railway. This Wellbeing Hub aims to provide support to individuals struggling with mental health challenges. It operates as a safe and confidential space where from Fridays to Sundays between 1.30pm and 8.30pm individuals can access assistance and emotional support.

In 2024/25, BTP recorded 759 life-saving interventions made by the Force (2023/24: 762), and 4,995 Suicide Prevention and Mental Health intervention reports were submitted by BTP officers (2023/24: 4,987).

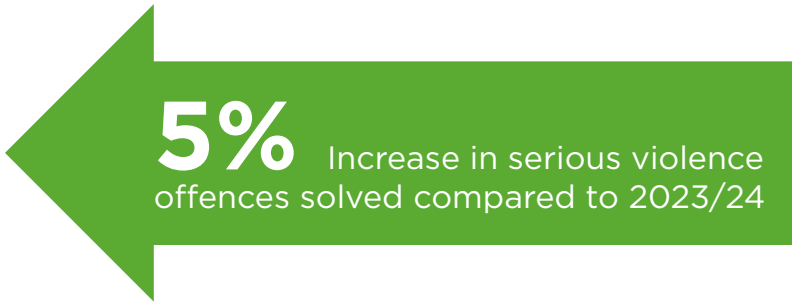
Sadly, BTP recorded 15.7% more fatalities in BTP's jurisdiction in 2024/25 than in 2023/24 (increase from 381 to 441).

BTP continually seeks to improve judicial outcomes to both deter and bring offenders to justice. BTP solved 10,088 crimes in 2024/25, which meant a solved rate of 11.9%. This was in comparison to the 10,052 crimes solved and 12.5% solved rate in 2023/24. Despite a rise of 5.4% of crime, a 0.6 percentage point reduction in the solved rate shows how BTP remain committed to improving positive outcomes. We remain 5% under the national average for 'unsuccessful outcomes' due to our high quality of victim and witness care. This continues to minimise case failures.

Recorded crimes and solved crimes



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



BTP recorded 17% fewer robbery offences and 2% fewer serious violence offences in 2024/25 than 2023/24. The solved rates for these crime types have increased in 2024/25 which shows how BTP are delivering on this priority. Reported sexual offences, harassment and violence and intimidation against women and girls increased, allowing BTP to better understand the baseline but not yet whether there are more incidents or better reporting. Responses to major incidents in 2024/25 shows BTP’s preparedness and capability within the Counter Terrorism and major incident teams.

Priorities
<ul style="list-style-type: none">• Target crime that is most harmful to the public, rail staff and our communities, including serious and organised crime and exploitation• Address the under reporting of sexual offending by making it easier for people to make reports and giving them confidence that we’ll take those reports seriously• Deliver a Counter Terrorism capability to play our part in keeping the underground and rail network safe
We will deliver
<ul style="list-style-type: none">• Fewer victims of major, serious and organised crime and exploitation• A true baseline of unwanted sexual behaviour through improved victim confidence to report crime and satisfaction in victim care• From the true baseline, fewer victims of unwanted sexual behaviour• A proportionate Counter Terrorism capability, integrated with partner resources, and equipped, trained and tested to protect and prepare
Progress in 2024/25
<p>BTP’s anti-robbery initiatives continue to be coordinated under Operation Invert, which was set up in 2023/24 to prevent, reduce and detect these offences. The Force recorded 17% fewer robbery offences in 2024/25 than in 2023/24 (reduction from 2,021 in 2023/24 to 1,674 in 2024/25) and the percentage solved rate for these offences increased from 11.6% to 14.0% (crimes solved 2023/24: 234, 2024/25: 234).</p> <p>There was also a reduction in the number of serious violence offences recorded in 2024/25 compared to the previous year (2% reduction from 3,880 to 3,813). BTP solved 5% more serious violence offences compared to last year (increase from 832 to 874), with the solved rate increasing from 21.4% in 2023/24 to 22.9% in 2024/25.</p> <p>BTP’s Serious and Organised Crime Unit have seen an increased caseload of homicides in 2024/25, from 3 to 9. BTP’s Major and Serious Organised Crime team have investigated many complex incidents. 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.</p>

BTP continues to work with partners such as Home Office police forces, charities and local authorities to prevent County Lines activity and the associated harm. The County Lines Taskforce aims to tackle drugs on the railway network, and protect children and vulnerable adults who are exploited by gangs into selling or moving drugs.¹ There were over 230 children safeguarded and 14 modern slavery charges secured. In 2024/25, the Taskforce seized 177 weapons and made 684 drug seizures. The operations showcased the value of a collaborative safeguarding approach and resulted in numerous immediate interventions by specialists with vulnerable children and adults.

The County Lines task force exploitation team worked with The Railway Children on a 'Voice of the Child' project to engage nationally with over 200 young people from diverse groups. This was to understand their perspective on a range of key issues including their perception of safety on the railway, knife carrying and criminal exploitation.

While a true baseline of unwanted sexual behaviour continues to be challenging to estimate, BTP continues to promote reporting of sexual offences through external campaigns and offers multiple reporting routes, including via its '61016' text reporting line.

BTP recorded 10% more sexual offences in 2024/25 than 2023/24 (increase from 2,437 to 2,670), while offences involving violence and intimidation against women and girls (VAWG) were up by 5% (from 11,466 to 12,082) and offences involving sexual harassment were up by 6% (from 1,832 to 1,950). This does not necessarily mean an increase in occurrence of these crimes, but that victims may be more willing to report it because of the messaging efforts across the network. A report by the Mayor of London corroborates increased reporting of VAWG throughout London and cites key causes of social media backlashes against "feminism" and misogynistic behaviour and attitudes.² The National Police Chiefs' Council called VAWG a "national emergency" since it is prevalent in crime data across all forces.³ VAWG continues to be a strategic policing priority in the 2025-27 Policing Plan and a key area of partnership working.

BTP were able to apply a new tool in the prevention of domestic abuse from 27 November 2024. In November, BTP became one of three police forces (expanded to four in March 2025) to take part in a year-long Government pilot in the use of Domestic Abuse Protection Orders (DAPOs). These are legal tools designed to provide protection for victims of domestic abuse and offer a quick and effective way for police to intervene in situations where there is a risk of harm by imposing prohibitions and/or requirements of perpetrators of domestic abuse.⁴ In February BTP had its first DAPO issued.

The Force's Counter-Terrorism capabilities continue to work to keep the underground and rail network safe, while supporting the UK national Counter-Terror strategy (CONTEST). In addition, the Force Preparedness Team is dedicated to supporting the UK Government's new National Resilience Strategy by continually reviewing and updating vital emergency plans, ensuring our officers and staff are well-trained to respond to high-threat incidents, and delivering a vast range of exercises to validate our responses. In 2024/25, the Force Preparedness Team delivered 225 training events and 490 tests or exercises. In February, BTP's support to the multi-agency major incident response to safely remove an unexploded WWII bomb resulted in officers receiving the Lord Mayor's Certificate of Recognition.

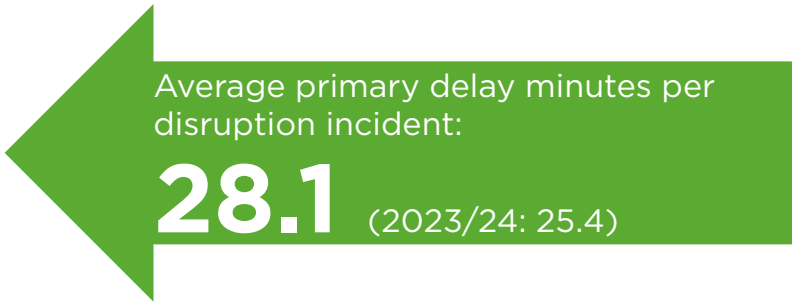
¹ BTP (2020) BTP County Lines Taskforce – Its role, results and efforts to tackle gangs. Available from [BTP County Lines Taskforce – It's role, results and efforts to tackle gangs | British Transport Police](#). [Accessed 12 May 2025]

² London Assembly (2025) 'A New Era': The impact of violence against women and girls (VAWG) on young people Available from: <https://www.london.gov.uk/who-we-are/what-london-assembly-does/london-assembly-work/london-assembly-publications/new-era-impact-violence-against-women-and-girls-vawg-young-people> (Accessed 20 June 2025)

³ NPCC (2025) Call to action as VAWG endemic deepens. Available from: <https://news.npcc.police.uk/releases/call-to-action-as-violence-against-women-and-girls-epidemic-deepens-1> [Accessed 20 June 2025]

⁴ College of Policing (2024) New domestic abuse protection notices and orders pilot. Available from <https://www.college.police.uk/article/new-pilot-domestic-abuse-protection-notice-and-orders>. [Accessed 04 April 2025]. Gov.uk (2025) Greater protection for domestic abuse victims in Cleveland. Available from <https://www.gov.uk/government/news/greater-protection-for-domestic-abuse-victims-in-cleveland>. [Accessed 04 April 2025]

3. Innovate and collaborate with our stakeholders to reduce disruption



There has been a 7% increase in the number of police related disruption incidents. Anti-social behaviour and trespass by children and young people are the most frequent types of incident. Despite joint working with the rail industry, the amount of primary delay minutes per incident has increased from 25.4 to 28.1. Increased fatalities in 2024/25 (see Objective 2) have also contributed to delay minutes, due to the challenging nature of the response, the need to protect the dignity of the victim and support those affected.

Priorities
<ul style="list-style-type: none">• Identifying and tackling together, the causes of police related disruption• Return the railways to operators as soon as we can, balancing the impact of disruption, public safety and legal responsibilities• Work with statutory agencies and the voluntary sector to reduce disruptive incidents• Collaborate by exploiting new technology, proactively sharing data to ensure our collective approach is targeted, effective and efficient
We will deliver
<ul style="list-style-type: none">• Improved engagement and joint planning with the rail industry• Reduced police related primary delay minutes per incident• Reduced societal and economic impact from police related disruption on the rail network per incident
Progress in 2024/25
<p>BTP continues to work collaboratively with Network Rail, Rail Delivery Group (RDG) and train operators, as well as other bodies such as the Samaritans and Railway Children through various partnership groups and disruption working groups. Officers also continue to engage with local communities, such as through visits to schools to educate children about railway safety.</p> <p>Following successful pilots of Integrated Security and Policing, the second phase of the project became business as usual in March 2025 enabling an adaptable, scalable toolkit to be launched across over 60 locations.</p> <p>BTP hosts monthly stakeholder meetings with Train Operating Company partners and BTP internal embedded supervisors to identify upcoming events that could cause disruption and to debrief and problem solve with partners. The Force also continues to work in collaboration with the Rail Delivery Group, and through multiple working groups across the Network to prepare for football weekends on the most important lines of route.</p>

There was a 7% increase in the number of police-related disruption incidents, from 30,476 in 2023/24 to 32,648 in 2024/25. The average amount of primary delay minutes per incident increased from 25.4 to 28.1.⁵ Increases in delays and cancellations have been seen in 2024/25, attributed to both 'infrastructure', which includes trespass, and 'Train Operating Companies'.⁶ The average time taken to manage non-suspicious fatalities on the railway and hand back to the rail industry in 2024/25 was 101 minutes (2023/24: 102 minutes).

Trespass remains a key challenge, with children and young people (CYP) trespass and anti-social behaviour both causal factors. Disruption and Delay is a strategic policing priority in the newly published Policing Plan, with coordinated and collaborative activity to reduce trespass and the deployment of drones at hotspot locations.

BTP's specialist Harm Reduction Team (HaRT) works with the most vulnerable to prevent harm to both the individual and responders on the rail network, and to minimise rail disruption. HaRT managed over 100 people across the performance year. This cohort saw a 69% decrease in mental health-related detentions, 61% reduction in offending and a 93% decrease in delay minutes whilst under HaRT management.

Around Liverpool and the West Coast Mainline, Triage cars operate in their respective areas and in addition to responding to calls for service, they liaise with local forces, NHS, social services and mental health teams to support and help mitigate against harm to vulnerable people at key locations.

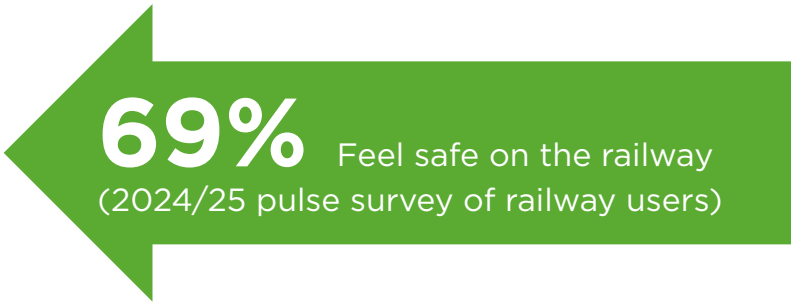
In September 2024, BTP facilitated a disruption and delay workshop with senior level representation from partners across industry and DfT. The workshop focused on how we can all work together better to reduce disruption and delay, and addressed some of the common misunderstandings between partners. There was a clear desire to continue working together leading into the joint performance board and BTP's new disruption strategy, including a new manual of guidance for both BTP's management of fatalities and incidents involving a person in a precarious position.



⁵ Office of Road and Rail (2025) 'Passenger Rail Performance January – March 2025'. Available from: [Passenger rail performance, January to March 2025](#) [Accessed 20 June 2025]

⁶ Total primary delay minutes 2024/25: 916,781 (2023/24: 773,108). Primary delay minutes is time lost by a train due to an initial, direct cause of delay.

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



Positive sentiment towards BTP has increased this year with increased response rates to surveys of victims, the public and rail staff and improving scores in key areas. While complaints have increased slightly in 2024/25, BTP retain one of the lowest complaint rates per 1,000 officers. BTP/A have reframed their 2025-27 Policing Plan this year to place passenger and rail staff confidence at its heart, alongside the development of Rail Safety Action Plans to encourage resolution of local priorities with partners and the public.

Priorities
<ul style="list-style-type: none">• Continue to build public trust through a better understanding of public sentiment• Listening and adapting to passenger and rail staff voices to shape the services we provide• Encourage our communities to share perspectives, ideas, information and report crime and incidents to us at the earliest opportunity• Enhance external scrutiny of our operational activities, including our use of policing powers• Understanding how we use our powers across all of our communities and tackling disproportionality• Improve our standards of professional behaviour
We will deliver
<ul style="list-style-type: none">• Improved public accountability of our policing services• Improved public attitude survey results for confidence in policing and sense of public safety• Increased satisfaction with an empathetic and proactive complaints handling process• Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrongdoing• Improved external advice, oversight and scrutiny of our policing standards
Progress in 2024/25
<p>BTP continues to track public sentiment and monitor trends with bi-monthly targeted pulse surveys of railway users. The most recent survey, undertaken in February and March 2025, showed increases in key metrics. 69% of respondents feel safe while travelling on the network and 63% believe that officers do a good job policing the railway.⁷ Antisocial behaviour continues to be the number one concern highlighted by passengers across the network.</p> <p>BTP is steadfast in its dedication to fostering trust and confidence among victims of crime within the rail network. To ensure that victims’ voices are heard and understood throughout their journey, BTP has undertaken a comprehensive enhancement of its Victim of Crime survey in 2024/25. Of those surveyed in 2024/25, 97% of those who had an investigation outcome agreed they were treated with respect.</p>

⁷ In the prior period, February and March 2024, 64% of respondents felt safe while travelling and 53% believe officers do a good job at policing the railway.

Despite a marginal increase in complaints in 2024, complaints per 1000 employees remains low at 164 (the national average is 373).⁸ The proportion of complainants seeking independent review by BTPA remained static whilst the volume of reviews upheld by BTPA fell to less than 5%.

BTP's rail staff survey received 2,205 responses in 2024; up 555 on last year. 67% of respondents feel they are treated with respect by BTP officers and PCSOs, however 66% disagreed that BTP officers were available to them when needed, highlighting the challenge of visibility across BTP's jurisdiction. Work-related violence and aggression was the number one concern highlighted by rail staff. As such, we consulted with the industry in our revised policing objectives for 2025-27 which includes reducing high harm offences, including rail staff assaults.

BTP's internal scrutiny of its use of powers has stepped up, with the introduction of targeted disproportionality action plans and increased scrutiny of the reasonable grounds recorded for stop and search. BTPA continues closely to monitor strategic risks on trust and legitimacy and industry confidence.

BTP continues to develop its approach to external scrutiny and community engagement through development of Independent Advisory Groups (IAG) and scrutiny panels, including a new Lived Experience Advisory Group and a Youth IAG. The Force continues to develop its programme of work under the Police Race Action Plan, focusing on building connections with black communities more broadly and young people specifically.

BTP publishes regular internal communications to encourage the calling out bad of behaviour within the Force through its confidential Speak Up service. In 2024/25 there were 247 'Speak Up' reports (2023/24: 218). Whilst the introduction of random drug and alcohol testing has resulted in no adverse outcomes, cases of other misconduct still continue to arise and be tackled robustly.

Conduct investigations have decreased this year, from 156 in 2023/24 to 141 in 2024/25. For the 2024/25 financial year, 81% of gross misconduct cases were found proven, and 75% of gross misconduct cases resulted in dismissal. During this period, there was a total of 9 gross misconduct hearings, and 7 accelerated gross misconduct hearings.



⁸ Data obtained on 3 June 2025 from the IOPC: <https://www.policeconduct.gov.uk/publications/police-complaints-information-bulletin-british-transport-police-q4-24-25>

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

£4.1m

Cashable savings realised in 2024/25

As demand has increased in-year and BTP has invested in projects that improve efficiency, they continue to seek value-for-money. In 2024/25 BTP has increased cashable savings and implemented further areas of saving for 2025/26 onwards. The move to a new headquarters will provide cost savings and a reduced environmental impact; completing projects that exploit technology will result in further cashable savings from next year. BTP has delivered this strategic objective.

Priorities

- Targeting our people, assets and activities towards the things that generate the most value for the rail community
- Challenging inefficiency, ensuring 'every penny counts' towards our strategic goals
- Transforming our operating model in a sustainable way, to reset where our core capabilities will be most effective
- Meet the key milestones in our plan to become a net-zero carbon police force by 2035
- Designing and delivering a digital, data and technology strategy to enable value-driven policing outcomes
- Working closely with our partners to drive better value throughout the rail industry

We will deliver

- Strong performance amongst policing in delivering services efficiently against independent audit reports
- The production of evidenced and quantifiable efficiency savings to reinvest where they will have the most impact on our strategy
- Progress against major transformation milestones, evidencing the benefits we deliver
- A firm belief from our partners that BTP represents good value for money and helps them drive improved value in their own businesses
- Evidenced steps over the life of the strategy to achieve our sustainability plan

Progress in 2024/25

With increased demand, BTP is finding better ways to maintain a strong policing performance, using existing resources. The Optimised Policing Model is one ongoing programme of work that started to be rolled out in 2024/25 and will allow officers to be deployed more efficiently. Investment in technology has allowed officers to be more agile.

A BTP/A Finance Working Party, led by the Chair of the Audit & Risk Assurance Committee, launched a new strategic finance Protocol and Principals in October 2024 to enhance Member oversight and joint working in relation to spend by the Force.

This is the third year of our 'Force on the Move' transformation programme, seeking to find ways to generate more value through efficiencies. £4.1m annual realisable cash savings were made in 2024/25 (£3.1m in 23/24: unaudited) through the delivery of projects in the Transformation portfolio. This is described in the 'Delivering Benefits and Efficiencies' section of the Governance Report.

In addition, BTP delivered work that will have cashable savings in 2025/26 onwards: negotiation of the Future Networks contract (£700k annual cashable benefit) and a suite of capability enhancements with a c. £538k cashable benefit.

The move of headquarters from Camden to Victoria is estimated to provide a cashable benefit of £1.4m each year from 2025/26. By designing in energy efficiency and being conscious about building decisions and procurement, the move will also see a significant carbon reduction for BTP.

Investment in technology is providing efficiencies in policing outcomes, such as through our roll-out of laptops which support officers to do more while on the move.

In September 2024, BTP won 'Technology and its use in tackling VAWG' at the NPCC VAWG awards for their Streamline system. This system allows VAWG suspects to be identified faster and allows intelligence sharing with the Metropolitan Police Service.

This year, with the support of the NPCC AI portfolio, BTP applied through the Police STAR fund to develop a Generative AI-Powered Matching Engine to address inefficiencies in investigative workflows by automating the correlation of multimodal data inputs and subsequently providing contextual analysis. The system will integrate text, image, video, and audio data and make use of vision-language models and Generative AI to enhance data matching and temporal event sequencing.

Through investment in the team and systems we continue to improve our sustainability monitoring. Our greenhouse gas emissions continue to fall year-on-year. This is described in further detail in the Sustainability section of the Governance Report.



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

71% Staff believe BTP is an inclusive place to work (23/24: 69%)

People are at the heart of what we do, with over 80% of our costs being pay-related. New initiatives have been sought to improve the diversity of our workforce, including being the first police force in the UK offering part-time officer roles. In 2024/25, progress against almost all of these metrics indicates an overall successful year of delivering this objective.

Priorities

- Better representing the diverse backgrounds and experiences of the communities we serve
- Developing leadership capabilities and ratios to ensure empowerment, empathy and effective support
- Strengthening how we care for our people through a new wellbeing programme
- Modernising our technology, equipment, learning and estates services
- Understand and learn from history, opportunity for reflection and learning and evolution

We will deliver

- Improved people engagement (survey benchmark increase)
- Improved representation, particularly of gender and ethnicity
- An inclusive workplace where everyone can bring their whole selves to work, evidenced through sentiment analysis
- A more efficient and effective leadership model and upskilling of our leaders to lead
- A workforce with the capabilities and experiences necessary to deliver our strategic plan
- The most comprehensive wellbeing package in UK policing, reflective of our unique demands; including a peer support network, role specific support, an enhanced psychological support offer and a hub to provide advice and guidance
- Stable, secure and available technology that supports our digital and data ambitions
- An estate that meets our operational, sustainability and business needs

Progress in 2024/25

The 2024 All-People survey saw an increased sentiment about BTP being an inclusive place to work. In July 2024, BTP were short-listed for the Diverse Company of the Year Award in the National Diversity Awards.

BTP's Inclusion and Diversity strategy was refreshed to ensure BTP is becoming as inclusive as possible. Metrics were updated and are being measured through a Diversity & Inclusion Steering Group.

The Police Race Action Plan work is ongoing, with training given to Control Room staff to increase awareness and understanding of the Force's ambitions.

Through its diverse employee support associations, BTP is working to extend our reach outside of the organisation to encourage people to report crime and incidents and build better working relationships with the community.

An Inclusion & Diversity Learning Awareness Programme Pilot Scheme was launched to equip and empower employees with the right information, awareness, and skills to perform their roles inclusively.

Our gender and ethnicity pay gap reporting both show a reduction in the mean and median pay gaps for female and Black, Asian and Mixed staff. See the Remuneration Report for a breakdown of these pay gap reports. A Female Leadership Programme was designed in 2024/25 while the Black Talent Development Programme has received positive feedback from participants.

To ensure a more diverse and inclusive workplace, a dedicated recruitment team has been formed to seek applicants from under-represented backgrounds. The first part-time police officer cohort has been enrolled in 2024/25.

Disappointingly, BTP still remains the Force with the lowest representation of female officers in Great Britain at 22.8% (2023/24: 21.8%) though our overall female representation is over 34% (2023/24: 33%).

The launch of a Workplace Adjustment Passport supports employees with disabilities or neurodiverse conditions. It facilitates transparent and consistent conversations between individuals and their line managers, empowering them to perform at their best.

Talent Pools have been developed and are ‘opt-in’. Increasing levels of participation indicates increasing levels of employees who are interested and engaged in their development. £1.2m of Apprenticeship Levy funding was used to support further development.

Our investment in technology and estates supports our employees in their roles; more details can be seen in the ‘Delivering Efficiency and Benefits’ section.

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 ethnicity representation rates for all employees were:

All Employees	2024/25	2023/24*
Asian or Asian British	8.33%	8.15%
Black or Black British	4.17%	4.00%
Mixed	3.52%	3.28%
Not Stated	3.32%	3.34%
White	80.65%	81.23%

* Note: 2023/24 percentages have been restated due to a slight change in the methodology used.

For police officers the Ethnicity Representation rates were:

Police Officers	2024/25	2023/24
Asian or Asian British	5.15%	5.14%
Black or Black British	2.58%	2.43%
Mixed	3.42%	2.97%
Not Stated	3.68%	3.83%
White	85.16%	85.63%

“By promoting fairness and equality in everything we do, we are building a workplace where everyone can thrive.”

Lucy D’Orsi, Chief Constable

Financial Analysis

The net deficit for the financial year was £23.2 million (2023/24: £33.4 million), £16.1 million (2023/24: £17.6 million) of which relates to IAS19: Employment Benefits pensions accounting adjustment (see Note 23). The adjusted net deficit after removing the IAS19 adjustment is a £7.1 million deficit (2023/24: £15.8 million deficit).

A deficit remains after the IAS19 adjustment largely because of a difference in timing of recognition of income and expenditure to comply with accounting standards and the Government Financial Reporting Manual. The most common example of this is

where we must recognise funding from external parties up front and the cost (for example depreciation) is incurred over a longer period of time. Funding the London Estates programme expenditure from cash reserves has also contributed to this deficit in the current year.

	Year ending 31 March 2022 £'000	Year ending 31 March 2023 £'000	Year ending 31 March 2024 £'000	Year ending 31 March 2025 £'000	Budget 2025/26 £'000
Income	331,123	350,662	368,251	392,160	418,543
Expenditure	(441,006)	(457,861)	(401,600)	(415,366)	(417,354)
Net Deficit Including IAS19 pension costs	(109,883)	(107,199)	(33,349)	(23,206)	1,189
Adjusted net surplus/ (deficit) Removing IAS19 pension costs	(3,313)	(1,809)	(15,749)	(7,136)	(6,811)
Non-Current Assets	89,826	98,310	91,245	285,908	N/A
Total Assets	154,049	164,740	161,306	351,736	N/A
Current Liabilities	(62,546)	(65,376)	(76,289)	(81,978)	N/A
Non-Current Liabilities	(938,016)	(75,128)	(38,217)	(50,076)	N/A
Taxpayers Equity	(846,513)	24,236	46,800	219,682	N/A

Five-year Financial Performance

The table shows financial outturn figures for the year ending 31 March 2022 to the year ending 31 March 2025 and the budget for 2025/26.

A new Medium-Term Financial Plan covering 2025/26 through to 2029/30 was reviewed by the Authority during 2024/25. The total expenditure control

budget was approved for 2025/26 including a 5.9% increase in PSA funding.

The table indicates that the key volatile element of the annual income and expenditure is the IAS19 pension costs. An adjusted deficit figure removing the IAS19 cost has been provided to allow comparability over the four years and a clearer underlying financial position.

The IAS19 adjustment is the sum of net interest on the net defined benefit liability, administration and service cost; reduced by employer contributions.

The net pension liability is also the key volatile element of assets and liabilities. After adopting IAS19: Employee Benefits, the opening financial position as at 1 April 2024 shows net pension liabilities of £16.1 million. The net asset of the schemes on 31 March 2025 was £162.45 million: a movement of £178.56 million in the year. The fair value of scheme assets reduced in the current year by £66 million however the impact of a higher discount rate has decreased the benefit obligation significantly. Both pension schemes are in a surplus position in the current financial year however should they occur, the Department for Transport (DfT), as the Authority's sponsoring department, underwrites any pension shortfalls. For further detail please refer to Note 23 in the Financial Statements.

Current Year Performance

Strong financial controls and a focus on value for money ensured that BTP achieved a good outturn position for 2024/25 against allocated budget.

Income recognised in the year increased by £23.9 million, from £368.3 million in 2023/24 to £392.2 million in 2024/25. This increase was largely due to an increase in PSA charges approved by the Authority to recover costs. BTPA are permitted to defray costs of policing each year under the Railways and Transport Safety Act (2003).

There was an increase of £13.9 million in staff costs, from £306.3 million in 2023/24 to £320.2 million in 2024/25. Standard payroll costs increased due to the 2024/25 pay award uplift of 4.75% and spine point progression.

The impact on the statement of comprehensive income of the IAS19 pension costs at £44.8 million is consistent with the previous year (2023/24: £44.8 million). For further detail on the breakdown of costs please refer to Note 23 in the Financial Statements.

In the statement of financial position, the carrying value of non-current assets increased by £194.7 million, from £91.2 million in 2023/24 to £285.9 million in 2024/25. The IAS19 pension valuation has resulted in reporting a net asset of £162.5 million in the current year (2023/24: net liability of £16.1 million). There have been a significant level of right of use asset additions in the current year at a value of £18.5 million. This impact is reduced by disposals made and depreciation charged in the current year. For further detail please refer to Notes 9 and 10.

Total current assets reduced by £4.2 million, from £70.1 million in 2023/24 to £65.8 million in 2024/25. A decrease in trade and other receivables of £4.3 million was as a result of a reduction in the PSA income accruals balance.

Total current liabilities increased by £5.7 million, from £76.3 million in 2023/24 to £81.98 million in 2024/25. The value of accruals has increased by £10.1 million due to a higher level of cost incurred on projects near year-end which had not yet been billed. This increase was offset by a reduction in deferred income of £4.1 million following a reduction in the number of income invoices raised in advance of the following financial year. For further details please refer to Note 15.

The value of non-current liabilities has moved by £11.9 million, from

£38.2 million in 2023/24 to £50.1 million in 2024/25. This was driven by the IAS19 pension valuation resulting in a net pension asset in the current year compared to a net liability in 2023/24. The value of non-current lease liabilities has also increased as a result of the renewal of some leases and the signing of a new lease for the Buckingham Palace Road property.

While the European Union Exit has had a material impact on many public sector organisations during 2023/24 and 2024/25, it has not had the same impact on this organisation. No material additional expenditure has been incurred as a result of this event.

Delivering Efficiency and Benefits

In the third year of the delivery of our 2022-2027 BTP/A Guardians of the Railway Strategic Plan, the focus has remained on the provision of quantifiable cash releasing efficiencies and productivity benefits to reinvest both revenue and capacity where they will have the most impact on BTP's objectives. This builds on the cash releasing savings target of £14.7 million, over the life of the strategy. To enable this BTP has continued to develop its ambitious 'A Force on the Move' change programme, recognising that partners and the public want to be confident that BTP will use the budget efficiently and provide value for money in delivering the services they need. The Force has also developed a supporting Efficiency Strategy that outlines the approach for identifying, assessing, and realising efficiencies across BTP, in alignment with the Government Efficiencies Framework (GEF).

Over the year, BTP has identified an additional £4.2m of cash releasing efficiency savings, over the remaining life of the strategy, which have been rebalanced to ensure that BTP has an affordable financial plan. This has been part delivered through an ambitious plan to relocate the force headquarters from Camden to Victoria. Alongside creating a better, more modern working space for officers and staff, the solution has been able to exploit agile working practices to achieve a c. 45% reduction in floorspace. This combination of benefits has presented an opportunity cost saving of £1.4m per annum from 2025/26. In addition, aligned to the Government Efficiency Framework's drivers of efficiency, the technology department has been able to achieve significant savings via a retendered Future Networks contract for our IT network. In conjunction with BTP locations seeing an increase of bandwidth that will improve network performance and upload/download speeds, this new contract will achieve a re-balancing cash saving of £700k per year from 2025/26 onwards.

Key areas of progress this year include:

Capability Enhancements

The Force investment plan has developed a suite of new capabilities to improve effectiveness whilst realising a cash saving of £538k in the delivery of the programme from 2025/26 onwards:

- Replacements for critical applications at the end of contract or support, including the case file solution in Scotland and case management system for forensics.
- Adoption of the national digital solution for criminal justice case files.

- Ongoing work in Learning and Development to meet the requirements set by the College of Policing for complying with their new curriculum for officer Personal Safety Training.
- Investment in resilience and ability to tackle major incidents through the Exercise & Testing function, aligned to the Manchester Inquiry outcomes, and the rollout of the Blackberry Ad Hoc critical incident management system which enables bulk emergency messaging to defined user groups.
- People and Culture investments in the upgrading of the business intelligence portal for People Reporting, a new intranet, the modernisation of the public-facing recruitment portal, introduction of the mobile app for the HR system and the establishment of the in-house Driver Training School.
- Estates transition to the new iteration of the Total Facilities Management contract operated in collaboration with the DfT, alongside works across all Divisions to improve building conditions, and relocations at Sunderland, Doncaster and Croydon.

Digital Enablers

Across the year BTP has implemented a range of technology capability developments to support the delivery of the objectives and policing plans. These include the Future Networks project replacing the Wi-Fi network across the Force over the next two years, alongside further improvements in cyber security on both mobile and desktop IT systems. Other new and enabling technologies, included: the relocation of core data centres to off-site providers, replacing all multi-functional devices, introducing the 'unified communications' solution for all telephony needs and making a

significant step forward in information security and collaboration by joining the policing-wide National Enabling Programme. In late November 2024 BTP launched the mobile version of the HR system which provides officers with on-the-go access, minimising the time spent at a desk and enhancing proactivity and productivity.

Beyond Visual Line-of-Sight Drones

BTP has remained at the forefront of exploring the potential of the use of Beyond Visual Line-of-Sight (BVLOS) Drones in continuing to innovate and collaborate with stakeholders to reduce disruption and trespass on the railway network. BTP is working closely with Network Rail and other partners to develop a common operating model with which to maximise industry investment to meet shared goals. The Force has successfully completed a live flight Proof of Concept in December 2024 and is working to deploy a Drone in a Box (DIAB) capability at three disruption hotspot locations, identified through ongoing partnership work on the Southeastern Route, covering the Network Rail Central route, and on the Northern/TransPennine route.

Sustainability Report

Climate change is a growing concern for rail passengers, colleagues, and communities. The British Transport Police and the Authority pledge to continually strive to improve and evolve its practices and processes to minimise our environmental impact on the planet today to build a more sustainable future for all.

BTP/A's ambition is to deliver world-class policing for the traveling public while being conscious of the impact upon the environment.

BTP/A has a goal to become a net-zero police force by 2050 in line with The Climate Change Act 2008. There are interim targets to reduce emissions by 50% from our own operations (scope 1 & 2) by 2030 and a further 50% reduction from our scope 3 activities by 2035. Offsetting after this point will achieve a true Net Zero position.

BTP/A's aim is that environmental sustainability is not viewed as a stand-alone initiative but rather becomes an integral part of delivering business-as-usual activities.

Commitments include working with colleagues and suppliers to reduce emissions, transitioning the fleet to low and zero-emission vehicles to improve air quality, reducing the size of our estate in line with modern working practices to minimise energy consumption, and engaging with our supply chain to drive sustainable procurement of goods and services.

BTP/A has reported on climate-related financial disclosures consistent with HM Treasury's Taskforce on Climate-related Financial Disclosure (TCFD)-aligned disclosure application guidance, which

interprets and adapts the framework for the UK public sector.

BTP/A has complied with the TCFD recommendations and recommended disclosures around:

- Governance – recommended disclosures (a) and (b)
- Risk Management – recommended disclosures (a) to (c)
- Metrics and Targets – recommended disclosures (a) to (c)

This is in line with the central government's TCFD-aligned disclosure implementation timetable for Phase 2.

Strategy

BTP/A are committed to achieving Net Zero Carbon (NZC) by 2035. It is a key component of the 2022-27 Strategic Plan and is supported by the 2022-35 NZC strategy, which was approved in February 2022.

The key elements detailed in the strategy are built on personal empowerment and placing NZC at the heart of what we do. As an integral part of business-as-usual activities, the strategy will be delivered through existing Boards and NZC 'Ambassadors.'

The strategy is informed by regular engagement with key stakeholders such as the Department for Transport, Train Operating Companies and Blue Light Emergency Services, who share lessons learnt, best practice, and collaborate on climate-related projects such as fleet electrification to ensure best outcomes.

Strategic direction in Estates identifies opportunities to upgrade assets and reduce occupation at lease renewal. The move to new headquarters this year

has resulted in modern premises with 45% less floorspace, improved energy efficiency and reductions in carbon emissions. Additionally, the business travel policy, adaptation of fleet to reduce emissions and collaboration with the supply chain to reduce the impact of purchased goods and services are all within scope of the strategy.

Another key factor of the strategy is the identification and management of physical and transitional risks and opportunities to inform the future direction. The Strategy is updated annually, following discussion and approval by the Force Executive Board.

Governance

BTP Governance: The NZC strategy is jointly owned by the Director of Corporate Development and the Deputy Director of Commercial. Progress and performance on net zero/sustainability is currently monitored through the 'Force on the Move' governance structure. Senior Responsible Officers are allocated to each programme, while responsibility for delivery rests with the leads of the respective BAU workstreams. Governance oversight is provided through functional boards, such as technology, commercial and fleet. This facilitates climate related discussions leading to balanced and informed sustainable decision making.

Business cases are all discussed at the Portfolio, Capital & Investment Board ('PCIB') which is attended by the Sustainability Manager for expert input into discussions. Net Zero risks and benefits are quantified before a business case has approval sought.

BTPA Governance: NZC is reported to the Strategy and Planning Committee and the Full Authority annually. The Strategy and Planning Committee (SPC) oversees progress against the NZC strategy. There is expertise within BTPA as training was provided within the Executive team.

Risk Management

The BTP/A Risk Management process is described in the 'Principal Risks and Uncertainties' section.

Force-level risks for sustainability have been raised by the Sustainability Manager and other Ambassadors. These are assessed using the BTP Risk Management Guidance, in conjunction with Risk experts. The risks are monitored via the established risk process, to ensure up-to-date management and that mitigations are being progressed. At this time BTP has not deemed climate change to be a principal risk as at present it is considered it will not severely impact performance, reputation, or ability to achieve strategic objectives. BTP will constantly review climate and its associated risks to ensure appropriate action and adaptation measures are implemented if required.

As with risk management overall, BTP/A review other sources of risks to ensure identification – this includes the National Risk Register and the National Police Chiefs' Council Risk Register.

As at 31 March 2025, the identified risks and opportunities are:

	Linked to Strategic Objective	Risk / Opportunity	Potential Financial Impacts
Force-level Risks			
Transitional	Generate value for money	Net-Zero Legislative Compliance: To ensure that BTP complies with 2008 Climate Change Act legislation to reach net-zero greenhouse gas emissions by 2050	<ul style="list-style-type: none"> Costs to transition to lower emission technologies including Vehicle Electrification plus charging infrastructure – estimated at c. £62m over 5 years (short - medium-term) Offsetting estimated at c. £1m per annum at 2035 reducing to c. £200k by 2050 (long-term) Costs of personnel and systems to measure emissions (short-term)
Physical	Generate value for money	Supply Chain Resilience: Major disruption to the supply chains for key enabling products/services will have a direct impact on the ability of the Force to continue operations at normal levels.	<ul style="list-style-type: none"> Costs to source alternative products / suppliers (medium - long-term)
Sustainability Risks			
Physical	Generate value for money	Estate not adapted/resilient to climate change weather events	<ul style="list-style-type: none"> Costs of adapting the estate. Buildings-related work, including insulation works, window replacement, boiler replacement, energy efficient LED lighting, are estimated at c. £19.6m over 13 years (medium-term) Switch to blended electricity backed by zero carbon generation, estimated c. £35k per annum (short-term) Business continuity costs of alternative sites, especially operational locations such as custody suites (short-term)
Transitional	Generate value for money	Inability to engage staff and communicate Net Zero strategy aims	<ul style="list-style-type: none"> Costs are likely to be immaterial, added on to existing communications (short-term)

	Linked to Strategic Objective	Risk / Opportunity	Potential Financial Impacts
Transitional	Generate value for money	Reputational damage from failure to reduce emissions	<ul style="list-style-type: none"> • Possible regulatory fines for not meeting standards (long-term)
Transitional	Generate value for money	Opportunity to reduce spend due to initiatives to reduce carbon	<ul style="list-style-type: none"> • Reduced operating costs (e.g. through efficiency gains and cost reductions) (medium long-term) • Reduced exposure to future fossil fuel price increases (medium-term) • Increased reliability of supply chain and ability to operate under various conditions (medium-term)

Metrics and Targets

The Greenhouse Gas Protocol establishes a comprehensive, global, standardised framework for measuring and managing emissions. BTP uses this framework and aligns its reporting boundaries and methodologies to monitor, report, and disclose energy consumption and carbon emissions annually using revised carbon conversion factors published by the UK Government Department for Energy Security & Net Zero (DESNZ).

The complexity of gathering and calculating carbon footprint data means the latest data available is for financial year 2023/24 with data for 2024/25 available in August 2025.

BTP have chosen 2019/20 as the baseline year to report against as this reflects a year with the most robust data pre-pandemic. The first remeasure of data is 2022/23 as the COVID-19 years were not reflective of a typical operating year.

The scope of sustainability reporting includes all operations for scopes 1 and 2 including buildings provided by Transport for London ('TfL') and buildings where we pay un-metered charges.

Scope 1: direct emissions from gas boilers, fleet ICE vehicles and refrigerant leaks

Scope 2: indirect emissions from electricity consumption from buildings and fleet

Scope 3: business travel, capital expenditure on fleet and IT equipment, grid losses, staff commuting and material supply chain activities.

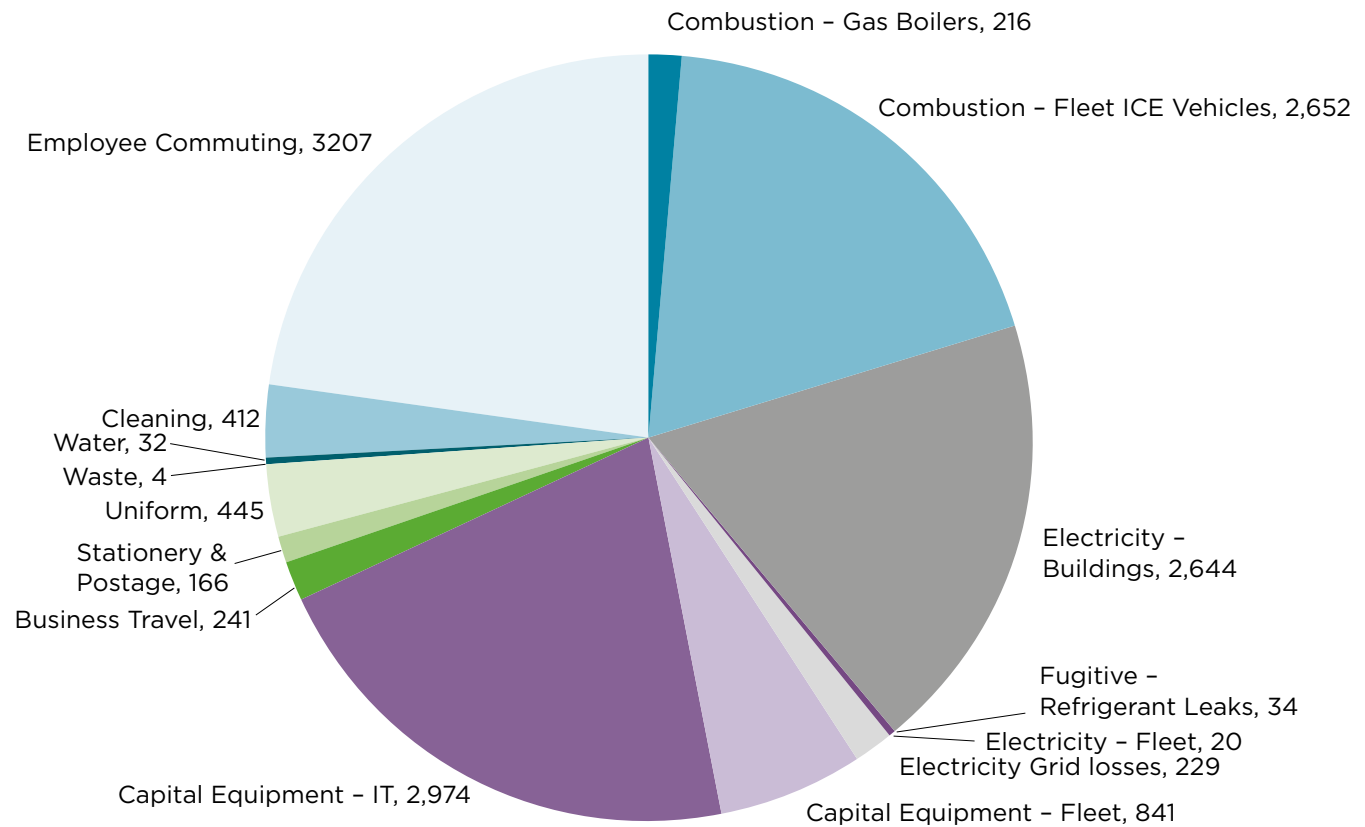
Until the practicalities, materiality, and complexities of collecting further supply chain data can be worked through in full, spend data has been used for measuring the emissions of goods and services.

Emission Scopes	Baseline 2019/20	Operational Performance 2022/23	Operational Performance 2023/24	Operational target 2030 Scope 1&2, 2035 Scope 3	Total Spend £
Total Greenhouse Gas Emissions tCO₂e	18,873	19,785	14,115	9,020 tCO ₂ e – 2030 5,499 tCO ₂ e – 2035	£19,121,148
Scope 1 Direct Emissions	3,343	3,267	2,868	< 46.2% by 2030	£1,777,514
Scope 2 Indirect Emissions	2,619	1,796	2,698	< 46.2% by 2030	£2,383,569
Scope 3 Indirect Emissions	12,911	14,722	8,550	< 67.2% by 2035	£14,960,065

Current Footprint

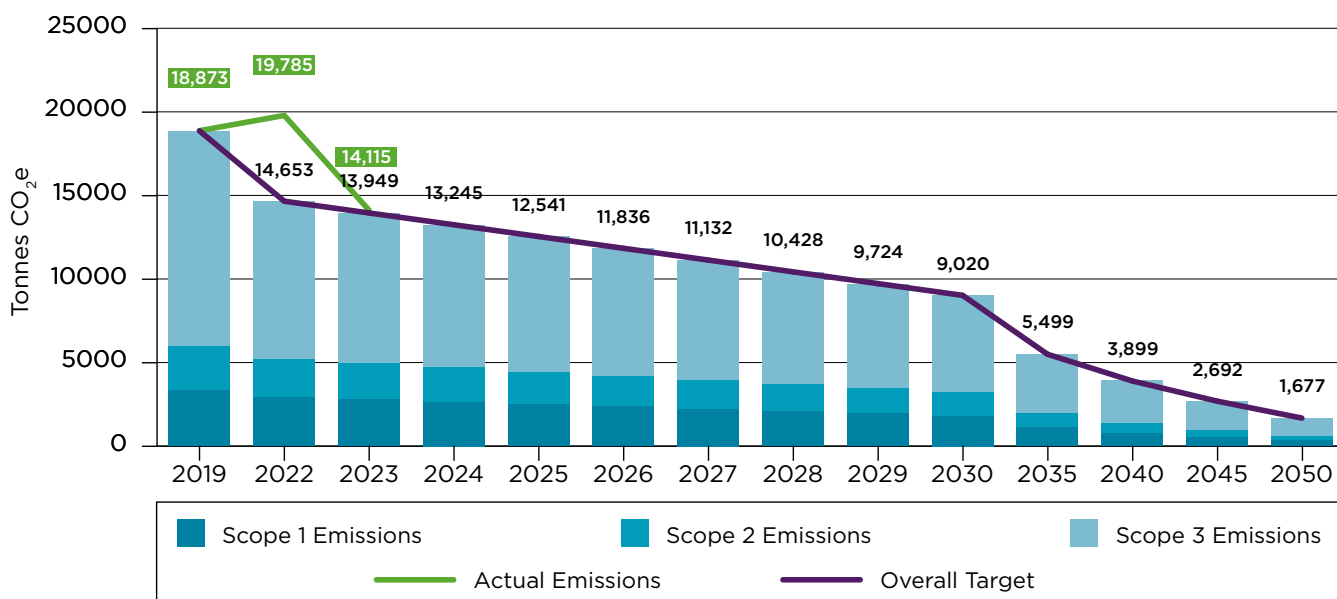
The total footprint for 2023/24 is 14,115 tCO₂e, which has decreased compared to 19,785 tCO₂e in 2022/23. Scope 1 reductions are a direct result of operating zero emission at tailpipe vehicles within the fleet. Scope 2 increase in electricity consumption is due to an increase of 7.5% in the government conversion factor year on year alongside capture of electricity consumption omitted from previous footprint. The overall decrease of 5,770 tCO₂e is largely due to changes within the Scope 3 category; reduced capital expenditure for both fleet and IT equipment; waste emissions reduced, the use of new software identified anomalies in the historical recording of waste which has been reset based on a more factual position; uniform emissions have decreased as a result of new products and greater transparency in the carbon accounting methodology for this category. Gross expenditure on energy consumption during 2024/25: Gas £131,125, and electricity £2,301,737.



BTP Total Carbon Footprint 2023/24 = 14,115 tCO₂e**Timeline and Glidepath to 2050**

Interim targets have been set in line with the Green House Gas Protocol, to achieve Net Zero for Scope 1 and 2 by 2030 and Scope 3 by 2035. Following the 2035 target, further targets are set to achieve maximum reductions by 2050, to reduce the dependence on offsetting and ensure Net Zero can be maintained long into the future. This glidepath is in alignment with the Government's Greening Government Commitments (GGC) policy, the Climate Change Act 2008 and with the Science Based Target Initiative (SBTi) of 1.5°C global warming scenario.

BTP Target Reduction Glidepath in line with SBTi 1.5° Degree Global Warming Scenario



Greening Government Commitment 2021-2025 Targets and Progress

BTP report performance to DfT via the 'Greening Government Commitments' (GGC) associated departmental targets. In addition, we continually assess the environmental impacts of our operations and set objectives and targets to improve our environmental performance. We regularly review and report against these targets. GGC reductions are based on GGC 2017/18 baselines which have been included for reference where available.

Theme	Measure	GGC Reduction Target	Unit	Baseline 2017/18	Actual 2020/21	Actual 2021/22	Actual 2022/23	Actual 2023/24	Actual 2024/25	Progress from 2017/2018 Baseline
Mitigating Climate Change	ULEV* cars	25% by 2022 100% by 2027	% car fleet	0%	0%	29%	29%	29%	29%	Total cars ULEV 29%
	Domestic Flights	Reduce emissions 30%	Total Flights taken	245	21	74	96	166	144	Total flight reduction 4%
Minimising Waste	Total Waste**	Reduce overall waste by 15% with less 5% to landfill	Tonnes	Data not available	114t with 6% to landfill	118t with 6% to landfill	108t with 6% to landfill	178.65t with 1.33% to landfill	151.03t with <1% to landfill	Data for GGC baseline not available for comparison
	Paper use	Reduce paper use by 50%	Reams	18,786	12,774	8,241	9,453	7,550	6,783	Paper Reduction 64%
Reducing Water Usage	Water use***	Reduce consumption by 8%	M ³ /FTE	5.55	-	2.07	2.03	2.88	1.86	<8% Water reduction 66%

* Ultra Low Emission Vehicles – Target 25% car fleet by December 2022 and 100% of car and van fleet by December 2027

** Waste – The Total Facilities Management (TFM) contract covers collection and disposal of waste at a % of BTP's sites; the remaining sites have waste collection & disposal service provided by the landlord

*** Water consumption is metered at a % of BTP locations with remaining sites where we have agreements to pay an unmetered service charge

Estate

The continuation of BTP's smarter working policy enables a planned programme of relocations to rationalise the estate and builds upon the success of relocating our Birmingham hub to a smaller, more modern and efficient building. This has been replicated during the recent relocation and refurbishment of BTP's headquarters which are now c.45% smaller. For the remaining estate, work continues to decarbonise buildings by replacing end of life assets such as fossil fuel boilers and building fabric improvements and upgrades to LED lighting as standard during refurbishment.

Sustainable construction

The recent relocation of the BTP headquarters was jointly undertaken with the landlord, TfL, with a major programme of works to refurbish the site at 200 Buckingham Palace Road. The design has reduced energy consumption by installing building insulation and double glazing and by replacing old assets with new efficient heat pumps, LED lighting, and a building management system to control air cooling and heating. This will deliver substantial reductions in carbon emissions immediately and long into future years. The design was also informed by the requirements of the WELL Building Standard which focuses on key areas to create healthier spaces for occupants.

Sustainable Procurement

BTP applies the use of the Procurement Act 2023 and management of supply chain impacts, as required by the GGCs. Sustainable criteria are embedded into procurement processes and high impact supply chains are identified and prioritised to reduce impacts. We have

adopted the Cabinet Office stance on NZC for £5m+ major competitions but have lowered the threshold further, such that competitions greater than £200k require suppliers to confirm their commitment to NZC and have carbon reductions plans in place.

We collaborate with suppliers to identify opportunities to improve the sustainability of the goods and services procured. For example, uniform items are manufactured from renewable, recycled, and sustainable materials, we send zero items to landfill and operate a recycle to reuse initiative to promote circularity. Office supplies have been switched, removing thousands of non-recyclable and consumer single use plastic items from our ordering portal and all replacement ICT and printing devices are energy efficient models. We introduced an annual sustainable supplier award category at the 'Us at our Best' awards to recognise the supplier who has made the greatest contribution in supporting BTP in our NZC journey.

We have chosen a Zero Carbon for Business tariff for electricity which means the supply is backed by Zero Carbon nuclear power generation rather than power from burning fossil fuels.

Staff support, engagement, recruitment, & learning

People are at the heart of our NZC journey. We have established a Net Zero Ambassador group to support how our people make climate conscious decisions and to reduce their individual impact on their environment at work. Regular sessions are held, updates are given on sustainability ambitions and progress so news can be cascaded to colleagues to help bring about cultural change.

Internal communications create engagement and raise awareness which is further supported by a permanent online resource area which has learning materials and information about Net Zero and the climate emergency.

Our Electric Vehicle Salary Sacrifice scheme now enables our people to access zero emission travel and uptake is currently 111 members.

All external and internal vacancies carry our strategic messaging to demonstrate our commitment to becoming a Net Zero organisation.

Fleet

BTP fleet currently stands at 565 vehicles of which 86 cars are fully electric (29%). This exceeded the Government Green Fleet target of 25% of car fleet to be zero emission by December 2022. Operating these vehicles results in an approximate saving of 500 tCO₂e emissions every year. The strategic direction to reduce fleet emissions further is to invest in hybrid vehicles whilst electric vehicle charging infrastructure is installed across Great Britain. BTP work with manufacturers who adopt a “design for circular economy” approach, prioritising materials and components that can be easily dismantled, remanufactured, repaired, reused, recovered, and recycled.

Flights

During 2024/25, there were a total of 173 flights, of which 144 were domestic, 14 European, and 15 International. BTP/A have made a conscious effort to travel by railway as a lower carbon option wherever possible – noting the potential time/cost savings of flights. Total distance travelled: domestic flights 73,424km, European 17,557km

and International 56,681km. The total domestic flights taken during the year reflect a reduction of 41% compared to the GGC 2017/18 baseline. The total cost of all flights in 2024/25 was £26,614.

Reducing Environmental impacts from ICT and digital

In line with our commitment to reduce the environmental impact from ICT over the last year we have reduced redundant infrastructure and optimised server usage, migrated services to cloud-based energy efficient platforms and relocated our main datacentre to an off-premises state-of-the-art facility, all of which will lower energy consumption. All IT assets are tracked to end of life where they are assessed and processed for recycling, remarketing or redeployed with zero equipment sent to landfill. We will continue to explore further opportunities to reduce our carbon footprint by actively engaging with ICT suppliers to source sustainable products and services prioritising energy efficiency, reducing electronic waste and minimising the use of rare earth metals and other finite resources.

Paper

Paper consumption remains below the operational target of <50% against 2017/18 GGC baseline with an annual reduction of 10% for the year 2024/25. The shift towards more digital processes has kept paper usage to a minimum and we have ensured that only paper from sustainable sources can be ordered via our stationary supplier. All multifunctional devices were replaced during the year. These are more efficient than older models and have smart ‘thinking’ installed to minimise ink usage and reduce quantity of prints. This performance is expected to be maintained for future years.

Water

Water consumption continues to decrease to 1.86m³ per FTE, a 66% reduction since the 2017/18 baseline which exceeds the Government target of reducing consumption by at least 8%. Consumption is metered at 10% of BTP locations with remaining sites where we have agreements to pay an unmetered service charge. BTP has a reducing level of water per FTE that reflects lower occupancy of buildings in the sites with metered water. This trend is set to continue downward as more planned relocations will reduce floorspace and utilities usage.

Waste

The Total Facilities Management (TFM) contract covers collection and disposal of waste at over 40% of BTP's sites; the remaining sites have waste collection and disposal service provided by the landlord. Of the total 151.03 tonnes of waste produced, 79.35 tonnes was recycled, 1.39 tonnes was sent to landfill, less than the target of 5%, and the remaining 70.29 tonnes (including hazardous waste 2.96 tonnes) was incinerated with energy recovery. Waste weight data for the GGC baseline of 2017/18 is not available as waste operations at that time were managed locally therefore data was not centrally recorded. Total expenditure on waste disposal during the reporting year was £269,214.

Climate change adaptations

BTP continues to have zero locations which require adaptation to climate change. Premises continue to be risk assessed for exposure to flooding, and such factors are taken into consideration with business continuity planning. Climate change adaptation is embedded

within overall governance, decision making, and assurance processes and Net Zero guidance and considerations are included in business cases where relevant as standard.

Nature recovery and biodiversity action planning

BTP do not hold data on this but will be alert to any changes to the Taskforce on Biodiversity-Related Financial Disclosure.



Hugh Ind
Accounting Officer

Date 10 July 2025

Accountability Report



Corporate Governance Report

Directors' Report



RON BARCLAY-SMITH – Chair

Appointed 5 March 2018. Re-appointed 5 March 2022 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority: Chair
- Appointments, Remuneration and Appraisal Committee: Chair

Appointments outside BTPA:

- Pitteadie Castle Ltd: Director
- National Joint Council for Local Authority Fire and Rescue Services: Independent Chair
- Nursing and Midwifery Council: Lay Member and Chair of Council



DYAN PERRY – Deputy Chair

Appointed 12 February 2024 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority: Deputy Chair
- Appointments, Remuneration and Appraisal Committee: Deputy Chair
- Strategy and Planning Committee: Deputy Chair

Appointments outside BTPA:

- Network Rail: Non-Executive Director
- Newton Consultancy: Advisor
- Australian Government: High Speed Rail Authority: Non-Executive Director
- High Speed Rail Group: Chair
- MEDD Properties Ltd: Director



WILLIE GALLAGHER

Appointed 26 January 2017 with a three-month extension granted. Reappointed 11 March 2021 with a term of four years and a notice period of three months. Term ended 25 January 2025.

BTPA responsibilities:

- The Full Authority
- Policing Plan Working Group: Chair
- Finance, Legitimacy and Performance Committee
- Scottish Railways Policing Committee

Appointments outside BTPA: None



ANDREW COOPER

Appointed 20 May 2019 with a term of four years. Appointed Interim Deputy Chair 1 December 2020 on a temporary basis until 19 May 2023. Reappointed 20 May 2023 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Audit and Risk Assurance Committee
- Strategy and Planning Committee: Chair
- Pension Working Group: Deputy Chair

Appointments outside BTPA: None



KENNA KINTREA

Appointed 20 May 2019 with a term of four years and a notice period of three months. Reappointed 20 May 2023 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Audit and Risk Assurance Committee: Chair
- Scottish Railway Policing Committee
- Strategy and Planning Committee

Appointments outside BTPA:

- Akorua Ltd: Owner and sole Director
- NNB Generation Company (HPC) Limited: Independent Non-Executive Director



SIR CRAIG MACKEY

Appointed 20 May 2019 with a term of four years and a notice period of three months. Reappointed 20 May 2023 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Finance, Legitimacy and Performance Committee: Chair
- Strategy and Planning Committee
- Policing Plan Working Group: Deputy Chair

Appointments outside BTPA:

- Civil Nuclear Police Authority: Independent Member
- City of London Police Authority: Independent Member
- CTM Strategy and Consulting Ltd: Partner / Owner



FIONA BRUNSKILL

Appointed 23 February 2022 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Pension Working Group: Chair
- Strategy and Planning Committee

Appointments outside BTPA:

- Transport for London: Chief People Officer



EMIR FEISAL

Appointed 28 February 2022 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Audit and Risk Assurance: Deputy Chair
- Finance, Legitimacy and Performance Committee

Appointments outside BTPA:

- The Planning Inspectorate: Non- Executive Director and Chair of Audit
- YMCA London City and North: Director of Corporate Services (Part Time)
- Companies House: Non-Executive Director and Chair of Audit Committee
- The Bar Standards Board: Non-Executive Director
- The Pension Ombudsman: Non-Executive Director
- Disclosure and Barring Service: Non-Executive Director and Chair of Audit Committee
- Ministry of Justice: Magistrate, and Judge of the Family Court
- Wycombe Abbey, Independent Girls School: Governor



NICK HAWKINS

Appointed 28 February 2022 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Appointments, Remuneration and Appraisal Committee
- Complaints Review Panel
- People and Culture Committee: Chair

Appointments outside BTPA:

- Royal Institution of Chartered Surveyors: Lay Chair and Member, Regulatory Tribunal
- The Hawkins Consultancy Ltd: Director
- Tenancy Normanton Chambers: Barrister (Self-employed as a tenant in chambers)
- Wellesbourne Sports and Community Centre: Trustee
- Chartered Institution of Management Accountants: Member of the Investigation Committee
- Council of Licenced Conveyancers: Chair of Adjudication Panel



LORD JACKSON of PETERBOROUGH (STEWART JACKSON)

Appointed 28 February 2022 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Complaints Review Panel
- People and Culture Committee

Appointments outside BTPA:

- Department for Transport: HS2 Residents' Commissioner (until 17 April 2025)
- Wheelpower: Chairman of Fundraising Committee
- Regen Aspire Limited: Director
- Political Insight UK Ltd: Founder, Chairman and Director
- House of Lords: Peer of the Realm as Baron Jackson of Peterborough



BRIAN LYNCH

Appointed 15 January 2024 with a term of four years and a notice period of three months.

- The Full Authority
- Audit and Risk Assurance Committee
- Finance, Legitimacy and Performance Committee: Deputy Chair

Appointments outside BTPA:

- Transport for London: Head of Operations



PATRICIA HAYES

Appointed 15 January 2024 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Finance, Legitimacy and Performance Committee
- People and Culture Committee: Deputy Chair

Appointments outside BTPA:

- Skanska, Costain, Strabag Joint Venture: Chair, Integrated Programme Team Partnering Board
- Baringa Management Consulting: Adviser
- London Travelwatch: Chair
- Transport Focus: Member



PAULA CARTER

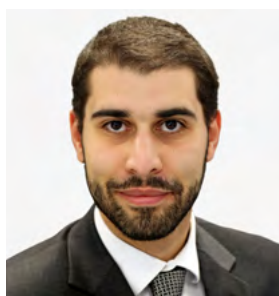
Appointed 15 January 2024 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Appointments, Remuneration and Appraisal Committee
- People and Culture Committee
- Strategy and Planning Committee

Appointments outside BTPA:

- HM Court and Tribunal Services (HMCTS): Magistrate
- Rugby Football Union (RFU): Non-Executive Director
- Chartstone Limited: Director
- Ofcom's Advisory Committee for England: Chair
- Harwich Haven Authority: Non-Executive Director



ABDUL ELGHEDAFI

Appointed 15 January 2024 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Complaints Review Panel
- People and Culture Committee
- Audit and Risk Assurance Committee

Appointments outside BTPA:

- London Borough of Harrow: Assistant Principal Lawyer (Acting for London Borough of Harrow, Barnet and Hounslow and Slough Borough Council)
- Department for Education and Welsh Government: Independent Assessor (Student Finance Appeals and Complaints)
- NHS South, Central and West Commissioning Support Unit: Independent Member for Kent Medway Individual Funding Request (IFR) Service
- First Tier Tribunal in Scotland: Tribunal Member
- University of Aberdeen: Senior Tutor
- British Dietetic Association: Director (Non-Executive Director)
- General Teaching Council for Scotland: Council Member (Non-Executive Director Equivalent)



IAIN WHYTE

Appointed 6 November 2023 with a term of four years and a notice period of three months.

BTPA responsibilities:

- The Full Authority
- Scottish Railways Policing Committee: Chair
- Policing Plan Working Group
- Pension Working Group

Appointments outside BTPA:

- City of Edinburgh Council: Councillor
- Edinburgh March Riding Association Ltd: Chair
- Edinburgh International Conference Centre Limited: Director
- EDI Group Ltd: Director

Authority Officers

Chief Executive Officer

Hugh Ind

Chief Financial Officer and Treasurer

Sarah Church

Chief Financial Officer and Treasurer (Interim from 2 April 2024 – 7 May 2025)

Rubeela Qayyum

BTP Chief Officer Group

Chief Constable

Lucy D’Orsi CVO QPM

Deputy Chief Constable

Alistair Sutherland QPM, term ended on 22 April 2025

Assistant Chief Constable: Public Contact and Specialist Crime

Charlie Doyle

Paul Furnell (temporary appointment to cover ACC Doyle from 8 January 2024 to 10 June 2024. Permanent appointment until term ended 23 October 2024.

Assistant Chief Constable: Specialist Capabilities

Sean O’Callaghan OBE

Assistant Chief Constable: Network Policing

Allan Gregory, term ended 28 June 2024

Charlie Doyle (from 10 June 2024 to 4 November 2024)

Ian Drummond-Smith, (Temporary appointment from 4 November 2024 to 3 November 2026)

Director of Corporate Development

Steff Sharp (Permanent appointment on 18 November 2024, following temporary appointment from 19 June 2023 to 17 November 2024)

Director of People and Culture

Rachael Etebar

Pension arrangements

BTP follows IAS 19: Employee Benefits which has resulted in the liabilities of the British Transport Police Force Superannuation Fund (“Police Officer scheme”) and the British Transport Police Shared Cost Section of the Railways Pension Scheme (“Staff scheme”) being recorded on the Statement of Financial Position. Refer to Note 23 for further disclosure relating to the two pension schemes. Refer to Note 2.19 for BTPA’s accounting policy for pensions.

The last full valuation of the Police Officer scheme took place as at 31 December 2021. It had an asset base of £1,746 million and a Technical Provisions funding level of 104%.

The last full valuation of the Staff scheme took place as at 31 December 2022. This valuation was approved in June 2024. It had an asset base of £244 million and a Technical Provisions funding level of 109%.

Fraud, bribery and corruption

BTPA follows the Cabinet Office Counter-Fraud Functional Standards and takes a zero-tolerance approach in the event of any fraud, bribery or corruption. Any suspected cases of fraud, bribery or corruption are investigated vigorously in accordance with BTP’s Anti-Fraud, Bribery and Corruption Policy. The policy is available to read on the BTPA website.

In line with best practice, BTP and the Authority are pro-active in the prevention and detection of fraud, bribery and corruption, using risk assessments to determine workstreams and areas of focus. See the Assurance section of the Governance section for detail of assurance activities in this area.

BTP and the Authority have a well-publicised whistle-blowing policy. There is an anonymous mechanism where employees can report any suspicions or concerns. Whistle-blowing reports are reported to the Audit & Risk Assurance Committee each quarter.

BTP and the Authority have a published Counter-Fraud Strategy and Response Plan detailing the priority areas of focus for counter fraud preventative and enforcement work and engage in a program of training and awareness for all employees.

Auditors

The accounts of the British Transport Police Fund are audited by the Comptroller and Auditor General (“C&AG”) under the Railways and Transport Safety Act (2003). The cost of the audit is £171,500 (2023/24: £165,000). The delivery of this audit is sub-contracted to KPMG LLP. Neither KPMG LLP or the C&AG undertook any non-audit work for BTPA (2023/24: £nil).

As far as the Chief Executive as the Accounting Officer is aware, all relevant audit information has been made available to the auditors. The Accounting Officer has taken all necessary steps required to make himself aware of any relevant audit information and to establish that the auditors are aware of that information.

Events occurring after the reporting date

There are no events to report. The Accounting Officer authorised these financial statements for issue on the date of the Comptroller and Auditor General signature.

A handwritten signature in black ink, appearing to read 'Hugh Ind', followed by a small black dot.

Hugh Ind
Accounting Officer

Date 10 July 2025

Statement of Accounting Officer's Responsibilities

Under the Railways and Transport Safety Act (2003), the Secretary of State for Transport has directed BTPA to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of BTPA and of its income, expenditure, Statement of Financial Position, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by the Secretary of State including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards, as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- Prepare the financial statements on an on-going concern basis, and
- Confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer of the Department for Transport has designated the Chief Executive Officer as the Accounting Officer of the British Transport Police Fund. In addition, the Chief Executive Officer has, with the agreement of the Department for Transport, appointed the Chief Constable as an Additional Accounting Officer, to be accountable for the resources and associated assets, liabilities and cash flows which come under her control. This appointment does not detract from the Chief Executive's overall responsibility as Accounting Officer for the BTPA's accounts.

The Chief Constable has statutory responsibility for the direction and control of the Force and is required to have regard to the plans and strategies published by the Authority. The Authority's Code of Corporate Governance sets out the relationship between the Chief Constable's statutory and common law responsibilities, independence in matters of policing and the Chief Constable's responsibilities as Additional Accounting Officer. These include the management and expenditure of BTP, and joint responsibility for the preparation of these accounts. This appointment reflects the autonomy BTPA grants to BTP in the spending of the budget given to it by BTPA, and BTP's full independence in policing matters. However, it remains the role of BTPA to exercise appropriate oversight of BTP.

The responsibilities of an Accounting Officer include responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable; for keeping proper records; and safeguarding BTPA's assets, as set out in Managing Public Money published by HM Treasury.

As the Accounting Officer, I have taken all the steps I ought to have taken to make myself aware of any relevant audit information and to establish that the BTP Fund's auditors are aware of that information. So far as I am aware, there is no relevant information of which the auditors are unaware.

I also confirm that the annual report and accounts are fair, balanced and understandable, and I take personal responsibility for judgements made to ensure that they are fair, balanced and understandable.

Governance Statement

Accounting Officer's introduction to corporate governance

As Accounting Officer for the British Transport Police Fund, I am responsible for maintaining a strong system of governance, internal control and risk management that supports the achievement of the British Transport Police Authority's policies, aims and objectives, whilst safeguarding the funds and assets for which I am personally responsible in accordance with the duties assigned to me by the Secretary of State for Transport.

The Chief Constable is appointed as an Additional Accounting Officer with responsibility for the BTP budget, transactions and associated matters relating to BTP's financial management, policies, aims and objectives.

As an Arm's Length Body of the Department for Transport (DfT), the BTPA Chair and Executive have regular meetings with officials. Both the Authority and the Chief Constable have access to the Ministerial team, to discuss policing and strategy.

BTPA have strong governance structures to discharge our duties and responsibilities to provide oversight of BTP. During 2024/25, new Members were recruited and have brought a diverse skill set which has broadened and deepened the Authority's capability to provide oversight. The Executive team supports Members to ensure scrutiny can be undertaken and decisions can be made effectively. Continuous improvement of governance is driven through board effectiveness reviews, refreshing key documents including

the Code of Governance ([available on the BTPA website](#)) and performing a gap analysis of areas of oversight across the Committee structure. Engagement opportunities for Members were streamlined in 2024/25 to direct them towards areas not covered in Committees. More information is provided in the Board Effectiveness section below.

Understanding and managing risks is crucial for prioritising areas for oversight and directing Members to understand, challenge and debate the most critical issues for BTP. BTP/A have worked hard to improve the maturity of risk management, assessing against the HMT Orange Book and implementing best practice seen across other government and policing bodies. Strategic Risk deep dives allow for a greater understanding of the biggest threats and opportunities to the organisation. This year, we added Estates as a strategic risk, considering the geographic footprint of our estate and the need for strategic locations for operational deployment. Further detail is included in the Risk Management section below.

Risk-based assurance across the three lines of defence allows me to understand the design and effectiveness of internal controls. During the year, we updated the assurance map to align third line of defence activities with the Orange Book's Risk Control Framework. Further work is ongoing to include 2nd line of defence in the revised assurance map, to recognise the value of activities such as the Management Assurance Return and Functional Standards.

The Government Internal Audit Agency (GIAA) delivered a comprehensive

annual internal audit plan across a range of functions. Common themes highlighted effective governance and leadership, with a top-down commitment to risk management. In particular they found the areas of cyber security and information management to have strong control environments and noted improvements in risk management. Where areas for improvement were highlighted, such as ensuring clear accountabilities, better exploiting systems and managing training requirements, we will monitor related actions. Further detail of the work performed by GIAA can be seen in the Internal Audit section below.

Other sources of third line of defence assurance were obtained from specialist entities. Audits were undertaken in distinct areas such as custody, cyber security and systems access. Professionalism and legitimacy are such critical areas of policing therefore I welcomed a follow-up review of Vetting and Counter-corruption from His Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS). A full explanation of these areas is in the relevant Assurance sections below.

In 2024/25, the Committees obtained increased assurance over finance and efficiencies. Ensuring value for money, financial and budgetary control and a proactive approach to efficiencies has been a critical area of oversight. With payroll being the majority of our spend, the need to ensure resources are prioritised to meet our needs is a theme discussed in many BTP and BTPA governance forums.

The Force worked with the Authority to revise delegations and strengthen controls, while allowing spend approvals and contract amendments to be

made more efficiently. Work to assess internal controls to prevent fraud and error continued and I welcomed an independent assessment by the Public Sector Fraud Authority (PSFA) of our Compliance with the Counter-Fraud Functional Standard. See the Fraud, Bribery and Corruption section above.

The Authority plays an important role in ensuring BTP meets its strategic objectives and policing obligations. At times, differing responsibilities can lead to tensions but transparency, professionalism and a shared commitment to making BTP a Force to be proud of will continue to enable productive and collegiate working between BTP and BTPA. There is much to be proud of in how BTP/A was governed in 2024/25 but we must remain alert to, and adapt alongside, new regulations, practices and expectations that will affect policing in the coming years.

Governance Structure at 31 March 2025

The Authority

The British Transport Police Authority is responsible for ensuring an efficient and effective police force for the railways. It was established by the Railways and Transport Safety Act 2003.

The Authority Executive

The Authority's Executive team supports the Members by:

- Ensuring there are efficient and effective processes in place to meet the Authority's statutory duties
- Developing plans and strategies to complement the formal governance structure such as a Stakeholder Engagement Plan
- Providing an assurance function
- Owning and running the cost allocation model to defray the costs of policing

Statutory Duties

- Secure the maintenance of an efficient and effective police force
- Ensure the efficient and effective policing of the railways
- Appoint the Chief Constable, Deputy Chief Constable and Assistant Chief Constables
- Enter into Police Service Agreements with railway operators
- Employ police constables and staff
- Regulate the governance, administration and conditions of those employed by BTP
- Set a strategy, objectives and budget for the policing of the railway
- Undertake public consultations

Sub-Committees and BTP Force Executive Board

Appointments, Remuneration and Appraisal

- Approve the recruitment of senior officers of the BTP and BTPA's Chief Executive and Chief Financial Officer
- Monitor the annual performance of senior staff at BTP and BTPA
- Lead on workforce matters including conditions of service of police officers, staff and specials
- Leading on the engagement with staff associations

Scottish Railways Policing

- Provide accountability and transparency for railway policing in Scotland
- Provide oversight and scrutiny of the safe and effective management of railway policing in Scotland
- Assess and report on value for money in relation to those elements of the BTPA Fund invested in railway policing in Scotland

Audit and Risk Assurance

- Review and advise on matters relating to the internal and external audit of BTPA
- Provide the Authority and Accounting Officer with a recommendation to sign the financial statements and governance statement
- Advise the Authority on the effectiveness of the BTPA and BTP's plans for risk management, control and governance

Pension Working Group

- Provide oversight of the police officer and police staff pension schemes
- Endorse recommendations on pensions to the People & Culture Committee

Finance, Legitimacy and Performance

- Monitor and challenge operational and business performance and delivery of strategic and annual plans

People and Culture

- Oversee and appraise BTP's approach towards matters pertaining to people, culture, leadership and behaviours

Strategy and Planning

- Ensure an integrated approach to the development of the Strategy, Medium-Term Financial Plan, Policing Plan and Annual budget

Policing Plan Working Group (formerly Stakeholder Engagement)

- Oversee development of the Policing Plan

Complaints Review Panel

- Independently review BTP locally handled complaint enquiries when requested by a member of public, focused on the handling and the outcome of the complaint and whether this was reasonable and proportionate
- Considers organisational learning and trends arising

BTP Force Executive Board

- Set the strategic tone and direction for BTP
- Act as the senior decision-making forum for BTP
- Consider highlight reports from BTP governance boards and provide approval or issue further instruction as appropriate
- Consider high level risks and action to mitigate risk
- Provide an audit trail on key decisions

The Full Authority

The Full Authority meets up to six times a year and is required to make specific decisions according to the statutory duties noted above.

The Chair and Members of BTPA are appointed by the Secretary of State. Members are drawn from people who have experience of the rail industry, railway staff, the travelling public and others with designated experience across England, Scotland and Wales. Members are not intended to be representative of those interests but all work together and act as a single corporate body.

Details of current Members are included in the Directors' report; referencing also the sub-Committees on which they serve. Meeting attendance details are included in this section.

Sub-Committees

The sub-committees listed below have been formally scheduled throughout the year. This does not take into account additional extraordinary committee meetings, regular breakfast briefings, training sessions and Member-only sessions.

Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee (ARAC) is chaired by Kenna Kintrea. It currently has four Members, met five times in 2024/25 and undertook a wide range of assurance activities, including overseeing:

- Risk Management and Counter-Fraud activities
- Financial compliance, including Accounts preparation and compliance with standards and regulations

- The Internal Audit and External Audit programmes
- His Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) and His Majesty's Inspectorate of Constabulary Scotland (HMICS) inspection programmes
- The submission of the Management Assurance Return to the DfT
- Overseeing the implementation of recommendations resulting from audits, external reviews and submissions to the DfT
- Monitoring and assessing compliance with and performance against statutory duties
- Reviewing risk deep dives

Appointments, Remuneration and Appraisal Committee

The Appointments, Remuneration and Appraisal Committee is chaired by Ron Barclay-Smith. It currently has four Members, met twice in 2024/25 and considered issues including:

- Chief Officer Appointments and Contract Extensions
- Senior Officer and Staff Performance Reviews
- Senior Officer Pay
- Pay Award 2024

Finance, Legitimacy and Performance Committee

The Finance, Legitimacy and Performance Committee (formerly called the Performance & Delivery Committee) is chaired by Craig Mackey. It currently has four Members, met four times during 2024/25 and exists to scrutinise BTP's Policing Plan and financial and commercial performance; and its performance across key areas of Legitimacy. During the year it considered

a range of standing and thematic matters as set out in its annual plan of work, including:

- Quarterly monitoring of the Policing Plan and Financial and Commercial performance
- Quarterly monitoring of Legitimacy including Arrests, Custody, Use of Force, and Stop and Search
- Strategic Risk Deep Dive on Legitimacy
- Thematic items on Custody, Rail Staff surveys, and BTP's Rail Crime Prevention Partnership.
- Topical review of Contact Centre performance

Strategy and Planning Committee

The Strategy and Planning Committee is chaired by Andy Cooper. It currently has six Members, met four times during 2024/25 and exists to ensure an integrated approach to the development of the Strategy, Medium-Term Financial Plan, Policing Plan and annual Budget. Throughout the year it considered:

- Standing items on Strategic Plan Performance and *A Force on the Move* transformation portfolio performance
- Strategic Risk Deep Dives on Transformation and Financial Sustainability
- Quarterly performance reporting on BTP's London Estates programme
- The Medium-Term Financial Plan 2025-30
- Refresh of the Strategic Plan
- Adoption of the Policing Plan 2025/27
- Oversight of initial delivery of the BTP Budget 2025/26
- Recommendation of business cases to the Full Authority

- Annual review of Net Zero strategy implementation
- Options for oversight of railways policing in the context of Great British Railways

Scottish Railways Policing Committee

The Scottish Railways Policing Committee is chaired by Iain Whyte. It has two Members from BTPA and two Members from the Scottish Police Authority (SPA). It met four times in 2024/25. The Committee provides assurance to BTPA, SPA and Scottish Government Ministers on the delivery of railway policing in Scotland. Throughout the year it considered:

- Quarterly monitoring of BTP Policing Plan performance in Scotland
- Quarterly monitoring of examples of joint working between BTP and Police Scotland
- Quarterly monitoring of BTP audit and inspection activity with reference to Scotland
- Annual Best Value report for BTP in Scotland
- Industry voice items from stakeholders, including Strathclyde Partnership for Transport, ScotRail and Network Rail.
- Thematic items on rail staff and rail passenger survey sentiment, rail disruption, and extreme weather preparedness on the rail network in Scotland.

People and Culture Committee

The People and Culture Committee is chaired by Nick Hawkins. It currently has five Members. It met four times in 2024/25 and considered a range of issues including but not limited to:

- Quarterly monitoring of People performance data
- Gender and ethnicity pay gap reports
- Annual Report on Wellbeing, Health and Safety
- Strategic Risk Deep Dive on Recruitment and Retention
- Issue-specific oversight of temporary duty restriction levels, officer and staff survey results, maternity backpay for officers and staff
- BTP organisational culture
- BTPA policy position on maintenance of Barred and Advisory Lists
- Annual Report on Complaint Reviews
- Scoping of forthcoming revised People Strategy

Policing Plan Working group (formerly Stakeholder Engagement Working Group)

The Stakeholder Engagement Working Group was retitled by the Full Authority in June 2024 to being the Policing Plan Working Group and was chaired by Willie Gallagher. Reporting into the Strategy and Planning Committee, the Policing Plan Working Group was tasked with overseeing the development of the BTPA Policing Plan 2025-27. The Group met once in 2024/25 and has three Members.

Pension Working Group

The Pension Working Group reports to the People and Culture Committee. It was chaired by Fiona Brunskill during 2024/25 and currently has three BTPA Members and a further independent non-voting member. It is responsible for overseeing pension issues pertaining to the Force and the Authority, including but not limited to Police Officer and Police Staff Scheme Valuation(s), the

Schemes themselves, and BTP Pension Policy.

Complaints Review Panel

The Complaints Review Panel exists independently to review the handling and outcome of complaints and determine whether the complaint in question was dealt with reasonably and proportionately and the outcome logically flows from the findings. In addition to providing assurance to the public in respect of how their complaints have been handled, the Panel also considers any themes or trends and wider organisational learning with reference to complaints. This is in accordance with the Complaints and Misconduct Regulations 2020 and the Independent Office of Police Conduct Statutory Guidance. It consists of three Members and the Head of Legitimacy and Performance and met 12 times (2023/24: 12) to consider 40 reviews in 2024/25 (2023/24: 37). Its annual report was submitted to the People and Culture Committee in March 2025.

Committee Attendance April 2024 to March 2025

Member name	Number of Full Authority meetings attended/ number of Authority meetings available	Number of Appointments, Remuneration and Appraisal Committees attended/ number of Committee dates available	Number of Complaints Review Panel meetings attended/ number of Committee dates available	Number of People and Culture Committees attended/ number of Committee dates available	Number of Audit and Risk Assurance Committees attended/ number of Committee dates available
Ron Barclay-Smith	4/4	2/2			
Andrew Cooper	4/4				4/4
Fiona Brunskill	3/4				
Emir Feisal	4/4				4/4
Willie Gallagher ⁹	3/3				
Nick Hawkins	3/4	2/2	10/12	4/4	
Lord Jackson	3/4		09/12	4/4	
Kenna Kintrea	4/4				4/4
Sir Craig Mackey	4/4				
Iain Whyte	4/4				
Abdul Elghedafi	4/4		12/12	4/4	4/4
Brian Lynch	4/4				4/4
Paula Carter	4/4	2/2		3/4	
Patricia Hayes	4/4			4/4	
Dyan Perry	3/4	1/2			

⁹ Willie Gallagher left BTPA on 25/01/2025

Member name	Number of Finance, Legitimacy and Performance Committees attended/ number of Committee dates available	Number of Strategy and Planning Committees attended/ number of Committee dates available	Number of Scottish Railways Policing Committees attended/ number of Committee dates available	Number of Policing Plan Working Group attended/ number of meeting dates available	Number of Pension Working Groups attended / number of meeting dates available
Ron Barclay-Smith					
Andrew Cooper		4/4			4/4
Fiona Brunskill		3/4			4/4
Emir Feisal	3/4				
Willie Gallagher ¹⁰	3/3		2/3	2/2	
Nick Hawkins					
Lord Jackson					
Kenna Kintrea		4/4	4/4		
Sir Craig Mackey	3/4	3/4		2/2	
Iain Whyte			4/4	1/2	4/4
Abdul Elghedafi					
Brian Lynch	3/4				
Paula Carter		3/4			
Patricia Hayes	4/4				
Dyan Perry		3/4			

¹⁰ Willie Gallagher left BTPA on 25/01/2025

Executive Team

BTPA has an Executive Team of 11, covering strategy and performance, governance, compliance, finance, and stakeholder engagement.

BTPA's Chief Executive Officer is appointed the Accounting Officer by the Principal Accounting Officer at the DfT.

BTPA's Chief Financial Officer fulfils the role of Treasurer to BTPA with the responsibility for the proper management of the BTP Fund. This enables BTPA to receive independent financial advice in all aspects of its activity, including the strategic planning and policy making process, as well as on budgetary matters.

Separately the BTP Chief Constable has been appointed as an Additional Accounting Officer. In this role, the Chief Executive assigned to the Chief Constable responsibilities relating to all expenditure and activities by BTP within the agreed budget and specific revenue or capital projects as defined in the Scheme of Delegation.

Risk Management

BTP/A strive for a positive risk culture. Given the amount of change (internal and external), it is important to continue to consider risks in decision-making and consider uncertainties on the horizon. The risk management strategy has guided the risk management work and allows progress to be tracked. It is due to be refreshed in the next financial year.

Risk management remains a standing item at all BTPA committees and at the Force Executive Board meetings. Committees are assigned specific strategic risks to oversee that aligns with their responsibilities, though the Authority is responsible for overall oversight. An annual workshop is held

with Authority Members, the BTPA Executive and Chief Officers to conduct horizon scanning, set risk appetite levels, and review strategic risks and opportunities against the strategic objectives.

BTP/A follow the Orange Book of Risk Management, enabling a positive risk culture and continuous working to embed risk management further in their activities and decision-making.

This year we have assessed the maturity of risk management within the organisation as well as assessing ourselves against the Orange Book Assessment Matrix on a 'comply or explain' basis. The assessment found:

- Governance and leadership – compliance with eight areas and further work to be done to complete one area regarding incorporating with HR policies.
- Integration – compliance with four areas with further work to be done to improve how risk drives strategic decision-making.
- Collaboration and information – compliance with four areas, one area not applicable for an ALB and one area refers to the functional standards which is described further in the Governance Statement.
- Processes – compliance with nine areas; one partially met area is almost complete around risk escalation; two areas not met yet in relation to limitations of information and benefit analysis of new controls.
- Continuous improvement – all areas are compliant.

Where we have identified improvements to be made, these will be monitored to guide further improvements on our risk journey.







A deep dive process has been conducted on all strategic risks allowing for owners to provide greater assurance on how the strategic risk is being managed and for committees to receive detailed information on the risks they retain oversight of. This process has allowed the scoring and wording of each risk to be refined and provides assurance that the risks are being managed at the right level. In addition, work has been commenced to assign Key Risk Indicators to risks, to support risk measurement.

Risks are assessed using a 5 x 5 impact and probability matrix with well-defined scoring criteria and target scores are allocated based on the risk appetite. Through the strategic risk deep dives, the work of the BTP Audit, Risk, Inspection and Compliance Board, independent audits and inspections and general compliance assurance work, risk controls are reviewed to ensure they are working effectively to manage the risk. This will continue to be a focus and will be developed further through the work to improve our risk maturity. Quarterly reviews of the strategic risks document the mitigations and future actions required to reduce the score towards its target score.

The current assessment of the Strategic Risk Register and uncertainties facing BTP and the Authority are presented on the following page.

Principal Risks and Uncertainties

Key to 2022-27 Strategic Objectives:

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

Key to Future Trend

(Medium – long-term, over the next 1–5 years):

Risk expected to remain stable:










Risk expected to increase over next 1-3 years:









Risk expected to decrease over next 1-3 years:










Risk	Key Mitigating Actions in place	Future Trend (1-3 years)
<p>Recruitment & Retention: Due to challenges in the recruitment market, BTP may not be able to attract, retain, and progress employees who exemplify our values, leading to a loss of confidence and trust from the public</p> 	<ul style="list-style-type: none"> • Workforce plan sets out the 5-year plan for recruitment priorities for the Force- overseen by the Strategic Workforce Planning Board who discuss decisions and priorities across the organisation. • Inclusion & Diversity (I&D) Strategy updated, with progress tracked by the I&D Board. Components of this are a dedicated I&D Recruitment team and introducing part-time officer roles. • Pay & Conditions Strategy, to ensure BTP/A offers competitive pay and conditions in order to attract and retain appropriately skilled staff for all roles within the organisation. • Pay Awards are recommended by the Police Remuneration Review Body, an independent organisation. In 2024/25 their pay award recommendation was implemented. • The Learning & Development strategy outlines key themes for BTP to meet its requirements to be a modern and inclusive force that develops staff in a flexible way and ensuring geographical location does not inhibit recruitment. • The Strategic Learning Requirement has been produced to prioritise budget spend to ensure we have well-trained and equipped officers. 	 <p>Low turnover levels continue to be seen to date and controls are managing this risk currently. However internal and external factors may increase the risk in the coming years.</p>
<p>Legitimacy: BTP fail to deliver a legitimate, fair and effective police service owing to the misapplication or inefficient use of policing powers and practices. This may lead to an adverse effect on the confidence in BTP of the public, rail staff and industry stakeholders.</p> 	<ul style="list-style-type: none"> • Independent Scrutiny Panels review instances of Stop & Search and Use of Force. • Inclusion & Diversity (I&D) Strategy refreshed (includes Police Race Action Plan). • Monitoring disproportionality of powers (Stop & Search/ Use of Force). • Compliance with Equality Act 2010 (Public Sector Equality Duty) and inclusion of Equalities Impact Assessments in decision-making. • Publication of misconduct hearing resolutions. • Force training on counter-corruption, including "Abuse of Position". • Promulgation and Compliance with the Police Code of Ethics • The Professional Standards Department ('PSD') are dedicated to upholding the highest standards of conduct in policing, investigating allegations of inappropriate behaviour and ensuring policing ethics is integrated into the culture. • Clear reporting processes are in place to enable reporting of wrong-doing internally. 	 <p>This risk is expected to reduce in the shorter-term, using data to drive analysis of BTP's Trust and Legitimacy. However, there is a need to ensure BTP's metrics can demonstrate meaningful impacts on trust and confidence.</p> <p>Linked closely to the recruitment and retention risk, controls ensure BTP are recruiting suitable people into Policing.</p>

Risk	Key Mitigating Actions in place	Future Trend (1-3 years)
<p>Industry Confidence (formerly Partnership Working): There is a risk that BTP/A fail to sufficiently engage with industry stakeholders, in order to improve and maintain confidence in policing.</p> 	<ul style="list-style-type: none"> • BTP/A continue to engage with key partners across the rail industry to influence the future of security provision to the railway. • Engagement strategy drafted, which will guide strategic engagement activities. • Regular meetings in place with BTP/A Heads of Engagement to ensure they are aligned and share key outputs. • Industry input into the Policing Plan. • Stakeholder meeting tracker for all who are undertaking engagement from within BTP • Monthly newsletter on BTP activity sent to industry, Government and BTP/A stakeholders. 	 <p>The risk was reviewed during a deep dive in 2024/25. It has been refocussed towards industry confidence rather than broader partnership working. The risk is stable and encompasses opportunities for greater collaboration.</p>
<p>Cyber & Data Security: Failure to protect and manage our data and information may result in a significant data loss which leads to a loss in confidence, operational risk, regulatory censure and financial loss.</p> 	<ul style="list-style-type: none"> • A Cyber Security Framework, Strategy, and associated programme plan to improve the overall Cyber Security maturity across BTP is in place, aligned to the National Cybersecurity Strategy. • Work is ongoing to complete all workstreams in the Policing-wide National Enabling Programme. • Cyber incident response plan updated, with regular exercises and testing. • Preventative upgrades, monitoring and regular patching protect the network. • Information sharing allows the cyber team to be notified of major projects and changes to physical security. • Resilience – Business Continuity Plan in place, with priority applications assessed and operational requirements documented. • Cyber & Information Assurance Board in place to ensure clear direction and visible management support for the assurance of information and systems and the governance of our information through the lens of risk awareness, risk monitoring and management and risk mitigation. • Phishing and password tests to ensure staff have sufficient knowledge of cyber threats. 	 <p>This risk is expected to decrease based on the investment and resource in current plans to mitigate and control. A revised assessment against the national policing framework is ongoing. As these scores improve, this will evidence the reduction in risk.</p> <p>Although the threat of Cyber-attacks remains high in the current global climate, we remain vigilant to this threat to our operations and expect scores to decrease in the next 1-3 years.</p>

Risk	Key Mitigating Actions in place	Future Trend (1-3 years)
<p>Financial Sustainability: BTP/A may not have sufficient funding to deliver the required level of service due to government and industry financial stability or weak BTP/A financial control and management including demonstrating value for money, leading to ineffective and untimely decision-making, financial loss, loss of trust and inability to meet strategic objectives.</p> <p>  </p>	<ul style="list-style-type: none"> • Internal financial discipline through compliance with strong and effective policies to control and manage the use of resources, including budget holder delegation letters, finance leadership training, annual budgets, quarterly forecasting, counter-fraud activities, financial targets and performance indicators to help assess delivery. • Monthly and quarterly reporting to ensure senior and external oversight of financial position, forecasts, benefits and efficiencies, and risks and opportunities. This includes a quarterly BTP Finance Assurance Board to provide oversight of financial controls; periodic financial reporting to senior decision-makers and Members, medium to long-term unfunded pressures reported into the Strategy & Planning Committee and a Pensions Working Group. • Third party assurance (internal audit of at least one financial area each year, external audit of financial statements and Management Assurance Return). • Procurement, projects and processes in place to secure value for money and efficiencies/productivity gains. • Regular engagement and interaction with DfT and other key stakeholders (e.g. RDG, TfL, TOCs) to understand future reforms, identify new potential funding opportunities and find efficiencies/productivity gains. 	<p></p> <p>The risk increased in year due to financial pressures but future controls have been identified to start reducing this risk.</p> <p>With stronger financial oversight in place in 2024/25 and further actions planned to mitigate this risk, we expect the risk to start to reduce.</p>

Risk	Key Mitigating Actions in place	Future Trend (1-3 years)
<p>Transformation: Due to emerging influences on our strategy and policy plan, BTP/A may not design and deliver a sustainably funded and resourced strategic transformation portfolio to provide an affordable, effective, and efficient service, leading to operational, reputational, and financial impacts.</p> 	<ul style="list-style-type: none"> • Investment planning and MTFP prioritisation process in place to align investment with affordability and strategic priorities. • ENTERPRISE project and programme management methodology in place to govern project lifecycle through 7 stages and provide a full suite of project controls. • Portfolio Management Office (PMO) with staff professionally accredited (or training for the qualification). • Regular tracking and reporting of programme / project delivery, to senior leaders and BTPA. • Scheme of Delegation in place ensuring high value investment business cases are appraised and approved. • Devolved programme architecture in place providing Chief Officer Group-level Senior Responsible Officers (SRO) with ownership of change within their span of command. • Change strategy and cascade led by the Chief Constable and Force Executive Board (FEB), supported by organisational leadership. • BTP Portfolio Board in place to review portfolio progress and approve business cases / Business as Usual Handover Reports / Post-Implementation Reviews and Change Control. • Regular SRO Portfolio delivery reviews. • Efficiency Strategy and Delivery Plan published. • Internal audit of portfolio prioritisation. 	 <p>The transformation portfolio is a key enabler to deliver the strategy. Strong governance remains in place around programme and project management.</p>

Risk	Key Mitigating Actions in place	Future Trend (1-3 years)
<p>Wellbeing, Health & Safety: Successful delivery of HSW strategy alongside an effective health, safety & well-being culture will reduce the risk and impact of harm and promote a safe working environment within BTP which improves the health and wellbeing of employees, volunteers and BTPA.</p> 	<ul style="list-style-type: none"> • Full H&S governance structure and framework in place with up-to-date Health and Safety Policy, legally compliant arrangements and guidance. • Safety Management System embedded and widely used by all employees, ensuring standardised reporting of incidents. • Divisional and Central Health & Safety Committees held quarterly to review H&S risks/issues including officer assaults and the wider Wellbeing agenda; with exceptions cascaded to senior leadership and BTPA. • Annual Wellbeing, Health & Safety statement reviewed by the Authority. • Wellbeing, Health & Safety Strategy published setting out our aims to improve understanding of responsibilities and support available. • Specialist Trauma Risk Management (TRiM) support in place for those who need support from traumatic events. • Occupational Health brought in-house. • BTP Wellbeing projects aligned to the National Police Wellbeing Service projects and research; services are embedded and widely understood. 	 <p>This risk is anticipated to continue to reduce over the next 3 years as our controls embed and mature. We take a proactive approach in this area and have matured our ability to identify and minimise risks. We have been steadily improving this service over the last few years and will undertake a Maturity Assessment in 2025/26 to obtain an independent assessment of this area.</p>
<p>Major Incidents: Failure to effectively plan and prepare, including scenario testing, for a major incident, terror attack, pandemic or natural disaster, which may lead to an operational impact, financial loss and loss of public confidence.</p> 	<ul style="list-style-type: none"> • BTP jurisdiction clarified for major incident responses and officers trained in interoperability with other emergency services. • Exercise & Testing Calendar in place including participation with exercising and testing with other forces/organisations. • Tried and tested structures in place for the receipt of appropriate intelligence and established intelligence feeds back into Counter Terrorism (CT) Network. • Additional training in place for new student officers at Spring House with emphasis on "Vigilance". • BTP embedded into wider National Police Chief's Council (NPCC) National CT structures and forums at strategic and tactical levels. Seconded into Homeland Security for BTP integration into national exercises. • Twice daily operation to increase police presence at strategic locations and times to deter criminality, including acts of terrorism. • A Natural Disasters team ensure preparedness for climate-related incidents. 	 <p>While this remains a high impact threat, BTP/A expects this risk to reduce in the short-term as controls implemented this year continue to embed. In the longer-term, the risk is expected to remain stable.</p>

Risk	Key Mitigating Actions in place	Future Trend (1-3 years)
Technology: Failure to deliver an appropriate and effective digitalised police service due to lack of a robust and well-managed strategic plan, funding, capacity and capability, leading to disengagement of staff, operational challenges and financial loss. 	<ul style="list-style-type: none"> • Annual Information Technology Health Checks (ITHC) conducted. • Data centre relocation completed, which enhances resilience. • Fixing the Fundamentals Strategy implemented. • IT operates with an effective Internal Governance Framework. • Service transition plan for all projects. • Proactive management of core IT suppliers to ensure financial control and optimisation. Contract Management Plans are in place. • Dedicated Digital Policing Team in place to manage digital ambition and measure the benefits of digital delivery. 	 <p>This risk reduced in 2024/25 to reach its target score due to the Force investing in its Technology capability. To continue to manage the risk, ongoing investment will be required.</p>
Estates: BTP/A may not have a fit for purpose estate due to ineffective strategic planning, unaffordable delivery requirements and ongoing maintenance, leading to widespread inefficiency, health & safety and security incidents and operational and reputational impacts.	<ul style="list-style-type: none"> • Estates is being included as part of the Optimised Policing Model, to ensure premises will align to staffing demands across the country. • Conditions survey completed with action plan being monitored. • Investment requirements for Estates are included in the overall BTP Investment Plan Governance. • Business continuity plans in place to mitigate against any sites being unavailable. • Physical security governance ensures regular assessments and monitoring of actions. • New Total Facilities Management (TFM) contract implemented and being monitored by dedicated staff. 	 <p>This risk is expected to continue to remain stable since shorter-term priorities are being managed. Further capacity is required in the Estates team to deliver a more strategic Estates programme.</p>

Statement of information risk

The British Transport Police Authority (BTPA) is committed to maintaining the confidentiality, integrity, and availability of its information to ensure effective, efficient, and secure operations. Compliance with the Cabinet Office security policy frameworks, Home Office and National Cyber Security Centre requirements, UK Data Protection legislation, and all other relevant laws

and guidance for the policing community is mandatory.

To fulfil these responsibilities, BTPA has established robust policies and control measures to ensure that information access is compliant, properly managed, and safeguarded throughout its lifecycle. A comprehensive governance structure is in place, assigning responsible owners to all statutory obligations, supported by a dedicated team that assesses and mitigates information risks to acceptable

levels. All key policies are current and disseminated.

The Information Board (IB) and the Cyber & Information Assurance Board (C&IAB) serve as force-wide governance, compliance, and assurance bodies, reporting to the BTP Audit, Risk, Inspection & Compliance Board (ARIC). ARIC, in turn, reports on an exception and highlight basis to the Force Executive Board (FEB) and the Audit & Risk Assurance Committee (ARAC).

BTPA continues to champion key digital initiatives to ensure security and compliance, collaborating with specialist units to maintain controls across BTP's diverse areas. In 2024/25, enhanced capabilities were introduced to support information asset owners, emphasizing well-managed information to inform decision-making and align with the Force's strategic ambitions.

These initiatives support the Force's strategic priorities of enabling agile working and investing in technology that reduces information duplication, fostering a self-service capability for a data-driven police service. Key focus areas for the year include moving to digital workflows to manage service requests and moving 3rd party supplier assurance to an industry standard 'software as a service' tool. A continued focus on improving and maintaining data quality ensures that information is reliable and can be used to drive informed decision-making.

Personal data related incidents

During 2024/25 there were 81 (2023/24: 70) incidents logged involving personal data breaches, which were assessed for threat, risk and harm. BTP formally notified the Information Commissioner's

Office (ICO) of nine data breaches in this reporting period (2023/24: two). Seven of these have so far been closed with no further action, with two others pending.

There were nine Data Protection Concern referrals received from the ICO in 2024/25 (2023/24: three). The Commissioner considered that BTP had not complied with the Data Protection Act in two cases and in one of these a letter was received from the Director of Public Advice and Data Protection Complaints. One case is still open.

Assurance activities

Internal Audit

The Government Internal Audit Agency (GIAA) provide internal audit and advisory services to government departments and entities. GIAA develop an annual risk-based audit plan and deliver their audit programme on behalf of BTPA.

GIAA delivered eight reviews in 2024/25: these covered Payroll, Risk Management, Business Continuity, Asset Management, Cyber Security, Electronic Data Retention Review & Deletion, Portfolio Prioritisation (advisory) and a follow-up review of Travel Expenses. In addition, GIAA representatives attended many BTP/A governance boards to observe discussions and further their understanding of BTP/A.

The annual audit opinion remains a "Moderate" assurance rating, meaning *"some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control."* Most of the audits resulted in a moderate opinion, except the Asset Management audit, which was Limited. This was expected and provided guidance for BTP to reset the Asset Management Strategy.

Management welcomes the overall Internal Audit assurance rating and individual report findings, which support continued improvement in the BTP/A control environment. Though the overall rating remains consistent with previous years, some areas received higher levels of assurance than others. Of particular note, Cyber Security and Electronic Data Retention Review & Deletion were found to have a strong control framework supported by effective governance arrangements.

Two strong themes highlighted in GIAA's annual report are governance and leadership. For example, the senior buy-in and tone from the top around risk management was further highlighted as a positive enabler towards improving risk management maturity. However, a lack of clear accountabilities in areas such as asset management and business continuity were leading to ineffective controls. Systems exploitation and functionality were identified as areas for improvement, particularly in payroll and business continuity. Digitalisation was identified as providing opportunities for efficiencies and reducing risks around human error.

Across all audits, prioritisation of resources continues to be a theme discussed, both in terms of people and spend. This is not surprising given the proportion of payroll costs at BTP/A and the drive across government to prioritise investment and find efficiencies.

GIAA remain a valuable, critical friend. Management remains committed to implementing their recommendations and learning from cross-organisational best practice. BTP/A appreciated additional insight from GIAA, including cross-government trends, thought

leadership over high-risk areas and events for audit committees.

Management Assurance Return

The Management Assurance Return (MAR) is submitted to the DfT each year to provide assurance on specific areas of governance and internal control. It is a valuable process to review controls in key functions across the organisation. In assessing each functional area, other sources of assurance are reviewed and an assessment is undertaken on a question set covering governance, control and specific risks in each area. Where applicable, functional standards assessments are also considered. Evidence is independently scrutinised by BTP and the Authority. In 2024/25, there are five functional areas where the assurance rating has improved, and no areas of decreased assurance.

The MAR is a second line of assurance mechanism which is reviewed quarterly at the Audit and Risk Assurance Committee. Members review quarterly changes in ratings and so have real-time oversight of action completion and any emerging issues.

HMICFRS

Under the Railways and Transport Safety Act (2003), His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) may be appointed by the Secretary of State to independently assess the efficiency and effectiveness of BTP. There were no inspections of BTP in 2024/25. However, BTP review each national report issued by HMICFRS to understand whether any of the findings could be relevant to BTP. If so, the actions are tracked alongside BTP audit recommendations.

HMICFRS were engaged to review the implementation of recommendations

from the Vetting & Counter-Corruption inspection reported in February 2024. BTP is in receipt of the report from HMICFRS' Follow-Up Visit in October 2024. Further areas of improvement are acknowledged and feature within the Vetting Implementation Plan.

HMICS

During 2024/25 BTP was consulted as an interested party in relation to the HMICS (His Majesty's Inspectorate of Constabularies Scotland) Missing Person Inspection. BTP provided input and context on how missing persons activity relates to the railway network. The aim of this inspection was to assess the state, efficiency and effectiveness of the police response to missing persons in Scotland.

BTP have also been consulted as an interested party in relation to HMICS Frontline focus review of the effectiveness of the uniform and equipment issued to police officers and staff in Police Scotland. As part of the review, HMICS liaised with Force subject matter experts to enable benchmarking. HMICS identified good practice at BTP in relation to how uniform and equipment are modernised to meet the needs of officers and staff.

Other sources of Assurance

BTPA present an assurance map to the Audit and Risk Assurance Committee which outlines all the sources of assurance for each strategic risk, across the three lines of defence (management review; reviews by oversight and compliance functions and independent assurance). The format was updated in 2024/25 to align with the Orange Book Risk Compliance Framework.

There are a number of third line of defence assurance mechanisms - audits and independent reviews - by regulatory

bodies and experts. These cover a broad spectrum of areas such as custody through to information management. This year, BTP has been subject to an inspection by the Investigatory Powers Commissioner's Office (IPCO) in relation to its compliance with legislation in respect of its use and management of covert surveillance, covert human intelligence sources (CHIS) and property interference. This is an annual inspection and BTP demonstrated a good level of compliance again this year.

Independent inspections of BTP custody facilities continues to result in positive feedback. The Mayor of London Office for Policing and Crime (MOPAC) inspectors have requested BTP to share how they have embedded good practice and cultures around equality matters.

In addition, there is a second line of defence compliance and inspection function within BTP which coordinates a programme of activity. Reviews are across a number of areas, from crime recording to access use of national police data systems to governance audits of BTP sites. Outcomes are reviewed by ARAC.

Government Functional Standards

Work remains ongoing to embed compliance with the remaining standards across the organisation. Where relevant, the functional standards are assessed within other assurance mechanisms and used to promote best practice.

The Accounting Officer has appointed the Chief Financial Officer as the senior officer accountable for overseeing compliance with the Government Functional Standards.

In October and November 2024, the Public Sector Fraud Authority (PSFA) performed a desktop assurance exercise

over the GovS013: Counter-Fraud Functional Standard. This identified two areas where BTP/A exceeded the minimum standards into the 'better' category and nine areas where further improvements have been identified. An action plan has been developed to implement the recommended actions, which will be monitored by the Audit and Risk Assurance Committee.

BTPA jointly reviewed the Functional Standard for Internal Audit (GovS010) with GIAA in November 2024. This identified incremental improvements for how BTPA and GIAA work together; these were implemented by the respective business leads.

Board Effectiveness Review

The Full Authority adopted Cabinet Office guidance on Board Effectiveness Reviews for Arm's Length Bodies and Sponsoring Departments in December 2023. Using a tailored approach, the BTPA Executive assesses Full Authority performance against the 15 benchmarks within Cabinet Office guidance over a three-year cycle. The outcome of each of these assessments, with an accompanying Board Effectiveness Review Action Plan, is provided to the Department for Transport.

The Full Authority adopted its Board Effectiveness Review Action Plan 2024 in June 2024, which was implemented during 2024/25. The Action Plan responded to the outcome of assessments made in the following areas:

- How the Full Authority and its Committees support the Accounting Officer
- Progress on implementation of recommendations made in previous board effectiveness activity
- How the Full Authority has considered whether the BTPA's policies and actions support Ministerial strategic aims
- The composition of the Full Authority and its Committees
- Succession and Development Plans
- Quality and timing of papers and presentations to the Full Authority
- Committee Effectiveness

Underpinning this Board Effectiveness activity are annual reviews by each Committee of its terms of reference and workplan, and to what extent the Committee is contributing to holistic oversight of BTP. Of note during 2024/25 was the Audit and Risk Assurance Committee's Effectiveness Review of its work using the Government Internal Audit Agency's Self-Assessment Tool drawn from His Majesty's Treasury ARAC Handbook. This exercise produced an ARAC Effectiveness Plan for the Committee for delivery during the latter half of 2024/25 and beyond, focused on the following areas:

- Membership, induction and training
- Internal Control
- Financial Reporting and Regulatory Matters
- Administration

Information Technology

The last 12 months has seen the Technology Department deliver some major advancements.

The successful relocation of BTP's datacentre has laid the foundation for a modern, robust infrastructure. This move has enabled the Force to embrace modern technologies and to move away from costly legacy infrastructure, increasing business

continuity capabilities, paving the way for future advancements and enabling the relocation of head office.

The delivery of the Unified Communications project saw a transition from analogue to digital telephony, modernising collaboration tools, and improving communication across the Force and the public, as well as the recent enhancement providing international calling for all.

BTP achieved accreditation for the National Enabling Programme volume 11, becoming the first Force of this size to do so. This milestone has bolstered BTP/A's cybersecurity posture and has allowed for single-issue device rollouts. This will reduce the use of shared devices and will enable true agility, equipping the workforce with the best productivity tools to perform their duties.

A full hardware and software upgrade of the Niche, the crime recording system, was undertaken. This was the first upgrade of its kind and has significantly improved the technical infrastructure of the system.

As part of the national transition from the Police National Computer (PNC) to the Law Enforcement Data Service (LEDS), BTP have successfully onboarded onto three of the five areas. This shows great progress alongside other Forces and are aligned to the national switch off of PNC in March 2026.

Some major savings have already been made, either through this modernisation of the estate, or through astute commercial negotiations and decisions. The Enterprise Licence Agreement renewal with Microsoft delivered a saving of £0.62m, the new mobile data carrier

exercise delivered a saving of £0.54m, and the move to modern device Intune build management devices delivered a saving of £0.25m.

BTP have taken strides on our Artificial Intelligence journey by delivering AI Copilot for Web which is already making a positive impact amongst our workforce. Next year will see BTP further explore the possibilities of AI.

BTP also delivered a new printing, copying, and scanning solution enabling smarter 'follow me anywhere' printing and allowing us to track and influence our printing habits across the Force using analytical data insights. The solution has enhanced productivity by enabling scanning direct to OneDrive for simplistic file storage and sharing.

The delivery of single-issue laptop rollout will be a key focus throughout the remainder of 2025, as will the strengthening of asset management capabilities. The transition to a new mobile carrier will also be a priority with a Force-wide replacement of all sim cards. Implementation of the modern device management strategy will continue its adoption throughout this year with the upgrade of all laptops and mobiles on to the new NEP accredited Intune management build and new VPN connectivity. These initiatives will enhance connectivity, security, and productivity, providing benefits such as self-service password reset, biometric device unlock, and multifactor authentication.

The Future Networks project will soon begin following governance approval to deliver a new Force-wide network. This upgrade will see better mitigation of the risk of network failure, delivering greater flexibility, monitoring, and cyber security, allowing us to support a range

of modern technologies. The delivery of network tooling will significantly optimise the digital experience of our users and will allow us to swiftly identify and resolve threats and performance issues. This network redesign will lead to a saving of approximately £0.8 million.

Legitimacy

There is regular oversight of professionalism by all supervisory levels within BTP and across the Authority's committees, including the appointment of an Authority Member Lead. The Authority Member Lead holds regular meetings with the Head of Professional Standards who in turn has regular meetings with standards leads in the Police Federation, Special Constabulary, Force Executive Board, Transport Salaried Staff Association (TSSA) and Divisional command teams.

The professionalism risk is primarily managed through vetting of new and existing officers and staff. A confidential internal reporting channel provides further reassurance enabling all employees to Speak Up when they witness, or are subject to, poor standards and conduct. Speak Up reporting has increased from 131 reports in 2021 to 247 reports in 2024. Increased use of the Speak Up process demonstrates improved confidence that reporting is being taken seriously and effects change.

A dedicated complaint resolution team handles all external complaints received by the Force. Designated 'Appropriate Authorities' conduct initial assessment, application of accepted professional practice and regulatory frameworks to ensure a standardised application of values and conduct expectations.

The Professional Standards Department (PSD) is able to receive and react to reporting via multiple channels. Recognising the need to treat symptoms of misconduct before behaviours escalate, BTP created a dedicated 'Prevention and Intervention' team within the PSD.

The Prevent team identifies trends from across the Force and are able to quickly engage with local line management, officers and staff to address behaviours and attitudes before they escalate to misconduct. In matters where poor conduct has occurred that can be addressed through Reflective Practice it is often delivered by the Prevent Team. Reflective Practice gives those involved the opportunity to reflect on their actions in a supported environment where the individual is able to see the effects of their behaviour whilst committing to a plan to prevent further reoccurrence. The Prevent team conducted 298 interventions in 2024/25; of these only 6 individuals came to notice of PSD for further matters, demonstrating the benefits of this approach.

There has been an increase in reporting via the confidential reporting line, complaints, and number of investigations into conduct and behaviour. The number of complaints has risen by 75 to 842 this year (2023/24: 736). This translates to an increase from 148 complaints per 1,000 officers in 2023/24 to 164 per 1,000 officers in 2024/25. The national average reported by the Independent Office for Police Conduct (IOPC) is 373 per 1,000 officers.

Oversight of use of powers is a key priority for BTP due to the impact such powers can have on communities, public trust and confidence. BTP has

a governance framework for the use of powers, dedicated data analytical support and an array of external scrutiny structures to ensure that where powers are used they are proportionate, justified, ethical and open to scrutiny. The use of powers is governed through a strategic board. This internal scrutiny is supplemented by Independent Advisory Groups and subject-specific community and expert scrutiny panels. Where concerns are raised, each board is able to engage the Professional Standards Department, or local Professional Standards Champions, to either investigate or support improvement via the Prevent team.

Vetting Procedures

Vetting is a key control that allows police forces to assess the suitability of individuals to join a police force. It applies to all employees, including police staff, contractors and service providers. This year, vetting across all forces has been significantly impacted following the highly publicised Metropolitan Police Service ‘Di Maria’ judicial review in February 2025 about the revocation of vetting. A new regulatory regime was laid in April for adoption in 2025/26. The new regulations will represent a significant business change for BTP. BTP will move from the current one-step process of revocation of vetting via performance regulations to a multi-step process.

In addition to new Vetting regulations, BTP is in the process of adopting new Vetting Authorised Professional Practice (APP) which was introduced in December 2024 to ensure that “only those who are suitable can join, and remain, in policing”. The changes to vetting processes are significant and wide-ranging and PSD is in the process

of working up a full implementation plan to operationalise the requirements across the organisation.

The success of doing a historic data wash in 2023 led to the development of the Continuous Integrity Screening (CIS) pilot. The pilot demonstrates that CIS is valuable in strengthening police integrity. It represents a step-change in police accountability and security. By leveraging existing available data rather than waiting for scheduled vetting, CIS closes integrity gaps, safeguards officers, and rebuilds public trust and confidence in policing. Whilst resource challenges must be addressed, the benefits of real-time integrity monitoring far outweigh the limitations. As CIS moves towards national roll out, BTP continues manual processes to ensure there are only suitable officers in the Force.

Financial Controls

BTPA receive budgetary cover from the DfT and the Accounting Officer is required to remain within delegated spend limits. In turn, much of this budget is delegated from BTPA to BTP to allow for operational independence in spending these funds. BTP have delegated budget holders throughout the organisation and have issued delegation letters to each, outlining responsibilities for budget holders and provided regular training to ensure these are understood. A Finance Assurance Board is held quarterly to review and provide assurance over controls.

Management of Outside Interests

Contained within the Directors’ report are details of Members’ roles outside of BTPA. A register of interests is held at BTPA for Executive staff and Members

and at BTP for its Chief Officers and Management. In addition, a Business Interest Register is held for all staff to report secondary employment (including voluntary) and colleagues involved in procurement must declare any interests as part of that process.

Gifts and hospitality are recorded, monitored and approval sought from the relevant authorising person for any item registered. Regular reminders are communicated with employees.

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control and compliance within the Corporate Code of Governance for BTPA. My review is informed by the work of internal audit, the management assurance reporting and by external audit feedback in their management letter and other assurance reports. Further, I receive guidance from the Audit & Risk Assurance Committee which in turn is informed by their oversight of all assurance mechanisms, internal controls and risk management.

Having reviewed the evidence provided, I am satisfied, in line with my responsibilities set out above, that BTPA and BTP have implemented a system of internal control across the whole period of 2024/25 and up to the approval date of the Annual Report.



Hugh Ind
Accounting Officer

Date 10 July 2025

Remuneration Report

The appointment of the Members of the Authority

The constitution of BTPA is set by the Railways and Transport Safety Act 2003 which determines the necessary range of knowledge and experience of Members.

Members of BTPA are appointed by the Secretary of State for Transport, with the intention that BTPA is representative of the community it serves and is informed of the views and interests of these groups.

Remuneration policy and procedures

The remuneration policy for Authority Members is determined by the Department for Transport.

The remuneration policy for senior officers of the BTPA and the BTP Chief Officer Group is determined by the Appointments, Remuneration and Appraisal Committee in accordance with the findings of the Senior Salaries Review Body.

BTPA's general remuneration policy is determined by:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- the regional or local variations in labour markets and their effects on the recruitment and retention of staff;
- the specific factors relating to policies and guidelines from the Police Remuneration Review Body which influences the remuneration

arrangements for both superintending and federated ranks; and

- for police staff, collective bargaining with recognised employee associations determines annual settlements.

The Members' salaries and allowances are set by the Secretary of State for Transport following consultation with BTPA. Members are entitled to claim expenses for travel, accommodation and subsistence when on Authority business.

Terms of appointment

Terms of appointments of Authority Members are disclosed within the Directors Report.

Authority Officers

Authority Officers	Commencement of Contract	Term Expiry date	Notice period required (months)
Hugh Ind, Chief Executive	03/06/2019	Permanent appointment	3
Sarah Church, Chief Financial Officer and Treasurer and Deputy Chief Executive	09/04/2018	Permanent appointment	3
Rubeela Qayyum, Interim Chief Financial Officer and Treasurer and Deputy Chief Executive	02/04/2024	07/05/2025	3

BTP Chief Officer Group

BTP Chief Officer Group	Commencement of Contract	Term Expiry date	Notice period required (months)
Lucy D'Orsi, Chief Constable	22/03/2021	21/03/2028	6
Alistair Sutherland, Deputy Chief Constable	08/11/2021	22/04/2025	3
Sean O'Callaghan, Assistant Chief Constable	25/06/2018	Permanent appointment	3
Steff Sharp, Director of Corporate Development	18/11/2024	Permanent appointment	3
Rachael Etebar, Director of People and Culture	13/08/2018	Permanent appointment	3
Charlie Doyle, Assistant Chief Constable	20/09/2018	Permanent appointment	3
Ian Drummond-Smith, Assistant Chief Constable	04/11/2024	03/11/2026	3
Allan Gregory, Assistant Chief Constable	31/03/2023	28/06/2024	3
Paul Furnell, Assistant Chief Constable	08/01/2024	23/10/2024	3

Remuneration of Authority Members (Audited)

	2024/25				2023/24			
	Salary ¹¹	Benefits in kind (to nearest £100)	Pension Benefits	Total	Salary	Benefits in kind (to nearest £100)	Pension Benefits	Total
Members	£'000	£	£'000	£'000	£'000	£	£'000	£'000
Ron Barclay-Smith ¹²	30-35	-	-	30-35	45-50	-	-	45-50
William Matthews ¹³	-	-	-	-	0-5	-	-	0-5
Beverley Shears ¹⁴	-	-	-	-	10-15	-	-	10-15
William Gallagher ¹⁵	10-15	-	-	10-15	15-20	-	-	15-20
Kenna Kintrea	15-20	-	-	15-20	15-20	-	-	15-20
Andrew Cooper ¹⁶	15-20	-	-	15-20	25-30	-	-	25-30
Sir Craig Mackey	15-20	-	-	15-20	15-20	-	-	15-20
Emir Feisal	15-20	-	-	15-20	15-20	-	-	15-20
Nick Hawkins	15-20	-	-	15-20	15-20	-	-	15-20
Fiona Brunskill	15-20	-	-	15-20	15-20	-	-	15-20
Stewart Jackson	15-20	-	-	15-20	15-20	-	-	15-20
Iain Whyte ¹⁷	10-15	-	-	10-15	5-10	-	-	5-10
Abdul Elghedafi ¹⁸	10-15	-	-	10-15	0-5	-	-	0-5
Dyan Perry ¹⁹	20-25	-	-	20-25	0-5	-	-	0-5
Patricia Hayes ²⁰	10-15	-	-	10-15	0-5	-	-	0-5
Paula Carter ²¹	10-15	-	-	10-15	0-5	-	-	0-5
Brian Lynch ²²	10-15	-	-	10-15	0-5	-	-	0-5

¹¹ Salary is shown on the accruals basis.

¹² In 2023/24 Ron Barclay-Smith received additional remuneration for services provided of £11,494.67. This was calculated based on additional days worked and was agreed by the DfT. Full year equivalent (FYE) is £35-40k.

¹³ William Matthews left on 30/04/2023. FYE is £15-20k.

¹⁴ Beverley Shears left on 25/01/2024. FYE is £15-20k.

¹⁵ William Gallagher left on 24/01/2025. FYE is £15k-£20k.

¹⁶ Andrew Cooper's term as Interim Deputy Chair commenced on 01/12/2020 and ended on 11/02/2024. FYE for Deputy Chair role is £25-30k. As a Member from 12/02/2024, FYE is £15-20k.

¹⁷ Iain Whyte joined on 06/11/2023. FYE is £15-20k.

¹⁸ Abdul Elghedafi joined on 15/01/2024. FYE is £15-20k.

¹⁹ Dyan Perry joined as Deputy Chair on 12/02/2024. FYE is £25-30k.

²⁰ Patricia Hayes joined on 15/01/2024. FYE is £15-20k.

²¹ Paula Carter joined on 15/01/2024. FYE is £15-20k.

²² Brian Lynch joined on 15/01/2024. FYE is £15-20k.

Remuneration of Authority Officers and Chief Officer Group (Audited) 2024/25

	Salary ²³	Compensation payments	Benefits in kind (to nearest £100)	Pension Benefits	Total
	£000	£000	£	£000	£000
Authority Officers					
Hugh Ind	170-175	-	900	44	210-215
Sarah Church ²⁴	85-90	-	3,000	48	140-145
Rubeela Qayyum ²⁵	140-145	-	-	-	140-145
Chief Officer Group					
Lucy D'Orsi	190-195	-	200	53	245-250
Alistair Sutherland	160-165	-	200	-	160-165
Sean O'Callaghan	145-150	-	5,100	41	190-195
Rachael Etebar	155-160	-	200	43	195-200
Charlie Doyle	145-150	-	200	-	145-150
Allan Gregory ²⁶	35-40	-	200	-	35-40
Steff Sharp ²⁷	125-130	-	200	47	175-180
Paul Furnell ²⁸	65-70	-	3,100	-	70-75
Ian Drummond-Smith ²⁹	40-45	-	-	-	40-45

²³ Salary is shown on the accruals basis.

²⁴ Sarah Church was on maternity leave for part of the year and returned to work on 07/04/2025. FYE is £145-150k.

²⁵ Rubeela Qayyum joined on 02/04/2024 as maternity cover for Sarah Church until 07/05/2025. FYE is £140-£145k.

²⁶ Allan Gregory's temporary role as Assistant Chief Constable commenced on 02/08/2021 and ended in March 2023 at which point the posting was made permanent on 31/03/2023. FYE is £130-135k. Term ended 28/06/2024.

²⁷ Steff Sharp's temporary role as Director of Corporate Development commenced on 19/06/2023. She was appointed as the permanent Director of Corporate Development on 18/11/2024. FYE is £125-130k.

²⁸ Paul Furnell's temporary role as Assistant Chief Constable commenced on 08/01/2024. FYE is £115-120k. Term ended 23/10/2024.

²⁹ Ian Drummond-Smith was appointed as Assistant Chief Constable on 04/11/2024 as a secondment from Devon & Cornwall Police, for a term of two years. The costs for this secondment in 2024/25 were £40-£45k which includes coverage of his salary and pension contributions made directly by Devon & Cornwall Police. Full time equivalent salary £120-£125k. His pension arrangements remained with Devon & Cornwall Police for the period of the secondment.

Remuneration of Authority Officers and Chief Officer Group (Audited) 2023/24

	Salary ³⁰	Compensation payments	Benefits in kind (to nearest £100)	Pension Benefits	Total
	£000	£000	£	£000	£000
Authority Officers					
Hugh Ind	160-165	-	-	32	190-195
Sarah Church ³¹	75-80	-	2,600	30	110-115
Rubeela Qayyum ³²	55-60	-	-	11	65-70
Chief Officer Group					
Lucy D'Orsi	185-190	-	200	40	220-225
Alistair Sutherland	150-155	-	200	-	150-155
Sean O'Callaghan	140-145	-	300	23	165-170
Tracey Martin ³³	20-25	-	-	-	20-25
Rachael Etebar	145-150	-	200	30	175-180
Charlie Doyle	140-145	-	200	-	140-145
Allan Gregory ³⁴	125-130	-	200	336	460-465
Steff Sharp ³⁵	115-120	-	-	21	135-140
Paul Furnell ³⁶	105 - 110	-	4,800	-	110-115

³⁰ Salary is shown on the accruals basis.

³¹ Sarah Church was on maternity leave for part of the year and returned on 11/09/2023. FYE is £135-140k.

³² Rubeela Qayyum joined on 15/08/2022 as maternity cover for Sarah Church until 14/09/2023. FYE is £125-130k.

³³ Tracey Martin left on 29/05/2023. FYE is £135-140k.

³⁴ Allan Gregory's temporary role as Assistant Chief Constable commenced on 02/08/2021 and ended in March 2023 at which point the posting was made permanent on 31/03/2023. FYE is £130-135k.

³⁵ Steff Sharp's temporary role as Director of Corporate Development commenced on 19/06/2023. FYE is £125-130k.

³⁶ Paul Furnell's temporary role as Assistant Chief Constable commenced on 08/01/2024. FYE is £120-125k.

Salary

Salary includes reference salary, overtime, London weighting and/or London allowances, reserved rights to housing allowance and any other allowance to the extent that it is subject to UK taxation. It does not include amounts that are a reimbursement of expenses directly incurred in the performance of an individual's duties.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. The benefits in kind received include healthcare, use of vehicle and other travel benefits.

Performance pay

A performance management regime is in place, where objectives for the Chief Officer Group are agreed by BTPA. The performance development reviews are initiated at the year-end by the Chief Constable for the Chief Officer Group and the Chief Executive for the BTPA's Executive. The BTPA Chair assesses the Chief Constable and BTPA Chief Executive Officer against defined objectives. These are assessed by the Police Authority's Appointments,

Remuneration and Appraisal Committee. The only opportunity for performance related pay progression is for Assistant Chief Constables (and staff equivalents), who progress through a salary scale when their performance is assessed as satisfactory or exceptional. The Chief and Deputy Chief Constables receive a salary on a set rate.

Bonus payments

BTPA pay small bonuses of up to £500 for those who achieve an exceptional rating on their Personal Development Review or those nominated by colleagues for a "Making the Difference" award, which is judged by panels throughout the year for employees going above and beyond their duties. Firearms officers who are held on reserve receive a small nightly bonus for preparing for deployment which is included in the bonus amounts.

Fair Pay Disclosures (Audited)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

Percentage change in total salary and bonuses for the highest paid director and the staff average

	2024/25		2023/24	
	Total salary and allowances	Bonus Payments	Total salary and allowances	Bonus Payments
Staff average	6.06%	2.92%	7.24%	-19.15%
Highest paid director	5.48%	0%	2.82%	0%

Ratio between the highest paid director's total remuneration and the lower quartile, median and upper quartile for staff pay

	Lower quartile	Median	Upper quartile
2024/25	5.1 : 1	4.0 : 1	3.5 : 1
2023/24	5.3 : 1	4.1 : 1	3.4 : 1

Lower quartile, median and upper quartile for staff pay for salaries and total pay and benefits

	Lower quartile		Median		Upper quartile	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
Salary	33,690	31,585	43,852	41,049	48,231	46,044
Total Pay and Benefits	37,491	34,658	48,231	44,917	55,592	53,268

The banded remuneration of the highest-paid director in 2024/25 was £192,500 (2023/24: £182,500). This was 4.0 times (2023/24: 4.1 times) the median remuneration of the workforce, which was £48,231 (2023/24: £44,917). The highest paid director did not receive any bonus payments in 2024/25 or 2023/24.

In 2024/25, no employees received remuneration more than the highest-paid director (2023/24: 0). Excluding the highest-paid director, remuneration ranged from £15,000-£20,000 to £170,000-£175,000 (2023/24: £15,000-£20,000 to £160,000-£165,000). The highest-paid director banded remuneration was £190,000-£195,000 (2023-24, £180,000-£185,000). The increase in banding was caused by the approved pay uplift for all employees.

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The Authority approved a 4.75% pay uplift during 2024/25 for all employees, as well as increases in a number of allowances. This is the cause for the

increase in quartile remuneration in 2024/25 compared to the prior year and the reduction in the ratios.

The 2.92% increase in bonus payments is largely caused by an increase in bonuses for firearms officers.

Pension benefits

Railways pension scheme - Authority and BTP police staff

Pension benefits are provided for Authority and BTP police staff through the Railways Pension Scheme British Transport Police Shared Cost Section. The RPS closed to new joiners on 30th September 2023. This is a registered pension scheme and intended to be a fully funded scheme which provides benefits on a "final salary" at a normal retirement age of 60. Benefits accrue at the rate of 1/60th of final average pay (less 1/40th of the final average basic state pension) for each year of pensionable service. In addition, a lump sum equivalent to 1/40th of final average pay for each year of service is payable on retirement. Members paid contributions of 9.28% of pensionable pay (less 1.5 times the basic state

pension). The contribution rate changed as at 1st July 2024. Pensions in payment and deferment are increased in line with Orders made under the Pensions (Increase) Act 1971.

On death, pensions are payable to the surviving spouse at the rate of half the member's pension. On death in service the scheme pays a lump sum death benefit of four times final average pay and also provides a service enhancement on computing the spouse's pension, which depends on length of service.

Medical retirement is possible in the event of serious ill-health. In this case, pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow or widower pensions.

Pension benefits for new entrants are now provided via a Defined Contribution pension scheme; the new scheme offers a range of contribution rates.

The British Transport Police Force Superannuation Fund – Police Officers

Pension benefits are provided for Police Officers through the British Transport Police Force Superannuation Fund. This is a registered pension scheme and intended to be a fully funded scheme which provides benefits on a “defined benefit” basis. There are three benefit structures in place for members, which vary according to whether they joined the Fund before 1 April 2007, between 1 April 2007 and 31 March 2015, or after 31 March 2015. Prior to 1 April 2015, members earned benefits on a “final salary” structure, whilst joiners from 1 April 2015 are able to join a Career Average Revalued Earnings (“CARE”) benefit structure. For all benefit

structures, BTPA pays 60% of the total annual cost of accruing new benefits, with members paying the remaining 40%.

For members who joined before 1 April 2007, benefits can be taken unreduced from age 55 (except where members have a ‘protected’ pension age). Benefits accrue at the rate of 1/45th of final average salary (less 1/30th of final average basic state pension) for each year of beneficial membership. In addition, a lump sum equivalent to 1/30th of final average salary for each year of beneficial membership is payable on retirement. Members currently pay contributions of 16% of pensionable earnings (less 1.5 times the basic State Pension). Pensions in payment and deferment are increased in line with orders made under the Pensions (Increase) Act 1971.

For Fund members who joined between 1 April 2007 and 31 March 2015, benefits can be taken unreduced from age 55 (except where members have a ‘protected’ pension age) if retiring from active service and age 65 if retiring having left BTPA. Benefits accrue at the rate of 1/70th of final average salary for each year of service. In addition, a lump sum equivalent to 4/70th of final average salary for each year of service is payable on retirement. Members currently pay contributions of 12% of pensionable salary. Pensions in payment and deferment are increased in line with orders made under the Pensions (Increase) Act 1971.

For members who joined from 1 April 2015 the normal retirement age from active service is 60 and for retirement, having left BTPA's employment, it is 65. Benefits accrue at the rate of 1/55.3 of pensionable salary for each year of

active service, with a revaluation rate for active members based on Consumer Price Inflation plus 1.25% per annum. No separate cash benefit accrues, although members have the option to exchange some pension for cash (in accordance with HMRC rules), on terms agreed between the Trustee and BTPA from time to time. Members currently pay 10% of pensionable salary. Pensions in payment and deferment are increased in line with orders made under the Pensions (Increase) Act 1971.

On death, pensions are payable to the surviving spouse or eligible dependant at the rate of half the member's pension. Pensions are also available for members' children. Survivors' pensions may not be payable in respect of members who joined after 1 April 2007 if they have less than two years' service. On death in service the Fund pays a lump sum death benefit of four times pensionable salary and also provides a service enhancement on computing the spouse's pension, which depends on length of service.

Medical retirement is possible in the event of incapacity. In this case, pensions are brought into payment immediately without actuarial reduction. If the member is unable to work in any capacity, (not only as a Police Officer) they may be granted an enhanced pension at the Trustees' discretion.

Cash equivalent transfer value

A Cash Equivalent Transfer Value ("CETV") is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension from the scheme. A CETV is a payment made by a pension scheme, or arrangement to secure pension

benefits in another pension scheme, or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme.

CETVs are calculated by the Trustee in line with legislation and actuarial advice.

The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which the disclosure applies. The CETV figures, and from 2003/04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to another pension scheme.

The increase in CETV effectively funded by the employer is shown. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) utilising commonly used standard market valuation factors for the start and end of the year.

Pension Benefits (Audited)

Officials	Accrued values at pension age as at 31/03/25		Real increase values at pension age		CETV at 31/03/24	CETV at 31/03/25	Real increase in CETV
	Pension	Lump sum	Pension	Lump sum			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Authority Members							
	Authority Members are not eligible to join the scheme						
Authority officers							
Hugh Ind	10-15	15-20	2.5-5.0	2.5-5.0	151	241	74
Sarah Church	15-20	15-20	2.5-5.0	2.5-5.0	84	75	-
Rubeela Qayyum ³⁷	-	-	-	-	16	-	-
Chief Officer Group							
Sean O’Callaghan	10-15	15-20	0-2.5	2.5-5.0	148	216	53
Rachael Etebar	15-20	15-20	2.5-5.0	2.5-5.0	209	300	75
Tracey Martin	5-10	10-15	-	-	114	-	-
Allan Gregory	-	-	-	-	1,261	-	-
Lucy D’Orsi	5-10	5-10	2.5-5.0	2.5-5.0	81	165	68
Steff Sharp	20-25	35-40	2.5-5.0	2.5-5.0	96	126	21
Charlie Doyle	Opted out of scheme						
Alistair Sutherland	Opted out of scheme						
Paul Furnell	Opted out of scheme						
Ian Drummond-Smith ³⁸	N/A						

³⁷ Rubeela Qayyum rejoined BTP on 02/04/2024. The RPS pension scheme was closed to police staff from 1st October 2023, and Rubeela opted out of the new BTPGPP scheme hence no contributions in 2024/25.

³⁸ Ian Drummond-Smith's pension arrangements have remained with Devon & Cornwall Police for the duration of his secondment.

Staff report

Total average number of persons employed (audited)

	2024/25	2023/24
Permanently employed staff*	4,920	4,900
Temporary staff**	133	134
Special Constables***	237	248
Total	5,290	5,282

Average staff numbers are based on headcount and terms of employment.

Staff turnover fell in 2024/25 with a rate of 8.90% (2023/24: 9.55%).

* Permanently employed staff defined as staff with a permanent (UK) employment contract.

** Staff and volunteers engaged on a temporary basis to meet the objectives of the entity.

*** Special Constables have a contract with BTP that slightly differs from that of other employees, so have been disclosed separately.

Total staff costs consist of (Audited):

	2024/2025 £'000			2023/2024 £'000
	Permanently employed staff	Other staff	Total	Total
Total staff costs consist of:				
Salaries and wages	248,354	876	249,230	238,136
Social security costs	24,685	-	24,685	23,555
Pension costs	46,867	-	46,867	45,610
Sub total	319,906	876	320,782	307,301
Less recoveries in respect of outward secondments	(541)	-	(541)	(952)
Total net costs	319,365	876	320,241	306,349

Total expenditure on consultancy for 2024/25 is £5,005 (2023/24 restated: £37,500). The prior year disclosure has been restated in order to disclose costs that only reflect the formal definition of consultancy work. There were no capitalised consultancy costs Included in these in 2024/25 (2023/24 restated: nil).

Total expenditure on temporary staff for 2024/25 is £875,914 (2023/24: £1,265,880).

Reporting of civil service and other compensation claims - exit packages (Audited):

	Number of compulsory exits		Number of other departures agreed		Total number of exit packages by cost band	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
£0-£25,000	19	14	-	1	19	15
£25,001-£50,000	-	-	-	-	-	-
£50,001-£100,000	1	-	-	-	1	-
£100,001-£150,000	-	-	-	-	-	-
£150,000+	-	-	-	-	-	-
Total number of exit packages	20	14	-	1	20	15
Total value of packages	183	128	-	12	183	140

There were 20 compulsory exits amounting to £183k in 2024/25 (14 in 2023/24 amounting to £128k).

There were no other departures in 2024/25 (1 in 2023/24 amounting to £12k).

Employee composition

Number of persons of each gender who were employees of the entity as at 31 March 2025:

	2024/25			2023/24		
	Male	Female	Total	Male	Female	Total
Authority Members	9	5	14	10	5	15
Authority Officers and Strategic Command	5	5	10	6	4	10
Remaining staff	3,466	1,774	5,240	3,521	1,737	5,258
Total	3,480	1,784	5,264	3,537	1,746	5,283

Average Sickness Absence Days Per Person 2024/25

For 2024/25 BTP average sick duty days per full time equivalent person increased by 1.34 days to an average of 9.82 (2023/24: 8.48). There was an increase in sick days per Police Officer, Staff and PCSO since 2023/24, with a rise in long-term conditions. Sickness and attendance management remains a key focus for all, with a view to support

employees' wellbeing and maximise attendance at work.

Trade Union Facility Time

Under the Trade Union (Facility Time Publication Requirements) Regulations 2017 (Statutory Instrument 328) the British Transport Police had 19 individuals who were union officials during the period (2023/24: 12). Time spent on union activities equated to 100% of the total working time for

one individual, and 1%-50% for the remaining 18. 0.02% of BTP's total pay bill of £304,882k is spent on facility time. A total of 04.38% paid leave was given for trade union activities for which there was no statutory right for paid leave. This equates to a pay value of £3k (2023/24: £4k).

Off-Payroll Tables

A robust governance process is in place to challenge and control the use of

off-payroll engagements and ensure compliance. All engagements were considered as either in scope or not subject to the legislation. For those not subject to the legislation they were engaged via umbrella companies or on the payroll of an organisation in the supply chain. No engagements were deemed to be out of scope, therefore no sample tests were undertaken to reassess consistency and compliance.

Highly paid off-payroll worker engagements as at 31 March 2025, earning £245 per day or greater:

	2024/25	2023/24
Number of existing engagements as of 31 March	3	4
Of which, number that existed:		
less than 1 year at the reporting date	1	3
between 1 and 2 years at the reporting date	1	0
between 2 and 3 years at the reporting date	0	0
between 3 and 4 years at the reporting date	0	1
more than 4 years at the reporting date	1	0

All highly paid off-payroll workers engaged at any point during the year ending 31 March 2025, earning £245 per day or greater.

	2024/25	2023/24
Number of temporary off-payroll workers engaged during the year ending 31 March	6	10
Not subject to off-payroll legislation	3	8
Subject to off-payroll legislation and determined as in-scope of IR35	3	2
Subject to off-payroll legislation and determined as out-of-scope of IR35	0	0
Number of engagements reassessed for compliance or assurance purposes during the year	0	0
Of which: Number of engagements that saw a change to IR35 following review	0	0

For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2024 and 31 March 2025.

	2024/25	2023/24
Total number of individuals who have been deemed 'board members', and/or, senior officials with significant financial responsibility, during the financial year. This figure includes both on-payroll and off-payroll engagements	10	10
Number of off-Payroll engagements of board members, and/or, senior officials with significant financial responsibility during the financial year	0	0

Engagement with employees

The following staff associations are recognised by BTP:

- British Transport Police Federation
- BTP Branch of the Superintendents' Association
- Transport Salaried Staff Association

The following support groups operate in BTP:

- Association of Muslim Police
- BRIAN – Neurodiversity Network
- Christian Police Association
- Female Police Association
- Gypsy Roma Traveller Police Association
- The Hindu Police Association
- Jewish Police Association
- Support Association for Minority Ethnic staff (SAME)
- The Sikh Police Association
- Disability Network
- The Rainbow Network

Disability management

The British Transport Police welcomes applicants who have a disability and the recruitment team work in consultancy with the Inclusion and Diversity Team, where appropriate, to support inclusive interviews for candidates with a disability.

BTP also has a process in place to facilitate consultation with the Occupational Health Department for all medical and health conditions to ensure that all appropriate reasonable adjustments and support are considered on a case-by-case basis.

BTP has established a disability and neurodiversity steering group with key stakeholders, chaired at Assistant Chief Constable level, to work through the processes required to ensure workplace adjustments and provisions are put in place to support employees, using the social model of disability and neurodiversity. This includes the launch of the workplace adjustments passport which offers holistic support for all non-medical conditions which require adjustments. The Inclusion and Diversity team regularly holds events, webinars and information sessions to support this work in raising awareness of disability and neurodiversity topics and themes, with planned training for senior leaders and line managers.



Hugh Ind
Accounting Officer

Date 10 July 2025

Parliamentary Accountability and Audit Report

Regularity of expenditure:

Losses and Special payments (audited)

	2024-25	2023-24
Total number of losses and special payments	212	214
Total value of losses and special payments	£1,408,386	£1,629,980
Losses statement		
Number of losses	79	96
Value of losses	£139,365	£38,751
Special payments statement		
Number of special payments	133	118
Value of special payments	£1,269,021	£1,591,229

Losses

There were no individual losses in excess of £300,000 (2023/24: nil)

Special payments

A total of £1,235,297 (2023/24: £1,536,013) was paid to settle legal claims from former employees and the public. There was no individual payment in excess of £300,000.

All exit packages payments have been disclosed within the Remuneration report.

Note that compensation payments relating to employer liability, public liability and motor vehicle claims as well as employment tribunal settlements include associated legal fees in the value.

Payments relating to other claim types include settlement figures only.

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the British Transport Police Fund for the year ended 31 March 2025 under the Railways and Transport Safety Act 2003.

The financial statements comprise the British Transport Police Fund's:

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Income, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the British Transport Police Fund's affairs as at 31 March 2025 and its net deficit for the year then ended; and
- have been properly prepared in accordance with the Railways and Transport Safety Act 2003 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by

Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2019*. I am independent of the British Transport Police Fund in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that British Transport Police Fund's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events

or conditions that, individually or collectively, may cast significant doubt on the British Transport Police Fund's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the British Transport Police Fund is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Railways and Transport Safety Act 2003.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with Secretary of State directions made under the Railways and Transport Safety Act 2003; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the British Transport Police Fund and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Reports.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the British Transport Police Fund or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the British Transport Police Fund from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with Secretary of State directions issued under the Railways and Transport Safety Act 2003;
- preparing the annual report, which includes the Remuneration Report, in accordance with Secretary of State directions issued under the Railways and Transport Safety Act 2003; and
- assessing the British Transport Police Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the British Transport Police Fund will not continue to be provided in the future.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Authority and the Accounting Officer are responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Railways and Transport Safety Act 2003.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from

material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the British Transport Police Fund's accounting policies
- inquired of management, the British Transport Police Fund's head of internal audit and those charged with governance, including obtaining and

reviewing supporting documentation relating to the British Transport Police Fund's policies and procedures on:

- identifying, evaluating and complying with laws and regulations;
- detecting and responding to the risks of fraud; and
- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the British Transport Police Fund's controls relating to the British Transport Police Fund's compliance with the Railways and Transport Safety Act 2003 and Managing Public Money;
- inquired of management, the British Transport Police Fund's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the British Transport Police Fund for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the British Transport Police Fund's framework of authority and other legal and regulatory frameworks in which the British Transport Police Fund operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the British Transport Police Fund. The key laws and regulations I considered in this context included the Railways and Transport Safety Act, Managing Public Money, and relevant employment law, pensions legislation and tax legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies **Date 11/07/25**
Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Financial Report



Statement of comprehensive income

For the year ended 31 March 2025

	Note	31 March 2025 £'000	31 March 2024 £'000
Income			
Police Service Agreement	6	281,585	263,564
Other Income	6	110,575	104,687
		392,160	368,251
Expenditure			
Staff costs	7	(320,241)	(306,349)
Depreciation and amortisation	8	(23,933)	(25,321)
Other expenditure	8	(71,469)	(68,629)
		(415,643)	(400,299)
Operating deficit		(23,483)	(32,048)
Net interest receivable		952	934
Net interest payable for pension schemes	23	(170)	(1,720)
Finance expense	8	(527)	(515)
Gain on modification of lease	9	22	-
Net deficit for the financial year		(23,206)	(33,349)
Other comprehensive income			
Items that will not be reclassified:			
Net gain/(loss) on revaluation of non-current assets	22	1,458	1,583
Actuarial gains/(losses) on defined benefit pension schemes	22	194,630	50,920
		196,088	52,503
Total comprehensive surplus for the year ended 31 March 2025		172,882	19,154

Any net deficit or surplus for the relevant financial year is transferred to reserves. Movements in reserves are set out in Note 22.

All operations are classed as continuing; there were no material acquisitions or disposals during the year.

Statement of financial position

As at 31 March 2025

	Note	31 March 2025 £'000	31 March 2024 £'000
Non-current assets			
Property, plant and equipment	9	122,192	89,643
Intangible assets	10	1,259	1,596
Other receivables	13	6	6
Pension asset	23	162,451	-
Total non-current assets		285,908	91,245
Current assets			
Inventories	12	324	57
Trade and other receivables	13	15,231	19,569
Cash and cash equivalents	14	50,273	50,435
Total current assets		65,828	70,061
Total assets		351,736	161,306
Current liabilities			
Trade and other payables	15	(69,936)	(63,788)
Provisions for liabilities and charges	16	(8,320)	(8,054)
Lease liabilities	15	(3,722)	(4,447)
Total current liabilities		(81,978)	(76,289)
Non-current assets plus net current assets		269,758	85,017

Non-current liabilities			
Pension liability	23	-	(16,109)
Other payables	15	-	-
Lease liabilities	15	(50,076)	(22,108)
Total non-current liabilities		(50,076)	(38,217)

	Note	31 March 2025 £'000	31 March 2024 £'000
Assets less liabilities		219,682	46,800
Taxpayers' net surplus			
Income and expenditure reserve	22	41,563	44,942
Revaluation reserve	22	15,668	17,967
Pension reserve	22,23	162,451	(16,109)
		219,682	46,800

The financial statements on pages 97 to 151 were approved by the Authority on 25/06/2025 and were signed on its behalf by:



Hugh Ind
Accounting Officer
Date 10 July 2025

Statement of changes in taxpayers' equity

For the year ended 31 March 2025

	Note	Income and expenditure reserve £'000	Revaluation reserve £'000	Pension reserve £'000	Total reserves £'000
Balance at 01 April 2023		57,271	16,384	(49,419)	24,236
Changes in taxpayers' equity 2023/24					
Net gain/(loss) on revaluation of property, plant and equipment and intangible assets	9,10,22	-	4,112	-	4,112
Actuarial Gains/(Losses)	22	-	-	50,920	50,920
Net deficit for the year	22	(33,349)	-	-	(33,349)
Reclassification	22	(1,219)	-	-	(1,219)
Transfer to/from Reserves	23	20,139	(2,529)	(17,610)	-
DfT Grant funding recognised		2,100	-	-	2,100
Balance at 31 March 2024		44,942	17,967	(16,109)	46,800
Changes in taxpayers' equity 2024/25					
Net gain/(loss) on revaluation of property, plant and equipment and intangible assets	9,10,22	-	1,458	-	1,458
Actuarial Gains/(Losses)	22	-	-	194,630	194,630
Net deficit for the year	22	(23,206)	-	-	(23,206)
Reclassification	22	-	-	-	-
Transfer to/from Reserves	23	19,827	(3,757)	(16,070)	-
Balance at 31 March 2025		41,563	15,668	162,451	219,682

Statement of cash flows

For the year ended 31 March 2025

	Notes	2024/25 £'000	2023/24 £'000
Cash flows from operating activities			
Operating deficit		(23,483)	(32,048)
Less non-cash adjustments			
(Profit)/Loss on disposal of property, plant and equipment		6	164
(Increase)/Decrease in trade and other receivables	13	4,335	(3,065)
(Increase)/Decrease in inventories	12	(267)	57
Increase/(Decrease) in trade and other payables falling due within one year	15	(285)	15,072
Increase/(Decrease) in trade and other payables due after more than one year	15	-	(3,601)
Increase/(Decrease) in provisions	16	(315)	129
Depreciation of property, plant and equipment	9	18,512	19,556
Depreciation of right-of-use assets	9	4,776	4,998
Amortisation of intangible assets	10	645	767
IAS 19 Pension adjustment	23	15,900	15,890
Derecognition of assets under construction	9,10	159	136
Derecognition of right of use asset	9	(10)	-
Movements in seized cash and other funds going to reserves		-	(1,221)
Net cash flow from operating activities		19,973	16,834
Cash flows from investing activities			
Purchase of property, plant and equipment	9	(17,680)	(14,462)
Purchase of intangible assets	10	(240)	(143)
Proceeds from disposal of assets		1,749	163
Interest paid/(received)		-	-
Net cash flow from investing activities		(16,171)	(14,442)
Cash flows from financing activities			
Capital repayment of right-of-use liabilities	19	(4,916)	(4,803)
Grant funding received		-	2,100
Interest received		952	934
Net cash flow from financing activities		(3,964)	(1,769)

	Notes	2024/25 £'000	2023/24 £'000
Net increase/(decrease) in cash and cash equivalents in the period		(162)	623
Cash and cash equivalents at the beginning of the period		50,435	49,812
Cash and cash equivalents at the end of the period		50,273	50,435

Notes to the Accounts

1 General

The accounts represent single entity accounts for the British Transport Police Fund, which is the statutory entity representing in financial terms both the BTP Authority and Force. No entities over which the British Transport Police Fund exercises control have been identified and therefore no consolidated accounts have been prepared.

The presentational currency for the accounts is the pound sterling. Except where otherwise stated amounts are rounded to the nearest £1,000.

2 Statement of significant accounting policies

These financial statements have been prepared in accordance with the 2024/25 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply UK adopted International Financial Reporting Standards as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be the most appropriate to the particular circumstances of the British Transport Police Authority (the Authority) for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Authority for 2024/25 are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

2.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of non-current assets.

2.2 Going concern

These accounts have been prepared on a going concern basis because The Authority continues to be the sole provider of policing services on the rail network under the Railways and Transport Safety Act 2003.

Negative equity arises in certain financial years because of the Authority's substantial net liabilities relating to defined benefit pension schemes. As disclosed in Note 23 contributions to the schemes are based on periodic actuarial valuations, including contributions for any past service deficit. The income receivable under Police Service Agreements and from Transport for London (TfL) is calculated to include such contributions. The Authority has therefore determined that it can continue to meet its liabilities as they fall due and it is appropriate to prepare its accounts on a going concern basis.

2.3 Accounting standards issued but not yet adopted

IFRS 17 Insurance Contracts establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope

of the standard and is applicable for accounting periods ending on or after 1 January 2023. HM Treasury are consulting on the public sector interpretation of this Standard for FReM bodies. Implementation is expected to be from 2025/26. Management have performed a review of this standard and report no impact to the Authority since none of The Authority's contracts would meet the definition of insurance contracts under IFRS 17.

Following a review of the HMT consultation paper issued in 2023 for non-investment asset valuation 2025-26, management have performed a review of the proposed changes. It has been determined that there are no assets held that classify as networked assets, specialised assets and heritage assets. This means the proposed changes for these areas will have no impact on the valuation of the assets held. Assets held are classified as non-specialist, these are property, plant and equipment. The valuation method for non-specialised assets remains the same as market value in existing use. The change in valuation methodology will impact intangible assets. From 1st April 2025, intangible assets will be recognised at deemed cost and will not be subsequently revalued. The impact of this is not expected to be material.

2.4 Property, plant and equipment

Property, plant and equipment (PPE) includes improvements and capital works to leasehold buildings, plant and machinery, right-of-use assets, Information Technology (IT) equipment, fixtures and fittings, and road vehicles required for the ongoing operations of the Force. All expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised, subject to a minimum monetary limit of £1,000, on an accruals basis in accordance with IAS 16 – Property, Plant and Equipment. These non-current assets are recognised initially at cost, which comprises purchase price (including irrecoverable Value Added Tax (VAT) and any costs of bringing assets to the location and condition necessary for them to be capable of operating in the manner intended). Following recognition, PPE is revalued and restated to current value each year using the relevant modified historical costing indices from the Office for National Statistics (ONS). The effective date of the revaluation was 31st March 2025, there has been no independent valuer involved.

Internal staff costs that can be attributed directly to the construction of an asset, including capital renewal schemes, are capitalised. This includes staff on the Authority's payroll specifically working on capital projects.

The Authority operates a grouping policy on the purchase of property, plant and equipment. This means that when several items of a capital nature are purchased together and the combined cost is greater than £1,000, they are capitalised even if the individual items have a cost of less than £1,000.

Expenditure falling below these values is charged as an expense in the statement of comprehensive income (SoCI).

The Authority derecognises assets with nil net book value when they are withdrawn from use and no future economic benefits are expected from their disposal. The gain or loss on disposal is the difference between the proceeds and the carrying amount and is recognised in SoCI.

2.5 Assets under construction

Assets under construction reflects capital projects still in progress and not yet available for use. They are measured to historical cost and subject to an annual impairment review.

2.6 Depreciation

Depreciation is provided on a straight-line basis over periods representing the estimated useful lives of assets. Motor vehicles start to be depreciated once the fleet management company have confirmed they are in use. All other assets start to be depreciated the month after they are deemed to be available for use.

The useful lives for the major categories of assets are:

Category	Useful Life
Leasehold improvements	Number of years remaining on the lease at time of purchase
Plant and machinery	5 years
Right-of-use assets	Number of years remaining on the lease
Fixtures and fittings	5 years
Motor vehicles	5 years
IT Equipment	2 - 5 years

No depreciation is provided on assets under construction.

2.7 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance. Intangible assets are capitalised if it is probable that the expected future benefits attributable to them will flow to the Authority and if their cost can be measured reliably. Computer software and licences, the wide area network project and expenditure on website development are capitalised as intangible fixed assets where expenditure of £1,000 or more is incurred.

The Authority operates a grouping policy on the purchase of intangible assets. This means that when several items of a capital nature are purchased together and the combined cost is greater than £1,000, they are capitalised even if the individual items have a cost of less than £1,000.

Internally developed intangible assets, such as application software or databases, expenditure on development in connection with a product or service, which is to be supplied on a full cost recovery basis, and other development expenditure is capitalised if it meets the criteria specified in IAS 38 – Intangible Assets. These criteria include that there is an identifiable asset that will produce future benefits and if the cost can be determined reliably.

Intangible assets are initially measured at cost. Following recognition, intangible assets are revalued annually, where appropriate, using indices from the ONS. The effective date of the revaluation was 31 March 2025, there has been no independent

valuer involved. Intangible assets are amortised on a straight-line basis over a two - five year useful economic life, depending on the specifics of the intangible asset.

The Authority derecognises assets when they are withdrawn from use and no future economic benefits are expected from their disposal. The gain or loss on disposal is the difference between the proceeds and the carrying amount and is recognised in SoCI.

2.8 Disposals

Depreciation is charged up to the date on which the asset is disposed. Any gains or losses on the eventual disposal of property, plant and equipment are recognised in the SoCI when the asset is derecognised.

2.9 Impairment of non-financial assets

For the purpose of impairment testing, property, plant and equipment and intangible assets are looked at on an individual basis. Where this is not possible, assets are grouped at the lowest levels for which there are separately identifiable cash flows, known as cash-generating units.

At the end of each reporting period, the Authority reviews the carrying amounts of its property, plant and equipment and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent, if any, of the impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, the BTPA estimates the recoverable amount of the cash-generating unit to which the asset belongs.

If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. An impairment loss is recognised immediately in the SoCI.

Where an impairment loss subsequently reverses, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount, not to exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset or cash-generating unit in prior years. A reversal of an impairment loss is recognised immediately in the SoCI.

2.10 Revenue Recognition

Income is recognised as the performance obligations are fulfilled in line with IFRS15 -Revenue from Contracts with Customers. The majority of income is derived from Police Service Agreements (PSA) and Enhanced Police Service Agreements (EPSA). PSA's are set in accordance with the Railways and Transport Safety Act 2003, and set out the obligations for both the Authority and the rail operators. Rail operators are legally required to hold a PSA. Charges are based on the annual Policing Plan which is devised in consultation with stakeholders. Charges are recognised evenly over the annual financial year, and payment occurs in 13 equal instalments. Any

excess income is moved to deferred income and drawn down when required. Under the Act the Authority is entitled to defray the cost of the Force including any deficit incurred. Should a deficit occur, the Authority will assess whether it will be recovered through future year PSA charges in the following year. If agreed an accrued income balance will be held until funds are collected. The same methodology applies if an underspend occurs and a refund is approved.

EPSA's exist where a rail operator requests a dedicated service alongside a PSA or to tackle a specific issue. The rail operator will be charged the full cost of providing the EPSA. The costs are charged in year, in line with the service provided as the performance obligations are met. EPSA's are contracted for a specific period. EPSA holders are charged the cost for the services provided each period. The treatment of EPSAs does not give rise to any assets or liabilities.

London Underground (TfL) charges are invoiced in advance over 13 periods within the financial year. Each period an accrual is raised to cover any shortfalls and to ensure that the income is recorded in the period the service is supplied. The Authority negotiate to recover any shortfall/return the excess through a 'wash up' process which usually takes place during the subsequent financial year at which point accrued income is held until the funds are received.

2.11 Leases

IFRS 16 Leases provides a single lessee accounting model that results in a more faithful representation of a lessee's assets and liabilities and, together with enhanced disclosures, will provide greater transparency of a lessee's financial leverage and capital employed. The standard requires lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less, or the underlying asset meets the IFRS 16 criteria to be classified as of "low value". The assets and liabilities are recognised initially at the discounted value of the minimum lease payments, and the assets, described as "right of use" assets, are presented under Property, Plant and Equipment. The right-of-use assets have been depreciated on a straight-line basis and interest has been recognised on the liabilities. The cost model has been applied to assets for leases other than leases with a peppercorn rental, which have been measured on a current value in existing use basis. As a result, the timing of the recognition of the total costs of leasing has changed, as interest costs will be higher at the start of a lease.

Under IFRS 16, as adapted and interpreted by the Financial Reporting Manual, there is a presumption that where entities cannot readily determine the interest rate implicit in the lease, they are instead required to use the HM Treasury discount rate promulgated in Public Expenditure System papers as their incremental borrowing rate. The discount rate issued by the HM Treasury was 4.72% for the full calendar year 2024, which has been applied by The Authority for leases that commence or are remeasured prior to January 2025 and in the 2024 calendar year. The discount rate issued by the HM Treasury is 4.81% for the full calendar year 2025. For leases that commenced or were remeasured prior to January 2024 had the applicable HM Treasury discount rate issued for that year applied.

The Authority has a number of leases in respect of property that do not come under the scope of IFRS 16. These leases are either considered short-term or where an identified asset cannot be evidenced. Rentals under these leases are charged to the SoCI in the period in which they are incurred. The total rental charges for 2024/25 was £4.5m (£4.2m in 2023/24).

2.12 Provisions

The Authority makes provision for liabilities and charges in accordance with IAS 37 – Provisions, where at the end of the current reporting period, a legal or constructive liability (i.e. a present obligation from past events) exists, the transfer of economic benefits is probable, and a reasonable estimate can be made.

Provisions for liabilities are based on reliable estimates of the expenditure required to settle future legal or constructive obligations that exist. Provisions are charged to the SoCI and released when the transfer of economic benefit to settle the obligation is made. The key provisions outstanding at year end were claims against the Authority, dilapidations and rent reviews.

2.13 Contingent liabilities

In accordance with IAS 37, the Authority discloses as contingent liabilities potential future obligations arising from past obligating events, where the existence of such obligations remains uncertain pending the outcome of future events outside of the Authority's control, unless their likelihood is considered to be remote.

2.14 VAT

Most of the activities of the Authority are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable. Input VAT on non-statutory services is recoverable. Irrecoverable VAT is charged to the relevant expenditure category or, if appropriate, capitalised with additions to non-current assets. Where output tax is charged or input VAT is recoverable, the amounts are stated net of VAT.

2.15 Interest payable/receivable/finance expense

Interest payable is accrued so that the period bears the full cost of interest relating to actual borrowings during that period.

Finance expense represents interest charged against right-of-use assets in scope with IFRS 16.

Interest receivable is accounted for in the period in which it is due.

2.16 Inventories

Inventories is primarily made up of uniforms. Inventory is stated at the lower of cost or net realisable value.

2.17 Impairment of financial assets

All bad and doubtful debts are reviewed on a case by case basis to assess the likelihood of recovery actions being successful. Each assessment takes into account the nature of the debt, payment record of the debtor, whether they have been or are in dispute with the Authority and any other appropriate information. If it appears that a debtor has been charged incorrectly, then this amount will be put back into the charging model and the cost will be recharged out correctly.

Where applicable, impairment is reflected on the basis of expected credit loss allowances for trade receivables and similar arrangements which are measured at an amount equal to a 12-month expected credit losses and recognised where material.

The Authority does not have any loans to external borrowers.

Credit loss allowances are recognised where material. The Authority considers that none of its debts have significantly increased in credit risk in 2024/25 and that there is no lifetime expected credit loss calculated for the year.

2.18 Cash and cash equivalents

For the purposes of the statement of cash flows (SoCF), cash includes cash in hand and deposits on call at financial institutions. The Authority does not currently hold any items that meet the definition of cash equivalents such as short-term highly liquid investments.

2.19 Staff costs

Employee benefits

Wages, salaries, bonuses, social security contributions, annual leave, sick leave, and time off in lieu are accrued in the period in which the associated services are rendered by employees.

Retirement benefit costs

Employees can be members of defined benefit pension schemes as disclosed in Note 23.

The current service cost is the expected cost of benefits accrued in the year following the valuation date. This is calculated using the expected benefits accrued over the year, and considering the expected payments made in relation to this benefit. This takes account of any expected salary and pension increases. The cost is the amount needed at the valuation date, such that after receiving expected interest, the payments are covered.

For the defined benefit schemes, the cost of providing benefits is determined using the projected unit credit method, with full actuarial valuations being carried out at least every three years and updates to these valuations carried out in intervening years. The current service cost and plan administration expenses are recognised as an operating expense in the consolidated income statement.

The Authority's share of the actuarial gains and losses are recognised in full in the period in which they occur. They are recognised outside the income statement and presented in the statement of comprehensive income.

The net interest cost is the charge in the year on the net defined benefit asset. The charge reflects the passage of time and is recognised as a finance cost in the income statement. Past service cost and credits are recognised immediately in the consolidated income statement.

The retirement benefit obligation recognised in the balance sheet represents the present value of the defined benefit obligation and is reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to past service cost, plus the present value of available refunds and reductions in future contributions to the plan.

The Authority reflects its share of the surplus/deficit in the financial statements. Further details on the retirement benefit schemes are provided in Note 23.

Pension benefits are provided for Authority and BTP support staff through the Railways Pension Scheme British Transport Police Shared Cost Section (RPS). Benefits accrue at the rate of 1/60th of final average pay (less 1/40th of the final average basic state pension) for each year of pensionable service. Whilst it is a shared cost pension arrangement the Authority choose to account for assets and liabilities in full. Pension benefits are provided for Police Officers through the British Transport Police Force Superannuation Fund (BTPFSF). Please refer to the Pension Benefits section in the Remuneration report for more details.

The RPS scheme had a surplus of £49.16 million and the BTPFSF scheme had a surplus of £113.29 million in accordance with the interpretation of IAS 19 (IFRIC 14). IAS 19 requires the asset ceiling test to be conducted to calculate the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. IFRIC 14 states this can be recognised if the entity can realise it at some point during the life plan or when the plan liabilities are settled. In particular, such an economic benefit may be available even if it is not realised immediately at the end of the reporting period. The Authority are recognising the surplus in full as gradual settlement can be controlled, i.e. the trustees do not have the unilateral powers to wind the section up.

Pension benefits are also provided to BTP staff through Royal London. This is a defined contribution pension scheme with a different contribution structure to the RPS scheme. This has been accounted for under IAS 19 Employee Benefits, whereby the reporting entity's obligation is determined by the amounts contributed for that period. This is recognised as a liability (Note 15), within the SoFP, and an expense (Note 7), within the SoCI. Further details are provided in Note 24.

2.20 Reserves

The Authority operates:

- A revaluation reserve that represents the cumulative impact of upward/downward revaluations of property, plant and equipment;
- A pension reserve that is equal to the net pension liability recognised in the financial statements; and
- An Income and Expenditure Reserve.

Further details of the movements on these reserves are given in Note 22.

2.21 Grant in aid and government grants

Grant in aid received from DfT is recognised on a cash basis through the statement of changes in taxpayers equity (SoCTE) directly because it is considered to be a controlling party contribution and capital grants are also recognised immediately except where the funder imposes a condition. This treatment is in accordance with IAS 20 as interpreted by FReM.

Government grants received from other government departments where certain conditions relating to the operating activities are met are recognised in accordance with IAS 20. The grant is not recognised until there is reasonable assurance that The Authority will comply with the conditions attaching to it, and that the grant will be received. The grant is held as a liability until the conditions are met, within other payables in Note 15. When the conditions are met they are recognised as other income in Note 6. As at the reporting date £1.4 million (2023/24: £0.37 million) government grants were held as a liability as they have unfulfilled conditions, which are expected to be met in the next year.

3 Critical accounting judgements

In applying the accounting policies set out above, the Authority have identified IAS19 as a critical accounting judgement. Whilst the IAS19 valuation of the pension schemes is noted below as a key source of estimation uncertainty, the choice of assumptions and the consideration of economic conditions also includes a level of judgement. The impact of this judgement feeds into material elements of both the statement of comprehensive income and the statement of financial position. The Authority have also identified IFRIC 14 as a critical accounting judgement. The discount rate used in the asset ceiling test to calculate the surplus includes a level of judgement. The impact of this judgement feeds into material elements of both the statement of comprehensive income and the statement of financial position.

4 Sources of estimation uncertainty

The accounts contain estimated figures that are based on assumptions made by the Authority about the future, or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors.

However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the accounts for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

- Property, plant and equipment – as a result of changes in assumptions about useful economic lives. Any reduction in useful economic lives would reduce the assets and increase expenditure. See further detail in the footnotes of Note 9;
- Pension liabilities – as a result of assumptions on discount rates, pay increases and mortality. See further detail at Note 23;
- Pension asset – as a result of the valuation of property, private equity and non-exchange-traded pooled investment vehicle assets. See further detail at the end of Note 23 for sensitivity of these valuations;
- Provisions – as a result of future outcome of litigation, cases, disputes, and other rent reviews. See Note 16 for further details on the impact of estimation inputs.

5 Segmental analysis

The Authority operates as one class of business, that of policing the railways throughout England, Wales and Scotland, and undertakes that class of business in one geographical segment, Great Britain. BTP's structure is based on three Divisions. The three divisions are Division B (East, South of England and Transport for London), Division C (Pennine, Midlands, South West and Wales) and Division D (Scotland). Force Head Quarters based in Victoria (formerly Camden) retains overall command of the Force's activity and houses central departments and functions. Whilst direct costs are monitored on a divisional basis, a large proportion of overhead expenditure is generated centrally. The majority of income is also generated and monitored centrally rather than on a divisional basis. Furthermore, assets and liabilities are not analysed in this way due to them not being reported internally on a segmental basis.

	2024/25 £'000	2023/24 £'000
Divisions		
B Division	83,748	81,700
C Division	47,204	47,575
D Division	11,063	10,937
Remaining overheads	273,628	260,087
Total expenditure before finance expenses	415,643	400,299

6 Income

	2024/25 £'000	2023/24 £'000
Police Service Agreement income	281,585	263,564
Other income		
London Underground Agreement income	84,274	77,964
Enhanced Police Service Agreement income	15,741	14,574
Smaller funding agreements	1,899	4,115
Other income	8,229	7,475
Capital funding	432	559
Sub-total	110,575	104,687
Total	392,160	368,251

The British Transport Authority operates a number of operating income streams. The amounts disclosed above are incurred as performance obligations have been met. The income streams can be categorised as follows:

6.1 Police Service Agreement

Under the Railways and Transport Safety Act 2003, the Authority enters into a PSA with its customers in order to provide a policing service as specified in the agreement. In determining the customers' contribution, the Authority aims to ensure that its full annual costs are covered and uses a predetermined charging mechanism that is consistent with the Act and is in accordance with the customer's PSA. The customer is normally referred to as the PSA holder.

6.2 Enhanced Police Service Agreements

Any additional services outside of the PSA holder's agreement are referred to an EPSA. The enhanced service is charged at full cost in accordance with the specific customer agreement.

6.3 London Underground Agreement

London Underground Agreement income is calculated separately from the PSA Charging Model. BTP negotiates policing requirements with London Underground charged at full cost.

6.4 Other income

There are a number of smaller contract agreements with other government departments and external bodies. The income received from such customers fund specific initiatives that broadly relate to the prevention of crime and the protection of the wider society on the railway infrastructure. Those funds received from government organisations and TOCs are classed as "other income". Within this

figure is income received from the Home Office Asset Recovery Incentivisation Scheme (ARIS) which distributes a portion of recoveries of proceeds of crime under the Proceeds of Crime Act (POCA) to BTP in cases where it was the investigation authority. This funding is recognised, in line with IFRS15, as performance obligations are met. Funds received from organisations external to government are classed as “smaller funding agreements”. Funds received from government departments for the purpose of funding capital projects are classed as “capital funding”.

7 Staff numbers and related costs

For staff numbers and related costs please see the Remuneration report.

	2024/25			2023/24
	Permanently employed staff £'000	Other staff £'000	Total £'000	Total £'000
Total staff costs consist of:				
Salaries and wages	248,354	876	249,230	238,136
Social security costs	24,685	-	24,685	23,555
Other pension costs*	46,867	-	46,867	45,610
Sub-total	319,906	876	320,782	307,301
Less recoveries in respect of outward secondments	(541)	-	(541)	(952)
Total net costs	319,365	876	320,241	306,349

* Other pension costs have increased as a result of the IAS19 pension current service cost and the contributions by employers adjustment, valued at £15.90m (£15.89m in 2023/24). The remainder of the pension costs consist of pension scheme contributions and deficit payments of £30.97m (£29.72m in 2023/24).

8 Other expenditure

The deficit on ordinary activities before interest is stated after charging the following:

	Note	2024/25 £'000	2023/24 £'000
Staff related costs		4,000	4,095
Communications and computers		21,613	20,071
Operational expenses		3,352	3,909
Administrative expenses		2,337	2,348
Professional services		3,044	2,977
Legal and Insurance		3,202	2,413
Equipment purchases		3,001	2,848
Rentals under operating leases		4,637	5,083
Premises (excluding rentals under operating leases)		16,168	16,292
Transport costs		8,306	8,339
Other*		1,809	254
Other expenditure		71,469	68,629
Depreciation of property, plant and equipment	9	18,512	19,556
Depreciation of right-of-use assets	9	4,776	4,998
Amortisation of intangible assets	10	645	767
Depreciation and amortisation		23,933	25,321
Finance expense		527	515
Total		95,929	94,465

During the year the Authority did not purchase any non-audit services from its auditor the Comptroller and Auditor General. Included in "Professional services" is the audit fee of £172k for auditor's remuneration for audit work related to 2024/25 (2023/24: £165k).

* Impairments of property, plant and equipment of £81k are included in other costs. During 2024/25 £9k compensation was received in respect of these impairments.

9 Property, plant and equipment

	Leasehold improvements £'000	Plant and machinery £'000	Motor Vehicles £'000	Assets under construction – Motor vehicles £'000	Assets under construction – Other £'000	Right-of- Use Assets £'000	Fixtures & fittings £'000	IT equipment £'000	Total £'000
Cost									
As at 1 April 2024	63,178	19,789	22,006	4,550	6,309	54,315	4,221	73,963	248,331
Additions*	1,380	521	1,517	5,600	10,066	18,513	6	3,976	41,579
Changes in assumptions**	-	-	-	-	-	15,195	-	-	15,195
Disposals*	(12,592)	(422)	(3,115)	-	-	(11,703)	(103)	(2,869)	(30,804)
Derecognition	-	-	-	-	(159)	-	-	-	(159)
Revaluations ****	1,623	87	486	-	-	-	37	1,369	3,602
Reclassifications	4,342	24	4,130	(4,131)	(6,042)	-	15	1,662	-
As at 31 March 2025	57,931	19,999	25,024	6,019	10,174	76,320	4,176	78,101	277,744
Depreciation									
As at 1 April 2024	39,812	18,122	13,251	-	-	29,469	3,781	54,253	158,688
Charged in year	4,734	624	3,530	-	-	4,776	208	9,416	23,288
Disposals***	(11,224)	(399)	(2,873)	-	-	(11,309)	(97)	(2,780)	(28,682)
Derecognition	-	-	-	-	-	-	-	-	-
Revaluations	826	124	315	-	-	-	31	962	2,258
Reclassifications	-	-	-	-	-	-	-	-	-
As at 31 March 2025	34,148	18,471	14,223	-	-	22,936	3,923	61,851	155,552
Carrying amount as at 31 March 2025	23,783	1,528	10,801	6,019	10,174	53,384	253	16,250	122,192

With the exception of right of use assets which reflect the benefits arising under leases held by The Authority, all assets are owned.

* Included within additions of £18.5m is an addition relating to 200 Buckingham Palace Road totalling £16.3m. Included within disposals of £11.7m is £11.1m relating to the disposal of Camden FHQ which had come to the end of its lease term during the year. This disposal value is offset by the depreciation disposals.

** For Right of Use assets only. Additions should represent new leases only, therefore, changes in assumptions shows those leases which are been renewed, held over, rent uplifts, additional capital costs and adjustments. In 2024/25, additions of £15.2m related to lease renewals/holding over leases £15m and rent uplifts £0.2m. The largest lease renewals were Blundell Street £12.4m and Baches Street £2.5m.

*** Gain on modification of lease disclosed on the statement of comprehensive income of £22k relates to the disposal of Doncaster Trafford Court, which was an IFRS16 property.

****The revaluation of property, plant and equipment is based on the published CPI (Consumer Price Index) data. The Authority performed a sensitivity analysis which assessed the impact of a 1% change of the CPI percentage. If the CPI percentage increased by 1% the reported fair value of property, plant and equipment would increase by £1.0m. There would also be a £1.0m decrease in the reported fair value of property, plant and equipment if the CPI percentage decreased by 1%.

	Leasehold improvements £'000	Plant and machinery £'000	Motor Vehicles £'000	Assets under construction - Motor vehicles £'000	Assets under construction - Other £'000	Right-of-Use Assets £'000	Fixtures & fittings £'000	IT equipment £'000	Total £'000
Cost									
As at 1 April 2023	61,384	18,732	18,748	5,491	2,976	53,755	4,111	67,932	233,129
Additions	340	702	558	3,029	5,954	171	59	3,260	14,073
Changes in assumptions*	-	-	-	-	-	389	-	-	389
Disposals	(1,352)	(5)	(1,708)	-	-	-	-	(57)	(3,122)
Derecognition	-	-	-	-	(136)	-	-	-	(136)
Revaluations**	2,031	111	438	-	-	-	35	1,383	3,998
Reclassifications	775	249	3,970	(3,970)	(2,485)	-	16	1,445	-
As at 31 March 2024	63,178	19,789	22,006	4,550	6,309	54,315	4,221	73,963	248,331
Depreciation									
As at 1 April 2023	35,618	17,264	11,304	-	-	24,471	3,552	44,715	136,924
Charged in year	4,625	736	3,212	-	-	4,998	199	8,722	22,492
Disposals	(1,157)	(5)	(1,587)	-	-	-	-	(41)	(2,790)
Derecognition	-	-	-	-	-	-	-	-	-
Revaluations	726	127	322	-	-	-	30	857	2,062
Reclassifications	-	-	-	-	-	-	-	-	-
As at 31 March 2024	39,812	18,122	13,251	-	-	29,469	3,781	54,253	158,688
Carrying amount as at 31 March 2024	23,366	1,667	8,755	4,550	6,309	24,846	440	19,710	89,643

With the exception of right of use assets which reflect the benefits arising under leases held by The Authority, all assets are owned.

* For Right of Use assets only. Additions should represent new leases only, therefore, changes in assumptions shows those leases which have been renewed, held over, rent uplifts, additional capital costs and adjustments. In 2023/24, additions of £389k relates to lease renewals £178k, holding over leases £30k, rent uplifts £103k, stamp duty land tax £76k and adjustments £2k.

** The revaluation of property, plant and equipment is based on the published CPI (Consumer Price Index) data. The Authority performed a sensitivity analysis which assessed the impact of a 1% change of the CPI percentage. If the CPI percentage increased by 1% the reported fair value of property, plant and equipment would increase by £1.1m. There would also be a £1.1m decrease in the reported fair value of property, plant and equipment if the CPI percentage decreased by 1%.

10 Intangible assets

Intangible assets comprise of software, software licences, the wide area network project and expenditure on website development.

	Licences £'000	Software £'000	Wide area network £'000	Websites £'000	Assets under construction £'000	Total £'000
Cost						
As at 1 April 2024	8,069	15,104	4,251	348	103	27,875
Additions	3	196	-	-	-	199
Derecognition	(384)	(193)	(858)	(74)	(6)	(1,515)
Revaluations *	44	70	-	-	-	114
Reclassifications	41	54	-	-	(95)	-
As at 31 March 2025	7,773	15,231	3,393	274	2	26,673
Amortisation						
As at 1 April 2024	7,522	14,159	4,250	348	-	26,279
Charged in year	243	402	-	-	-	645
Derecognition	(384)	(193)	(859)	(74)	-	(1,510)
Revaluations	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-
As at 31 March 2025	7,381	14,368	3,391	274	-	25,414
Carrying amount as at 31 March 2025	392	863	2	-	2	1,259

With the exception of right of use assets which reflect the benefits arising under leases held by The Authority, all assets are owned.

* The revaluation of Intangible Assets is based on the published CPI (Consumer Price Index) data. The Authority performed sensitivity analysis which assessed the impact of a 1% change of the CPI percentage. If the CPI percentage increased by 1% the reported fair value of Intangible Assets would increase by £31k. There would also be a £31k decrease in the reported fair value of Intangible Assets if the CPI percentage decreased by 1%.

	Licences £'000	Software £'000	Wide area network £'000	Websites £'000	Assets under construction £'000	Total £'000
Cost						
As at 1 April 2023	8,015	14,991	4,251	348	12	27,617
Additions	11	37	-	-	95	143
Derecognition	-	-	-	-	-	-
Revaluations *	43	72	-	-	-	115
Reclassifications	-	4	-	-	(4)	-
As at 31 March 2024	8,069	15,104	4,251	348	103	27,875
Amortisation						
As at 1 April 2023	7,167	13,747	4,250	348	-	25,512
Charged in year	355	412	-	-	-	767
Derecognition	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-
As at 31 March 2024	7,522	14,159	4,250	348	-	26,279
Carrying amount as at 31 March 2024	547	945	1	-	103	1,596

With the exception of right of use assets which reflect the benefits arising under leases held by The Authority, all assets are owned.

* The revaluation of Intangible Assets is based on the published CPI (Consumer Price Index) data. The Authority performed sensitivity analysis which assessed the impact of a 1% change of the CPI percentage. If the CPI percentage increased by 1% the reported fair value of Intangible Assets would increase by £30k. There would also be a £30k decrease in the reported fair value of Intangible Assets if the CPI percentage decreased by 1%.

11 Financial instruments

The Authority has contractual provisions to receive cash payments in return for providing a policing service and for full cost recovery of expenditure. The various income streams relate to agreements covered by the PSA, EPSA, TfL (funding from London Underground), Network Rail, funding from other Transport Operating Contractors, specific income funding from the Home Office and ARIS.

Owing to the largely non-trading nature of its activities and the way in which the Authority is financed, the Authority is not exposed to the degree of financial risk faced by other entities. The Authority has limited powers to borrow or invest surplus funds. Financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing the Authority in undertaking its activities.

Liquidity and credit risk

The Authority's net income and capital resource requirements are financed by resources from the PSA holders, and other Government bodies. Therefore the Authority is not exposed to significant liquidity risks. Credit risk has not significantly increased from the financial distress on the train operators as a result of COVID-19 due to emergency measures agreements in place which passed cost and revenue risk for the majority of operators to DfT. The Authority did not have any long-term financial instruments during the year.

Interest rate risk

All of the Authority's financial assets and all of its financial liabilities carry nil or fixed rates of interest. The Authority is not therefore exposed to significant interest-rate risk.

Foreign currency risk

The Authority's exposure to foreign currency risk is not significant. Foreign currency income and expenditure is negligible.

Fair values

Set out below is a comparison by category of book values and fair values of the Authority's financial assets and liabilities.

Primary financial instruments:	2024/25		2023/24	
	Book value £'000	Fair value £'000	Book value £'000	Fair value £'000
Financial assets:				
Cash at bank	50,273	50,273	50,435	50,435
Trade receivables	3,296	3,296	2,796	2,796
Total	53,569	53,569	53,231	53,231
Financial liabilities:				
VAT payable	1,301	1,301	948	948
Other taxation & social security payables	15,170	15,170	13,536	13,536
Trade payables	2,224	2,224	5,276	5,276
Total	18,695	18,695	19,760	19,760

12 Inventories

	2024/25 £'000	2023/24 £'000
Uniform and related items		
Opening balance	57	114
Additions	585	-
Utilisations	(305)	(57)
Provision	-	-
Adjustment	(13)	-
Closing balance	324	57

Comparing 2023/24 to 2024/25, the value of inventories increased by £267k to £324k. The Authority are using an on-demand system where an inventory supplier provides items as and when needed. However, for specialised inventory that the supplier does not have readily available, BTPA will need to purchase these. The large increase in inventory is due to the purchase of tactical vests which is specialised inventory. There was an adjustment in 2024/25 to write off a historic inventory provision of £13k. There were no adjustment or provisions in 2023/24 and no provisions in 2024/25.

13 Trade receivables and other assets

	2024/25 £'000	2023/24 £'000
Amounts falling due within one year:		
Trade receivables – contracts with customers	3,296	2,796
Trade receivables – other	-	-
Other receivables	1,102	1,107
Prepayments and accrued income	10,908	15,690
Less: Impairment of receivables using expected loss model*	(75)	(24)
Total	15,231	19,569
Amounts in the above figures due from other entities included in the whole of government account:		
Other central government bodies	2,180	2,001
Local authorities	1,802	1,878
Public corporations and trading funds	-	(37)
Intra-government debtors	3,982	3,842
Bodies external to government	11,249	15,727
Total	15,231	19,569

* Provisions of £24k in 2021/22 and £51k in 2024/25 were made against an element of debt where recovery is doubtful.

Long-term receivables

	2024/25 £'000	2023/24 £'000
Prepayments and accrued income- amounts falling due after more than one year	6	6

14 Cash and cash equivalents

	2024/25 £'000	2023/24 £'000
Balance at 01 April	50,435	49,812
Net change in cash and cash equivalent balances	(162)	623
Balance at 31 March	50,273	50,435
The following balances at 31 March were held at:		
Government banking service	103	104
Commercial banks and cash in hand	50,170	50,331
Balance at 31 March	50,273	50,435

15 Trade payables and other liabilities

	2024/25 £'000	2023/24 £'000
Amounts falling due within one year:		
VAT payable	1,301	948
Other taxation & social security payables	15,170	13,536
Trade payables	2,224	5,276
Other payables	16,355	15,095
IFRS 16 Lease liabilities**	3,722	4,447
Accruals*	32,770	22,680
Deferred income- contracts with customers	2,116	6,253
Total	73,658	68,235
Amounts falling due after more than one year:		
Other payables, accruals and deferred income	-	-
IFRS 16 Lease liabilities**	50,076	22,108
Total	123,734	90,343
Amounts in the above figures due to other entities included in the whole of government account		
Other central government bodies	13,248	12,352
Local authorities	14,735	14,561
NHS Bodies	68	162
Public corporations and trading funds	-	5
Intra-government payables and liabilities	28,051	27,080
Bodies external to government	95,683	63,263
Total	123,734	90,343

* The £10m increase in accruals is due to a £5.7m increase in vehicle and project spend and £4.8m for work performed on Buckingham Palace Road.

** IFRS 16 Lease liabilities has increased by £27.2m since last year. This is due to lease additions of £32.1m, plus finance costs of £0.5m, offset by lease payments of £4.9m and a lease disposals of £0.5m. The largest lease addition during the year were 200 Buckingham Palace Road £15.3m, Blundell Street £11.9m, Baches Street £2.4m and Croydon AMP House £1.2m. The lease disposal of £0.5m mainly relates to Doncaster Trafford Court.

16 Provisions for liabilities and charges

The amount recognised as a provision is the best estimate of the expenditure required to settle the present obligation as at year end. These provisions have been classified as current as they are expected to be realised in the next financial year.

	Claims against the Authority £'000	Employment tribunals £'000	Dilapidations £'000	Other provisions £'000	Total £'000
Balance at 1 April 2023	1,835	292	3,229	2,569	7,925
Provided in the year	2,326	422	39	2,576	5,363
Provisions utilised during the year	(712)	(289)	(67)	(2,055)	(3,123)
Provisions written back in the year	(1,594)	(191)	(24)	(302)	(2,111)
Balance at 31 March 2024	1,855	234	3,177	2,788	8,054
Provided in the year	2,873	644	330	2,625	6,472
Provisions utilised during the year	(753)	(490)	(1,019)	(1,606)	(3,868)
Provisions written back during the year	(1,174)	(99)	(529)	(536)	(2,338)
Balance at 31 March 2025	2,801	289	1,959	3,271	8,320

Claims against the Authority

This provision applies to claims made by employees of the Authority and members of the public, which were allegedly caused by the Authority's negligence and resulted in injury, loss or damage. The provision is created based on information provided on a regular basis by professional in-house staff and solicitors and is the estimated cost of settlement including legal costs for outstanding liabilities. The likelihood of outflow of resources could change based on these inputs resulting in an increased provision or in some cases a full write-back. A write back of the largest case provided for in the current year within this category would result in a drop in the provision of £0.1 million (£0.1 million in 2023/24).

Employment tribunals

This provision is established on an individual case basis in conjunction with external legal advisers, relating to employment disputes, such as unfair dismissal and discrimination. The provision covers estimated costs of any settlement and any legal expenses. As the cases progress the likelihood of outflow of resources will change. Were all expected outflows for new live cases for the financial year to increase by 10%, the provision would increase by £0.02 million (£0.03 million in 2023/24).

Dilapidations

This provision provides for the settlement of dilapidations costs of leasehold properties. Inputs for the calculation include length of lease, works undertaken at the property, landlord intention and terms of the lease.

A 10% increase in the dilapidation estimate for each property would increase the provision by £1.0 million (£0.8 million in 2023/24).

Other provisions

This relates to all other provisions and primarily includes costs relating to rental reviews and redundancies. There are a range of judgements and inputs involved in the calculation of these provisions. To demonstrate sensitivity; were the estimated rental uplift values 10% higher, the rent review provision would need to be uplifted by £0.05 million (£0.06 million in 2023/24).

17 Contingent Liabilities

A contingent liability exists with regards to additional categories of employee claims with respect to Police Overtime Claims Litigation, Category 1, claims by *CHIS Handlers/ Controller DC KSO and others v the Commissioner of the Metropolitan Police* and Others. The cost has been estimated at a maximum of £0.10 million. Using information present at the time, and that no evidence of completed cases for these categories of claim exists within the Force, the Authority has concluded that on the balance of probabilities a liability for the future settlement of these types of claims does not exist.

A contingent liability exists regarding future claims following the conclusion of the Manchester Arena Inquiry. The process of considering potential claims and the organisation's legal liability is in progress. At the date of signing the Financial Statements the criteria for recognising a financial provision has not yet been met.

A remedy has been implemented on 1 April 2022 following the Court of Appeal ruling that the transitional protection applied to public service pension schemes to be discriminatory. Home Office police forces will taper all officers into the 2015 scheme and officers with CARE benefits pre 1 April 2022 will have CARE benefits shown as moved back into legacy schemes. This remedy will affect certain transferees from Home Office forces to BTP. As a result additional backdated costs may be required to reflect this remedy. At this stage it is too early to ascertain a reasonable estimate of costs however early estimates assume a cost of £0.40 million.

The Authority acknowledges potential future claims relating to an historic legal case. A maximum cost of £0.14 million for further costs and damages has been estimated.

The impact of the Sergeant Lino Di Maria v Commissioner of the Metropolitan Police ruling continues to be monitored by the organisation. At the date of signing the Financial Statements the criteria for recognising a financial provision has not yet been met.

18 Capital commitments

As at 31 March 2025 the Authority had the following capital commitments:

	2024/25 £'000	2023/24 £'000
Estates	18	9
Technology	150	363
Fleet	2,472	2,378
Other	4	1
Total capital commitments	2,644	2,751

19 Commitments under leases

Total future minimum lease payments under short-term leases are given in the table below for each of the following periods:*

Short-term leases not recognised under IFRS 16:	2024/25 £'000	2023/24 £'000
Buildings:		
Not later than one year	1,482	1,414
Later than one year and not later than five years	4,654	3,555
Later than 5 years	6,152	6,069
Total short-term leases	12,288	11,038

* These leases are considered short-term on the grounds the contracts are no longer enforceable as both the Authority and the lessor have the right to terminate the contract with a notice period of 12 months or less.

Total future minimum lease payments under right-of-use assets are given in the table below for each of the following periods:

IFRS 16 Lease liabilities for the following periods comprise:	2024/25 £'000	2023/24 £'000
Buildings:		
Not later than one year	3,722	4,447
Later than one year and not later than five years	13,403	10,445
Later than 5 years	36,673	11,663
Total IFRS 16 Lease liabilities	53,798	26,555

The following table provides a reconciliation between the opening and closing position of IFRS 16 lease liabilities:*

	2024/25 £'000	2023/24 £'000
Opening IFRS 16 Lease liability	26,555	30,391
Lease liability additions	32,070	452
Lease liability disposals	(438)	-
Lease repayments	(4,916)	(4,803)
Finance charge	527	515
Closing IFRS 16 Lease liability	53,798	26,555

* IFRS 16 Lease liabilities has increased by £27.2m since last year. This is due to lease additions of £32.1m, plus finance costs of £0.5m, offset by lease payments of £4.9m and a lease disposals of £0.5m. The largest lease addition during the year were 200 Buckingham Palace Road £15.3m, Blundell Street £11.9m, Baches Street £2.4m and Croydon AMP House £1.2m. The lease disposal of £0.5m mainly relates to Doncaster Trafford Court.

20 Other financial commitments

Other financial commitments and non-cancellable contracts that have been entered into by the Authority are detailed below:

Non-cancellable contracts for the following periods comprise:	2024/25 £'000	2023/24 £'000
Not later than one year	13,321	11,335
Later than one year and not later than five years	18,588	5,089
Later than 5 years	-	-
Total financial commitment	31,909	16,424

Within the above Financial Commitments total above, there is a contract totalling £18.9m with Total Facilities Management (TFM) which provides facilities management services including planned and reactive maintenance, statutory compliance, cleaning and waste services across BTP estate.

21 Related party transactions

The Authority is a non-departmental public body of the DfT. The DfT is regarded as a related party. During the year, the Authority has had the following material transactions with the Department and with other entities for which the Department is regarded as the parent Department:

- BTPA was not invoiced for any costs by DfT in 2024/25 (£237k in 2023/24) and there were no outstanding balances at year end (£22k in 2023/24). DfT was not invoiced by the Authority in 2024/25 (£44k in 2023/24) and no amounts were outstanding at year end (£nil in 2023/24).

- In addition, BTPA have had a number of transactions with other government departments and other central government bodies. Most of these transactions have been with Network Rail; DfT is a controlling party of both BTPA and Network Rail. The Authority was invoiced for £1,530k (£1,749k in 2023/24) by Network Rail in 2024/25 and as at 31 March 2025 there was £nil outstanding (£nil at 31 March 2024). Network Rail was invoiced by the Authority for £116,317k in 2024/25 (£112,758k in 2023/24) and as at 31 March 2025 £1,271k was outstanding (£942k at 31 March 2024). All these amounts are payable and receivable within 30 days and not subject to interest.
- All Chief Constables are members of the Board of the National Police Chief's Council. The BTPA was invoiced £150k in 2024/25 (£107k in 2024/25) and there were no outstanding balances at year end (£nil in 2023/24).
- Due to its status as a national Police Force, the Authority often transacts with the Home Office. The Home Office is therefore regarded as a related party. The Authority invoiced the Home Office £4,543k in the current financial year (£4,427k in 2023/24). At 31 March 2025 £6k was outstanding (£4k at 31 March 2024). The Home Office has invoiced the Authority for £2,153k (£1,755k in 2023/24) in the current financial year. At 31 March 2025, £47k was outstanding (£nil at 31 March 2024). All these amounts are payable and receivable within 30 days and not subject to interest.

The corporate governance arrangements of the Authority require members and senior Authority Officers to register financial and other interests and also to disclose personal or prejudicial interests where matters are discussed at meetings of the Authority. These interests are disclosed below:

- Rachael Etebar is a Sustainable Ownership Client Forum Board Member at Railpen. In the course of the year, the Authority was invoiced by Railpen for costs including pension scheme contributions for £49,513k (£49,145k in 2023/24). At 31 March 2025, there was a net balance of £2k outstanding. The majority of these amounts are payable by direct debit and taken in 7 days from the notification.
- Fiona Brunskill and Brian Lynch hold positions within Transport For London (TfL) – Fiona is the Chief People Officer, while Brian is the Head of Operations. In the course of the year, the Authority invoiced TfL for £95,618k (£92,336k in 2023/24). The Authority was invoiced by TfL during the year for £4,819k (£2,917k in 2023/24). As at 31 March 2025, £889k were due from TfL (£nil at 31 March 2024). All these amounts are payable and receivable within 30 days and not subject to interest. For disclosure purposes, transactions with London Underground Limited and Transport Trading Limited have been included in these values.
- Craig Mackey is an Independent Member at City of London Police Authority and Civil Nuclear Police Authority. In the course of the year, the Authority invoiced City of London Police for £37k (£42k in 2023/24) and was invoiced by City of London Police for £30k (£21k in 2023/24.) All these amounts are payable and receivable within 30 days and not subject to interest. At 31 March 2025, £nil was outstanding to City of London Police (£3k at 31 March 2024). In the current year, the Authority did not invoice Civil Nuclear Police Authority (£0.8k in 2023/24) and the Authority was not invoiced by Civil Nuclear Police Authority (£9k in 2023/24). All these

amounts are payable and receivable within 30 days and not subject to interest. At 31 March 2025, no amounts were outstanding.

- Stewart Jackson was the HS2 Independent Residents' Commissioner for the Department for Transport (until 17 April 2025). In the course of the year, the Authority invoiced HS2 for £242k (£370k in 2023/24) and no amounts were invoiced by HS2 (£nil in 2023/24). As at 31 March 2025, £19k was due from HS2 (£24k in 2023/24). As at 31 March 2025, no amounts were due to HS2 (£nil in 2023/24). All of these amounts are payable and receivable within 30 days and not subject to interest.
- Paula Carter is a Magistrate HM Court and Tribunal Services (HMCTS), London South East Branch. In the course of the year, HMCTS had invoiced the Authority for £12k (£10k in 2023/24) – these payments are in relation to courts in London only. All of these amounts are payable through direct debits and not subject to interest. The Authority received £1.1k from HMCTS through court recoveries payments (£2.3k in 2023/24) – these relate to courts in London only. At 31 March 2025, no amounts were outstanding (£nil at 31 March 2024).
- Dyan Perry is the Chair of High Speed Rail Group, which High Speed 2 is a part of. See the above note under Stewart Jackson for details for HS2 transactions in the current year. Dyan is also a Non-Executive Director at Network Rail, see the above note under Network Rail for transactions details within the current year.
- Ian Drummond-Smith was seconded from Devon and Cornwall Police during the year. In the course of the year, the Authority invoiced Devon and Cornwall Police for £2k (£nil in 2023/24) and the Authority was invoiced by Devon and Cornwall Police for £58k (£43k in 2023/24). As at 31 March 2025, £nil was due from Devon and Cornwall Police (£nil in 2023/24). As at 31 March 2025, £15k were due to Devon and Cornwall Police (£nil in 2023/24). All of these amounts are payable and receivable within 30 days and not subject to interest.
- Nick Hawkins is the Legally Qualified Chair at PCC Northumbria and PCC Avon and Somerset. In the course of the year, the Authority did not invoice Northumbria Police (£5.7k at 2023/24) and was invoiced by Northumbria Police for £18k (£23k in 2023/24). At 31 March 2025, no amounts were outstanding (£nil at 31 March 2024). In the current year, the Authority did not invoice Avon and Somerset Police (£0.8k in 2023/24) and was invoiced by Avon and Somerset Police for £28k (£63k in 2023/24). At 31 March 2025, no amounts were outstanding (£nil at 31 March 2024).
- Hugh Ind is a board member for the Police Digital Service. In the course of the year, Police Digital Service invoiced the Authority for £334k (£593k in 2023/24) and no amounts were invoiced to Police Digital Service (£nil in 2023/24). At 31 March 2025, no amounts were outstanding (£nil at 31 March 2024). All of these amounts are payable within 14 days and not subject to interest.

22 Reserves

The distributable reserves are retained earnings, which also include the capital financing reserve, the working capital reserve and the contingency reserve. Undistributable reserves are made up of the revaluation reserve and the pension reserve.

	Distributable Reserves	Undistributable reserves		Total £000
	Retained Earnings £000	Revaluation reserve £000	Pension reserve £000	
Opening balance at 01 April 2023	57,271	16,384	(49,419)	24,236
Gains/(losses) on revaluation of assets	-	4,112	-	4,112
Actuarial gain/(loss)	-	-	50,920	50,920
Comprehensive income for the year	(33,349)	-	-	(33,349)
Reclassification	(1,219)	-	-	(1,219)
Transfer between reserves	20,139	(2,529)	(17,610)	-
DfT Grant funding recognised*	2,100	-	-	2,100
Closing balance at 31 March 2024	44,942	17,967	(16,109)	46,800
Opening balance at 01 April 2024	44,942	17,967	(16,109)	46,800
Gains/(losses) on revaluation of assets	-	1,458	-	1,458
Actuarial gain/(loss)	-	-	194,630	194,630
Comprehensive income for the year	(23,206)	-	-	(23,206)
Reclassification	-	-	-	-
Transfer between reserves	19,827	(3,757)	(16,070)	-
Closing balance at 31 March 2025	41,563	15,668	162,451	219,682

* This is grant in aid provided by DfT (controlling party) funding for Operation Overhand.

Retained earnings/Distributable reserves

The Retained earnings reserves represent the Authority's cumulative past operating surpluses/deficits from the PSA charges levied to the PSA Holders. Operating losses are carried forward and surpluses are retained and reinvested in the core business and agreed specific initiatives.

Revaluation reserve

The Revaluation reserve represents the cumulative restatements of property, plant and equipment using the relevant modified historical costing indices from the ONS for the category of asset.

Pensions reserve

The pension reserve represents the reverse side of the pension liability reported within the SoFP.

23 Disclosure of retirement benefits

The pension costs and net interests are reflected in the SoCI and the total net pension liabilities for all staff, past and present, are shown in the SoFP, net of the fair value of plan assets. HM Treasury have confirmed that the charge or credit to the SoCI arising from IAS19 should be excluded from the calculation of the amount to be reclaimed from parties with PSAs with the Authority.

The fund participates in two defined benefit pension schemes, both of which are the direct responsibility of the Authority. In addition, Railpen have a role in relation to the management and administration of the scheme. The officer pension scheme, the British Transport Police Force Superannuation Fund (BTPFSF), consists of two sections where members are entitled to final salary benefits and one further section where members are entitled to benefits based on career average earnings. The duration of the scheme is approximately 15 years. The Authority's other defined benefit pension scheme is the British Transport Police Section of the Railways Pension Scheme (RPS), which provides members with benefits based on final salary. The scheme duration is approximately 23 years and closed to new entrants from 1 October 2023. Both schemes aim to be fully funded. From 1 October 2023, staff may join the Group Personal Pension Defined Contribution arrangement with Royal London.

The Authority is aware that there are ongoing investigations at Railpen into historical administration issues. The majority of the identified issues currently relate to process and communication, rather than regarding benefit or liability valuations. The Authority will continue to engage with Railpen on the ongoing work to investigate and resolve.

The Authority have engaged corporate actuary XPS to support the choice of financial assumptions as well as supporting the IAS 19 technical calculations used in completing the following disclosure. The single equivalent rate from the Merrill Lynch AA yield curve has been applied for the discount rate assumption; a consistent method to previous accounting years. This discount rate has increased from 4.85% in 2023/24 to 5.75% in 2024/25, largely driven by the economic climate. An increase of this level has a large impact on the pension liability and is the main cause for the significant decrease in the liability for both schemes this year. The RPS and the BTPFSF schemes both had a surplus in accordance with the interpretation of IAS 19 (IFRIC 14). Further detail on the recognition of the surplus is provided in Note 2.19.

The contribution and funding rates for the RPS section are set per the scheme rules; agreed at such rate as the Designated Employer and the Trustee agree is appropriate subject to the Actuary's confirmation that the revised rates are sufficient to secure the solvency of the Section. The Future Service Joint Contribution Rate is set as the long-term funding rate determined by the Actuary. The 2022 actuarial valuation of

the BTP section of the RPS scheme was finalised and reported a small long-term funding surplus of £0.5m. As a result, contribution rates in respect of future accrual decreased from 1 July 2024 onwards. Due to the deficit that arose as part of the 2019 valuation, the Authority has previously agreed to make lump sum payments of £1.27m annually until 2026. These actions will ensure the section is sufficiently funded for future requirements. Should winding up ever occur, the scheme rules would be applied which covers the order of priority by which benefits are provided in the event of a shortfall or surplus.

The 2021 actuarial valuation of the BTPFSF was finalised and reported a long-term funding surplus of £60m. Contributions for the Authority and members have remained unchanged. The 2024 actuarial valuation is currently underway.

Market volatility which has occurred around recent year-ends has also been assessed to ensure accurate valuation of assets.

The Authority has received legal advice during the period regarding whether the case of Lord Chancellor v McCloud & Others [2018] EWCA and the resulting legislative changes that have been introduced to redress the age discrimination arising from the public sector pension scheme reforms applies to the BTPFSF. The legal advice received concludes that it does not, and nor do the remedial regulations that have since been introduced by the government to rectify the discriminatory treatment.

The Trustee of the RPS scheme received legal advice during the period following the decision of the Court of Appeal in Virgin Media Ltd v NTL Pension Trustees II Ltd & Ors (25 July 2024). The legal advice received concludes that there are no implications for the RPS scheme as a result of the ruling.

Please refer to the pension benefits section of the remuneration report for further context.

The net position of the schemes at 31 March 2025 were as follows:

	2024/25 £000	2023/24 £000
Net pension asset/(liability)		
British Transport Police Force Superannuation Fund	113,289	(25,631)
British Transport Police Section of the Railways Pension Scheme	49,162	9,522
	162,451	(16,109)

The amounts recognised in the SoCI are as follows:*

	2024/25 £000	2023/24 £000
Pension costs reflected in the SoCI		
Current Service Cost – BTPFSF	31,310	32,040
Current Service Cost – RPS	10,110	9,490
Administrative expenses and taxes – BTPFSF	2,240	2,220
Administrative expenses and taxes – RPS	1,090	1,030
	44,750	44,780

	2024/25 £000	2023/24 £000
IAS19 interest reflected in the SoCI		
Net Interest – BTPFSF	800	1,370
Net Interest – RPS	(630)	350
	170	1,720
Total amount recognised in the SoCI	44,920	46,500

* Government support payments have been excluded from the SoCI as they are eliminated from the IAS19 calculation of the overall cost of the pensions, and it is appropriate to include an assumption of Government support in the actuarial valuation of the pensions liability.

IAS 19 pension adjustment reported in the SoCF

Non cash elements related to the pension scheme are deducted from net expenditure as per the SoCF to show Authority's overall cash position. The IAS 19 interest cost is removed in full. The other adjustment for pension charges removes the difference between the pension costs other than interest reflected in the SoCI (as per the table below) and the employer contributions paid to the schemes in each year.

	Note	2024/25 £000	2023/24 £000
BTPFSF			
Current service cost	23D	31,310	32,040
Administrative expenses and taxes	23D	2,240	2,220
		33,550	34,260
RPS			
Current service cost	23D	10,110	9,490
Administrative expenses and taxes	23D	1,090	1,030
		11,200	10,520
Total I&E expenses		44,750	44,780
Less employer contributions			
- Employer contributions BTPFSF	23B	20,660	19,970
- Employer contributions RPS (including BRASS* matching)	23B	8,190	8,920
Total employer contributions		28,850	28,890
Total IAS 19 pension adjustment reported in the SoCF		15,900	15,890

* British Rail Additional Superannuation Scheme (BRASS).

British Transport Police Force Superannuation Fund

A. Change in defined benefit obligation

	2024/25 £000	2023/24 £000
Defined benefit obligation at end of the prior year	1,685,252	1,667,982
Current service cost	31,310	32,040
Interest expense	80,310	77,110
Cash flows		
- Benefits payments from plan	(72,920)	(68,700)
- Participant contributions	13,790	13,300
Remeasurements		
- Effect of changes in financial assumptions	(243,610)	(23,900)
- Effect on changes in demographic assumptions	(1,950)	(25,170)
- Effect of experience adjustments	(5,960)	12,590
Defined benefit obligation at end of year	1,486,222	1,685,252

B. Changes in fair value of plan assets

	2024/25 £000	2023/24 £000
Fair value of plan assets at end of the prior year	1,659,621	1,629,931
Interest Income	79,510	75,740
Cash flows		
- Employer contributions	20,660	19,970
- Government support payments	-	-
- Participant contributions	13,790	13,300
- Benefits payments from plan	(72,920)	(68,700)
- Administrative expenses paid from plan assets	(2,240)	(2,220)
Return on plan assets (excluding interest income)	(98,910)	(8,400)
Fair value of plan assets at end of year	1,599,511	1,659,621

C. Amounts recognised in the SoFP

	2024/25 £000	2023/24 £000
Defined benefit obligation	1,486,222	1,685,252
Fair value of plan assets	(1,599,511)	(1,659,621)
Net (asset)/liability	(113,289)	25,631

D. Components of defined benefit cost

	2024/25 £000	2023/24 £000
Service Cost		
- Current service cost	31,310	32,040
Total service cost	31,310	32,040
Net interest cost		
- interest expense on defined benefit obligation	80,310	77,110
- interest (income) on plan assets	(79,510)	(75,740)
Total net interest cost	800	1,370
Administrative expenses and taxes	2,240	2,220
Defined benefit cost included in the SoCI	34,350	35,630
Remeasurements (recognised in OCI)		
- Effect on changes in demographic assumptions	(1,950)	(25,170)
- Effect of changes in financial assumptions	(243,610)	(23,900)
- Effect of experience adjustments	(5,960)	12,590
- Return on plan assets (excluding interest income)	98,910	8,400
Total remeasurements included in OCI	(152,610)	(28,080)
Total defined benefit cost recognised in SoCI and OCI	(118,260)	7,550

The Authority expects the service cost for the year ending 31 March 2026 to be £22.87 million (31 March 2025: £31.31 million).

E. Net defined benefit liability (asset) reconciliation

	2024/25 £000	2023/24 £000
Opening net defined benefit liability (asset)	25,631	38,051
Defined benefit cost included in the SoCI	34,350	35,630
Total remeasurements included in OCI	(152,610)	(28,080)
Employer contributions	(20,660)	(19,970)
Net defined benefit liability (asset) as of end of year	(113,289)	25,631

The liability has decreased from 2023/24, primarily based on the increase in discount rate as detailed in Note 23H.

F. Defined benefit obligation

	2024/25 £000	2023/24 £000
Defined benefit obligation by participant status		
- Actives	572,923	651,382
- Vested deferreds	93,768	111,005
- Retirees	819,531	922,865
Total	1,486,222	1,685,252

G. Analysis of scheme assets***Unitisation***

The asset values disclosed reflect Authority's exposure to underlying asset classes through holdings of units of the pooled funds in which the underlying assets are held. Underlying assets are managed by the pension administrator, Railpen and the control over economic benefits for the Authority is established through the unitisation of those funds. The table below has been used to illustrate the underlying assets proportional to the Authority's unit holdings in various pooled funds, and their position in the fair value hierarchy of the underlying assets. Level 1 and 2 assets include diversified Exchange Traded Funds valued at open trading prices; the Level 3 include property, private equity and non-exchange-traded Pooled Investment Vehicles equity. This is discussed below and relates to illiquid direct property and equity held directly within Railpen pooled funds.

British Transport Police Force Superannuation Fund	2024/25				2023/24
	Fair value Level 1 £ million	Level 2 £ million	Level 3 £ million	Total £ million	Total £ million
Private equity and non-exchange -traded Pooled Investment Vehicles	-	-	370.17	370.17	414.04
Equities	479.37	-	70.18	549.55	689.64
Cash and current assets	118.55	-	-	118.55	85.90
Fixed Interest Securities	0.43	108.34	10.52	119.29	91.64
Index Linked Securities	188.61	18.21	-	206.82	157.11
Derivatives- Future	4.07	-	-	4.07	16.66
Derivatives- FX Contracts	4.69	-	-	4.69	(0.71)
UK Property	-	-	31.28	31.28	28.71
Pooled Investment Vehicles	10.30	24.47	156.94	191.71	172.63
Other	-	-	3.38	3.38	4.00
Fair value of plan assets	806.02	151.02	642.47	1,599.51	1,659.62
Present value of funded obligations				(1,486.22)	(1,685.25)
Net (liability)/asset				113.29	(25.63)

* The figures in the table may not sum due to rounding.

Due to the nature of the Level 3 asset class there is inherent uncertainty in the valuation. The table below illustrates the impact of a 5% change across specific Level 3 asset classes and the total asset portfolio for each scheme

British Transport Police Force Superannuation Fund	2024/25		
	Change in asset class value	Percentage change in total value of plan assets	Change in deficit £million
Private equity and non-exchange-traded Pooled Investment Vehicles	+5%	1.16%	(18.51)
	-5%	-1.16%	18.51
UK Property	+5%	0.10%	(1.56)
	-5%	-0.10%	1.56
Total plan assets	+5%	5.00%	(79.98)
	-5%	-5.00%	79.98

H. Significant actuarial assumptions

Weighted average assumptions to determine benefit obligations	2024/25	2023/24
Discount rate	5.75%	4.85%
Rate of price inflation (RPI)*	3.00%	3.10%
Rate of price inflation (CPI)*	2.80%	2.85%
Rate of increase in salaries**	2.80%	2.85%
Rate of pension increases	2.80%	2.85%

* The actuarial model uses both RPI and CPI. RPI is used to estimate price increases whilst CPI is used to estimate benefit increases. On 4 September 2019, the UK Government announced that it would consult on the UK Statistics Authority's proposals to align RPI with CPIH by 2030. On 25 November 2020, HM Treasury and the UK Statistics Authority released their joint response in relation to the consultation on the reform of the RPI methodology. This confirmed that the RPI index will be aligned with the CPIH index from February 2030, which is similar in construction and calculation to the CPI index. To reflect this, from 20/21 onwards the Authority changed the derivation of the CPI inflation assumption to be 1% p.a. lower than RPI inflation for the period up to 2030 and 0% p.a. lower than RPI inflation for the period from 2030. This leads to a single equivalent deduction of 0.25% p.a. from the RPI inflation assumption to derive the CPI inflation assumption.

** Salary increase assumptions has remained in line with an initial best estimate of salary increases for a period of time and then in line with inflation thereafter. Therefore, allowance has been made for short-term pay increases of 2.50% for the first year following the measurement date, then 2.00% for the second to fifth years following that. The rate of increase in salaries after that period is in line with the increase in CPI. At both measurement dates, a promotional scale is applied in addition to the rate of salary increases shown above.

If the inflation assumptions reduce by 50 basis points, then the overall impact on the funding position of the pension schemes would be a £115m improvement as at 31 March 2025. Of this, £95m relates to The British Transport Police Force Superannuation Fund and £20m relates to the British Transport Police Shared Cost Section of the Railways Pension Scheme.

Assumed life expectations on retirement at age 65	2024/25	2023/24
Retiring today – Males	21.6	21.6
Retiring today – Females	24.0	23.9
Retiring in 20 years time – Males	22.9	22.9
Retiring in 20 years time – Females	25.4	25.3

Expected future benefit payments from the fund, based on data from 2021 formal valuation and the 31 March 2025 IAS 19 assumptions:	2024/25 £ million	2023/24 £ million
Benefits expected to be paid with 12 months	73.00	71.00
Benefits expected to be paid between 2 to 3 years	147.00	143.00
Benefits expected to be paid between 4 to 6 years	235.00	229.00
Benefits expected to be paid between 7 to 10 years	339.00	330.00
Benefits expected to be paid between 11 to 15 years	465.00	455.00
Benefits expected to be paid in over 15 years	3,491.00	3,517.00

I. Sensitivity Analysis

The below table shows the impact of changes to assumptions to the net pension (asset) / deficit

Net liability (asset), excluding any effect of asset limit	2024/25 £ million	2023/24 £ million
Base	(113.29)	25.63
Discount rate		
Discount rate - 25 basis points	56.62	71.36
- Assumption	5.50%	4.60%
Discount rate + 25 basis points	(53.19)	(66.74)
- Assumption	6.00%	5.10%
Inflation rate		
Inflation rate - 50 basis points	(95.07)	(118.02)
- Assumption	2.30%	2.35%
Inflation rate + 50 basis points	104.43	130.55
- Assumption	3.30%	3.35%
Mortality		
Mortality	39.41	50.31
- Assumption	Plus one year age rating	Plus one year age rating

Further details on sensitivity can be found in the table below:

Analysis of net SoFP	£ million	Sensitivities from Base Financial Year (FY) 2025 (one item changed with all other things held constant)					
	FY 2024	Base FY 2025	Minus 0.25% discount rate	Plus 0.25% discount rate	Minus 0.5% inflation rate	Plus 0.5% inflation rate	Mortality sensitivity
Fair value of scheme assets	1,659.62	1,599.51	1,599.51	1,599.51	1,599.51	1,599.51	1,599.51
Present value of benefit obligations	1,685.25	1,486.22	1,542.84	1,433.03	1,391.15	1,590.65	1,525.63
Net liability (asset), excluding any effect of asset limit	25.63	(113.29)	(56.67)	(166.48)	(208.36)	(8.86)	(73.88)

Analysis of projected pension cost	£ million	Sensitivities from Base FY 2026 (one item changed with all other things held constant)					
	Actual FY 2025	Base FY 2026	Minus 0.25% discount rate	Plus 0.25% discount rate	Minus 0.5% inflation rate	Plus 0.5% inflation rate	Mortality sensitivity
Current service cost	31.31	22.87	25.46	21.73	20.36	27.21	24.03
Interest cost	80.31	83.78	83.25	84.24	78.32	89.78	86.04
Interest income on scheme assets	(79.51)	(90.82)	(86.87)	(94.77)	(90.82)	(90.82)	(90.82)
Administrative expenses and taxes	2.24	2.24	2.24	2.24	2.24	2.24	2.24
Total pension cost before asset limit	34.35	18.07	24.08	13.44	10.10	28.41	21.49

Actuarial assumptions	FY 2024	Base FY 2025	Minus 0.25% discount rate	Plus 0.25% discount rate	Minus 0.5% inflation rate	Plus 0.5% inflation rate	Mortality sensitivity
Discount rate	4.85%	5.75%	5.50%	6.00%	5.75%	5.75%	5.75%
Rate of RPI assumption	3.10%	3.00%	3.00%	3.00%	2.50%	3.50%	3.00%
Rate of CPI assumption	2.85%	2.80%	2.80%	2.80%	2.30%	3.30%	2.80%
Rate of salary increase*	2.85%	2.80%	2.80%	2.80%	2.30%*	3.30%*	2.80%
Rate of pension increase	2.85%	2.80%	2.80%	2.80%	2.30%	3.30%	2.80%

Mortality Table	In line with the actuarial valuation as at 31 December 2021 but excluding margins for prudence and COVID-19 allowance, and using the 2022 CMI model with long-term improvements of 1.25% p.a. and an initial addition of 0.2%.	In line with the actuarial valuation as at 31 December 2021 but excluding margins for prudence and COVID-19 allowance, and using the 2023 CMI model with long-term improvements of 1.25% p.a. and an initial addition of 0.2%.	In line with the actuarial valuation as at 31 December 2021 but excluding margins for prudence and COVID-19 allowance, and using the 2023 CMI model with long-term improvements of 1.25% p.a. and an initial addition of 0.2% plus a one year age rating.
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Notes: All figures are in millions. These initial pension expense forecasts are highly sensitive to changes in market conditions and should not be relied upon without further advice.

* Allowance has been made for short-term pay increases of 2.5% for the first year and 2% for the following 4 years. Then increases at the assumed rate of increase in salaries thereafter.

British Transport Police Section of the Railways Pension Scheme

A. Change in defined benefit obligation

	2024/25 £000	2023/24 £000
Defined benefit obligation at end of the prior year	260,779	257,389
Current service cost	10,110	9,490
Interest expense	12,600	12,070
Cash flows		
- Benefits payments from plan	(6,860)	(6,200)
- Participant contributions	4,620	5,100
Remeasurements		
- Effect of changes in financial assumptions	(55,640)	(6,620)
- Effect of experience adjustments	(9,570)	(5,630)
- Effect on changes in demographic assumptions	(930)	(4,820)
Defined benefit obligation at end of year	215,109	260,779

B. Changes in the fair value of plan assets

	2024/25 £000	2023/24 £000
Fair value of plan assets at end of the prior year	270,301	246,021
Interest Income	13,230	11,720
Cash flows		
- Employer contribution (including BRASS matching)	8,190	8,920
- Participant contributions	4,620	5,100
- Benefits payments from plan	(6,860)	(6,200)
- Administrative expenses paid from plan assets	(1,090)	(1,030)
Return on plan assets (excluding interest income)	(24,120)	5,770
Fair value of plan assets at end of year	264,271	270,301

C. Amounts recognised in the SoFP

	2024/25 £000	2023/24 £000
Defined benefit obligation	215,109	260,779
Fair value of plan assets	(264,271)	(270,301)
Net asset	(49,162)	(9,522)

D. Components of defined benefit cost

	2024/25 £000	2023/24 £000
Service Cost		
Current service cost	10,110	9,490
Total service cost	10,110	9,490
Net interest cost		
- interest expense on defined benefit obligation	12,600	12,070
- interest (income) on plan assets	(13,230)	(11,720)
Total net interest cost	(630)	350
Administrative expenses and taxes	1,090	1,030
Defined benefit cost included in the SoCI	10,570	10,870
Remeasurements (recognised in OCI)		
- Effect of changes in financial assumptions	(55,640)	(6,620)
- Effect of experience adjustments	(9,570)	(5,630)
- Return on plan assets (excluding interest income)	24,120	(5,770)
- Net measurement regains/(losses) - demographic	(930)	(4,820)
Effect of asset limitation and IAS minimum funding requirement	-	-
Total remeasurements included in OCI	(42,020)	(22,840)
Total defined benefit cost recognised in SoCI and OCI	(31,450)	(11,970)

The Authority expects the service cost for the year ending 31 March 2026 to be £6.10 million (31 March 2025: £10.11 million).

E. Net defined benefit liability (asset) reconciliation

	2024/25 £000	2023/24 £000
Opening net defined benefit liability (asset)	(9,522)	11,368
Effect of changes in demographic assumptions	10,570	10,870
Total defined benefit cost recognised in the SoCI and OCI	(42,020)	(22,840)
Employer contributions	(8,190)	(8,920)
Net defined benefit liability (asset) as of end of year	(49,162)	(9,522)

The liability has decreased from 2023/24, primarily based on the increase in discount rate as detailed in Note 23H.

F. Defined benefit obligation

	2024/25 £000	2023/24 £000
Defined benefit obligation by participant status		
Actives	93,574	112,677
Vested deferreds	70,746	89,991
Retirees	50,789	58,111
Total	215,109	260,779

G. Analysis of scheme assets

Unitisation

The asset values disclosed reflect the Authority's exposure to underlying asset classes through holdings of units of the pooled funds in which the underlying assets are held. Underlying assets are managed by the pension administrator, Railpen and the control over economic benefits for the Authority is established through the unitisation of those funds. The table below has been used to illustrate the underlying assets proportional to the Authority's unit holdings in various pooled funds, and their position in the fair value hierarchy of the underlying assets. Level 1 and 2 assets include diversified Exchange Traded Funds valued at open trading prices; the Level 3 include property, private equity and non-exchange-traded Pooled Investment Vehicles equity. This is discussed below and relates to illiquid direct property and equity held directly within Railpen pooled funds.

Railway Pension Scheme	2024/25				2023/24
	Fair value Level 1 £ million	Level 2 £ million	Level 3 £ million	Total £ million	Total £ million
Private equity and non-exchange-traded Pooled Investment Vehicles	-	-	51.75	51.75	59.31
Equities	71.83	-	8.74	80.57	125.77
Cash and current assets	16.82	-	-	16.82	14.04
Fixed Interest Securities	0.06	15.83	1.23	17.12	15.48
Index Linked Securities	4.64	0.38	-	5.02	14.04
Derivatives- Future	0.61	-	-	0.61	3.11
Derivatives- FX Contracts	0.70	-	-	0.70	(0.13)
UK Property	-	-	2.42	2.42	2.22
Pooled Investment Vehicles	1.54	64.20	23.52	89.26	32.22
Other	-	-	-	-	-
Fair value of plan assets	96.20	80.41	87.66	264.27	270.30
Present value of funded obligations				(215.11)	(260.78)
Net (liability)/asset				49.16	9.52

* The figures in the table may not sum due to rounding.

Due to the nature of the Level 3 asset class there is inherent uncertainty in the valuation. The table below illustrates the impact of a 5% change across specific Level 3 asset classes and the total asset portfolio for each scheme.

Railway Pension Scheme	2024/25		
	Change in value	Percentage Change	Change in deficit £million
Private equity and non-exchange-traded Pooled Investment Vehicles	+5%	0.98%	(2.59)
	-5%	-0.98%	2.59
UK Property	+5%	0.05%	(0.12)
	-5%	-0.05%	0.12
Total plan assets	+5%	5.00%	(13.21)
	-5%	-5.00%	13.21

H. Significant actuarial assumptions

Weighted average assumptions to determine benefit obligations	2024/25	2023/24
Discount rate	5.75%	4.85%
Rate of price inflation (RPI)*	3.00%	3.10%
Rate of price inflation (CPI)*	2.80%	2.85%
Rate of increase/(decreases) in salaries**	2.80%	2.85%
Rate of pension increases	2.80%	2.85%

* The actuarial model uses both RPI and CPI. RPI is used to estimate price increases whilst CPI is used to estimate benefit increases. On 4 September 2019, the UK Government announced that it would consult on the UK Statistics Authority's proposals to align RPI with CPIH by 2030. On 25 November 2020, HM Treasury and the UK Statistics Authority released their joint response in relation to the consultation on the reform of the RPI methodology. This confirmed that the RPI index will be aligned with the CPIH index from February 2030, which is similar in construction and calculation to the CPI index. To reflect this, since 20/21, the Authority has changed the derivation of the CPI inflation assumption to be 1% p.a. lower than RPI inflation for the period up to 2030 and 0% p.a. lower than RPI inflation for the period from 2030. This leads to a single equivalent deduction of 0.25% p.a. from the RPI inflation assumption to derive the CPI inflation assumption.

** Salary increase assumptions has remained in line with an initial best estimate of salary increases for a period of time and then in line with inflation thereafter. Therefore, allowance has been made for short-term pay increases for each year of the 5 years following the measurement date. The rate of increase in salaries after that period is in line with the increase in CPI. At both measurement dates, a promotional scale is applied in addition to the rate of salary increases shown above.

If the inflation assumptions reduce by 50 basis points, then the overall impact on the funding position of the pension schemes would be a £115m improvement as at 31 March 2025. Of this, £95m relates to The British Transport Police Force Superannuation Fund and £20m relates to the British Transport Police Shared Cost Section of the Railways Pension Scheme.

Assumed Life expectancies on retirement at age 65	2024/25	2023/24
Retiring today - Males	20.3	20.3
Retiring today - Females	22.7	22.7
Retiring in 20 years time - Males	21.7	21.7
Retiring in 20 years time - Females	24.3	24.2

Expected future benefit payments from the fund, based on data from the draft 2022 formal valuation and the 31 March 2025 IAS 19 assumptions:

	2024/25 £ million	2023/24 £ million
Benefits expected to be paid with 12 months	7.00	6.00
Benefits expected to be paid between 2 to 3 years	15.00	14.00
Benefits expected to be paid between 4 to 6 years	26.00	24.00
Benefits expected to be paid between 7 to 10 years	42.00	41.00
Benefits expected to be paid between 11 to 15 years	66.00	67.00
Benefits expected to be paid in over 15 years	653.00	717.00

The below table shows the impact of changes to assumptions to the net pension deficit

I. Sensitivity Analysis

Net liability (asset), excluding any effect of asset limit	2024/25 £ million	2023/24 £ million
Base	(49.16)	(9.52)
Discount rate		
Discount rate - 25 basis points	12.21	15.99
- Assumption	5.50%	4.60%
Discount rate + 25 basis points	(11.37)	(14.83)
- Assumption	6.00%	5.10%
Inflation rate		
Inflation rate - 50 basis points	(19.58)	(25.60)
- Assumption	2.30%	2.35%
Inflation rate + 50 basis points	22.11	29.11
- Assumption	3.30%	3.35%
Mortality		
Mortality	5.44	7.42
- Assumption	Plus one year age rating	Plus one year age rating

Further details on sensitivity can be found in the table below:

Analysis of net SoFP	£ million	Sensitivities from Base Financial Year (FY) 2025 (one item changed with all other things held constant)					
	FY 2024	Base FY 2025	Minus 0.25% discount rate	Plus 0.25% discount rate	Minus 0.5% inflation rate	Plus 0.5% inflation rate	Mortality sensitivity
Fair value of scheme assets	270.30	264.27	264.27	264.27	264.27	264.27	264.27
Present value of benefit obligations	260.78	215.11	227.32	203.74	195.53	237.22	220.55
Net liability (asset), excluding any effect of asset limit	(9.52)	(49.16)	(36.95)	(60.53)	(68.74)	(27.05)	(43.72)

Analysis of projected pension cost	£ million	Sensitivities from Base FY 2026 (one item changed with all other things held constant)					
	Actual FY 2025	Base FY 2026	Minus 0.25% discount rate	Plus 0.25% discount rate	Minus 0.5% inflation rate	Plus 0.5% inflation rate	Mortality sensitivity
Current service cost	10.11	6.10	6.76	5.47	5.18	7.11	6.32
Interest cost	12.60	12.31	12.44	12.16	11.18	13.58	12.62
Interest income on scheme assets	(13.23)	(15.33)	(14.67)	(16.00)	(15.33)	(15.33)	(15.33)
Administrative expenses and taxes	1.09	1.09	1.09	1.09	1.09	1.09	1.09
Total pension cost before asset limit	10.57	4.17	5.62	2.72	2.12	6.45	4.70

Actuarial assumptions	FY 2024	Base FY 2025	Minus 0.25% discount rate	Plus 0.25% discount rate	Minus 0.5% inflation rate	Plus 0.5% inflation rate	Mortality sensitivity
Discount rate	4.85%	5.75%	5.50%	6.00%	5.75%	5.75%	5.75%
Rate of RPI assumption	3.10%	3.00%	3.00%	3.00%	2.50%	3.50%	3.00%
Rate of CPI assumption	2.85%	2.80%	2.80%	2.80%	2.30%	3.30%	2.80%
Rate of increase in salaries	2.85%	2.80%*	2.80%*	2.80%*	2.30%*	3.30%*	2.80%*

Mortality Table	In line with the results of the actuarial valuation as at 31 December 2022 but excluding COVID-19 adjustment and using the 2022 CMI model with long-term improvements of 1.25% p.a. and an initial addition of 0.2% from 2022 onwards.	In line with the results of the actuarial valuation as at 31 December 2022 but excluding COVID-19 adjustment and using the 2023 CMI model with long-term improvements of 1.25% p.a. and an initial addition of 0.2% from 2022 onwards.	In line with the results of the actuarial valuation as at 31 December 2022 but excluding COVID-19 adjustment and using the 2023 CMI model with long-term improvements of 1.25% p.a. and an initial addition of 0.2% adjusted to give one year added life expectancy from 2022 onwards.
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Notes: All figures are in millions. These initial pension expense forecasts are highly sensitive to changes in market conditions and should not be relied upon without further advice.

* Allowance has been made for short-term pay increases equal to 2.50% for the first year and 2% for the following four years. Then increases at the assumed rate of increase in salaries thereafter.

At both measurement dates, a promotional scale is applied in addition to the rate of salary increases shown above.

COVID-19

The Authority are aware that our analysis may be affected by risks arising from the impact of the COVID-19 pandemic. Whilst the short-term impact is more clearly understood at this stage, the full impact of the COVID-19 pandemic in the long-term remains uncertain. The mortality rates experienced for recent years in both schemes show no significant change in mortality based on the review of the data provided by the Schemes' Actuaries. No margins have been applied to this analysis to reflect this risk.

24 Defined contribution pension scheme

This scheme is administered by Royal London, and is a group personal pension plan which is available to all police staff. It's a defined contribution scheme, offering employees the flexibility to vary their pension contributions from 4.4% to 12% of their salary. BTP also makes contributions to the pension.

As at 31 March 2025, the scheme had 380 active members. All employees are put into the scheme at a default rate of 4.4% employee contribution and 6.6% employer contribution rate. The scheme contributions are a 60:40 split employer to employee. The employer will match contributions up to a maximum of 8.4% the employee must pay a minimum of 5.6% to qualify for the highest employer rate. Employees can contribute a maximum of 12% of pensionable pay but this is under review.

For the year ended 31 March 2025, employer's contributions of £154k were payable. In the year to 31 March 2025, the net cost of pensions amounted to £1.35m.

25 Events occurring after the reporting date

There are no events to report. The Accounting Officer authorised these financial statements for issue on the date of the Certificate and Report of the Comptroller and Auditor General.

