SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 27 July 2023

Attendees		**Apologies**
Chief Constable Lucy D'Orsi (LDO)	Head of Wellbeing, Health & Safety - Kayad Dualeh (KD)	Head of Ext Affairs - Johnny Shilton (JS)
DCC Alistair Sutherland (AS)	DD Financial Control – Harriet Andrews (HA)	Head of Audit and Assurance – Mel Morton (MM)
Director P&C - Rachael Etebar (RE)	Head of Transformation – Harriet Harvey (HH)	Head of Corporate Communications – Allison Potter-Drake (APD)
ACC Sean O'Callaghan (SOC)	Head of IM – Helen Edwards (HE)	Federation representative – Stuart Cowan
ACC Charlie Doyle (CD)	Head of Estates - Naweed Mazhar (NM)	Head of Internal Communications – May Holloway (MH)
Head of DCC Portfolio – Vanita Patel (VP)	DD P&C – Clare Conie (CConie)	
Ch Supt Sandra England (SE)	DD Commercial & Estates - Ian Currie (IC)	
DD Finance - Richard Dronfield (RD)	ACC Allan Gregory – joined at 13:00 hours	
Head of Technology – Caroline Sparks (CS)	T/Head of A&I – Ashley Auger (AA)	
Director of Corporate Development – Steff Sharp (SS)	D/Ch Supt – Paul Furnell	
Ch Supt E Div – Will Jordan (WJ)		
Ch Supt B Div – Chris Casey (CC)		
Head of Public and Justice Contact – Susan Yeomans-Jones (SYJ)		
Ch Supt D Div - Gill Murray (GM)		
Chief of Staff - Mike Furness (MF)		
Head of Professional Standards – D/Supt Pete Fulton (PF)		
Presenters of papers (not present for entire FEB but for their item)		
I&D input – Lucy Milton and PS Andrew Mould Risk update - Paul Adams	Special Constabulary Review - T/Supt Mark Lawrie (ML)	Officer Flexible Working - Miranda Smith (MS) Business Change Lead Strategy update - Jennifer Crowther

1. Chief Constable's introduction

1.1 LDO opened with discussion on Right Care Right Person and that BTP will not be adopting in its entirety and encouraged discussion on Viva Engage. Discussion in the group was supportive, concerns were raised that Home Office forces adopting may displace onto the railway however all agreed that any shift would require a thoughtful and considered approach.

1.2 LDO highlighted an AMH chaired this week, which is part heard, and for the group to keep an eye out for the outcome which should discussed with teams so all can be aware of the leadership expected in the force.

1.3 LDO reflected on the ticket office closure proposals which have been a real point of focus for the last few weeks, and BTP were engaged the day before consultation launched publicly. BTP are working with the Department for Transport now, and there will be a process with robust risk assessments. BTP will not be doing them but will set strategic key points expected of the operators to consider.

1.4 MF referenced over 170,000 objections as of yesterday and that the consultation has been extended by 5 weeks, AG is leading on the risk assessment process for BTP and Charlotte De Britto BTP's secondee into the Department will be working with jointly on this. LDO thanked MF, JS and CDB for their work.

2. Minutes and Actions from previous meeting

2.1 The minutes of the previous meeting on 29 June 2023 were raised and no comments or feedback was provided.

2.2 MF thanked all for good updates on actions; MF asked RE about Strategic Work Force Planning action and RE confirmed no feedback received; LDO reiterated importance to group of providing feedback.

2.3 MF raised with IC his action on accommodation; IC updated that conclusions are that BTP have been mandated across government that they must use this contract, and if we find poor performance, we need to escalate but there is not a better contract available.

2.4 MF raised to VP an historic action for APD on sustainability and communications; VP will discuss with APD on her return from leave

3. Q1 Finance Update

3.1 SS gave headlines on the overspend discussed at the beginning of the year and reminded the group to be sure of accurate forecasting.

3.2 RD outlined the need to be consistent on message in asking for just over 8% - we are spending roughly £21m more than last year and can't have inconsistent or inaccurate forecasting. BTP are currently forecasting £10m overspend. On BAU BTP are currently underspending by £200k, it is the additional pressures that are the challenge. RD highlighted recruitment challenges and pointed out the risk of optimism across the forecasting, so around £2m realism has been applied.

3.3 RD stressed that leaders are not being asked to change their practices or stop recruiting; would like everyone to recruit to current gross, but to be cognisant of things like unnecessary travel and overtime. RD clarified that the current forecast £10m overspend does not include PRRB, that would be a further £5m of unbudgeted pressures.

3.4 GM welcomed any feedback within forecasts; RD stated he was largely impressed with the grip and ownership.

3.5 RD, RE and CC discussed using LinkedIn and professional networks to save on things like headhunters; LDO reinforced this point.

3.6 RD discussed risks and opportunities; as you'd expect net position is only a small variant, of the £9.5m pressures started the year with this has currently reduced by £2m, BTP are seeing a reduction in pay, and have seen a reduction in non-pay, in particular office 365 compliance work with some good best practice. Currently forecasting to spend slightly below the project revenue budget and forecasting an overspend just above capital budget all managed through PCIB, risk of spending reserves was discussed.

3.7 LDO and RE discussed retention, and the disparities between a force narrative and the data – BTP's trend is a lot lower with officer turn over at 8%, compared to 15% across the UK.

3.8 SS described how use of the Capability Review analysis and assumptions will be used to bring COG a suite of choices on recovering budget.

ACTION: RE and SS to work up a plan on how we share retention data on Viva Engage to amplify our good news and myth bust narratives on retention.

4. Audit, Inspection, Compliance Update

4.1 AS highlighted good news on the audit carried out in armed poling, with a mix elsewhere.

4.2 VP outlined the 4 areas reviewed: property, taser, armed policing and a paper for noting around the risk management strategy. VP raised an issue on action updates which is now rectified.

4.3 VP updated that property received moderate assurance, it was felt there was a fragmented approach with issues around freezer capacity, storage, and governance. AS sought reassurance from PF, who confirmed this has already been tasked out. LDO stressed that this made an uncomfortable read with this being an historic issue across most forces and especially concerning as it is a headline in the Casey Review; LDO stated that it is not acceptable that the policy owner didn't attend or send a Deputy to the meeting where this was discussed.

4.4 VP moved onto taser, which was rated a high/moderate. High levels of reassurance were given around auditing, and an issue identified around not know quickly who has taser has been put to SOC as accepted risk, once SOC has accepted this it can be moved to substantial. WJ clarified we can account for taser but can't identify who has drawn taser, but this will be addressed through the app being developed.

4.5 VP updated that Armed Policing was given substantial. LDO query to SOC are we satisfied historic reviews all activity complete? SOC confirmed but will bring back for absolute completeness to ARIC.

4.6 VP; for noting to ARIC on the risk strategy moving forward and creating a risk maturity assessment.

4.7 SS gave overview on position of estates and challenges with the management and coordination of leases, facilities management, grip on contracts and BPR.

5. Risk update

5.1 PA gave risk update; LDO observed appendices dates seem far in the future for delivery and requested to take away and report into AS to be more ambitious with points of delivery.

5.2 PA updated on the risk workshop with BTPA this month and the 6 recommendations within the appendix. PA discussed creating a force level risk for EDI which would link to the legitimacy risk and be owned at this board, which would provide resilience and reporting criteria. PA asked the board to note recommendation 6 which is a deep dive proposal from ARIC this year which will be undertaken in December and March this reporting year.

6. Performance update

6.1 AS emphasised a focus on robbery and disruption/delay, and despite early green shoots in May, this is now heading in the wrong direction based on a small number of significant incidents. AS stressed the need to refocus with all the workforce on performance in support of our strategy.

6.2 AA updated on a 19% increase in crime compared to last year, mainly due to volume crime, with TPP and shoplifting all being driven by the economic climate. Crime that causes the most harm sits at 10% increase for violence and 14% increase for public order with an overall solved rate of 13% which is slightly lower than last year, however robbery remains the most significant risk. With the current peak period over the summer holidays, solved rates for robbery remain challenge.

6.3 AA gave an overview of sexual offences performance, which continues to see increases in solved rate at 16%, with a slow but steady increase in overall outcomes. Weapons have increased as exception, which is due to police proactivity in this area. Snatch thefts have increased which are a precursor to robbery, so A&I are monitoring those. Improvements in the recording of ethnicity has improved significantly with cases of ‘unknown’ reduced from 74% to 61%.

6.4 LDO discussed the expectation for performance improvements to correlate with the investment in technology and improvements in making BTP a better working environment.

6.5 CC gave an update on robbery; challenge for B Div 22/23 robbery in June was out of kilter and very low, however they are well within control limits and heading back to a seasonal dip; weekends are challenging due to the resourcing gap, football, and events.

6.6 A discussion followed amongst the board around named suspects, wanted on warrant and crime management and the need to focus on our priorities.

Action: Next FEB allocate double the time for performance

7. Portfolio update

7.1 HH updated that portfolio remains at amber with some emerging concerns that could tip some indicators red in coming periods; by exception the new SRO reviews kick off next week, to support this round of review is roadmap realism with a need for the same level of accuracy and honesty in portfolio and programme roadmaps which are key to drawing out risk and emerging pressure on portfolio revenue.

7.2 HH gave an overview of changes to accounting treatment of programme capital and revenue and raised that this will become a pressurised area for the revenue budget.

7.3 HA have advice in line with accounting standards that until business cases are fully approved, any spend before that should be revenue and that the team are finishing work on this and will have further clarity next week. HA confirmed BTP are fully compliant with accounting standards.

7.4 HH discussed resourcing and updated that the tech cadre is having a positive impact across the portfolio. 2 significant leavers from the team this week, so the talent pool will be approached for more resource. The new intranet was signed off at PCIB so can push towards a rapid implementation.

7.5 HE raised suggested clearer line of sight as to what is coming to assist with time management which HH supported.

8. Commercial update

8.1 IC updated that the pipeline is mainly green and that the targeted intervention is working. Separately procurement law will be changing over the next year due to leaving EU, and then moved onto contract performance which is now becoming more stable; specifically issues with supply chains, and uniform are becoming more stable, currently reviewing winter and foul weather uniform, fleet is fluctuating quickly however new cars now rolling out, much quicker turnaround times with garages, and the imminent arrival of EVs will continue to improve this.

8.2 CC highlighted that vehicle availability is a factor in response performance.

8.3 IC updated on contract management; with training delivered in line with Cabinet Office best practice, a new policy being circulated shortly and new templates - there is lots of good work taking place. There will be a GIAA audit commencing in early September. IC stressed no PO no pay and reminded the board that all have a responsibility to get better.

8.4 LDO reflected that she is keen to hear improvements are felt by divisions.

9. Q1 Strategy update

9.1 JC presented the update that showed all except for one objective is amber, one proposing as green is fewer victims of most serious crime however if the challenges around robbery continue this could move to amber. JC drew attention to priority activity, how to assess sustainability and impact on performance, and sought endorsement on where we are with objectives AS asked the board to consider optimism bias and the gradings were agreed by the board.

9.2 PF referenced the VAWG app as some good work in this area and VP emphasised that the board should look at intended outcomes of that activity, and effective ways to measure that; MF added that it is good practice to review year on year the activities we are doing judged on operational impact.

10. Pay Award Paper - Closed session

11. Special Constabulary Review

11.1 AG summarised the COG commissioned review of BTP's Special Constabulary, and to highlight the opportunities available to drive improvements in performance, contribution, and culture. Approval was sought for the recommendations proposed within the review approved at PCIB on previous day, next steps would include formal consultation and development of implementation plan.

11.2 ML summarised recommendations and emphasised no cost implication, focussed on structure, governance, oversight, and leadership; AS encouraged endorsement; CS queried finance for uniform and equipment, ML confirmed no expansion of resource numbers.

11.3 GM supportive of proposal and queried cost for Superintendent post and ML confirmed this would be 0.2 FTE within existing Superintendent portfolio and again would be within current establishment.

11.4 CC supportive of proposal and stressed importance of moving forwards due to impact on Special Constabulary; CConie raised concern on pressures in recruitment and delivery and referenced importance of engagement with Police Superintendent's Association and working hours.

11.5 RE supportive and emphasised the need for collaborative development of implementation plan and a comms plan.

11.6 LDO highlighted the need for relentless engagement to ensure our people feel engaged and confirmed the board approved the recommendations.

11. Working Flexibly – officers

11.1 MS updated that the paper provides an update on the work to facilitate a more flexible approach to officer working patterns and seeks FEB endorsement on proposals that: The Working Flexibly Policy is extended to include officer blended working; Officers who have blended working agreed will undertake an agile DSE assessment and will have access to the £350 expense claim process; Blended working will be established through informal (non-contractual) role assessment agreements.

12.2 Discussion amongst the board with some raising concerns on operational effectiveness, performance, and stakeholder/public perception.
12.4 LDO directed further work to deconflict between statutory and informal, differences between staff and officer entitlements for working at home equipment and a policy that would give clarity on when it can be withdrawn, cognisant of the look and feel of the force and how this would be balanced with operational requirements and ensure we can understand where are workforce are working, risk assessments, professional standards, vetting, information management and requirements to put in place before we could sign this off.

Action: ME to create a standardised review process with set assessment criteria to Chief Officers who should tailor and complete for their portfolios over the next month, and create a 3-page policy to bring back to next FEB.

13. I&D Session

13.1 PS Andy Mould from the Positive Action Recruitment Team gave an input on what Positive Action is, and how we are using it in regard to Recruitment.

14. AOB; Pay revisited

14.1 Discussion amongst the board relating to PRRB and decision made to award 7%.