SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 29 May 2025

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

1. Assistant Chief Constable's introduction

1.1 SOC began the meeting by sharing that Force, LDO, has been invited to review the Winter Olympics planning in Italy. He acknowledged the positive work done by the force over the busy weekend, particularly during the Liverpool parade on Monday, where 40 officers were pre-deployed. SOC highlighted the commendable efforts of the command team, in managing the situation effectively, especially during the car incident at Liverpool Lime St.

1.2 He discussed the publication of the NPCC interim transgender guidance, which aligns with BTP's interim guidance, and thanked the I&D team for their contributions. SOC also mentioned the conclusion of the OSU investigation, resulting in the dismissal of officers and sanctions for the supervisor, emphasising the importance of reinforcing standards.

1.3 Additionally, SOC announced the unveiling of a BTP train in London, sponsored by GB rail freight, to support trespass and disruption awareness. He reminded everyone about the closing of the All People Survey and the importance of achieving the set aspiration.

2. Minutes and Actions from previous meeting

2.1 MF Checked May 1st Minutes. AAth was missing on attendees minutes were amended.

2.2 There were no open actions at this time.

3. Finance Update

3.1 RD provided an update on the financial status for period one, highlighting that the actuals for the first 28 days of the financial year do not reveal much but set the stage for the first formal forecast due at period three. The revenue budget is £418.5 million, with £14.1 million allocated for capital. RD emphasised the importance of working within the budget and monitoring non-pay spend, urging the business to spend allocated funds as needed.

3.2 RD stressed the need to fill funded roles, particularly in TfL and EPSA, to avoid losing £2.1 million in potential income. He also mentioned the importance of starting project spending early in the year to ensure successful outcomes.

3.3 HA provided an update on the cash flow position which is in line with expectations, noting a significant drop at the beginning of the year due to a large BPR payment and the need to pay tax and NI for two periods at once. She highlighted that the cash position is now hitting the prudent reporting threshold in 2029/30, partly due to an assumption of £1.7 million less income this year, which is expected to be funded by cash reserves. This reduction is linked to the transition from Cam 1 to Cam 2, impacting Open Access operators. The final decision on this matter rests with the authority, and ongoing discussions are considering the impact on the DfT budget controlled.

3.4 SOC raised concerns about ensuring clarity on efficiency reporting and the risks of not filling TfL and EPSA posts, which could lead to significant financial shortfalls. He suggested tracking filled positions more closely to avoid potential issues. RD agreed on the need for clear communication on efficiency reporting and reassured that the risk of unfilled roles would be managed through regular reviews. SP confirmed that the East Midlands EPSA recruitment was on track. IM highlighted the importance of strategic workforce planning to ensure the right balance of staff across grades and geographies

4. Performance Update

4.1 AAug provided an overview of the current crime and disruption statistics. The total recorded crime stands at 14,000 with a solved rate of 11.4%. The main crime categories are violence (19%), theft (28%), and public order (17%). There has been a notable increase in violence (15.5%) and public order offences, with common assault and harassment being the primary contributors. Robbery has also seen an increase. On the disruption front, there has been a 10.4% increase in incidents and a 7.3% increase in lost minutes, though fatalities and vandalism-related minutes have decreased.

4.2 SOC highlighted the initiation of the first joint disruption board between BTP and industry, co-chaired by himself and Sam Raymond from Network Rail. He acknowledged the positive impact of the command team's focus on reducing fatalities, which has led to significant improvements

4.3 AAth noted that there has been under-recording of public order and minor assault incidents, with efforts underway to correct this. He mentioned that there is approximately a 13% under-recording in these categories, and as this is addressed, an increase in recorded incidents is expected

5. Portfolio Update

5.1 HH reported that the portfolio remains steadily amber, with confidence in delivering the agreed slate of schemes despite early-year challenges. She highlighted the need for proactive management to offset emerging underspend on project revenue. HH mentioned ongoing SRO reviews and the importance of developing a five-year force on the move plan to ensure future investment and efficiency. She also noted the approval of the T10 business case and the closure of the Control Works Mobile project due to unsuccessful delivery.

5.2 IM provided an update on strategic planning, highlighting the completion of MoRiLE sessions and the upcoming moderation sessions with the Chief Officer Group. He emphasised the importance of policy reviews, noting improvements but acknowledging the need for further progress. He also discussed the positive outcomes from the research forum and the focus on horizon scanning, particularly regarding high-speed rail projects.

A. Forensic Case Management System – Business Case

A.1 PF introduced the forensic case management system business case, emphasising the need to replace the outdated Socrates system, which is not integrated with other force systems and is nearing end-of-life. He highlighted compliance issues with current systems, including risks related to ISO accreditation and GDPR. The proposed new system aims to streamline processes, improve efficiency, and ensure compliance. The project has strong support from various stakeholders and has been well-researched, with confidence in its successful implementation.

A.2 SH added that the new forensic case management system will replace outdated systems like Socrates and Lima, offering a modern, state-of-the-art solution. She emphasised the system's benefits for both forensic teams and officers, including a front-facing portal for officers to submit requests and receive live updates, which addresses current inefficiencies. The proposed system meets all forensic requirements and has been thoroughly vetted against market options.

A.3 RD supported the forensic case management system business case, noting its well-written nature and the financial implications. He highlighted the need to manage the added pressure on the future MTFP, as the system will require an uplift of £185,000 from 2027/28. RD stressed the importance of understanding the concurrency of delivery with other projects like the digital case file, ensuring the force's capacity to handle multiple initiatives simultaneously.

A.4 SOC asked SH about the due diligence of the supplier, Black Rainbow, expressing concern about the company's reliability. SH responded that Black Rainbow is on the G-Cloud framework and, despite being a newer supplier, is already used by many other forces, including the Met, which reassures their reliability.

A.5 Approved at FEB.

6. ARIC Update

6.1 AAth provided an update on several areas assessed by ARIC. Property management was rated as limited but improving, with key issues around property audits, duplicate records, and evidential freezers. Surveillance and CHIS inspection received a substantial rating, with no areas of non-compliance and positive feedback from Sir Brian Leveson. Communications data was rated as moderate due to issues with urgent authorisations, but immediate actions are being taken to address these. Policy management efforts were noted by IM, focusing on improving review processes. Risk management has seen improvements in updating risks, with a focus on legitimacy and business continuity. Assurance reporting has significantly improved, with a high percentage of actions now up to date and validated. Civil claims processes have been updated to increase the delegation authority for settling claims. Information management showed no major issues, but ongoing work is needed to improve data quality and manage duplicate records.

7. Establishment Reset

7.1 SS provided an update on the Establishment Reset. Twelve designs have been endorsed, with more complex areas still to be addressed. The first design, digital forensics, have been endorsed, consulted, and approved for implementation. The focus is on achieving the targeted FTE reduction, with some designs converting non-pay to pay. The impact of internal demand displacement is being tracked to understand service reductions. Future updates will include risk assessments related to strategic risks

7.2 CCon thanked everyone for their commitment to the Establishment Reset process, highlighting the importance of meaningful consultations and the need to consider alternative ideas. She emphasised the complexity of post-consultation redesigns and the importance of tracking risks in the Four Risk system. CCon also noted the need to monitor performance impacts and displaced activities to understand their effects on KPIs.

7.3 SS emphasised the need to track displaced demand and reduced services to understand their impact on strategic risks. She stressed the importance of having specific and detailed risk assessments to ensure that any detrimental effects on performance and strategic risk scores are monitored and managed effectively. This approach aims to provide a comprehensive overview of the risks associated with the Establishment Reset and ensure informed decision-making.

7.4 PF and SG shared their experiences of going through the establishment reset to support other FEB members going through the reset.

7.5 SOC highlighted the importance of record-keeping for legacy purposes, referencing the origin of the Collators system from 2019. He stressed that reducing the Collators service now could challenge previous decisions made to fund it by reducing PCSOs, emphasising the need for documented evidence to support future decisions and stakeholder reassurance.

8. All People Survey

8.1 RE noted that the APS paper often receives little discussion at FEB, indicating a sense of apathy. She emphasised the need for a robust discussion on the survey results and for FEB members to lead corporate-level activities based on the top issues identified. Re stressed the importance of strategic leadership in driving action plans and communicating progress to the workforce.

8.2 KW agreed with Rachael's points and provided an update on the APS response rate, which was at 47% with the survey closing on Tuesday. She mentioned that the results would be presented to COG on the 11th of June and discussed at the senior leadership meeting on the 17th of June. KW emphasised the importance of encouraging teams to participate and reassured that the survey is completely anonymous. She also sought feedback on why there might be apathy towards the survey.

8.3 DI shared that some team members felt indifferent about the survey, stating they were content and had no strong opinions to share. She suggested that this lack of strong feelings might contribute to the lower response rate, rather than disengagement.

8.4 CS suggested using pop-up reminders on laptops to encourage survey completion, as a single email might be overlooked. She acknowledged the challenging timing of the survey amidst the establishment reset, recognising that job security concerns might overshadow the importance of the survey for some employees.

8.5 Overall, the discussion underscored the need for improved engagement strategies and a structured approach to addressing survey feedback.

9. Counter Fraud – OT Paper

9.1 SOC emphasised the sensitivity of the counter fraud paper, noting that it involves an ongoing case and should not be discussed outside the meeting. He highlighted the need to form a task and finish group to review the paper in detail and report back in a future meeting. SOC also stressed the importance of not mentioning the identity of the individual involved in the matter.

****ACTION – Develop Task and finish group for July FEB to update on paper.****

9.2 MM provided an overview of the counter fraud paper, explaining that it was prepared for the upcoming British Transport Police Authority (BTPA) Audit Committee meeting. The paper outlines the root causes of the identified fraud, which involved overtime claims, and highlights broader issues related to work oversight and supervision. MM mentioned that the working group has identified several actions to address these issues, including better oversight of individuals' work. She also noted the need for further discussion on certain points that may require changes in policy.

9.3 RD agreed with Mel on the need for better oversight of working hours to prevent fraud and ensure compliance with regulations. Finance has created dashboards to monitor overtime earnings and is developing one to track excess hours. Collaboration with P&C colleagues was stressed for effective data sharing.

9.4 RE noted that police staff and officers are scheduled through a rostering system, with manual overtime payments requiring line manager approval. She recommended linking overtime scrutiny to working time directives and mentioned a quarterly report on potential breaches as useful for managers.

9.5 MM highlighted issues due to different line managers for BAU and overtime. She proposed reviewing the current policy to consider both contracted hours and output-focused work for consistency.

9.6 RD reiterated the importance of better oversight of working hours and development of dashboards for monitoring. He emphasised collaboration with P&C for data management. RE stressed connecting overtime scrutiny to working time directives and suggested RD's report would be helpful.

9.7 CCon cautioned against a one-size-fits-all approach, advocating for flexible working arrangements and effective personnel management. CS argued for consistent expectations across the force and proposed training for line managers. IM supported balancing workload and resource allocation.

9.8 SS suggested clarifying the aim of PSD investigations in the document, indicating it should focus on addressing misconduct appropriately. The discussion concluded with a decision to establish a task and finish group to address the suggestions and clarify administrative matters.

10. I&D Update

10.1 VP presented a closed session on I&D.