

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 03 April 2025

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

1. Deputy Chief Constable's introduction

- 1.1 AS began the meeting by highlighting the positive outcome from the full authority meeting regarding the increase in London allowances for all staff, attributing the success to the efforts of the Chief Officer team, finance, and people and culture departments. SS elaborated on the challenges faced in securing the allowances, emphasising the importance of including the lowest-paid staff, which resonated with authority members.
- 1.2 AS then transitioned to budget discussions, mentioning the first industry round table on future budget settlements and the ongoing efforts to manage the current financial gap through reprioritisation and recruitment freezes. IDS provided updates on the

OPM meetings, noting the importance of internal communication before sharing details with industry.

- 1.3 SOC summarised the incident at Milton Keynes, detailing the collaborative response with Thames Valley Police and the subsequent investigation.

2. Minutes and Actions from previous meeting

- 2.1 MF Checked March Minutes which were approved.
- 2.2 MF Checked action 07. 13.02.25 - *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*, which KD confirmed it could be closed.

3. Finance Update

- 3.1 SS introduced the P12 finance update, clarifying that it does not represent the final end-of-year results. SS mentioned that there have been some changes since the P12 report, which need to be formally reviewed.
- 3.2 RD provided an update on the P12 finance pack, noting that the forecasted overspend has been reduced to about £250,000, thanks to early and decisive actions taken by the Force Executive Board. He emphasised that the final year-end results (P13) are still being processed, with a soft close expected soon. RD also mentioned that the 2025-2026 budget is loaded into the system, and the letter of delegation will be issued shortly.
- 3.3 AS expressed gratitude to RD, HA, SS, and the finance team for their efforts in managing the budget throughout the year. He acknowledged the challenges faced and noted that the nearly £400 million budget is expected to have an overspend of around half a million pounds, which is a commendable outcome given the circumstances. AS thanked everyone involved in managing budget lines and hoped for a favourable result in P13.

4. Progress on funded roles

- 4.1 RD provided an update on the status of funded posts, highlighting that over the past three years, the force has consistently had vacant funded roles, leading to under-recovery of funds and fewer personnel on the network. He noted improvements in filling TfL posts, with a full establishment of police officers expected soon, though vacancies remain for PCSOs and police staff. EPS as grant funding has seen some progress, but vacancies persist.
- 4.2 RD made three recommendations:
 - 4.2.1 Enhanced scrutiny of funded roles through governance mechanisms like the income working group and strategic workforce planning.
 - 4.2.2 Requesting FEB members to ensure cascading the importance of filling funded roles to their teams.
 - 4.2.3 Introducing a reality factor in the finance systems to avoid showing large underspends and under-recoveries, aiming for a cleaner financial position internally while maintaining the gross budget externally
- 4.3 AS questioned RD about the rationale behind the third recommendation. RD responded that the aim is to avoid large variances in financial reporting, ensuring a cleaner internal financial position without affecting the gross budget externally. SS

further clarified that this adjustment cancels itself out and does not create spare money, emphasising it as a behind-the-scenes finance adjustment

- 4.4 CCas asked RD whether the proposed change to accounting approach would impact the ability to achieve 100% recovery from TfL, expressing concern about consistently falling short of the target. RD assured CCas that the aim remains to fill 100% of the establishment, with the budget adjustment reflecting realistic averages. He suggested that post-establishment reset, they could allow for some unbudgeted posts to help average out the numbers, ensuring better control and flexibility in managing the establishment
- 4.5 FEB expressed support for RD's paper, endorsing the three proposed points: enhanced scrutiny of funded roles, cascading the importance of filling funded roles, and adjusting the budget to reflect realistic averages. He acknowledged the need for clear messaging and confirmed that the FEB supports these recommendations.

5. Performance Update

- 5.1 AAug provided a comprehensive end-of-year performance update, highlighting several key achievements and ongoing challenges. The force saw a 5% increase in overall crime solved, translating to over 4000 additional crimes. Despite a slight dip in the solve rate to 11.9%, there were notable successes in specific areas.
- 5.2 Robbery incidents decreased by 17%, with a 14% increase in the solve rate, showcasing effective strategies in tackling this crime. Serious violence also saw a positive trend, with a 1% reduction in incidents and 51 more crimes solved, resulting in a 21% solve rate. Sexual offences reported increased, which is encouraging for victim support, and the force managed to solve 93 more crimes in this category, achieving a 19% solve rate. Stop searches were reduced by 5%, yet the find rate improved by 2.2%, reaching an impressive 49.2%. Similarly, weapons offences decreased, but the solve rate increased, indicating effective enforcement.
- 5.3 Murders and attempt murders rose from 15 to 23 incidents, highlighting the complexity and demand these cases bring. Staff assaults increased by 8%, with a slight reduction in the solve rate, and public order incidents grew by 8%, also seeing a dip in the solve rate. Disruption incidents increased by 5%, leading to an 18.2% rise in lost minutes, with trespass being the largest contributor. Suspected suicides rose by 4%, averaging 32 per month, adding significant strain on resources.
- 5.4 Despite these challenges, the force has started the new performance year on a positive note, with crime numbers considerably lower than the same time last year. AAug emphasised the importance of leveraging these early trends to build on the successes and address ongoing issues effectively
- 5.5 AS commended the team's efforts, particularly highlighting the success in reducing robbery incidents. He attributed this achievement to the focused and collaborative approach led by CCas group, emphasising the importance of maintaining such structured efforts for other crime types in the future. AS also noted the significant work done in addressing sexual offences, acknowledging the rise in reports and the efforts to improve solve rates. He stressed the importance of recognising the substantial work involved in achieving these results.

6. Portfolio Update

- 6.1 HH provided an update on the portfolio, emphasising the successful management of the budget and the collaborative efforts with finance colleagues. She highlighted the diligent work of the tech and estates teams in managing their devolved spend. HH noted the effectiveness of the Investment and Benefits Group in maintaining grip and ownership around the investment plan, which has improved significantly.
- 6.2 She mentioned the importance of balancing the capital and revenue throughout the year, leveraging the BPR project to achieve this. HH also discussed the challenges posed by the tightened envelope due to reduced cost of change funding, which may present pressures in servicing demands, particularly in the integrated security and policing effort.
- 6.3 HH concluded by highlighting the successful handover of several projects into BAU, including unified comms and body-worn video, and the ongoing strategic planning efforts, such as the FMS 2025 process and the policing plan for 2025. She stressed the importance of continuing to monitor resources and risks throughout the year.
- 6.4 AS expressed his gratitude to HH and the PMO team for their exceptional work in managing multiple projects and maintaining budget control despite numerous challenges. He highlighted the significant achievement of seeing many projects handed over to business as usual (BAU) and emphasised the importance of capturing learning from these projects for future improvements. He concluded by thanking all project managers, program leads, and SROs for their contributions.

7. Commercial Update

- 7.1 IC provided a commercial update, he discussed the history and current status of the contract with Capita, highlighting the strategic move to explore transferring data to a crown data centre to mitigate risks. Under Uniform Management, the warehouse is fully stocked, and KPIs are being exceeded. IC mentioned ongoing collaboration with DHL to optimise future operations.
- 7.2 Under Fleet, 246 vehicles have been delivered, with 21 more expected next month. IC emphasised the importance of protecting relief fleet vehicles and ensuring their availability when needed. IC explained the new sliding scale for contract variations, allowing up to 10% variation without full authority approval, addressing previous concerns about large variations.
- 7.3 IC mentioned the impact of new legislation post-Brexit and the need for dedicated training to navigate the new landscape. IC discussed the Home Office's plans to reform policing entities, consolidating functions like forensics, ICT, and commercial activities under a National Centre of Policing. He highlighted BTP's strong position in collaboration and best practices. Overall, IC's update covered strategic moves to mitigate risks, optimise operations, adapt to new legislation, and align with Home Office reforms.
- 7.4 AS commended IC for the comprehensive commercial update, particularly highlighting the impressive achievement of integrating a significant number of vehicles into the fleet. He emphasised the importance of divisional commanders taking responsibility for fleet management amidst cost pressures and inflation. AS also acknowledged the valuable information on contract variations and the anticipated price increases, expressing appreciation for IC and his team's efforts in maintaining operational efficiency and providing informative updates.

- 7.5 SS highlighted IC's recent presentation to the BTPA, noting its effectiveness in addressing the narrative around shared services and outsourcing. She emphasised the importance of having a clear message when discussing these topics with the authority. SS also mentioned the ongoing work on non-pay spend control, using the strategic commercial boards to identify potential permanent cost savings, which could provide flexibility for the establishment reset. She acknowledged the significant impact of recruitment on uniform and vehicle demands, and the efforts to identify sustainable savings.

8. ARIC Update

- 8.1 AAth introduced the ARIC pack by noting that a DCI in PSD leads the work under BW oversight. He mentioned the current challenges due to limited resources allocated to this work and the need to appoint a dedicated lead. AAth highlighted the significant focus on function standards over the past year and the importance of addressing governance structure gaps.
- 8.2 AS commented on the significant progress made in areas such as payroll, finance, contracts, procurement, and travel expenses over the past few years. He emphasised the importance of addressing fraud investigation. AS highlighted the need for a comprehensive understanding of risk and budget containment, suggesting that more focus should be placed on these areas.
- 8.3 MF mentioned the need for a strong plan and governance structure to improve risk management and fraud investigation. MM clarified that the authority is not pushing off the work but rather focusing on developing a comprehensive plan to address identified gaps. She emphasized the importance of understanding all accounts for risk and budget containment, and noted that recommendations from the recent inspection will guide the development plan.
- 8.4 SS emphasised the importance of maintaining a strong control perspective, noting that the force is now in a stronger position with comprehensive risk assessments and reviews. They highlighted the improved robustness of controls and suggested sharing the external audit recommendations more widely to ensure proportionality and set appropriate expectations.
- 8.5 AS agreed with SS's points and suggested that the risk management efforts should be viewed through a broader lens, considering the extensive work done across various areas, including investigations and tightening controls. He emphasised the collective efforts in risk management and suggested consolidating all the work into one place for better visibility. AS also mentioned that the force might be overly critical of itself and proposed reviewing the range of work to ensure a balanced perspective.

9. Establishment Reset

- 9.1 SS provided an update on the Establishment Reset, emphasising the importance of logging budget-related consequences and reporting these to the Audit Committee. First proposals for technology and digital forensics were endorsed, combining business areas for efficiency. SS stressed the need to balance the establishment by removing posts and reviewing design authority for departments without delay.
- 9.2 CS shared her consultation experience for the technology restructure, noting the difficulties in reducing posts. She advised preparing teams and providing support

through employee associations and well-being advisors, offering to share documents and help others in similar situations.

- 9.3 SG discussed the digital forensics consultation, noting reduced demand had prompted changes leading to redundancies in Leeds, Manchester, and Liverpool. Despite negative reactions, HR advisors provided support, and staffing increased in certain areas. SG praised effective communication during the consultation.
- 9.4 CCas highlighted the importance of managing expectations and clear communication about role impacts, particularly those remaining within the force. He raised concerns about issues affecting digital trainers and L&D capacity, suggesting updates include how changes affect frontline policing and performance.
- 9.5 AS agreed on clear communication and transparency, noting comprehensive and consultative approach incorporating lessons from the 2021 redesign. He expressed disappointment at misinterpretations, emphasising responding to feedback and adjusting processes as needed. Alistair reiterated efforts for adequate funding within the provided budget.

10. E-Duty Paper

- 10.1 CCon introduced the e-duty paper, explaining that the recent Origin upgrade allows for the implementation of e-duty for non-shift police staff, which was previously not possible. This change aims to improve efficiency and reduce errors. Clare sought confirmation from the FEB to proceed with the rollout, highlighting the alignment with payroll audit recommendations for better efficiency and error reduction.
- 10.2 SS fully supported the e-duty paper and emphasised the importance of counting the efficiency savings, noting that while it might not equate to a full individual across the teams, it is crucial to recognise and credit the savings. SS suggested factoring these savings into the quarter one reviews to ensure they are accounted for properly.
- 10.3 FEB Members endorsed the paper.

11. I&D Update

- 11.1 VP delivered a I&D input Misogynistic behaviour

12. Papers to note only

- 12.1 All People Survey Progress