SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 01 May 2025

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

1. Chief Constable's introduction

1.1 LDO began the meeting by introducing the performance video, which KW shared, highlighting the blend of performance challenges and good news. LDO emphasised the importance of discussing the video with teams and thanked everyone for their work during the last performance year. She also mentioned the positive feedback from the first performance day of the year, stressing the need for the organisation to be prepared for any HMI inspection and to get things right the first time to avoid reworks.

1.2 LDO shared the sad news of Detective Sergeant John Williams' passing on April 19th. John had joined BTP in January 2021 after retiring from Merseyside following a 30-year career. He lost his battle with cancer. LDO mentioned the book of condolence, which has brought comfort to his family

2. Minutes and Actions from previous meeting

2.1 MF Checked April Minutes which comments were added by RD, IDS and MM. All amendments were made.

2.2 There were no open actions at this time.

3. Finance Update

3.1 RD provided an overview of the provisional outturn for the year, highlighting a minor overspend of 0.1% of the budget, which equates to approximately £500,000. He attributed this to early intervention and effective management of pressures, including additional pension costs and the PRRB. The force ended the year with 4,852 FTEs, slightly above the target but in a good position to reopen recruitment. The capital programme was successful, spending £14.1 million, with an additional £10 million on externally funded projects. RD emphasised the importance of early decision-making, expertise, and the use of risk and opportunities logs for accurate forecasting. He also presented a rating of forecasts, with the Chief Constable's portfolio and network policing performing well. Overall, the finance team achieved a 97% to 99.4% accuracy in forecasts, with technology leading in consistency.

3.2 FEB Members thank their Finance Business Partners for their support in managing their forecasts and budgets.

4. Performance Update

4.1 AAug reviewed the end-of-year performance, noting an overall increase in crime but also an increase in solved crimes, particularly in high harm offences like assault with injury and homicides. Despite the rise in crime, there was a significant reduction in robberies, with 347 fewer cases. For the current year, crime is up by 6.2%, with solved crimes slightly down. Disruption incidents have increased, but there are reductions in lost minutes for fatalities, cable theft, and level crossing incidents. Challenges remain in violence and robbery.

5. Portfolio Update

5.1 HH provided a high-level summary of the portfolio's good health, highlighting the successful drone demonstration and upcoming SRO reviews focusing on delivery and financial realism. She mentioned new initiatives like live facial recognition and systems integration, emphasising the need for strategic planning and financial control.

5.2 RE shared that the lease for Spring House might be extended for three years, providing breathing space for planning. The landlord is willing to negotiate, but final approval is pending. This extension will help address the safety training business case and the potential sale of Ashfield House.

5.3 IDS reported significant progress on the Optimised Policing Model, with several stations closed and others scheduled for closure. The consultation on rosters has closed, with new rosters to be implemented in autumn/winter. The focus is on hitting demand efficiently and reviewing PCSOs and other rosters.
5.4 IM highlighted key milestones, including the signed-off policing plan and FMS for 2024. He emphasised the importance of rail safety action plans and the development of tools for network policing and CID. Horizon scanning will be introduced in the coming months to inform planning and decision-making.

6. T10 Taser Business Case

6.1 SOC presented the business case for replacing the current Taser fleet with the new T10 model, highlighting the need due to the existing devices being out of warranty and no longer manufactured. The rollout is planned over four years to manage costs and training capacity. The decisions required from the members include:
6.2 Approval to replace the Taser fleet.
6.3 Approval of the capital spend for 760 Taser devices.
6.4 Approval of the revenue for initial probes.
6.5 Approval of the capital spend for range modifications and docking stations.
6.6 Approval of the revenue for probes over an eight-year period.
6.7 SOC emphasised the challenges with the supplier, Axon, and the higher costs BTP faces compared to Home Office forces.
6.8 During the discussion on the T10 Taser business case, VP raised a concern about the process for uploading evidence to evidence.com, referencing previous issues with body-worn video and stop-and-search categorisation. SOC acknowledged the need to check the details and promised to follow up.
6.9 SS confirmed that the business case had not gone through PCIB due to timing but noted that Simon Peel was well engaged with it. She clarified that FEB's role was to endorse the case, with final approval required from the full authority. RD and IC supported SS's clarification, emphasising the need for authority approval for the capital decision.
6.10 LDO highlighted the imminent approval from the Home Office and the significant shift in the type of device, noting its impact on public perception. HH confirmed the cap/rev treatment of the business case had been signed off.
6.11 Endorsed by FEB members.

7. Strategic Reporting

7.1 JC provided an update on the strategic planning, noting that the current year marks the end of the third year of the Guardians of the Railway strategy. She highlighted that all but one of the strategic objectives are graded as amber, with reducing disruption remaining in the red due to performance challenges and the expanding network. JC emphasised the importance of presenting a forward look to the authority, considering the increasing demand and external influences such as government initiatives and new vetting rules. She stressed the impact of the OPM station closures and the establishment reset on the ability to meet deliverables, and the need to manage demand effectively in the final year of the strategy

7.2 CD suggested adding commentary on the implications of the establishment reset and its potential impact on the strategic objectives, particularly as the year progresses. SS emphasised the need to reflect the performance impact of recruitment controls and balance it with the efforts made to turn things around despite increasing crime and reduced capacity. LDO highlighted the importance of tracking the impact of station closures and incorporating industry feedback. SOC suggested strengthening the section on BDO to reflect the changes in resource allocation. NT pointed out the need to emphasise the collaborative effort in innovation, noting that BTP is actively innovating but faces challenges in collaboration.

8. ARIC Update

8.1 AAth provided an update on the ARIC meeting held on 8th April. He discussed the Force Development Plan and vetting. The Force Development Plan, covering safeguarding, crime recording, and leadership, is undergoing frequent reviews. Vetting received a moderate rating, with progress noted but areas still needing work, including compliance with new vetting standards and implications of the Di Maria High Court judgement. CD clarified that the new vetting API has been slowed due to the assessment against the Di Maria judgement but ongoing work is drafting new regulations in accordance with the 2025 regs. Recommendations for vetting are being reviewed, with a direction for the way forward provided.

8.2 Under Cyber Information Assurance Board, AAth highlighted the increasing cyber threats to BTP. The cyber security team aims to achieve a score of three out of five against the security assurance in policing framework, currently at two and a half.

8.3 AAth discussed the issue of 40,000 duplicate nominal tasks due to the niche system's operation. The implementation of Power BI in May is expected to improve the identification of duplicates.

8.4 During the meeting, AAth mentioned the contest board update, noting the high threat level remains unchanged by recent international events in America and Europe.

8.5 LDO expressed discomfort with AAth's summary, emphasising the need for a comprehensive and understandable update on contest. She requested MC provide a detailed paragraph to ensure the information stands up to scrutiny.

9. Strategic Risk

9.1 PA provided an update on the strategic risk profile, highlighting four key changes. Firstly, the legitimacy risk, previously owned by Alistair, has been refreshed with new metrics to better define success, aiming for clearer reporting in the future. Secondly, the industry confidence risk has been redefined to focus on maintaining industry confidence through performance, following a deep dive with IDs. Thirdly, the health, safety, and well-being risk has been reassessed, with the target score adjusted from 12 to 9 to better reflect the current situation. Lastly, the estates risk target score has been increased from 4 to 6 to align with current resources and realistic expectations. These changes aim to provide a more accurate and actionable risk profile for the organisation.

9.2 LDO and RE expressed concerns about the health and safety risk scoring. RE mentioned that she is still not comfortable with the score of 9 and appreciated SOC's offer to conduct a peer review and challenge the health and safety team from an operational perspective to reassess the score. LDO emphasised the importance of ensuring that all mitigation measures are taken into account when determining the risk score. She highlighted that the presence of protective equipment and other safety measures should lower the risk.

9.3 KD acknowledged the extensive review that led to the current score of 9, citing inherent risks to frontline personnel. However, they agreed to work with SOC to review the score further and identify any additional mitigations that could reduce it. ****ACTION SOC to conduct a peer review with the health and safety team to reassess the risk score and ensure all mitigations are considered.****

10. Quarterly Audit and Inspection Update

10.1 AAth provided a detailed update on the quarterly audit and inspection activities. He began by summarising the HMICFRS inspection activity, noting the ongoing vetting work and the forthcoming PEEL assessment, which will focus on police integrity inspection expected later this year. He also mentioned the ongoing PEEL data collection, which has a deadline at the end of the month, and addressed some technical issues related to data upload.

10.2 AAth highlighted a national thematic inspection report on investigations, which emphasised the quality of investigations, victim contacts, and training for investigators. He also provided updates on various GIAA reviews, including data electronic retention, business continuity, payroll, and cybersecurity, all of which received moderate opinions. Upcoming reviews will focus on estates follow-up and governance arrangements.

10.3 LDO followed up with concerns about the asset management audit, questioning who was interviewed as part of the GIAA audit and emphasising the need for clear oversight on this matter. She requested that the structure and recommendations be debated in ARIC and that she be updated on the progress.

10.4 SS added to the discussion by highlighting the comprehensive nature of the GIAA report and the need for more time to sign off on the recommendations. She mentioned the difficulty in resourcing asset management at the operating model level as suggested by GIAA. SS proposed a policy that specifies responsibilities and audit processes for asset management across different elements of BTP, rather than creating a central function. She emphasised the importance of not being pushed into accepting recommendations without thorough consideration.

10.5 Overall, the discussion underscored the importance of thorough review and clear oversight in the audit and inspection processes, with a focus on ensuring that all recommendations are carefully considered and implemented in a way that aligns with the organisation's capacity and resources.

10.6 AAth mentioned that the public sector fraud authority had conducted a review based on the counter fraud functional standards, but they had not yet received the results. He noted that CD had attended a session with the authority the previous day and was awaiting the outcome.

10.7 CD added that the public sector fraud authority felt that with a moderate amount of rewording and work, BTP could achieve a good standard across all 12 categories within a 12-month window. He mentioned that he was currently in negotiation with the authority to determine the next steps for taking this work forward

11. Establishment Reset

11.1 SS provided an update on the establishment reset, emphasising the progress made and the challenges faced. She highlighted the importance of capturing sentiment and feedback from teams, noting that some concerns might not be openly expressed in meetings but are still significant. To address this, SS and comms created a detailed video explaining the establishment reset for those interested in a deeper understanding.

11.2 SS reviewed the recent design authority proposals, including the Force Command Group, Criminal Justice, and FCR Visual Services. She noted that while some areas could achieve the target establishment through natural attrition, others, like Criminal Justice, required further review due to potential displaced demand. She emphasised the need for a pragmatic approach, balancing risk tolerance and performance impact.

11.3 CD commended the process, stating that the feedback provided by peers helped deliver more pragmatic and sensible solutions. He appreciated the structured approach, which aids business units in understanding how to implement change effectively.

11.4 MS addressed concerns about displaced demand resulting from the establishment reset. She explained that the team is working with analysis and insights, particularly with Mo and Ian Metcalf, to track and quantify displaced demand using the capacity planning tool. This effort aims to understand the impact on functions like network policing and learning and development, ensuring that the consequences of removing posts are fully comprehended in terms of service coverage and operational capacity.

11.5 Following MS's input, SS clarified the distinction between natural movement, redeployment, and redundancy in the context of the establishment reset. She explained that natural movement is suitable for larger, more generalist teams where attrition can be forecasted, while smaller teams or standalone roles may require ring-fencing and potential redeployment or redundancy. Steff also mentioned the possibility of using fixed non-pay savings to offset some people pressures, provided these savings are not variable and do not get reintroduced in future budgets.

12. ICCS Hosting

12.1 CS discussed the critical issue with the Integrated Command and Control Communication System (ICCS) hosted by Capita, which will no longer be supported by the end of the year. She proposed contracting directly with the data centre to avoid the high costs associated with using NEC as an intermediary. This approach would involve an upfront cost of up to £200,000 but would save over £100,000 annually in hosting fees. CS sought approval for this approach to ensure a cost-effective and sustainable solution for the ICCS.

12.2 Following CS’s input on the ICCS, IC fully supported the proposal, highlighting the common sense of removing the intermediary and noting the strong stance taken by the Cabinet Office against Capita. He emphasised the importance of transitioning to a more secure and cost-effective hosting arrangement.

12.3 SS acknowledged the financial implications, noting that while the upfront cost of £200,000 is significant, the DfT's recent actions might provide some budget flexibility. She emphasised the need for detailed financial planning before final approval. RD agreed with SS, stating that the principle of CS's proposal makes sense and that they would work together to finalise the costs and manage the budget impact.

12.4 VP inquired about potential compensation from Capita due to the timing of their decision, but CS clarified that while the timing was problematic, Capita had not technically breached the contract terms.

12.5 CCas supported CS's recommendation, noting the repeated challenges with NEC and the importance of maintaining independence to avoid future issues. He agreed that the proposal made total sense and would prevent further complications.

12.6 LDO expressed support for the direction of CS's proposal, acknowledging it as the preferred option. She emphasised the need for assurance on how the expenditure would be managed within the budget before final approval.

13. Succession Planning

13.1 SO provided an overview of the succession planning pilot, noting positive feedback from participants and the integration of activities into existing talent management and strategic workforce planning processes. She emphasised that succession planning offers oversight of high-risk roles and helps target development efforts to build organisational resilience. SO mentioned that while the pilot focused on police staff roles, there are ideas to add value to high-risk operational roles despite challenges with standardised promotion processes.

13.2 Following SO's presentation on succession planning, CD commended the initiative, highlighting its effectiveness in identifying critical roles and planning ahead for development. He acknowledged the challenges posed by standardised promotion processes but supported the proposal to roll it out more widely. AAug reflected positively on the pilot, noting its usefulness in identifying high-risk roles and planning for future changes, especially in light of the establishment reset. CH emphasised the development opportunities presented by succession planning, which can help prepare individuals for critical roles. PR echoed the positive experience from the control room's involvement in the pilot, noting the engagement from the talent team and the reinforcement of the purpose of PDRs.

13.3 FEB members provided positive feedback on the succession planning paper. CD praised the initiative for helping identify critical roles and plan ahead for development, despite challenges with standardised promotion processes. HA raised concerns about the resource impact, but SO clarified that the initial time investment is manageable and integrates well with existing processes. VP asked about incorporating succession planning across departments, and SO confirmed that the goal is to share high-risk roles collectively.

13.4 LDO emphasised the need for a solution specifically for police officers, suggesting that the current structured promotion process might limit the identification and development of emerging talent. She proposed considering temporary placements in posts to help individuals gain confidence and experience, which could encourage them to apply for promotion in the future. LDO stressed the importance of being bold and brave in this area to ensure the right fit for roles and command teams.

14. Specials Update

14.1 NT discussed the importance of professionalising the Special Constabulary and implementing recommendations to ensure volunteer officers are embedded into BTP, raising performance and standards. He emphasised the need for a clear strategy to set focus areas, measure value, and maintain momentum even if the senior specials team changes. NT highlighted the desire for a visible plan or strategy, which would demonstrate the strategic value of volunteer officers and align with BTP's priorities and annual policing plans. He noted that having a strategy helps position the Special Constabulary as a strategic function and plays to their strengths, aiming to make BTP the first choice for volunteering.

14.2 SE provided constructive feedback, praising the alignment of objectives with the BTP strategy and the ambitious goals set out in the proposal. She suggested including lines on strategic integration in frontline operations to emphasise teamwork, knowledge sharing, and cohesive response to community safety. Sandra also recommended making the introduction punchier to grab attention, especially for recruitment purposes. NT appreciated SE's feedback, agreeing on the need to avoid isolation and ensure the strategy is seen as part of BTP's broader strategy. He acknowledged the importance of making the introduction more engaging and emphasised the deliberate ambition of the goals to push for progress.

14.3 LDO expressed strong support for NT's direction, highlighting the positive feedback from specials who feel valued at BTP compared to other forces. She emphasised the importance of maintaining a high profile for the specials, particularly on platforms like LinkedIn, and noted that BTP offers opportunities that other forces may not. LDO reiterated the goal of closer alignment between specials and regular officers, acknowledging that while progress has been made, there is still work to be done.

15. I&D Update

15.1 VP presented a closed session on I&D.

16. Papers to note

16.1 All People Survey Progress