SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 26 June 2025

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

1. Chief Constable's introduction

1.1 LDO thanked KW for their efforts in arranging the recent Senior Leadership Away Day. FEB members provided feedback on the away day and discussed the issues raised from the day.

1.2 LDO and KW discussed the closure of the All people survey and the efforts to create the All People Survey Action plan.
ACTION – KW to understand the uses of anonymity comparing various organisations both pro and against. Discussion to be held during the in person FEB

1.3 IDS provided an update on the preacher incident that gained media attention. IDS confirmed the officer acted correctly and emphasised the importance of using body-worn video for protection. He also highlighted the need to support officers facing online abuse, particularly female officers.

1.4 CS updated on the recent phishing exercise, which involved sending 25 different phishing scenarios to all staff. About 22% of recipients clicked on the links or attachments, triggering immediate training. Approximately 20% reported the phishing attempts using the designated button. The exercise aimed to enhance cybersecurity awareness, and future targeted exercises are planned. CS noted an increase in phishing reports, indicating improved awareness. An "Ask Me Anything" session on cybersecurity is scheduled for 10th July

2. Minutes and Actions from previous meeting

2.1 MF Checked May 26th Minutes. Feedback was provided by RD which was incorporated into the minutes.

2.2 There were no outstanding actions.

3. Finance Update

3.1 SS, RD, and HA provided an update on the financial status. SS warned about a projected overspend. RD highlighted the importance of filling funded roles to maximise income and noted the growth in industry-funded positions. He emphasised the need for accurate forecasting and efficient spending. HA discussed the close monitoring of cash reserves and the impact of reduced charges for Open Access operators. She advised consulting with her team before making upfront payments.

4. Performance Update

4.1 AAug provided an overview of performance metrics, noting a 7.3% increase in overall crime compared to last year, with theft, violence, and public order being significant contributors. He highlighted changes in crime patterns, such as increased incidents on Mondays and Tuesdays and during evening hours. AAug also introduced a new dashboard for analysing fatality handback times, which will soon be available for use.

4.2 IDS added that the areas of concern include violence, robbery, and public order. He mentioned ongoing efforts like Operation Flycatcher to address robbery and the importance of improving crime data integrity. IDS emphasised the need to understand the impact of better recording practices on public order statistics and the focus on basic crime management and call handling performance.

4.3 FEB Members discussed their efforts to address performance challenges and how they will tackle the crime trends and issues.

****ACTION - MC to provide a short paper demonstrating the impact and tangible benefits of E division's support to the divisions. This paper should include the value for money return on the investment in E division's support and be presented at the performance day.****

**** ACTION - MF and JS to develop a comms for external stakeholders regarding the rise in public order offences. This narrative should explain that the increase is due to proactive policing and a zero-tolerance stance on poor behaviour, highlighting the positive impact of these efforts.****

5. Portfolio Update

5.1 HH provided an update on the portfolio's progress, highlighting the fast-paced tempo and early delivery of projects. The first round of SRO reviews has reaffirmed the current architecture and identified areas for improvement. Financially, the portfolio is on track, with funds reallocated to priority schemes, including estates and storage capacity management. Future planning includes refreshing the Guardians of the Railway strategy and preparing a strong investment bid for the next financial year, aiming to balance cyclical requirements with innovation.
ACTION - HH to bring a discussion to COG about reassessing the current portfolio stack and identifying potential pressures for the next year's plan. This discussion should then be extended to FEB for further evaluation.

5.2 IM provided an update on the Force Management Statement, confirming that the moderation panels have been successfully navigated and preparations are on track for submission by 14th of July. The team is supporting the MTFP planning working group and reviewing policy space with ARIC. The Guardians of the Railway strategy is under discussion, and quarterly reporting is due on the 10th of July. Horizon scanning workshops are being set up, and the team is analysing previous infrastructure changes for efficiency credits. The OU contract is being reviewed, and the research leaders are supporting horizon scanning and survey anonymity.

A. Digital Case File – Full Business Case

A.1 CD introduced the digital case file (DCF) business case, emphasising its significance as a mandated national program designed to simplify case building and improve data quality. The project, costing over £1.8 million, involves technology and training requirements. DCF aims to address issues with the current system, such as data duplication and inconsistent recording, and in the future will be the only way to submit case files to the CPS. The benefits realisation plan is being refined to ensure efficiency gains.

A.2 CCas raised concerns about the sequence of resource allocation, particularly in light of the establishment reset and the potential resignation of key personnel. CCas also mentioned the necessity to reduce the size of the file quality team and suggested that some individuals from this team could fill the funded gaps in the digital case file project. CD acknowledged these points and explained the plan to bring on three trainers early to ensure sufficient lead time for product development. He highlighted the importance of focusing on both technical aspects and qualitative case file building.

A.3 SS mentioned the need to revisit the benefits realisation plan at future gateways to ensure the project delivers the expected efficiencies.

A.4 FEB approved the business case for the digital case file project, emphasising the importance of effective training by the right people and the need for a robust benefits realisation plan. LDO requested that the report be updated to include stronger paragraphs explaining why more details on benefits realisation cannot be provided at this moment.

B. Edinburgh Relocation Full Business Case

B.1 SS introduced the Edinburgh relocation business case, highlighting that the new site is well-located next to the station and offers a bright, open-plan space in collaboration with the council. The capital outlay for the project is £746K, which requires endorsement from Feb before proceeding to the authority for final approval. SS noted that the estates team is working diligently to align the lease discussions with the project timeline.

B.2 JM presented the Edinburgh relocation business case, explaining that the current site at Edinburgh West End is being sold by Police Scotland, necessitating a move. The proposed new location at Waverley Court, part of the Edinburgh City Council offices, is a five-minute walk from Waverley Station. The design includes modern, open-plan facilities with shared spaces and secure storage. The primary benefit is business continuity, with the new site offering operational advantages due to its proximity to Waverley Station. The project timeline aims for completion by the end of the calendar year, with a handover in January and the release of the current site by March.

B.3 LMc supported the Edinburgh relocation business case, emphasising the new site will improve operational efficiency and provide better public access for statement-taking and meetings. Although the site is shared and not ideal for vulnerable individuals, it is a significant improvement over the current facilities. LMc also mentioned the potential to return the Waverley site, as the new location would meet their needs more effectively.

B.4 RD highlighted the ongoing revenue cost of £120,000 associated with the Edinburgh relocation business case. He emphasised the need to be aware of this cost, which is not currently included in the existing budget. If the budget does not receive an uplift through the medium-term financial plan (MTFP), it could necessitate the reduction of two salaries to accommodate this expense. RD supports the relocation but stresses the importance of understanding the financial implications.

B.5 Supported.

6. ARIC Update

6.1 MM provided an overview of the ARIC report, covering several key areas:

6.2 Estates Management: Improvements in prioritisation and lease management, but limited resources constrain further progress.

6.3 Counter Fraud: Rated as "in development" by the Public Sector Fraud Authority, with an action plan in place. Governance remains a challenge, and discussions are ongoing about ownership of counter fraud responsibilities.

6.4 Terms of Reference: Updated to include oversight of HMIC preparation work.

6.5 Biometrics: Progress in key areas, including guidance, internal comms, and Superintendent authority for exemptions. Dashboard implementation will help monitor compliance.

6.6 Risk Management: Reviewed the risk strategy and maturity matrix with improvements noted in informed decision-making and supportive culture.

6.7 Exceptions: Notable progress in ICO audit and cyber security improvements

6.8 LDO emphasised the need to address the high number of outstanding rest days in lieu (RDIL) for senior staff. She requested a review of the policy to ensure it is effective and fair, suggesting that the policy should be revisited and brought back for discussion. LDO also highlighted the importance of ensuring that the policy is clear and enforceable. This review will involve coordination with relevant stakeholders to ensure comprehensive policy adjustments.

****ACTION – RDIL Policy owner to review the policy and ensure its effective and fair. Bringing the review back to COG and FEB****

7. Establishment Reset

7.1 SS provided an update on the establishment reset, highlighting the progress made and the upcoming design authorities. Network policing and technology have been reviewed, with network policing changes avoiding redundancies through natural movement. The crime command and other departments are now in consultation. SS emphasised the importance of stakeholder engagement and the need to monitor the cumulative impact of changes on services. The reset has identified over £24 million in monetizable efficiencies. SS also noted the ongoing efforts to capture specific changes and their impacts, ensuring transparency and accountability throughout the process.

7.2 GH discussed the mixed responses to the consultation process within the crime command, noting that while some see opportunities, others are upset and concerned about demand management. She highlighted that both the vulnerability unit and intelligence have been significantly impacted, leading to questions about demand displacement. Despite the challenges, there is positive engagement with counterproposals, and the team is monitoring for any signs of increased sickness. GH also mentioned that some individuals have sought support from divisional colleagues, and there are minor issues related to job descriptions and role advertisements that need addressing.

8. Rest Day in Lieu Project

8.1 AK provided an update on the ongoing project to address the system error in the Origin system related to rest days in lieu (RDIL). The team has shifted from a general communication approach to targeted individual and manager communications to ensure clarity and support. As of June, 135 colleagues have been contacted, with 17% of their days already recovered or plans in place for recovery. The goal is to complete this process by the end of August, ensuring all individuals have their calculations and recovery plans finalised

8.2 LDO emphasised the need for a clear and enforceable policy, potentially including a "use it or lose it" clause, to manage RDIL more effectively. IDS highlighted the need to address the conversion of RDIL into toil hours and the potential for payment, suggesting a review of this aspect in the policy. CD raised concerns about ensuring the system accurately reflects accrued balances and requested confirmation that the system issue has been resolved. HA suggested sharing the updated balances with divisions to ensure transparency and awareness.

8.3 LDO’s final comments on the RDIL paper emphasised the need for a clear and enforceable policy to manage rest days in lieu effectively. She suggested revisiting the policy to potentially include a "use it or lose it" clause and addressing the conversion of RDIL into toil hours and the potential for payment. LDO also stressed the importance of ensuring the process is fair and transparent, with a focus on the organisation's needs rather than individual preferences.

9. **Apprenticeship Levy Update**

9.1 RC highlighted the key points regarding apprenticeships, focusing on the defunding of level 7 apprenticeships from January and the efforts to maximise their use before the change. She mentioned exploring level 6 degree apprenticeships as a viable alternative for developing senior leaders and discussed exciting conversations with a university about utilising the serious and complex crime investigator degree apprenticeships for existing Level 2 Pip accredited detectives. RC also noted the change to off-the-job training requirements, which could shorten overall program durations and reduce abstraction. She emphasised staying informed about government updates and potential changes to apprenticeship programs.

9.2 LDO praised RC's paper on apprenticeships, highlighting its clarity and the exciting opportunity for employees to convert to a degree in a year. She requested further details once discussions with the university mature. HA raised concerns about the defunding of level 7 apprenticeships and its impact on the L&D budget, particularly for accountancy apprenticeships. RC responded that she and L&D Supt are looking at next year's budget to potentially ring-fence funds to mitigate any negative effects.

10. Support Systems - Future Roadmap

10.1 AT outlined the strategic roadmap for BTP's core HR and finance support systems, focusing on contract renewals, mandatory system investments, and long-term transformation opportunities. He emphasised the need to upgrade Origin and E-financials to cloud infrastructure to enable real-time data integration and automation, addressing key organisational issues. This approach aims to set the foundation for future ERP implementation while keeping an eye on organisational stability and funding arrangements. AT requested endorsement for the proposed roadmap and highlighted the importance of reviewing the benefits of integration layer work to ensure the case for ERP remains valid.

10.2 SG raised concerns about the proof of concept for integration, questioning if anyone had successfully implemented such a system. AT confirmed that while BTP had previously explored this, the technical infrastructure of current systems was a blocker. However, suppliers are now supportive of enabling APIs, making integration feasible.

10.3 CD inquired about supplier support for accessing back-end systems and the cost implications. AT assured that suppliers are on board and that indicative costs for creating APIs are manageable. HH added that a small amount of funding is already set aside for this year, with plans to bid for more next year.

10.4 VP asked about the ongoing revenue costs for maintaining the integration layer. AT acknowledged the need to revisit this but suggested that ongoing costs would be minimal. CS emphasised the importance of having a clear plan for data extraction and managing supplier relationships, given past challenges with Origin.

10.5 HE expressed initial frustration but ultimately agreed that the proposed approach is pragmatic given current constraints. She stressed the need for a long-term strategy to ensure decisions align with future ERP implementation and avoid creating a cul-de-sac. Helen also highlighted the need for continuous support for the API layer to manage data integration effectively.

10.6 Overall, the discussion underscored the need for a balanced approach that addresses immediate system issues while keeping long-term ERP goals in sight.

10.7 HH highlighted the need to revisit the strategic roadmap for BTP's core HR and finance systems to ensure alignment with future goals. She emphasised the importance of fixing current system issues before pursuing innovation and AI capabilities. HH suggested collaborating with CS and possibly engaging external consultants to validate the proposed roadmap and ensure it supports long-term objectives. She stressed the need for a pragmatic approach to address immediate system challenges while keeping an eye on future integration and shared services opportunities.

****ACTION – Bring update on Support Systems back into FEB in December****

10.8 LDO agreed with the pragmatic approach of upgrading current systems to cloud infrastructure while keeping the long-term goal of ERP implementation in mind. She expressed discomfort with being the first to implement Origin cloud and emphasised the need for proper resourcing and consultancy to ensure the roadmap aligns with future goals. LDO suggested partnering with a larger organisation within the rail industry for shared services and stressed the importance of educating the authority about the significance of this project.

10.9 Key Decisions were, No immediate ERP implementation; proceed with Option A to upgrade systems to cloud infrastructure. Engage external consultants to validate the roadmap and ensure alignment with long-term goals. Explore partnerships within the rail industry for shared services.

11. M365 Training

11.1 Closed session for FEB members to receive training.