

[6 December 2022] Background Pack - Full Authority

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Minutes

Strategy and Planning Committee

Tuesday 15 November 2022 at 10.30am in Meeting Room G1/2, BTP FHQ,
 25 Camden Road, London, NW1 and via Microsoft Teams

Present:

Andy Cooper (Chair)
 Fiona Brunskill (Deputy Chair)
 Emir Feisal
 Mike Gallop
 Craig Mackey

Apologies:

Martin Richards

In attendance:

British Transport Police Authority Executive
 Hugh Ind (Chief Executive)
 Rubeela Qayyum (Chief Financial Officer and Deputy Chief Executive)
 Stephanie Calvert (Co-Head of Governance and Compliance)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Jon Newton (Analyst)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
 Lucy D'Orsi (Chief Constable)
 Steff Sharp (Chief of Staff)
 Alistair Sutherland (Deputy Chief Constable)
 Tracey Martin (Director of Finance and Commercial Services)

Apologies

Agenda Item 1

1. Apologies were received from Martin Richards.

Declarations of Interest

Agenda Item 2

2. Mike Gallop noted his employment with Network Rail and therefore emphasised his standing declaration of interest available on the British Transport Police

Authority website to that effect, specifically in relation to Item 8 (BTP Budget and MTFP 2024/28)¹.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 15 September 2022 be approved.

Minutes – Stakeholder Engagement Working Group

Agenda Item 4

10 November 2022

Agenda Item 4.1

4. **RESOLVED**, that the draft minutes of the Stakeholder Engagement Working Group meeting held on 10 November 2022 be noted.

30 September 2022

Agenda Item 4.2

5. **RESOLVED**, that the minutes of the Stakeholder Engagement Working Group meeting held on 30 September 2022 be noted.

Actions

Agenda Item 5

6. Members considered a report of the Board Secretary regarding actions arising at previous meetings and the following points were made.
 - a. **Action 13/2022 – Legitimacy Hotspot Map and Occupational Health Staffing Update.** Members noted the hotspot map would be circulated outside of the meeting, and that an OH staffing update had been provided within the risk profile at Item 6. Members agreed the action could be closed.
7. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 6

8. **RESOLVED**, that the risk profile be noted.

Legitimacy Map

¹ Members' standing register(s) of interests, including their current employers e.g. Network Rail, Transport for London, can be viewed online on the [British Transport Police Authority website](#) (link accessed 21 November 2022).

Agenda Item 7

9. **RESOLVED**, that the legitimacy map – with the addition of a bullet point within the Strategy and Planning Committee’s remit covering PSA charges – be noted.

BTP Medium-Term Financial Plan 2024/28

Agenda Item 8

10. Members considered Item 8 and Item 8.1 together (Executive and Force papers, respectively, regarding the Force Budget and Medium-Term Financial Plan 2024/28).
- a. Force attendees made the following points.
- i. The Force was facing increasing levels of demand, with a notable theme being 80% of demand was non-crime, with the Force absorbing issues not dealt with by partners e.g. mental health.
 - ii. The Force could not be usefully considered within the same financial context as industry partners as it would risk public safety by focusing on reducing service levels at a time of increasing demand. The Force was unique in being part of both the rail and policing families.
 - iii. The Force paper at Item 8.1 attempted to move beyond the commission provided by the Executive and present a broader context, alongside five potential options for Members to choose from.
 - iv. The Force was uncomfortable with the emphasis on a 4.5% cap in PSA uplift and was unclear on what basis and on what risk appetite this figure had been arrived at by the Authority, particularly given, in their view, even 4.5% represented a deterioration in public safety. It risked ceasing activity the Authority had previously supported during 2021/22 and early 2022/23.
 - v. The Force had attempted, at Option 3 (Reduce Investment in *A Force on the Move*) of its paper at Item 8.1 to outline what activity would cease under a 4.5% scenario.
 - vi. The scale of EPSA requests arising from industry did not align with a perception that industry was struggling financially.
 - vii. The emphasis on Reserves requiring DfT budget cover (as per His Majesty’s Treasury guidance) was unfortunate given that the financial strategy underpinning *A Force on the Move* had been approved on the assumption Reserves were a feasible funding

strategy without the need for DfT budget cover, with the Force querying why this had only recently been highlighted. Over a year of planning had worked on that assumption and that underpinned the whole basis of the transformation programme under *A Force on the Move*.

- viii. The case for spending on *A Force on the Move*, when made to the Sponsor Team, needed to move beyond simply seeking budget cover and move towards the programme's potential for transformation within the wider context of impending rail reform and developing an effective and efficient force as required by legislation.
- b. Executive attendees made the following points.
- i. The Force should no longer consider use of Reserves as a starting point in any financial strategy without the accompanying budget cover from DfT.
 - ii. There was potential for the Force to present a broader suite of potential savings against the whole of its budget envelope, rather than the limited suite presented within the Force's report at Item 8.1
- c. Members made the following points.
- i. The Force's narrative regarding increasing demand and public safety had the potential to be compelling. Nevertheless the budget and MTFP should continue to be positioned within the context of the wider national economic picture and issues arising from the forthcoming Budget on 17 November 2022.
 - ii. In light of this the Force should accept that it would be unrealistic to go beyond 4.5% and indeed should be prepared to accept a flat cash scenario. Members themselves did not welcome nor recommend flat cash but felt it important to recognise this could be a scenario the Force found itself in.
 - iii. The Force needed to, like other public sector bodies, plan for less-than-desired budget scenarios and be clear on how it would respond if such a scenario arose.
 - iv. If a budget and MTFP that went beyond 4.5% was to stand up to scrutiny by stakeholders, the Force should have clear and digestible savings options set out to meet both 4.5% and flat cash, alongside the consequences for stakeholders if those savings were made. This would assist with building a case for a budget and MTFP that was

closer to the option recommended by the Force. This exercise would need to go beyond the options set out within the Force's report and include options drawn from across the Force's c£350m spending.

- v. Engagement with both the Secretary of State and the Sponsor Team should highlight the demand facing the Force, the budget the Force felt was necessary to meet that demand, and the implications of coming in under that budget. Finally, a case could be made for the potential for monies to be allocated to the Force from wider industry security spend.
- vi. In response to a question from the Chief Constable regarding desired messaging at a DfT workshop on the afternoon of 15 November 2022, Members advised that lines to take should include (1) educating the DfT on the scale of non-crime calls and (2) be clear on the stark consequences foreseen by the Force in the event a 4.5% or flat cash budget and MTFP budget was adopted.

11. RESOLVED, that Members,

- a. note the recommended talking points and outstanding risks/issues set out in section 8 and 9 of the Executive report on the Force's Budget and MTFP.
- b. note the Authority's July 2022 commission to the Force that the assumption for the increase to charges for 23/24 was a maximum of 4.5%, and, in light of wider national economic context, should be prepared for a flat cash scenario.
- c. recommend to the Force that more comprehensive suite of savings options – above those presented within the Force paper - be presented alongside the BTP budget and MTFP presented to Full Authority for approval in December 2022.

BTP Budget and MTFP 2024/28

Agenda Item 8.1

- 12. Members considered a report regarding BTP Budget and MTFP 24/28, noting that substantive issues had been discussed at Item 8. Members noted the five options presented within the paper one of which was recommended for endorsement to the Full Authority.
 - a. In light of discussion at Item 8, Members were not minded to endorse any of the presented options as they stood for approval by the Full Authority in December 2022.

- b. Members instead noted their recommendation that the Force provide a more comprehensive suite of savings options – above those presented within the paper - be presented alongside the BTP budget and MTFP presented to Full Authority for approval in December 2022 (Action 15/2022).

13. **RESOLVED**, that the report be noted.

BTPA 23/24 Budget and 5-Year Medium-Term Financial Plan

Agenda Item 8.2

14. Members considered a report regarding the Authority Budget and Medium-Term Financial Plan 2024/28 and the following points were made.

- a. The Chief Constable felt that the final Authority Budget and MTFP submitted to Full Authority on 6 December 2022 for approval should be aligned, in percentage cap terms, with the Force Budget and MTFP.

15. **RESOLVED**, that subject to the comment made, the British Transport Police Authority Budget and Medium-Term Financial Plan 2024/28 be submitted to the Full Authority for approval.

Policing Plan Annual Review 2022/23

Agenda Item 9

16. Members considered the Policing Plan Annual Review 2022/23 and the following points were made.

- a. Members noted the scrutiny of the report provided by the Stakeholder Engagement Working Group on 10 November 2022 and the proposed inclusion of an additional measure regarding powers used to protect people in crisis.
- b. Members noted finalised proposals would need to be aligned with the final approved Medium-Term Financial Plan 2024/28.

17. **RESOLVED**, that the report be noted, and the inclusion of an additional measure regarding powers used to protect people in crisis be approved.

Strategic Plan Reporting Q2 2022/23

Agenda Item 10

18. Members considered the Strategic Plan Reporting Q2 2022/23 and the following points were made.

- a. In response to a question, the Chief Constable commented that the Force was in a positive position with regards police officer conduct when

compared with peer forces but nevertheless continued investment was required to ensure this remained the case, as well as preventing recurrence of examples of misconduct within the Force.

19. **RESOLVED**, that the Strategic Plan Reporting Q2 2022/23 be noted.

***A Force on the Move* Portfolio Update**

Agenda Item 11

20. Members considered an *A Force on the Move* Portfolio Update of the Deputy Chief Constable and the following points were made.

- a. Members welcomed comments from the Deputy Chief Constable that the Counterterrorism Review exceeded the original rebalancing requirement of £1.7m and the Layers and Spans review exceeded the original rebalancing requirement of £1.88m.
- b. In response to a question, the Director of Finance and Commercial Services confirmed work was ongoing to update the London Estate business case following the departure of the Head of Estates Transformation. A reduction of £1.5m in costs had been achieved. No significant delay in the delivery of the programme was anticipated and initial engagement with the Cabinet Office on the upcoming submission was underway.
- c. In response to a question, the Chief Constable replied that the Force would typically share examples of its initiatives and seek opportunities for joint delivery of projects either through the National Police Chiefs' Council or through central bodies.
- d. The Chief Constable confirmed that the Director of People and Culture was closely tracking the approval and delivery of the Police Staff Pay Review.

21. **RESOLVED**, that the report be noted.

BTP Proposed Control Strategy 2022 [Headlines]

Agenda Item 12

22. Members noted the update on the Force Strategic Assessment process and considered the headlines of the proposed Force Control Strategy 2022, and noted it was due to be approved within the Force before the end of November 2022.

23. **RESOLVED**, that the report be noted.

Layers and Spans – Strategic Recommendations

Agenda Item 13

24. **RESOLVED**, that the report regarding Layers and Spans – Strategic Recommendations be noted. Members noted oversight of the Review now sat with People and Culture Committee, which would be considering the paper at its 16 November 2022 meeting.

Wash-Up Consultation Update

Agenda Item 14

25. Members were given an update on the wash-up consultation with the majority of operators responding positively to removing the wash-up process for 2021/22.

Committee Workplan 2022/23

Agenda Item 15

26. Members considered the Committee Workplan 22/23 and noted that it would be updated to improve Committee oversight of the *A Force on the Move* portfolio roadmap.
27. **RESOLVED**, that the report be noted.

Any Other Business

Agenda Item 16

28. There was no other business.

Meeting Evaluation

Agenda Item 17

29. Mike Gallop delivered a meeting evaluation and the following points were made.
- a. The majority of the meeting had concerned the Medium-Term Financial Plan and had seen robust exchanges on finances and tough choices that would potentially have to be made.
 - b. The Authority and Force should ensure they maximised the engagement opportunities with both the Secretary of State and the Sponsor Team to highlight the implications of a less-than-desired increase in Force funding, and the synergy of Force funding and the wider rail reform agenda.
 - c. Clearly the Executive and the Force had differing positions with regards to what percentage cap increase was recommended to the Full Authority for approval. The resulting debate was a reassuring sign of healthy scrutiny of emerging proposals.

The meeting ended at 12.17pm.

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Minutes

Audit and Risk Assurance Committee

Friday 18 November 2022 at 10.30am in Meeting Room G1/2, BTP FHQ, 25 Camden Road, London, NW1 and via Microsoft Teams

Present:

Kenna Kintrea (Chair)
 Emir Feisal (Deputy Chair)
 Andy Cooper
 Graham Evans
 Stewart Jackson

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Rubeela Qayyum (Chief Financial Officer and Deputy Chief Executive)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Alistair Sutherland (Deputy Chief Constable)
 Sean O'Callaghan (Assistant Chief Constable) (Item 9)
 Mel Morton (Head of Audit and Assurance)
 Ken Slack (Strategic Head of Wellbeing, Health and Safety)
 Caroline Sparks (Head of Technology) (Item 8.3)

External

Jonathan Brown (KPMG)
 Marc Chang (National Audit Office)
 Aaron Condon (Government Internal Audit Agency)

Pre-Meeting – Member Training (Professional Standards)

Prior to the meeting, Members were briefed by DCI Gary F Williams on BTP Professional Standards Department's approach to professionalism, legitimacy and whistleblowing.

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 8 September 2022 be approved.

Actions

Agenda Item 4

4. **RESOLVED**, that the report regarding actions arising from previous meetings be noted, alongside the closure of Action 7/2022 (Replacement GIAA Audit).

BTP/A Joint Update on Risk Management

Agenda Item 5

5. **RESOLVED**, that the BTP/A Joint Update on Risk Management be noted.

BTP/A Joint Strategic Risk Register

Agenda Item 6

6. Members considered the BTP/A Joint Strategic Risk Register and the following points were made.
 - a. The Head of Audit and Assurance noted that People and Culture Committee had approved a reduction in the Recruitment and Retention risk at its 16 November 2022 meeting, following a risk deep dive held on 12 September 2022.
 - b. The Head of Audit and Risk Assurance noted the People and Culture Committee had conducted a risk deep dive on wellbeing, health and safety at its 16 November 2022, and agreed that the risk score be retained at 16. Furthermore, that Committee had approved an amendment to the wording underpinning the strategic risk title, which would be reflected in future iterations of the risk profile and joint strategic risk register.
 - c. The Strategic Head of Wellbeing, Health and Safety noted that the Force was compliant in terms of health and safety, but stressed that it was his

ambition for a wellbeing, health and safety culture to be embedded throughout the Force and modelled by Force managers.

- d. The Head of Audit and Assurance noted that the Performance and Delivery Committee had decided to retain the Legitimacy risk at 16 pending evidence of outcomes arising from ongoing risk mitigation activities carried out by the Force.
 - e. The Head of Audit and Assurance noted that the Autumn fiscal statement delivered on 17 November 2022 would inevitably affect the risk scoring of BTP/A strategic risks, including those for Income and Change Management.
 - f. In response to a question regarding the Partnership Working risk, both the Chief Executive and Deputy Chief Constable replied that the Force did not have a definitive policy of refusing further Enhanced Policing Services Agreements (EPSAs), but were instead considering applications on a case-by-case basis.
 - g. In response to a question, the Head of Audit and Assurance confirmed that recruitment activity across IT and Wellbeing, Health and Safety was mitigating those risk scores albeit the Force had more work to do in those areas to ensure mitigation was effective.
7. **RESOLVED**, that the Joint Strategic Risk Register and associated verbal updates be noted, with amendments to the risk register to be recommended to the Full Authority for approval.

BTP/A Fraud Update Q2 2022/23

Agenda Item 7

8. Members considered the BTP/A Fraud Update Q2 2022/23 and the following points were made.
 - a. In response to a question, the Chief Financial Officer agreed to confirm both the number of business interest issues reported in Q1 22/23, and the quantum of theft of seized assets outside of the meeting (Action 8/2022).
 - b. In response to a request, the Head of Audit and Assurance agreed to share the Q2 Fraud Action Plan 22/23 with Members outside of the meeting (Action 9/2022).
9. **RESOLVED**, that the report be noted.

Chief Financial Officer's Report Q2 2022/23

Agenda Item 8

10. Members considered the Chief Financial Officer's Report Q2 2022/23 and the following points were made.

PSA Holder & Charges Updates

- a. Members noted the 17 out of 30 PSA holders response rate for the consultation on suspension of the wash-up process for 2021/22.
- b. The Chief Financial Officer expressed concern over delivery of finalised 23/24 PSA Charges given approval was required from Department for Transport.

Management Assurance Return (MAR)

- c. The Chief Financial Officer noted there had been no definitive response from Department for Transport regarding alignment between the Management Assurance Return and Functional Standards. Members compared this against speedy roll out of Functional Standards across other Departments referenced within the GIAA Report Supplement at Item 11.3.
- d. In response to a question, the Head of Audit and Assurance noted the Force was continuing to progress work against Functional Standards through communications to Department heads, with reporting due at the Force's Audit, Risk, Inspection and Compliance Board (ARIC) and thereafter to the Committee. The Force was wary of duplicating its efforts across the Management Assurance Return and Functional Standards.
- e. The Head of Audit and Assurance concluded by noting that Functional Standards should be considered as a baseline, with the Management Assurance Return covering areas that Department for Transport were specifically interested in. There was potential to draw effective links between the two.

Professionalism

- f. A Member noted work undertaken by Ministry of Justice to review the makeup of disciplinary panels in terms of diversity. In reply the Deputy Chief Constable noted that the Force's internal review of outcomes demonstrated that outcomes were not disproportionate.
- g. The Chair noted the Executive briefing on the Casey Review and wider professionalism issues provided on 4 November 2022 via *Board Intelligence* Serial B151 and queried what level of independent assurance there was to provide confidence in the Force's self-assessment of its professionalism. The Deputy Chief Constable noted that promising initial feedback had been received from His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). Members requested that the Force's self-assessment be scrutinised at a relevant BTPA Committee (Action 10/2022).

Pensions

- h. The Chief Executive noted that there remained an outside possibility that The Pensions Regulator (TPR) could choose to enforce its assessment of the Officer Scheme 2018 Valuation.

11. **RESOLVED**, that the report be noted.

Assurance Map Q2 2022/23

Agenda Item 8.1

- 12. Members considered the Assurance Map Q2 2022/23 and requested confirmation at their March 2023 meeting that it remained fit for purpose (Action 11/2022).
- 13. **RESOLVED**, that the Assurance Map Q2 2022/23 be noted.

***Fixing the Fundamentals* Strategic Update**

Agenda Item 8.2

- 14. Members considered a strategic update on *Fixing the Fundamentals* of the Head of Technology and the following points were made.
 - a. The Head of Technology reported that the Pay element of the programme was progressing well with 60 roles due for recruitment on a staggered basis. Once key roles had been recruited to, work on the programme could begin in earnest.
 - b. Members requested clarity on non-pay elements e.g. some estimates had been reduced from substantial figures to £0. The Head of Technology noted that these examples were where costs were deferred to future years. She noted further detail on cost estimates and the lifetime cost view of the programme was available on request (Action 12/2022).
 - c. The Chief Executive noted that *Fixing the Fundamentals* was an item of investment approved by the Full Authority earlier that year, without approving how it would be funded in the longer term. In his view it was likely the Chief Constable would suggest this area of spending was necessary within the forthcoming Medium-Term Financial Plan and therefore Members would need to satisfy themselves the level of proposed funding was appropriate, or should be subject to efficiencies.

15. **RESOLVED**, that the report be noted.

Manchester Arena Inquiry Update Q2 2022/23
Agenda Item 9

16. Members considered a report of the Assistant Chief Constable regarding the Manchester Arena Inquiry Q2 2022/23 and the following points were made.

- a. The Assistant Chief Constable introduced the report and noted the following,
 - i. Volume 2 of the Inquiry had been published just over a fortnight previously. Of 149 recommendations, 6 related directly to the Force. As per Volume 1, there were Monitored Recommendations with Volume 2 containing Monitored Recommendation 10 (MR10) relevant to the Force.
 - ii. All Memoranda of Understanding relevant to Volume 1 MR9 were now in place.
 - iii. [REDACTED]
 - iv. [REDACTED]
 - v. Both the Chief Constable and Deputy Chief Constable had agreed investment was required in wider exercise and testing – this had been included as part of *A Force on the Move*.
 - vi. Of the six recommendations arising from Volume 2, the Force was evaluating Recommendation 5 (BTP should work with Home Office forces with which it shares policing responsibilities for a particular location) as, ostensibly, this mirrored a MR9 made in Volume 1. If required for adoption for stations across the UK, the Force planned to roll out existing templates developed for Vol 1 MR9 across the whole rail network.

- b. In response to a question, the Deputy Chief Constable agreed that the Force’s Layers and Spans programme had the potential to ensure the importance Senior Duty Officer post within the Force.

- c. In response to a question, the Assistant Chief Constable acknowledged that many recommendations related to one-off activity and noted he has been challenged by the Deputy Chief Constable to ensure mitigation activity was embedded within Force culture.
- d. In response to a question, the Assistant Chief Constable noted the Full Authority should be guided by the NPCC Manchester Arena Inquiry Oversight Coordination Group chaired by T/Assistant Commissioner Matt Twist with regards to which of the 149 recommendations not directly relevant to the Force nevertheless had read-across that BTP should be mindful of.
- e. Members noted that a further update on the inquiry would be made to the Full Authority on 6 December 2022.
- f. The Assistant Chief Constable concluded by noting that the inquiry chair had commended the Force for its commitment to learning lessons from the attack.

17. **RESOLVED**, that the report be noted.

Deputy Chief Constable's Report Q2 2022/23

Agenda Item 10

18. Members considered the Deputy Chief Constable's Report Q2 2022/23 and the following points were made.
- a. The Head of Audit and Assurance noted the last round of PEEL inspections had taken place c. 2017 and did not result in a grading, whereas the current round would see the Force graded for the first time.
 - b. The Public Treatment Inspection would be included in a composite report on which the Force would be graded. It was anticipated this report would be published early in 2023.
 - c. The Deputy Chief Constable noted that Crime & Incident Audits were mixed, with timeliness of recording an issue particularly for Theft (12% recorded within 24hrs). Some staffing issues within the Force Control Room were seeing improvement, but crime recorders required significant training.
 - d. In response to a question regarding theft recording, the Deputy Chief Constable replied that this could be done via a simple verbal report or via the Single Online Home. Once the theft was recorded, it was difficult to resolve as it often required an officer to review long periods of CCTV footage to establish whether a crime had taken place.

- e. The Deputy Chief Constable noted the 100% return rate from EPSA owners, an improvement on 80% in Q1.

19. **RESOLVED**, that the report be noted.

Internal Audit Progress Report Q2 2022/23

Agenda Item 11

20. Members considered the Internal Audit Progress Report Q2 2022/23 and the following points were made.

- a. Fieldwork on the review of the Manchester Arena Inquiry (Volume 1) Lessons Learned had been concluded. Further work would include a review of assurance of the Force's Situational Awareness Briefing: Response and Events (SABRE) workstream.
- b. GIAA had started planning for its 2023/24 Internal Audit Programme.

21. **RESOLVED**, that the report be noted.

[Background Pack] GIAA Internal Audit Report – *A Force on the Move*

Agenda Item 11.1

22. Members noted this report had not been finalised and would therefore be submitted to a future meeting. In the meantime, the GIAA representative noted that the audit had found *A Force on the Move* governance to be well established and well supported by a Programme Management Office. The report would note the need to focus on benefits management, and how programmes and projects were effectively reported to boards without optimism bias.

[Background Pack] GIAA Internal Audit Report – IFRS16

Agenda Item 11.2

23. Members considered the GIAA Internal Audit Report – IFRS16 Core Controls and the following points were made.

- a. Members noted the *Moderate* rating and the management of inherent risk in some turnover within the Force finance team.

24. **RESOLVED**, that the report be noted.

[Background Pack] GIAA Report Supplement

Agenda Item 11.3

25. **RESOLVED**, that the GIAA Report Supplement be noted.

Statutory Appointment of Comptroller and Auditor General as External Auditor

Agenda Item 12

26. **RESOLVED**, that as per Part 3 Paragraph 17A of the Railways and Transport Safety Act 2003, the statutory appointment of the Comptroller and Auditor General as External Auditor of the British Transport Police Fund be noted and endorsed.

External Audit Planning 2022/23

Agenda Item 13

27. Members received a verbal update from the External Auditor regarding External Audit Planning 2022/23 and the following points were made.

- a. Members welcomed Marc Chang, who had replaced Jess Illingworth as a National Audit Office representative to the Committee.
- b. Jonathan Brown noted he had worked with Marc Chang previously at DVLA, and therefore had a good working relationship. A formal External Audit Plan would be submitted to the Committee's next meeting.
- c. The External Audit Plan had been delayed due to the need to conduct risk assessments. No new risks had been identified and some had been de-risked e.g. recoverability of debt, and some Enhanced Policing Service Agreements (EPSAs). NAO had been involved in planning to date.
- d. In response to a question, Marc Chang confirmed NAO had the resource required to provide effective external audit support to BTPA.

28. **RESOLVED**, that the External Audit Planning 2022/23 update be noted.

Committee Workplan 2022/23

Agenda Item 14

29. Members considered the Committee Workplan 2022/23 and the following points were made.

- a. Members noted that a number of items scheduled for the meeting that day had been deferred: Reserves Policy, Anti-Fraud & Whistleblowing Policies; Annual Statement on Data Assurance. This was due to those items having been considered by the Committee in the recent past and therefore not requiring consideration at that time.
- b. Members noted that the delivery of the workplan would be subject to annual review at a Committee meeting in early-mid 2023.

30. **RESOLVED**, that the report be noted.

Any Other Business

Agenda Item 15

31. There was no other business.

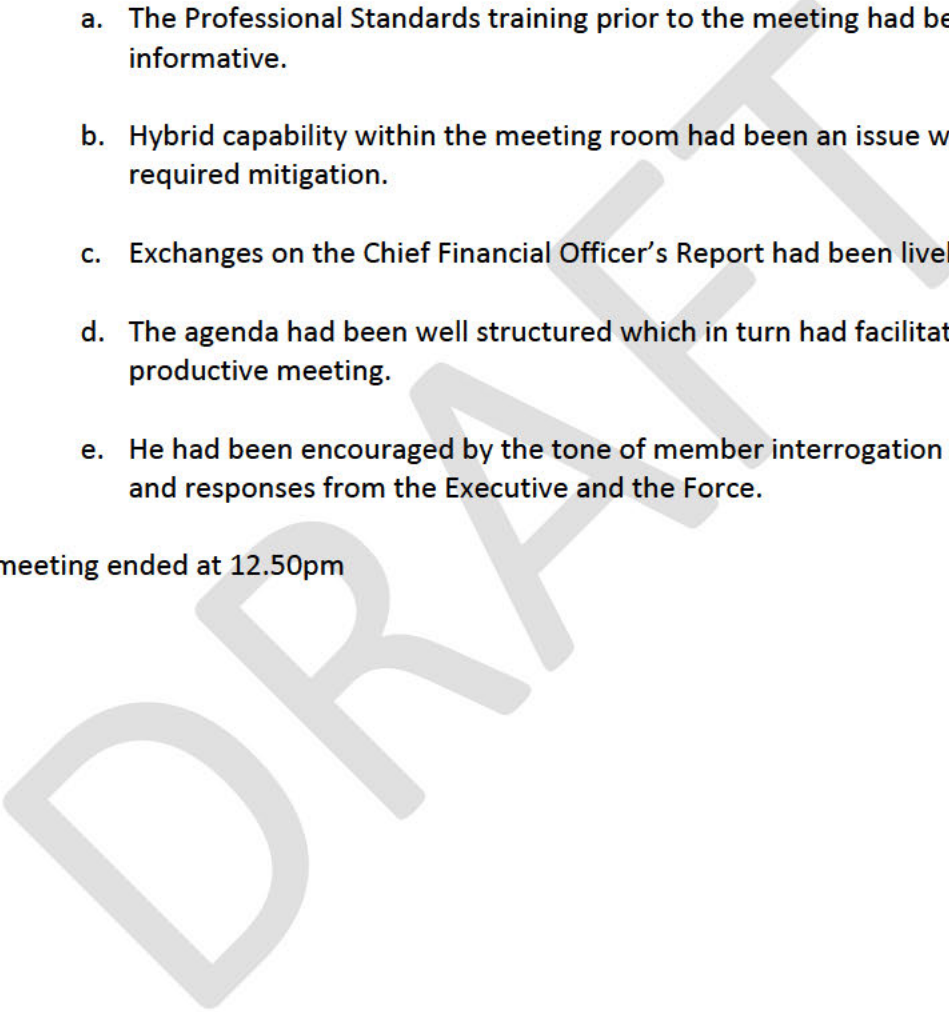
Meeting Evaluation

Agenda Item 16

32. Andy Cooper delivered a meeting evaluation and made the following points.

- a. The Professional Standards training prior to the meeting had been informative.
- b. Hybrid capability within the meeting room had been an issue which had required mitigation.
- c. Exchanges on the Chief Financial Officer’s Report had been lively.
- d. The agenda had been well structured which in turn had facilitated a productive meeting.
- e. He had been encouraged by the tone of member interrogation of material and responses from the Executive and the Force.

The meeting ended at 12.50pm



Minutes

Performance and Delivery Committee

Monday 7 November 2022 at 10.30am via Microsoft Teams

Present:

Craig Mackey (Chair)
 Graham Evans
 Willie Gallagher
 Mike Gallop
 Bev Shears

Apologies: None

In attendance:

British Transport Police Authority Executive
 Hugh Ind (Chief Executive)
 Rubeela Qayyum (Chief Financial Officer & Deputy Chief Executive)
 Stephanie Calvert (Co-Head of Governance and Compliance)
 Kate Carr (Project Director – Policing and Security)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Jon Newton (Analyst)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
 Allan Gregory (Assistant Chief Constable)
 Tracey Martin (Director of Finance and Commercial Services)
 Chris Casey (Superintendent)
 Joanna Cash (T/Superintendent)
 Vanita Patel (Head of Analytics)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 7 September 2022 be approved.

Actions

Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings.
 - a. **Action 11/2022: Power BI Access for Members.** The Head of Analytics noted that a demonstration would be provided for interested Members ahead of the next meeting of the Committee in February 2023.
5. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

6. Members considered the Risk Profile and associated cover report and the following points were made.

Legitimacy

- a. Both Members and the Chief Executive acknowledged the scale and breadth of Force activity to mitigate the Legitimacy risk, albeit Members did not yet feel confident in reducing the risk score given Legitimacy was such a core issue across the whole of UK policing at present.
- b. The Head of Audit and Assurance noted that initial feedback from HMICFRS in this space was positive, which represented a degree of independent assurance of Force activity.
- c. The Chief Executive noted that the Deputy Chief Constable was of the view that the level of disproportionality was an accurate reflection of necessary Force activity. A session was therefore necessary where the Authority and Force could have that debate in greater detail prior to the risk score being reduced (Action 12/2022).

Technology

- d. A Member requested that clarification on the scale out IT outages be provided to the sponsoring committee, Audit and Risk Assurance (Action 13/2022).

Health, Safety and Wellbeing

- e. A Member expressed concern at the status of this risk, particularly around occupational health staffing. Members noted the risk would be subject to a deep dive at People and Culture Committee on 16 November 2022.
7. **RESOLVED**, that Members recommend to the Audit and Risk Assurance Committee that the Legitimacy Risk Score be retained at 16 pending further evidence of assurance.

Note of Joint Risk Deep Dive [Legitimacy / People] – 12 September 2022

Agenda Item 5.1

8. **RESOLVED**, that the note of the joint risk deep dive into Legitimacy and People held on 12 September 2022 be noted.

Finance and Commercial Performance Q2 2022/23

Agenda Item 6

9. Members considered a report of the Director of Finance and Commercial Services regarding Finance and Commercial Performance Q2 2022/23 and the following points were made.
- a. The Director of Finance and Commercial Services introduced the report and noted the risk adjusted forecast was now £5.1 (down from £8.1m in the previous quarter) and therefore moving in the right direction.
 - b. The Director noted the effort being made by the Force on the Accelerated Recruitment Plan and offered to circulate further detail outside of the meeting (Action 14/2022). 100 officer vacancies were expected to reduce to 20 vacancies by year-end. In contrast, 70 PCSO vacancies were not forecast to reduce and therefore the Force's Strategic Workforce Planning Group was reviewing whether to convert PCSO spend to officer spend. Vacancies remained in IT whilst IT cadres were being trained.
 - c. Members noted the importance of the Accelerated Recruitment Plan to Force overall activity and requested that performance against that plan be reported to the Committee going forward (Action 15/2022).
 - d. In response to a question, the Director noted that Capital spend stood at £13m and was currently back-ended towards end 2022/23.
 - e. In response to a comment, the Director agreed that greater consideration and challenge could be given to productivity of officers and staff as opposed to overall headcount. The Capability Review was relevant in this context. The Assistant Chief Constable cautioned that an emphasis on productivity risked skewing sensitive activity e.g. stop and search.

- f. The Chief Executive highlighted that (a) Members had seen an Executive briefing on HMICFRS vetting and the interim findings of the Casey Review into the Metropolitan Police (Serial B153 on *Board Intelligence*), (b) encouraged greater clarity on the definition of budget 'strain' (c) cautioned against the ongoing risk of optimism bias and (d) reminded Members regarding the process of deciding use of Reserves.
- g. The Assistant Chief Constable concluded discussion by noting that Members, when undertaking engagement within the Force, would do well to ask relevant Heads of Department to open their local PowerBI pages and provide a briefing on local issues.

10. **RESOLVED**, that the report be noted.

Legitimacy

Agenda Item 7

Thematic: Use of Force and Taser

Agenda Item 7.1

11. Members considered a thematic report of a T/Superintendent regarding use of force and taser and the following points were made.

Use of Force

- a. The T/Superintendent noted that pre-January 2021 any use of force was recorded using Chronicle, albeit compliance of reporting was unacceptably low. The adoption of the use of force app earlier in 2022 was designed to improve compliance.
- b. The Superintendent acknowledged that 23% of use of force was used against black persons whereas black persons represented 3% of the UK population. This underlined the importance of the Force's Use of Powers Board to monitor such activity.
- c. In response to a query the T/Superintendent confirmed that the Force was reviewing the risk of adultification bias and inserting more context around the importance of safeguarding.

Taser

- d. In response to a comment, the T/Superintendent sought to reassure Members that, in the case of a use of taser against a child under the age of 11, in that instance the individual was perceived to be older than they were. Moreover the taser was deployed rather than discharged. Finally, all taser usage was reviewed within 48hrs.

- e. In response to a question, the T/Superintendent replied that the six incidents of use of force considered by external scrutiny panels were dip sampled at random. The Chief Executive noted these two panels were among those reported as external scrutiny to the Full Authority in September 2022.
- f. The Head of Analytics noted that the Force presented its use of force data in a consistent format for internal use, and this could be reflected in the Member PowerBI offer (Action 11/2022).
- g. The Head of Analytics offered to share examples of how the Force's Equality, Diversity and Inclusion Board reviewed outcomes for victims outside of the meeting (Action 16/2022).
- h. In response to a question, the T/Superintendent replied that the report focused on taser training for B and C Divisions as D Division officer numbers were comparatively smaller, and E Division officers were obliged to be taser trained. There was no expectation that a certain number of officers per division should be trained in taser. Rather, officers were welcome to volunteer to be trained. A recent backlog of 200 officers had been cleared and the Force anticipated having 1,800 taser trained officers by March 2023.

Thematic: Football Policing
Agenda Item 7.2

12. Members considered a thematic report of the Assistant Chief Constable regarding Football Policing and the following points were made.
 - a. The Assistant Chief Constable introduced the report, recognising that there was an issue of under-reporting of football-related disorder as well as instances of rail staff absences on football days. Against this Gold and Silver Commanders were seeking to strike an appropriate balance of resources across a range of issues on match days e.g. robbery. Finally, he hoped to see 300 Special Constables recruited to assist in football policing albeit it would be a challenge to achieve that number given normal rates of attrition in trained Specials.
 - b. In response to a question, the Assistant Chief Constable confirmed the Force's football posture would be revised in response to *A Force on the Move* and the integrated security and policing pilot (ISPP).
 - c. The Chief Executive noted (a) anecdotal evidence that football policing pressures were as bad as they had ever been and (b) the ringfencing of certain teams across the Force left a limited pool available for football policing. The Assistant Chief Constable responded that Gold and Silver

Commanders would understandably make a case for their resourcing needs albeit these should be judged against available intelligence.

- d. In response to a question, the Assistant Chief Constable confirmed the Force was liaising with clubs regarding bans for problem fans albeit engagement was more effective with some clubs than with others.

13. **RESOLVED**, that the report be noted.

Legitimacy Data Q2 2022/23 (Stop and Search, Custody)

Agenda Item 7.3

14. Members considered Legitimacy Data for Q2 2022/23 (Stop and Search, Custody) and the following points were made.

- a. The Assistant Chief Constable noted acknowledgement from officers responsible for Custody that strip search data needed to be recorded more effectively. The Superintendent added that the Force was engaging with the Metropolitan Police on this issue in light of lessons learned from Child Q. Moreover the Chief Constable was the lead officer on the use of powers workstream of the Race Action Plan.

15. **RESOLVED**, that the report be noted.

Policing Plan Performance Q2 2022/23

Agenda Item 8

16. Members considered the Policing Plan Performance Q2 2022/23 report and the following points were made.

- a. Members noted the prevalence of red ratings against policing plan objectives albeit acknowledged the impact of comparison with COVID-era data.

17. **RESOLVED**, that the report be noted.

Committee Workplan 2022/23

Agenda Item 10

18. Members considered the Committee Workplan 2022/23 and the following points were made.

- a. The Chair noted that disproportionality should be considered at the February 2023 meeting in light of discussions held at Item 5 (Risk Profile) (Action 12/2022).

19. **RESOLVED**, that the report be noted.

Any Other Business

Agenda Item 11

20. There was no other business.

Meeting Evaluation

Agenda Item 12

21. Mike Gallop delivered the meeting evaluation and the following points were made.

- a. A range of substantive issues had been covered, with legitimacy being a thread throughout.
- b. The perennial challenge of ensuring data was converted to information that facilitated Member insight remained and should form part of ongoing board effectiveness activity.

The meeting ended at 12.39pm.

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Minutes

People and Culture Committee

Wednesday 16 November 2022 at 10.30am at BTP FHQ,
 25 Camden Road, London, NW1 and via Microsoft Teams

Present:

Bev Shears (Chair)
 Nick Hawkins (Deputy Chair)
 Andy Cooper
 Stewart Jackson

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Stephanie Calvert (Co-Head of Governance and Compliance)
 Kate Carr (Project Director)
 Lucy Yasin (Co-Head of Governance and Compliance)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Rachael Etebar (Director of People and Culture)
 Matt Allingham (Superintendent)
 Clare Conie (Deputy Director of People and Culture)
 Chris Horton (Superintendent)
 Mel Morton (Head of Audit and Assurance)
 Ken Slack (Strategic Head of Wellbeing, Health and Safety)
 Carole Thatcher (Talent Manager)
 Karen Wiesenekker (Head of Strategic Diversity and Inclusion)

Apologies

Agenda Item 1

1. There were no apologies.
2. Members welcomed Clare Conie (Deputy Director of People and Culture) to her first meeting of the Committee.

Declarations of Interest

Agenda Item 2

3. Stewart Jackson declared his recent appointment as The Lord Jackson of Peterborough and noted his Register of Interests on the British Transport Police Authority website would be updated accordingly.

Minutes

Agenda Item 3

4. **RESOLVED**, that the minutes of the meeting held on 6 September 2022 be approved.

Actions

Agenda Item 4

5. Members considered a report of the Board Secretary regarding actions arising and the following points were made.
 - a. **Action 5/2022. Modern, localised training.** Members noted the paper at Item 10 on the agenda dealt with this action, which could therefore be closed.
 - b. **Action 6/2022. People Strategy.** Members noted the finalised People Strategy was anticipated for delivery pre-Christmas 2022 once the new Deputy Director was in post.
 - c. **Action 7/2022. Dashboard Reporting.** Members noted a substantive update was due at the February 2023 meeting.
6. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

7. Members considered the risk profile and the following points were made.
 - a. Members noted that the workforce planning dashboard demonstration had taken place during October 2022.
 - b. Members noted the Layers and Spans Review had been submitted to Portfolio Change and Investment Board (PCIB) and approved in October 2022.
 - c. Members noted they would deal with the recommended risk score for People at the next item 5.1.

- d. Members noted the Performance and Delivery Committee's decision to retain the Legitimacy Risk score at 16 until such point the Force's mitigation activity yielded substantive outcomes.

8. **RESOLVED**, that the risk profile be noted.

Risk Scoring: People (Recruitment and Retention)

Agenda Item 5.1

- 9. Members considered the Risk Score for the People Risk and the associated note of the joint risk deep dive held on 12 September 2022 at Item 5.1 and the following points were made.
 - a. The Director of People and Culture noted that the recommended reduction in risk score from 15 to 12 represented the risk as it currently stood at November 2022, and that measures outlined within the forthcoming Medium-Term Financial Plan would seek to mitigate it further.
- 10. **RESOLVED**, that the risk score for Recruitment and Retention be reduced to 12 following the joint risk deep dive held on 12 September 2022.

Note of Joint Risk Deep Dive [12 September 2022]

Agenda Item 5.2

- 11. **RESOLVED**, that the note of the joint risk deep dive held on 12 September 2022 be noted.

Health and Safety

Agenda Item 6

Health and Safety Annual Assurance Statement

Agenda Item 6.1

- 12. Members considered a report of the Director of People and Culture regarding the 2021/22 Health and Safety Assurance Statement, noting it reflected a level of assurance accurate up to March 2022.
- 13. **RESOLVED**, that the Health and Safety Annual Assurance Statement 2021/22 be recommended to the Full Authority.

Risk Deep Dive: Wellbeing, Health and Safety

Agenda Item 6.2

- 14. Members noted the risk deep dive reports into Wellbeing, Health and Safety and the following points were made.

- a. The Director of People and Culture noted the Force was fulfilling its statutory duties and was constantly improving its wellbeing, health and safety offer. That said, it was an ongoing task to ensure compliance across the whole organisation, with areas such as first aid training under scrutiny as a result of the Manchester Arena Inquiry.
- b. In response to a question, the Director of People and Culture noted additional resourcing was being made available to wellbeing, health and safety through the recent pay award approved by the Full Authority, and the provision of occupational health programme managers as part of *A Force on the Move*.
- c. A Member noted importance on focusing on the 26 criteria set out within the RM3 audit, and the importance of line managers inculcating and owning wellbeing, health and safety for their direct reports. This represented a change in culture that would take time. The Strategic Head of Wellbeing, Health and Safety concurred and noted his team's ambition to embed such a culture throughout the Force.
- d. In response to a question, the Strategic Head of Wellbeing, Health and Safety replied that the RM3 audit finding of a Health and Safety training requirement for Senior Leadership Team and line managers was in progress. The Director of People and Culture added that completion of wellbeing, health and safety training would be a compulsory objective for line managers during 2023/24.
- e. The Chief Executive noted that the Chief Constable had, at the Strategy and Planning Committee on 15 November 2022, referenced wellbeing as a workstream potentially affected by the forthcoming Medium-Term Financial Plan. He recommended that the Committee saw Wellbeing, Health and Safety as a strong case area in the list of priorities to be funded once the overall MTFP was agreed by the Full Authority.

15. RESOLVED, that Members,

- a. Note the Strategic Risk Deep Dive Report into Health, Safety and Wellbeing and approve a strategic risk score of 16.
- b. Emphasise to their Full Authority colleagues, when the BTP Budget and MTFP 2024/28 came to be considered in December 2022, the importance of investment in wellbeing, health and safety with regards to attracting, developing and retaining a motivated and well cared for workforce.
- c. Approve a change of strategic risk title wording for the Health, Safety and Wellbeing risk from,

- i. *BTP/A may fail to realise the opportunity to embed a culture where the wellbeing, health and safety of employees is engrained in everything we do. Failure would lead to lack of understanding of responsibilities, which could lead to a suboptimal low productive workforce, operational inefficiencies, serious injury or loss of life for BTP/A employees, stakeholders or the public, to*
- ii. *Due to a lack of understanding of Health, Safety & Wellbeing responsibilities and inadequate H&S resourcing, BTP/A may fail to embed a culture where the wellbeing, health and safety of staff is engrained in everything we do. This could lead to harm to our people and the public, legislative non-compliance and enforcement action.*

Exit Payments: Comparison to Civil Service Compensation Scheme

Agenda Item 7

16. Members considered a report of the Head of Governance and Compliance regarding Exit Payments: Comparison to Civil Service Compensation Scheme and the following points were made.
- a. In response to a question, the Director of People and Culture to consider two further areas in addition to those outlined in the report (1) compensation terms for those at the lower pay threshold of £23,000 and (2) compensation terms for those past pension age. The Director noted her concerns, however, that further examination would reveal (2) to be subject to of age discrimination claims (Action 8/2022).
 - b. In response to a question, the Director of People and Culture replied that, in her experience, the uptake of scaled redundancy payments for those re-employed within a specific timeframe would be likely be low.

17. **RESOLVED**, that Members approve for negotiation,

- a. The proposals of a £149,820 pay threshold for the purpose of calculating compensation payments for those earning in excess of that amount.
- b. Scaled redundancy payments for those re-employed within a specific timeframe – with the timeframe to be determined.

Strategic Workforce Plan

Agenda Item 8

18. Members considered a report of the Director of People and Culture regarding the Strategic Workforce Plan and the following points were made.

- a. The Director of People and Culture noted the Plan was in response to issues highlighted by a Government Internal Audit Agency *Limited* opinion.
- b. Both Members and the Chief Executive welcomed the report and the associated Plan, particularly for providing useful context for how the Force calculated its establishment. The Chief Executive noted that the Force had never been funded to net establishment.

19. **RESOLVED**, that the report be noted.

[Background Pack] Strategic Workforce Plan
Agenda Item 8.1

20. **RESOLVED**, that the Strategic Workforce Plan be noted.

Talent and Succession Planning
Agenda Item 9

21. Members considered a report of the Talent Manager regarding Talent Management (Talent and Succession Planning) and the following points were made.
- a. The Talent Manager introduced the report and highlighted that only officers that received the highest grade in their performance review would be eligible to attend a promotion board. Moreover, less opportunities for promotion at the top of the hierarchy of the Force required careful management to avoid creating a retention issue, as there was a risk a talented candidate pursued promotion within other forces.
 - b. The Chair noted that it should be made clear to candidates that investment in talent would be targeted at a level appropriate to their current career stage.
 - c. A Member commented that talented persons may not be ambitious enough to put themselves forward for promotion. A further Member noted that communication of talent opportunities should be targeted to ensure those at the bottom of the organisation were aware of the opportunities open to them. The Director of People and Culture replied that she did aspire to have a Force culture where all felt able to aspire for promotion. That said, Members should expect turbulence as the Force rolled out its approach to talent management.
 - d. A Member queried how the Force was working to ensure investment in talent had equitable results in terms of diversity. The Talent Manager noted she was in close contact with the Head of Strategic Diversity and Inclusion to ensure the approach to talent was framed effectively. The Force was running career workshops to encourage a broader pool of

candidates to come forward, and a recent campaign to advertise a fast-track programme had resulted in 4 women, 5 LGBT+ and 4 BAME candidates coming forward.

- e. A Member queried the effectiveness of secondment opportunities as a means of developing talent. The Director of People and Culture replied that the Force was adopting a more stringent approach to secondment opportunities, through reviewing whether they met the needs of the organisation and ensuring they were capped at an appropriate length.

22. **RESOLVED**, that the report be noted.

Delivering *Well Cared For* Pillar

Agenda 10 (formerly Item 12)

23. Members agreed to vary the order of items on the agenda so that Item 12 (Delivering *Well Cared For* Pillar) was considered next. The following points were made.
- a. The Director of People and Culture introduced the paper, noting that whereas the Force was effective at reacting to the needs of officers and staff, the emphasis on the *Well Cared For* pillar was now geared towards interventions before work-related injuries and ill health materialised.
 - b. On top of this, the Director was struck by the potential impact of legacy issues that could affect current and past employees e.g. response to traumatic incidents in 1970s affecting the individual in the present day. Such instances would be covered by the covenant and would have financial implications.
 - c. In response to a comment, the Director of People and Culture confirmed she was linked in with industry with regards to mitigating the impact of fatigue.

24. **RESOLVED**, that the report be noted.

Learning and Development Transformation

Agenda Item 11 (formerly Item 10)

25. Members considered a report of the Head of Learning and Development regarding Learning and Development Transformation and the following points were made.
- a. The Head of Learning and Development introduced the report and highlighted the following points (1) the need to be clear on the Force's strategic learning requirement through looking 3-5 years into future (2) the ambition to transform recruit training to promote diversity within the Force – this included being clear on what Policing Degree graduate pipeline and





Police Education Qualifications Framework looked like for the Force and (3) improved Leadership development, to address concerns flagged by the Staff survey.

- b. In response to a question, the Head of Learning and Development replied that a balance needed to be identified between what recruit training could be delivered virtually and which had to be delivered in-person. He was being reverse mentored as part of this process, to ensure training was as flexible as possible to facilitate a diverse range of candidates. For example, it was proposed that current 11-week block of 5-day week training based in London be revised into a blend of virtual and 2-3 day week blocks of training to suit e.g. those who had childcare responsibilities elsewhere in the UK.
- c. Members welcomed this flexible approach to recruit training but noted the importance of the in-person element to ensure the creation and nurturing of a Force *esprit de corps*. The Director of People and Culture concurred, noting that staff surveys had revealed that D Division officers and staff did not strongly identify as being part of One BTP – with the correlation of D Division recruit training being co-located with Police Scotland rather than with wider Force training. There was potential for the Head of Learning and Development to consider this issue (Action 9/2022).
- d. The Chief Executive noted the ongoing issue of how the Force best utilised Apprenticeship Levy, given that c. £600,000 was being handed back to His Majesty's Treasury. Members agreed that monitoring of the Levy could be included within the Committee's People Performance Data report at each meeting (Action 10/2022).
- e. Members noted a comment by the Head of Strategic Diversity and Inclusion that, on the current recruitment trajectory, the Force would never achieve its diversity targets on female officers. Even if the Force were to recruit at 50% female officers per intake at the present time, it would take four years to achieve 30% female representation within the Force.
- f. The Director of People and Culture noted that she was keen to explore the potential to recruit part-time and flexible working officers to address the Force's diversity targets – she was currently encouraging Chief Officer Group colleagues to have that conversation.

26. **RESOLVED**, that the report be noted.

Layers and Spans Strategic Recommendations Agenda Item 12 (formerly Item 11)

27. Members considered a report of a Superintendent regarding Layers and Spans Strategic Recommendations and the following points were made.

- a. 
- b. 
- c. 
- d. 
- e. Members requested an update on the programme at their next meeting (Action 11/2022).

28. **RESOLVED**, that the report be noted.

People Performance Q2 Update

Agenda Item 13

- 29. Members considered the People Performance Q2 Update and the following points were made.
 - a. The Director of People and Culture acknowledged the high turnover set out within the report and noted turnover was high across policing as a whole. That said, the Force’s officer turnover was steady in spite of bounties offered by both the Metropolitan Police and the City of London Police.
 - b. The Director continued, noting that turnover was particularly apparent among Specials, and staff where market salaries were higher than those within the Force.
 - c. The Director added that the vetting failure rate was currently 7.5%, with main failure factors being inappropriate social media, and undeclared debts.

- d. In response to a question, the Director replied that many PCSOs left to re-join the Force as officers. She had asked Chief Officer Group colleagues to reconsider whether it was necessary for PCSOs to, technically, leave the Force prior to re-joining as officers a short time later.

30. **RESOLVED**, that the report be noted.

Committee Workplan 2022/23

Agenda Item 14

31. Members considered the Committee Workplan 2022/23 and the following points were made.

- a. The Co-Head of Governance and Compliance noted that the workplan had been aligned with the content of the People Strategy.
- b. Members noted comments earlier in the meeting that would see (1) addition of Apprenticeship Levy data to the People Performance reports and (2) the addition of a Layers and Spans implementation update at the Committee's March 2023 meeting.
- c. A Member suggested the addition of a standalone item reviewing the efficacy of Force secondments (Action 12/2022).

32. **RESOLVED**, that the report be noted.

Any Other Business

Agenda Item 15

33. There was no other business.

[Background Pack] Psychological Counselling Q3 2022/23

Agenda Item 15.1

34. **RESOLVED**, that the paper regarding Psychological Counselling Q3 2022/23 be noted.

Meeting Evaluation

Agenda Item 16

35. Nick Hawkins delivered a meeting evaluation and the following points were made.

- a. Papers were of a high quality which in turn encouraged discussion and insight.
- b. The agenda had been ambitious but had been well managed.

- c. The evident passion from across the range of individual's in the Director's team was welcomed.

The meeting ended at 12.27pm.

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