SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 24 August 2023

Attendees		Apologies
Chief Constable Lucy D'Orsi (LDO)	Head of Wellbeing, Health & Safety - Kayad Dualeh (KD)	Chief of Staff - Mike Furness (MF)
DCC Alistair Sutherland (AS)	DD Financial Control – Harriet Andrews (HA)	D/Ch Supt – Paul Furnell
Director P&C - Rachael Etebar (RE)	T/Supt Arlene Wilson – representing D/C/Supt Furnell (AW)	Head of Professional Standards – D/Supt Pete Fulton (PF)
ACC Sean O'Callaghan (SOC) *Joined later	Head of IM – Helen Edwards (HE)	DD Finance - Richard Dronfield (RD)
ACC Charlie Doyle (CD)	Head of Estates - Naweed Mazhar (NM)	Head of Transformation – Harriet Harvey (HH)
Head of DCC Portfolio – Vanita Patel (VP)	DD P&C – Clare Conie (CConie)	
Ch Supt C Div - Sandra England (SE)	DD Commercial & Estates - Ian Currie (IC)	
Head of Corporate Communications – Allison Potter-Drake (APD)	ACC Allan Gregory	
Head of Technology – Caroline Sparks (CS)	T/Head of A&I – Ashley Auger (AA)	
Director of Corporate Development – Steff Sharp (SS)	Head of Audit and Assurance – Mel Morton (MM)	
Ch Supt E Div – Will Jordan (WJ)	Head of Internal Communications – May Holloway (MH)	
Ch Supt B Div – Chris Casey (CC)	Head of Financial Planning & Analysis – Vijay Indran (VI) representing Richard Dronfield	
Head of Public and Justice Contact – Susan Yeomans-Jones (SYJ)		
Ch Supt D Div - Gill Murray (GM)		
Head of Ext Affairs - Johnny Shilton (JS)		
Federation representative – Stuart Cowan		
Presenters of papers (not present for entire FEB but for their item)		
Carole Thatcher (CT) PDR update		

1. Chief Constable's introduction

1.1 LDO welcomed the group and started with thanks to all for pushing the All People Survey; BTP are in a good position with 65% of our people completing the survey with a range of views.

1.2 LDO reflected on the pay award and expressed satisfaction at the authority's approval for the 7% and the importance of parity.

1.3 LDO welcomed the review from the Home Office in regards to regulations and dismissals; stressing the importance of understanding changes they are advocating and consider whether they are suitable for BTP, LDO meeting them next week.

1.4 LDO referenced upcoming operational events and Notting Hill Carnival; her focus remains on the Ticket Office Closure consultation and BTP's response which is due 1st September with the risk assessment process outlined and our engagement in the process highlighted.

1.5 CC raised that internal communications have helped in explaining that over the long term the £1k pay difference between MPS and BTP now clarified over the long term BTP officers are paid more, and that if we can progress free travel that will make a difference.

2. Minutes and Actions from previous meeting

2.1 The minutes of the previous meeting on 27 July 2023 were raised and no comments or feedback was provided.

2.2 Actions reviewed and updated.

3. P4 Finance Update

3.1 SS gave top lines with no significant change from the Q1 update at last FEB, nothing in P4 actuals suggest the forecast is inaccurate. The recent Appointments and Renumeration Committee saw the pay proposal put forward and was accepted, and BTP are not assuming the pay award as an in year pressure.

3.2 SS gave an overview of the current position which is being monitored and all budget holders have been advised to, and should continue to recruit to gross establishment. Strategic Workforce Planning this week saw discussion on realignment and making best use of resources asked to constrain spend where possible eg non essential travel and over time;

3.3 VI spoke to core activities and good news; SS stressed this is about the management of discretionary spend and that you are still recruiting to establishments that you have.

3.4 HA overview of cash; threshold set to ensure we have sufficient cash to pay employees and stressed the seriousness of how critical this is; pay and reputational impact if we went below the line, impact of pay uplift, funding and MTFP

4. Performance update

4.1 AS Discussion amongst Divisional Commanders on conversations and focus held with teams to outline expectations.

4.2 LDO talked to the current performance levels that are not at an acceptable level; we need to get things right the first time and from a strategic perspective understand why we are not delivering and fix it.

4.3 CC outlined last year's footfall being very different and vacancy gap being a huge contributing factor.

4.4 LDO stressed importance of Divisional commanders and Sub Divisional Commanders fixing challenges around resourcing.

4.5 MH flagged the Communications Review has significantly stagnated activity on leavers and targeted recruitment campaigns

4.6 LDO encouraged lateral conversations on performance

4.7 CD outlined challenge in preventing crime

5. Update on Strategic Planning Cycle

5.1 AS subject to future agreement on strategic centre – the slides how we would develop the force on an annual basis ; work on capability review and capacity planning tool – force is in the best place it has been to be able to provide an evidence based position on resource and funding requirement
5.2 FMS will remain key part of business we do, network policing completed in great detail and ambition of capacity planning too is to encompass the whole force with demand and resource assessments
5.3 JC talked to agreed business planning cycle
5.4 HA requested finance included in discussions
5.5 LDO thanked AT for work on ID cards
5.6 AS geospatial delays in testing reset and moving towards October for completion, northern firearms moved down in terms of capital spend due to profile of available money
5.7 CC outlined benefits

Action – GA and JC to host briefing sessions on Strategic Centre and Planning cycle to update wider force colleagues.

6. Origin Service Contract update

6.1 HH The current support and maintenance contract term for the Origin suite of applications, provided by SSS Public Safety, will come to an end on the 8th of September 2024. A decision is required as to whether a new contract term needs to be put in place in order for BTP to continue provision of critical HR & duty management functions.
6.2 In January 2023, a decision was made at the Force Executive Board for BTP to explore systems replacement for Origin (and our other support systems including iTrent and eFins). These will be replaced in the long term with an integrated systems solution but this will take many years to scope out and implement, so it is essential that BTP has an Origin contract in place in the meantime whilst this work is underway.
6.3 During this time BTP will also need to commit to upgrades in order to keep the system up to date to at least the second most recent version of Origin. These upgrades will also ensure that BTP gets maximum value out of system for the duration of any contract.
6.4 HH Approve the Preferred Option as the signing of a new 3+1+1 service and maintenance contract for the Origin system to run until at least September 2026 and implementation of the first release of the Origin 2023 upgrade to BTP's Origin system.
6.5 Approve capital project funding of £180k
6.6 LDO sought reassurance that we will not be in this position in 3 years again which was provided through an outline of governance procedures and management however HW outlined this is wider than People and Culture will be discussed in more detail at SRO review this Friday and will come back to LD
6.7 Discussion amongst the board on the requirement for integration; CS fully supportive and outlined other contract update
6.8 LDO timeline, interdependencies and a timeline worked back from 3 years date
6.9 AT raised question of resourcing and comparative force – they had a dedicated team of 18 and a delivery partner so we should consider this

7. Onboarding process and leavers

7.1 CC outlined the background to the paper and stressed that there is no evidence to suggest that people are leaving due to poor onboarding or induction processes. There was a concern that police officers and police staff were leaving BTP within their first 6 months, due to poor onboarding. The data has been analysed to establish if this is the case, and to understand the reasons why people are leaving. A review of the current Police Staff Onboarding/Induction process has been completed and recommendations suggested for improvements. It is important to note the time period used for the data is small, this coincides with the creation of the Exit Survey on Culture Amp.

7.2 We are seeking agreement from FEB to implement all the proposals proposed in 3.1; Roll out the MI obtained from Culture Amp and work with Internal Comms to raise awareness of all the resources available

7.3 Discussion amongst FEB and all supportive; AG raised point of transferees and how we develop our offer for them, along with the Special Constabulary.

7.4 MH stressed no sit down exit interviews anymore and reasons why

7.5 SYJ outlined offer of alternative roles for officers (ie police staff roles offered to officers if not able to meet requirements ie shifts; can policy be reviewed? CC confirmed would pick up

7.6 LDO confirmed support from the board

8. 2022/23 PDR and Talent Assessment

8.1 CT gave an overview of 2022/23 PDR ratings and propose options to enable BTP to achieve a more realistic distribution curve when calibrating our assessment of talent against performance of the Force.

8.2 Recommended Add a stage to the PDR process whereby proposed PDR ratings of 1, prior to PDR meeting, are discussed with the second Line Manager enabling them to explore rationale, demonstrational evidence of performance and ensure consistency of assessment is applied across the division/function.

8.3 It is clear we also need to encourage/educate force wide that a PDR rating 3 is a positive indicator of employees doing their job as expected, with the suggestion that for a rating 3 additional evidence will not be required. Evidence will still be required for ratings 1/2 by employees and 1, 2, 4, 5 by managers. Managers will still be required to have a conversation, provide constructive feedback on overall performance, across all ratings, and complete a summary of performance in the comments section of the PDR.

8.4 Between now and mid-year, Talent will run mandatory workshops for Managers to support the use and understanding of the TMF. In addition, proactive Performance Management training (January to March) will be delivered.

8.5 Positives of this approach is minimal disruption to the force as it provides time to adjust to the new TMF and how to use it. The partial calibration process empowers second line managers to have oversight of proposed ratings prior to PDR meetings, avoiding negative impact on employees of potentially downgrading a rating post the meeting. Encourages meaningful discussions between leaders on overall performance and how this links to KPIs/targets and holds them to account. Removal of evidence for a rating of 3 likely to appeal to employees who are content within their current role and not actively seeking career development.

8.6 If training is not mandatory the changes are likely to take some time to be reflected on the distribution curve and align to forces performance. May also not tap into unknown potential without proven performance.

8.7 CC, SE, JS, GM confirmed support for option 1, we should not introduce extra bureaucracy and focus on education. JS raised moderation query whether an option 5 would be suitable and sought clarity on whether you need evidence for a 3 and CT confirmed that is where feedback should be written or where employee writes evidence if believes higher than 3

8.8 CD stressed managers need to be involved in the process and a need for agreement in terms of scores and believes we need a 2 tick system – performance backward look and talent/potential on a forward look

8.9 HE supports local moderation at SLT level and referenced point 4 that not yet discussed CT talked about EDI plan around identifying and working with black colleagues on identifying and supporting talent and opportunities to be visible in the organisation

8.10 LDO referenced analysis needed to engage with group to ask how PDR process was and whether it felt fair – we should not make assumptions as the figure demonstrates disproportionality

8.11 CC raised concerns on 2 tick system as if an ok performer but talented can't pick all of them up and is that the right approach

8.12 LDO Confirmed board decision for a moderation process but not a new PDR process.

Action RE to bring proposal to COG in 2 weeks.

9. Closed Session - All People Survey and inclusion and diversity

10. AOB

10.1 No AOB.