SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 04 May 2023

Attendees		**Apologies**
Chief Constable Lucy D'Orsi	Head of IM - Helen Edwards	D/Ch Supt Paul Furnell
Dir P&C - Rachael Etebar	DD Financial Control - Harriet Andrews	Head of External Affairs - Johnny Shilton
DD Wellbeing, Health & Safety - Kayad Dualeh	Head of DCC Portfolio - Mike Furness	ACC Charlie Doyle
ACC Sean O'Callaghan	Head of Financial Planning and Analysis - Vijay Indran	DCC Alistair Sutherland
DD Commercial - Ian Currie	Det Supt Pete Fulton – Head of Professional Standards	
Head of A&I - Vanita Patel	ACC Allan Gregory	
Head of Audit and Assurance – Mel Morton	Head of Transformation - Harriet Harvey	
DD Finance - Richard Dronfield	Head of Internal Communications - May Holloway	
Head of Technology - Caroline Sparks	Ch Supt C Div - Sandra England	
Chief of Staff - Steff Sharp	Head of Justice & Public Contact - Susan Yeomans-Jones	
Ch Supt B Div - Chris Casey	Ch Supt D Div - Gill Murray	
Ch Supt E Div - Will Jordan	Federation - Stuart Cowan	
Head of MSOC - D/Supt Sarah White - representing PF	Sam McCully – TSSA (observer)	
DD P&C - Clare Conie	Head of Estates Transformation - Naweed Mazhar	
Head of Corporate Communications - Allison Potter-Drake	Dir Finance, Commercial and Estates - Tracey Martin	
Presenters (not present for entire FEB but for their item)		
Strategic Head of Inclusion and Diversity - Karen Wiesenekker Head of Safety - Ken Slack	Strategic Planning Manager - Jen Crowther Professional Development Business Manager - Rhiain Cooper	Business Change Manager - Rebecca Smith Supt Chris Horton

1. Chief Constable's introduction

1.1 LDO opened the meeting by welcoming everyone, specifically Naweed Mazhar, the new Head of Estates Transformation who introduced himself and explained his plans to engage with as many people as possible to enable honest discussion on how Estates can improve.

1.2 LDO highlighted that this is TM's last FEB and thanked her for her energy and commitment to ensuring a strong financial strategy and wished TM well in her new role. TM reflected on the positive change in the force over the last 5 years and how much progress has been made and thanked everyone.

1.3 LDO reflected on a challenging week with 2 Accelerated Misconduct Hearings. A hearing on 2nd May involved a case of voyeurism where an officer used an iPad to record a woman changing to shower, he was found guilty at crown court, and dismissed from the force. LDO commented on the victim's courage which all were deeply grateful for and asked the board again to ensure our messaging on professional standards and values is felt by everyone in the force. Another hearing on 3rd May was adjourned. LDO reflected on the poor performance management of some of our leaders and asked the group to talk to all line managers to deal with underperforming people effectively, particularly when in probationary periods. A third hearing is scheduled for next week.

1.4 LDO thanked SOC for his work leading to Operation Golden Orb this weekend and recognised the hard work in planning that all functions help deliver. SOC added his thanks for wider support, particularly around the challenges in managing the leave restriction which ultimately resulted in all of our people's requests being approved.

1.5 The Beyond Visual Line of Sight (BVLOS) business case went to Department of Transport yesterday and LDO thanked everyone involved, referencing the importance of ambition and the focus on now making that a reality.

1.6 LDO asked for views on the 2 senior leadership away days last week. The feedback from the board, and in a poll was overwhelmingly positive and supportive of more activity in that area. MH also referenced the strength of feedback and engagement during the events and the overall feeling of our leaders being galvanised for action.

2. **Minutes and Actions from previous meeting**

2.1 The minutes of the previous meeting on 05 April 2023 were raised and no comments or feedback provided.

2.2 All actions have been refreshed and updated, nothing raised to discuss or reopen.

3. Finance Update

3.1 TM introduced the provisional outturn, which is a marginal overspend (£353m against income of £349m; 100.6% accuracy on revenue and 100.7% on capital). Budget delivery is a complex exercise which requires significant and sustained effort from colleagues throughout the year, in particular the PMO. Non pay has seen some more significant pressures relating to inflation, in addition to overspend on overtime, countered by the anticipated underspend on pay. The training budget has been spent in its entirety which shows our commitment to a well-trained workforce. The year ended at 89% of gross establishment.

3.2 LDO queried how budget holder performance can be assessed throughout the year. RD confirmed the Finance BPs have targets to bring spend within 2% but this has not traditionally extended to budget holders, which could be explored at a high level for FEB.

3.3 CC shared the dataset linking deployability to budget with the board, to encourage a better understanding of the impact of underspend.

Action: RD to include within the FEB Finance update, a high-level assessment of budget holder performance throughout the year.

4. Performance Update

4.1 VP provided an update to FEB on performance and disruption. Crime levels are still mostly similar to 2018/19 with 22 crimes per million passenger journeys. Our solved crime rate is 13% compared to 18/19 when our solved rate was 18%. With more focus on high harm crimes, it was suggested that we disaggregate the solved crime in two sections.

4.2 Vulnerability includes similar levels of fatalities, and we have seen a 6% reduction in primary disruption minutes (police activity), compared to a 13% increase for reactionary delays (the knock-on effect) and 2% increase in incidents.

4.3 VP referenced broader crime metrics, specifically crime recording timeliness during the weekend - last weekend saw 81% maintained and this trend should continue.

5. Portfolio Update

5.1 HH presented an overview of the portfolio, commenting that it was a balanced reflection. Good work was highlighted on the summary report which saw the Sunderland business case at PCIB 24th April, of particular note was its exemplary look at benefits and it's meaningful, measurable, and quantifiable aspects of the busines case. The Data Transformation busines case has some last-minute issues on the commercial side that are being worked through.

5.2 HH talked to proactive benefits work taking place to re-educate and reset acting directly on feedback from GIAA and HMICFRS. There will be a new benefits strategy, new metrics, and new ways of calculating benefits to improve things going forwards.

5.3 In terms of costs HH raised traditional back end spend profiles continuing to be a risk after seeing fairly significant in year changes on fleet.

5.4 HH highlighted good news relating to drones after getting through to the second stage in BVLOS bid in the Shared Outcomes Fund, ending on an overview of the portfolio roadmap.

5.5 LDO queried the workstreams activity and whether the Capability Review's work can be articulated clearly to our people. HH gave an overview of the 14 work packages, where capability gaps were assessed and work with Network Policing and Crime & Safeguarding including surveying and challenge panels. HH reflected on learning from the previous year and that there is a need to take a more holistic approach this year to link back to the force strategy and FMS.

5.6 LDO asked for a review on grading to be bold and ambitious, amber feels a conservative position which MF agreed with and the need for further conversation and agreement on the finance aspect was identified.

5.7 LDO asked for the All People Survey (APS) action plan to be displayed, some board members talked to locally held plans and LDO reminded the board of ownership and delivery and the need for a central repository for only the force wide/cross cutting actions so that progress can be reported on and tracked. MH raised Culture Amp which is an entire lifecycle of survey to delivery all in one place but does require all to understand and use.

Action: HH to share via email with FEB the key headlines from the delivery of the Capability Review in 2022, and the plans to integrate it into the wider Force business planning cycle from 2023 onwards.

Action: HH to work with MH on Culture Amp (including training for senior leaders) and ensuring a central repository for force wide APS actions and progress to report on at the next FEB. All board members to take ownership and complete their actions.

6. Audit, Inspection and Compliance update

6.1 MM updated on highlights including 2 meetings in April for ARIC; the first focusing on IPCO, captor and property management – looking at the inspection report and subsequent action plan that was developed in response to one noncompliance and 3 observations. MM reflected that it is a good quality action plan, with strong progress and good oversight which is being progressed well.

6.2 The second meeting in April was held extraordinarily to focus on estates and captor. Confusion on property policy ownership has been resolved through designating the Head of Crime as the lead, with Divisional Commanders held accountable for performance which is expected to improve over the coming months.

6.3 MM raised that in relation to Captor; currently 4 cannot be accounted for and 152 are outstanding for Specials, although the Specials audit was started more recently. Work is being carried out by E Division to resolve this. It is believed the 4 were destroyed during an estates move; a risk assessment write off process will be followed to ascertain if we are content to tolerate the risk.

6.4 LDO emphasised the risk to trust and legitimacy and stressed that this is the third reporting from ARIC on the matter. It is an unacceptable situation for us to be in and WJ was tasked with bringing forward the 23rd May deadline that has been given, and to consider matters as misconduct where applicable.

6.5 MM referenced a work around with Specials' locker access that is being explored and that similar issues with body armour are being experienced. MF raised the improvements made over the last 6 years.

6.6 MM looked at Estates through the central H&S committee which raised concerns, so it was brought into ARIC to understand where we are against KPIs such as contract management, governance, and risk management. Whilst supplier performance has improved it is not where it needs to be, and they are looking at more specific SLAs to fit our busines model.

7. BTP/A Joint Strategic Risk Register

7.1 MM presented the joint BTP/A Strategic Risk Register for Q4. Most risks are now within tolerance and all have good controls in place. Reporting going forwards will align to strategy assurance, with updates cross-referenced to reduce administrative requirements and develop the link between risk, strategy, and performance. A Strategic Risk workshop is planned with COG and BTPA, along with risk refresher training for key leaders. LDO referenced legitimacy as a strategic priority, with the residual risk score sitting at 16.

Action: Legitimacy to be discussed in more detail at the next FEB as a thematic risk area, led by AS to promote awareness of the work and what more we can deliver in this area.

8. Strategic Reporting Q4

8.1 JC presented the summary of progress against our Strategy at Q4. LDO queried the status of objective three considering the green reporting earlier in the year, which was clarified as an amber status due to the trajectory.

8.2 JC highlighted amber for objective 2 'Victims of crime' which we are looking to grade green with component parts of how we score overall cognisant of the increase in robbery which falls under this objective.

8.3 A new reporting template will be shared with the board. JC thanked senior leaders for their engagement.

9. Health & Safety Risk Assessments

9.1 KS provided an update to the board on the current standing of the risk assessment workstream, future activity and sought to request the continuing requirement of pro-active engagement in the risk assessment workstream from relevant commands and departments where necessary. KS stated his confidence in us being in a more compliant position and recommended that the board continue to recognise their responsibility as senior leaders to engage and drive risk assessment activity and maintain ownership of safety management within their sphere of influence.

9.2 AG gave feedback as Chair of a level 3 board that there has been a culture shift in terms of H&S.

9.3 LDO queried compliance and KS confirmed we are where we expect to be, with all drafts completed and some awaiting COG approval. LDO emphasised the date is non-negotiable and the date for delivery must be complied with. Table 1 within the paper was referenced as shows submission to COG portfolio risk leads and current status of all force level risk assessments.

Action – KS to update on completion of all force level risk assessments within table 1 at next FEB; to include confirmation of submission to relevant COG portfolio risk lead.

10. Pay Award Options (Closed session)

11. Hotel limits

11.1 RE stated that further to the discussion at the last board, which agreed an 'inside the M25' increase, it was requested that further insight into hotel rates outside of the M25 were obtained, and consideration of the hotel thresholds given. RE sought to answer these questions and recommended an uplift to the 'outside M25' threshold to £100. With a reminder to employees that hotels should be booked in advance as far as possible to ensure a good price and any excess of policy 'amber threshold' would require managerial authorisation.

12.2 RD confirms affordable within the MTFP budget.

12.3 Mix of views on whether line management authorisation should be sought for bookings within 1 week due to bureaucracy and potential systems change/cost however RE will take this away to consider with IC as the system owner. FEB approve the change to hotel limit payments at £100 outside of London.

12. Fleet Availability & Replacement

12.1 IC presented a paper that provided an update on the availability challenges being faced by the fleet, the mitigation steps and performance by Division since direct intervention was implemented. He sought direction on the future fleet replacement programme and recommended that the mitigation work is noted and that subject to agreement on funding, EV rollout recommences from 25/26 with a 4-year rollout concluding March 2030.

12.2 CH and CC discussed delays in garages and the strain on police vehicles versus private vehicles that explains the longer wait times for more extensive repairs.

12.3 LDO queried public charging points and highlighted the strategic risk of public charging in terms of access and reliability. CH detailed the expense for chargers at police posts and that public charging is the fall-back option.

13. LDO concerned to read about vandalism of police vehicles which places the need for emphasis on creating a safe operating environment for our people.

Action: SOC to pick up the threat of vandalism from a business continuity perspective and consider mitigating security measures e.g. dashcam footage or other solution. To report into COG.

Action: IC and CH to update paper with detail on contingency plans for public charging being removed and more clearly set out the impact on fleet availability for each option. Updated paper to come to COG next week.

14. Police Staff Entry Routes

14.1 RE shared a paper that proposed options and recommendations for new police staff entry routes which maximise use of the apprenticeship levy. It was recommended that apprenticeships are introduced in BTP through a centralised pool of learners and through targeted entry routes into key departments.

14.2 RC highlighted that whilst there is conceptual support, most departments feel they cannot support T level apprentices due to the demand this would place on their teams and this played out with board members explaining their views.

14.3 CS, SYJ, SW and others agreed to work with RC with a view of accommodating apprentices in their departments in some capacity. If posts can be reconfigured within departments, this should proceed at the discretion of the FEB member.

14.4 SOC raised the vulnerability and safeguarding issue which RE confirmed is well governed with processes driven by the schools.

14.5 HA queried whether 3 FTC posts would be new or whether some departments would lose vacancies. Confirmed that where posts cannot be funded from within existing establishment, additional funding must be sought and agreed through workforce planning processes. This initiative and its prioritisation / funding should be considered within the Strategic Workforce Plan.

Action: CConie to bring back to review the induction and onboarding process for police staff and bring findings/proposals to COG.

15. Working Flexibly – Police Officers

15.1 RS presented a paper that provided an overview of plans and proposals for reviewing police officer ways of working in order to offer more flexibility in terms of when and where they work. The paper asks for the board to comment on the proposed approach and for support in the resulting workstreams. It is proposed that two workstreams are taken forward to increase flexibility in ways of working for officers, blended working for officers and a review of officer flexible working.

15.2 VP raised productivity data to evidence benefits and SS gave support for the approach, highlighting areas where we do it already and raised the Equality Impact Assessment being relevant to all aspects.

Action: RS to bring the proposal back to FEB, accompanied by productivity data, engaging further with other department heads (not just Divisional Commanders) and include how industry perceptions could be managed, to inform a decision. This can be guided through a Working Group to assist delivery at pace.

16. Dress & Appearance Policy

16.1 CConie presented a paper and revised policy and sought endorsement for the changes within the refreshed Uniform, Dress and Appearance policy. There will be no financial impact. Emphasis was placed on a less prescriptive approach and a focus on trusting our people to present themselves in a way which engenders trust and confidence whilst encouraging diversity.

16.2 The vast majority of views were supportive of the changes, MF raised disagreement on the move away from collared shirt, trousers, and shoes for work wear.

Action: The policy was approved by FEB subject to a range of points that require clarification/inclusion.

- Consider flip flops and sliders in terms of H&S and include if tolerable
- To include Divisional Commander with Head of Department
- H&S/HR to be the final arbiter on matters of disagreement between employee and line manager depending on whether it is a public confidence or H&S point
- Need to be clear on the approach to enforcing no non-issue patches and ensure effective comms
- Cultural/religious items should have a caveat of operationally appropriate
- Clarification on tattoos on face in relation to the tattoo policy, with a view to accepting
- Deconflict the references to less prescription on hair styles but maintaining traditional prescriptions on beards and facial hair
- Body armour process identified so that individuals may avoid embarrassment through raising personal issues with fit to line managers
- Body armour for officers in plain clothes should be at risk assessment (and not mandatory).

17 Strategic Workforce Plan

17.1 After bringing the full work force plan to FEB previously, RE was asked to summarise the plan and has updated it with the FMS, areas where skills gaps have been identified, the latest financial data and targets on diversity. The purpose of the strategic workforce plan is to address three critical needs; To align our people resource with our current and emerging strategy, to address emerging risks to resourcing and retention, and to develop long term plans for acquiring, developing, and retaining employees to achieve our strategy.

17.2 RE gave a presentation that sought endorsement so that through the strategic work force plan we can monitor and check our progress.

17.3 LDO observed that the strategic level of the plan was good, however there is a need for further detail on how this will be achieved.

17.4 HH offered assistance in linking the plan with the new strategic busines planning cycle which should help draw out tactical detail.

Action: For FEB to provide feedback to RE who will refocus the detail of the plan to more clearly set out priorities and levers, presenting back to the next FEB for approval.

18 I&D Session

18.2 KW presented on language and terminology and encouraged the group to participate without fear of getting things wrong. KW discussed how concern over the way to say something and using the right words can prevent us from having conversations. A Q&A style session followed which explored the board's understanding and encouraged learning on a range of matters.