

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 17 Oct 2023

Attendees		Apologies
Chief Constable Lucy D'Orsi	Ch Supt D Div - Gill Murray	DCC Alistair Sutherland
Chief of Staff - Mike Furness	D/Supt MSOC – Sarah White	ACC Allan Gregory
ACC Sean O'Callaghan	Head of Transformation - Harriet Harvey	Dir People and Culture – Rachael Etebar
ACC Charlie Doyle	Head of PSD – Peter Fulton	Dir Corporate Governance - Steff Sharp
DD P&C - Clare Conie	Head of IT Portfolio Delivery – Jack Bourne	Head of Justice & Public Contact - Susan Yeomans-Jones
DD Wellbeing, Health & Safety - Kayad Dualeh		Federation - Stuart Cowan
DD Financial Control - Harriet Andrews		Head of A&I – Ashley Auger
DD Finance - Richard Dronfield		Head of External Affairs – Johnny Shilton
DD Commercial - Ian Currie		Sam McCully - TSSA
Head of DCC Portfolio - Vanita Patel		Ch Supt B Div - Chris Casey
Head of Audit and Assurance – Mel Morton		Head of Corporate Communications - Allison Potter-Drake
Head of IM - Helen Edwards		Head of Technology – Caroline Sparks
		D/Ch Supt Crime – Paul Furnell
Presenters of papers (not present for entire FEB but for their item)		
Head of Estates Transformation - Naweed Mazhar	Jenifer Crowther – Strategic Planning Manager	
Aaron Fennel – Senior Leadership Development Partner	Paula Mount – Head of Leadership Academy	
CI Robert Olatilu – Trust, Legitimacy and Community Policing		

1. Chief Constable's introduction

- 1.1 LDO reflected on the recent promotion processes and thanks those who have supported all Insp, CI and Sup boards. FEB discussed the impact of running all processes concurrently.

****ACTION DD People and Culture CC to bring feedback on process back to next FEB****

- 1.2 LDO updates FEB on a recent Accelerated misconduct hearing, where an officer was dismissed. LDO asks FEB to use the publication of the dismissal as an opportunity to signal conversations with our people.
- 1.3 LDO congratulates Head of DCC Portfolio, Vanita Patel on her acceptance onto the Police Leadership Executive Programme (PELP), all of FEB wishes her well on the course.
- 1.4 LDO raises ACC Allan Gregory's retirement and gives an update on the recruitment process which will take place with the British Transport Police Authority.

2. Minutes and Actions from previous meeting

- 2.1 The minutes of the previous meeting on 21 Sept 2023 were raised and no comments or feedback provided.
- 2.2 All actions have been refreshed and updated
- 2.3 Action 4 04.05.23 – Legitimacy Deep dive Deferred deep dive to March Committee's with Authority. This was to create a better product, item will be brought back to FEB for Dec/Jan. Will confirm later.
- 2.4 Action 3 09.03.23 – Senior Talent Pool has already been updated at COG.

3. Finance Update

- 3.1 RD gave an update on the financial position of the force at P6 where the forecast for Q2 has now been completed. RD updated on how the forecast has been adjusted in Q1, The risk was adjusted at P5 and this was mainly due to £5.1M above budgeted pressures, £4.4M above budgeted pressures to be manage or to result to overspend. An estimated £5m BAU pressure due to impact of the PRRB settlement.
- 3.2 RD updates on methods and mitigations on how to manage overspend including, reductions/delays in planned recruitment, travel and accommodation to be used in essential purposes only, reductions in overtime to ensure only essential overtime is being worked, reductions in training spend to include courses already booked and essential training, identifying non-committed spend which can be reduce or delayed to the next financial year.
- 3.3 RD provides details on the planning steps for the Medium Term Financial plan which has been discussed at the Chief Office Group Meeting and will go to an away day for discussion before coming back to a full Chief Officer Group for approval before going to the British Transport Police Authority for sign off.
- 3.4 RD thanks officers and staff who have engaged with the Viva engage post asking our people to contribute to ideas on how we can keep spend to a minimum, FEB then discusses the challenges that this post has and how it can be turned toxic and a reminder to try to manage this.
- 3.5 FEB recognises that it is a challenging position entering forecast for Q3, caution is raised around ensuring cash flow and avoid paying suppliers in lump sums or advance to ensure the force can manage its cash flow.

4. Performance

- 4.1 VP gave an overview of performance with the headlines showing crime is 20% up due to increases in both Theft and Shoplifting with a 12% solve rate for this increase.
- 4.2 VP discusses how Staff Assaults are 30% higher but we haven't reached our upper control limit of 16% solve rate. Robbery has flatlined in September and the solve rate has improved. Our handback time is trending around 100 minutes and the arrival time on scene at 24 minutes.
- 4.3 VP explains a new focus on hate crime which has seen a 20% increase. A new Hate Crime dashboard has been created to allow for greater details to be provided on Antisemitic and Anti-Islamic crimes in light of the Israel Gaza conflict. We have seen improvements in crime record timeliness which has been reviewed at Performance Board.

- 4.4 FEB discusses the hand back time and the variables that affect this, the impacts of seasonal peaks and the plans to manage these and LDO reminds FEB of the strategy and priorities.

5. Portfolio Update

- 5.1 HH discusses the in year progress made thus far. The Portfolio will be taking out £500k of project revenue to relieve pressures. The Portfolio will identify which projects can be slowed down and which can be stopped completely. Resources and costs have moved their RAG rating to RED in light of current financial position and pause on recruitment. It is recognised that those within the Transformation Portfolio on Fixed term contracts will feel uncertain about the recent news.
- 5.2 FEB recognises the pressures restarting project work will have on other departments such as estates, commercial and Technology, it is recommended that all projects link in with these departments as soon as possible to manage workloads and forecast resources.
- 5.3 HH updates on Comms Review Business Case which was approved and the consultation process will begin. Again the pressures raised on other departments was discussed, JB notes the impact of Technological solutions proposed within business case would have on his department.
- 5.4 HH informs FEB that the Government Internal Audit Agency has sent through a terms of reference for a BTP Efficiencies audit and highlights some of the challenges this may bring. Following a previous GIAA audit we have now published our benefits framework which is aligned to the government public efficiencies.

6. Strategic Objective Reporting Q2

- 6.1 JC presented slides to show that all Q2 objectives are amber which is no change from Q1. Freeze on recruitment and other measures put in place may have an effect on RAG rating however the current position doesn't show this impact yet. The finance impacts may have short term effects, however freeze on recruitment will have longer term impacts which will become apparent in Q3.
- 6.2 FEB notes that senior leaders need to be clear about the impacts of financial controls and freeze on recruitment will have on their departments so that JC can accurately reflect this in future reports. FEB thanks JC for their work and notes the impact that the report has to evidence the forces position against its strategic objectives.
- 6.3 FEB endorses all the current gradings for the strategic objectives with the caveat of future impacts and risks.

7. ARIC Update

- 7.1 MM presented the ARIC Report from 18th September. The report evidences a Moderate Assurance for Vetting. Which has a report Embargoed, His Majesties Inspectorate of Constabulary and Fire Rescue is invited to review recommendations and sign off. Other recommendations can be signed off internally.
- 7.2 PND Auditing is showing Non-Compliant as we are only completing two out of three checks. College of Policing have been engaged to discuss options and CoP are

content with the checks that we are doing and we have a plan in place to complete all three checks required. The main mitigation for this risk is with the new team under Information Management who will support this process MM states that DCC Alistair Sutherland has accepted the risk in the short term.

- 7.3 ARIC reviews against risks with limited assurances, such as Crime related incident assurance and fleet management assurance. CRI was raised to ARIC to ensure mitigation and actions were added.
- 7.4 MM updates that Fleet Management isn't quite where we want it but its improving, FEB discusses the challenges with Fleet Management and how figures are used to assess progress. IC updates on current Fleet position and its impacts.

ACTION – IC to update FEB on when Fleet Management Review will take place.

8. Strategic Risk Register and Deep Dive

- 8.1 MM presents slides on Strategic Risk Register and deep dive.
- 8.2 MM updates FEB on all aspects of the risk register and where most risks are shown as Amber, however this could change in Q3 due to the current financial position. A discussion is held between FEB members around the different owners of particular risks, including those which are owned by British Transport Police Authority.
- 8.3 MM details how the Income Risk has changed and how this has been identified by the BTPA too. Strategic Risk has increased from 12 to 16 due to our current financial pressures however the Technology Score has reduced from 12 to 9. Cyber and data controls have been added to risks to align to cyber maturity plan.
- 8.4 Legitimacy risk slide will be subject to a deep dive. The partnership working risk has also been updated as changes to resourcing has taken place within BTPA.

ACTION – AS to discuss income Strategic Risk with BTPA Chief Executive, highlighting need for enhanced controls and action

- 8.5 MM presents Technology Deep dive and notes that the risk's highlighted within it may change as our financial position is better understood. The deep dive highlights the new temporary Senior Leadership team within Technology due to leavers and long term sickness which prompts a discussion amongst FEB on challenges and opportunities to risk appetite.
- 8.6 LDO opens the discussion Business Continuity Plans – IT capability reality doesn't meet business expectations in terms of SLAs for service recovery JB provides an update at it was Data Centre Relocation Phase 2, which would reduce the DR timeframe even further as the current time was out of appetite for the business. However, CD said the cost is unaffordable and does not outweigh the business benefit and is therefore happy with the DR timeframe of DCR phase 1. CD states this is the risk are we prepared to accept and at this stage or the last stage was 24 hours was an acceptable level based on the cost.

9. Policing Plan Refresh 24/25

- 9.1 JC presents slides on the annual Policing plan refresh for 2024/2025. JC explains the impacts and the review process which has been undertaken against the current policing plan. Which included Stakeholder events which were well attended by various Train Operating Companies.
- 9.2 JC thanks members of the Designing out crime unit for their input, particularly in evidencing progress in partnership working with stakeholders. Stakeholders took the view that the proposed objectives were broad enough to capture challenges

nationally, and any changes proposed were met with support from all stakeholders involved in the calls.

- 9.3 LDO thanks those who have taken part in the refresh and in the stakeholder calls.
- 9.4 FEB have a discussion on how the new financial position may impact upon the refresh with JC recognises and will look to include.

10. Senior Leadership Development Programme Closure Report

- 10.1 PM and AF present slides on Senior Leadership Development Programme, they evidence the impact of the programme, which details how a wide amount of people took part in the programme and most people felt the objectives were met. The average score for objectives being met was between 6 & 7. Participant feedback was shared with FEB and evidence from a feedback survey was discussed which focused specifically on behaviours and changes felt by participants.
- 10.2 AF shared feedback from the All People Survey which alluded to the impacts from Senior Leadership Development Programme, specifically focusing on the way our people perceive senior leaders within the organisation. LDO invites FEB members to share their own feedback on the programme which all members engage in and provide mixed feedback. There is a sense that SLDP has not provided a positive impact and LDO requests that the paper is brought back to FEB with further detail.
ACTION – The SLDP paper to be returned to next FEB with more information the success factors of the proposed programme and how they will be measured

11. National Enabling Programme Update

- 11.1 JB presents slides on National Enabling Programme to update FEB on future ambitions for the Force and the impacts it may have. JB presents three national solutions which FEB are briefed on and benefits for each are detailed.
- 11.2 JB updates FEB on the planned activity which includes next steps for Piloting activity, and how this pilot activity will increase overtime with May 24 as an expected full roll out date.
- 11.3 JB is updating FEB on Multi Factor Authentication (MFA), particularly that the proposed method would involve using personal devices, however assurances have been provided that no personal data would be accessed. HE, shares her support for the proposed method as she currently uses MFA for part of her role.
- 11.4 FEB discusses the risks and challenges for roll out, which will see a pilot phase start in January.

ACTION – NEP Paper to be brought back to FEB in February with updates and challenges on pilot progress.

12. Inclusion and Diversity Session

- 12.1 KW and RO deliver and I&D session on 15 indicators of institutional racism and the link to the Police Race Action Plan