SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 29 June 2023

Attendees		**Apologies**
Chief Constable Lucy D'Orsi (LDO) - (transferred chair to DCC at commencement of item 7)	Head of Intelligence – D/Supt Brett Walker (BW)	Head of Wellbeing, Health & Safety - Kayad Dualeh
DCC Alistair Sutherland (AS)	DD Financial Control – Harriet Andrews (HA)	D/C/Supt – Paul Furnell
Chief of Staff - Mike Furness (MF)	Head of Transformation – Harriet Harvey (HH)	Head of Public and Justice Contact – Susan Yeomans-Jones
ACC Sean O'Callaghan (SO'C)	Head of IM – Helen Edwards (HE)	ACC Allan Gregory
ACC Charlie Doyle (CD)	Force Contact Manager – Simon Graham (SG)	Head of Internal Communications – May Holloway
Head of DCC Portfolio – Vanita Patel (VP)	DD P&C – Clare Conie (CC)	Federation representative – Stuart Cowan
Head of Audit and Assurance – Mel Morton (MM)	Head of Corporate Communications – Allison Potter-Drake (APD)	
DD Finance - Richard Dronfield (RD)	Head of Internal Communications – May Holloway (MH)	
Head of Technology – Caroline Sparks (CS)	T/Head of A&I – Ashley Auger (AA)	
Director of Corporate Development – Steff Sharp (SS)	Inclusion & Diversity Business Partner – Lucy Milton (LM)	
Ch Supt E Div – Will Jordan (WJ)	Inclusion & Diversity Business Partner – Kathryn Wall (KW)	
Ch Supt D Div – Chris Casey (joined midway through the meeting) (CC)	Head of Strategic Finance and Transformation – Vijay Indran (VI)	
Rep T/Supt B Div – Lisa Garret (LG)	Head of External Affairs – Johnny Shilton (JS)	
Ch Supt D Div - Gill Murray (GM)	Business Operations Manager – Paddy Kidwell (PK)	
Rep D Div – T/Supt Lorna McEwan (LM)	Rep C Div – Supt Mark Cleland	
Head of Professional Standards – D/Supt Pete Fulton (PF)		
Presenters of papers (not present for entire FEB but for their item)		
I&D input – Sophia Bove & T/Supt Stacey Harfield		

1. Chief Constable's introduction

1.1 LDO welcomed Steff Sharp in her new role of Head of Finance, Commercial Services and Estates.

1.2 LDO recognised those who were awarded Honours from the King's Birthday list against a really competitive landscape nationally. She encouraged all present to put forward nominations for recognition both internally or externally.

1.3 LDO recorded her thanks to Harriet Andrews and her team for all of her efforts in concluding the end of year accounts and emphasised the importance this has in building trust and confidence with the BTPA.

1.4 LDO referenced the Supt promotion process and that this has now been finalised with a few additions to the previous processes and she confirmed that there would be stakeholder involvement and a peoples panel. LDO also stated there a decision hadn't been made as to whether the process would be restricted to internal candidates only but a decision would be made shortly. She also confirmed that the process would be pushed back to September so that it does not adversely impact upon those taking holiday over the summer period.

1.5 LDO referenced the fact that there has been significant discussion around the £9.5m unfunded overspend. She noted the public debate around pay settlements and confirmed that the Force would expect that to be charged out and that the MTFP has a 4% expectation around a pay settlement but this could be up to 7%. However, it was confirmed that there was no new money for this and funding would have to be secured through charging out or finding additional internal savings.

1.6 LDO also requested that all attendees cascade the elements of our values week and engage with teams and departments as widely as possible.

1.7 Lorna McEwan presented on the World Cycling Championships which will be taking place in August across Scotland with 2,000 athletes attending and 8,000 members of the public also taking part in various events. This is the first time the event would take the proposed format and is being billed as the largest cycling event in the world. LM confirmed that planning alongside Police Scotland was progressing well.

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

2.1 The minutes of the previous meeting on 31 May 2023 were raised and no comments or was feedback provided.

2.2 A majority of actions have been refreshed and updated.

2.3 JS provided clarification on his action in relation to completing a stakeholder training needs analysis, and confirmed that a programme of learning for leaders will be developed and that there would be courses on stakeholder engagement for middle management (starting in October) and then senior management going forward.

2.4 MF requested clarification in relation to HH's action relating to providing an evidence-base for a suitable gross establishment from the Capability Review. HH confirmed that the action was in hand but the change made was in relation to qualifying the language rather than the intention of the action.

2.5 MF requested an update in relation to HH's action for the elevator pitch . HH confirmed that this was with internal comms and LDO stated that this item needed to come back in two weeks and be ready for circulation.

ACTION: HH and MH to ensure that the action relating to the communication of the key headlines of the delivery of the Capability Review in 2022, and the plans to integrate it into the wider Force business planning cycle from 2023 onwards and associated plans for an 'elevator pitch' (2/04.05.23) are ready for circulation within the next two weeks.

2.6 RD requested an amendment to the minutes of the last minute for in relation to item 3.3 in that the wording for the £9.5 unbudgeted pressures be changed to revenue rather than capital.

3. P2 Finance Update

3.1 RD presented a summary of the P2 finance forecast and emphasised the importance of the need to present an accurate forecast for Q1 and preceding quarters for purposes of continuity, transparency and the smooth running of BAU. It is also vitally important in maintaining BTPA's trust as we have traditionally underspent, but we are now into a climate of overspend (e.g. £2m last year and the projected £9.5m overspend previously mentioned). As there will be an overspend during this financial year, this needs to be well evidenced with a good rationale and a robust narrative to illustrate the causes to BTPA and stakeholders.

3.2 RD confirmed that the YTD position is showing a trend towards the aforementioned overspend as within P2 we have overspent by £3.4m. This includesa BAU overspend of £1.8m. He confirmed that the YTD overspend was slightly overstated because the budgets for overtime during Op Gold Orb and other major operations had yet to be accounted for.

3.3 RD referenced the fact that there had been quite a significant change in terms of project revenue and capital expenditure since P1 in that both areas were reporting they were on track for an overspend but that we're now significantly lower than P1. RD attributed this to more accurate forecasting across the organisation but that this change would has meant commencing a process of moving projects around and the bringing of things forward from next year to make sure that we spend what we need to spend in an appropriate way and projects suitably progressed.

3.4 RD commented on reporting against establishment noting that our gross establishment is recorded as 5,349 and that we have budget line for the year of circa 4,800 personnel due to leavers and challenges in terms of recruitment. RD confirmed that the Force were on track against the projected figures but that we are already running above budget for pay due to a combination of factors such as HGD and fewer leavers than previously anticipated. RD noted that the slow down in the leaver rate would be closely monitored going forward as this will have implications for recruitment an our finances around pay.

3.5 RD referenced the list of approved list of pressures which comprise the projected £9.5m overspend. This included the £1.1m agreed by the BTPA for additional work within PSD and the £4.4m which COG have agreed that we need to progress this year. RD re-emphasised the need to clear reporting against BAU spend and project/capital spend to ensure that these pressures are fully understood and managed appropriately.

3.6 SS requested that attendees be clear on the narrative re. internal vacancies to ensure confidence. She also emphasised the point regarding accurate forecasting that produces sustainable, consistent projections as this will be key to enable future budget negotiations.

3.7 HH referenced the important part the Capability Review would play in justifying the gross establishment figure and urged attendees to fully understand their establishment in order to provide a sound evidence base for this work.

3.8 LDO sought views from Divisional Commanders regarding the update from RD. GM confirmed that the narrative regarding our gross establishment was useful to help inform recruitment patterns. WJ referenced RD's comment regarding the challenge from DfT in terms of reserve spend and whether this would impact upon recruitment. RD suggested that we proceed as planned. He also confirmed that the £9.5m overspend was based on the assumption that we would not be allowed to utilise our reserve, but were we allowed to do so the projected overspend would come down by circa £5m. SS confirmed that the Force should progress as planned in terms of recruitment as to slow or pause anything at this juncture will mean months if not years for the Force to recover.

3.9 LDO requested that any engagement with stakeholders regarding establishment should emphasise our performance against crimes growing in numbers and complexity and the consumption of a number of responsibilities without additional investment, and the delivery of our current model in the future without reflective financing will prove challenging.

ACTION: SS to put together a script for senior leaders regarding the key points to communicate to stakeholders around the Force's financial situation.

3.10 MC referenced the team focussed on cash based money laundering and that there was a conservative estimate that activity in this area would contribute £2m into the BTP POCA fund and whether it would be possible to ringfence funding from the fund for this team. HA suggested that this need further discussion as we have not funded permanent posts through POCA previously and this would need assessment. CD concurred.

3.11 HA noted that the force can only use our reserves once and that the cash flow position, which assumes the worst case scenario of having to use our reserves for the pressures as well as London Estates. That would mean by the end of the MTFP period we would go below our cash threshold so and this will need to be carefully considered in relation to funding some of the projected pressures.

3.12 LG welcomed the clarity around presentation establishment situation and that recruitment should continue as planned as there are particular challenges on B-Division for both Officers' and PCSOs'.

3.13 LDO requested confirmation that the Force had a plan in relation to managing the £4.3m overspend which would remain should DfT approve the use of reserves. AS suggested that an outline response plan be brought back to FEB but that there was a reasonably high level of confidence as to how this could be managed. LDO requested that this be brought to the nest FEB.

ACTION: AS, RD and HA to produce summary slide in relation to managing the £4.3m overspend which would remain should DfT approve the use of reserves for the overall £9.5m.

4. Update on Legitimacy Risk

4.1 AS summarised the legitimacy thematic deep dive focussed upon causes / effects, mitigations and controls and whether they are appropriate for this risk. This work appears to be well advanced when compared against wider UK policing in terms of sustaining our legitimacy position through investment in PSD, the checks undertaken on our people and the monitoring of complaints are well advanced in terms of the national picture. AS noted that our work around disproportionality and the deep dives and scrutiny we regularly undertake examining where we are around stop and search, use of force and the action we're taking to a understand it, explain and respond would suggest that we are pretty well advanced in that realm nationally.

4.2 AS did note, however, that there appears to be residual concern within the BTPA in this space and, as a result, AS urged attendees to continuously review our work in this area to ensure that the Force has captured everything which may pose a risk is this sphere. He also requested attendees to consider whether there was anything further we could be doing to measure and mitigate this particular risk and to ensure we are providing a comprehensive response.

4.3 LG noted that there was potential do conduct further work around recording victim ethnicity which would aid understanding around disproportionality.

4.4 LDO noted that the paper had been delayed and requested that this item be re-tabled for a future meeting to enable a full discussion due to the importance of the item.

4.5 MM noted that the deep dive conducted on this item last year on behalf of the BTPA saw members recognise that the Force was conducting a significant amount of work around legitimacy but needed additional reassurance around disproportionality and the action being taken by the Force to address any concerns. MM suggested that there was an opportunity to better communicate the 'big picture' around our activity around legitimacy and disproportionality.

4.6 AS requested that attendees review the key questions posed in the paper and that this item return to a future FEB for further discussion. LDO recommended that this come through the EDI Board for further scrutiny.

4.7 APD noted that the perception tracker maintained by Corporate Communications had seen a 9% increase around the trust metric from 64% to 73% suggesting an increase in public confidence in the Force. There has also been a shift in confidence in reporting to BTP in the last three months from 62% to 74%. AS noted that it is important to highlight and communicate the increase in those willing to support investigations and prosecutions. LSO also noted the need for further work around social media sentiment analysis and APD confirmed that this had been done previously but that the AI needed to improve to provide and accurate picture.

4.8 LDO requested that this item be reviewed and then brought to the EDI Board prior to it returning to FEB for further discussion.

5. Audit, Inspection, Compliance Update

5.1 MM provided an update on the specific areas which had been reviewed through ARIC which were vetting and custody.

5.2 MM noted that during the review of vetting this primarily focussed on comparison against national trends and recommendations from HMICFRS review of the Force, but that the latter document was awaiting formal publication. MM noted that progress against the recommendations within this report were progressing well with 2 of the 8 already complete and the remainder were well underway. MM also noted that work was underway to understand how we can work with other agencies in the counter corruption space and that an Ethics Board is in the process of being formed to further support the work being undertaken. MM concluded with confirmation that progress against the HMICFRS recommendations will be reported on at the end of July through ARIC. Additionally, when the Force is content that the recommendations have been satisfied, then HMICFRS will be invited back to conduct a validation exercise to ensure that the criteria have been met.

5.3 MM summarised the review of Custody. MM confirmed that Pace compliance remains high, but there were some concerns over resourcing at a Sgt level following changes to the Bail Act but a BC is being produced to mitigate this in the long term and the issue at present was being managed locally. MM noted that there was 80% compliance in terms of strip searches and that this would remain under review alongside work with L&D and LXC to identify particular issues and amend training as necessary to increase compliance.

5.4 SS noted that there maybe a need to review what vetting status is allocated to roles across the organisation and whether this was creating additional demand which maybe unnecessary due to ‘over vetting’. MM confirmed that there was a specific action relation to this from the wider HMICFRS work to ensure that people were being vetted to the right level. LDO noted that ‘over vetting’ has traditionally acted as a barrier to recruitment to those with protective characteristics, particularly race, and that vetting needs to be proportionate with a clear rationale. PF commented that PSD were monitoring this closely to ensure that appropriate levels of vetting were applied and work closely with departments to ensure that this correct. He also referenced the work being conducted with A&I and Cambridge University in the development of an algorithm to identify individuals who may pose a risk or be at risk.

5.5 LDO noted from the vetting discussion that 2 of the 8 actions were completed but requested that this be reported against at the next FEB to ensure that satisfactory progress was being made.MM confirmed that the expectation was that all recommendations should have been completed but a full update will be provided.

5.6 AS noted that the vetting work needed to be underpinned by sound supervision with managers having the time to get to know their teams, undertake regular 1-2-1s and, as a matter of course, be in a position where staff can approach them with concerns or that they themselves are in a position to identify possible issues based on behaviours and performance. A guide on this is being produced and will be issued shortly.

5.7 MM also noted by exception that TikTok would be removed from Force devices due to concerns around information security and that ChatGPT has been temporarily disabled until a full risk assessment be completed. AS confirmed that a draft policy for ChatGPT has been drafted and is presently under consultation.

6. Performance update

6.1 VP provided a summary of the performance for the period, particularly noting the reduction in robbery offences with started in April, but also that the solved rate for these offences needed to increase with a particular issue in that 12% of victims of these offences do not support further action. There was a discussion about the need to improve the recording of ethnicity of victims and suspects to improve the Force’s understanding of victimology and suspect profiles as for high harm crimes 74% are marked as unknown. LDO requested that there was a seismic improvement in the recording of ethnicity and that there was a need to get this right first time so that the Force can better understand its response. AS confirmed that targeted briefings on this would be taking place and data analysis would be taking place to identify particular obstacles and areas for focus.

6.2 VP noted that there was an increase in incidents involving violence albeit that this is violence without injury but that ¼ of all violence recorded is towards rail staff. This will continue to be monitored as an exception particularly as we move into the summer and events season.

6.3 VP noted that there was an increase in the solve rate for sexual offences from 9% to 17% which was above the national trend.

6.4 VP noted that the solved rate data was being influenced by a significant increase in TPP which means that the Force is seeing a lower solved rate down from 12% to 14% compared with last year.

6.5 VP noted that there was a decrease in the number of officers willing to support further action following an officer assault, but this was small numbers.

6.6 LDO requested greater clarity around what more could be done in terms of utilising covert functions to tackle sexual offending. CD confirmed that this was being explored and relevant parties would be informed in due course where appropriate.

6.7 LDO also noted the improvements in relation to disruption and requested that JS take an action as to how we communicate this out to industry

ACTION: JS to work with A&I to produce a briefing that demonstrates our value and our return on investment in relation to disruption.

6.8 SO'C noted that the Force should do all that it can to support officers' injured on duty and that all avenues in terms of a prosecution be explored. LDO recommended that this be a key item to discuss and action during the upcoming COG awayday.

LDO transferred the chair to the AS at this juncture

7. Portfolio update

7.1 HH provided an overview of the key areas of the Force wide portfolio which was for noting. She confirmed that that there was no significant change to the status of the Force's portfolio since the last update to FEB, but#, as per the finance update, there was a key focus on spend at this time.

7.2 HH noted that there was a need to qualify the savings which would come from the review of the Dog Section Review. The rebalancing target for the Review will no longer be able to realise the savings anticipated as the funding for the affected roles has already been removed as part of the Force budget and establishment build which will now mean a reduction in the funding of the portfolio by £280k from 2024/25 onwards. RD, HH and SO'C qualified the position and it was made clear that this demonstrated the importance of clear forecasting in terms of finance and establishment.

7.3 HH provided a high level summary of the risks that they are covering in the portfolio. She noted that there were a few items which had slipped into the red but that the PMO were working closely with the teams to address the issues they have encountered. CD requested that Drone related risks (BVLOS and VLOS) be transferred into the Network Policing portfolio and that the DBI (Desk Based Investigators) related risk may need review to reduce the present rating based on recent progress.

7.4 HH noted that there were a number big ticket items coming to PCIB in the coming months including NICHE intel portal, intranet replacement, the new Origin BC, Strategic Hub BC, ISPP Final Report, CCTV Roadmap and exception reports for the driver training school proposal to name a few. RD referenced the mention of the NICHE Intel Portal and highlighted that additional investment was being made around NICHE to support development but there was need for further work to identify and improve data reporting from the system.

7.5 HH noted that resourcing for AFOTM is a continuing risk despite internal recruitment into a number of posts. She particularly highlighted the 'Focussed on our Future' aspect of the portfolio which is seeking additional operational SME's to support Layers and Spans, ISPP, Strategic Centre, etc. HH recommended that there was a need to utilise the talent pool to bring in personnel to support these key programmes.

7.6 AS requested support of the use of the talent pool and reiterated the importance of the utilising SME's to take AFOTM forward and the need to remind personnel about the need to notify SROs of any potential barriers of delivery impact factors as soon as possible to allow for adjustment and re-profiling.

8. Free Period Products

8.1 CC presented on the introduction of a permanent supply of free sanitary products across all BTP premises in the spirit of Period Products (Free Provision)(Scotland) Act 2021 by Scottish Government in 2021. This is following pilots on both D and B Divisions which highlighted that that access to period products within BTP is inconsistent but valued where arrangements were in place. CC confirmed that that ask was for the supply of products be made part of BAU and be budgeted under the MTFP for next year as it will be funded from the P&C budget for the remainder of this year.

8.2 RD requested confirmation whether this could be absorbed into the P&C budget going forward rather than the MTFP. AS suggested that the direct funding be resolved outside the meeting, but that this should be progressed regardless.

8.3 JS referenced the fact that VAT on these products had been abolished and that every move should be made to introduce this scheme.

8.4 AH requested qualification as to what controls would be in lace to monitor spend and distribution to fully ensure that the correction products were getting to the right locations. LM confirmed that this had been anticipated and a monitoring process was in place.

8.5 A discussion was held as to where products could be best located in terms of facilities and police vehicles and any potential risks around public perception. It was concluded that products should be made readily available in a sensitive way and as practicable as possible. SO’C noted that there maybe a means to include the provision of products through existing facilities contracts and LM confirmed that this had been examined, but the cost was found to be prohibitive compared with local delivery through SSO’s and there was concern that the service would not be as effective.

8.6 There was agreement that this should be progressed and that initially products were to be placed in female toilets and vehicles, finances would be worked through between RD & LM and a internal communications plan would be agreed.

9. Wellbeing Event

9.1 CC and CD delivered a short update on an upcoming wellbeing event at Baskerville House on the 4th and 5th of July which will cover a number of topics including Guest Speakers, Information Stands, onsite Occupational Health Nurses, Yoga and Sound sessions, a wellbeing dog and much more. Attendees were asked to raise awareness of the event across their departments and encourage attendance.

10. Maternity Survey Presentation

10.1 LM delivered a presentation on the results of the OU Survey on Maternity Experiences in Policing and highlighting areas of work required to continue with our aim to offer the best family friendly rights for any Police Force in the UK.

10.2 LM noted that we were the lead Force in this space but there were areas were improvement was needed. The Force scored 80% under the “Fair Treatment” during pregnancy element of the survey, but Officers and Staff responded that being given meaningful work whilst they’re on TDR is vitally important to aid their wellbeing and returning to work. 46% of respondents felt that they were supported from the MH perspective during their pregnancy and return to work. This is a significant area of focus which is being addressed by P&C.

10.3 Responses regarding contact during Maternity leave varied significantly. 50% agreed that this was of value, and it was a significant point when addressing when individuals returned to work but that the contact piece needed to personalised. Subsequently, AS suggested that a regular/quarterly newsletter be considered for those who are on one form of long-term leave. It was also noted that only 15% of people were asked if they wanted to be notified about forthcoming promotion opportunities whilst they were on Maternity leave.

10.4 Flexible working upon returning to work was also a significant factor and an area of concern for respondents, particularly for Officers. LM noted that there was concern from survey respondents about the return to work and that there was a need to clarify, standardise and, for supervisors, to understand, embrace and promote a supportive return, based on the induvial and their needs. LM also referenced the need to review what roles would be available to those returning from Maternity leave and the support and learning which needs to be put in place for supervisors.

10.5 There was a discussion regarding the need to ‘professionalise and personalise’ the TDR process for those on Maternity TDR to ensure that that individuals are valued, engaged, have the same opportunities as their colleagues and are best placed to contribute to the Force based on their personal circumstances. A common theme throughout the discussion was the need to increase awareness and empower supervisors to assist in this space and that a toolkit was in development to support this. There was also discussion that deployment of TDR personnel be formalised into a workflow process with a board who manage this process which correlates with SWFP oversight.

10.6 It was agreed that the Force needed to solidify the Force’s position in this sphere and communicate this across the Force. Accessibility and understanding around our policy and an individual’s rights was a key point. AS noted that there was a need to monitor and assess TDR/Flexible working trends to ensure that BAU/demand can be maintained against personal needs/circumstances and operational requirements as the Force need to be aligned to demand to provide and effective response.

10.7 LM confirmed that she had everything required from this discussion to progress the various aspects of work related to this item and CC was keen to encourage any additional feedback from supervisors and staff.

11. Equality Toolkit

11.1 KW presented on the new NPCC guidance around the recording of equality data and monitoring. This is endeavouring to align all Police Force’s in terms of categories and codes relating to equality monitoring data and to ensure that we are recording this data in a consistent manner.

11.2 A preliminary impact assessment has been undertaken and presented to the internal Data Board. It was noted that the changes required to secure compliance would likely have a significant impact upon the force and would almost certainly require a change to a number of command and control and data recording systems. AS asked for qualification as to whether this was a formal project. KW confirmed that it wasn’t presently a project but would likely hit the threshold to become one. CS confirmed that this would need to be a formal project as the proposed changes will required changes across a number of systems and applications. These have multiple force owners and suppliers and as a result there would likely be cost and resource implications. KW confirmed that the next steps would be to assess and confirm the scope of the project before formalising the process to move forward.

11.3 MM noted that we had a number of recommendations around EDI monitoring from HMICFRS inspections and suggested that work in this space be aligned to ensure continuity.

11.4 Following a question for AS, KW noted that there were no immediate deadlines attached to this work, but that there were ongoing conversations with the NPCC which would qualify the timeline. However, the present approach is to develop a action plan internally and present this to the NPCC to confirm direction of travel.

11.5 AS asked CS whether there would be any cost implications from a Technology perspective. CS stated that there is a potential cost but that this would need to be fully assessed as this is a complex piece of work covering multiple systems.

11.6 HE recommended that the focus for any change be upon the Force's P1 systems as these will be the most impacted and would deliver the best results in terms of those being sought by the NPCC.

12. Inclusion and Diversity Session

12.1 SB and SH presented a diversity and inclusion input on lived experience of trauma and complex PTSD.