

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 13 February 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 Atherley	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 (Part)	Head of Estates Transformation - Naweed Mazhar	Ch Supt B Div - Chris Casey
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	
D/Supt Crime – Glen Alderson	Head of DCC Portfolio – Melissa Morton	
Supt B Div – Darren Malpas	Head of A&I – Lara Adamson	
Ch Supt C Div – Sandra England	Supt D Div – Lorna McEwan	
Ch Supt E Div – Mark Clelland	Head of Information Management - Helen Edwards (Part)	
DD Financial Control – Harriet Andrews	Iain Metcalf – Strategic Delivery Lead	
DD P&C - Clare Conie	Sam McCully - TSSA	
DD Wellbeing, Health & Safety - Kayad Dualeh	DD Decision Support - Richard Dronfield	
Supt D Div – Lorna McEwan	DD Commercial - Ian Currie	
Head of Justice and Public Contact – Simon Graham	Special Chief Officer – Nathan Turner	
Presenters of papers (not present for entire FEB but for their item)		
Paul Adams – Risk Lead		
Aaron Condon – GIAA BTP Lead		
Siobhan Root – Head of Wellbeing		

1. Chief Constable's introduction

- 1.1 LDO Opened Force Executive Board and began by reflecting on the recent passing of Gary Richardson, highlighting his long and impactful career in policing, both in the MPS and BTP. She emphasised his dedication to public safety and his success in bringing serious offenders to justice. LDO mentioned that details of his funeral would be circulated and that she would be writing to his family to honour his legacy.
- 1.2 LDO then transitioned to thanking MF, KW, RD, and JS for their preparation a recent government and industry roundtable hosted by Peter Hendy. She described the meeting as well-attended by senior railway officials and the Minister, with nearly two

hours of the Minister's time dedicated to it. LDO, along with AS and SS, presented slides demonstrating the force's strong understanding of the budget and thoughtful future proposals. Although no additional funding was secured, the implications of budget reductions were clearly communicated, and there was interest in AI technology investments to improve efficiency and reduce costs.

- 1.3 LDO also mentioned the recent Judicial Review ruling against the Met Police regarding vetting, encouraging everyone to read the 50-page finding. She expressed the need for fast regulatory changes by the Home Office to address the issue of offering jobs to individuals who fail vetting. BW was asked to reflect on the implications for BTP, confirming that vetting would continue and explaining the context of the Judicial Review.
- 1.4 BW explained the recent Judicial Review ruling against the Met Police regarding vetting, affecting individuals cleared of conduct or performance issues but removed for failing vetting.
- 1.5 BW provided an update on the OSU case, explaining that the hearing, initially scheduled for two weeks and two days, ran out of time. As a result, the hearing was adjourned, and decisions on sanctions are pending. The panel will reconvene in May to determine the sanctions for those found guilty of gross misconduct and misconduct.

2. Minutes and Actions from previous meeting

- 2.1 January minutes were checked, and no issues were raised.
- 2.2 MF checked actions with their owners. 05 – 16.01.25 - I&D Board. VP provided an update on the metrics for the disproportionality action plan. She mentioned that the metrics have been tightened up and will be presented for sign-off at the upcoming strategic board meeting.
- 2.3 01 – 16.01.25 – Wanted Images - MF asked JS about the action related to promulgating images of wanted suspects on social media channels. JS responded that they have started pushing out more images on social media, including a recent post at 9:30. He acknowledged the need to use regional accounts more, as suggested by CCas, and mentioned that they are integrating these images into other content to avoid overwhelming the social feeds.
- 2.4 06 – 17.09.24 – Ev Strategy - MF inquired about the status of the EV strategy. JS explained that they are working on getting the necessary numbers to feed into the strategy and have a stakeholder ready to review it. He mentioned that the strategy would go through an SRO review before being presented for approval in March.

3. Finance Update

- 3.1 SS provided an update on the establishment reset, emphasising the importance of having a regular slot for brief progress updates in future meetings. SYJ has been leading the work and has contacted most FEB members to discuss the implications and plans for the next year through the design authority. Although the work is still in its early stages, SS highlighted the need for continuous check-ins to ensure everyone is aligned and to address any issues promptly.

****ACTION – Establishment Reset to be added as a standing item at Force Executive Board****

- 3.2 SS finance update highlighted a reduction in the overspend pressure, attributed to the extended recruitment freeze. This measure aims to position the organisation more comfortably for the next financial year. SS stressed the importance of accurate forecasting and urged members to report any unspent budget items promptly. The goal is to minimise the forecasted overspend, currently just over half a million, and to allow for some consultations this financial year to ease next year's pressure.
- 3.3 RD provided an update on the financial forecast, noting that the controls implemented have significantly reduced the overspend pressure. The current forecast shows a small underspend, but the force still needs to absorb a £900,000 pressure due to the PRRB decision. RD emphasised the importance of maintaining current controls and accurate forecasting, as the force will start the next financial year with a slight over-establishment.
- 3.4 SOC raised a concern about filling funded roles, questioning whether recruitment or internal movement should be prioritised. RD and SS clarified that both strategies are necessary, with a focus on filling funded roles to maximise income and benefit the public. SE added that this is a standing agenda item in workforce planning, and efforts are being made to move individuals into funded roles where possible. RD reassured the group that the income working group and EPSA strategic board are managing this process effectively.
- 3.5 RD reported on the capital budget, noting that the initial budget of £14.1 million had been over-programmed by £1.9 million. By Q3, this over-programming had been reduced, and currently, the over-programming has been eliminated entirely. The force has moved several projects forward from next year, resulting in a slight underspend of £250,000. RD emphasised the importance of accurate forecasting and delivering capital projects as planned to ensure the budget is fully utilised.
- 3.6 LDO summarised by emphasising the need to continuously push for filling funded roles and moving people around to address over-establishment. She stressed the importance of being proactive in managing workforce allocation to avoid paying for over-held positions while having vacancies elsewhere. LDO directed RD to make this a substantive agenda item at the next strategic workforce planning meeting and to report back at the next FEB meeting with recommendations and activities.

****ACTION – RD to bring back a short report with Workforce Planning's recommendations****

4. Performance Update

- 4.1 LA provided an update on performance, highlighting a 5.5% increase in overall notifiable crime compared to the previous year, with significant rises in TPP, violence, and public order offenses. Staff assaults have increased by 7%, primarily in public order and lower-level violence. Sex offenses are up by 12%, linked to ongoing campaigns. Robbery has seen an 18% reduction with improved solved rates. Shoplifting remains a concern with a 30% increase. Solved rates are slightly below last year but still reflect more crimes being solved. Disruptions, particularly due to trespass, are increasing and will be a focus as the seasonal peak approaches.
- 4.2 SOC discussed the ongoing challenges with disruption, particularly trespass incidents, which average 87 per day. Many of these incidents involve youths and

are resolved without trace. The current focus includes refreshing the trespass improvement plan and addressing the limited workforce dedicated to disruption prevention (3.5%). Efforts are being made to improve tasking and localize plans for peak periods like Easter. SOC highlighted the need for a more robust strategy and better understanding of the actual impact of trespass incidents, including less severe cases like leg-dangling on platforms

- 4.3 SE outlined the plans for addressing disruption during the Easter period, emphasising mandatory attendance at Daily Management Meetings for disruption taskings and the creation of escalation plans for high-risk locations. She is implementing a divisional disruption meeting with industry partners to ensure comprehensive oversight and coordination.
- 4.4 SOC emphasised the limited impact of shifting disruption teams back to divisions, noting that the total number of officers dedicated to disruption prevention is only 57 across three countries. He cautioned that while line management changes might improve focus, the overall effect would be minimal due to the small size of these teams. SOC stressed the need for realistic expectations regarding the outcomes of this shift.
- 4.5 DM discussed the proactive measures being taken to address disruption, including appointing a Chief Inspector to lead the Easter plans and promoting a cultural shift where disruption prevention is everyone's responsibility. He highlighted the ongoing briefings for sergeants and inspectors on the optimised policing policy (OPP) and the overlapping taskings for locations like Clapham. DM also mentioned efforts to improve the deployment of trespass officers in collaboration with industry partners.

5. Portfolio Update

- 5.1 HH provided an overview of the portfolio update, highlighting the allocation of the investment plan for the coming year. She illustrated that 63% of the budget is dedicated to mandatory compliance and regulation, 28% to cyclical asset replacement, and only 9% to elective transformative schemes. Harriet emphasised the challenge of achieving transformation with such a small portion of the budget. She also mentioned that the investment plan has been briefed to program managers and circulated to FEB members, including a list of deferred schemes that could not be funded.
- 5.2 LDO expressed concern about erroneously categorising 9% of the budget as elective schemes. She suggested breaking down the 9% into more specific categories, such as Optimised Policing Model (OPM) dependencies and drones, to provide clearer context. SS supported this idea, noting that while some items are technically elective, they are critical for operations. HH agreed to adjust the presentation to reflect these distinctions.
- 5.3 HH provided an update on project governance, highlighting key business cases discussed. She mentioned the D Division case file, which aims to replace Pro Scott, and the single-issue laptop rollout, both of which are significant projects. Additionally, she discussed the Spring House futures Outline Business Case (OBC), noting that while no preferred direction was decided, the urgency of the December 2026 deadline for vacating Spring House necessitates prompt decision-making.

- 5.4 IM provided an update on strategic planning, mentioning the finalisation of last year's Force Management Statement (FMS) and the setup of the timeline for the next year, with a target completion by the end of March. He also discussed the policing plan, which needs to be published by the end of March, retaining current objectives.

6. ARIC Update

- 6.1 AAth provided an update on the ARIC review, focusing on three key areas: property storage, biometrics, and risk management. For property storage, AAth highlighted ongoing legacy issues with moving property onto Niche, which have largely been resolved. A new dashboard, set to launch in March, will help manage property storage more effectively. However, there is a concern about the disposal of electronic property, as the current contract may lead to overspending. Audits on B and D divisions revealed minimal unaccounted items, indicating good progress in this area.
- 6.2 In the biometrics update, AAth mentioned that all actions from the 2018 biometric review have been implemented. The main focus now is ensuring that all biometric samples are taken and recorded correctly. A new dashboard will help track these samples, and updated guidance for officers has been issued. GA added that the new dashboard will allow for better tracking of occurrences where biometrics were not taken, ensuring a solid authority process is in place.
- 6.3 CD provided input on the freezer capacity issue, suggesting that maintaining the status quo for low-risk items and expanding industrial freezer capacity for high-risk items would be the best approach. LDO emphasised the importance of resolving the freezer issue promptly.
- 6.4 ****ACTION - Risk Management – LDO asked to ensure that all risks are reviewed within the time frame and to have a list of the outstanding risks against the leaders in the organisation for the next Feb meeting****
- 6.5 During the final ARIC exception reporting, AAth highlighted the Contest update led by MC. The discussion revealed a gap in tactical responses, particularly in collaboration with TfL and MTR. LDO expressed discomfort with the identified gap and requested MC to ensure that the problem is well-audited and documented. Additionally, SOC was asked to consider the recruitment of security managers as part of the security strategy, ensuring that the approach is up-to-date and aligned with current needs. LDO stressed the need for a thorough review and action plan to address these concerns effectively.

**** ACTION - MC to ensure that the tactical response gap identified in the contest update is well-audited and documented****

7. Q3 Strategic Risk

- 7.1 PA provided an update on the strategic risks for Q3, highlighting key changes. The technology risk score decreased from 9 to 6 due to the implementation of the data centre, suggesting a move to de-escalate this as a strategic risk and manage it at the force level. The health, safety, and well-being risk was reframed as an opportunity risk to deliver the health, safety, and well-being strategy, increasing the target score to 12 to reflect the current resourcing. The estates risk score was reduced from 12 to 9, but the narrative still indicates significant resourcing

challenges. SS suggested revisiting the narrative to ensure consistency before presenting it to the authority.

- 7.2 MF raised concerns about health and safety risks, questioning the increased target score and broader risk appetite due to resource constraints. He stressed maintaining the current target score. MM explained that the change aimed to shift focus from threats to opportunities, reflecting the positive impact of the health, safety, and well-being strategy. PA clarified that the risk reframing was to reflect strategy implementation rather than just preventing negative events, and the target score reflects current resourcing and capacity.
- 7.3 LDO expressed discomfort with the proposed increase in the health and safety risk target score, emphasising the importance of this area and her personal responsibility as Chief Constable. She noted that she had not been involved in the discussions leading to this change and required more engagement and understanding before agreeing to it. LDO requested further discussion to reconcile the proposed changes with her responsibilities and expectations.
- 7.4 LDO rejected the proposed change to the health and safety risk score, stating that more discussion and understanding were needed. She requested a meeting with relevant stakeholders to address the concerns.

****ACTION – RE to discuss with KD and report back to LDO on rationale for changing the H&S Risk Score****

8. GIAA Draft Audit Plan

- 8.1 AC provided an overview of the draft audit plan for 2025-2026, highlighting the key areas of focus and the rationale behind the plan. The plan includes reviews on the estates program, organisation-wide governance, data protection, lease compliance, the MTFP process, partnership working, government procurement card use, and the deployment of special constables and volunteers. He emphasised the plan's flexibility to adapt to changing priorities and the goal of supporting management in addressing risks and improving governance and control.
- 8.2 RD welcomed the inclusion of the medium-term finance plan (MTFP) in the audit but expressed concern about the timing. He suggested moving the review and reporting forward to avoid potential conflicts with the live MTFP presentation to the strategy and planning committee in November. AC agreed to adjust the timing of the MTFP review to better align with RD needs, suggesting a start in June or July with a conclusion in September.
- 8.3 HE discussed the challenge of meeting the Information Commissioners Officer's (ICO) gold standard audit recommendations due to limited headcount and budget constraints. She highlighted that while the ICO recommended increasing headcount for personal data breach management, financial limitations have deferred this project. Helen emphasised the need to set realistic risk appetites and expectations, acknowledging that achieving a moderate level of compliance might be the best feasible outcome under current constraints.
- 8.4 LDO agreed with HE's points, acknowledging the difficulty of balancing high compliance standards with budget constraints. She emphasised the importance of making the authority aware of the maximum achievable compliance levels given the current financial limitations. LDO suggested incorporating this perspective into the MTFP positioning paper to ensure the authority understands the risk appetite and the impact of budget constraints on compliance and security measures.

****ACTION - LDO asked AATH to ensure that any changes in decisions based on GIAA audit recommendations are well-documented. She emphasised the need for a stronger audit trail to record decision-making processes, especially when reversing previous decisions, to provide clear evidence and accountability.****

- 8.5 AATH confirmed that there is a vehicle in place using the 4action system to track recommendations and decisions. He mentioned that he would work with AC to ensure that the outcomes of recommendations are clearly documented and accessible, enhancing the robustness of the audit trail
- 8.6 FEB members approved the draft plan following the comments provided.

9. Welfare Officer

- 9.1 RE introduced the welfare officers' presentation by explaining that the review focused on the support provided to individuals involved in PSD investigations. This includes not only those under investigation but also those who raised complaints, were subject to poor behaviour, or were witnesses to incidents. The aim is to ensure that the support aligns with the organization's "we care" value.
- 9.2 SR highlighted the need for a dedicated cohort of trained welfare officers to support individuals involved in PSD investigations, including victims and witnesses. The new process includes comprehensive training, clear guidance, and a structured support system to ensure consistency and safeguard both welfare officers and those they support. The initiative aims to address previous gaps, such as out-of-hours support and disparity between officers and staff and will be reviewed six months post-implementation to incorporate lessons learned.
- 9.3 BW emphasised the importance of considering rest periods for welfare officers after long-running investigations to prevent burnout. He also suggested that SMT should carefully consider the most appropriate welfare officer for each case, potentially selecting someone outside the immediate team to avoid conflicts and provide a fresh perspective.
- 9.4 IDS highlighted the importance of having welfare officers across different ranks, suggesting targeted recruitment for inspectors and superintendents to ensure peer support. SR acknowledged the need for more rank diversity among welfare officers and agreed that targeted recruitment could address this gap

****ACTION – SR to encourage people at different grades and diversity to become a welfare officer, and provide a report on how many people take up training as a result of it.****

- 9.5 SG raised concerns about the stressors faced by individuals under investigation, such as the duration and quality of updates, and the aftercare process post-investigation or dismissal. SR responded that feedback mechanisms could be improved and that transitioning individuals back into the workplace is the responsibility of line management and SMT. She also mentioned that while support stops upon dismissal, individuals are signposted to external support services.
- 9.6 SS suggested considering support for individuals with neurodivergent conditions and proposed a system for matching welfare officers based on specific experience or interest areas. SS also inquired about the current availability of the welfare officer list. SR responded that the list is currently managed by her team but will soon be accessible via a duty search on Origin, with instructions provided on the well-being hub page.
- 9.7 VP inquired whether dedicated time is allocated for welfare officers to perform their duties, noting that some officers have struggled with time management. SR

explained that while there is no specific dedicated time built into the guidance, line managers must approve and commit to allowing welfare officers the necessary time to fulfil their roles.

- 9.8 LDO emphasised the importance of ensuring the safety management system is user-friendly for the welfare officer process and suggested this be reviewed in the six-month post-implementation review. She also highlighted the need for a robust review process for welfare officers to ensure they can take breaks and are not overburdened. Additionally, LDO stressed the importance of clear links and coordination with the Federation and other associations to support individuals under investigation.

10. Promotions Policy

- 10.1 RE discussed the current promotion policy, which limits applications to those in Box 1 and Box 2 to encourage honest PDR conversations about potential and readiness for promotion. She acknowledged the controversy and noise this has caused, particularly with the Superintendent's association. Concerns include whether this exclusion of Box 3 performers is fair, the inconsistency with external applicants, and the potential for grade inflation. Rachael sought feedback on whether to maintain the current policy or consider other options.
- 10.2 DM supported the current promotion policy (Box 1 and Box 2) but questioned the accuracy of U ratings, especially for those with extended time off. WJ raised concerns about fewer applicants at higher ranks due to the policy and noted that rating all superintendents as Box 3 could lead to a lack of candidates and reliance on external applicants.
- 10.3 NT pointed out the surprising number of officers in Box 1 and Box 2 compared to Box 4 and Box 5, indicating possible over-inflation of ratings. CCon supported limiting applications to Box 1 and Box 2, arguing it ensures merit-based progression and focuses on readiness for promotion. She suggested including provisions for Box 3 candidates if necessary for higher ranks. BW voiced concerns about individuals being rated differently in various. He stressed the importance of consistent moderation across commands due to observed discrepancies in PDR ratings.
- 10.4 LDO found the promotions policy paper to be overly emotive and lacking in data, particularly questioning the assertion that the talent management framework would collapse if the policy were changed. She emphasised the importance of considering the involvement of line managers in the promotion process, as their recommendations could provide valuable insights into an individual's readiness for promotion. LDO also noted that the bulk of promotions occur at the Sergeant and Inspector levels, where there is less negative sentiment about the current Box 1 and Box 2 grading system. She suggested that the paper should include more strategic options and consider the nuances for senior leaders, as well as the implications of temporary promotions. Ultimately, LDO rejected the paper, calling for a more comprehensive and strategic approach to the promotions policy.

****ACTION - Revised paper at FEB March for LDO to make decision.****

- 10.5 LDO emphasised the need to revisit the reasons for removing the line manager recommendation from the promotions process and suggested considering different approaches for senior leaders and roles with external candidates. She highlighted the importance of validating the competency framework through line manager input and acknowledged the positive feedback for the current process at the Sergeant

and Inspector levels. LDO called for a revised paper that addresses these points and includes a more strategic approach, with a decision to be made at the March FEB meeting.

11. D-Div Casefile solution Business Case

- 11.1 CD presented the D-Division case file solution business case, explaining the need to replace the current Pro Scott system due to its instability and reliance on outdated architecture. After exploring various commercial and policing partner options, the decision was made to develop an in-house system. This approach, while not ideal, offers control over system operations, integration with other systems, and alignment with the fiscal's office requirements. The proposed solution involves recruiting system architects and maintenance personnel, though there are concerns about the challenges in hiring for these specialised roles. The in-house system is seen as a cost-effective and sustainable solution to ensure robust case management for Scotland.
- 11.2 CS emphasised that developing the in-house system is a last resort due to the complexity and resource requirements. The technology department typically uses commercial off-the-shelf solutions and lacks the resources to build systems internally. The proposed solution involves using Microsoft technologies, which will increase licensing costs and may require assistance from Microsoft. The design is ready, but resources are needed to build and maintain the system. The permanent maintenance role is included in the establishment work, so no additional funding is required for that position.
- 11.3 RD supported the D-Division business case, highlighting the thorough analysis done by the project team to explore alternatives and justify the chosen solution. He mentioned that the establishment reset numbers already account for the required role, anticipating approval for the business case.
- 11.4 FEB Members approve the business case.

12. Efficiencies Strategy

- 12.1 SS provided an update on the efficiency strategy, which was developed in response to a Government Internal Audit Agency. The strategy focuses on improving the tracking of BAU efficiencies through business reviews rather than creating a separate efficiencies board. This approach aims to capture cost-saving measures and avoid costs more effectively. SS decided not to set specific efficiency targets for the coming year, given the focus on the establishment reset and non-pay spend controls. The strategy emphasises the importance of integrating efficiency tracking into regular budget planning processes to justify future budget requests.
- 12.2 RD supported SS efficiency strategy, emphasising that it would not be overly burdensome for staff. He highlighted that many efficiency decisions are already made during business reviews, where budget holders often reallocate funds from less critical areas to more pressing needs. RD stressed the importance of documenting these decisions to demonstrate the force's commitment to efficiency. He also noted that the strategy would help leverage future efficiencies to support the medium-term financial plan.
- 12.3 IM endorsed the efficiency strategy, noting that he and SS had engaged with RD to ensure a pragmatic approach. He mentioned that the Strategic Hub would handle the joint presentation of both BAU and portfolio efficiencies, using the same

framework as the previous year. IM also highlighted the importance of consistency in reporting to the authority and the use of high-quality tools for tracking efficiencies.

12.4 HE requested training on the nuances of business benefits language and efficiency tracking, expressing a need to understand the rules and terminology better. SS agreed, acknowledging the complexity of the topic and suggested running a specific workshop as part of the Finance and Commercial CPD to ensure everyone is clear on what needs to be recorded and how.

12.5 FEB Members support the paper.

13. I&D Update

13.1 VP delivered an I&D input on Neurodiversity across the force.

14. Papers to note only

14.1 All People Survey Progress

14.2 Strategic Learning Requirement

14.3 Quarterly Audit and Inspection Update