

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 04 March 2025

Attendees		Apologies
Chief Constable Lucy D'Orsi	Head of Transformation - Harriet Harvey	Federation - Stuart Cowan
DCC Alistair Sutherland	Head of IT and Technology Portfolio Delivery – Caroline Sparks	D/Ch Supt Crime – Pete Fulton
Chief of Staff - Mike Furness	Head of Justice and Public Contact – Simon Graham	Ch Supt C Div – Sandra England
ACC Sean O'Callaghan	Head of External Affairs and Media – Johnny Shilton	Sam McCully - TSSA
Dir Corporate Governance - Steff Sharp	Head of Estates Transformation - Naweed Mazhar	ACC Ian Drummond-Smith
Dir People and Culture – Rachael Etebar	Establishment Reset Lead – Susan Yeomans-Jones	ACC Charlie Doyle
Operational Lead Ch/ Supt – Will Jordan (Part)	Head of Internal Communications – Kirstie Watson	Special Chief Officer – Nathan Turner
D/Supt Crime – Glen Alderson – Late	Head of PSD – Brett Walker	
Ch Supt B Div - Chris Casey	Head of DCC Portfolio – Melissa Morton	
C Div Supt – Dave Rams	Head of A&I – Lara Adamson	
Ch Supt E Div – Mark Clelland – Late	Head of Information Management - Helen Edwards (Part)	
T/Ch Supt D Div – Lorna McEwan	Iain Metcalf – Strategic Delivery Lead	
DD Financial Control – Harriet Andrews	DD Decision Support - Richard Dronfield	
DD P&C - Clare Conie – Late	DD Commercial - Ian Currie	
DD Wellbeing, Health & Safety - Kayad Dualeh		
Presenters of papers (not present for entire FEB but for their item)		

1. Chief Constable's introduction

- 1.1 LDO began the Force Executive Board meeting by welcoming LME to her new role covering the Scottish division, expressing her excitement for LME's contributions in the coming months. She then extended her gratitude to the Major, Serious and Organised Crime team for their outstanding work on the Gary Blackburn case, noting the significant positive impact their efforts had on Gary and his family during a very traumatic time.

- 1.2 LDO also thanked CCas and SOC for representing the force at the Moorgate tube disaster memorial, acknowledging the emotional weight of the event and the importance of their presence. She emphasised the need for high compliance rates for PDRs, urging line managers to engage in meaningful conversations with their teams to reflect on performance and support development.
- 1.3 Addressing the interim arrangements for the Deputy Chief Constable position, LDO detailed the distribution of responsibilities among the current chief officers to ensure resilience and continued progress on key initiatives. She expressed her appreciation for the support from Deputy Chief Constable team and the commitment of the Chief Officer group to the new structure.

2. Minutes and Actions from previous meeting

- 2.1 February minutes were checked, feedback was provided before the meeting which has been actioned. Minutes were therefore approved.
- 2.2 MF asked RE for an update on “07. 13.02.25 – SR to update on recruitment to welfare officers” RE reported that 35 individuals had been trained so far, with an additional 30 undergoing training. She emphasised the importance of having more welfare officers to support individuals involved in investigations, including subjects, witnesses, and victims. RE also mentioned that the trained welfare officers are now searchable on Origin under the duty flag, allowing for easier assignment without needing to contact Wellbeing team directly.
- 2.3 MF also checked on action “03. 13.02.25 - ensure that all risks are reviewed with the time frame and to have a list of the outstanding risks against leaders in the organisation for the next FEB” - MM confirmed that she had compiled a list of risks that had not been reviewed and planned to circulate it to the FEB members for their review. She agreed to monitor compliance and report back on the progress at the next FEB meeting.

3. Finance Update

- 3.1 RD provided an update on the financial position for period 11, highlighting that the force is currently overspending by approximately £400,000, which is consistent with previous forecasts. He praised the organisation for maintaining a minimal overspend on business-as-usual activities, amounting to just £43,000 on a £400 million budget. RD discussed the risks and opportunities that could impact the final year-end position, noting that while there are potential risks amounting to around £2 million, there are also opportunities that could offset these risks, potentially leading to a balanced budget or a slight overspend.
- 3.2 He also addressed the capital projects portfolio, confirming that the force plans to spend the full £14.1 million allocated for capital projects. RD reassured the team that a significant portion of the remaining capital funds is already committed through purchase orders, and he expressed confidence in meeting the year-end targets. Additionally, he mentioned an agreement with the authority to charge some of the London estates costs above the line if there is an underspend on capital, which would help preserve cash reserves for future challenges.
- 3.3 Following RD finance update, LDO expressed appreciation for the team's efforts in managing finances effectively and highlighted the importance of teamwork and control in achieving this. SS echoed LDO's sentiments, acknowledging the challenging period the team had navigated and emphasising the importance of trust

in the expertise of the finance team to manage the remaining tasks and ensure a close alignment with the budget. Both LDO and SS thanked the FEB members for their contributions throughout the year.

4. Performance Update

- 4.1 AS provided an overview of the year-to-date performance, noting a 5.5% increase in overall notifiable crimes, primarily driven by increases in violence, public order, and sex offences. Despite these challenges, he highlighted that the force is successfully bringing more offenders to justice, with higher volumes of charges and court disposals. AS emphasised that the Theft of Passenger Property (TPP) is impacting solved rates, but without it, the force would rank highly in detection rates for priority crimes. He also mentioned improvements in hand back times for non-suspicious fatalities and ongoing efforts to address trespass and disruption hotspots, supported by divisional teams and the heart teams.
- 4.2 SOC elaborated on the importance of focusing on hand back times for non-suspicious fatalities, noting that the last time the force achieved an average under 90 minutes was in July 2022, and prior to that, in the 2018-2019 performance year. He emphasised that the recent improvements are a result of the changes implemented, which are already making a positive difference. SOC's comments provided context for the renewed focus on this area and highlighted the progress made.
- 4.3 LA discussed two key areas: iPatrol crime recording timeliness and First Contact Centre. She noted that iPatrol compliance within 24 hours improved to 54% in January, up from 30% the previous year, but emphasised the need for further improvement. She highlighted that some units still have officers with zero submissions, which needs addressing. For First Contact Centre, she reported a steady improvement to 79%, with priority crime groups performing better. LA also mentioned positive trends in productivity, with reduced casefile rework work numbers, lower open crime numbers, and increased closed crimes per officer.
- 4.4 LDO acknowledged LA's positive updates on productivity and requested a meeting to discuss the productivity piece further. She expressed particular interest in understanding the outliers, both those exceeding productivity expectations and those whose work status is uncertain.
- 4.5 GA raised concerns about a significant drop in detections for graffiti and drugs, noting a decrease of 400 detections against a reduction of only 80 offences. LDO agreed, expressing particular concern about drug detections and suggesting a deeper look into the issue. CCas explained that the drop in graffiti detections is due to a smaller team and ongoing large-scale investigations, which are currently with the CPS.

5. Portfolio Update

- 5.1 HH provided an update on the portfolio, highlighting the confidence in spending the remaining budget by the end of the financial year, thanks to strong assurances and effective management. She noted the successful closure of several projects, including rebalancing activities, and emphasised the ongoing challenge of resource allocation. HH mentioned the need for additional resources for the Project Falcon

(drones) and the upcoming Integrated Security Policing 3 initiative. She also acknowledged the support required for the establishment reset work and the importance of mitigating delays in project timelines.

- 5.2 IM provided an update on strategic planning, mentioning the first strategic planning delivery group meeting aimed at supporting department heads and leads. He highlighted the collaboration with SYJ's team to ensure coherence in the planning process, particularly addressing unfunded risks from the previous year's capacity review. IM also noted that the policing plan is with the authority for sign-off and that the 4800 reset planning number is reflected in the plan.
- 5.3 BW raised a concern about the potential conflict between making individuals redundant due to the force reset work and then identifying the need for those posts in the FMS, which could lead to employment tribunal claims. IM responded by emphasising the alignment between the two processes and the importance of timing in presenting information to support both work strands. SYJ added that the designs will go through the design authority until August, with force-wide implementation starting in October, allowing for a holistic overview of the designs versus FMS needs.

6. ARIC Update

- 6.1 AS provided an update on the ARIC, highlighting a significant concern regarding the limited rating for asset management of captor. He reassured that while there were initial issues with central oversight, MC has since addressed these, and the situation has improved to a moderate rating. Alistair emphasised that the current status reflects better control and oversight of captor assets.
- 6.2 SOC supported AS's update by confirming that the captor assets are now accurately tracked and managed. He noted significant recent improvements in recording and tracking through the use of the force app and other technological advancements. SOC mentioned that while there are still minor adjustments to be made, the overall system is robust, and they can confidently account for all captor assets.
- 6.3 AS highlighted key points from the ARIC exception reports, focusing on data breaches reported to the Information Commissioner's Office (ICO). He mentioned four specific breaches, including failures to redact information appropriately and incorrect updates on the PNC. AS also noted that there are two outstanding notifications from the ICO dating back to 2018 and 2020, which remain unresolved.

7. MAR Update

- 7.1 AS expressed frustration with the MAR update process, stating that it adds unnecessary demand on the force. He emphasised that the MAR should be discontinued in future years as its requirements are already covered by other departmental reports. AS acknowledged the pressure from the authority to complete the MAR and mentioned that the ratings for budget management and sickness absence would be upgraded based on recent discussions.
- 7.2 MM highlighted that the overall scores showed improvement, with 19 substantial's, 16 moderates, and one limited rating. MM explained that the budget management rating was downgraded to moderate due to a technicality related to efficiencies

management. She also noted that five areas had increased from moderate to substantial this year.

- 7.3 RD expressed frustration with the budget management rating being downgraded due to the introduction of a new sub-question about tracking and monitoring BAU efficiencies. He acknowledged that while the force is excellent at tracking efficiencies within the change portfolio, it is not as strong at the BAU level. RD mentioned that the efficiency strategy has been agreed upon and is being implemented, but the current rating reflects a moderate confidence level. MM acknowledged RD's points and suggested that they might have undersold themselves in the responses.
- 7.4 BW commented that the MAR report felt irrelevant to his department, as it required shoehorning responses to fit questions not applicable to policing. He felt it was a waste of time and repetitive of other inspection regimes. LDO suggested outlining these issues in a paper to clearly state how the MAR report does not naturally fit their processes. RE supported BW's view, adding that reporting against HR standards for the Civil Service, which they do not have, is inefficient.
- 7.5 AS agreed with the concerns and proposed making a formal statement that the force will not do a MAR return next year, as the areas are already monitored internally and reviewed by various independent bodies.

8. Establishment Reset

- 8.1 SS provided an update on the establishment reset, emphasising the unprecedented scale of people-related changes being undertaken. She highlighted the importance of proactive engagement and collaboration among leaders to manage interdependencies and ensure successful implementation. SS acknowledged the varying levels of experience among leaders in managing restructures and redesigns, stressing the need for consistent understanding and support. She also mentioned the small central team working on the project and the need for proportionate and lawful consultation. SS concluded by encouraging leaders to identify potential consequences, benefits, and opportunities across departments and divisions.
- 8.2 Following SYJ's update, LDO expressed her appreciation for the positive approach and clear communication from everyone involved, emphasising the importance of making people feel part of the journey. RE praised the collaborative nature of the process and the clarity of the terms of reference and other documents. She noted that the Superintendent's Association appreciated the communications, which helped stop rumours. CS thanked SYJ and her team for their support, acknowledging the short timeline and the extensive documentation required for the process. She mentioned that the process was good, despite the challenges.

9. BVLOS Drones Development Framework

- 9.1 MF explained that the Drones framework paper, approved at the recent PCIB meeting, outlines the governance arrangements for the project, which will be funded entirely through third-party industry investment. The framework ensures that no money will be committed without guaranteed income. While there is a risk if further industry funding is not secured, early indications from partners like Network Rail are

positive. The key focus will be on demonstrating the operational viability and benefits of the drones to justify the external investment.

- 9.2 LDO expressed gratitude for the collaborative efforts across departments in driving the drones project forward quickly. She highlighted the positive attitude and the hope that the benefits of using drones for the railway will be demonstrated effectively in the future

10. Stress Risk Management

- 10.1 KD presented the stress risk management strategy, highlighting the significant impact of stress-related absences, particularly among police officers. He emphasised the need for better utilisation of the Employee Assistance Program (EAP) and outlined the stress risk assessment process, which includes a questionnaire, risk assessment, and action plan. He also mentioned upcoming changes to the safety management system to improve data tracking and stressed the importance of training for line managers to identify and address stress proactively.
- 10.2 WJ inquired about identifying specific stressors for officers and the potential cost-benefit of addressing these to reduce stress-related absences. KD responded that various factors contribute to stress, with divisional nuances playing a significant role. He mentioned ongoing work to address these factors and emphasised the importance of tailored support for different divisions.
- 10.3 IM asked about the inclusion of Post-Traumatic Stress Disorder (PTSD) and depression in the stress data and mentioned the upcoming Capacity Planning Tool refresh focusing on abstraction. KD clarified that PTSD and depression are captured separately due to their unique support needs and clinical pathways. He emphasised that while these conditions overlap with stress, they require distinct approaches for effective management
- 10.4 CCas praised the improved mental health and stress provisions, highlighting the positive impact of having dedicated well-being support. He also commended the work led by RE and John Darcy on TDR goal groups, which have been instrumental in identifying and supporting individuals with complex PTSD and other issues. CCas inquired about the inclusion of stress management training in step-up programs for first-line supervisors. KD acknowledged the importance of line manager training and mentioned ongoing efforts to integrate stress management into various training programs, emphasising the need for continuous improvement in this area.
- 10.5 SOC questioned whether the stress management arrangement presented was more of a position statement rather than a plan to tackle the issue. He highlighted the disparity between the high number of stress-related sick days and the low utilisation of the Employee Assistance Program (EAP). SOC suggested the need for a detailed action plan to better understand and address stress, including profiling stress by age, location, and functionality. KD acknowledged the points raised, explaining that ongoing work aims to understand the reasons for underutilisation of the EAP and to develop a comprehensive action plan. He emphasised the importance of gathering more data to inform this plan and agreed to ensure that stress profile points are included in the FMS risk assessment.
- 10.6 RE highlighted that stress is the fastest rising reason for sickness absence in the UK, reflecting broader national trends. She emphasised the importance of the investment in the well-being team, which has shifted from reactive to proactive

support. RE agreed with SOC's suggestion for a strategic plan to address stress and stressed the need for all leaders to be involved in managing stress, not just the well-being team. She also underscored the importance of promoting the EAP, noting its immediate availability for talk therapy compared to the long NHS wait times.

11. EV Strategy

- 11.1 SS introduced the EV Strategy by noting the long-standing interest and frequent complaints about the topic. She emphasised the need for a clear plan to address government targets and market conditions affecting vehicle purchases. SS mentioned that while no new EVs are currently being bought, the strategy will help navigate future targets and costs. She also highlighted the importance of the fleet review recommendations and the revised allocation based on the OPM proposals. JS was acknowledged for leading the senior portfolio on this challenging task.
- 11.2 JS outlined the context of the EV Strategy, highlighting the government's commitment to net zero by 2050 and the phasing out of petrol, diesel, and hybrid vehicles by 2030 and 2035, respectively. He discussed the challenges of implementing a fully electric fleet, including the high costs and infrastructure requirements. JS proposed applying for exemptions for blue light vehicles and those without viable electric alternatives, allowing a slower transition and leveraging existing EVs. This approach considers budget constraints, the ongoing fleet review, and potential future technologies like hydrogen.
- 11.3 IM raised concerns about the high costs of upgrading infrastructure, including reinforcement costs for substations. He questioned whether these costs were factored into the strategy. JS confirmed that the costs included worst-case scenarios, such as upgrading substations, and mentioned that a spending review application had been made to cover these potential expenses.
- 11.4 WJ acknowledged that the cultural acceptance of EVs varies across different locations, with some areas being more receptive than others. He noted that BTP is ahead of the Metropolitan Police in terms of EV implementation and emphasised the need to tread carefully as the technology and infrastructure evolve.
- 11.5 SS asked JS about the feasibility of meeting the 2027 EV targets and the expected split of vehicle orders in the coming years. JS responded confidently, stating that with the exemptions, BTP will comply with the targets. He mentioned that the majority of vehicle orders will continue to be internal combustion engines (ICE) for the next few years, with a gradual increase in hybrids.
- 11.6 LDO expressed support for option 2, emphasising the importance of balancing cultural acceptance and practical implementation of EVs. She acknowledged the need for a proportionate approach and appreciated the thoughtful strategy that considers future technology advancements. FEB Members agreed to proceed with option 2, applying for exemptions and gradually increasing hybrid vehicle orders.

12. I&D Update

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

13. Papers to note only

- 13.1 All People Survey Progress
- 13.2 Officer Annual Leave