SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 31 May 2023

Attendees		Apologies
Chief Constable Lucy D'Orsi	Head of IM - Helen Edwards	Ch Supt D Div - Gill Murray
Dir P&C - Rachael Etebar	DD Financial Control - Harriet Andrews	Head of Justice & Public Contact - Susan Yeomans-Jones
DD Wellbeing, Health & Safety - Kayad Dualeh	Head of DCC Portfolio - Mike Furness	Federation - Stuart Cowan
ACC Sean O'Callaghan	Rep D Div – T/Supt Lorna McEwan	Sam McCully - TSSA
DD Commercial - Ian Currie	D/Supt Pete Fulton – Head of Professional Standards	Ch Supt B Div - Chris Casey
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	Rep Head of Justice & PC – Amy Hudspith	
Head of Technology - Caroline Sparks	Ch Supt C Div - Sandra England	
Chief of Staff - Steff Sharp	D/Ch Supt Paul Furnell	
Rep B Div - Supt Darren Malpas	Head of Internal Communications - May Holloway (joined post lunch)	
Ch Supt E Div - Will Jordan	DD P&C - Clare Conie	
DCC Alistair Sutherland	Head of Corporate Communications - Allison Potter-Drake	
Head of Estates Transformation - Naweed Mazhar		
ACC Charlie Doyle		
Presenters of papers (not present for entire FEB but for their item)		
Lease Management and Project Sponsor – Noel Scott	I&D input - PC Ciaran May	

1. Chief Constable's introduction

1.1 LDO reflected on policing over the last few weeks; the Scottish Railway Policing Committee this Thursday will see interest considering Police Scotland's recent announcement that they are institutionally racist. LDO will be reflecting her position as discussed on the leadership away day.

1.2 LDO outlined the recent headlines regarding MPS over the weekend relating to Right Person Right Care. BTP were not sighted on this approach and our position is under review. LDO has written to the Commissioner to discuss further, given BTP's uniquely high demand for vulnerability.

1.3 SOC raised risk that those in mental health crisis may be drawn to the railway knowing they may get directed to support from BTP officers. CD outlined the risk regarding a lack of awareness on precursor behaviour on Home Office Force patch now and T/Supt Arlene Wilson is looking at this area.

2. Minutes and Actions from previous meeting

2.1 The minutes of the previous meeting on 4 May 2023 were raised and no comments or feedback provided.

2.2 All actions have been refreshed and updated.

2.3 Reminder for feedback on Action 12; 31/05/23 for feedback on the Strategic Work Force plan to RE and will bring forward to the next FEB.

2.4 Attention to drawn to KS's update on Action 5; 04/05/23.

2.5 Action 3; 04/05/23 confirmed complete in MH's absence as FEB members had received invitations to training.

2.6 Action 2; 04/05/23 HH requested hold until next FEB.

2.7 Action 5; 05/04/23 CD raised unclear who is leading on this and requested a meeting with AG and other relevant people to clarify.

Action: AS requested an update on proposal relating to Action 5; 05/04/23 at next FEB following a discussion at COG.

3. Finance Update

3.1 RD gave an update on the letter of delegation compliance from COG, confirming everybody had complied with it.

3.2 RD then presented the position at the end of 22/23 (overtime analysis). £12.6m was spent on overtime, and of that, over £4m was due to shift cover or exceptional demand/specific events, with that removed the true amount is £8.56m and with a budget of £9.7m, overall, we underspent.

3.3 RD presented the slide pack and noted that for P1 we are only 28 days into the financial year. RD confirmed a capital budget of £13m again this year, running with £9.5m of unbudgeted pressures, with the potential for more dependent on the PRPB settlement.

3.4 RD will be sending out the letter of delegation letter imminently which will outline individual budgets and pressures.

3.5 RD commented that conclusions will not be drawn from P1 and his recommendation to FEB is that they maintain the current approach into the first formal forecast in the next period, and no remedial activity required. Within P3 there will be a review in terms of the overall financial position. RD reiterated the importance of why managing this is so important in terms of the impact on future investment in change.

3.6 LDO referenced slide 5 that shows the budgeted forecast and where we are; stressing that we should not lose the top line which is gross establishment which the Capability Review should be setting.

3.7 LDO queried with RD around confidence that we won't underspend; RD outlined indicators that we will overspend some of which will be offset by reserves.

3.8 LDO emphasised the need to be in an evidence-based position to say what our gross is no later than September; AS confirms capacity planning tool, and all other data to ensure we have this no later than September.

Action: HH to bring back the evidence-base for a suitable gross establishment from the Capability Review to FEB in September.

4. Commercial Update

4.1 IC gave detail on 2 workstreams; the pipeline and how core contracts are performing in terms of KPIs. Multifunctional devices have been flagged as red as requiring a 3–4-month extension. CS clarified this was more complex than we first thought as not replacing like for like and had to engage with some technical expert consultants.

4.2 IC gave an overview of Northwick Park which is now green, and the data architecture specification is now in development and moving at pace, aiming to start competition before the end of June.

4.3 LDO reminded everyone on the commercial sensitivities and relationship with the Authority as key in considering communications on such matters.

4.4 IC discussed BWV and uniform contracts performance continuing to improve whilst fleet remains a challenge due to the high mileage of our vehicles, albeit we are currently at 94% availability which is the highest we have seen in recent months.

5. Audit, Inspection & Compliance update

5.1 MM referenced last week's ARIC and that we are in a much better place with captor, with 4 now needing to be signed off as accepted risk by E Division.

5.2 MM outlined the interim process for how captor is managed, and has reviewed the policy and processes and revalidated with SPOCS to ensure everyone is clear on roles and responsibilities to manage through to the permanent solution which is to put captor on the new use of force app.

5.3 MM reminded FEB that captor will be audited annually, and findings reported into ARIC and highlighted that there have been real improvements with the GIAA and HMICFRS recommendations with thanks to all and stressed the need to keep on focus on completion.

5.4 MM noted that risk compliance has reduced across all portfolios this quarter so is engaging with departments to understand why, and drive performance with compliance rates and most importantly not just documenting risks but actively managing them.

5.5 MM stressed the importance of management assurance returns, noting that we are making good progress, and expect the majority to be complete by the end of June deadline.

5.6 LDO sought reassurance that our people are aware and clear of their responsibilities in this area.

Action: MM to ensure action owners are clear on the requirement for management assurance returns to be submitted by the end of June and at next ARIC show outstanding people listed in the report.

6. Performance update

6.1 VP presented slides to highlight areas of note; the robbery trend continues in an upward trajectory, with September usually seeing a seasonal trend increase. Work is being undertaken to understand what has led to the reduction this month, with early correlation work showing that patrols do not have a significant impact.

6.2 VP emphasised that solved rates are higher than this time last year at 9.3% with early green shoots of respite from the robbery trend.

6.3 VP talked to primary disruption minutes lost which are down 9% against the same period last year.

6.4 VP highlighted an increase in volume crime, particularly theft, seeing a 60% increase in TPP which will impact on our overall solved rate although not linked to current strategic plans.

6.5 VP gave an overview of outstanding named suspects being impacted by administrative issues which AS has tasked out at yesterday's meeting. Generally, crime is up 15% against last year (6% from pre covid levels) the solved rate is marginally lower than this point last year (mainly due to theft) however officer assaults are on an upward trajectory with a marginally lower solved rate of 61% comparatively 67% this period last year.

6.6 VP advised FEB on the changes to crime recording from May; Section 5 of the Public Order Act will no longer be recorded as notifiable and whilst the impact of that is not being felt yet, it is expected this will lead to a reduction in public order offences being recorded. Violence against Women and Girls and Sexual offences are on an upward trajectory however we want to see this increase to reflect true reporting levels, the solved rate is higher than this time last year at 16%.

6.7 PF stressed that 41% of robbery offenders are aged between 11 and 15 so has picked up work on the 'in custody' strategy meeting for other pathways to manage them away from robbery this year.

6.8 AS and CD discussed demand management issues in crime recording and CD confirmed it had been included in the resourcing plan for contact management.

Action: VP to conduct a data review on outstanding suspects for officer assaults (to AS outside of FEB).

7. Portfolio update

7.1 HH presented an all-amber portfolio and confirmed this is an accurate reflection with a focus on governance and making things as robust as possible under AFOTM. AS has written to all SROs reminding of their responsibilities and written to the wider change community who are delivering the portfolio of delivering change to thank for their commitment.

7.2 HH drew attention to the ongoing concern on back ended spend and confirmed the expectation for this to change as they start to move through investment and benefits change this year. Challenges with milestone management is seeing some lag in reporting, AS reiterated the importance of sticking to governance plans and outlined work to explore correlations in this area.

7.3 HH noted the risk around technology and the impact of FHQ Data Centre relocation, and confirmed CS is comfortable we can manage that.

7.4 RD commented on back ended spend; stating with all projects approved early this year it will make a significant difference through the MTFP to the Authority as part of sign off in November to make commitments early.

7.5 LDO observed slide 2 in terms of over programming; and sought reassurance that it is not too conservative? HH confirmed there is space to try and bring some things forward.

7.6 CS highlighted projects that didn't appear including MOPI, RRD (Niche module) that is a legal requirement, along with digital evidence management. CS has discussed with HE and this will need to be a project. HH noted.

8. APS Action Plan

8.1 HH thanked everyone for providing updates and completing tasks in Teams; 30 force wide actions agreed to do organisationally rather than locally from the last All People Survey (2022). Everyone has now updated with a RAG status and what has been done to achieve the action; 4 red, 15 amber, 11 green.
8.2 LDO requested updates on any HH is concerned about delivery on and to highlight good work; HH ran through these and owners came back with verbal updates.
8.3 HE asked about roadshows or whether this would be left with leaders to ensure people understand with greater clarity how their work contributes to AFOTM.

Action: MH to provide an update to FEB on current sentiment analysis in relation to our work against APS and AFOTM; are people feeling this? Are things better? Is the roadshow still the solution, or is there another more effective best route?

9. Sunderland Relocation

9.1 NM presented a paper that was seeking FEB approval to support the relocation from the existing premises at Sunderland train station, to Sunderland University Technology Park.
9.2 SE raised vehicles parked ¼ mile away and move to park is within 100 feet of metro tram link to university and this is about the quality we give our people. The air quality report for the current premises came back as uninhabitable so SE's preferred option is to move to the technology park.
9.3 CD queried where this sits within our overall estates plan; NM updated that whilst he is new to the role, he has a plan/strategy to discuss with SS before sharing with FEB.
9.4 RD mentioned PCIB was supportive of this and that it is affordable within capital overprogramming, revenue running costs are manageable within budget and his recommendation was to progress.
9.5 LDO requested any counter views from FEB, of which there were none, and confirmed endorsed subject to the correct governance process (blue folder to CEO).

10. External Affairs Strategy

10.1 JS presented a paper to set out BTP's External Affairs Strategy, which will determine how it engages at a senior level with rail industry partners, as well as key stakeholders across the political spectrum. BTP operates in a uniquely complex operating environment, crossing 3 countries with the devolved administrations of Scotland and Wales. It is also the only police force directly accountable to the DfT. The rail industry, and to a lesser extent policing, are in a state of flux, operating in a very uncertain environment against a backdrop of restricted public expenditure and passenger numbers which have not yet fully recovered from the pandemic, and passengers who now travel very differently to how they did before. To achieve the best outcomes, it is necessary for that strategy to be clearly set out.
10.2 JS reiterated the need for a focus on being joined up, a bespoke approach with our unique and differing stakeholders across the nation, whether industry or political,

and his ambition to be less reactive and more proactive; the benefits of which are already being felt in Scotland.

10.2 Strategy was endorsed, with overwhelming comments of support.

Action: JS to work with CC to complete a stakeholder engagement training needs analysis for differing grades/ranks.

11. Strategic Centre

11.1 AS reminded FEB that the Capability Review identified the need for a corporate brain to deliver the 5 year strategy and beyond and clarified the ask for today was a simple endorsement; 1) on the proposed strategic planning cycle in annex A, which puts us in a significantly improved position to align resources, finance and strategy; and secondly to endorse the principal of a strategic hub as outlined in annex B to move forward to FBC.

11.2 RD highlighted to FEB that whilst he supports the principal this would be another funding pressure in addition to those already highlighted.

11.3 LDO confirmed that the approach was endorsed and stressed that growth in senior leadership positions is not an expected outcome.

12. Inclusion and Diversity Session

12.1 KW and CM presented a diversity and inclusion input on LGBTQ+ pride events and FEB discussed views on the politicisation and commercialism of such events.