SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 24 July 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	Dir People and Culture – Rachael Etebar
ACC Charlie Doyle	Head of Justice and Public Contact – Simon Graham	
Dir Corporate Governance - Steff Sharp	Head of Internal Communications – Kirstie Watson	
ACC Ian Drummond-Smith	Head of A&I – Ashley Auger	
Dir People and Culture – Rachael Etebar	Head of Information Management - Helen Edwards	
ACC Sean O'Callaghan	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 Ch/Supt – Lorna McEwan	Head of PSD – Brett Walker	
E Div Ch/Supt – Mark Cleland	Operational Lead Ch/ Supt – Will Jordan	
DD Financial Control – Harriet Andrews	D/Ch Supt Crime – Pete Fulton	
DD Decision Support - Richard Dronfield	DD P&C - Clare Conie	
DD Commercial - Ian Currie	Head of DCC Portfolio – Vanita Patel	
Head of Estates Transformation - Naweed Mazhar	Special Chief Officer – Nathan Turner	

1. Chiefs Introduction

1.1 LDO began by sharing her recent visits to teams in Scotland, highlighting the flexibility and value of a national organisation in reallocating resources to meet increased demands, such as during the tall ships event in Aberdeen. She noted positive engagement with staff from Inverness to Glasgow, mentioning that teams were well-briefed on the establishment reset and understood the reasons behind it, even if not everyone was pleased.

1.2 LDO also discussed the proposed new building in Edinburgh, which will be shared with the local council, and praised the modern refurbishment approach. She emphasised the importance of senior leaders visiting regional teams to counter perceptions of a London-centric approach and referenced recent events like the

Northumberland police pride court ruling and the politicised environment affecting police work, especially with upcoming mayoral elections.

1.3 SOC reported that the BTP has issued their position on the transgender policy to the NPCC and is working with lawyers on further challenges. He explained that all policies are under review to identify any vulnerabilities in decision-making, both operationally and internally. SOC highlighted ongoing efforts to engage with support groups and address concerns, particularly for members who may feel more vulnerable, ensuring that both policy and practice reflect this understanding.

2. Minutes and Actions from previous meeting

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

2.2 No outstanding actions at this time.

3. Finance Update

3.1 SS opened the finance update by explaining that this was the first quarter's review, where actual numbers are compared against the budget to assess if spending is on track. She noted the importance of this period for making early adjustments to avoid last-minute actions later in the year. SS observed that forecasting has matured compared to previous years, which should help keep the budget on target, though she acknowledged that if forecasts are off, it could cause issues later.

3.2 RD followed by stating that, unlike previous years, there has not been a tendency to forecast to budget at quarter one, attributing this to improved budget control and understanding among senior leaders. He highlighted four key learnings from last year: early intervention, expertise in budgets, use of risk and opportunities logs, and realistic forecasting. RD reported a very tight forecast, with only a minor projected overspend on a large budget, and cautioned against drifting into underspend, especially due to delays in police staff recruitment linked to the establishment reset. He also mentioned uncertainties such as the impact of annual leave accrual changes and pending authority decisions on certain funding items. RD encouraged teams to spend allocated budgets where needed and to prioritise filling funded roles, particularly as industry partners are providing more funding. He concluded that, overall, the financial position is strong, with good controls in place, but ongoing vigilance is required to maintain this.

3.3 HA provided a brief update on the cash position, noting that the cash flow graph now reflects two key unknowns: whether the PSA London allowance and the reduction in PSA income due to the Open Access operators agreement will be charged out. She explained that the graph shows two scenarios—one if both are charged out and one if not emphasising that, from a cash perspective, it is preferable for both elements to be charged. HA stated that this visual should make the impact clear for the authority's executive team and confirmed ongoing monitoring as decisions are awaited.

4. Performance Update

4.1 AA reported that violence continues to rise, mainly in the "without injury" category, but there has been a notable increase in solved crimes and an improved overall solved rate. Public order offences have also increased, partly due to tighter recording, yet solved crimes in this area are up as well. Robbery has shown a recent month-on-month reduction, despite an overall year-to-date increase. Theft of passenger property and burglary/theft railway offences have both decreased, marking a positive shift. Disruption incidents are up, driven by trespass and drunk/disorderly cases, but fatalities and related lost minutes have fallen, leading to an overall reduction in lost minutes. Hand back times currently average 96 minutes.

4.2 IDS acknowledged the positive reduction in robberies in recent months, attributing it to hard work and targeted operations, but cautioned that earlier spikes would make year-end targets challenging. LDO reinforced the need for visible policing at key hotspots, insisting that resource flexibility must ensure a constant presence regardless of budget pressures. CCas noted that performance improvements were linked to proactive, seasonal planning and rapid resource pivoting, especially in response to unexpected spikes like robbery, and highlighted strong improvements in solved crime rates across most areas. PF clarified that previous concerns about outstanding named suspects were due to data errors, which have now been corrected, but raised a significant issue with under-recording of crime, estimating 15–17% of crime is missed, and outlined plans to address this. SOC observed positive cultural change in operational responses to disruption, with industry feedback recognising improved decision-making, but noted further work was needed in responding to major railway failures.

5. Portfolio Update

5.1 HH reported strong momentum across the portfolio, with good progress on in-year bids and confidence in meeting the investment plan and cost of change budgets. She highlighted the upcoming transition of the London Estates programme to business as usual, freeing up resources for other major projects like drones and unified policing. HH noted several successful transitions to BAU, including warrant and ID cards, estates relocations, and technology upgrades. However, she raised concerns about the capital affordability position, warning that the current DfT capital delegation limit is unsustainable for future needs, especially for essential projects like ESN and body-worn video replacement. SS supported HH’s points, confirming that the authority is aware of the capital constraints and is pushing back on the restrictions, while emphasising the need to formalise the issue through committees to avoid future problems.

5.2 IM thanked colleagues for timely FMS submissions and noted that analysis work is underway to support the MTFP working group. He mentioned ongoing support for developing the network policing block and highlighted progress in policy reviews and strategic planning. IM also referenced a recent research forum on violence against women and girls, upcoming collaboration with the NPCC academic centre, and new efforts to enhance horizon scanning and planning support across departments.

5.3 LDO acknowledged the significant progress on major projects, expressing appreciation for the teams’ efforts in delivering under challenging timeframes and financial constraints. She highlighted the unprecedented pace of delivery and used BPR as an example of effective integrated working across BTP. LDO thanked everyone involved and reiterated the importance of these achievements.

6. Strategic Reporting Q1

6.1 JC reported that activity against strategic objectives has stabilised after a previous decline, though there are concerns that recruitment freezes and the establishment reset may impact future performance, particularly around crime. She highlighted that while value for money objectives may benefit, performance risks remain. JC specifically questioned whether the disruption objective should remain graded as red or move to amber, noting some positive progress in reducing trespass and successful transformation activities, but emphasised that if judged solely on performance, red may still be appropriate. She invited feedback on the grading and suggested the wording of the objective may need review for next year.

6.2 FEB members discussed whether the disruption objective should remain graded as red or be moved to amber. SE argued that due to differences in recording systems between BTP and Network Rail, the true picture of disruption is unclear, and not all positive work is reflected in the current grading, suggesting amber is more appropriate. IM noted improvements in July and highlighted the challenge of distinguishing what BTP can influence versus external factors, leaning towards amber. SOC explained that while raw data shows an increase in incidents, much of this is outside BTP’s direct control, and the definition of disruption may need revisiting with industry partners.

6.3 LDO recommended moving the grading to amber, provided the narrative clearly explains the rationale. She emphasised that, despite growth in incidents due to increased network use and changes in industry recording, BTP has delivered strong performance in areas it can control, such as trespass reduction. LDO advised that the report should include clear points on increased passenger numbers, network usage, and the distinction between industry and BTP data, ensuring the authority understands the context behind the grading change.

7. ARIC Update

7.1 MM delivered the ARIC (Audit, Risk, and Inspection Committee) update, noting that the team has improved the timeliness and realism of audit & inspection action updates, with fewer extensions and a renewed focus on ensuring staff officers and business managers are using the system effectively. She highlighted that some outstanding actions were identified, but these were mainly housekeeping points or best practice suggestions from older inspections, not high-risk issues. The team is working to clarify reporting to distinguish between mandatory and advisory actions.

7.2 On vetting, MM reported that a single action plan now covers both inspection follow-up and APP implementation, with progress being made and additional resource secured to support delivery. She also mentioned that the Gold Group on the De Maria judgement was ongoing at the time of the report.

7.3 SOC added that, following a lengthy ARIC discussion, the team is introducing a more robust accountability framework, akin to a letter of delegation, to emphasise the importance of audit and risk management. This will include a finance-style quiz to ensure understanding of risk and action management, and guidance on the differences between assignees and owners in the system.

7.4 CD provided an update that legal advice on vetting has been received, and the new regulations are under review with the authority’s legal team. The Gold Group has now ceased, and the matter is considered business as usual.

7.5 CCas responded to the discussion on stop and search disproportionality raised in the update from the Strategic I&D Board, explaining that B Division’s robbery challenges and related operations have influenced the figures. He noted ongoing work to improve recording practices, including direct communications to teams and mechanisms to better document operational aims. CCas described the use of explain or reform panels, which analyse the most disproportionate local authority areas and assign leads to address or explain the data, with support from A&I. He also mentioned a recent reduction in stop and search activity, partly due to reforms and the identification of issues with mass search operations, particularly those run by the Met.

7.6 LDO acknowledged the importance of maintaining focus on disproportionality and supported the explain or reform approach. She raised the point that changes in the BDO's (Behavioural Detection officers) structure may have affected the data.

****ACTION - CCas to work with Richard Powell to analyse whether removing last year's BDOS data would alter the disproportionality picture, given the shift in operational capability and targeted activity.****

7.7 IDS provided a summary of the recent HMIC custody inspection, highlighting positive feedback on handover practices described as the best seen nationally and compassionate detainee care. He noted that while self-defined ethnicity recording in custody has improved to around 90% compliance, inspectors expect further checks on the remaining 10% not stated, prompting plans for dip sampling and CCTV review. Some estate issues, such as open-plan layouts affecting detainee dignity, were identified as challenging to resolve without significant investment. Training length and CPD for custody staff were also flagged for improvement. IDS advised that the inspection process is now more frequent and less detailed, with a single-word grading, and that the team is preparing additional evidence for the final report.

7.8 LDO emphasised the importance of having a clear governance trail for previous inspection recommendations, ensuring that all actions—whether accepted or rejected—are properly documented. MM confirmed that records exist showing estates changes were made as requested in the last inspection, but more detail is needed to fully evidence completion. CD questioned the practicality of reviewing CCTV for every "not stated" ethnicity case, suggesting this level of scrutiny may be disproportionate. IDS agreed, noting that implementing all recommendations would require significant resources and that some expectations, such as resolving issues outside police control (like NHS bed shortages), may be unrealistic. LDO and IDS agreed on the need to carefully reference and, where appropriate, challenge recommendations in the final report, especially where responsibility lies with other agencies.

8. Strategic Risk Update

8.1 PA presented the strategic risk update, noting that there were no changes in risk scoring this quarter. He highlighted ongoing deep dives into the legitimacy risk and flagged potential vulnerabilities in the transformation and financial sustainability risks, particularly around ESN funding and unfunded change. The estates risk was also noted due to resource constraints affecting mitigation efforts. He invited risk owners to raise any additional points not already covered.

8.2 MM added that, following an audit committee discussion, the team had considered whether GBR (Great British Railways) should be a standalone strategic risk. She suggested it currently links into existing risks, such as industry confidence, but wanted feedback from the group on whether a dedicated GBR risk was needed. LDO expressed a preference for treating GBR as a distinct strategic risk due to its potential impact on BTP's position and future, and asked MM to review and propose this. CCas supported this, noting that GBR-related changes are already starting to affect regional operations.

9. Quarterly Audit and Inspection Update

9.1 CJ provided an update on audit and inspection activities. She confirmed the HMIC inspection programme plan was agreed, with preparations underway for COG. Work is ongoing to strengthen self-assessment governance and ensure alignment with existing boards, including upcoming Q&A sessions with HMIC leads. She noted the custody inspection had already been discussed. CJ highlighted positive benchmarking of BTP by HMICS in Scotland, especially regarding uniform and equipment management. She introduced the new head of internal audit, Jorjie Woodroffe, and mentioned that BTP will monitor actions from the PSFA (Public Sector Fraud Authority) inspection to reach a "good" rating, with BTPA considering future reassessment options.

9.2 RD highlighted that the GIAA confirmed the robustness and accuracy of the MTFP model, settling previous debates with the authority. Iain noted improvements in aligning MoRILE scoring, FMS, and portfolio prioritisation, which will help with HMIC questions. LDO emphasised the value of using independent audits for decision-making and governance. RD praised the positive working relationship with GIAA auditors. LDO stressed the importance of taking inspections seriously, using them constructively, and maintaining a strong, compliant approach to governance and assurance.

10. Strategic Commercial Update

10.1 IC reported that the commercial pipeline is well-managed, with contract owners engaged far in advance of expiries, including planning for major systems years ahead. Three contracts are currently amber: networks (due to timing of contract transitions), iTrent (complexity), and forensics (market fragility and national procurement changes). IC described how a potential legal challenge over a recent procurement was avoided through careful process and legal support, emphasising the need for early engagement with his team on trials and procurement. He updated on fleet, noting new vehicles are being deployed, and on net zero carbon, where phased estate changes have reduced the carbon footprint, though vehicle replacements caused a temporary increase. He flagged global risks, such as oil price volatility, which could impact contract costs.

11. Establishment Reset

11.1 SS explained that the Establishment Reset is progressing, with over two-thirds of design proposals endorsed for consultation but noted that the process is complex and the impact on individuals and teams varies. The main focus remains on reducing headcount to meet affordability targets, but some departments are using non-pay savings—such as cutting contracts or finding efficiencies—to offset the need for staff reductions, especially in small teams where further cuts would be high risk. SS clarified that non-pay buyouts are only used in limited cases and are carefully scrutinised to ensure they represent genuine, sustainable savings, not just temporary fixes. The approach is not uniform: larger departments mainly reduce posts, while smaller ones may rely more on non-pay, but all proposals are reviewed to ensure fairness and alignment with organisational priorities.

11.2 IC described the establishment reset as challenging, highlighting that their team of 28.5 is losing 6.5 posts—over 22%—which directly affects people with families and responsibilities. They are focusing reductions on administrative support and non-critical procurement, aiming to minimise risk to essential services. IC is exploring greater use of AI, self-service, and cataloguing to streamline processes and offset some reductions. They noted strong support from colleagues and emphasised the difficulty of maintaining confidentiality until formal announcements are made.

11.3 LDO thanked everyone for their hard work and focus during the establishment reset, acknowledging the speed and difficulty of the process. They emphasised the importance of handling changes with kindness, maintaining confidence with the authority, and ensuring the organisation remains fit for the future. LDO highlighted that, despite tough decisions, the reset is necessary to keep the force relevant and responsive to upcoming changes such as GBR.

12. Special Constabulary Strategy

12.1 NT presented the first dedicated strategy for special constables, aiming to provide clear focus and align their work with force priorities. The strategy sets ambitious but achievable goals: increasing active officers by about 100 over three years, boosting volunteer hours, enhancing capabilities (including a detective pathway), and improving diversity and engagement. NT confirmed these targets can be met with current resources, leveraging existing recruitment intakes, transferees, and employer-supported policing, without requiring extra headcount.

12.2 FEB colleagues broadly supported the ambition of the Specials Strategy but raised practical concerns about integration with the establishment reset, resource implications, and infrastructure needs such as estates, lockers, and welfare facilities.

12.3 Questions were asked about how the planned increase in special constables would be managed without additional investment, and whether current recruitment and training capacity could support the growth. NT responded that the targets align with current intake plans and that further engagement with L&D, recruitment, and estates would be needed to ensure feasibility.

12.4 SOC questioned whether a standalone strategy was necessary, suggesting key elements could be incorporated as KPIs within divisions rather than a separate document. SOC also advised caution with language in the strategy, particularly the statement that the BTPA budget "must provide the funding to match our ambition," as this could prompt debate with the authority about budget allocation.

12.5 LDO acknowledged NT efforts and the ambition of the Specials Strategy but decided not to approve it at this meeting. She emphasised the need for further work to clarify how the strategy aligns with the establishment reset, core organisational objectives, and resource implications—particularly regarding infrastructure, recruitment, and finance. LDO requested that NT meet with her and relevant leads to address these issues, ensure risks and costs are properly mapped, and revise the strategy for better alignment before it is brought back for approval at a future meeting.

****ACTION – Bring back Special Constabulary after feedback from FEB members for final approval. ****

13. M365 CoPilot Training

13.1 Closed session for FEB members to receive training.