SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

# Minutes of Meeting – 21 Aug 2025

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

## 1. Chief Constable's introduction

1.1 LDO opened by highlighting that the next FEB will be first in-person executive team meeting in over four years, expressing the importance of gathering together annually. She noted she would leave early to attend Lord Ian Blair's funeral, with CD taking over as chair. LDO also mentioned her upcoming leave, during which CD will act as chief constable. She acknowledged RE's impending operation and wished her a smooth recovery, noting VP will cover RE's role during her absence. LDO updated the team on the upcoming stakeholder interest group meeting, the ongoing budget settlement process, and the improved tone of discussions with the authority this year. She emphasised the need for consistent messaging and referenced the dissemination of a stakeholder script.

1.2 RE reported that a 4.2% pay recommendation for officers and staff is being put forward, with matching London weighting and allowance uplifts. She highlighted a proposal for police staff to receive equitable sick pay, which is under authority review. If approved, the police officer pay award will be processed in September, and the staff award in October, due to the need for backdating and additional calculations

1.3 LDO informed members that around 600 staff will be working at Notting Hill Carnival over the main days, thanking both frontline and behind-the-scenes teams, especially those in technology. She acknowledged some anxiety about the event but noted this is a recurring sentiment each year. LDO praised recent media coverage, including DI's BBC London appearance and other positive social media and news features highlighting BTP's operational successes.

1.4 Following this, LDO mentioned her recent trip to Scotland, where she met with colleagues and received positive feedback from the rail industry about the division's work, noting only minor issues. She also referenced a visit to Southend-on-Sea for a joint operation with Essex Police, describing it as productive and a good opportunity to be out on patrol. LDO reminded everyone to complete their Black History training by mid-September.

## 2. Minutes and Actions from previous meeting

2.1 MF Checked July 24th Minutes, which were approved.

2.2 MF noted one outstanding action related to portfolio stack discussions, with IM confirming a written submission was made. IM explained that initial engagement with the Chief Officer Group (COG) has occurred, and further work is needed on the innovation work strand before finalising the portfolios. The plan is to update COG, then present to the FEB meeting in September or October. MF agreed with this approach, and LDO expressed satisfaction with the plan.

## 3. Finance Update

3.1 HA reported a balanced budget with a slight surplus this period, mainly due to reduced unbilled travel and hotel costs. The figures assume authority approval to charge out additional London allowance and PSA income reduction; if not approved, there will be a budget pressure of just under £5 million. The PRRB pay award is not yet included—if approved, it will add about £3 million in costs. Officer staffing is expected to be at affordability by year-end, with some posts kept vacant for future opportunities. Cash flow remains healthy if assumptions hold, but risks exist if funding decisions change. Harriet urged teams to spend their budgets and fill funded vacancies, and to work with finance on permanent efficiencies.

3.2 CD raised the need to ease recruitment restraints to meet workforce planning targets, suggesting that some measures slowing recruitment should be removed. RE confirmed recruitment controls are regularly reviewed and more roles are moving quickly to internal and external advertising. SYJ added that most vacancies are being held until October to give displaced staff priority, after which all vacancies will be released. CD emphasised factoring these plans into financial forecasts, and RE and HA agreed to track this in their planning.

## 4. FMS Findings

4.1 JC presented the Force Management Statement (FMS) findings, highlighting extensive MoRiLE sessions across the organisation and the identification of cross-cutting themes. Key departments like Estates and L&D remain under significant pressure, while network policing demand has increased. Some areas, such as Wellbeing, have improved due to past investment, but others, including B Division and public order, are facing rising demand and capacity gaps. The capability review saw fewer bids this year, reflecting ongoing organisational change and financial pressures. JC noted the need to align innovation and investment with priority areas and outlined plans to integrate capability review outcomes into future financial planning.

4.2 MM asked if a crime auditing role, previously removed due to vacancy deletion, could be reconsidered for inclusion in the capability review given recent changes. The discussion for this will be held offline. LDO highlighted the absence of network policing investment in the FMS slides and requested this be addressed in the executive summary.

**5. ESN Outline Business Case**

5.1 LDO exited the meeting CD chairing this item.

5.2 SOC introduced the Emergency Services Network (ESN) as the replacement for the Airwave radio system, noting it is a major government project that began in 2013 and has faced significant delays, with delivery now expected around 2029–2030. He explained that the project is overseen nationally by a Chief Constable and a dedicated team, and that BTP previously had a larger team but now operates with reduced resources. SOC emphasised the need to alert the Department for Transport to the upcoming funding requirement of nearly £40 million for BTP's ESN implementation

5.3 EM presented the ESN outline business case, highlighting that BTP will need around £39 million over five years to implement the new emergency communications system, including a significant one-off connection fee and increased annual running costs compared to Airwave. He explained that Home Office forces are funded centrally, but BTP must secure its own funding, making DfT engagement essential. EM noted that the project is non-discretionary—BTP must adopt ESN to maintain interoperability with other emergency services. He outlined major risks, including affordability, cash flow, and device adoption, and stressed that many costs and technical details remain uncertain, as the programme is still evolving. He also mentioned the need to expand the project team and the dependency on Home Office timelines and procurement.

5.4 Following EM's presentation, questions focused on several key areas: the need for greater estates involvement due to potential infrastructure and landlord consent issues; whether BTP is coordinating implementation with other forces; assurance that current coverage gaps (e.g., Birmingham New Street, Waterloo) are being addressed; whether ESN will resolve current Airwave limitations for remote access to talk groups; the rationale for using police officers versus staff for device rollout and training; training requirements and the role of control room staff; readiness of London Underground coverage; the fallback plan if ESN is cancelled; and whether fleet and vehicle radio costs are fully considered. EM and ALy provided clarifications on each point, confirming ongoing coordination, risk awareness, and that many details will depend on national programme developments.

5.5 CD emphasised the lack of parity between BTP and Home Office forces regarding ESN funding, highlighting the need for senior DfT engagement and warning that the significant funding requirement could become a ministerial issue. He noted that BTP must comply with the national mandate, so the focus is on "how" rather than "if" the project proceeds. CD stressed the importance of maintaining board visibility on project phasing and costs, especially before DfT funding is secured, and advised caution on recruitment and investment until there is greater certainty after the next government review. He supported the immediate step of appointing a programme manager but recommended holding off on wider team expansion until the programme's future is clearer.

5.6 CD gave endorsement for the ESN outline business case to proceed to RSG for approval, noting there were no objections from the group and supporting the immediate appointment of a programme manager as the next step.

## 6. Performance Update

6.1 AA reported a decrease in theft and an increase in overall solved crime rates compared to last year. Violence has risen, mainly due to more common assaults, and public order offences are also up, with both expected to peak in autumn and winter. Sexual offences have increased, but sexual assaults on females and males are slightly down. High harm crime solve rates have improved. Disruption minutes have risen, driven by trespass and cable theft, though fatalities and injuries are down.

6.2 LDO acknowledged the positive trends in solved rates and reduced fatality minutes, noting these as encouraging signs despite rising crime. IDS added that, although overall crime numbers are up, crime per passenger journey is actually improving due to increased railway usage. He highlighted the need to further improve solve rates, especially for high harm crimes, and discussed the impact of modern train design on longer handback times after incidents, suggesting this issue be raised with industry bodies and the Department for Transport. RE confirmed that the Department for Transport owns the trains, supporting the need for their involvement in discussions about train design. IDS also mentioned ongoing efforts to improve crime recording timeliness and accuracy, with additional resources allocated to accelerate audit feedback.

***LDO exited the meeting, CD acted as chair for the remainder of the meeting.***

## 7. Portfolio Update

7.1 IM provided an update on portfolio management, highlighting ongoing work to align the investment plan with a new multi-year strategy and innovation strand. The team is focusing on balancing cyclical and non-elective projects with innovation, particularly in estates and technology, and ensuring forecasting remains accurate. There is consideration of restructuring the portfolio for better strategic alignment, and recent improvements in frontline facilities were noted. Work continues on efficiency opportunities and strategic planning, with upcoming reports and stakeholder engagement planned.

7.2 JB updated that Windows 10 support will end soon, creating a significant cyber risk, and migration to Windows 11 requires all users to move to the Intune build. Most sites have migrated, but around 600 staff at migrated sites have not yet switched, and another 700 are scheduled. Red screen prompts are now active, and a list of non-compliant users will be sent to Feb members for follow-up.

7.3 HE supported a firm stance, suggesting access removal for those not migrated by the deadline, as the organisation cannot afford the risk or cost of extended support. IDS agreed, provided ample warning is given and exceptions (e.g., maternity leave) are managed. JB confirmed exceptions will be tracked and that the cut-off is planned for late September, with a short buffer before the official support ends. CCon requested the outstanding user list sooner for targeted action, and JB agreed to provide current data where possible.

**A. Future Networks Exception Report**

A.1 JM provided an update on the Future Networks Exception Report, explaining that project delivery has been delayed by six months due to external market factors, notably a 200% cost increase from VMware after its acquisition by Broadcom. This required a shift to an alternative technology (Red Hat), impacting timelines and necessitating an extension for the senior project manager and an additional revenue budget. Despite the delay, future savings are safeguarded in the new contract, and a recent merger between Virgin Media O2 and Daisy may allow for some acceleration. The project will still deliver significant annual savings and improved cybersecurity, with dependencies on Intune migration and estate changes.

A.2 After JM's update, IM highlighted risks related to estate changes and the need for coordination with the Scottish Government, suggesting a meeting to align on MTFP bids. NM confirmed ongoing collaboration between estates and technology to minimise delays and ensure effective rollout, noting that strategic site requirements are being reviewed. JB raised governance concerns about contract approvals, emphasising the need for expedited authority sign-off. IC added that due diligence is underway to challenge supplier cost increases and ensure legal compliance, aiming to finalise this within ten days. CD questioned market stability, with IC confirming that once the new contract is signed, BTP will be protected from further supplier-driven changes.

A.3 CD confirmed approval for JM to proceed with the Future Networks project changes as outlined, requesting regular updates to ensure contract stability and proper governance until all agreements are signed.

8. **ARIC Update**

8.1 MM provided an ARIC update covering risk management, asset management, captor compliance, property management, and freezer checks. Risk management processes are maturing, with more focused risks and improved compliance expected after policy tweaks. Two new red risks were added (Taser instructors and financial settlement). Captor management is improving with new asset tracking processes, though some issues remain with serial numbers and spreadsheet reliance. Property management audits showed mixed compliance, with divisions implementing action plans to address gaps; group discussion reinforced that governance and compliance must not be deprioritised for performance. Freezer checks revealed some sites not recording daily checks; CD stressed the importance of compliance, warning that non-compliance could result in removal of freezer capability. IDS raised the issue of rural sites unable to do daily checks, suggesting risk assessment and possible technical solutions. WJ updated on asset management strategy, noting progress on defining assets and the need for a unified policy.

**9. Legitimacy Deep Dive**

9.1 IDS and PA reported that the legitimacy risk, which covers areas like stop and search, custody, use of force, and organisational reputation, has been reviewed and, due to significant ongoing mitigation, has been downgraded from red to amber. They noted the risk is unlikely to ever be green given the nature of policing and external influences. The reframing of the risk and refreshed controls were agreed with the authority, and the updated status will be presented to the committee for further review.

9.2 CD followed up IDS's legitimacy update by highlighting the need to examine justice outcomes, specifically whether charging rates differ by ethnicity, noting that stop and search is well assessed but justice outcomes require more scrutiny. SG responded that data capture on self-defined ethnicity is incomplete, limiting meaningful analysis, but some processes and data are available. CD suggested the legitimacy board should focus on improving data capture and disproportionality analysis. IDS agreed to take this forward, acknowledging challenges with detainees processed outside BTP custody. The group supported continued work to better understand and address disproportionality in justice outcomes.

**10. Establishment Reset**

10.1 SYJ provided an update on the establishment reset, confirming that all design authorities are nearly complete, with the final session scheduled soon. She noted that 602 posts have been identified for change across 37 design packs in six months, and consultation or engagement is underway or imminent for remaining areas. She emphasised that while some changes are achieved through vacancy deletion, structural and process changes still impact teams, and the next phase will focus on post-consultation reviews, risk management, and preparing for the release of vacancies in late October.

10.2 Members including AAug, CCon, PF, HE, and RE discussed the practical and emotional challenges of the process. AAug and CCon reflected on the impact of structural changes even where no staff are lost, and the value of learning from others' experiences. PF highlighted the importance of considering counter proposals from staff, which sometimes led to better solutions, and praised the support from P&C colleagues. HE raised concerns about the emotional toll on staff, especially with the looming end dates and the effect on morale, while RE and others stressed the need for visible, supportive leadership and dignified treatment of those leaving. CCon also urged managers to continue supporting training and development during the transition.

**11. All People Action Plan**

11.1 KW summarised the results of the all people survey, noting a drop in participation to 54% and a decline in the engagement index, particularly around trust, confidence in senior leaders, and support through change. She highlighted that only 27% of staff believe action will be taken based on their feedback, and 30% do not see themselves at BTP in two years. Despite this, there were improvements in areas like race action, technology, and wellbeing. KW proposed strengthening governance of the action plan, suggesting either continued COG oversight or a new formal governance board to ensure accountability and visibility. She emphasised the need for visible action, better communication, and ongoing engagement, especially post-establishment reset, and invited feedback on the governance approach.

11.2 Following KW's input, members discussed the best way to ensure the all people survey action plan is effective and visible. CCon shared positive experience of involving sceptical staff in a values board, suggesting it can drive real change, and highlighted the need for clear communication and use of existing resources like podcasts. SYJ and CD debated who should attend leadership events, agreeing on a more nuanced, value-based approach rather than by grade alone. DI and DR questioned whether a new board was needed, suggesting existing structures could be used if communication improved, while NM and SG stressed the importance of focusing on a few key issues and recognising that not all actions will be popular. JS and MF supported a formal governance board to ensure accountability and progress, with consensus forming around the need for better communication and structured oversight.

11.3 CD confirmed the decision to establish a formal governance board for the all people survey action plan, with quarterly meetings (potentially more frequent initially) and strong divisional representation. The board will report back to FEB after each meeting, and its updates will be cascaded to line managers to ensure visibility and feedback. Attendance will be based on who can add value, not just grade, and the board will act as a standing forum for staff to challenge and close the feedback loop.

**12. I&D Session**

12.1 Closed session for FEB members to receive training.