SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 16 Jan 2025

Attendees		Apologies
Chief Constable Lucy D'Orsi	Head of Transformation - Harriet Harvey	DCC Alistair Sutherland
Chief of Staff - Mike Furness	Head of IT and Technology Portfolio Delivery – Caroline Sparks	Ch Supt D Div - Gill Murray
ACC Charlie Doyle	Head of Audit and Assurance – Adrian Atherly	Federation - Stuart Cowan
ACC Ian Drummond-Smith	Head of External Affairs and Media – Johnny Shilton	D/Ch Supt Crime – Pete Fulton
ACC Sean O Callaghan	Head of Estates Transformation - Naweed Mazhar	
Dir Corporate Governance - Steff Sharp	Head of Justic and Public Contact – Susan Yeomans-Jones	
Dir People and Culture – Rachael Etebar	Head of Internal Communications – Kirstie Watson	
Operational Lead Ch/ Supt – Will Jordan	Head of PSD – Brett Walker	
	Head of DCC Portfolio – Melisa Morton	
Ch Supt B Div - Chris Casey	Head of A&I – Ashley Auger	
Ch Supt C Div – Sandra England	Supt D Div – Lorna McEwan	
Ch Supt E Div – Mark Clelland (Part)	Head of Information Management - Helen Edwards (Part)	
DD Financial Control – Harriet Andrews	Ian Metcalf – Strategic Delivery Lead	
DD P&C - Clare Conie	Sam McCully - TSSA	
DD Wellbeing, Health & Safety - Kayad Dualeh		
DD Decision Support - Richard Dronfield		
DD Commercial - Ian Currie		
Presenters of papers (not present for entire FEB but for their item)		
Larry Aromiwura – Finance Business Partner		
Jen Crowther – Strategic Planning Manager		

1. Chief Constable's introduction

1.1 LDO opened the first Force Executive Board of 2025. LDO began the meeting on a positive note, expressing confidence in the team's ability to tackle the exciting and challenging tasks ahead. She emphasised the importance of maintaining momentum for the remaining performance year and ensuring that data is accurately reflected to showcase their performance.

1.2 LDO discussed the announcement that AS would be retiring from policing. The process for finding his replacement is underway, and interim options for covering the DCC portfolio are being considered.

1.3 LDO also recently attended a knife-enabled robbery meeting, where she highlighted the force's performance and the safety of traveling on the railway.

2. Minutes and Actions from previous meeting

2.1 December minutes were checked, and no issues were raised.

2.2 03 – 17.09.24 - Update requested where AAug updated that, progress has been made on improving disruption and delay data. Collaboration with Adam and his team has been established. The process of recording causal factors for fatalities is being streamlined. A substantive agenda item is planned for next February to present the final solution.

2.3 06 - 17.09.24 – Update requested, JS provided an update on the EV strategy, noting that it is nearly complete, with only a few small additions remaining. The plan is to socialise the strategy both internally and externally. JS assured that these final steps would not hinder the strategy's presentation at the next FEB meeting in February.

2.4 02 – 12.11.24 - CCon updated on the action regarding policies and risk management around managing people. She explained that after discussions with SYJ, they identified the need to push forward with consistency in HR processes, particularly in handling performance issues. The focus is on ensuring that HR advisors are more robust in driving processes forward, taking calculated risks to address ongoing performance issues effectively. This approach aims to prevent the stop-start nature of current processes and ensure timely resolution. SYJ elaborated on the efforts to address the challenges in managing people and performance processes. She mentioned that they plan to conduct workshops to hear directly from managers about the blockers they face. This feedback will help in revisiting and potentially amending existing policies. The goal is to develop a common strategy that ensures everyone adheres to the expected standards and processes. SYJ estimated that it would take a couple of months to complete these workshops and policy revisions. LDO requested an update in March.

2.5 05 25.07.24 - NT reported that the paper on Specials is in its final draft and will be presented to COG soon. He plans to provide a detailed update on progress, challenges, and future opportunities for the special consideration in the February meeting.

3. Finance Update

3.1 RD provided an update on the P9 finance report, noting significant progress in reducing the initial pressure of £8.3 million to approximately £1.1-1.2 million, largely due to measures like the recruitment freeze. The current forecast indicates a slight overspend of around £1.1-1.2 million, which is about 100.3% of the budget.

3.2 RD highlighted several significant risks, including aged overtime adjustments, potential pension contributions, and POCA income. CD emphasised the importance of spending POCA funds appropriately and the challenge posed by the auditors' position on spending timelines.

3.3 HA explained the complexities of managing pension contributions, noting that differences often arise between what is taken from employees and what is owed to Rail Pen. These differences can be due to various reasons, such as unnotified leavers or adjustments for employees who leave the pension scheme. Her team is currently reviewing 10 years of data to reconcile these differences, with the aim of clearing historical discrepancies. They are also working with the payroll team to potentially recover funds owed by Rail Pen. The current risk is estimated at £700,000, but efforts are ongoing to reduce this figure.

3.4 RD reported positively on the capital and revenue programme, highlighting that they are on track to spend the entire capital budget for the fourth consecutive year. This achievement reflects the diligent work of Portfolio Management Office, and their teams. He also mentioned a forecasted underspend in project revenue, which was a deliberate measure to reduce overall costs. LDO commended the exceptional work of everyone involved in managing the capital programme effectively.

4. Performance Update

4.1 AAug provided an update on the current performance, noting a 5.4% increase in total crime compared to the previous year, with theft of passenger property being a significant driver, now making up 30% of total crime. Despite an increase in violence, the majority of incidents are categorised as violence without injury. There has been an improvement in the solved rates for violence, sexual offences, and robbery, with a notable 15% reduction in robbery cases.

4.2 VP inquired about the specific activities that led to the reduction in robbery, to which CCas responded that lessons learned from previous operations and fast-time actions have contributed significantly. LDO emphasised the need for more proactive measures, such as sharing images of wanted suspects on social media and offering rewards to encourage public assistance in locating offenders.

****ACTION – JS to ensure more images of wanted suspects are shared on social media to enhance public assistance in locating offenders****

****ACTION – John Loveless to share Robbery briefing with FEB.****

4.3 AAug addressed the rise in Theft of Passenger Property (TPP), now 30% of total crime. RD noted that increased visibility through a campaign with Avanti shifted TPP incidents to other areas, highlighting the need to target prolific offenders. The solve rate for TPP has improved from 1.4% to 1.7%.

4.4 LDO suggested creating a proposal for a multi-disciplinary team to tackle TPP, similar to the county lines approach, and presenting it to the DfT or industry stakeholders for funding. IDS and CD were tasked with developing this proposal ready for a meeting with industry stakeholders.

4. Portfolio Update

4.1 HH provided an update on the portfolio, highlighting that all business cases for investment this financial year are completed. The focus is now on ensuring timely contract placements and order completions. Significant progress was noted on key projects like Buckingham Palace Rd and the drones project, with the latter making substantial advancements in a complex environment.

4.2 The cost concerns in the report relate to the upcoming year's investment plan, which currently lacks funding for innovative projects. The portfolio will maintain essential cyclical asset investments and must-do schemes but will not include new initiatives. The final shape of the investment plan will be discussed in the next Chief Officer Group meeting.

4.3 IM provided an update on the strategic planning efforts, highlighting the finalisation of the Force Management Statement (FMS) and the ongoing work to make it more user-friendly. This will help departments understand their starting points for future bids. He mentioned the upcoming COG session focused on the policing plan and Guardians of the Railway, with significant support from the rail safety action plans.

5. ARIC Update

5.1 AAth provided an update on the ARIC meeting held on December 20th, covering three areas: vetting, randomised drug testing, and workforce planning. The vetting assessment was pending due to awaiting a response to HMRC's draft letter. Randomised drug testing was marked as substantial, with no negative results attributed to non-prescription drugs. The Federation's disagreement with the substance abuse policy was noted, and the potential use of drug wipes as a supplementary measure was discussed. BW added that while drug wipes are being explored, they are not seen as a cheaper replacement but rather a supplementary deterrent.

5.2 LDO noted the ongoing freezer issue, emphasising the importance of resolving it satisfactorily due to the impact on serious cases. She rejected the idea of a halfway solution and requested a fully costed report, outlining the cost of outsourcing to ensure a robust process.

****ACTION – AAth to produce fully costed solution to the freezer issues to be completed by 24/01/2025****

5.3 AAth reported that the custody board highlighted staffing issues due to sickness and vacancies, which impact B Division's backfilling and the skills of those backfilling. A report on these issues was to be submitted to RE. RE clarified that the appropriate process for addressing recruitment exceptions is through the recruitment steering group, not directly to her.

5.4 AAth noted an increase in TRiM and occupational health referrals, particularly related to stress, and highlighted the need to understand whether the stress is work-related or from home life. He also mentioned the need to review the resilience of occupational health services. RE followed up, stating that the increase in TRiM referrals is a success story due to proactive incident management and encouraging openness about mental health. She emphasised the importance of monitoring long-term sickness due to stress and mental health and mentioned that an update on stress management provisions will be brought to FEB in March.

5.5 AAth reported a gap in policy regarding the handling of harmful substances, highlighted by an incident involving an alkaline substance in a bottle. The concern is that such substances might be used in crimes like robbery. The challenge is providing clear guidance to officers on how to test suspicious substances. Simon Graham is leading the initial response, with Colin McKenzie outlining the problem for further action. This issue will be revisited in the next ARIC meeting in February.

5.6 LDO expressed concern about the outstanding status of the management and deployment of Taser policy. SOC clarified that the policy is still live and has recently undergone consultation. The results of this consultation will be included in the updated policy by the end of next week

6. Quarterly Strategic Update

6.1 JC presented the quarterly strategic reporting for Q3, noting that while the strategic objectives remain Amber, there are more fluctuations in priority activities, with some showing declining trends. Improvements were seen in handback times and the publication of the Fatality Manual of Guidance. Challenges persist in high harm offences and police-related disruptions. Looking ahead, insufficient capacity and capability may lead to more strategic objectives turning red. JC emphasised the need to capture departmental risks and the impact of reduced capacity in future reporting.

6.2 CD emphasised the need for the narrative in the quarterly reporting to align with the actual performance ratings. He pointed out that while the narrative was positive, the ratings indicated that the objectives were behind schedule. CD stressed the importance of reflecting the growing gap between capacity and requirements in the narrative, which will likely shift some areas from Amber to Red, presenting a more realistic picture to the authority.

6.3 LDO noted the overly optimistic summary slides, feeling they did not accurately reflect the current performance data. She emphasized the need for the report to present a more realistic view of the situation. JC agreed with LDO assessment and suggested collecting further information to add detail and potentially pulling in slides from the capability review to better capture the risks and challenges.

6.4 JC acknowledged the need for revisions and indicated she would seek additional input from subject matter experts to enhance the narrative. She also mentioned incorporating insights from the Force Management Statement (FMS) to provide a more accurate and comprehensive assessment.

7. All People Survey Progress

7.1 RE provided an update on the All People Survey action plan, highlighting key focus areas such as leadership, recognition, and culture. She mentioned the upcoming leadership forum and a survey to understand recognition better. RE also discussed the development of a new People Strategy focusing on culture and encouraged feedback from teams. Additionally, she noted ongoing work on PCSO engagement and emphasised the importance of continuous communication about the survey's progress.

7.2 LDO and SE discussed the focus of the All People Survey. LDO emphasised that the strategic approach of clustering key areas was correct, while SE pointed out that local managers sometimes overreact to individual comments, leading to disproportionate activities. SE suggested that the survey should concentrate more on cultural aspects, and LDO agreed, noting the importance of managing local responses effectively.

7.3 LDO emphasised the importance of maintaining focus on the strategic areas identified in the All People Survey and ensuring that the conversation from FEB trickles down through the organisation. She highlighted the need for clear communication about what has been achieved and what has not, to manage expectations ahead of the next survey. LDO suggested that RE explore the feedback further to ensure alignment between strategic goals and local management actions.

7.4 LDO invited FEB members to discuss the progress they are making against the All People Survey Action plan. SE emphasised the importance of balancing local responses to individual comments while staying focused on strategic goals. CS focused on resolving technology issues and enhancing communication of the strategy to motivate staff. NT engaged with the special constabulary and addressed specific feedback areas. MC took initiatives to address reward and recognition, improve estate conditions, and create forums for early issue identification.
**** ACTION - LDO asked RE to provide a summary at the next Feb meeting on what the All People Survey revealed about neurodiversity and the actions taken since the survey results were received****

8. Pay Gap Report

8.1 RE presented the gender and ethnic pay gap reports, highlighting that both gaps are narrowing. The gender pay gap report is a statutory requirement, while the ethnic pay gap report aligns with the police race action plan. Despite improvements, challenges remain due to the disproportionate representation of men and women, and ethnic minorities within the force. The focus is on recruiting a diverse workforce and ensuring fair promotion and training practices. RE sought approval for these reports to proceed to the People and Culture Committee for final sign-off before external publication.

8.2 LDO praised the pay gap reports for being informative and highlighted the importance of discussing these issues. CCon added that encouraging people to complete their ethnicity and disability data is crucial for accurate reporting and understanding the workforce's diversity.

8.3 FEB members endorsed the paper.

9. Disproportionality Action Plan

9.1 VP provided an update on the disproportionality action plan, highlighting its comprehensive approach to addressing the issue. The plan aims to look beyond mere numbers and incorporates best practices from other forces and research. It includes an escalated approach to managing poor performance related to stop and search, with steps such as mentorship and necessary escalation. Training and awareness remain a focus to improve the use of stop and search powers.

9.2 The plan will be monitored through LDO’s I&D Strategic Board, with delivery integrated into existing boards to ensure it is embedded into current systems and processes. The implementation is set over 12 months and aligns with the Police Race Action Plan, ensuring a strategic and comprehensive approach to reducing disproportionality.

9.3 CCas expressed support for the disproportionality action plan, emphasising the importance of being ambitious in this area. CCas appreciated the plan's time-bound nature and its ambitious goals, noting that it is crucial to keep updating and integrating new developments to maintain its effectiveness. CD emphasised the importance of linking procedural justice with unconscious bias, particularly in prosecution decisions. He noted that the force is more likely to prosecute individuals from minority ethnic backgrounds compared to white individuals. CD suggested that understanding the scale of this challenge and the decision-making process is crucial.

9.4 LDO discussed the need for clearer and more specific metrics to define success. She emphasised that while there are many positives, some targets remain too

vague and open to interpretation. She stressed the importance of having precise metrics to monitor and track progress, especially before presenting to her board. LDO also highlighted the need for clear recommendations on how to manage and govern performance at a divisional and localised level, ensuring that all staff understand what they need to achieve and how to measure progress.
ACTION - VP to tidy up the metrics and bring them for final agreement at LDO's I&D board.

10. Wales Charter

10.1 IDS explained that the Welsh Government is organising an event for all services in Wales to sign the Bishop's Charter, which BTP has already signed. The Charter, named after Bishop James Jones, focuses on how families were treated post-Hillsborough disaster. IDS suggested that LDO should sign the Charter, with a ceremony planned for March, and offered to attend if LDO is unavailable. LDO agreed with IDS suggestion to sign the Welsh Charter and expressed her preference to attend the ceremony in March if her schedule allows.

11. Inclusivity and Diversity Input

14.1 RE presented a discussion informed by the All People Survey data on “Us vs Them”.